



SHIRE OF
MANJIMUP



SHIRE OF MANJIMUP
**TOWN
BLUEPRINTS**

PEMBERTON 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 Quininnup. 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

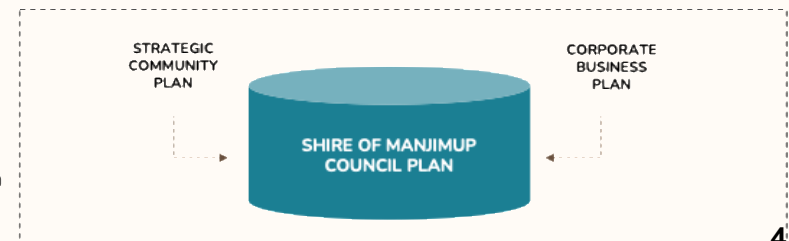
This diagram demonstrates the relationship between the Community Blueprints (this document) and Council-led strategic planning.

- 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.

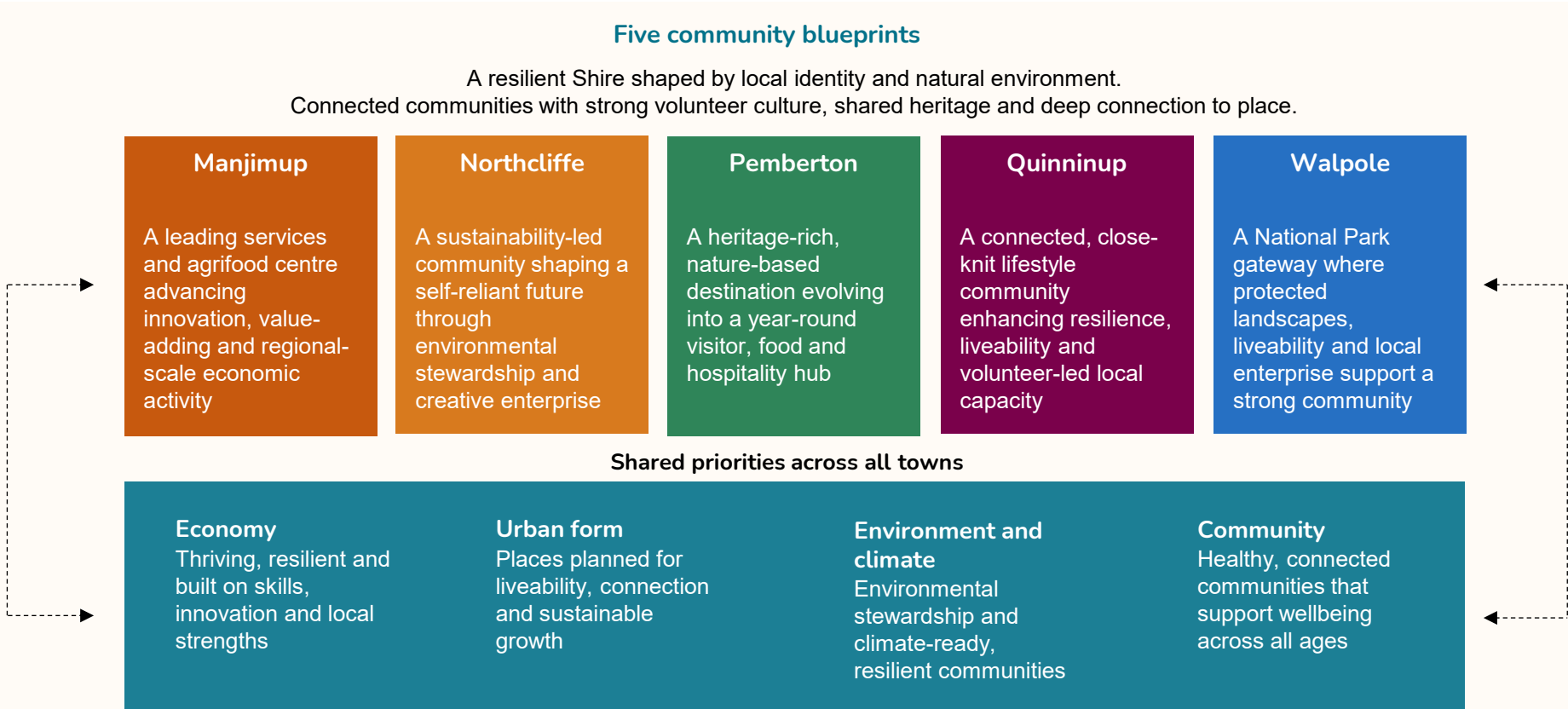


SHIRE OF MANJIMUP COMMUNITY BLUEPRINTS

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	Community plays an equally important role, as stewards of their towns and futures by: - Identifying business and innovation opportunities - Contributing to local business activity, workforce participation and volunteer-led initiatives - Supporting aligned growth opportunities and progress - Adopting sustainable behaviours and supporting local resilience efforts - Building social connection, participating in local programs and driving community-led action.
Economy	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	
