

Manjimup SuperTown Economic Development Plan

*South West Development
Commission*

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AECgroup

Outcome Driven

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Executive Summary

Introduction

SuperTowns (Regional Centres Development Plan) is a Royalties for Regions initiative to encourage regional communities in the southern half of the state to plan and prepare for the future so they can take advantage of opportunities created by Western Australia's population growth to 2050. Western Australia's population is predicted to more than double over the next 40 years to 4.9 million people.

The SuperTowns' vision is to have balanced communities, with lifestyle options and access to services. They will have affordable, quality housing and a diverse range of job opportunities. The towns will offer more choices for people to live in regional areas and an attractive alternative to living in the metropolitan area.

Nine SuperTowns were selected throughout Western Australia to achieve this vision and accommodate future population growth. Within the South West Development Commission (SWDC) Region the towns of Manjimup, Collie and Margaret River were selected as SuperTowns under the Royalties for Regions program.

This document provides the Economic Development Plan for the Shire of Manjimup.

Current Context

Manjimup LGA is characterised as an agricultural hub, with the agricultural, forestry and fishing industry generating 13.6% of the LGA's Gross Domestic Product (GRP) in 2010-11. The Manjimup LGA has experienced average annual growth in GRP of 6.7% since 2006-07, which is behind the average annual growth of the Western Australian economy over the four year period.

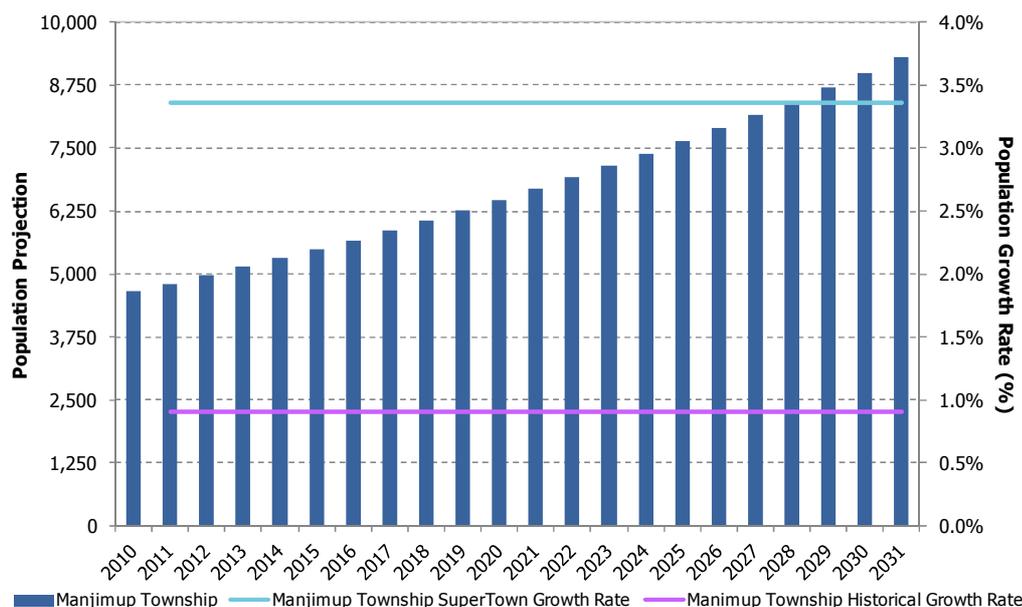
The strength of the agricultural sector is a heavy influence on the composition of the Manjimup businesses, with just under 39% of the area's businesses working within the sector. A large component of the agriculture sector is forestry, which supplies timber for many of the local mills. Subsequently, 48.2% of the LGA's workers are classified as blue-collar and 36.3% are classified as working in white-collar employment. Manjimup had an unemployment rate of 5.1% in the June 2011 quarter, roughly in line with the broader SWDC region.

The SuperTown Target

Under the SuperTowns growth plan, the aspirational growth target for Manjimup is a doubling of the population by 2031, resulting in average annual growth of 3.4% per annum to 9,305 residents by 2031. This is equivalent to an additional 222 residents each year. ***This target is considered to be a stretch target for the town and will require significant proactive economic development activity in order to be achieved.***

As a result of this population growth, the Town of Manjimup will need to deliver an average of 107 new dwellings each year to meet demand. This rate of growth exceeds the recent average annual rate of 96 new dwellings each year (between 2006 and 2010) across the Shire. Beyond a significant increase in population growth, an associated rapid increase in the development of residential dwellings is also required.

Figure ES. 1: Manjimup SuperTown Population Target, 2010-2031



Source: Shire of Manjimup (2011)

Key Economic Drivers

There are five key economic drivers for Manjimup:

- **Global Food Security:** By some estimates, global food production will have to increase 70% to feed the population of the world in 2050. Some parts of the globe, particularly Southern Asia, have very little land available for future food production and will experience future population growth.
- **Position as a Service Centre:** Manjimup plays a role as a service centre for surrounding areas, providing retail amenity, jobs and other services to the public and businesses around it. The expansion of Manjimup's position as a service centre will place an important role in the economic development of the town.
- **Timber Industry:** The timber industry is an historic and well-established industry in Manjimup, directly employing over 6% of the local workforce and providing a considerable amount of economic activity, particularly for the Town of Manjimup. The timber industry is expected to remain a core component of the local economy in the future.
- **Climate Change and Carbon:** Climate change is making an impact on the global environment. The enactment of the Carbon Tax in July 2012 will have an impact on the way Australian businesses operate. Changing future regulations may provide opportunities for Manjimup in the future in terms of bio-char, bio-fuels and carbon sequestration.
- **The Internet:** The internet has changed the way that people work and live as well as the way in which business is conducted. Ensuring that Manjimup can take advantage of the internet through broadband technology will be important for the future economic development of the town.

Issues and Challenges

A range of issues and challenges will impact upon the Manjimup economy and society over the coming 20 years. Managing these issues will be essential to ensuring Manjimup becomes a SuperTown. Key issues needing to be addressed include:

- Existing lack of skilled labour
- Low rates of population growth and the ageing population

- Lack of professional service delivery
- Lack of broadband internet connections in Manjimup.

Leveraging the Manjimup's position as a food producer to being a part of the global food security solution, building on its existing role as a service centre for surrounding areas and leveraging the well-established timber industry will be important in driving economic diversification and local employment. These opportunities are expected to assist in addressing current skills shortages and improving population growth rates. Using the internet to its full capacity is also needed to address current insufficiencies and provide greater amenity to local businesses and residents.

Opportunities

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

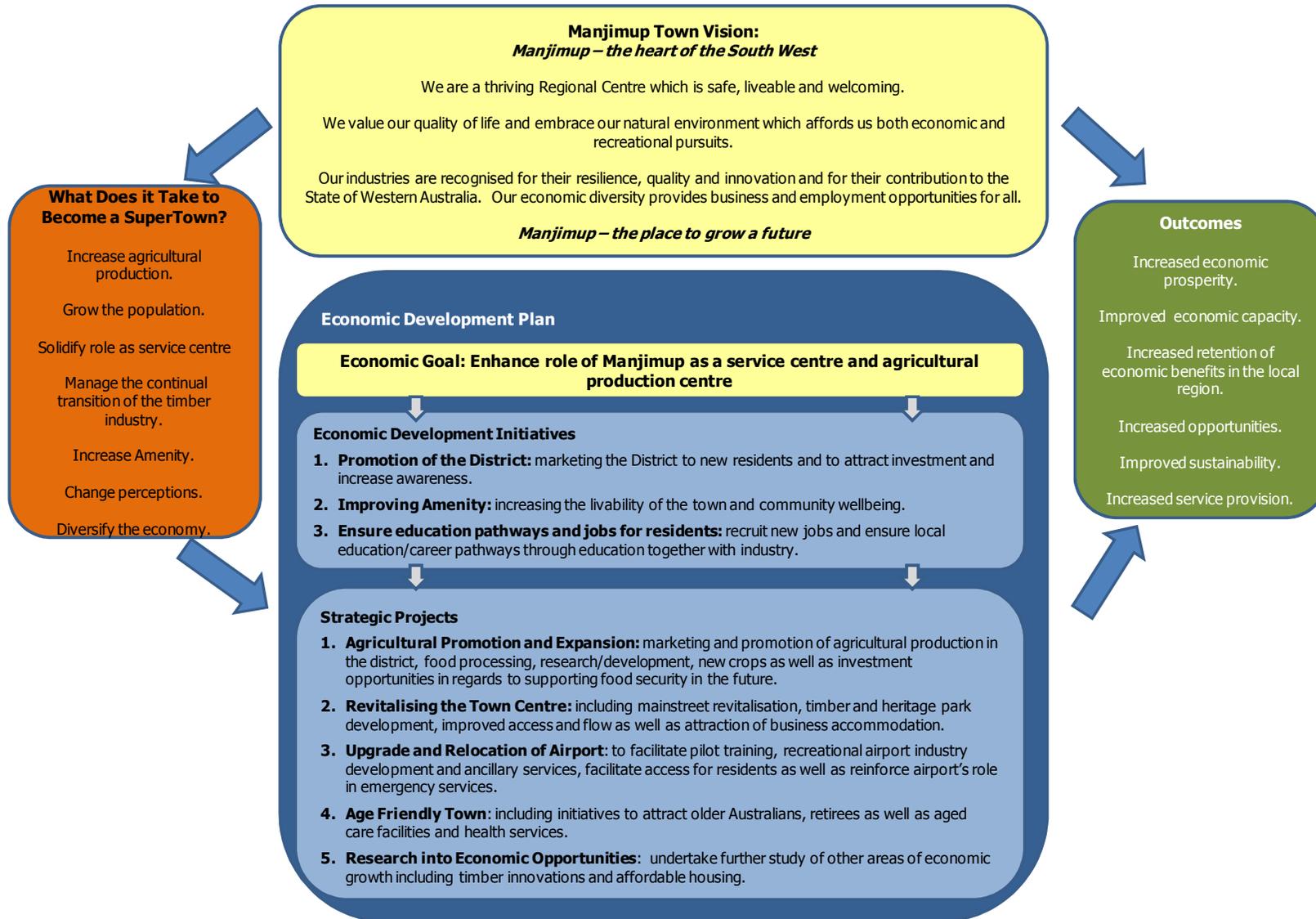
- Agriculture (including niche global exports and food security services).
- Timber (including value-added production, timber milling and climate change opportunities).
- Food Manufacturing (including processed food products).
- FIFO Worker Attraction (including attraction of FIFO worker residents).
- 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).

The Economic Development Plan

Clearly defined and targeted action (as identified by the Economic Development Framework and both the Strategic Projects and Economic Development Initiatives) will assist in providing employment and educational opportunities to locals, improving the amenity of the town and will work to promote the Shire benefitting the community as a whole. The key Strategic Projects are transformational projects which are inextricably linked to the Economic Development Initiatives. These projects will provide a solid base for future economic and residential growth.

This **Economic Development Plan** will provide for a long-term foundation on which to achieve the goals of the SuperTown initiative.

Figure ES. 2: Economic Development Plan Overview



Source: AECgroup



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1. Introduction

1.1 Background

In recent years, a combination of robust migration-led population growth and increasingly constrained metropolitan housing markets has led to an increase in median house prices across the Perth urban area and a significant deterioration in housing affordability. The lack of population decentralisation in Western Australia limited the capacity for the State as a whole to accommodate new residents without rapid price growth, due to limited genuine alternate residential centres outside of the metropolitan area.

