



SHIRE OF  
MANJIMUP



SHIRE OF MANJIMUP  
**TOWN  
BLUEPRINTS**

# NORTHCLIFFE COMMUNITY BLUEPRINT

MARCH 2026



*We acknowledge the Traditional Custodians of this region– the Bibbulmun, Minang and Kaniyang Noongar people. We pay respects to Elders past, present and emerging and acknowledge their enduring culture and connection to Country*

## SHIRE OF MANJIMUP COMMUNITY BLUEPRINTS

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# PART 1

## ABOUT THE COMMUNITY BLUEPRINTS

## SHIRE OF MANJIMUP COMMUNITY BLUEPRINTS

### THE ROLE OF THE COMMUNITY BLUEPRINTS

To guide the next decade, the Shire of Manjimup (the Shire) has developed Community Blueprints for Manjimup, Pemberton, Northcliffe, Walpole and Quinninup. The Blueprints are about helping each town plan its future in a way that reflects local needs and priorities.

Informed by a comprehensive community engagement program held in October 2025, the Blueprints translate local aspirations and insights into practical priorities to strengthen economic diversity, enhance social wellbeing, support environmental sustainability and build resilience to change. They describe a future shaped by local knowledge and experience, highlighting what makes each town unique, what people care about and where there is potential. Building on previous growth planning, including the Manjimup SuperTown Townsite Growth Plan (2012) and the Shire's current Strategic Community Plan, the Blueprints provide a strategic framework for the Shire's Council Plan and will guide future decision-making, budgeting and resource allocation as outlined below.

The Blueprints also recognise that there is no set population size that automatically leads to government funding for new services or facilities. Funding decisions are influenced by a range of factors, including demonstrated community need, the nature of the project and broader government priorities at the time. In this context, the Blueprints help identify and clearly articulate local needs, supporting the Shire's advocacy efforts and strengthening future funding proposals.

### The relationship between the Shire's Community Blueprints and Council Plan

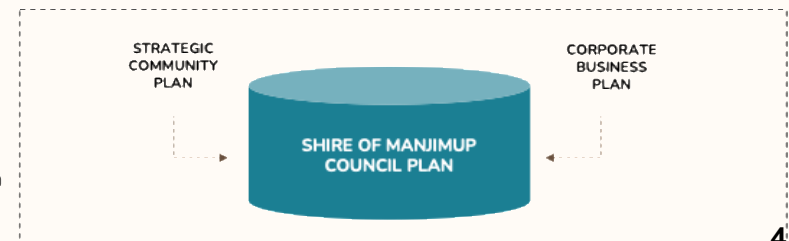
This diagram demonstrates the relationship between the Community Blueprints (this document) and Council-led strategic planning.

- The Blueprints define a long term, community owned strategic direction and priorities for each town
- The Shire's Council Plan articulates how the Shire will deliver on the strategic priorities identified by the community.

**Community Blueprints**  
10 – 20 year,  
community-  
owned town  
direction.



**Council Plan**  
8 year,  
community-  
informed,  
Council-led  
delivery of town  
direction.

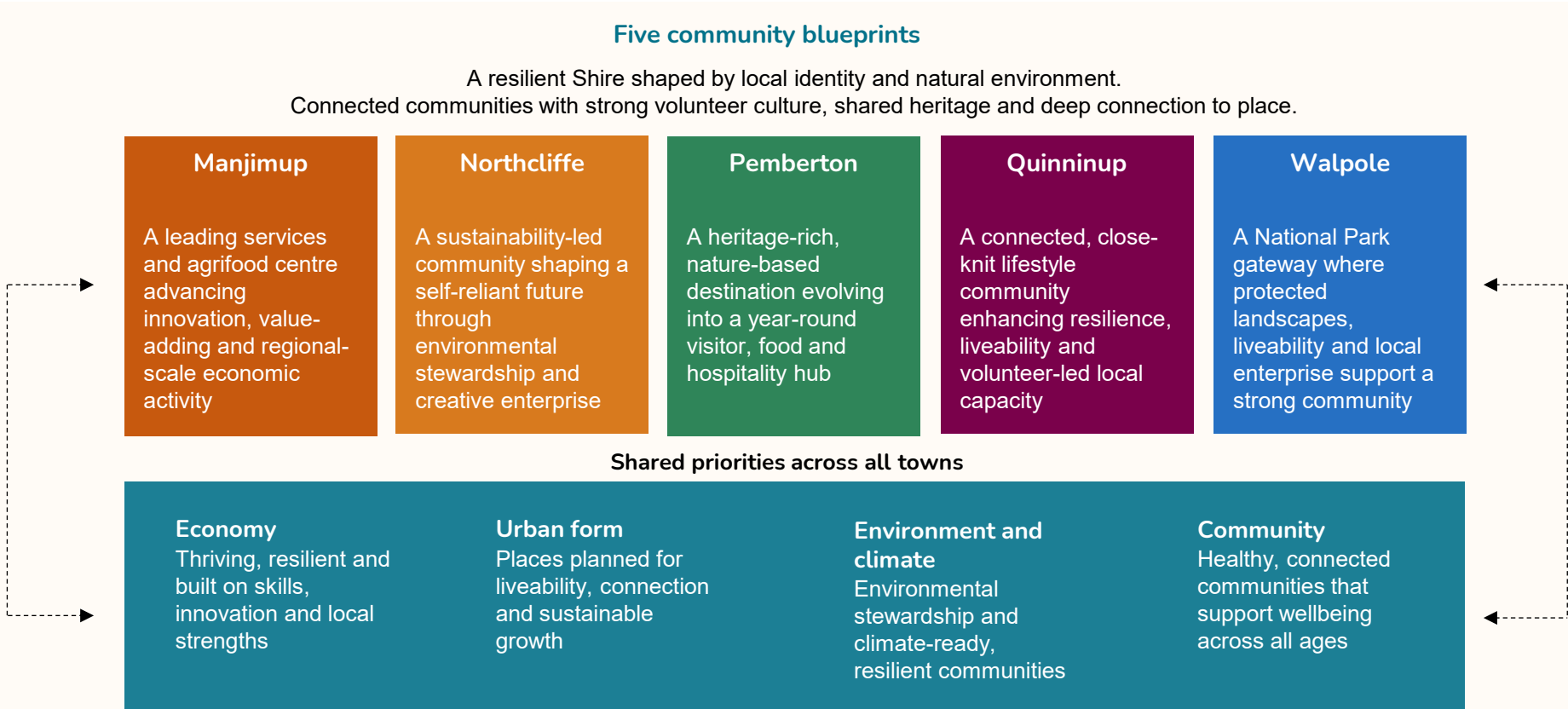


SHIRE OF MANJIMUP COMMUNITY BLUEPRINTS

FIVE DISTINCT COMMUNITIES, ONE SHARED FUTURE

Five distinct communities bring their own strengths to the Shire’s shared future shaped by environment, identity and ingenuity. They align around priorities that strengthen economic vitality, protect the environment and enhance wellbeing.