Urban Form	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	
Environment and climate	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	
Community	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 km²

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

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

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.

	Backwards Linkages¹	Exports	Employment	Value-Added²
Agriculture, Forestry and Fishing	X	X	X	X
Construction	X	X		X
Manufacturing	X	X		
Public Administration and Safety		X		X
Health Care and Social Assistance			X	X

Economic output by industry (top four)

	Output (\$Million)
Agriculture, Forestry and Fishing	\$540.9
Manufacturing	\$183.5
Construction	\$176.7
Rental, Hiring and Real Estate Services	\$146.3

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.

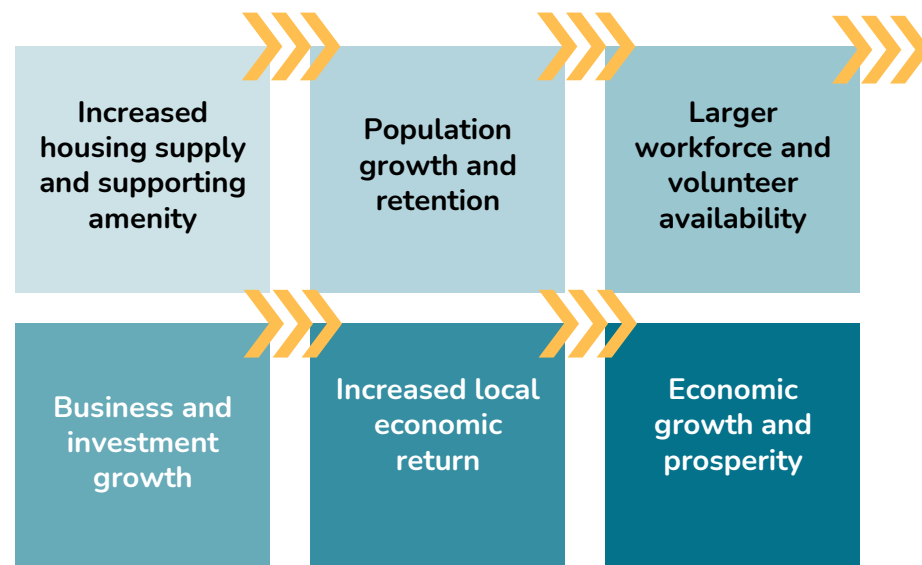
More broadly, settlement patterns across Western Australia are shifting. More people are seeking regional lifestyles, flexible work is reshaping where people can live and towns offering amenity, affordability and strong identity are increasingly competitive.