To provide greater levels of residential housing choice for a growing population and to capitalise on existing infrastructure and capture a greater share of increased business investment in primary industries, the Government of Western Australia, through the royalties for regions program, established the Regional Centres Development Plan. In this Plan, nine regional centres or “SuperTowns” were identified, with one of these being Manjimup.

The Shire of Manjimup (or Manjimup LGA) is one of the twelve LGAs located in the South West Development Region¹ in Western Australia, with Manjimup Town (or Urban Centre) being named as one of the nine SuperTowns. The Shire of Manjimup's leading sector is the agriculture and forestry sector, where the Manjimup timber industry is the centre of forestry activity in the South West. Plantations are becoming a significant part of timber production in the area with a large percentage of timber products exported through the Port of Bunbury. The Manjimup LGA area is also host to many vineyards, horticulture and farming operations. Manjimup Town acts as the hub for agriculture and forestry activities of the broader LGA and acts as the business, industry and population service centre for the catchment.

The SuperTowns vision is to have balanced communities, with lifestyle options and access to services, with affordable, quality housing and a diverse range of job opportunities, offering an attractive alternative to living in the metropolitan area.

1.2 Project Overview

Each SuperTown is required to prepare an Economic Development Growth Plan to assist and guide the town during this growth phase.

The Economic Development Growth Plan will build on the existing strategic framework of each Shire and identify specific opportunities for economic development. This will complement, stimulate and strengthen the Growths Plans for the region. A key component of the plans will be an implementation framework comprising strategies and programs to align delivery partners, attract funding and facilitate action and investment to achieve a local vision for growth.

In the development of an Economic Development Growth Plan for the Manjimup Town, the following reports will be developed:

- Socio-Economic Profile
- Opportunities and Gap Analysis
- Economic Development Plan

1.3 Report Structure

This report comprises the **Economic Development Plan** for the Shire of Manjimup. The report builds on information contained in the Socio-Economic Profile and the Opportunities and Gap Analysis to provide a strategy and accompanying actions to enable

¹ The South West Development Region is comprised of the LGAs of Bunbury, Augusta-Margaret River, Boyup Brook, Bridgetown-Greenbushes, Busselton, Capel, Collie, Dardanup, Donnybrook-Balingup, Harvey, Manjimup and Nannup.

the Shire of Manjimup to bring about economic growth and development within the local areas.

This report is comprised of the following key sections:

- **Current Context** – An outline of the key findings from the *Socio-Economic Profile* paper which will assist in informing the development of the Economic Development Strategy
- **Key Economic Drivers and Important Trends** - An outline of the key economic trends and drivers which are expected to influence the Manjimup economy over the coming 20 years
- **Economic Issues and Challenges** – Expanding upon the issues and challenges presented in the *Opportunities and Gap Analysis* and their implications for the Economic Development Strategy
- **Economic Opportunities** – An overview of the key opportunities for future growth in Manjimup as presented in the *Opportunities and Gap Analysis*
- **Economic Development Plan** – A recommended plan of action to enable the Manjimup Shire to stimulate economic growth and development
- **Implementation Plan** - A step-by-step guide to implementing the Economic Development Plan.

1.4 Geography

Data in this report is presented for the Local Government Area (LGA) of Manjimup, which primarily comprises the urban areas of the township of Manjimup and surrounding areas. Statistics in the report are primarily provided for the overall LGA, however, where relevant and available, data is reported for the Manjimup Township (Manjimup Urban Centre).

In order to compare the area's profile to other regions, and better understand its key features and strengths, statistics are benchmarked against Perth Statistical Division (SD) and Western Australia. In addition, where relevant, figures are also benchmarked against the South West Development Commission (SWDC) region, which comprises the LGAs Bunbury, Augusta-Margaret River, Boyup Brook, Bridgetown-Greenbushes, Busselton, Capel, Collie, Dardanup, Donnybrook-Balingup, Harvey, Manjimup and Nannup. This approach recognises the strong interrelationship that currently exists (and will continue to) between Manjimup and the surrounding South West region and the need for the benefits of Manjimup's evolution to a SuperTown to flow through to surrounding townships and areas.

2. Current Context

This chapter provides a short overview of the key socio-economic statistics for the Manjimup area. For further information on the socio-economic composition of the Manjimup area, please refer to the **Socio-Economic Profile**.

2.1 Overview

Manjimup LGA is characterised as an agricultural hub, with the agricultural, forestry and fishing industry generating 13.6% of the LGA's Gross Domestic Product (GRP) in 2010-11. The Manjimup LGA has experienced average annual growth in GRP of 6.7% since 2006-07, which is behind the average annual growth of the Western Australian economy over the four year period. The strength of the agricultural sector is a heavy influence on the composition of the Manjimup businesses, with just under 39% of the area's businesses working within the sector. Subsequently, 48.2% of the LGA's workers are classified as blue-collar and 36.3% are classified as working in white-collar employment. Manjimup had an unemployment rate of 5.1% in the June 2011 quarter, roughly in line with the broader SWDC region.

Due to Manjimup being an agricultural hub and therefore having fewer jobs that require higher education qualifications, relatively few residents have completed year 12 or have bachelor or post-graduate qualifications relative to SWDC and state averages. This largely explains the relatively low average income in the region, which is approximately \$10,000 less than the SWDC regional average. However, despite the lower than average wages in the LGA, housing is unaffordable relative to both the SWDC region and Regional Western Australian averages.

Manjimup Town had a population of 4,652 people in 2010. The town's population has grown at an average annual rate of 0.9% per annum since 2006, vastly slower than the average population growth across the SWDC region. This is unsurprising given the unattractive wages, lack of housing affordability and limited diversity in employment opportunities on offer in the LGA.

Table 2.1: Socio-Economic Statistics

Statistic	Manjimup	SWDC Region
Population (2010, Town)	4,652	162,164
Population Growth Rate (per annum, 2006 – 2010, Town)	0.9%	3.2%
Average Age (2010, LGA)	38.2	37.3
Labour Force (June Qtr 2011, LGA)	5,847	87,249
Labour Force % Annual Change	1.1%	1.1%
Unemployment Rate (June Qtr 2011, LGA)	5.1%	4.8%
% of Residents who Finished Year 12 (2006, Town)	29.6%	36.0%
% Blue-Collar Workforce (2008-09, LGA)	48.2%	43.5%
% White-Collar Workforce (2008-09, LGA)	36.3%	38.5%
Average Income (2008-09, LGA)	\$35,271	\$45,281
Dwelling Multiple ¹ (LGA)	5.6	3.9
GRP (\$M, 2010-11, LGA)	\$519.5	\$5,638.5
GRP % Annual Change	9.3%	15.1%
Leading Industry (by GRP, 2010-11)	Agriculture, forestry and fishing	Mining

Note: Median House Price / Average Household Income

Source: ABS (2007), ABS (2011), DEEWR (2011), REIWA (2011) and AECgroup (2011)

Table 2.2 provides a comparison of each industry's contribution to economic activity (GVA), employment and business counts. As evidenced in this table the region's economy is dependent on the local agriculture, forestry and fishing industry (primarily agriculture and forestry) and the associated timber manufacturing.

Table 2.2: Economic Structure

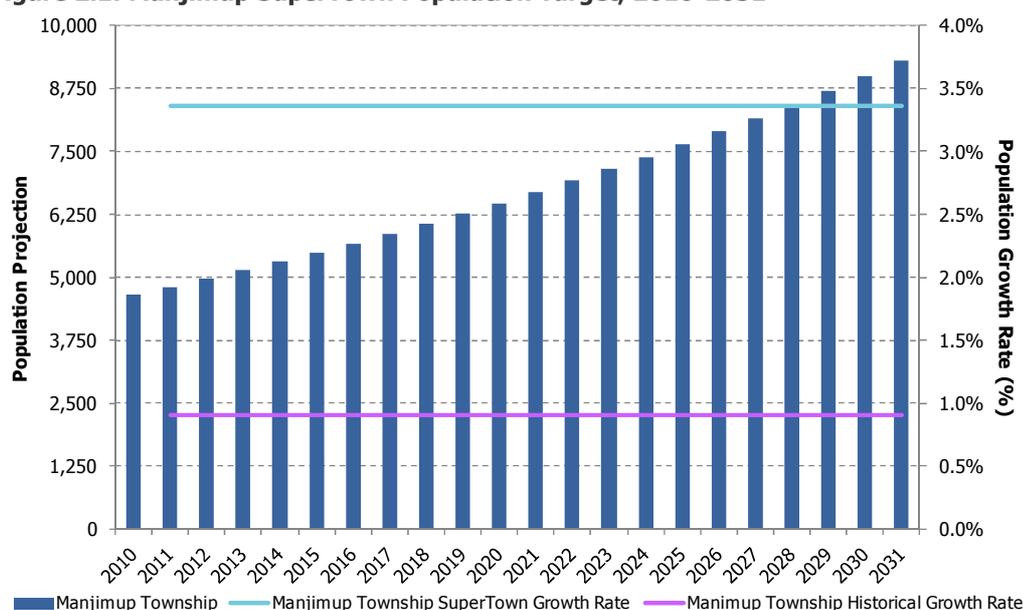
Industry	IVA ¹	Employment	Business Counts
Agriculture, forestry and fishing	15.4%	19.5%	38.9%
Mining	0.1%	0.1%	0.0%
Manufacturing	11.9%	12.0%	4.9%
Electricity, gas, water and waste services	1.1%	0.4%	0.2%
Construction	11.8%	3.5%	11.6%
Wholesale trade	5.4%	3.3%	2.2%
Retail trade	7.2%	12.1%	6.6%
Accommodation and food services	3.9%	8.4%	6.0%
Transport, postal and warehousing	6.4%	3.8%	3.5%
Information media and telecommunications	1.2%	0.5%	0.7%
Financial and insurance services	4.6%	1.3%	3.5%
Rental, hiring and real estate services	2.1%	1.1%	6.1%
Professional, scientific and technical services	2.8%	1.9%	5.1%
Administrative and support services	2.4%	1.7%	3.0%
Public administration and safety	6.9%	9.2%	1.2%
Education and training	7.7%	9.6%	0.2%
Health care and social assistance	5.8%	8.2%	0.2%
Arts and recreation services	0.7%	0.7%	3.0%
Other services	2.5%	2.7%	0.2%
Total	100%	100%	100%

Note: (1) IVA equates to the economic activity generated by each individual industry.
Source: ABS (2011), AECgroup

2.2 The SuperTown Target

Under the SuperTown's growth plan, the aspirational growth target for Manjimup is a doubling of the population by 2031. Figure 2.1 shows Manjimup's anticipated growth trend of 3.4% per annum to 9,305 residents by 2031 in order to achieve this target. This is equivalent to an additional 222 residents each year. As 9,305 future residents may be the specific population target of the SuperTown initiative, it is prudent to plan for a population beyond this target. Planning for a future population of 11,000 (an increase of roughly 20% above target) provides numerous benefits, including the ability to accommodate faster growth, ensuring sufficient land and infrastructure for growth beyond 2031 as well as providing for long-term sustainability of development.