All communities support and seek sustainable growth, recognising that population stability underpins the services, amenity and lifestyle enjoyed and needed for long-term resilience.



## SHIRE OF MANJIMUP COMMUNITY BLUEPRINTS

### WORKING TOGETHER FOR A RESILIENT FUTURE

The Blueprints set out a long-term strategic vision and priorities. Achieving these goals is a shared responsibility, with local government, State agencies, industry partners and community members each playing a critical role as demonstrated in the table below. Given the Shire's broad geographic area and the wide range of priorities identified, progress will depend on strong collaboration between government, industry, partners and local communities.

|                                | Local government                                            | State government                                                  | Federal government                                         | Industry                                                               | <b>Community plays an equally important role, as stewards of their towns and futures by:</b> <ul style="list-style-type: none"> <li>Identifying business and innovation opportunities</li> <li>Contributing to local business activity, workforce participation and volunteer-led initiatives</li> <li>Supporting aligned growth opportunities and progress</li> <li>Adopting sustainable behaviours and supporting local resilience efforts</li> <li>Building social connection, participating in local programs and driving community-led action.</li> </ul> |
|--------------------------------|-------------------------------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Economy</b>                 | Leads local economic activation and town centre vitality    | Sets industry direction and regional development priorities       | Shapes national economic policy and major funding programs | Drives investment, innovation and workforce demand                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Urban Form</b>              | Directs local planning and community infrastructure         | Oversees planning system, housing supply and major infrastructure | Provides national population and infrastructure frameworks | Delivers housing, construction and precinct development                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Environment and climate</b> | Leads local environmental action and resilience-building    | Manages land, water, biodiversity and bushfire policy             | Sets national climate and environmental regulation         | Implements sustainable practices and stewardship of land and resources |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Community</b>               | Supports local wellbeing, inclusion and civic participation | Delivers core education, health, policing and social services     | Provides universal welfare, Medicare and aged-care systems | Provides key services across health, aged-care, childcare and training |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

As the responsible local government, the Shire's role in delivering on the Blueprints may include:



#### **Delivery lead**

Direct-delivery of services, programs and initiatives important to the community.



#### **Regulator**

To ensure safety, fairness, and compliance



#### **Partner / enabler**

To support others to assist in delivering initiatives.



#### **Advocate**

Advocating on behalf of the community and stakeholders, for initiatives important to the Shire.



## PART 2

### THE SHIRE OF MANJIMUP

## ABOUT THE SHIRE

The Shire sits in the heart of the Southern Forests and Valleys, around 300 kilometres south of Perth.

It is located on the traditional lands of the Bibbulmun, Kaniyang and Mineng Noongar peoples, whose stories, songlines and land management practices continue to shape the landscape.

Covering more than 7,000 square kilometres, it spans National Parks, productive agricultural lands and Western Australia's iconic southern coastline. It is the largest Shire by area, in the South West region of Western Australia.

Part of the Warren Blackwood sub-region, it has four towns - Manjimup (the largest), Northcliffe, Pemberton and Walpole - and five smaller hamlets of Deanmill, Jardee, Palgarup, Quinninup and Windy Harbour. It has a population of ~9,400 and median age of 47, demonstrating an ageing population which prompts a stronger future focus on attracting families, young workers and new enterprise.

The Shire's towns and settlements were built by timber workers, tobacco growers and orchardists who established mill towns, small farms and rail sidings. A wave of post-war European migration strengthened horticulture and fostered a spirit of ingenuity that remains central to everyday life today.

**Largest Shire in the South West:** 7,028 km<sup>2</sup>

**Population:** Approx. 9,400 people across towns and rural settlements

**Largest town:** Manjimup – ~6,760 residents

### Age profile

- Median age: 47 years
- Children 0–14: 16.2%
- People 65+: 22.8%

### Families

- Couple families without children: 50.2%
- Couple families with children: 35.3%
- One-parent families: 13%

### Ancestry

English 46% • Australian 37.5% • Scottish 10.3%  
• Irish 9% • Italian 7.1%

### Religion

No religion 49.1% • Catholic 16.1% • Anglican 11.8% •  
Uniting Church 2.4% • Not stated 9.5%

### Key economies

- Agriculture, Forestry and Fishing
- Manufacturing
- Construction
- Rental, Hiring and Real Estate Services

### Tourism profile

- Predominantly domestic, day-trip destination
- Nature based tourism, recreation, food and wine
- Limited commercial products and experiences

## ABOUT THE SHIRE

Within the Shire, every community contributes uniquely to its overall character and economy. Each town is at a different stage of development, shaped by its own opportunities, challenges and community expectations.

- **Manjimup** is the Shire's largest town, known for its strong community life and role as a service, commercial and innovation hub supporting a diverse economy
- **Northcliffe** is a creative, environmentally minded community celebrated for its trails, arts, culture and stewardship of surrounding national parks. The Windy Harbour holiday destination is located on the coast, 27km to its south
- **Pemberton** blends heritage with karri forests, waterways and vineyards, creating a nature-rich destination with increasingly year-round appeal
- **Quinninup** is a small, close-knit community defined by strong volunteerism and connection to community, nature and heritage
- **Walpole** is framed by coastline and tingle forests, with a relaxed lifestyle supported by local enterprise and landscape identity.



## SHIRE OF MANJIMUP COMMUNITY BLUEPRINTS

### ABOUT THE SHIRE

#### Economy

The Shire's economy is changing. It is moving away from a strong focus on agriculture and forestry toward a more diverse mix of industries. This creates new opportunities, but these need careful planning to make sure the benefits are fully realised.

The area is well known internationally for its high-quality food production. It is Australia's leading producer of Périgord black truffles and a major exporter of products such as apples and avocados. Fertile soils, a cool climate and a strong culture of innovation support this success and have earned the region national and international recognition.

In recent years, unemployment has been falling, which shows more people are taking part in the local workforce. Population growth is expected to remain broadly stable with some gradual decline. Current factors shaping this include an older population, sector-specific job opportunities and relatively few people moving into the area. Future opportunity lies in attracting young families, skilled workers and business owners. To achieve this, targeted industry attraction, diversified employment opportunities and conditions that encourage people to relocate and stay, is needed.

The end of native forestry makes this challenging as a long-standing pillar of Manjimup's economy declines, however with change comes fresh opportunity for targeted action.

1 - Backwards linkages refer to the businesses and industries that supply goods and services to other businesses, helping local industries operate and grow.

2 - Value-added refers to the increase in value that comes from turning raw materials or basic inputs into more useful or higher-value products or services.