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

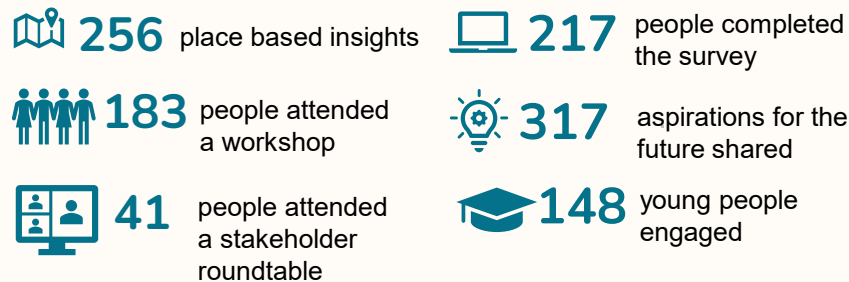
COMMUNITY INFORMED, COMMUNITY OWNED

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.

- **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

PEMBERTON COMMUNITY BLUEPRINT

PEMBERTON COMMUNITY BLUEPRINT

PEMBERTON 2025

Pemberton is characterised by its Karri forests, trails, high quality food and produce, and heritage charm. Its cool-climate setting, Trail Town status and nature-based attractions position it as a year-round visitor destination.

Pemberton today has an ageing and slowly decreasing population and 'right sized' growth is a key aspiration for the community. Limited housing diversity and constrained land release is impacting availability of homes for young families, key workers and those older residents who are seeking downsizing or aged-care options close to town services.

The closure of the Pemberton Mill marks a major shift in the town's urban structure, with site remediation opening the possibility for sensitive infill and mixed-use renewal adjacent the town centre. In addition, identification of dedicated light industrial land is an important step toward long-term economic diversification and addressing long-standing gaps in service and employment infrastructure.

Tourism is and will continue to be a key economic driver for Pemberton through sectors such as nature-based tourism and rails, agri-tourism and cultural tourism. While there is significant short-stay accommodation on offer, demand is increasing and balancing this against constrained housing supply is a key challenge.

The natural environment is foundational to Pemberton's identity. Forest health, biodiversity protection, water security and sustainable land management are central to resilience and underpin both lifestyle appeal and tourism positioning.

With careful planning, Pemberton is well-placed to evolve into a more diverse, resilient and year-round economy, while retaining its community connection, landscape character and heritage values.

Population: Approx. 1,322

- Population is expected to decrease over the coming years with a negative growth rate of -3.4% attributed to an aging population.

Average Age: 44.5 years

Born overseas: 19.4%

Household Structure:

- Family household: 67.7%
- Lone person household: 28.9%
- Group household: 3.3%

Occupation:

- Managers: 29.1%
- Labourers: 20.6%
- Professionals: 10.8%
- Community and personal service workers 10.2%
- Technicians and trades: 8.9%
- Clerical and admin: 7.6%
- Machinery operators and drivers 7%
- Sales: 5.9%

Industry of employment:

- Agriculture, Forestry and Fishing: 27.5%
- Accommodation and food services: 17.3%
- Other: 17%
- Retail trade: 8.3%
- Education and training 6.5%
- Healthcare and social assistance: 5.9%
- Construction 5.9%
- Public administration and safety: 5.7%
- Manufacturing 5.7%

Income:

- Ave income (15-64yo): \$56,900
- Ave household income: \$90,900
- SEIFA index (weighted avg): 973*

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

Shaped by towering Karri, the Warren River and National Parks, Pemberton has always welcomed people who feel at home in the outdoors.

