

4.0 VISION & OBJECTIVES

4.1 / CONSULTATION AND COMMUNITY ENGAGEMENT

A Community Reference Group (CRG) was formed by the Shire of Manjimup and a comprehensive consultation process undertaken to:

1. Formulate and agree on the Vision for Manjimup;
2. Assess strengths, weaknesses, opportunities and threats (SWOT) of the local economy;
3. Identify key priority projects to stimulate economic development and investment;
4. Discuss the opportunities and constraints throughout the development of the preferred Growth Plan; and
5. Test the ideas of the proposed Town Centre plans and landscape concepts.

The objectives for the community and stakeholder engagement processes undertaken during the development of the Spatial Growth Plan were to:

- Identify actions that will enable inclusive and effective stakeholder engagement, as well as clear communication with the project team;
- Confirm stakeholder opinions and areas of interest in order to provide accurate feedback to inform the planning process;
- Investigate economic opportunities and understand the growth challenges facing the Town; and
- Build stakeholder ownership.

VISION FOR MANJIMUP

“Manjimup – the heart of the South West

We are a thriving Regional Centre which is safe, liveable and welcoming.

We value our quality of life and embrace our natural environment which affords us both economic and recreational pursuits.

Our industries are recognised for their resilience, quality and innovation and for their contribution to the state of Western Australia. Our economic diversity provides business and employment opportunities for all.

Manjimup – the place to grow a future”



4.1.1.1 / Manjimup Futures

Manjimup Futures was a response to the ongoing transitional change in the Shire's economy from timber and farming-based to an economy based upon horticulture, viticulture, public services and a smaller timber sector. Manjimup Futures is a joint project of the Shire of Manjimup and South West Development Commission and was undertaken between April and August 2011. The objective of the Manjimup Futures Working Group was to devise a strategy for Manjimup that would grow job opportunities and support and foster business development.

As part of the Working Group's investigations, a wide ranging consultation exercise was undertaken. This consultation consisted of a number of processes – to ensure a comprehensive picture of what the people of Manjimup Township and surrounding Towns and residences in the area consider important about the present and the future for their area. A total of approximately 1200 people were involved in this overall process. All consultations occurred after the announcement of Manjimup's SuperTown status and activities 2, 3, 4 and 5 below involved some discussion of the implications of this status.

What is clear from all consultations but particularly emphasised in the postal community surveys and community interviews and forums is that over 90% of people associate the natural environment (climate, trees, coast, clean air and water) with why they live in the area and that it represents what is best about the area. This indicates why people stay and what can be a major marketing message.

The results and feedback also reinforce the importance of 'agriculture', 'health' and 'tourism'.

Agriculture in its widest sense is important – with the area being a food bowl and needing further development and diversification, including into tourism and food processing, packaging and market creation. Agriculture is seen to offer enormous potential for the region – if properly resourced and developed, in terms of training, knowledge and advice.

Health and health services are a major issue for residents. Whilst many complain about inadequacies, others praise services and point to recent changes. Overall, having a hospital and a new clinic are noted. Adequate aged care accommodation and services are a concern.

Infrastructure is detailed, but overall a new or upgraded airport was seen as important to draw new residents, provide work for existing residents and to act as a stimulus

for tourism, agriculture and other industry. The telephone perception survey of Shire residents, particularly highlighted the need for entertainment infrastructure (cultural, concerts, cinema).

Tourism is seen as needing encouragement, marketing, new businesses, new ventures and particularly new tourist accommodation and a resort. The message of what is great about the region needs to be marketed, attractions further developed, services being available for extended hours and customer service improved.

There were six (6) activities involved in this consultation:

1. A Community Awareness Flashpoll was conducted by telephone by Patterson Market Research in June 2011. This was to gauge what Perth residents knew about the Manjimup area of the state's South West. Most respondents had visited the area but said they would stay longer if they knew more about what activities were available.
2. Individual surveys were posted to all residents in the Shire of Manjimup, including the larger Towns of Pemberton and Northcliffe. Walpole was not included as the Town was conducting its own survey - the results of which will be provided for the Shire. This was to gauge how people saw their location currently and how, if necessary they could be improved.
3. Community targeted consultations. These included a number of advertised public forums (Middlesex Hall, Pemberton Sports Club, Manjimup Sports Club, Northcliffe Hotel and Deanmill Workers Club. The second part of this process involved meeting with identified stakeholders and interested parties. This survey sought current perceptions of living locally, but also what was needed to promote growth in the area. This provided greater emphasis on business and infrastructure than the general community survey.
4. Consultation with Manjimup Chamber of Commerce and Industry, which concentrated on required infrastructure.
5. Review of consultation and planning documents and minutes e.g. Manjimup Futures Forum (20th April 2011).
6. A Community Attitudes Survey conducted by telephone by Patterson Market Research of 400 residents within the Shire. This was guided by the other consultation tasks and sought current perceptions and what improvements might be desirable to make the area a better place to live and work. A key emphasis of

the responses was the need for greater entertainment and cultural infrastructure. The questions asked were informed by all the preceding consultations, to ensure comprehensive cover of issues.

Perth Perception of Manjimup

Patterson Market Research conducted a 'Flashpoll' telephone survey of 300 Perth residents as part of Manjimup Futures. In summary, the findings indicate a quite high level of awareness of Manjimup, and even a reasonable understanding of its location. Indeed, two thirds (67%) of Perth respondents report that they have been to Manjimup at some stage. This propensity to have visited Manjimup is clearly age related, with older people having a greater visitation rate (having had more years in which to have experienced the Town). We do not believe that the greater exposure to Manjimup by age is a function of its greater appeal necessary to older people.

Overall, amongst the people who are aware of Manjimup (95% of the population), 7 out of 10 (70%) report that have visited the Town.

In the main however "been to Manjimup" means having driven through without stopping. Almost 4 out of 10 of those who have been to Manjimup reported that the last time they were there they simply drove through without stopping. Interestingly however, 1 in 4 reported that they had holidayed in the Town and a further 15% had stopped for a coffee or a meal.