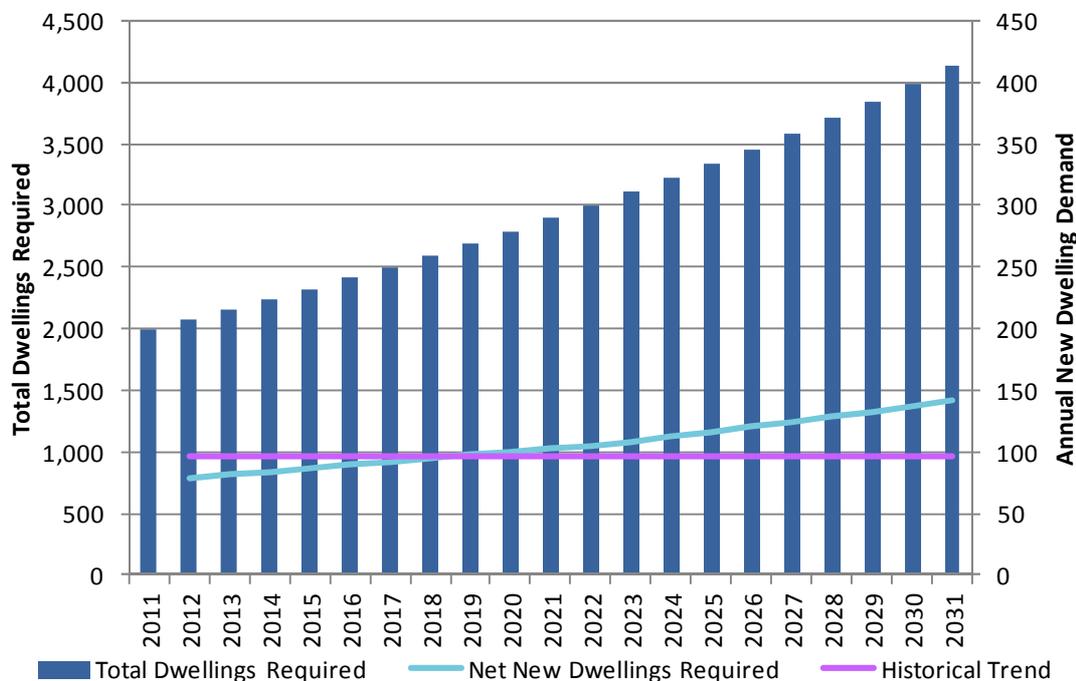
Figure 2.1: Manjimup SuperTown Population Target, 2010-2031



Source: Shire of Manjimup (2011)

Not only will Manjimup have to achieve increased population, but the pace of residential dwelling development must increase considerably in order to be able to house this future population target. Naturally, population growth will generate higher levels of demand for housing, which should increase development.

Figure 2.2: Dwelling Demand, 2011 to 2031, Manjimup Township



Source: ABS (2007), ABS (2010), AECgroup

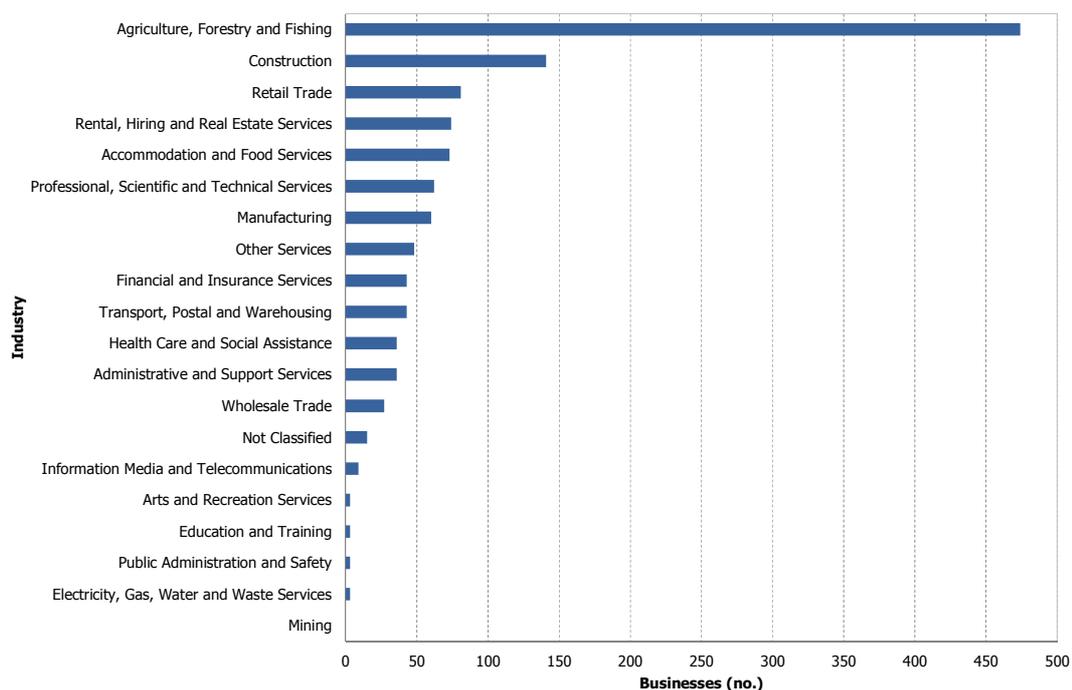
2.3 Foundation Industries

Timber production has been the most important industry in the Manjimup district for 130 years, supplying the majority of the State’s hardwood, and representing a lucrative export industry for over 100 years (McKenzie 2009). Manjimup LGA has had numerous timber mills, transport companies and other ancillary businesses to service the industry. Agriculture also plays a critical role in the Manjimup LGA economy, reflecting the fertile and productive nature of local soils.

Today, the timber industry continues to play a central role in Manjimup Town, with the town continuing its legacy as a timber-producing, agricultural and horticultural community. The importance of the agriculture and forestry industry to the region can be plainly seen by its dominance in the below figure.



Figure 2.3: Number of Businesses (including Entries and Exits), by Industry, Manjimup LGA, June 2007-09



Source: ABS (2011)

Between June 2007 and June 2009, there were 474 businesses within the agriculture and forestry industry, including entries and exits. By comparison, the second-ranked construction industry contained only 141 businesses. And despite its significance to WA as a whole, the mining industry in Manjimup LGA had zero businesses over this period.

The table below highlights the extent of land utilised by agricultural commodities in the region, as well as the number of livestock supported on this land. As can be seen, agriculture holds 11.2% of the land in Manjimup LGA, which is a significant proportion. By comparison, Carnavon LGA holds 1,656 ha of agricultural lands (ABS, 2007) and the Ord region has a farmed area of 12,500 ha, which will likely increase to 45,000 ha (Lake Argyle, 2012)

Table 2.3: Agricultural Commodities, Manjimup LGA, year ended 30 June 2006

Land Area	Hectares	Percentage of Total
Agricultural holding	78,655.8	11.19%
Cereals for grain	55.1	0.01%
Vegetables for human consumption	1,326.0	0.19%
Orchard trees (including nuts)	1,441.0	0.21%
All fruit (excluding grapes)	1,455.0	0.21%
Non-cereal broadacre crops	24.3	0.00%
Non-Agricultural holding	624,024.2	88.81%
Manjimup LGA	702,680.0	100.00%

Source: ABS (2011)

Manjimup LGAs land use was able to generate \$96.0 million worth of gross value of agricultural production for the year ended 30 June 2006, as highlighted in the table below. 69.1% of this gross value was generated from crops, with the lowest contribution made from livestock products.

Table 2.4: Gross Value of Agricultural Production (\$m), Manjimup LGA, year ended 30 June 2006

Agricultural Product	Manjimup	
	Gross Value (\$m)	% of Total Gross Value of Agricultural Production
Gross value of crops	66.3	69.06%
Gross value of livestock slaughterings	20.3	21.15%
Gross value of livestock products	9.4	9.79%
Total gross value of agricultural production	96.0	100.00%

Source: ABS (2011)

Manjimup's reliance of agriculture and forestry industries reflects the high degree of specialisation of the Manjimup regional economy. Such a heavy dependence on individual sectors exposes the wealth and well-being of residents to the volatility of that industry – and in the case of export industries, the volatility of international markets and world prices.

3. Key Economic Drivers & Important Trends

Key economic trends are expected to have an impact on the economic development of Manjimup. This chapter outlines these key trends and their potential implications for the economic development of Manjimup. Key trends analysed include:

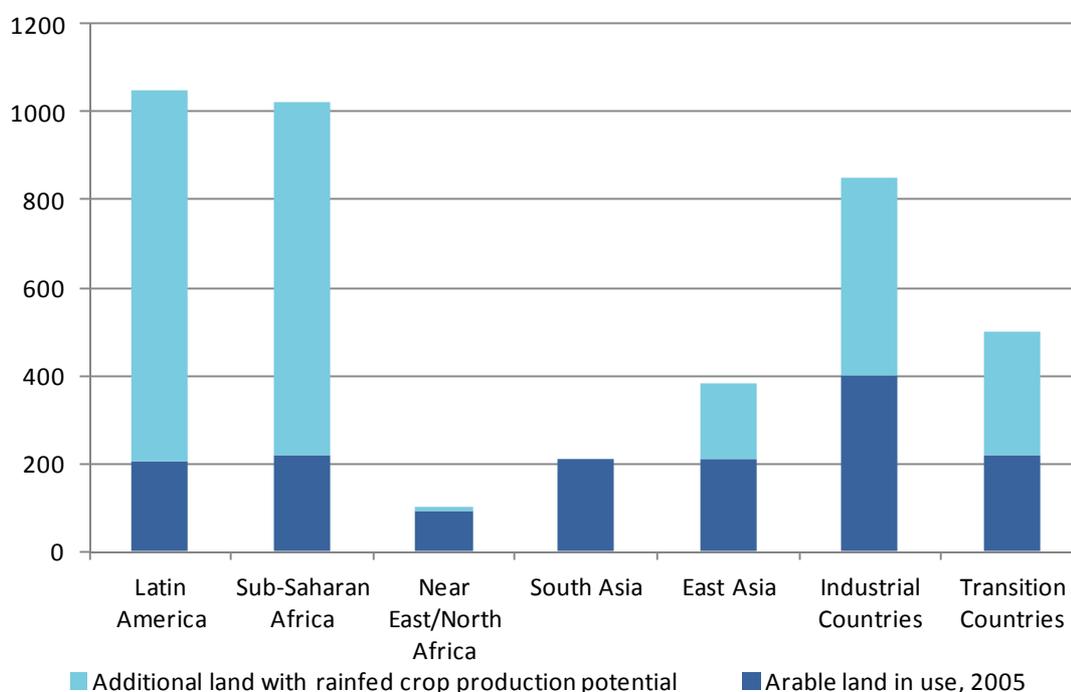
- Global Food Security
- Position as a Service Centre
- Timber Industry
- Climate Change and Carbon
- The National Broadband Network

3.1 Global Food Security

Global food security is a prominent and developing trend in the global economy. Two primary factors influence global food consumption: global population growth and global incomes growth. Research suggests that as individuals earn greater wealth, their food consumption patterns shift (and tend to increase). This is particularly prominent as populations shift from poverty into middle class. In 2012, Bayer Australia has identified the need for a 70% increase in global food production to feed the population of 2050.

Compounding the impact of growing food consumption, is the reducing capacity for increased food growing. As the population grows, the amount of vacant land for agricultural production reduces. In 2011, the United Nation's Food and Agriculture Organisation found that the provision of adequate arable lands, particularly in South Asia and East Asia is limited (UN, 2011).