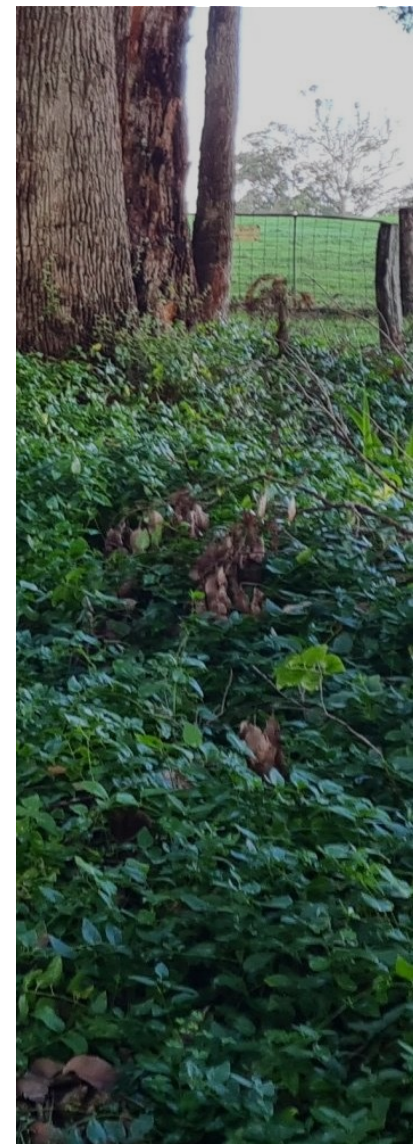
It's a place where heritage and adventure meet, where families, growers, makers and trail users move through the shared landscapes and contribute to shared stories.

Life here is shaped by forest and water, with walking trails, bush tracks, rivers and quiet places that invite you to slow down.

Our history grounds us. The Old Mill, farming and timber traditions, cultural stories and generations of hands-on work shape how we grow and welcome others. New residents bring fresh ideas, strengthening a community that is practical, creative and proud.

We are shaping a future that honours this character - a boutique, nature-based destination, housing that supports all life stages, strong local services and year-round economic opportunity. Growth is deliberate and respectful, guided by the land and those who care for it.

This is how we protect what matters while creating pathways for young people, families and entrepreneurs to be part of Pemberton's next chapter.



A photograph of a hiker wearing a bright green rain jacket and black shorts, walking away on a dirt trail through a lush green forest. The trail is surrounded by dense foliage and tall trees. The text 'OUR VISION – PEMBERTON 2045' is overlaid in white on the left side of the image.

OUR VISION – PEMBERTON 2045

A heritage-rich, nature-based community evolving into a year-round visitor, food and hospitality hub.

Pemberton is a leading trail town, protecting its environment while offering high-quality outdoor and visitor experiences.

Its creative energy, heritage character and strong agricultural and forestry foundations support a diverse economy that attracts new opportunity.

The town grows with care, welcoming visitors, new residents and businesses in ways that strengthen community life, supports year-round employment and protects Pemberton's distinctive sense of place.

ECONOMY

Pemberton's economy is closely tied to its natural setting and highly productive agricultural base. The town plays an important role in premium food production, with horticulture such as avocados, cherries and other high-value crops supporting local employment, food processing and export activity, alongside forestry and tourism.

Tourism, agriculture, forestry and small business are the foundation of Pemberton's economy. Agriculture, forestry and fishing employ the most people, but tourism is what sets Pemberton apart. Accommodation and food services are now the second-largest employer and continue to grow, showing how important visitors are to the town's economy. Since 2016, most new jobs have come from this sector, while employment in manufacturing and arts and recreation has declined.

Pemberton has a very low unemployment rate of 1.7 per cent. This shows strong demand for workers, but also highlights ongoing workforce shortages. The town generates an estimated \$135 million in economic activity each year, making it the second-largest contributor to the Shire's economy. Accommodation and food services, along with public administration and safety, make up a large share of this activity.

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 population change** - A lack of suitable and affordable housing, including accommodation for workers, combined with less people moving into the area, makes it harder to attract and retain workers, families and new residents.
- **Employment pathways and workforce retention** - Limited local jobs and training options encourage younger people to leave town. At the same time, businesses in tourism, services and agriculture continue to face labour shortages.