There seems to be little unprompted awareness of the range of activities that may be undertaken in and around Manjimup. When asked what things they associate with Manjimup, 1 in 4 referred to the timber mills or the timber industry and 1 in 5 the forests and nature trails. There was very little difference in awareness of the types of activities that would be associated with Manjimup between people who had visited and people who had not visited. In other words, visiting Manjimup does not appear to have had a material impact on their unprompted awareness of the types of activities that they would associate with Manjimup. Even once prompted with the major activities, "visitors" showed remarkably similar levels of awareness of the types of activities that are associated with the Manjimup region.

Given the high rate of visitation (7 out of 10 people who are aware of it and two thirds of Perth people overall have visited Manjimup), and the very high "drive through" rate without stopping (37% of visitors), it is believed that Manjimup could effectively promote its activities for a holiday destination by simply erecting prominent signs within the Town itself promoting the types of activities that are available.

It is also noted that one of the reasons for not visiting Manjimup for a holiday was the perception that "it's a small country Town (and) not enough (activities) to hold their interest for more than a couple of days". In our assessment, Manjimup should promote itself as the "two day break" where you can "relax and unwind" or be physically active walking the nature trails etc.

It may be unrealistic to seek to promote Manjimup as a venue for a longer holiday stay than a couple of days.

Local Perception of Manjimup

Paterson Market Research also conducted telephone surveys of local residents to identify their perceptions of the Shire. The survey of 400 residents from the Shire of Manjimup indicates a community that appreciates the quiet rural lifestyle, but believes that the lot of the region would be materially improved with an upgrade to the road and rail infrastructure. It seems to be believed that such an upgrade would have positive effects in both improving the efficiency and viability of current business agriculture and tourism and also improve the quality of life for residents.

There is also a high priority placed on the creation of improved entertainment options, focusing on a movie theatre, and a live show and concert venue.

Lack of Things To Do and Lack of Facilities

When asked to nominate the negatives of living in the region in an unprompted question, young people focused on the lack of things to do. But overall it was the lack of services and facilities, particularly medical and education that residents had as their top of mind shortcomings of living in their region.

Six in ten rated the entertainment options for the region as being "poor", as did 54% for access to medical services. Generally access to policing, and the standard of recreational facilities were regarded as "good", though the range and types of shops in the region were "just OK".

Amongst younger people aged up to 29 yrs, three in four (76%) rated the entertainment options for the region as being "poor". This sentiment was most strongly felt in Manjimup.

The suggestions to improve the entertainment options focused on a movie theatre, and the facilities for live concerts plays or music festivals.

Lack of medical services felt most amongst parents

Overall 54% felt that they were poorly served for medical services. This was slightly heightened amongst respondents in the “parenting” age group of 30 – 45 yrs (59%) compared to 52% for those in the younger and older age groups. The perception of poor medical services may well be related to expectations. Those in Manjimup had the highest proportion with the “poor” rating for medical services (60%), compared to 56% in the smaller Towns, 43% in Pemberton, and 35% in the south coastal Towns.

Standard of infrastructure generally well accepted.

There was a relatively small proportion of respondents rating their satisfaction with six aspects of the physical infrastructure of their Town as poor. Street lighting attracted the lowest satisfaction rating, with 51% rating it as good, 29% “just OK” and 16% “poor”. Manjimup had the lowest satisfaction with street lighting (19% “poor”), and Pemberton had the highest (67% “good”).

Road & rail improvements the focus for infrastructure spend
Seven in 10 (73%) rated improvements to the road and rail system as needing a high priority for authorities. This was followed (at some distance) by better tourism accommodation (53%), an entertainment centre (47%) improved shopping (47%) upgrades to Town Centres (36%) and a major sporting facility (27%).

Strong support for tourism development

Almost nine in ten (86%) supported the notion of developing tourism for the region. This opinion was also reflected in the support for better transport (road and rail) infrastructure, better restaurants, and better shops.

Other matters

Education and training was seen as an important precursor to business development for the region, as was the development of agricultural tourism, and better entertainment facilities. 56% rated faster internet as an important business development strategy. 32% felt that more light industrial blocks would be beneficial.

Conclusions

Many of the findings of Manjimup Futures are consistent with the views of the Community Reference Group and are reflected in many of the submissions the ‘in house’ Shire of Manjimup SuperTown Project Team have received.



The perception testing identifies a number of issues that the Growth Plan will seek to address, including, but not limited to:

- *Improvements to medical, recreation and cultural facilities over time;*
- *Providing Manjimup with a more appealing ‘face’ to present to visitors and making the Town Centre more accessible and interesting;*
- *Building on the Shire’s ‘clean and green’ image; and*
- *Protecting and promoting the lifestyle character of Manjimup.*

4.2 / GOALS AND OBJECTIVES

Table 14 outlines the aspirational goals that have been developed to describe the desired growth characteristics of Manjimup into the future, and are statements of longer-term intent. The project objectives have been derived from the context analysis outlined in the previous section and have been formulated to guide the development of effective strategies for the creation of Manjimup into a resilient and progressive Town, ultimately with the characteristics described in the Goals.