Figure 3.1: Potential For World Cropland Expansion



Source: FAO (2009)

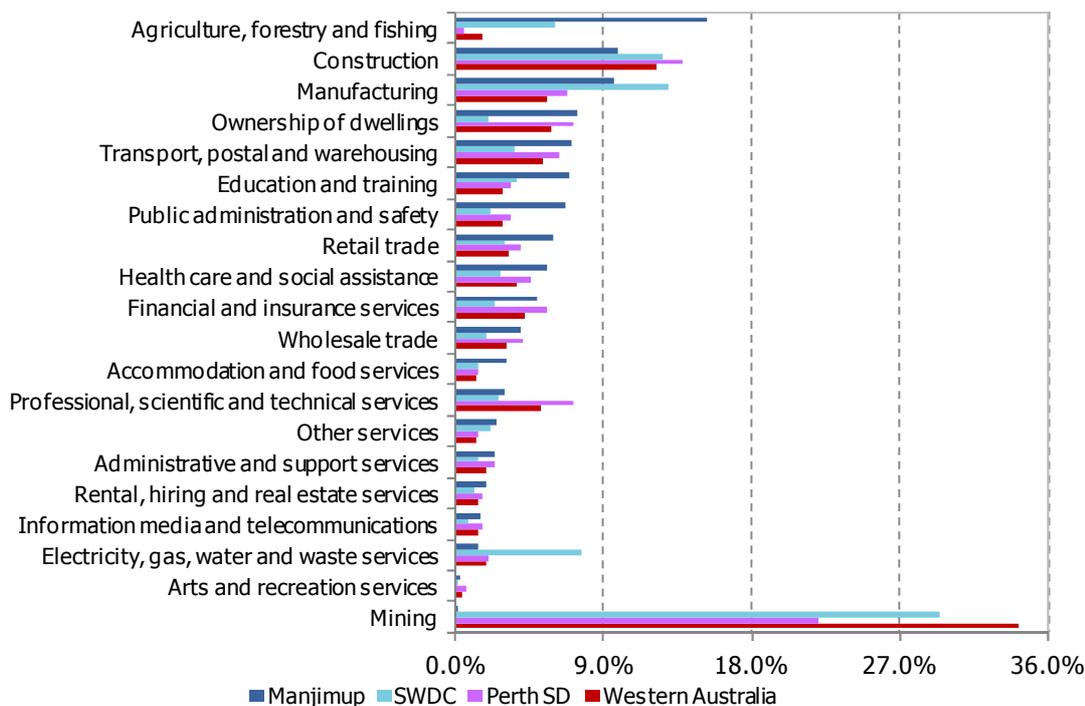
The agriculture industry represented an estimated 13% of employment and 10% of Gross Regional Product for Manjimup in 2011. It is expected that this sector will experience strong growth over the coming 20 years as its position as a food producer gains traction and recognition not only nationally, but internationally.

As an existing food-growing region of Australia, Manjimup has the ability to play a key role in global food production into the future. As a result, global food security will be a fundamental economic driver for Manjimup into the future.

3.2 Position as a Service Centre

Figure 3.2 shows that Manjimup is a service centre to the surrounding areas, with a high proportion of retail trade, healthcare, education and other residential services.

Figure 3.2: Manjimup LGA GVA by Industry, 2010-11



Note: The reference to fishing has been removed from the agriculture, forestry and fishing industry as Manjimup LGA has little to no fishing businesses.
Source: AECgroup (2011)

Manjimup also provides employment opportunities for those living in surrounding LGAs, including Bridgetown-Greenbushes and Capel, Collie, Donnybrook-Balingup and Dardanup. Manjimup is also positioned as a retail centre for the broader region.

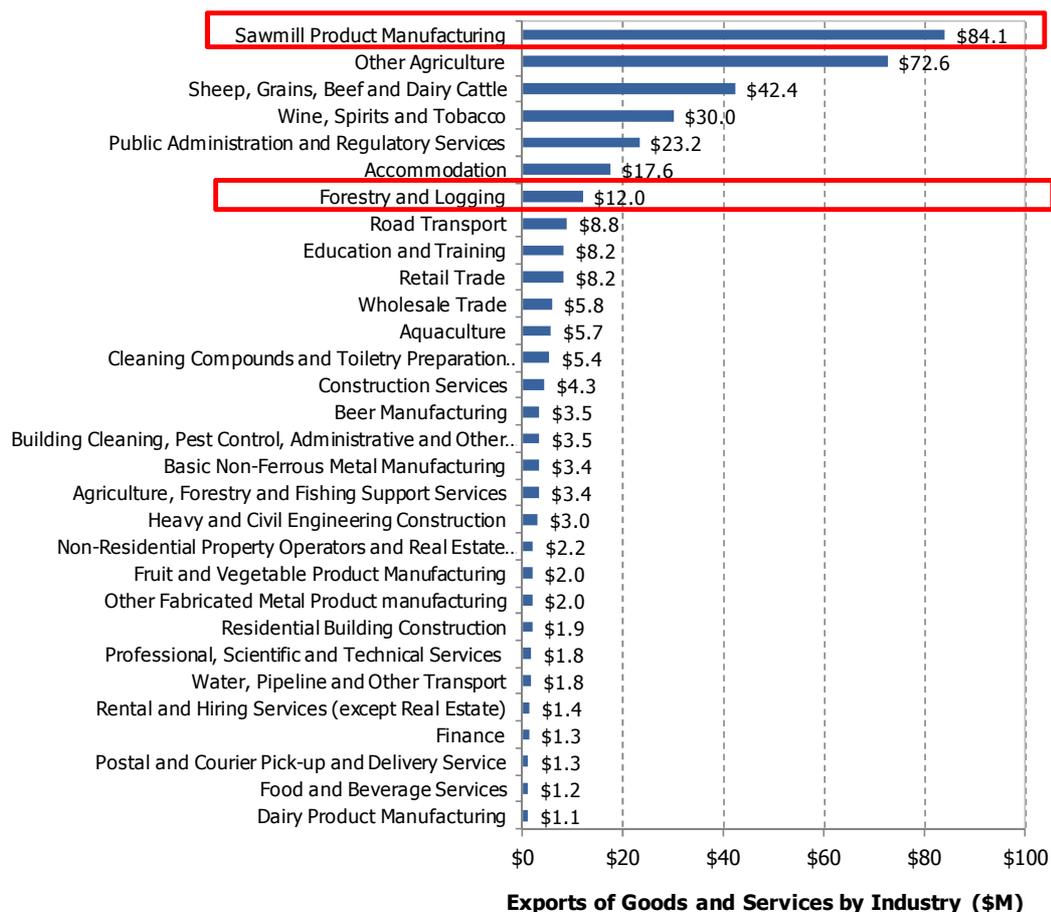
Manjimup Town’s position as the a regional service centre will be a key economic driver over the next 20 years as the population of the town and the surrounding areas undergo further growth.

3.3 Timber Industry

The timber industry has been in operation in Manjimup for 130 years. Manjimup LGA has had numerous timber mills, transport companies and other ancillary businesses to service the industry.

Forestry and logging and wood product manufacturing together formed an estimated 6.3% of employment and 7.4% of Gross Regional Product in 2010. An assessment of the local supply chain reveals that the forestry and logging and sawmill product manufacturing industries form over a quarter of the region's exports in 2007-08, representing an important source of economic wealth. These industries provide significant support to other existing industries in the region through the supply chain, purchasing almost half their total inputs from local suppliers.

Figure 3.3: Exports by Sector, 2007-08



Source: ABS (2011)

The continued prominence of the timber industry will be a key driver of the Manjimup economy going forward.

3.4 Climate Change & Carbon

Climate change is a global issue which will impact on the global environment into the future. According to the National Aeronautics and Space Administration (2011), climate change is currently presenting itself in:

- Sea level rise (up 17 centimetres last century).
- Global temperature rise (the 20 warmest years on earth have all occurred since 1980).
- Warming oceans (the top 700m of oceans have warmed 0.302 degrees Fahrenheit since 1969).
- Shrinking ice sheets (Antarctica lost 152 cubic kilometres of ice between 2002 and 2005).
- Declining arctic sea ice (in terms of extent and thickness).
- Glacial retreat (globally).
- Extreme weather events (including, heat, cold and rain events).
- Ocean acidification (down by 30% since the beginning of the industrial revolution)

Human activity is widely considered to be driving the rapidity of climate change. As climate change is increasingly in focus, Governments across the global are enacting laws

to tax carbon emissions. In Australia, the Carbon Tax will come into effect in July 2012. There is uncertainty as to how this tax will impact on Australian businesses.

However, the carbon tax presents an opportunity to Manjimup to develop carbon capture and storage technologies to service the South West region. ***Climate change and regulatory changes relating to the carbon tax will have implications for the Manjimup economy.***

3.5 The Internet

The internet has changed the way we live, work and play. The internet has changed how we communicate with others, how we purchase goods and services and how we conduct our business. The influences of the internet are expected to continue to infiltrate our every-day lives into the future, providing greater amounts of information at faster speeds. The internet has already enabled businesses to grow their product target market exponentially. As highlighted in the table below (Table 3.1), the pace at which the internet has infiltrated all aspects of our lives is tremendous. Accessing this technology will be important for future economic growth.

Table 3.1: Technology Adoption Timelines Comparison

Technology/Application	Years to Reach 50 Million Users
Electricity	50
Telephone	50
Radio	38
Personal Computers	16
Televisions	13
Sony Walkmans	10
Video Cassette Recorders	10
Digital Cameras	9
eBay	6
DVD players	5
iPods	5
Internet	4
Skype	2
MySpace	1

Source: Pollen Strategy (2006)

The internet will play a fundamental role in the local economy moving forward.

4. Economic Issues & Challenges

There are numerous potential impediments that could prevent Manjimup from achieving the aspirations of the SuperTown initiative. Effectively managing and overcoming these impediments or economic gaps will assist Manjimup in leveraging the identified economic opportunities.

The identified impediments or gaps 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 distance from major service centres and lack of local critical mass.
- Lack of broadband internet connections and speeds.

4.1 Skilled Labour Shortage

The Issue:

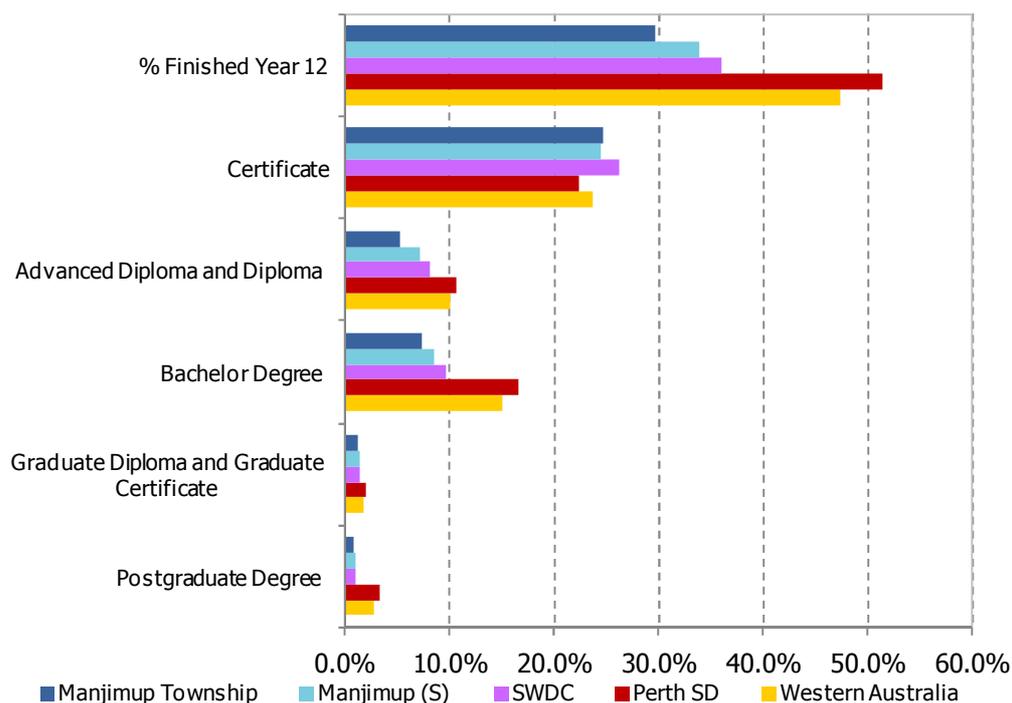
Manjimup LGA is an agricultural hub, providing few jobs that require higher education qualifications. This is partly due to the lack of skilled labour in the area, presenting capacity constraints to local business and industry growth and resulting in the inability to leverage the opportunity to become a major service centre.