#### Shire of Manjimup economic snapshot

|                                                    |                  |
|----------------------------------------------------|------------------|
| <b>Output</b>                                      | <b>\$1.786B</b>  |
| <b>Gross Regional Product (GRP)</b>                | <b>\$919.8M</b>  |
| <b>Economic output per person (GRP per capita)</b> | <b>\$101,159</b> |
| <b>Jobs</b>                                        | <b>4,407</b>     |

While many sectors contribute to the Shire's economy, a select few drive the most significant activity. The chart below identifies these sectors and their areas of strongest impact.

|                                          | <b>Backwards Linkages<sup>1</sup></b> | <b>Exports</b> | <b>Employment</b> | <b>Value-Added<sup>2</sup></b> |
|------------------------------------------|---------------------------------------|----------------|-------------------|--------------------------------|
| <b>Agriculture, Forestry and Fishing</b> | X                                     | X              | X                 | X                              |
| <b>Construction</b>                      | X                                     | X              |                   | X                              |
| <b>Manufacturing</b>                     | X                                     | X              |                   |                                |
| <b>Public Administration and Safety</b>  |                                       | X              |                   | X                              |
| <b>Health Care and Social Assistance</b> |                                       |                | X                 | X                              |

#### Economic output by industry (top four)

|                                                | <b>Output (\$Million)</b> |
|------------------------------------------------|---------------------------|
| <b>Agriculture, Forestry and Fishing</b>       | <b>\$540.9</b>            |
| <b>Manufacturing</b>                           | <b>\$183.5</b>            |
| <b>Construction</b>                            | <b>\$176.7</b>            |
| <b>Rental, Hiring and Real Estate Services</b> | <b>\$146.3</b>            |

Source: Remplan, Urbis

## ABOUT THE SHIRE

### Economy (continued)

Tourism is a key opportunity for future growth. In 2024, visitors spent an estimated \$143 million in the Shire. On average, visitors spent \$408 per trip and \$159 per night. Most visitors come from within Western Australia and elsewhere in Australia, mainly for holidays. Visitor numbers follow similar seasonal patterns to the wider South West, with slightly less variation across the year.

This level of activity shows that tourism is becoming an important part of the local economy. It supports hospitality, accommodation and small local businesses, and creates opportunities to grow areas such as farm-based tourism, outdoor activities, food and drink, and events. With the right investment, tourism could become one of the Shire's key long-term sources of economic growth.

The Native Forestry Transition Plan, delivered by the Department of Energy and Economic Diversification, has already provided some support to local businesses. A total of \$1.9 million has been shared across 13 businesses in tourism, agriculture, food production, health and contracting. However, it is still too early to understand the long-term effects on jobs and economic diversity.

The Shire's economic future will depend on how well new industries develop, how investment supports new ideas and long-term stability, and how successfully the area attracts the people and skills needed for sustainable growth.



## SHIRE OF MANJIMUP COMMUNITY BLUEPRINTS

### ENABLING SUSTAINABLE FUTURE GROWTH

**Housing, liveability and economic performance are deeply connected to the Shire's long-term vitality.**

Manjimup, Northcliffe, Pemberton, Quinninup and Walpole each have distinctive character, natural assets and community strengths that position them well for a new phase of sustainable growth.

Without strategic future focus, population growth may stall, making it harder to sustain valued community services and facilities. Through a coordinated approach, the Shire can attract new residents, businesses and investment, strengthening the economic base and liveability in a way that is aligned to each community's aspirations.

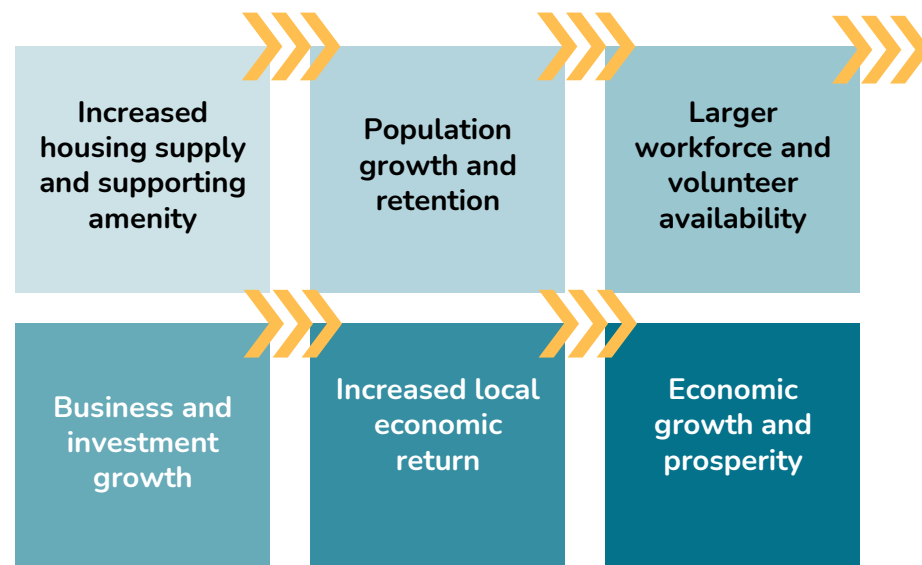
More broadly, settlement patterns across Western Australia are shifting. More people are seeking regional lifestyles, flexible work is reshaping where people can live and towns offering amenity, affordability and strong identity are increasingly competitive.

The Shire's landscapes, tourism appeal, food and forestry industries, creative communities and coastal and trail networks provide a strong platform for expansion in tourism, health and wellbeing, industry supply chains, small business and remote-enabled enterprises. Unlocking this potential depends on delivering a wider range of housing options that enable new or returning residents to settle, and existing residents to stay as their needs change.

Demographic change adds momentum. An ageing population creates demand for new health services, aged care models and local support businesses while attracting young families and skilled workers reinforces schools, clubs and the workforce required to grow priority sectors. Providing housing for every life stage from first home buyers to downsizers supports social cohesion and builds long term resilience.

Expanding housing supply and diversity through targeted economic development, investment attraction and efficient approvals will broaden the labour pool, improve business confidence and stimulate local spending. Essential supporting amenity, particularly accessible childcare, will be critical to attracting working families and key workers. As population grows in a measured way, communities gain the capacity to reinvest in centres, public spaces and community infrastructure.

Sustainable growth for the Shire is not about rapid expansion. It is about confident, well-planned evolution. Strengthening housing choice, childcare and everyday amenity creates the foundation for new industries, stronger health and service sectors, resilient supply chains and a thriving visitor economy – where each town is an attractive place to live, work and invest into the future.



*Local economic growth pathway. Source - URBIS*



## PART 3

### STAKEHOLDER ENGAGEMENT

SHIRE OF MANJIMUP COMMUNITY BLUEPRINTS

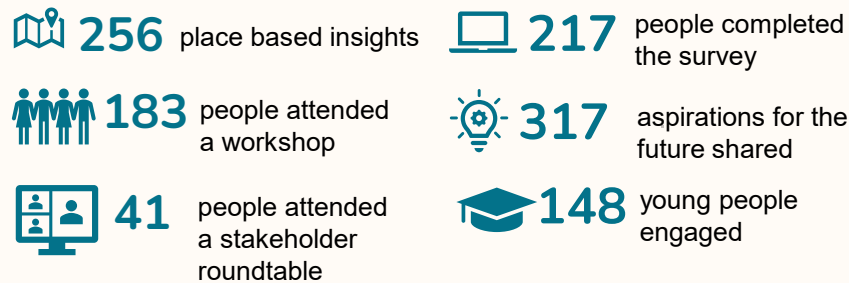
COMMUNITY INFORMED, COMMUNITY OWNED

These Community Blueprints have been informed by more than 1,000 community and stakeholder contributions that together set a clear and collective direction for the future of each town.