Table 14: Goals and Objectives	
Aspirational Goal	Project Objectives
<p>Economic</p> <p><i>To ensure Manjimup's industries are recognised for their resilience, quality and innovation and for their contribution to the state of Western Australia. Our economic diversity provides business and employment opportunities for all.</i></p>	<ul style="list-style-type: none"> • Continue to encourage diversification and investment within Manjimup's traditional industries. • Create brand identity, promote Manjimup as a quality provider of products and identify new markets for our produce. • Encourage investment in the small business sector by strengthening Manjimup's role as a regional centre. • Generate employment in industries and sectors that are consistent with Manjimup's quality of life and natural environment. • Provide the facilities that make Manjimup an attractive residential base for Fly-In-Fly-Out workers. • Encourage the development of high quality business tourism accommodation. • Implement strategies for attracting migration and business investment in Manjimup.
<p>Environmental</p> <p><i>To maintain a quality of life and embrace our natural environment which affords us both economic and recreational pursuits.</i></p>	<ul style="list-style-type: none"> • Create / enhance green corridors and spaces through the Town. • Retain natural bushland in and around Manjimup and protect it from introduced plants and animals. • Integrate water and energy efficiency into new development areas. • Promote sustainable housing design. • Encourage sustainable farming practices and natural resource management. • Explore options for renewable energy and water recycling. • Enhance walking, cycling and public transport opportunities as an alternative to car use.
<p>Social</p> <p><i>To ensure Manjimup is a thriving Regional Centre which is safe, liveable and welcoming.</i></p>	<ul style="list-style-type: none"> • Improved health facilities that cater for all segments of the community whilst reflecting the gradual aging of the population. • Build on Manjimup's education reputation by expanding primary, secondary and tertiary education opportunities and facilities. • Better cater for the needs and desires of Manjimup's youth. • Create a cultural / community / recreational node centred on the Manjimup Timber and Heritage Park. • Provide the social support services needed for a growing population that embraces migration and families of Fly-In-Fly-Out workers. • Ensure an adequate supply of affordable housing.
<p>Built Environment / Infrastructure</p> <p><i>To ensure Manjimup is a thriving Regional Centre which is safe, liveable and welcoming.</i></p>	<ul style="list-style-type: none"> • Provide better connectivity between the east and west sides of Town. • Remove infrastructure constraints to residential, commercial and industrial development and ensure servicing costs do not act as a disincentive to development. • Ensure adequate water supplies for agriculture and allow for water to be transported to where it is needed. • Create an affordable house and land product for less than \$300,000. • Create an attractive and accessible Town Centre that services residents, surrounding Towns and visitors to our region. • Plan for the long-term need for a road and rail corridor around Manjimup to remove through freight movements from the middle of the Town. • Provide a regional airport with the capacity to cater for Fly-In-Fly-Out directly to mine sites and allow for direct export of produce to existing and new markets. • Provide end-of-trip cycling facilities and expand the shared path network.
<p>Governance Objectives</p> <p><i>To ensure governance and decision-making is efficient and reflects the Vision for Manjimup.</i></p>	<ul style="list-style-type: none"> • Adequately resource implementation of the SuperTown Growth Plan. • Ensure statutory and strategic planning instruments are effective implementation tools. • Create a decision-making environment that provides certainty to the community.

4.3 / POPULATION TRAJECTORY

The potential future population growth path of the Manjimup LGA is based on the economic modelling approach outlined in **Figure 24**. Three growth scenarios have been developed for comparison and are based on population growth in the region, specifically:

Low: Assumes population growth aligns with estimates from the Department of Health and Ageing for an average annual decline in the population of 0.6% per annum to 2031;

Medium: Assumes population growth aligns with the estimates from the Western Australian Planning Commission for an average annual decline in the population of 0.2% per annum to 2031; and

High: Assumes population growth aligns with the SuperTowns target of a doubling in the population of Manjimup Town and continued historical trends for the remainder of the LGA, resulting in an average annual 2.2% expansion of the population.

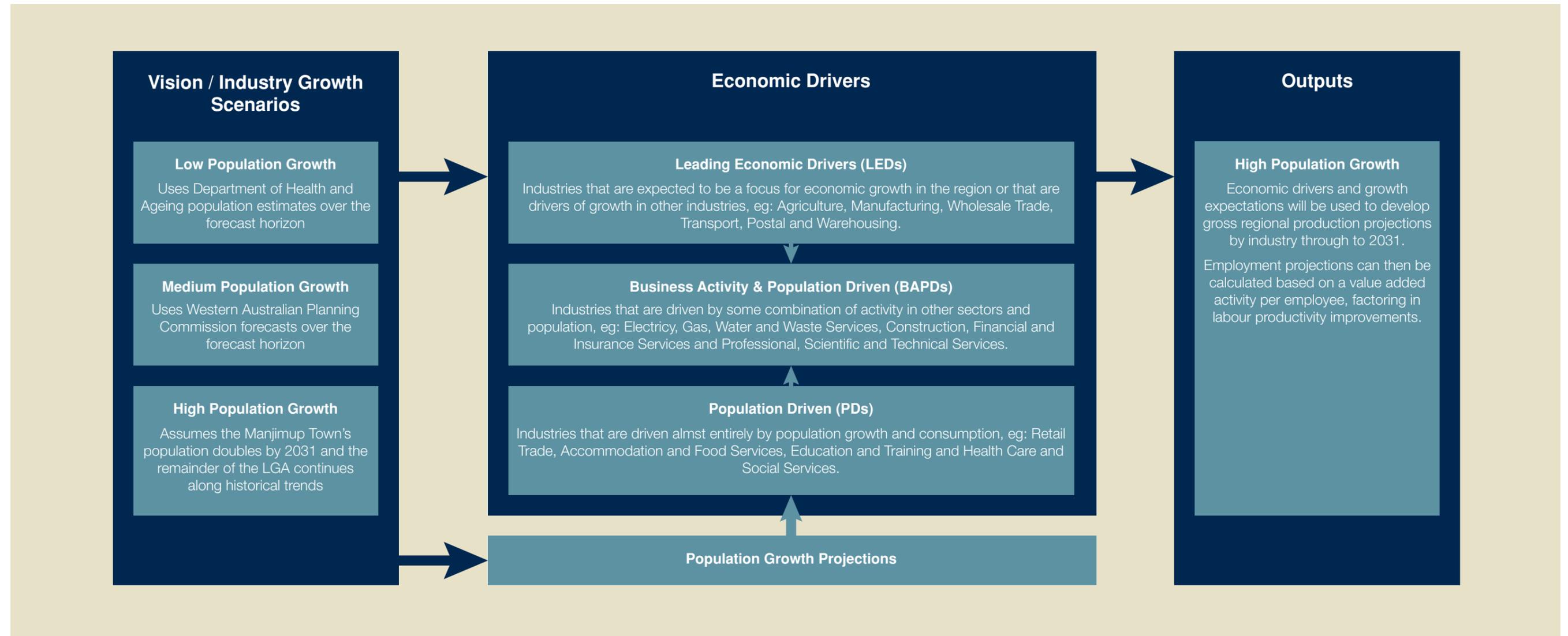


Figure 24 LGA Economic Modelling Approach (Source: AECgroup)