The Evidence:

Manjimup has an extremely low proportion of its working aged population that have completed year 12 and, aside from certificate level qualifications, has lower proportions of residents who have completed all other further education categories relative to the state average. Subsequently 28.1% of Manjimup residents are employed in unskilled labouring work, significantly greater than the average across both the SWDC and Western Australia. Conversely, Manjimup has an undersupply of professionals and technicians/trade workers relative to the broader SWDC region and state averages.

Figure 4.1 highlights the lack of skilled labour affecting both Manjimup Town and Manjimup LGA. Manjimup has a similar proportion of working aged residents that have certificate qualifications than the SWDC region and state averages, which is consistent with the agricultural nature of the work in the area. However Manjimup has a significantly smaller proportion of its residents who have completed year 12 compared to the SWDC region and Western Australia. The area also has low proportions of residents who have advanced diploma and diploma, bachelor degree, graduate diploma and certificate and postgraduate degree qualifications.

Figure 4.1: School & Post-School Qualifications, 2006



Source: ABS (2007)

The Response:

Efforts need to be made to increase the range of educational and training opportunities within the Manjimup LGA. Up-skilling residents will better prepare them to take advantage of future opportunities that arise within the Manjimup economy, particularly in white-collar jobs which are significantly under-represented.

4.2 Low Population Growth & Ageing Population Demographic

The Issue:

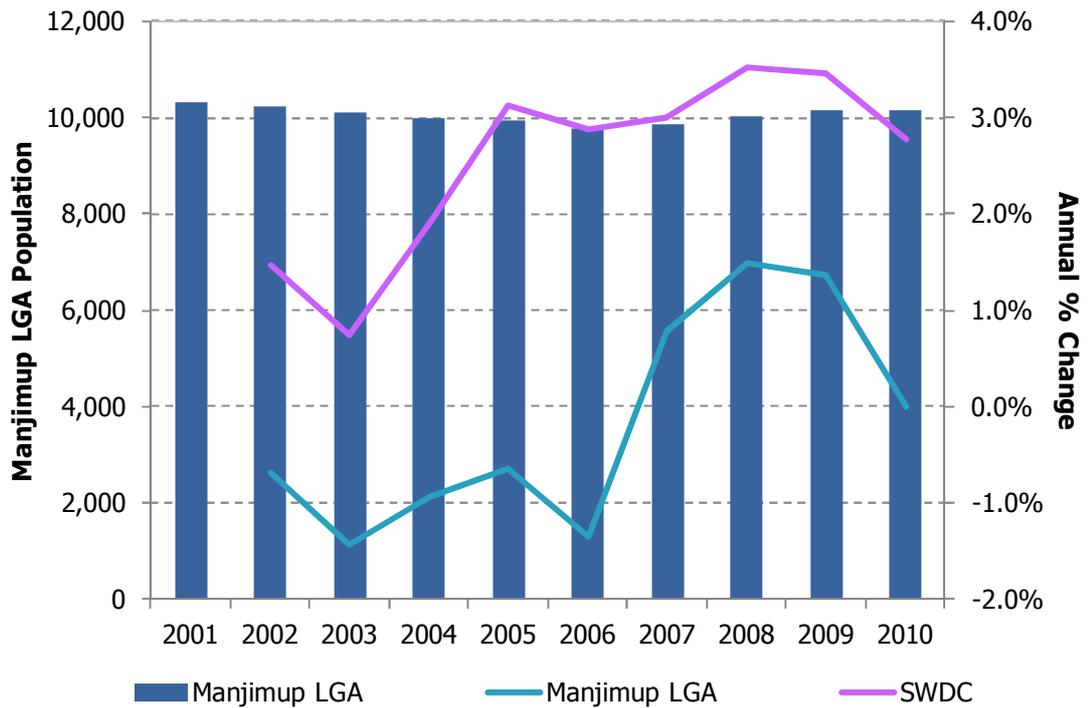
Manjimup had a population of 4,652 people in 2010, having grown at an average annual rate of 0.9% per annum since 2006. This annual average growth rate is vastly slower than the average population growth across the SWDC region. In addition Manjimup has an ageing due to a lack of residents aged between 20 to 34 years.

The Evidence:

Figure 4.2 shows that Manjimup LGA’s population growth rate has been consistently 2.0% lower than the SWDC regional average over the past 10 years. Manjimup LGA has experienced slow (and at times negative) annual population growth since 2001. Manjimup town makes up approximately 45.8% of the LGA’s population and also follows a similar growth pattern. Manjimup LGA experienced a period of annual negative growth between 2002 and 2006, a time when the wider SWDC was growing at an annual rate of approximately 2.2%. However, population growth in Manjimup has been positive since 2007.



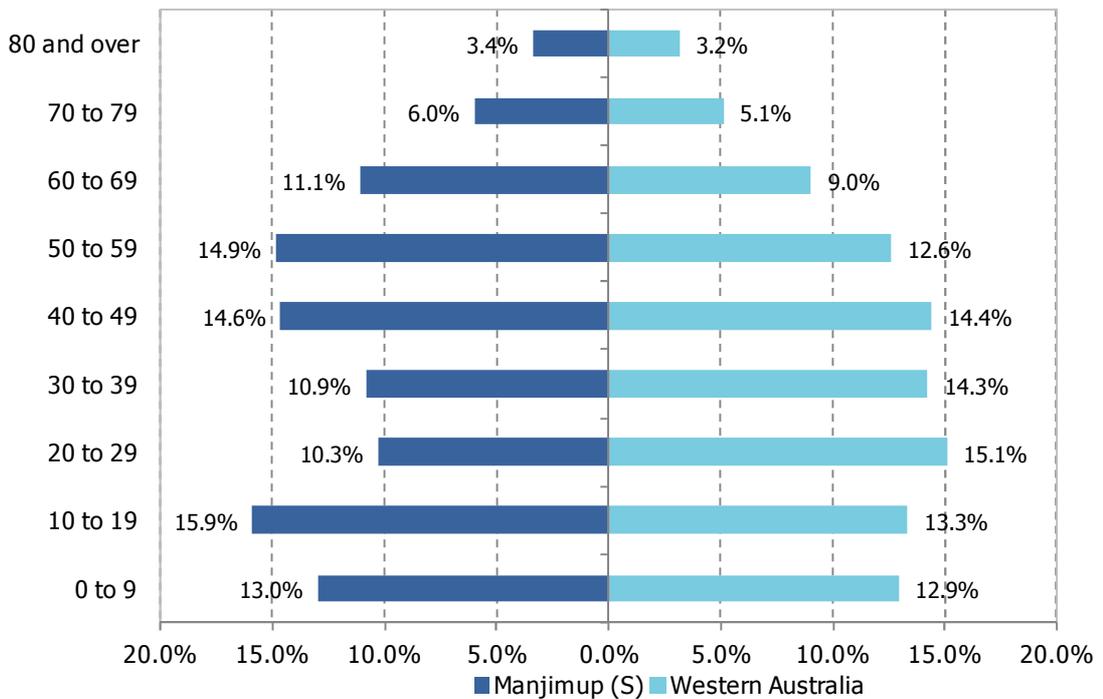
Figure 4.2: Manjimup LGA Population Growth, 2001-2010



Source: ABS (2011)

Figure 4.3 highlights the older nature of the Manjimup’s population relative to the Western Australian average. Despite recording a higher proportion of residents aged under 20, Manjimup has a substantially smaller proportion of its population aged 20 to 39 than the state average. Likewise, Manjimup has a higher proportion of residents aged 50 years and over than the state average.

Figure 4.3: Age Structure, 2010



Source: ABS (2011)

The Response:

Retention of young adults is essential in order to accelerate population growth in Manjimup. A lack of post-school education and training options in the area means that many young adults need to leave the town in order to gain further qualifications. Diversifying the local economy will also stem the flow of young adults leaving the town by creating a wider variety of employment opportunities in the region.

4.3 Professional Service Delivery

The Issue:

The Manjimup economy is characterised by the dominance of timber and agricultural industries, which is reflected in its export profile. However, the economy currently lacks diversity as illustrated in the dominance of professional services in Manjimup imports.

The Evidence:

Prominent imports into a region can represent opportunities, where skills and labour can be easily sourced. This could improve local industry supply chains and provide additional job opportunities for locals. Prominent imports into the Manjimup LGA include professional, scientific and technical services (\$21.7 million or 8.9% of all imports) and finance (\$11.5 million or 4.7%). Ensuring that local businesses trade with other local business will assist to keep money circulating within the Manjimup economy.

Figure 4.4: Key Imports into Manjimup LGA, 2007-08



Source: ABS (2010, 2011), AECgroup



The Response:

Diversification of the Manjimup economy and up-skilling residents will give local alternatives to goods and services that currently need to be imported by Manjimup businesses. Investment attraction and marketing can assist to fill gaps in the supply chain and potentially replace some imports.

4.4 Broadband Internet Connections

The Issue:

Internet speed and cost of internet service cannot compete on a level playing field against capital cities. The internet will be an essential part of everyday life for businesses and residents.

The Evidence:

Currently, ADSL services are provided over the existing Telstra copper network, which does not offer the same speed as a broadband connection over fibre optics. Speeds and availability also vary with the existing 3G mobile network. Given that Telstra has a current monopoly, there is no competition and incentive to invest in new infrastructure and offer better services at lower costs.

The Response:

Manjimup township is expected to receive optic fibre under the current NBN roll out plan. This will assist in bringing fast-speed internet connections into the region to service both businesses and residents in the area.

5. Economic Opportunities

The following table provides an overview of the economic opportunities identified for Manjimup. These opportunities have been identified through the opportunities assessment, outlined in the *Opportunities and Gaps Analysis*, and have been refined through consultation with local stakeholders.

The key areas of economic opportunity for Manjimup centre around:

- **Expanding existing industries of strength** (agriculture).
- **Diversifying with new industry development** (food processing, professional services, aviation industry, tourism).
- **Expanding population to drive increase in certain industry sectors** (retail, education, health and community).