A two-phase engagement strategy utilised online tools, in-person workshops and targeted stakeholder and industry roundtables to optimise participation. Engagement was supported by a communications campaign, including a dedicated project website – [shapeyourtowns.com.au](https://shapeyourtowns.com.au).

- **Phase 1 Engagement:** Broad community and stakeholders – October 2025
- **Phase 2 Engagement:** Targeted stakeholders and industry – November 2025

1162 contributions\*



Participation by town (excluding youth engagement)

|             | Surveys | Place inputs | 10 year vision | Workshop attendees | Total |
|-------------|---------|--------------|----------------|--------------------|-------|
| Manjimup    | 68      | 84           | 87             | 44                 | 283   |
| Northcliffe | 31      | 47           | 51             | 45                 | 174   |
| Quinninup   | 43      | 18           | 43             | 23                 | 127   |
| Pemberton   | 36      | 76           | 73             | 33                 | 218   |
| Walpole     | 39      | 31           | 63             | 38                 | 171   |

Survey demographics

The survey provided qualitative and quantitative insights unique to each community. This, combined with visioning inputs, workshop data and stakeholder round tables, has been used to inform the direction for each Community Blueprint.

Town split

- Manjimup – 33%
- Northcliffe – 15%
- Pemberton – 18%
- Quinninup – 14%
- Walpole – 20%

**74%** Were born in Australia

- 

**80%**
- Are homeowners within Shire of Manjimup:

  - 4% work in the Shire but live elsewhere.
  - 14% own a business in the Shire.
  - 6% own property in the Shire but don't live there

**64%**  Identify as female

**50 - 54** Was the predominant age group

- 24%** 

Have school aged children living at home:

  - 11% (5–11 years)
  - 13% (12–17 years)

## SHIRE OF MANJIMUP COMMUNITY BLUEPRINTS

### COMMUNITY INFORMED, COMMUNITY OWNED

#### Key findings that have shaped the Community Blueprints

##### Communities want to see sustainable growth to support resilience:

- **Housing** supply and choice, for all life stages
- **Economic opportunity** across industries: service, tourism, agriculture, forestry transition
- Reliable, safe **utilities and services** - water, telecommunications, bushfire, emergency response
- Diverse **education and training** pathways
- **Family-friendly** facilities, amenities, programs and services
- Local **communities** being **empowered** to deliver impact in their towns
- Access to **healthcare** – general and acute care, ancillary services.

##### The Shire's key strengths and assets

- 75% Location and lifestyle
- 51% Natural environment and landscapes
- 33% Tourism and visitor attractions
- 32% Local businesses and economy
- 23% Arts and cultural offerings

##### Biggest challenges for the decade ahead

- 49% Access to housing
- 45% Youth retention and opportunities
- 36% Lack of diverse industries
- 34% Limited economic opportunities
- 33% Environmental degradation or risk

65%

View economic transition and new industry development as a key priority



63%

View tourism development as a big opportunity for the shire



83%

of community want to protect and enhance the environment



74%

Are seeking improved housing supply and choice across the shire.



## COMMUNITY INFORMED, COMMUNITY OWNED

Insights from meetings with First Nations representatives and the Shire's Reconciliation Action Plan have informed Community Blueprints. Ongoing collaboration and engagement will support delivery of identified opportunities.

### What's most important to First Nations people:

- **Connection to Country and cultural identity** - Land, forests and coast are central to identity and wellbeing, with strong value on family, lifestyle and places that support cultural practice
- **Cultural visibility and shared spaces** - More visible culture across towns through murals, dual naming, language and everyday practice, along with support for places like the Yarning Circle and bush-tucker trail
- **Safe participation, voice and representation** - Culturally safe pathways that acknowledge past trauma and strengthen voice, leadership and participation
- **Housing stability and access** - Secure, affordable and appropriate housing for families, workers and students, noting pressures from rising rents and limited options
- **Young people and future pathways** - Youth spaces and creative programs beyond sport, plus stronger engagement in traineeships, governance roles and digital skills
- **Cultural economy, tourism and storytelling** - Growth in Aboriginal-led tourism, bush-tucker, cultural storytelling and partnerships that support economic participation
- **Land management** - Traditional knowledge guiding land care and cultural burning, with progress shaped by access, insurance and sustainable practice
- **Cultural learning and knowledge sharing** - Interest in Noongar culture courses, bush-tucker harvesting, astronomy and dark-sky storytelling that deepen cultural understanding across the community.



### What's needed

- Digital and job readiness skills
- Pathways into governance and leadership roles
- Targeted programs for young Aboriginal men
- Partnerships to grow cultural tourism and storytelling ventures
- Stable and suitable housing for families, workers and students
- Easier access to Country for cultural fire and land care
- Stronger cultural visibility in public spaces
- Youth spaces and creative programs beyond sport
- Aboriginal content embedded across schools and community events
- Support for cultural learning experiences and seasonal activities

## COMMUNITY INFORMED, COMMUNITY OWNED

A series of outreach activities through youth groups and local schools gave insight into what the next generation of our community values and is seeking into the future.

### What's most important to young people:

- **Entertainment and activities** including indoor, all-weather and social activities such as a movie cinema, gaming/arcade space, climbing, trampoline and water-based recreation
- **On-trend retail and food options** - clothing stores, large variety stores, fast food outlets, lolly and ice-cream shops and diverse shopping choices
- **Safe, well-maintained town environments** - good lighting, footpaths, public spaces, and youth sports facilities like basketball hoops and water fountains
- **Youth-friendly places to hang out** - informal, welcoming spaces where young people can spend time safely
- **Strong sense of safety at night** - particularly around skateparks and key youth gathering areas
- **Youth-friendly events and activities** including regular, fun, supervised events such as Blue Light / PCYC-style discos or gatherings
- **More community events and opportunities** - activities, festivals, and structured programs that help young people feel connected and included.



### What's needed

- A broad 'everyday offer' with a mix of services, retail, food and activities
- Public space safety and amenity, town centres and youth spaces that are welcoming, well-lit and easy to move through
- Safe, positive and inclusive environments with coordinated programs
- Activated towns with regular events and experiences to build confidence and belonging
- Accessible community facilities that meet the needs of young people
- Youth perspectives in future planning, as partners in shaping long term visions.



**PART 4**  
NORTHCLIFFE  
COMMUNITY  
BLUEPRINT

## NORTHCLIFFE COMMUNITY BLUEPRINT

### NORTHCLIFFE 2025

Northcliffe is a small, connected community with a strong sense of identity and pride. Its lifestyle is shaped by its heritage and natural surroundings.