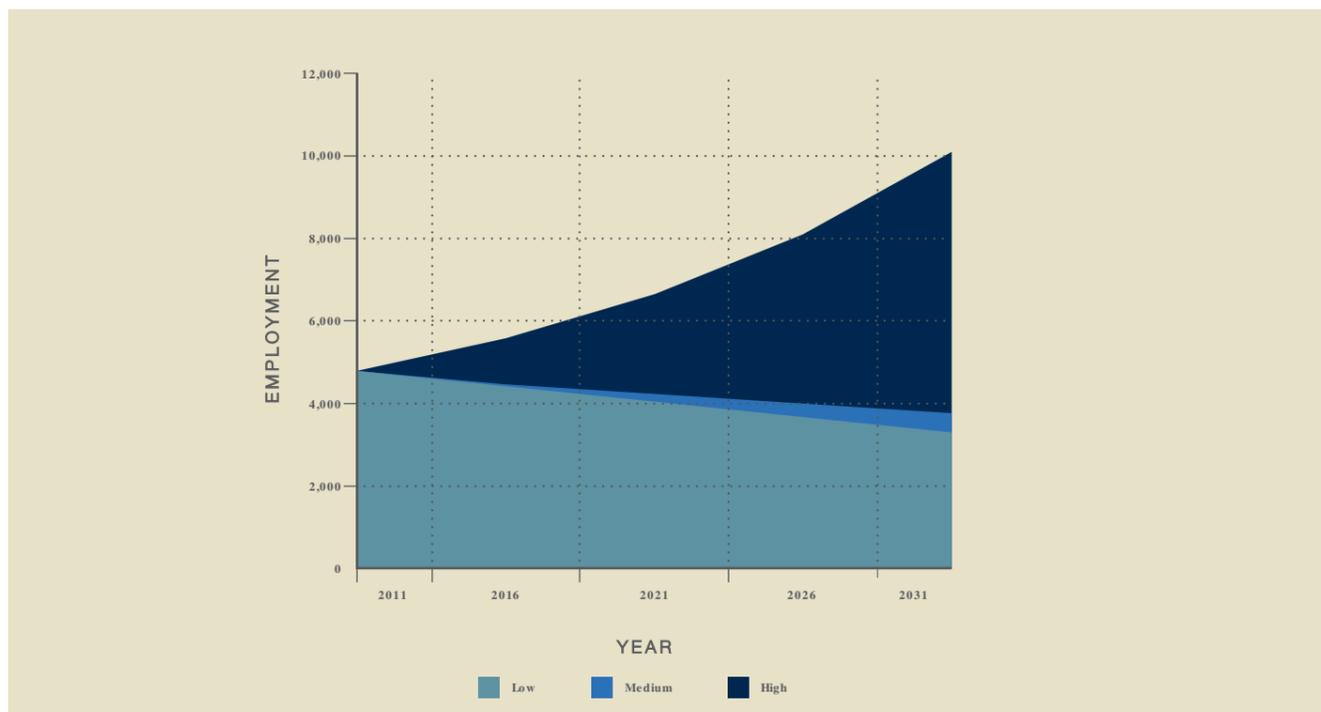


Figure 25 Estimated Employment, 2011 - 2031, Manjimup LGA (Source: AEC)

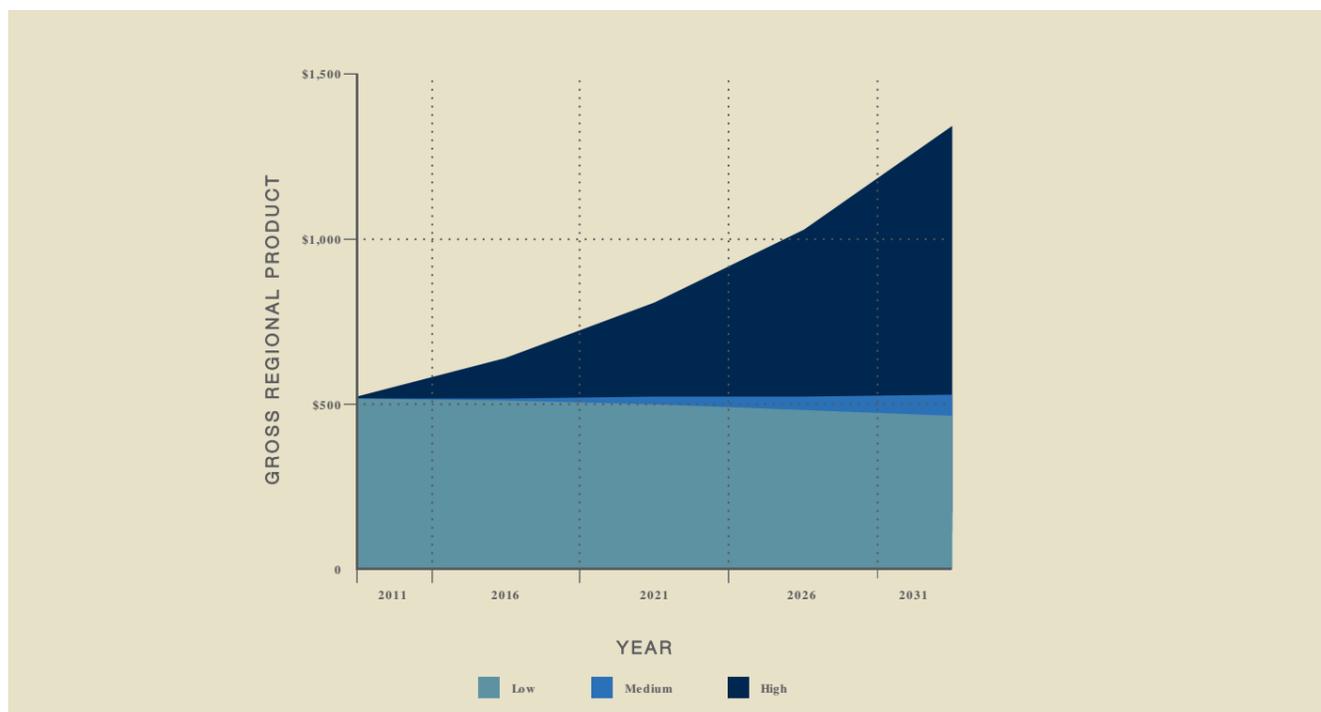


Figure 26 Estimated GRP, 2011 - 2031, Manjimup LGA (Source: AEC)