Table 5.1: Economic Opportunities for Manjimup

Opportunity/Growth Sector	High Value-Adding Activity	Point of Differentiation	Why Manjimup?
Agriculture	<ul style="list-style-type: none"> • Niche global exports (with focus on South East Asian markets and higher value products) • Food security services (providing market and logistical support for overseas and domestic buyers). 	<ul style="list-style-type: none"> • General security of production within global environment of increased food uncertainty. • Proximity to South East Asia 	<ul style="list-style-type: none"> • Strong water security: compared to other national agricultural locations • Increased diversity of production: with increased emergence of niche products (e.g. green tea, truffles) and growth of fruit and other more sustainable plantation-based crops • Demonstrated international focus: with exports to South East Asian markets already occurring.
Timber	<ul style="list-style-type: none"> • Value-added Production (engineered wood products, wood flooring, wood veneer, plywood) • Timber milling (timber processing, saw milling) • Climate change opportunities (bio-char, bio-fuels, carbon sequestration) 	<ul style="list-style-type: none"> • Manjimup is already the centre of the timber industry in the South West with established supply chains, proximity to specialised services and resources. 	<ul style="list-style-type: none"> • Strong existing timber cluster: Manjimup has strong existing timber cluster across forestry and processing. There is a strong local workforce and specialised businesses supporting existing activities. • Strong demand: There is growing and future demand for wood products across WA, particularly for housing construction. • Climate change: New legislation may provide stimulus for future niche products and services and given the strength of the existing cluster, Manjimup would be well placed to take advantage of this future growth.
Food Manufacturing	<ul style="list-style-type: none"> • Processed food products (niche products based on local agricultural production) 	<ul style="list-style-type: none"> • Local agricultural production and existing brand of 'clean and green' • Proximity to Asian markets • Proximity to local wine regions (with ability for cross-branding) 	<ul style="list-style-type: none"> • Strong water security: compared to other national agricultural locations • Increased diversity of production: with increased emergence of niche products (e.g. green tea, truffles) and growth of fruit and other more sustainable plantation-based crops • Strong existing agricultural production: Manjimup has an existing strong agriculture sector and access to the broader region • Existing workforce: given the historic strength of the timber processing and manufacturing industry, there would be a local workforce with transitional skills (i.e. existing skills that could apply to food processing).

Opportunity/Growth Sector	High Value-Adding Activity	Point of Differentiation	Why Manjimup?
FIFO Worker Attraction	<ul style="list-style-type: none"> Attraction of FIFO Worker Residents (with associated incomes and expenditure) 	<ul style="list-style-type: none"> Lifestyle and natural environment based attraction 	<ul style="list-style-type: none"> Non-Coastal Natural Amenity: providing point of difference with competing areas Proximity to Airport: with good connections back to Busselton Airport. Housing Affordability: presenting opportunity for larger lifestyle-based land holdings. Amenity: access to high quality education, community, recreation and support services.
Transport and Logistics	<ul style="list-style-type: none"> Logistics operations (warehousing and distribution operations servicing agriculture and timber sectors with both import and export to and from the region) 	<ul style="list-style-type: none"> Established anchor industries (agriculture and timber) 	<ul style="list-style-type: none"> Geographic location: Centrally located in close proximity to agriculture and timber production areas in South West. Population and business demand: Future population and economic growth in the region (and further abroad) is likely to support demand for transport and logistics services in the future. Small existing workforce: Manjimup has a small existing workforce in these industries which can be further expanded over time.
Aviation Support Industries	<ul style="list-style-type: none"> Pilot Training (professional and amateur) Aircraft Maintenance (heritage aircraft, private aircraft) 	<ul style="list-style-type: none"> Existing Airport Strong demand due to other regional airports becoming full 	<ul style="list-style-type: none"> Available space at Manjimup airport: with available land for development. Jandakot airport is becoming crowded. Existing demand: Australia's good weather conditions and airport localities are attractive to offshore airlines for their training facilities. Private recreational aircraft usage is on the rise. Air traffic congestion: Manjimup has low air traffic congestion in comparison with the Perth metro.
Professional Services	<ul style="list-style-type: none"> Population-related professional services (accounting, banking, legal, property, centralised office functions) Business-related professional services (project management, design, architecture, consultancy services) 	<ul style="list-style-type: none"> Position as a future agriculture and industry-based SuperTown 	<ul style="list-style-type: none"> High degree of local imports: There is currently a high degree of these services being imported to the region. Strong economic growth: Regional and local economic growth is anticipated to support the demand for new business services in the region. Small existing workforce: Manjimup has a small existing workforce in these industries which can be further expanded over time, with a focus on reducing drive-in/drive out patterns and increasing residential settlement in town.
Health & Retirement	<ul style="list-style-type: none"> Health services (public and private hospitals, general practitioners (GPs)) Aged care services (retirement villages, respite and hospice care, in-home care services) Allied health services (physiotherapy, general practitioners, diagnostic facilities, occupational therapy, dentists, mental health care) 	<ul style="list-style-type: none"> Existing and future population growth. Existing facilities. 	<ul style="list-style-type: none"> Ageing demographic: The ageing population trend will result in increased demand for health services, particularly aged care. In addition, the ageing of existing healthcare practitioners is expected to leave a gap in the provision of services. Attractive Natural Environment: attractive to lifestyle retirees Affordable Housing: providing prospective retirees with the ability to cash-out of the family home in metropolitan Perth or other major cities. Critical mass: As the population of Manjimup LGA increases, demand for additional healthcare services will increase, resulting in a shift of demand away from Bunbury to the town.



Opportunity/Growth Sector	High Value-Adding Activity	Point of Differentiation	Why Manjimup?
Education	<ul style="list-style-type: none"> • High quality secondary schooling (including student accommodation) • Industry-oriented tertiary education (including further investment into the existing facilities) 	<ul style="list-style-type: none"> • Existing and future population growth. 	<ul style="list-style-type: none"> • Growing population base: The Manjimup LGA population is expected to increase over time, supporting demand for local education facilities. • Growing demand for skilled workers: As the structure of the economy changes, demand for new skills will be required, supporting demand for higher education in the region. • Collocation with Major Industries: opportunities to support agriculture, timber and health sectors • Location: central location with an ability to provide services to surrounding regions.
Retail	<ul style="list-style-type: none"> • Food retailing (supermarkets, greengrocers, farmers markets) • Other Retailing (clothes, bulky goods, etc) 	<ul style="list-style-type: none"> • Existing and future population growth. • Large secondary regional catchment 	<ul style="list-style-type: none"> • Growing population base: The Manjimup LGA population is expected to increase over time, supporting demand for all retailed goods. • Consumerism: Consumerism remains strong in Australia, supporting the long-term trends in retail sales growth. • Centralised Catchment: Manjimup is located sufficient far from major regional centres for significant expenditure to be captured locally. • Extended Trading Hours: recent approval of extended trading hours in Manjimup will support its role as a major retail centre in the Avon.
Tourism	<ul style="list-style-type: none"> • Cafes and Restaurants (visitor expenditure supplementing local expenditure) • Business Accommodation (improving the existing offering in Manjimup). 	<ul style="list-style-type: none"> • Niche natural environment and lifestyle lead tourism activity 	<ul style="list-style-type: none"> • Geographical Location: Position of Manjimup in South West close to Bunbury provides a strong catchment for outdoor-leisure visitors. • Attractive natural environment and lifestyle: underpinning day-trip and weekend visitation.

Source: AECgroup



6. Economic Development Plan

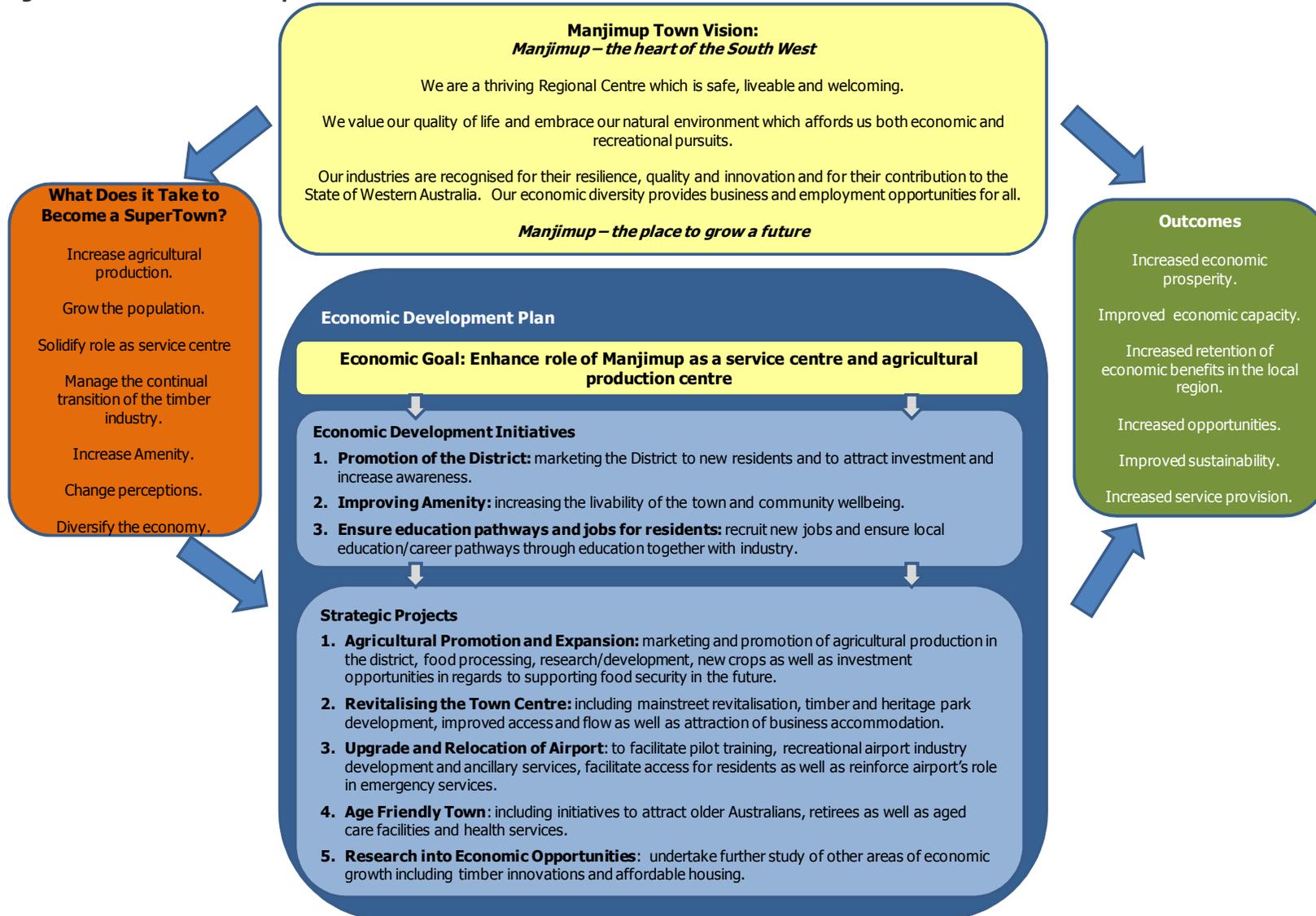
This chapter provides a detailed overview of the **Economic Development Plan** for Manjimup. An overview of the strategy is provided followed by a detailed assessment of each step of the process.

6.1 Overview

The **Economic Development Plan** for Manjimup is outlined in Figure 6.1. The plan is informed by the Vision and economic goal as well as aligned to the specific needs of Manjimup to become a SuperTown.