As Northcliffe plans for a sustainable future, challenges around housing diversity, childcare and education, ageing-in-place and retaining essential services are top of mind, particularly for families, older residents and the farming and agriculture community.

People are seeking well-presented family-friendly spaces and activities, improved transport connections and reliable water, energy and digital infrastructure to support daily life and enterprise, bushfire risk and emergency response.

Future opportunities include attracting new families and strengthening the visitor economy through connection to nature, including the Understory trail, Bibbulmun and Munda Bididi trails, introducing visitor accommodation. Strengthening its positioning as a 'gateway' to National Parks including D'Entrecasteaux, Boorara-Gardner and Warren, along with Cathedral Beach and Windy Harbour, will put Northcliffe more firmly on visitors' itineraries.

Protecting the environment is intrinsic to Northcliffe's identity as is maintaining its small settlement character while making space for diverse housing, serviced land and essential infrastructure.

With focused investment, strong partnerships and a shared long-term vision, Northcliffe is well placed to grow as an inclusive, resilient and nature-connected place.

### Population: Approx. 717.

- Expected negative growth rate of -5.7% attributed to an aging population, from 25% being 65+ in 2021 to 39% 65+ in 2046.

### Average Age: 49.3 years

### Born overseas: 15.6%

### Household Structure:

- Family household: 73.7%
- Lone person household: 26.3%
- Group household: 0%

### Occupation:

- Managers: 35.4%
- Labourers: 20.5%
- Community and personal service workers 13.4%
- Technicians and trades: 10.2%
- Professionals: 8.7%
- Clerical and admin: 6.3%
- Machinery operators and drivers 5.5%

### Industry of employment:

- Agriculture, Forestry and Fishing: 22.9%
- Accommodation and food services: 12.3%
- Healthcare and social assistance: 11.7%
- Education and training 7.8%
- Manufacturing 7.3%
- Construction 10.6%
- Public administration and safety: 4.5%
- Other: 23%

### Income:

- Ave income (15-64yo): \$43,600
- Ave household income: \$85,500
- SEIFA index (weighted avg): 942\*

Source: ABS

\*The SEIFA Index represents areas of relative socioeconomic advantage and disadvantage. The national average is 1,000, scores lower than this amount indicate greater disadvantage.

## Our community

Northcliffe is a community defined by resilience, environmental responsibility and quiet confidence.

Sitting at the gateway to Windy Harbour, and surrounded by national parks and rich biodiversity, the town's way of life is grounded in care for the landscape and for one another.

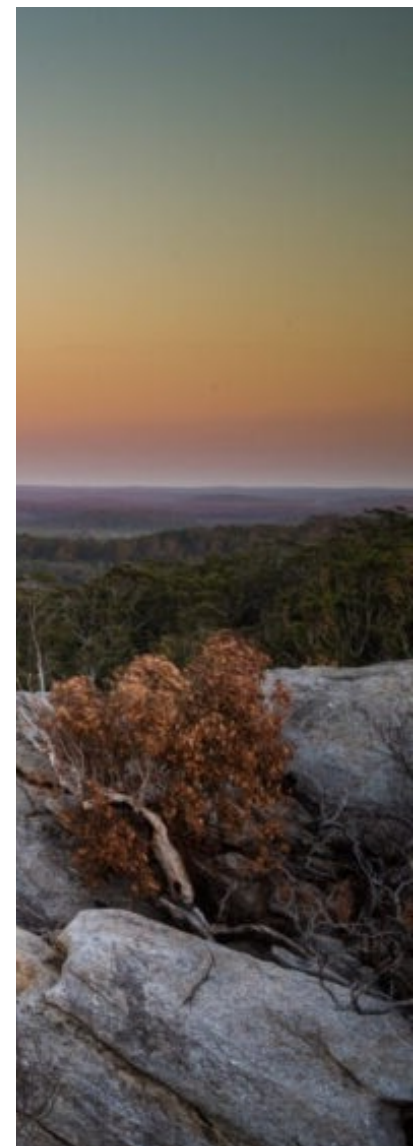
Sustainability here is not an aspiration but a lived practice. We manage water carefully, work with the land, volunteer to keep essential services running and champion practical, locally driven solutions that strengthen long-term prospects.

Creativity is central to our identity. From art trails and micro-enterprises to innovative environmental approaches, we are known for doing things differently and welcoming new ideas that support local livelihoods.

Community pride runs deep. People show up, help out and advocate strongly for the services that sustain daily life. This spirit keeps Northcliffe safe, welcoming and connected across generations.

Looking ahead, our future will be shaped by sustainable tourism, more diverse housing and modern infrastructure that enhances our unique character.

Environmental stewardship, community connection and practical solutions will continue to guide our path forward.





## OUR VISION – NORTHCLIFFE 2045

**A sustainability-led community shaping a resilient future through environmental stewardship and creative enterprise.**

Known for our strong local values, environmental care and culture of self-reliance, we look confidently ahead.

Creative enterprise, sustainable industries and accessible learning pathways build a strong local economy supported by reliable infrastructure and transport.

Shared ambition, participation and care for place guide Northcliffe's growth and strengthen opportunity for the whole community.

### ECONOMY

Northcliffe's economy generates around \$73 million each year, representing about 8 per cent of the Shire's total economic activity. Agriculture, forestry and fishing remain important employers, but fewer people now work in these industries. Employment in these sectors fell from 33 per cent of the workforce in 2016 to 23 per cent in 2021, partly linked to the State Government's decision to end commercial logging in native forests from 2024.

While Northcliffe's economy is slowly becoming more diverse, with some growth in hospitality, healthcare, professional services and manufacturing since 2016, employment opportunities in the town remain limited. This contributes to ongoing socioeconomic challenges and means some residents need to travel for work or move away to find employment. The local unemployment rate is relatively low at 3.8 per cent, although this may not fully reflect the limited range of job opportunities available locally.

#### What's holding the economy back?

- **Infrastructure and essential services** - Concerns about long-term water supply, poor mobile coverage and unreliable internet affect daily life, safety and business productivity. These issues also limit digital businesses, remote work and innovation.
- **Housing and affordability** - A lack of housing makes it harder to fill new jobs and grow the workforce, which is having a significant impact on the local economy.
- **Employment pathways and workforce retention** - Limited local jobs and training options encourage younger residents to leave town. At the same time, businesses in tourism, services and agriculture face ongoing labour shortages.
- **Small market and business viability** - A small population and seasonal changes in demand place pressure on local businesses and affect their long-term viability.
- **Community capacity and volunteer fatigue** - Community services and activities rely heavily on a small group of volunteers, leading to fatigue and challenges in maintaining services over time.
- **Limits on tourism and agricultural diversification** - Access constraints, fire risk and planning requirements restrict diversification and reduce confidence for business and community investment.