Population growth is dependent on jobs creation. Employment estimates vary significantly between the scenarios, from a low of 3,300 to a high of 10,000, from a current base of 4,784 (Figure 25). These outcomes suggest that achieving the SuperTowns population target will require significant proactive economic development activities to stall the reduction in employment anticipated in the region.

In each scenario, jobs creation is likely to be reflected in the mining, electricity, gas and water and construction industries. Under the high scenario, key population-dependent industries such as health care and education are expected to expand significantly.

In 2010-11, the Manjimup LGA economy had a Gross Regional Product (GRP) of \$521.0 million. Estimates, based on the above population scenarios, suggest the economy could contract to \$466 million by 2031 or could grow to \$1.3 billion over the same time frame, dependent on the rate of population growth (Figure 26).

Key sectors that are expected to grow regardless of population are agriculture (including forestry), mining and electricity, gas and water services. However, achieving the SuperTown's population target would be anticipated to result in broader economic growth, particularly in sectors which are highly population dependent, such as education, health care and community services.

Key Findings

Unless proactive action is taken with the assistance of outside stimulus, the 'business as usual' approach will lead to decline, not growth and therefore the Town risks shrinking in terms of population, employment and economic activity. This would be counterproductive to SuperTown objectives and the government's desire to decentralise population growth. Managing the implications for Manjimup from a range of micro and macro economic factors (including an aging population, fluctuations in the timber industry and state and national growth trends) will be essential to supporting the local economy over the coming 20 years. Business attraction, resulting in local employment growth will also be an essential component to the Manjimup economic development strategy.

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4.4 / POPULATION TARGET CHECKLIST

The growth and diversification of Manjimup and the economic base supporting the Town is the principal priority of the Growth Plan. Underpinning this is the obligation to future generations to focus on sustainability.

The following 'Targets and Indicators' checklist (Table 15) has been formulated to:

- Monitor and review the Growth Plan ambitions and assist with the early identification of any limitations that could impede the predicted growth of the Town;
- Ensure the targets and indicators align with the overarching goals and objectives of the community;
- Trigger subsequent business case proposals corresponding to specific items appropriately reflected in the Implementation Schedule.

Focus Area	Target	Indicator	Method of Measurement	Timeframe for Review
Economic	Population of 11,000 by 2031	Estimated Resident Population growth rate at or above 3.4% annually	ABS	Annual
	Increase in agricultural production and value adding opportunities	Increase in Gross Value of Agricultural Production (GVAP) and new products	ABS	5 Yearly
	Exposure of agricultural sector to South-East Asian markets	Increase in value of exports	ABS/ Survey	5 Yearly
	Identify and engagement with prospective investors	Increase in new business and industry start ups	ABS	5 Yearly
	Increase tourism opportunities	Increased visitation	WA Tourism	Annual
	Develop sustainable timber solutions	New technology and increase in manufacturing and plantation activities	ABS	5 Yearly
Environment	Protect local biodiversity	Retention through LPS and TPS	Land use controls i.e. no development within sensitive areas	Annually
	Improvements in sustainable farming practices	Optimising farm returns and increase in the health of the environment	Survey	Annually
	Water protection for agriculture and environment	Water strategy being formulated and implemented	Survey / Monitoring	Annually
Social	Grow employment participation and individual incomes	Increase in employment growth	ABS Census	5 Yearly
	Improve Health Care Services	Hospital upgrade and Increased service provision and access to GP's	Health Survey	Annually
	Retention of youth within Town	Share of population aged 15 – 34 above state average	ABS	Annually
	Increase in local resident qualifications	Increase in percentage of students completing year 12 and obtaining post graduate qualifications in line with State averages	ABS	5 Yearly
	Retention and Migration of Seniors	Increase in population aged over 45 and increase in services sector employment.	ABS	Annually
Built Environment / Infrastructure	Upgrade of essential services	Planning, design and construction of new WWTP and implementation of long-term water supply strategy	Demand	Annually
	Improve connectivity to Town Centre	Integration of existing railway corridor and removal of infrastructure or lease agreement in place with Brookfield Rail	Council	Annually
	Increase in construction activity	Increase in building approvals and final inspections	ABS	Annually
	Deliver Affordable Housing	Release of house and land packages below \$300,000	Monitoring	Annually
Governance	Review Local Planning Strategy	LPS review underway	Council	Annually
	Promote Local Economic Development	Appointment of Shire Economic Development Officer	Council	Annually
	Delivery of priority SuperTown projects	Funding released and projects complete	Council	Annually

5.0 INTEGRATED STRATEGY FOR MANJIMUP

The core economic, social and environmental strategies detailed below set the direction for achieving the vision and growth of the Town. The strategies align with the regional economic development approach while supporting the local agenda for place making, business attraction and investment, employment and population growth.

The overarching vision of the Economic Development Plan is to:

“Enhance the role of Manjimup as a service centre and an agricultural production centre”



Figure 27 Economic Development Flow Diagram (Source: AECgroup)

5.1 / ECONOMIC

5.1.1 / Economic Development Strategy

The supporting Economic Development Plan (EDP) prepared by AEC Group Ltd is designed to build capacity in Manjimup's economy and to align with the Shire of Manjimup's vision for the future. The EDP aims at providing the underlying economic environment which will support the targeted population growth in the Town and the Shire.