PEMBERTON COMMUNITY BLUEPRINT

ECONOMY



Labour market and output		Top industries		
1.7%	Unemployment Rate*	1	Accommodation and Food Services	
\$135M	Gross Regional Product	2	Public Administration and Safety	
		3	Rental, Hiring and Real Estate Services	
Source: ABS, Remplan, Urbis		Source: ABS Census 2021		
*As per the 2021 Census				
Flow on spending from local outputs*				
Spend	Accommodation and Food Services	Public Administration and Safety	Rental, Hiring and Real Estate Services	Agriculture, Forestry and Fishing
Initial Output (\$M)	17.382	12.623	11.020	8.332
Flow on Spending (\$M)				
Manufacturing	2.0	0.3	0.0	0.5
Financial and Insurance Services	0.3	0.3	0.5	0.2
Rental, Hiring and Real Estate Services	0.7	0.2	0.2	0.1
Administrative and Support Services	0.4	0.2	0.1	0.0
Other Industries	2	3	1	2
Total Local Expenditure	5	4	2	3

*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.

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

What community said is most important

- ★ Value-adding in agriculture and forestry, including local processing, niche products, plantation industries and circular-economy opportunities
- ★ Manufacturing growth in food processing, forestry innovation and STEM-aligned industries
- ★ Agri-tourism, nature-based tourism and wellness experiences connecting farms, forests, trails and events
- ★ A stronger visitor economy supported by more quality accommodation, coordinated marketing and events
- ★ Housing supply for key industries, including agricultural, health and seasonal workers
- ★ Local workforce development through apprenticeships, TAFE access, short courses and school-to-industry pathways
- ★ Expansion of health and social care jobs, including allied health linked to hospital redevelopment
- ★ A vibrant, well presented main street and reduced commercial barriers for small business
- ★ Essential enabling infrastructure, including reliable digital services, secure energy supply and improved transport links
- ★ Forest transition to renewable, low-carbon and circular-economy industries creating climate-smart jobs.



“Pemberton’s economic growth lies in becoming a walkable, cycle-friendly trail town. A vibrant, accessible town centre encourages people to stay longer, spend locally and enjoy Pemberton’s unique blend of nature, community, and adventure.”

Survey respondent

STRATEGIC LEVERS FOR PEMBERTON'S ECONOMY

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



Trails, nature-based tourism and outdoor economy

Leverage trail networks, forests and waterways to drive a year-round outdoor economy that supports jobs, events and local enterprise.



Diversified local economy and light industry

Expand light industry, small business and creative enterprise to reduce reliance on single employers and seasonal tourism.



Housing and workforce retention

Enable affordable, diverse housing to retain workers, families and downsizers, and sustain local services and businesses.



Infrastructure and connectivity enablement

Upgrade roads, telecommunications, active transport and community facilities to support safety, access and economic participation.



Environmental protection and climate resilience

Protect forests and waterways, strengthen fire preparedness and manage climate risks to safeguard the natural assets underpinning the local economy.



Youth pathways and workforce development

Strengthen training, apprenticeships and school-to-industry pathways to retain young people and supply skills for local industries.

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

Towards our 2045 vision >>>

KEY MOVES

- Grow agriculture, agri-tourism and value-adding opportunities
- Strengthen partnerships across agriculture, research and investment
- Grow the visitor and destination economy
- Boost small business vibrancy and local job creation
- Build stronger training and education pathways into local industries
- Advance forest transition industries, scale sustainable industries and sustainable infrastructure
- Leverage the Genuinely Southern Forests brand to elevate agriculture as a sophisticated industry
- Accelerate housing supply to support workforce and project needs.

Priority sectors

- Agriculture, Forestry and Fishing
- Nature-based Tourism
- Manufacturing and Light Industry
- Accommodation and Food Services



How community can make an impact

- ★ Buy and promote local food, makers and growers
- ★ Support producers using regenerative farming
- ★ Start a tourism business
- ★ Shop local, run pop-ups or start micro-businesses
- ★ Join town teams and revitalisation projects
- ★ Volunteer for festivals or help create new events
- ★ Start or back sustainable, circular and economic transition ventures
- ★ Mentor young people or host trainees
- ★ Advocate for better digital, energy, water and transport services

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

Pemberton's future resilience relies on protecting its natural assets and securing reliable, sustainable resources as conditions change. The focus is strengthening environmental systems, improving adaptive capacity and supporting a climate-ready community.