NORTHCLIFFE COMMUNITY BLUEPRINT

ECONOMY



| Labour market and output     | Top industries                      |
|------------------------------|-------------------------------------|
| 3.8% Unemployment Rate*      | 1 Agriculture, Forestry and Fishing |
| \$73M Gross Regional Product | 2 Construction                      |
|                              | 3 Manufacturing                     |

Source: ABS, Remplan, Urbis  
\*As per the 2021 Census

| Flow on spending from local outputs*    |                                   |              |               |
|-----------------------------------------|-----------------------------------|--------------|---------------|
| Spend                                   | Agriculture, Forestry and Fishing | Construction | Manufacturing |
| Initial Output (\$M)                    | 11.651                            | 7.016        | 6.059         |
| Flow on Spending                        |                                   |              |               |
| Manufacturing                           | 0.7                               | 0.8          | -             |
| Financial and Insurance Services        | 0.3                               | 0.1          | 0.3           |
| Rental, Hiring and Real Estate Services | 0.1                               | 0.3          | 0.1           |
| Administrative and Support Services     | 0.1                               | 0.2          | 0.1           |
| Other Industries                        | 3                                 | 1            | 1             |
| Total Local Expenditure (\$M)           | 4                                 | 2            | 1             |

\*Flow-on spending from local outputs refers to the additional economic activity generated when industries produce goods or services. For each dollar spent in a given industry, further spending is stimulated in other sectors. For example, agricultural production can lead to increased demand for transport services, as goods need to be moved to markets.

**ECONOMY:** Thriving, resilient and built on skills, innovation and local strengths

**What community said is most important**

- ✦ Reliable water and digital infrastructure to underpin economic resilience and business vitality, and manage risk
- ✦ Local jobs and enterprise growth, with support for start-ups, makers and creative industries
- ✦ Strong, sustainable nature-based tourism through trails, signage, National Park access upgrades and cultural experiences
- ✦ Housing for workers and families, including rentals, small units and workforce accommodation
- ✦ Training and skills pathways to retain young people, including flexible learning
- ✦ Diversify farming and regenerative agriculture through planning flexibility and market opportunity
- ✦ Activate townsite buildings through pop-ups and space to grow small business and community enterprise
- ✦ Strategic land and infrastructure planning to enable light-industry demand.



**“Reduce red tape to enable business to expand with minimum time consumed in meeting bureaucratic paperwork.”**

**Survey respondent**

## STRATEGIC LEVERS FOR NORTHCLIFFE'S ECONOMY

The strategic levers are grounded in community-led aspirations, shaped to strengthen economic contribution and deliver meaningful, place-based outcomes.



### Tourism and creative enterprise growth

Positioning Northcliffe as a centre for nature-based and cultural tourism and creative enterprise, leveraging assets such as the Understory Art Trail and regional trail networks to support microbusinesses, creative industries and innovation aligned with the town's scale and character.



### Local enterprise and entrepreneurship development

Enabling small business start-ups, creative industries and entrepreneurial activity through streamlined processes and support for community-owned and co-operative business models that sustain local employment and retain value within the town.



### Sustainability and new industry positioning

Positioning Northcliffe as a sustainability leader by advancing renewable energy, water security and circular-economy practices. Continuing to restore biodiversity, strengthen bushfire resilience and safeguard natural assets to support long-term self-reliance and environmentally responsible growth.



### Workforce and liveability enablement

Addressing workforce and population retention by enabling diverse and affordable housing options for workers and families, ensuring housing supply supports local employment, service provision and long-term liveability.



### Infrastructure and connectivity improvements

Addressing enabling infrastructure gaps – including digital connectivity, utilities, transport and telecommunications to enable economic expansion and business productivity.

## **ECONOMY:** Thriving, resilient and built on skills, innovation and local strengths

### **Towards our 2045 vision >>>**

#### **KEY MOVES**

- Tourism and creative enterprise growth through trails, town presentation and activation and cultural events
- Small business and start-ups supported by affordable spaces and simple processes
- Sustainability leadership through renewables, circular economy initiatives and environmental values
- Expanded worker and family housing to support local jobs and population growth
- Improved mobile coverage, digital connectivity and long-term water security for economic resilience.

#### **Priority sectors**

- Agriculture, Forestry and Fishing
- Construction
- Manufacturing
- Local Creative Industry



#### **How community can make an impact**

- ★ Buy and promote local food, makers and growers
- ★ Support producers using regenerative farming
- ★ Shop local, run pop-ups or start micro-businesses
- ★ Join town teams and revitalisation projects
- ★ Share local trails, stories and nature experiences with visitors
- ★ Volunteer for festivals or help create new events
- ★ Start or back sustainable, circular and transition-ready ventures
- ★ Mentor young people or host trainees
- ★ Create local jobs in gardening, maintenance and land care
- ★ Help run co-ops, markets and shared shops
- ★ Advocate for better digital, energy, water and transport services

## ENVIRONMENT AND CLIMATE: Environmental stewardship and climate-ready, resilient communities

Northcliffe's future resilience is focussed on protecting its globally significant natural environment while preparing for a drying climate, heightened bushfire risk and changing ecological conditions.

The community's strong stewardship values and commitment to self-sufficiency shape a focus on securing essential resources, caring for biodiversity and building climate-ready infrastructure that supports the town, surrounding farms and agricultural areas and its coastal settlement at Windy Harbour.



### Water

Strengthen catchments, protect rivers and improve storage and efficiency to secure long-term water reliability.



### Energy

Grow renewable energy, bioenergy opportunities and grid resilience for a low-carbon, reliable future.



### Land

Restore forest health, manage pests and disease, and protect remnant vegetation to support biodiversity and reduce bushfire risk. Manage coastal access and impact.



### Waste

Modernise recycling, composting and circular-economy systems, supported by regional partnerships.



### Community

Create greener public spaces, strengthen bushfire preparedness and build environmental awareness across the community.



## ENVIRONMENT AND CLIMATE: Environmental stewardship and climate-ready, resilient communities

### What community said is most important

- ★ Reliable, long-term water security for households, industry and bushfire protection
- ★ Protect forests, wetlands and biodiversity through habitat care, weed control and conservation of threatened species
- ★ Ecologically informed bushfire management, integrating cultural burning, fuel reduction and emergency response
- ★ Sustainable energy and climate-ready infrastructure such as local renewables, community batteries and lower-emission practices
- ★ Coastal and environmental stewardship at Windy Harbour through careful planning, waste management and climate resilience
- ★ Well-maintained trails, paths and National Park access routes to support low impact recreation and tourism
- ★ Low-impact and fire-safe building practices, including sustainable materials, rainwater use and alternatives to chemical weed control
- ★ Stronger partnerships with First Nations peoples to embed cultural land management and environmental knowledge.