The **Economic Development Plan** provides clear direction on the initiatives required to transform Manjimup into a SuperTown. These long-term initiatives are further supported by strategic projects that will provide a catalytic boost for this transformation. Combined, the **Economic Development Plan** can leverage existing and future strengths to take advantage of economic opportunities and successfully manage existing challenges.

Figure 6.1: Economic Development Plan Overview



Source: AECgroup



6.2 Economic Development Initiatives

The economic development initiatives provide long-term activities to support the on-going transformation of the Manjimup economy into a SuperTown. These initiatives will build on the strategic projects as catalysts for future development that assist in changing the nature of Manjimup and preparing it for future economic growth.

6.2.1 Promotion of the Shire

Objective: Market the Shire as a place to grow a future (both for a business and as a family).

Rationale: Recent market research has found that the residents of Manjimup really appreciate their quality of life. At the same time, there are many economic and business opportunities for the future, however, Manjimup is often still perceived as a 'Timber town'. Changing these perceptions and promoting the opportunities are Manjimup (both as a residential and business destination) will be important to achieving the future vision and aspirations of a SuperTown.

Key Initiatives: Key initiatives to promote the Shire include:

- Rebrand the Town of Manjimup using the vision and placing a focus on 'a place to grow a future'. The branding should be focused in two areas: marketing towards future residents in order to entice them to move to Manjimup and marketing towards businesses to investment in Manjimup.
- Develop and maintain necessary suite of marketing materials using new branding, including a general business location profile as well as a general residential information guide. These general marketing pieces should be further supported by specific profiles for investment opportunities such as agriculture, food processing, timber value adding manufacturing and accommodation.
- Ensure a proactive and user-friendly web portal to promote the Shire. The web presence would include the new branding and include a wide variety of information for prospective future residents and businesses. The use of imagery and videos should be strong in order to effectively interact with potential future residents. Linkages to social media and regular updates to the site must be conducted.
- Conduct marketing campaign focused on attracting new residents. The campaign should include various stages and focus on specific target audiences. The target audiences should be identified through research and analysis building on recent community surveys of Manjimup to identify groups of people that would be attracted by the positive attributes espoused by current residents.
- Conduct a marketing campaign focused on attracting new businesses. The campaign should be targeted in areas identified as economic opportunities and include generating positive media in targeted industry publications, attending industry specific conferences and trade shows as well as networking with local and regional businesses. The campaign should also highlight the many investment opportunities in Manjimup.
- Conduct specific marketing campaign to promote agriculture growing, investment in new crops and expanded production, research and development as well as food processing.

6.2.2 Improve Amenity

Objective: Continually increase the liveability of the town and ensure community wellbeing.

Rationale: The lifestyle in Manjimup is important and appreciated by residents. As the town grows, it will be important to ensure high levels of amenity and liveability, if the town is to recruit new residents, new skills and new investment. Quality of life is an important attribute for companies making investment decisions because of the strong link between the quality of life in a location and the ability of employers to recruit the necessary skills they require.

Key Initiatives: Key initiatives to improve amenity include:

- Revitalise the Town Centre and mainstreet to create a vibrant and friendly urban space. Include traffic study.
- Redevelop the Heritage and Timber Park
- Attract Aged Care facilities and other allied health services
- Attract further retail and residential services
- Ensure affordable housing solutions for the future

6.2.3 Ensure Education Pathways and Jobs for Residents

Objective: Providing opportunities to retain youth and recruit future jobs for residents.

Rationale:.

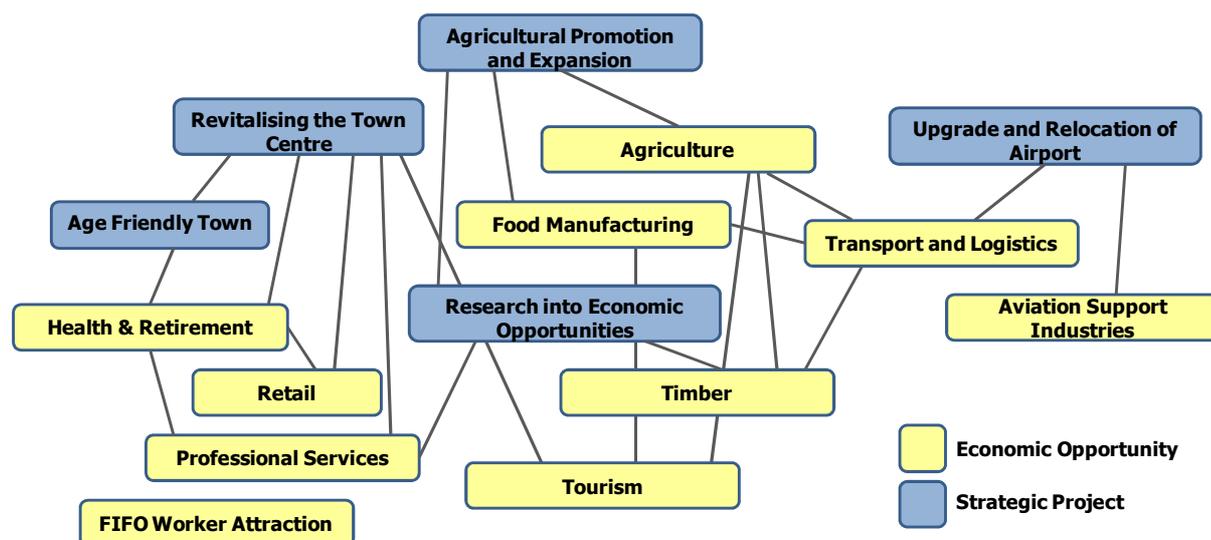
Key Initiatives: Key initiatives to ensure education pathways and jobs for residents include:

- Ensure local education services work together with local industry to provide career pathways and a skilled workforce to match industry needs
- Explore options to increase food/agriculture tourism in the district.
- Proactively recruit investment in timber value-adding processes and new technology.
- Explore opportunities to recruit tourism accommodation.
- Proactively engage with agricultural businesses, food companies, logistics providers and overseas investors about opportunities in the agricultural and food sector in Manjimup.
- Proactively engage with health providers, doctors, large retail chains,

6.3 Strategic Projects

The identified strategic projects will act as a catalyst for future activity and assist in addressing many of the key tasks that Manjimup must undertake to become a SuperTown. Each of these projects individually and collectively will provide support for Manjimup to transform its economy, as highlighted in the diagram below.

Figure 6.2: Linkages between Strategic Projects and Economic Opportunities



Source: AECgroup

Table 6.1: Strategic Project Overview, Manjimup

Strategic Project	Description	Strategic Importance	Relation to Long-term Economic Development
Agricultural Promotion and Expansion	<p>Expanding the agricultural industry through the following initiatives:</p> <ul style="list-style-type: none"> • Establishment of a Food Council to collectively brand and promote agricultural products from the Manjimup district; • In conjunction with industry representatives, develop an industry strategy, including expanded research capability, to best expand Manjimup's agricultural production / economic return; • Examine the viability of providing water infrastructure to facilitate water trading; • Foster agricultural food processing and other new business opportunities through provision of business incubator facilities and assistance; • Examine the opportunities for agricultural participation in the green economy; • Develop links between the Manjimup Horticultural research facility and Manjimup's High Schools with TAFE and or Universities to provide higher education opportunities in horticulture delivered locally creating a "Centre of Excellence in Agricultural Food Science"; and • Provision of boarding facilities to accommodate students wishing to study in Manjimup. 	<p>These initiatives will broaden the base of agricultural activity in Manjimup through diversification into new and innovative agricultural activities. These activities would be expected to assist in increasing the total agricultural production and value of Manjimup as a food producer to the State. Diversifying the economy into green areas and new innovations could assist in changing outsider perceptions of Manjimup and assist in attracting new residents to the area, as well as build on the region's food tourism potential.</p>	<p>This project will assist Manjimup in addressing future climate change and carbon tax concerns and will solidify the region as a cornerstone of the global demand for food over the coming 20 years, and beyond.</p>
Revitalising the Town Centre	<p>This project includes:</p> <ul style="list-style-type: none"> • Creating a new northern town site access and entry statement designed to make passing traffic want to stop in Manjimup but also to improve the attractiveness of the town centre to the resident and potential future community; • Transforming the Manjimup Timber and Heritage Park into a unique multipurpose attraction by combining regional marketing, heritage, cultural, recreational, exhibition and café facilities; • Removing the unused rail corridor in the town centre in lieu of creating a transport corridor to the western side of the town site. This will allow for reuse of underutilised and unattractive land and create additional town centre opportunities; • Constructing additional access points from Mottram Street (South Western Highway) to the town centre to facilitate town centre linkages; • Creating an investment-ready location for a high quality Business Tourism Accommodation facility provider adjacent to the Manjimup Timber and Heritage Park using underutilised reserved land converted to Freehold and held by the Shire of Manjimup; • Transforming Brockman Street in the town centre into an attractive and functional town square that will promote alfresco dining and showcase Manjimup's diverse and quality local produce; • Undertake an array of Mottram Street streetscape works including undergrounding electricity infrastructure to complement and enhance the transformational town centre aspirations of this project; and • Generate additional pedestrian and cycling linkages in the town centre and throughout the Manjimup town site. 	<p>This project will provide significant economic and social benefits to the region, enabling expansion and diversification of the economy (with tourism), increasing residential amenity (with greater walkability, cycleways and landscaping) and will work to changing external perceptions of the region and building its role as a regional centre.</p>	<p>This project will transform the town centre into a more desirable place to live, work and play. The town centre will attract greater tourism into the region and will assist in attracting new residents to the region. The ambiance of the centre and its ability to attract visitors is likely to also change perceptions of the region.</p>