Water

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



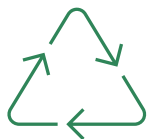
Energy

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

- ★ Secure, long-term water solutions for households, farms and emergency services, smarter local reuse and protection of waterways
- ★ Healthy forests, biodiversity and wildlife corridors supported by coordinated weed, dieback and pest control; reduced chemical use
- ★ Protection and sustainable use of Pemberton's natural assets to balance conservation and nature-based recreation
- ★ Climate-ready land management, integrating Indigenous fire practices, reducing bushfire risk and safeguarding agricultural industries
- ★ Improved recycling and waste systems, including kerbside upgrades and exploring a local recycling facility
- ★ Water-wise, low-impact living through greywater reuse, rainwater capture and drought resilient planting
- ★ Reliable, resilient energy and reduced outages, including renewables and community batteries
- ★ Stronger environmental education and stewardship with a focus towards young people, new residents and visitors
- ★ Sustained support for Landcare Australia, Natural Resource Management and environmental volunteers, recognising their essential role in restoration and resilience.



“I feel we have a huge opportunity to build on the 'natural biodiversity hotspot' message and have year-round education programs.”

Survey respondent

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

Towards our 2045 vision >>>

KEY MOVES

- Long term water solutions for supply, capture and re-use including industry and domestic practices
- Weed, dieback and habitat restoration for forest health and diversity
- Climate-ready land management and bushfire planning guided by Indigenous knowledge
- Sustainable access to nature through well-managed forests, rivers and trail networks
- Local recycling and circular-waste solutions
- Reliable, renewable local energy such as community batteries and renewables
- Community stewardship and education supported by Landcare and volunteer networks.

“Our community needs to fully understand the implications of climate change on our region and demand immediate and sustained action from all levels of government.”

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
- ★ Join clean ups, working bees and restoration projects
- ★ Promote respectful, nature-based tourism
- ★ Share environmental knowledge with neighbours and newcomers

URBAN FORM

Pemberton is well-placed for growth that balances liveability, economic opportunity, and environmental protection.

Although economic and residential growth has slowed in recent years, there are several consistent community issues that prevail: the need for more housing, better protection of the environment, stronger employment pathways and ongoing focus on community wellbeing. These are particularly important given current pressures, including a shortage of residential land, limited long-term rentals, the shift of homes into short stay holiday accommodation and development constraints created by the lack of reticulated wastewater.

Future planning aims to respond to these by integrating housing, industry, services and natural areas to support residents while attracting visitors and new investment. The Town Centre is expected to strengthen as the main hub for daily services, shopping, tourism activity and community life, with improved connectivity and amenity. New residential areas will help address housing pressures, while maintaining buffers that protect farmland and bushland. High-value forests, waterways, trails, and scenic landscapes will continue to be protected, supporting nature-based tourism and visitor experiences that align with community values. The Old Sawmill precinct offers an opportunity to support local industry, create jobs and develop skills.

Growth will need to be carefully managed so infrastructure can keep up and tourism, housing and the environment remain in balance.



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

What community said is most important

- ✧ More housing supply and choice, including affordable options for young families and key workers, and purpose-built worker and seasonal accommodation
- ✧ Managing short-stay accommodation to safeguard housing availability for residents
- ✧ Unlocking land for development including subdivision, infill, mixed-use and sustainable housing on larger sites in town
- ✧ Contemporary rural and small-holding subdivisions, including multi-occupancy and intergenerational living
- ✧ Aged-care accommodation and downsizing options close to town centre and health services
- ✧ A light industrial area, enabling local jobs, new businesses and non-seasonal employment
- ✧ A walkable, cycle-friendly trail town with connected paths, safe crossings, wayfinding and stronger links between attractions, for all ages and abilities
- ✧ Well-maintained public places and infrastructure ensures the town is safe and welcoming
- ✧ A coordinated approach to land-use around key sites, such as the Old Mill, rail precinct and Pemberton Pool to support business, housing and community needs.