**“Strongly advocate for a sustainable water supply and practices. Northcliffe would be perfectly placed to showcase an innovative energy grid and sustainable water.”**

**Survey respondent**

## ENVIRONMENT AND CLIMATE: Environmental stewardship and climate-ready, resilient communities

### Towards our 2045 vision >>>

#### KEY MOVES

- A resilient water future through long-term supply planning and community-scale solutions
- Biodiversity health strengthened through conservation and habitat restoration
- Climate-ready bush fire management informed by cultural knowledge, science and shared responsibility
- Local renewable energy through modern infrastructure and storage
- Coastal resilience at Windy Harbour through clear planning, waste management solutions and managed access
- Connected trails and experiences that grow nature-based recreation and tourism.

“Important to safeguard our forests but also future proof against bushfires. More incentives for rainwater, self sufficiency, solar, drought proofing are needed.”

Survey respondent



#### How community can make an impact

- ★ Use water wisely and support long-term local supply, install rainwater tanks
- ★ Prepare for bushfire season and support volunteer brigades
- ★ Choose renewable energy and low-impact living
- ★ Reduce waste through recycling, composting, repair, reuse and circular initiatives
- ★ Report weeds, pests, dieback and invasive species
- ★ Use trails and natural places respectfully and leave no trace
- ★ Join Landcare, working bees and restoration projects
- ★ Promote respectful, nature-based tourism
- ★ Help protect Windy Harbour by managing waste and respecting dunes
- ★ Celebrate the environment through events, art and storytelling

## URBAN FORM: Places planned for liveability, connection and sustainable growth

Northcliffe is well placed for modest, community-led growth that builds on its small-town character, strong village centre and close connection to the natural environment.

With careful planning, growth can support local jobs, provide a greater range of housing options and strengthen everyday services, while maintaining the town's rural feel.

The town centre will remain the heart of Northcliffe, supporting local businesses, services and visitors, with opportunities to improve connections to nearby open spaces and trails. Future housing is expected to be small-scale and incremental, located close to existing services and complemented by low-density rural living that responds to the surrounding bushland.

Northcliffe's nature-based recreation identity and the former Sawmill precinct offer opportunities to support local employment and visitor activity, while respecting environmental values and heritage. Overall, Northcliffe's future success will depend on balancing gradual growth with protection of its unique character and natural setting.



## URBAN FORM: Places planned for liveability, connection and sustainable growth

### What community said is most important

- ★ Reliable water, wastewater and telecommunications infrastructure to support safety, growth and emergency resilience
- ★ More diverse and attainable housing options, including small lots, secondary dwellings, small dwellings and flexible subdivision
- ★ Land and accommodation supply for workers, young families, seniors and seasonal labour force
- ★ Well-connected roads, paths and bike links between residential areas and the recreation precinct, Mill Town and Windy Harbour
- ★ A well-presented town centre with upgraded play spaces, public amenities and revitalised community precincts
- ★ Planning flexibility that enables alternative infrastructure, small-lot rural living and adaptive reuse of under-used buildings
- ★ Improved coastal access and facilities at Windy Harbour, including safe boating infrastructure and coordinated governance
- ★ Future-focused infrastructure to strengthen fire management, renewable energy resilience and access to Northcliffe's natural assets.



**“Explore landholdings which have the potential to be subdivided into farmlets. In the 1950’s, our town was [home to] 4000 people, currently population is under 300.”**

**Survey respondent**

## URBAN FORM: Places planned for liveability, connection and sustainable growth

### Towards our 2045 vision >>>

#### KEY MOVES

- Secure essential water, wastewater and telecommunications infrastructure
- Enable diverse and attainable housing through flexible planning
- Increase residential and worker accommodation supply
- Improve road, path and trail connectivity across the town and key destinations
- Enhance public spaces, community precincts and adaptive reuse of buildings
- Strengthen Windy Harbour access, facilities and long-term resilience.

"We need more natural bike trails and a nature play space at Maze Park. Also please deliver shaded seating facing the skate park."

Survey respondent



### How community can make an impact

- ★ Advocate for secure water and essential service upgrades
- ★ Champion diverse and sustainable housing models
- ★ Support flexible subdivision and rural living options
- ★ Report issues on roads, paths and crossings
- ★ Walk, cycle and use shared trails
- ★ Join clean-up days and community improvement projects
- ★ Help bring under-used buildings back into use
- ★ Celebrate local identity through arts and town-centre activation
- ★ Advocate for stronger digital and mobile connectivity
- ★ Help shape Windy Harbour's future through planning and governance discussions

## URBAN FORM: Places planned for liveability, connection and sustainable growth

The town will be supported by a number of key precincts that may accommodate future business activity over time. These precincts are intended to support local jobs, economic activity and community wellbeing as the town grows. The proposed precincts are indicative only and any future changes to town areas will be planned and considered through the Shire's usual statutory planning processes.

### Town Centre

The Northcliffe town centre will remain the civic and community heart of the town. It supports local services, small businesses and tourism. Strengthening the centre means better connecting shops, community facilities and public spaces so it feels welcoming and easy to use for both residents and visitors.

#### Priorities:

- Encouraging tourism-related businesses and visitor facilities to locate in the town centre to support the local economy.
- Improving signage and wayfinding so the town centre is welcoming to visitors and well connected to nearby residential areas.
- Strengthening walking paths and links between the town centre, recreation spaces and public areas to create a more walkable and connected environment.

#### Longer term:

- Supporting expansion and infill in the town centre to broaden retail and service options.
- Ensuring new development builds on existing public spaces, recreation areas and trail connections, reinforcing Northcliffe's role as a gateway to surrounding forests and nature-based attractions.

### Residential Growth Areas

Residential growth in Northcliffe will focus on modest, well-connected expansion that respects the town's natural setting and rural character. New housing will be located close to the town centre to support walkability, while rural living areas will provide lifestyle options that fit the surrounding landscape.

#### Priorities:

- Consolidating and expanding residential development through targeted rezoning close to the town centre to improve housing supply, quality and choice.
- Providing rural living opportunities in suitable locations that protect remaining vegetation and make use of cleared land.

#### Longer term:

- Ensuring residential areas develop as compact, connected neighbourhoods that retain rural character and environmental values.
- Integrating housing with green buffers, trail connections and access to community facilities.
- Increasing housing diversity to meet changing needs, with adaptable homes that support ageing in place.

## URBAN FORM: Places planned for liveability, connection and sustainable growth

### Lifestyle and Recreation Hub

Northcliffe's forests, trails and open spaces are central to everyday life. Strengthening these assets will improve liveability for residents and attract visitors seeking nature-based experiences.

#### Priority:

- Align recreation and play areas with the town centre and residential growth areas to create a connected network of public spaces
- Enhance trail access and supporting facilities to position Northcliffe as a base for walking, cycling, and nature tourism

#### Longer Term:

- Develop a coordinated masterplan for recreation and lifestyle hub that integrates environmental conservation with tourism and community use
- Promote Northcliffe as a destination where outdoor recreation, local culture, and small-scale tourism work together to support the economy and community wellbeing.