The approach for the Economic Development Strategy for Manjimup is outlined in **Figure 27**.

Analysis of the Town and the broader Shire has revealed five (5) key areas in which change is required to facilitate the projected growth requirements. These include:

- 1. Managing the continual transition of the timber industry.** The timber industry is a core sector of the local economy and will remain so into the future. Ensuring the on-going transition of the timber industry to plantation resources as well as seeking high value adding activities will be critical to a secure economic future.
- 2. Expansion of the agricultural sector.** Agriculture will continue to be the mainstay of the Shire and local Manjimup economy. With proximity to South-East Asian markets and global food security becoming increasingly important, Manjimup is well placed to benefit from the economic opportunities in this sector.
- 3. Increasing amenity.** Building on the delivery of key population-based services (including retail) will be fundamental to attracting and retaining a critical mass in the region. Improving the "livability" of the area is essential to driving population growth.
- 4. Changing perceptions.** Proactively marketing the region and changing outside perceptions of the Town will be essential to realising population growth.
- 5. Diversifying the economy.** Although the timber and agricultural industry is anticipated to remain the core industries within the Manjimup economy, diversifying into new industries, encouraging innovation and entrepreneurialism in the Manjimup Shire will assist in growing the economy.

The overarching vision of the Economic Development Plan is to:

"Enhance the role of Manjimup as a service centre and an agricultural production centre"

The Economic Development Plan comprises a broad set of economic development initiatives linked to a number of strategic 'transformational' projects, which will assist in growing the local economy and addressing the key areas of change. The economic development initiatives provide long-term guidance and direction to ensure a more sustainable economy in the future.

There are three key Strategic Initiatives which have been identified for Manjimup. These include:

- i. Promotion of the District:** marketing the District to new residents and to attract investment and increase awareness;
- ii. Improving Amenity:** increasing the liveability of the Town and community wellbeing;
- iii. Ensure education pathways and jobs for residents:** recruit new jobs and ensure local education/career pathways through education together with industry.

The key Strategic Project Initiatives include:

- i. Agricultural Promotion and Expansion:** marketing and promotion of agricultural production in the district, food processing, research/development, new crops as well as investment opportunities in regards to supporting food security in the future;
- ii. Revitalising the Town Centre:** including main street revitalisation, timber and heritage park development, improved access and flow as well as attraction of business accommodation;
- iii. Upgrade and Relocation of Airport:** to facilitate pilot training, recreational airport industry development and ancillary services, facilitate access for residents as well as reinforce airport's role in emergency services;
- iv. Age Friendly Town:** including initiatives to attract and retain older Australians, retirees as well as aged care facilities and health services;
- v. Research into Economic Opportunities:** undertake further study of other areas of economic growth including timber innovations, migrant resettlement and affordable housing.

Further detailed strategic and development initiatives to support Manjimup's approach to growth are outlined with the supporting EDP. Undertaking this Economic Development Strategy is expected to result in the attainment of the key SuperTown objectives, namely:

- Increased economic prosperity
- Improved economic capacity
- Increased retention of economic benefits in the local region
- Increased opportunities
- Improved sustainability
- Increased service provision

5.1.2 / Economic Opportunities

Manjimup benefits from a variety of opportunities to build its future economy, including:

- Agriculture (including niche global exports and food security services).
- Timber (including value-added production, timber milling and climate change opportunities).
- Food Manufacturing (including processed food products).
- FIFO Worker Attraction (including attraction of FIFO worker residents).
- Transport and Logistics (including logistics operations).
- Aviation Support Industries (including pilot training and aircraft maintenance).
- Professional Services (including population-related professional services and business-related professional services).
- Health and Retirement (including health services, aged care services and allied health services).
- Education (including high quality schooling and industry-oriented tertiary education).
- Retail (including food and other retailing).
- Tourism (including cafes and restaurants and business accommodation).

5.1.3 / Economic Growth Influences

Manjimup benefits from a range of competitive advantages and opportunities, which could underpin strong economic and population growth over the next 20 years. In particular, the concentration of major agricultural and timber related activities, high lifestyle amenity and moderate accessibility to Busselton, all present opportunities to leverage external growth drivers and build greater local economic diversification.

However, there are some areas of weakness which will need to be addressed in order to support desired economic and population growth in Manjimup. These include:

- Lack of skilled labour in the region, particularly in professional services;
- Low population growth and an ageing population demographic;
- Lack of professional service delivery in Manjimup, due to isolation from major service centres and lack of local critical mass;
- Need for enhancements in local urban amenity to supplement natural environment; and
- Lack of broadband internet connections and speeds.

In addition to local advantages and weaknesses, a number of future economic drivers will also influence local economic conditions (such as population growth and the State and national outlook). Whilst many of these drivers are outside of the control of the Shire of Manjimup, proactively planning for the management of these impacts will be essential to achieving desired future economic and population outcomes.

5.1.4 / Future Direction of Manjimup Economy

The Manjimup economy has experienced volatile economic fortunes over past decades – primarily due to its strong exposure to and continuing transition of the timber industry. Population growth has been flat and in many years negative, with the town unable to effectively attract and retain new residents. This is despite having a local unemployment rate similar to Perth and State averages for much of the past decade, and a quality natural environment. Housing appears to be relatively inexpensive compared to Perth and State averages, but incomes are also low across all industries, meaning relative affordability is actually worse than the broader South West region.

Growing employment opportunities and incomes are critical to facilitating Manjimup's transformation into a SuperTown. A range of opportunities are available to achieve these outcomes. Manjimup possess unique competitive advantages in agriculture, with productive land and enviable water security levels. This will be an increasingly valuable advantage in the future as global food security issues raise the economic prominence of reliable, quality agricultural producing regions.