Strategic Project	Description	Strategic Importance	Relation to Long-term Economic Development
Upgrade and Relocation of Airport	<p>Relocate, realign and lengthen the current Manjimup Airport facility. It is intended that a new facility will overcome the following shortcomings of the current facility:</p> <ul style="list-style-type: none"> • Poor alignment resulting in excessive crosswind reducing the serviceability of the airport; • Circuit, approach and departure paths over the Manjimup and Dean Mill town sites. Risk of noise resulting in use restrictions at the current site; • Location preventing further expansion of the industrial area and potential location of a food precinct (WA Chip site); • Terrain and vegetation conflict for approaches and departures from/to the east. Note that this restricts instrument and night approaches and creates a difficulty for water bomber aircraft; • Infringing of overfly areas by parked aircraft and some hangers; • Limited capacity to expand on the current site, and resulting loss of opportunity; and • Limited capacity to accommodate visiting aircraft. 	<p>This project will help to grow the population of the town and act as a catalyst for new industry development (around aviation, flight training and maintenance). The project may also unlock food transport over the long-term.</p>	<p>A new site would provide enhance opportunity for economic development and airport business growth through:</p> <ul style="list-style-type: none"> • FIFO operations. • Permanent flying school. • Attraction of a bulk airfreight operation. • An attracter for a Defence installation. • Safer operation for existing uses. • Improved poor weather access by the RFDS and other emergency aircraft. • Ability to accommodate more visiting aircraft. • Ability to accommodate large charter aircraft (e.g. regular visit by Dash 8).
Age Friendly Town	<p>This project involves the:</p> <ul style="list-style-type: none"> • Provision of a purpose built "Wellness & Lifestyle Centre" for seniors and supported persons providing a one stop shop for their needs; • Development of suitable village style housing development of 70+ lots for senior residents and disabled persons on the 2 ha old Manjimup Primary School site; • Establishment of a medical super-clinic providing GP Allied health and visiting specialist services, located immediately adjacent to the Warren District Hospital • Construction of GP /Allied Health Housing • Expansion of services at Warren District Hospital to allow doctor and nurse resident training; • Improve public accessibility for footpaths to become gopher friendly; • Renovation of exiting nursing home to modern standard; and • Provision of new high care nursing facilities attached to the Warren District Hospital. 	<p>This project will improve the amenity of the Manjimup town particularly for the aged. The project will also provide a range of new jobs in the health care sector, assisting in diversifying the economy and providing greater employment opportunities for locals.</p> <p>The project's aim is to embrace the opportunities that an ageing demographic presents to Manjimup. To seize these opportunities to address the existing and well documented challenges of the local ageing and broader demographic and in that process be well placed to attract target group migration.</p>	<p>As the population of Manjimup ages, it will need a range of housing options and health care services to ensure locals can remain in the area. Providing these services will also improve the amenity of the region as locals will no longer need to travel for these services.</p>
Research into Economic Opportunities	<p>This project includes research into the potential value to Manjimup of further niche technology sectors, including, but not limited to:</p> <ul style="list-style-type: none"> • bio-char; • renewable energy; • other green technologies; • timber value-adding, such as laminating and/or veneering; and • carbon sequestration opportunities for the agricultural and forestry sectors. 	<p>This project will assist with diversifying the economy and ensuring a strong knowledge-based technology is embedded in the local economy and industry.</p>	<p>This project will help to examine long-term options to diversify the economy and add considerable levels of innovation.</p>



7. Implementation Plan

The following implementation plan has been established to carry out the Economic Development Plan and link together with the Manjimup Growth Plan.

Table 7.1: Economic Development Implementation Plan, Manjimup

Project Description	Scope	Recommended Action	Key Agency / Lead Responsibility	Timeframe for Delivery			Estimated Costs (\$,000's)	Funding Source	Contingency Funding	Population Threshold (where relevant)	Delivery Mechanism	Agency Consultation
				Short 0-5 years	Medium 5-10 years	Long Term 10-20 years						
<i>Economic Development</i>	Shire	Establish an economic development team within the Shire including specialised project management skills to deliver SuperTown projects.	SoM	✓	✓		\$180 pa	R4R (ST)	SoM	N/A	In-house team and consultants as required.	SWDC RDL Private Sector
Market Failure	Shire	Identification of market failure in the provision of services to the town, development of land and service gaps in key areas that affect the ability for Manjimup to achieve its SuperTowns objectives. Identify and implement solutions to market failure.	SoM	✓			\$30 Study \$250 pa	R4R (ST)	SoM	N/A	Implement recommendations of study	

Project Description	Scope	Recommended Action	Key Agency / Lead Responsibility	Timeframe for Delivery			Estimated Costs (\$,000's)	Funding Source	Contingency Funding	Population Threshold (where relevant)	Delivery Mechanism	Agency Consultation
				Short 0-5 years	Medium 5-10 years	Long Term 10-20 years						
<i>Development and Promotion Strategy</i>	Shire	Rebrand the Town of Manjimup: <ul style="list-style-type: none"> Using the vision and placing a focus on 'a place to grow a future'; Develop and maintain a suite of marketing materials; Develop a proactive and user-friendly web portal to promote the Shire. 	SoM	✓	✓	✓	\$50 \$87 pa \$30	R4R (ST)	SoM	N/A	Marketing towards future residents in order to entice them to move to Manjimup and marketing towards businesses to invest in Manjimup. Web Portal is underway.	SWDC SBDC
<i>Execution of Promotion Strategy</i>	Shire	Conduct marketing campaign focused on: <ul style="list-style-type: none"> Attracting new residents; Attracting new business; and Promoting agriculture growing, investment in new crops and expanded production, research and development as well as food processing. 	SoM	✓	✓	✓	\$280 pa \$160 pa \$60 pa	R4R (ST)	SWDC SoM	N/A	Implement targeted marketing	SWDC
<i>Ensure Education Pathways and Jobs for Residents</i>	Shire	Ensure local education services work together with local industry to provide career pathways and a skilled workforce to match industry needs	SoM	✓			\$10	SoM	SWDC	N/A	Based on the existing Shire-facilitated Education Visions Committee	Dept of Education Dept of Training DAFWA DEC



Project Description	Scope	Recommended Action	Key Agency / Lead Responsibility	Timeframe for Delivery			Estimated Costs (\$,000's)	Funding Source	Contingency Funding	Population Threshold (where relevant)	Delivery Mechanism	Agency Consultation
				Short 0-5 years	Medium 5-10 years	Long Term 10-20 years						
	Shire	Proactively engage with agricultural businesses, food companies, logistics providers and overseas investors about opportunities in the agricultural and food sector in Manjimup.	SoM	✓			Inc.	SoM	SWDC	N/A	Implemented through the Economic Development role	DAFWA SWDC
<i>Agricultural Expansion</i>	Shire	Food Council: Establishment of a Food Council and associated branding and marketing;	SoM SWDC DET DoW DAFWA	✓	✓	✓	\$5,000	R4R (ST)	SoM DAFWA DET DoW	N/A	Implement targeted marketing	DAFWA Tourism WA Federal Govt



Project Description	Scope	Recommended Action	Key Agency / Lead Responsibility	Timeframe for Delivery			Estimated Costs (\$,000's)	Funding Source	Contingency Funding	Population Threshold (where relevant)	Delivery Mechanism	Agency Consultation
				Short 0-5 years	Medium 5-10 years	Long Term 10-20 years						
	Shire	Improved Education Linkages: <ul style="list-style-type: none"> Facilitate agreements to link schools and agricultural research station with higher level education delivered locally; Proposed alliance with universities; Develop boarding facilities: plan, secure land, identify operator and construction. 	SoM SWDC DET DoW DAFWA	✓	✓	✓	\$250 pa	R4R (ST)	DAFWA DET DoW	N/A	Implement strategies for partnerships	DAFWA Tourism WA Federal Govt
	Shire	Development of a Manjimup Agricultural Strategy: <ul style="list-style-type: none"> Increasing research capability and expansion of Manjimup Horticultural research facility; Undertake water transfer infrastructure study to facilitate water trading; Develop food processing business incubator facilities (Green Tea): plan and secure; and Investigate and prepare a 'Green 	SoM SWDC DET DoW DAFWA	✓			\$650	R4R (ST)	DAFWA DET DoW	N/A	Implement strategies for partnerships	DAFWA Tourism WA Federal Govt



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		Economy' Strategy.										
<i>Timber Innovation</i>	Shire	Build capacity and opportunities in the timber industry through implementation of the following: <ul style="list-style-type: none"> Investigate the viability for value-adding timber businesses i.e. lamination board plant, biochar or biofuel plants; Identification and acquisition of suitable site for new industry; Engage with timber industry and prospective investors; Secure supply volumes and undertake EOI process; and Design and construction of new facility. 	SoM FPC	✓	✓			R4R (ST)	FPC Private	N/A	Implement strategies for partnerships	EPA DEC
						\$150						
						\$50						
						\$50						
						TBD						



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<i>Business Tourism</i>	Manjimup	Investigate and implement public/private investment opportunity to secure land and deliver quality short-stay accommodation facility.	SoM	✓			\$900	R4R (ST)	SoM/ Developer	N/A	Market value of land to be transferred from crown reserve to freehold held by the Shire of Manjimup.	RDL
		Construction and operation of facility.	Private	✓			\$8,000	Private		5,500	Land provided to private developer on long-term lease.	
<i>Tourism</i>	Shire	Undertake and implement a Local Tourism Strategy to attract and facilitate tourism development in the Shire including exploring opportunities in accommodation, agriculture / food tourist and other segments relevant to Manjimup.	SoM	✓	✓	✓	\$500	R4R (ST)	Tourism WA	N/A	Implement recommendations of Strategy	Tourism WA SWDC



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<i>Regional Airport</i>	Region	Investigate and implement a new Regional Airport to facilitate employment and economic opportunities through implementation of the following tasks: <ul style="list-style-type: none"> • Liaising with key mining companies to achieve FIFO opportunities; • Interim employment base solution • Acquisition of required land; • Master planning of preferred airport site; • Completion of statutory approval processes; • Completion of detailed design and construction. 	SoM	✓	✓	✓	\$200	N/A	N/A	Implement strategies for partnerships	Surrounding LGAs DEC DoT FESA EPA Other agencies as required.	
							\$100 p.a.					
		<ul style="list-style-type: none"> • Acquisition of required land; • Master planning of preferred airport site; • Completion of statutory approval processes; • Completion of detailed design and construction. 					\$10,000					
		<ul style="list-style-type: none"> • Master planning of preferred airport site; • Completion of statutory approval processes; • Completion of detailed design and construction. 					\$300					
		<ul style="list-style-type: none"> • Completion of statutory approval processes; • Completion of detailed design and construction. 					\$500					
		<ul style="list-style-type: none"> • Completion of detailed design and construction. 					\$32,000			6,000	Shire-owned facility	
		<ul style="list-style-type: none"> • Redevelopment of existing airport site for industrial development 	LandCorp SoM				TBD	LandCorp		N/A		



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Age Friendly Community	Manjimup	Develop age housing and associated services through the delivery of:	SoM Private Developer Dept of Health					R4R (ST) SoM Private Developer Dept of Health	R4R (ST)		Implement strategies for partnerships	Dept of Housing RDL Dept of Health Allied Health Service Providers Disability Services Commission Public Transport Auth. Dept of Transport
		A "Wellness & Lifestyle Centre" for senior citizens and supported persons: secure land, planning and construction;		✓			\$2,200					
		Lots for senior residents and disabled persons on the 2 ha old Manjimup Primary School site: secure crown land, planning/design and construction		✓			\$3,000		N/A	Proceeds from sale of land to be retained in a future fund for the construction of additional accommodation when required;		
		Construction of housing on old Manjimup Primary School site;		✓			\$3,000	Private	N/A			
		Accessible town program to provide for all forms of mobility.		✓			\$2,000		N/A	\$400,000 per year over 5 years.		
		Regional public transport study.		✓			\$30		N/A			
		Renovation of existing nursing home: planning/ design and construction; and		✓			\$550		N/A			
New high care nursing facilities attached to the Warren District Hospital.	✓			\$1,000			7,000					



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Town Centre Revitalisation	Manjimup	<p>Town Centre Revitalisation Project to include:</p> <ul style="list-style-type: none"> Negotiation of lease agreement with Brookfield Rail to enable integration of the railway reserve into the Town Centre, remove tracks and landscape; Brockman Street café/ restaurant precinct and town square; Mottram Streetscape improvements; Additional access points from Mottram Street into the town centre; Create additional pedestrian and cycling linkages; Town centre signage; New northern town centre entrance; and Provision of additional public toilet facilities. 	SoM LC	✓	✓		\$750	(ST) R4R	SoM MRWA Bikewest Lotterywest DSR	N/A	'In house' and contractors Engage with PTA and Brookfield	MRWA DoT SWDC
							\$5,000				Implement physical improvements	
							\$3,000					
							\$900					
							\$900					
							\$60					
							\$1,000					
							\$500					

Source: AECgroup



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