### The Sawmill - Industrial Precinct

The former Northcliffe Sawmill site and surrounding land have been identified as a key area for industrial growth and economic diversification. Redevelopment will support local jobs, strengthen training pathways and recognise Northcliffe's industrial history, while ensuring development is well planned and sustainable.

#### Priority:

- Rezone land from Enterprise to Industrial Development to enable detailed planning for industrial lots
- Locate Industrial development away from townsite to ensure it is well-suited to support light manufacturing, logistics, and emerging industries such as renewable energy.

#### Longer Term:

- Position the Old Sawmill precinct as a hub for sustainable light industry and innovation, to attract investment and skilled workers
- Integrate heritage interpretation of the former mill into the precinct's identity, balancing industrial activity with recognition of its historical significance.

### **COMMUNITY:** Healthy, connected communities that support wellbeing across all ages

Northcliffe has a highly engaged network of approximately 28 groups across community, sport, arts, conservation and emergency service, reflecting a deeply embedded culture of volunteering and shared responsibility.

While Northcliffe has a solid base of active groups, it rely on a small volunteer base to sustain programs and some gaps exist, such as activities for younger children. Maintaining and strengthening this network into the future will require targeted support as volunteer capacity shifts, including across generations. Strengthening pathways for people of all ages to participate, lead and contribute will be essential to maintaining Northcliffe's strong community fabric.



#### **Sport, arts and community life**

A strong sporting foundation with growing opportunity for arts, culture and conservation to diversify community participation.



#### **Volunteering and local leadership**

Clubs and community groups with leadership succession, clear supported pathways to funding and meeting compliance requirements.



#### **Families and young people**

Welcoming, supervised environments for youth; childcare, family amenities and intergenerational activities to enrich everyday life.



#### **Connection, inclusion and belonging**

Inclusive events, revitalised markets, shared spaces, digital literacy and neighbourhood networks supporting community cohesion and belonging.



#### **Health, wellbeing and ageing**

Access to allied health, mental health, specialist care and age friendly housing becoming more important as the population changes.

**COMMUNITY:** Healthy, connected communities that support wellbeing across all ages

## What community said is most important

- ★ Strong community groups and volunteers supported through sustainable funding, renewal and reduced red tape
- ★ Access to health and wellbeing services, including visiting specialists, mental health support and reliable emergency care
- ★ Youth-friendly spaces and activities, including upgraded playgrounds, nature play, BMX facilities and active recreation options
- ★ A welcoming, inclusive community identity that embraces diversity, newcomers and intergenerational connection
- ★ Connected and well-managed natural and community spaces such as Railway Reserve, recreation precincts, trails and picnic sites
- ★ Enhanced facilities and coordination at Windy Harbour, including safe access, a meeting place and strong local governance
- ★ A viable local school and learning pathways that attract and retain young families
- ★ Creative and cultural spaces for workshops, arts programs and community expression.



**“Support our community to thrive. We are professionals, artists, retirees and young families who live to live quietly and sustainably with the environment that feeds and shelters us.”**

**Survey respondent**

**COMMUNITY:** Healthy, connected communities that support wellbeing across all ages

## Towards our 2045 vision >>>

### KEY MOVES

- Strengthen community networks through renewed volunteering and local leadership
- Coordinated access to healthcare and wellbeing supports
- Opportunities and pathways for young people and families to connect, learn and thrive
- Well-used public and natural spaces that support daily life and recreation
- Coordinated planning and facilities at Windy Harbour
- Creative and cultural participation embedded in community life.

### Priority groups

- Youth
- Young families
- Elderly and ageing
- Vulnerable communities
- First Nations
- CALD communities
- New residents
- Volunteers
- Creative and cultural groups



### How community can make an impact

- ★ Join local events and activities
- ★ Welcome newcomers and help them connect
- ★ Support young people through inclusive spaces and skill pathways
- ★ Advocate for childcare, housing and family-friendly amenities
- ★ Advocate for strong health, aged care and emergency services
- ★ Volunteer and encourage others
- ★ Support local creativity through arts, culture and low-key events
- ★ Use and care for public places, trails and community assets
- ★ Support good planning and management of areas like Windy Harbour
- ★ Engage early and constructively in local issues
- ★ Promote a nature-connected culture by respecting and celebrating the environment



## How you can make an impact for Northcliffe



### Economy

- ☐ Shop local, run pop-ups or start micro-businesses
- ☐ Mentor young people or host trainees
- ☐ Support producers using regenerative farming



### Urban form

- ☐ Support flexible subdivision and rural living options
- ☐ Help bring under-used buildings back into use



### Environment and climate

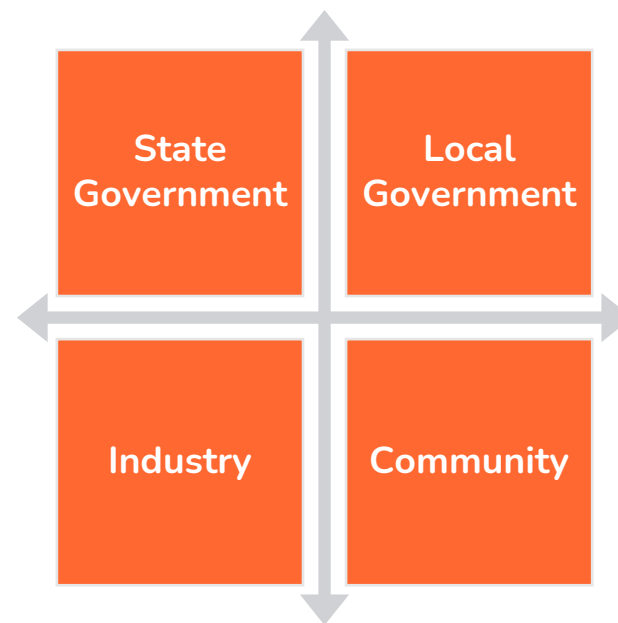
- ☐ Use water wisely, install rainwater tanks
- ☐ Report weeds, pests, dieback and invasive species
- ☐ Use trails and natural places respectfully and leave no trace



### Community

- ☐ Support local creativity through arts, culture and low-key events
- ☐ Advocate for childcare, housing and family-friendly amenities
- ☐ Support good planning and management of areas like Windy Harbour

Many partners support regional development, but community are the stewards of their town and future.







# NORTHCLIFFE COMMUNITY BLUEPRINT

MARCH 2026

This Blueprint has been prepared to reflect the views, priorities and aspirations expressed by community members at the time of engagement, alongside available data, research and strategic inputs. It is intended as a high-level guiding document and should not be relied upon as a precise prediction of future conditions, market trends, population change, project feasibility or funding availability. While every effort has been made to ensure accuracy, completeness and balance, the authors make no representations or warranties regarding the currency, reliability or suitability of the information contained herein. Recommendations and directions are indicative only and may be subject to change based on emerging evidence, government policy, regulatory requirements, external economic factors and community priorities. The authors accept no liability for any loss, damage or consequence arising from the use of, or reliance on, this document or any projections or assumptions contained within it.