Leveraging this advantage to support Manjimup's growth as a SuperTown requires a combination of increased focus on global markets, niche products and production sustainability. Elevating the exposure and profile of Manjimup in national and international markets is particularly critical and will allow for the region to shift from its current local, low value add profile to one commensurate with the quality of the local resource. It also presents opportunities for increased value-adding – both in terms of physical production and manufacturing but potentially more importantly, in terms of supply services, market and product sourcing and long-term purchaser relationships. A collaborative entrepreneurial approach among Manjimup's agricultural producers is required to both elevate Manjimup's profile and enhance its service-based value add capability.

Despite medium term structural issues, timber will continue to play a critical role Manjimup's local economic structure. Insufficient certainty of long-term timber supply continues to impede both investment and expansion in milling and value adding activity, as well as the transition to plantation timber. Nevertheless, as timber production nationally continues to be constrained by environmental and policy factors, Manjimup's role as a timber producing region may elevate into the future.

The combination of export oriented agricultural production and continued timber industry activity creates an opportunity for region-specific, niche transport and logistics operations to be established and fostered. While Manjimup is not well placed for State significant transport and logistics activity, there is an opportunity for enterprises to leverage the niche agriculture and timber markets into other business areas and regions. This would provide Manjimup with professional and business administration employment opportunities as businesses expand.

An effective method for increasing local incomes is through the attraction of mining sector FIFO workers to reside in Manjimup. FIFO worker incomes are substantially above that of Manjimup and the impact on both food and non-food expenditure, service and facility demand would subsidise a quality of offering significantly above that which local

residents alone could sustain. This would support growth in service sector employment, increasing the attractiveness of Manjimup to new residents. Manjimup's appeal to FIFO workers of Manjimup lie in the green-change, natural amenity of the region, the relative affordability of housing and accessibility to Busselton Airport. Manjimup will invariably experience strong competition from other high amenity regions of the South West, particularly those in coastal locations, but even a small number of FIFO workers would have a disproportionately large impact on local expenditure patterns. Over the long-term, the expansion and development of local airport capacity could also contribute to the establishment of Manjimup as a FIFO residential location.

Attracting new residents to Manjimup, particularly FIFO workers, will require considerable increases in local amenity. While the natural environment and climate is highly favourable, improvements in the quality of the urban realm and its integration with nature is essential. It also requires an increase the scale, quality and diversity of retail offering in Manjimup, with demand for retail floorspace expected to increase to 17,300m² by 2031.

This improved amenity will also increase the attractiveness of Manjimup to visitors. Manjimup has the opportunity to increase the quality of retail, café and restaurant offering for residents by capturing expenditure from visitors attracted by the region's viticulture and agricultural assets. This will require increased investment in tourism infrastructure, strong transport interconnections with Busselton and Perth and effective branding and marketing to establish Manjimup's regional and national profile.

The growth of the population of Manjimup, as it transforms into a SuperTown will increase demand for health and education relates services. The lack of such services is often a major reason for the failure of towns to attract and retain young and mature families. Such households are critical to the growth of Manjimup as a SuperTown as they include both working age people and youth, providing a more diverse demographic and underpinning further demand for services. In terms of health, the combination of affordability and environmental characteristics make Manjimup a highly attractive retirement destination for ageing residents of Western Australia. Encouraging retirement villages and lifestyle resorts for older residents will further reinforce demand for health and community services, generating additional employment and activity.

The relative isolation of Manjimup to major regional centres of Bunbury and Busselton (compared to other South West SuperTowns), means there is greater potential for a critical

mass of health and education activity to be captured locally. This role in servicing both local and regional populations will reinforce Manjimup's role as a SuperTown.

5.2 / SOCIAL

The social aspiration for Manjimup is to ensure that a sustainable community is developed for the long-term health and vitality of the future population. It will help ensure the local community is connected to the greater Shire of Manjimup area while developing a lifestyle where people are connected with their neighbours and have a degree of local ownership.

The Growth Plan seeks to build on the existing physical infrastructure and social dynamics of the Town to create a future community with:

- A strong economic base on which to grow;
- Enjoyable places to live and work;
- Expanded and improved education opportunities;
- Improved employment opportunities for local residents;
- Access to appropriate and affordable housing; and
- Access to a wide range of community facilities, open space and essential urban services.

A number of key community development strategies across specific focus areas that will provide the basis for establishing an active, cohesive and integrated community include:

Community Engagement

1. Consult with the community in the regular review of the Town's services, and the identification of any gaps;
2. Encourage the participation of the local community in the social, cultural, sport and recreation programs; and
3. Work in partnership with schools, education and training providers in the region to develop the skills of the community with training and a range of employment options.

Built Environment and Infrastructure

4. Provide a variety of housing types (including affordable housing) to cater for a diverse population;
5. Facilitate the provision of a wide range of appropriately located accommodation, health and care services and facilities to cater for the needs of the Shire's

demographic;

6. Investigate alternative use / shared use of facilities with government, non-government, community and education providers in the Town;
7. Ensure long-term capacity in all essential infrastructure services i.e. roads, water, sewer etc to meet the needs of the growing population.

Culture

8. Promote cultural identity and ensure the indigenous community is recognised and well understood throughout the community; and
9. Provide and promote a range of recreation and cultural infrastructure, activities and events.

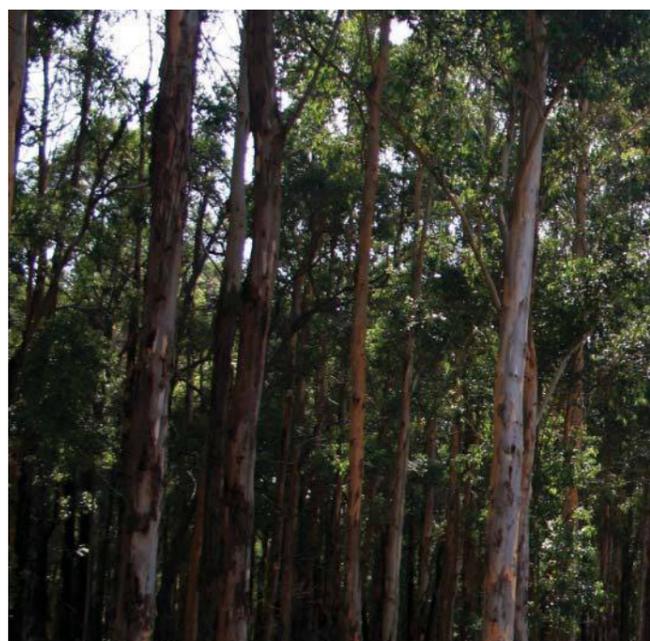
For Manjimup to realise its potential, significant resources need to be allocated by local and state government sectors to support the attraction and retention of new residents through the implementation of key economic drivers to ensure it continues along its growth path to become a SuperTown.