“Land use, especially for housing, should be considered as a priority. Especially where larger blocks in the town site could be subdivided to make way for further housing opportunities.”

Survey respondent

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

Towards our 2045 vision >>>

KEY MOVES

- Unlock land and accelerate diverse, affordable housing options
- Enable flexible subdivision and contemporary rural living models
- Expand aged-care, accessible and downsizing options close to services
- Designate a light industrial area
- Activate key sites for mixed-use community, housing and business uses
- Create a connected, walkable trail town with safe routes and strong links between attractions
- Improve transport, mobility and local access – with a focus on accessible public spaces, paths and facilities
- Enhance public spaces and essential infrastructure.

“More support for local street art and murals, to enhance vibrancy of the streetscape and sense of belonging for locals.”

Community member



How community can make an impact

- ★ Champion diverse and sustainable housing models
- ★ Support flexible subdivision and rural living options
- ★ Advocate for age-friendly and accessible homes near services
- ★ Help bring under-used buildings back into use
- ★ Celebrate local identity through arts and town-centre activation
- ★ Advocate for stronger digital and mobile connectivity
- ★ Keep community facilities active by using venues and hosting activities
- ★ Join planning for key sites such as the Old Mill and rail precinct.

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 Pemberton town centre has limited room to grow due to land constraints. While it continues to support local businesses, there are opportunities for careful change that respects its heritage, improves streets and public spaces, and makes the centre safer and easier to walk for residents and visitors.

Priorities:

- Exploring options to extend the town centre boundary in ways that build on existing infrastructure and improve access.
- Planning for aged care facilities close to town centre services, including potential co-location if the townsite boundary changes.
- Protecting and celebrating the town centre's heritage values.

Longer term:

- Ensure new development complements existing infrastructure.
- Encourage a mix of activities through considered expansion and infill.

Residential Growth Areas

These areas will provide land for future housing, helping to improve affordability and availability and support local growth, particularly for young families. Their location next to existing neighbourhoods allows for more efficient expansion of infrastructure and services.

Priorities:

- Securing residential infill areas near existing neighbourhoods to support coordinated delivery of infrastructure such as roads.
- Strengthening controls on short-stay accommodation in residential areas so visitor accommodation does not reduce housing supply.
- Rezoning land with limited farming potential to allow detailed planning for well-designed, connected neighbourhoods.

Longer term:

- Locating future residential areas within or close to an expanded townsite boundary, or near the existing town centre, to ensure good access to services.
- Rezoning land near existing rural residential areas to support rural living and provide a buffer to conservation areas and remaining vegetation.

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

Conservation and Nature-based Tourism

Pemberton's natural environment is one of its greatest strengths. Future growth will focus on protecting forests and waterways, while supporting nature-based tourism as a core part of the town's identity.

Priority:

- Introducing purpose-built tourism accommodation at the edges of conservation areas and State forests to create a buffer between housing and protected land.
- Providing managed access to nature trails, including within Gloucester Park, while protecting environmental values.

Longer Term:

- Positioning Pemberton as a regional nature-based tourism hub, linking conservation with visitor experiences through connected trails, low-impact accommodation and long-term care of forests, waterways and biodiversity.

Pemberton Sawmill Light Industrial Precinct

Part of the former Pemberton Sawmill site has been identified for light industrial use. This precinct can support new jobs in light manufacturing, logistics and renewable energy, helping diversify the local economy.

Priority:

- Rezoning identified areas within the sawmill site for industrial use, with a focus on reusing existing buildings where possible.
- Expanding the range of light industrial activities in the townsite to support employment, training and education.
- Strengthening links between local industry and South Regional TAFE in Manjimup to support skills development and regional growth.

Longer Term:

- Positioning the precinct as a local hub for innovation that reuses heritage structures and retains the site's character.
- Promoting the precinct as an example of how heritage conservation and economic activity can work together.