5.3 / ENVIRONMENT

The key environmental strategies to support the delivery of the Growth Plan that identify and align with the long-term vision of Manjimup include:

1. Protect remaining remnant vegetation and other significant environmental areas within and immediately surrounding the Townsite;
2. Protection of priority agriculture land from development to secure long-term agricultural potential of the region;
3. Undertake careful planning, siting and design of new development in a way that is sensitive to local landscape character;
4. Avoid development in low-lying areas that may be subject to flooding or water inundation.
5. Integration of water and energy efficiency into new development areas;
6. Promote sustainable housing design;
7. Encourage sustainable farming practices and natural resource management;
8. Improve the quality of stormwater runoff into sensitive receiving environments by incorporating the best management practices of water sensitive urban design and
9. Ensure long-term water security for agriculture and the environment.



A number of environment related issues that have been identified through the context analysis that will require further investigation prior to the delivery phase of the Growth Plan include:

1. Prepare a Waste Management Strategy which addresses all aspects of waste management associated with an increasing population;
2. Undertake an integrated Water Management Strategy to:
 - Understand the use of water by plantations, and develop guidelines for their water management;
 - Develop innovative methods for capture of water in high flow years, to allow agricultural business expansion and drought proofing; and
 - Secure water for the future development of the irrigation industry and public water supply.
3. Undertake a climate change risk assessment that includes the potential impacts on the agricultural industry and the identification of adaptation and mitigation strategies;
4. Investigate and formulate a wastewater re-use strategy;
5. Review the Shire of Manjimup's Natural Environment Strategy to ensure it aligns with the preferred development framework and Growth Plan ambitions; and
6. Develop a District Water Management Strategy should be developed as early as possible in the planning phase to maximise the opportunities for delivering long-term sustainable integrated water outcomes.

Additional local assessments that may be required to support any detailed planning and design of future urban expansion areas of the Growth Plan include (but are not limited to) the following:

- Flora, fauna and vegetation surveys;
- Preliminary Acid Sulphate Soil investigations to determine the presence of acid generating soils;
- Preliminary site assessment of potential contaminated land;
- Ground and surface water monitoring; and
- Aboriginal and ethnographic surveys.

5.4 / MARKETING AND COMMUNICATION

Proactive marketing must be undertaken in order to attract the required residents, jobs and investment. The value available in the Town (either for a new resident or a new business) is immense and getting this message out to the broader public will be important. Marketing and promotion must function at a high, strategic level in order to raise the profile and improve the perception of the Town and targeted at the appropriate level in order to maximise impact. A clear and powerful message must convey key values across a mix of mediums (i.e. print, online, radio) and using various marketing tools (i.e. website, brochures, news stories, videos, etc.).

It will be important that a suite of marketing material is available, including a web presence that can function as a hub of information. Material and messages must be presented in an attractive and professional manner and the marketing strategies should evolve over time in various stages. Effective branding of the Town and ensuring brand value across the marketing campaign will be important. The branding should focus on the Town's point of difference as a lifestyle choice with a vibrant community and it's setting in the broader natural environment. More specifically, there is an opportunity, through the development of a Food Council, to collectively brand and promote Manjimup's agricultural product and tourism attractions, which must penetrate consistently across the region, state, nation and into South-East Asia over time.

The Food Council has received SuperTown funding to establish a marketing strategy and to market the District's agriculture and food assets. As part of this 5 year project, there will be significant opportunity to integrate the Food Council message with the broader SuperTown objectives of promoting the Town and District as an attractive, safe and clean place to live, work and invest in. The strategies and marketing methods for achieving this will need to be identified as part of the early deliverables of the Food Council.

The advent of the Food Council and its ability to comprehensively market the District's food credentials will allow the Shire to review its own Marketing Strategy. The opportunity will be taken to ensure any Shire-led marketing is complementary to the Food Council and tourist-related marketing for the District.

It is also anticipated that the overall objectives of the SuperTown Initiative will be marketed by the state government through RDL and the Development Commissions. It is understood, that this marketing will be targeted at promotion

of the Initiative and act as a portal to each of the SuperTowns. The opportunity is there for all three levels of marketing (Food Council, Shire and state government) to complement each other and promote a common message.

5.5 / INTERNAL CAPACITY TO IMPLEMENT THE GROWTH PLAN

The Shire is currently well-placed to deliver the Growth Plan projects in addition to its normal operations. The organisational structure of the Shire currently allows for a total of 99 full time equivalent (FTE) positions within the four directorates of Corporate, Community, Statutory and Works. In addition to this total, there are 12 FTE positions that are externally grant funded for particular initiatives / projects.

At the time of writing the Growth Plan, all key positions within the Shire are filled and employee turnover is below the industry standard. This gives the Shire the ability and knowledge to drive SuperTown initiatives internally, although specialist expertise or additional capacity may be needed for particular tasks. The Shire has been successful in attracting senior personnel with wide skill sets and considerable experience. In addition, the Shire has well established governance, finance and reporting structures and a clear Strategic Plan providing alignment between Council and administration. This combination enables the Shire to capitalise on irregular opportunities, such as the preparation of the Growth Plan and be the primary driver of ensuing initiatives.

Manjimup has a varied natural environment, which has considerable ecological and landscape value and is well placed to take advantage of the Shire's natural assets and the quality of life the region offers.

Marketing and promotion of the Town on the strength of agriculture, lifestyle and tourism will be critical to achieving the population growth targets and economic aspirations.