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

Pemberton's community network across sport, service clubs and civic groups has been shaped by strong participation and volunteering.

Sustaining this into the future, as lifestyles and generations shift, is a challenge that will require targeted support and transition. Attracting families and supporting young people and older residents is a key focus into the future.



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

- ★ Safe, high-quality places for children, teens and young adults to connect and feel part of the community
- ★ A vibrant cultural and creative community and inclusive local events
- ★ A focus on young families, including housing affordability, childcare capacity and family-friendly amenity
- ★ Local training and employment pathways such as TAFE-style options and practical skills programs supporting young people to stay in town, or return
- ★ Community meeting places and shared spaces to socialise, gather and connect
- ★ Welcoming, community-minded visitor experience, reflecting Pemberton's character and supporting local business
- ★ Support for volunteers and community groups, such as grant assistance and coordination via a Community Development / Volunteer Officer
- ★ Improved local health, aged care and emergency services, including GP services, aged-care accommodation, paramedic/bushfire resourcing and mental health
- ★ Community-led and informed decision-making, with proposals brought to residents early, to support engagement and understanding.



“Develop relationships across generations through facilitated activities which are cross-generational and integrate our seasonal workers into the community more effectively.”

Survey respondent

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

Towards our 2045 vision >>>

KEY MOVES

- Community gathering places that strengthen connection and belonging
- Training and skills development for young people
- Childcare, housing and amenity to attract young families
- Local health, aged care and emergency services close to home
- Innovative volunteering governance with coordinated support and resourcing
- Arts, culture and creative programs and community events
- Early community engagement on key proposals to build trust and understanding

Priority groups

- Youth
- Young families
- Elderly and aging
- People living with disability
- 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 to do so
- ★ Support local creativity through arts, culture and low-key events
- ★ Use and care for public places, trails and community assets
- ★ Engage early and constructively in local issues



How you can make an impact for Pemberton



Economy

- ☐ Buy and promote local food, makers and growers
- ☐ Join in town teams and revitalisation projects
- ☐ Start a tourism business



Urban form

- ☐ Support flexible subdivision and rural living options
- ☐ Join planning for key sites such as the Old Mill and rail precinct



Environment and climate

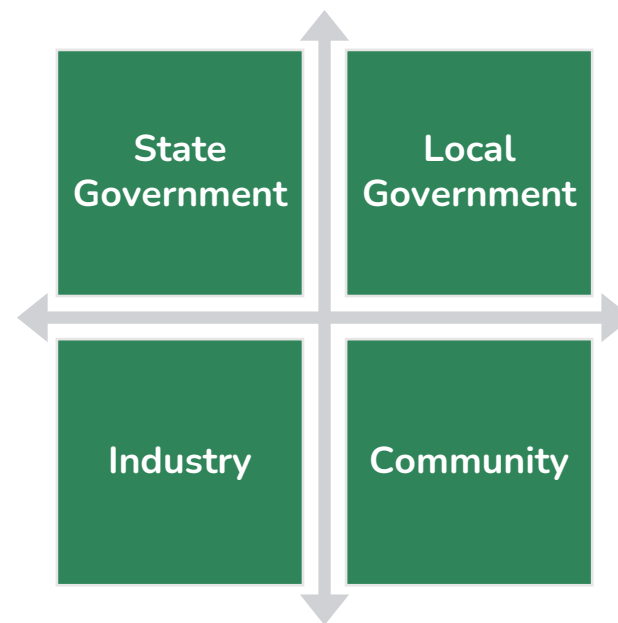
- ☐ Join clean ups, working bees and restoration projects
- ☐ Promote respectful, nature-based tourism
- ☐ Reduce waste through recycling, composting, repair, reuse and circular initiatives



Community

- ☐ Join local events and activities
- ☐ Advocate for childcare, housing and family-friendly amenities
- ☐ Support young people through inclusive spaces and skill pathways

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



PEMBERTON 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.