

SHIRE OF
MANJIMUP

ECONOMIC
Development PLAN

Document Control

Version	Date	Author	Reviewer
1.0	13 September 2013	Stephen Walker	Patrick Lamb
2.0	28 January 2014	Patrick Lavery	Stephen Walker

Contents

1	INTRODUCTION	4
1.1	Purpose of Economic Development Plan	4
1.2	Agents in economic development.....	4
1.3	Manjimup SuperTown.....	5
1.4	Informing documents	5
2	PORTRAIT OF THE SHIRE OF MANJIMUP	7
2.1	Population.....	7
2.2	Wealth	8
2.3	Calendar of Events	9
2.4	Economic Sectors, Education and Employment.....	10
3	ECONOMIC DEVELOPMENT STRATEGIES ADOPTED BY OTHER AGENTS	13
3.1	South West Development Commission	13
	In addition, the South West Development Commission is involved in upgrading the State Timber Park Museum in Manjimup as part of its tourism development plans. It is also assisting with the revitalisation of Manjimup Town Centre.	13
3.2	Warren Blackwood Alliance of Councils	13
3.3	Manjimup SuperTown.....	14
3.4	Australia’s South West	15
3.5	Southern Forests Food Council.....	15
3.6	Manjimup Small Business Centre.....	16
3.7	Manjimup Chamber of Commerce.....	16
4	ECONOMIC SWOT ANALYSIS	17
5	STRATEGIES FOR ECONOMIC DEVELOPMENT OF THE SHIRE OF MANJIMUP	20
5.1	Framework for regional economic development and prioritisation of strategies	20
5.2	Identification of actions and initial screening	22
5.3	Prioritisation of actions	25
6	ECONOMIC DEVELOPMENT PLAN	29
	APPENDIX A – ACTIONS IDENTIFIED IN THE MANJIMUP SUPERTOWN ECONOMIC DEVELOPMENT PLAN 1	

Attachments

No table of figures entries found.

1 INTRODUCTION

1.1 Purpose of Economic Development Plan

The purpose of this Economic Development Plan is to provide a framework for Council initiatives that will contribute to strengthening the economy of the Shire for the benefit of local residents. The plan applies to the Shire as a whole, recognising that the Economic Development Plan recently prepared for the Manjimup SuperTown is highly relevant but not complete due to its focus only on the SuperTown proposal.

This Economic Development Plan:

- Sets out relevant demographic and economic statistics for the Shire to provide context to the Plan
- Provides background on the other economic actors in the Shire and the economic development activities being undertaken by them
- Identifies appropriate strategies and actions for furthering economic development in the Shire based on a proven framework
- Details actions (including required resources, responsibilities and timeframes) that support the adopted strategies.

The Economic Development plan has been prepared with a five year planning horizon of 2013 to 2018.

1.2 Agents in economic development

A founding principle of this Economic Development Plan is that the Council of the Shire of Manjimup is a single, but important, agent in the economic development of the Shire. The Shire's ability to act is derived, but also limited by, its financial and administrative resources and legislative and executive powers. In this regard, the Economic Development Plan acknowledges differing roles for the Council, from advocacy and facilitation through to proactive intervention. Council's experience that it does its most effective work in advocacy and facilitation – working with the State government to help set macro-economic conditions favourable to economic development .

Other important agents in the economic development of the Shire include:

- The private sector
- The State Government including:
 - Various Departments, notably the Department of Agriculture and Food and the Department of Parks and Wildlife given that over 85% of the Shire is National Park and State Forest
 - The Royalties for Regions program of which the Shire, and the region, is an indirect recipient
 - The Small Business Centre, which provides assistance to small businesses, and which is located in Manjimup. Council helps support the Small Business Centre.

- The Warren Blackwood Alliance of Councils, which is a voluntary collaboration between the Shires of Bridgetown-Greenbushes, Nannup and Manjimup which seeks to address strategic issues of importance across the region with a key objective being to promote economic development.
- The South West Development Commission (State Government) and Regional Development Australia – South West (supported by the Commonwealth Government)
- Manjimup Chamber of Commerce
- Manjimup Visitor Centre.

Given the resources and responsibilities of these other economic agents, this Economic Development Plan will identify strategies and actions that complement rather than duplicate existing initiatives.

1.3 Manjimup SuperTown

SuperTowns is an initiative by the Western Australia State Government to proactively respond to projected future population growth in the state by identifying regional towns which have the potential to accommodate future growth and develop into larger population centres. Manjimup has been identified as one of nine future SuperTowns. Two other SuperTowns are proposed for the southwest: Collie and Margaret River.

The SuperTowns vision is to create well-connected communities with access to services, affordable housing, and a diverse range of lifestyle and employment opportunities. The towns will offer more choices for people to live in regional areas and an attractive alternative to living in the metropolitan area.

Planning has commenced for the Manjimup SuperTown in conjunction with the completion of a Growth Plan and Economic Development Plan.

This initiative will have a significant influence on the economic development of Manjimup. Therefore, this plan will incorporate the strategies already identified as part of this initiative but will also have a whole of Shire scope and therefore will include initiatives relating to the other communities in the Shire.

1.4 Informing documents

The following documents inform and support this Economic Development Plan:

- Manjimup SuperTown Economic Development Plan
- Manjimup SuperTown Townsite Growth Plan
- Strategic Community Plan
- Corporate Business Plan
- Marketing Strategy for the Shire of Manjimup 2010-2020
- Manjimup Economic Development Plan 2006
- South West Development Commission Strategic Plan 2010-2025
- South West Development Commission Regional Investment Blueprint

- South West Economic and Employment Lands Strategy
- Warren-Blackwood Alliance of Councils Strategic Plan 2012-2015
- Warren-Blackwood Rural Study (2004)
- Shire of Manjimup Local Planning Strategy and Scheme
- Future Development of the Timber Industry in the Shire of Manjimup (2010)
- Tourism Audit Report .

2 PORTRAIT OF THE SHIRE OF MANJIMUP

2.1 Population

At the 2011 census, the Shire of Manjimup population was 9,183. The distribution of the population by sex and generation is shown in Figure 2-1. This figure includes a comparison of each category with averages across the south-west and all of the State.

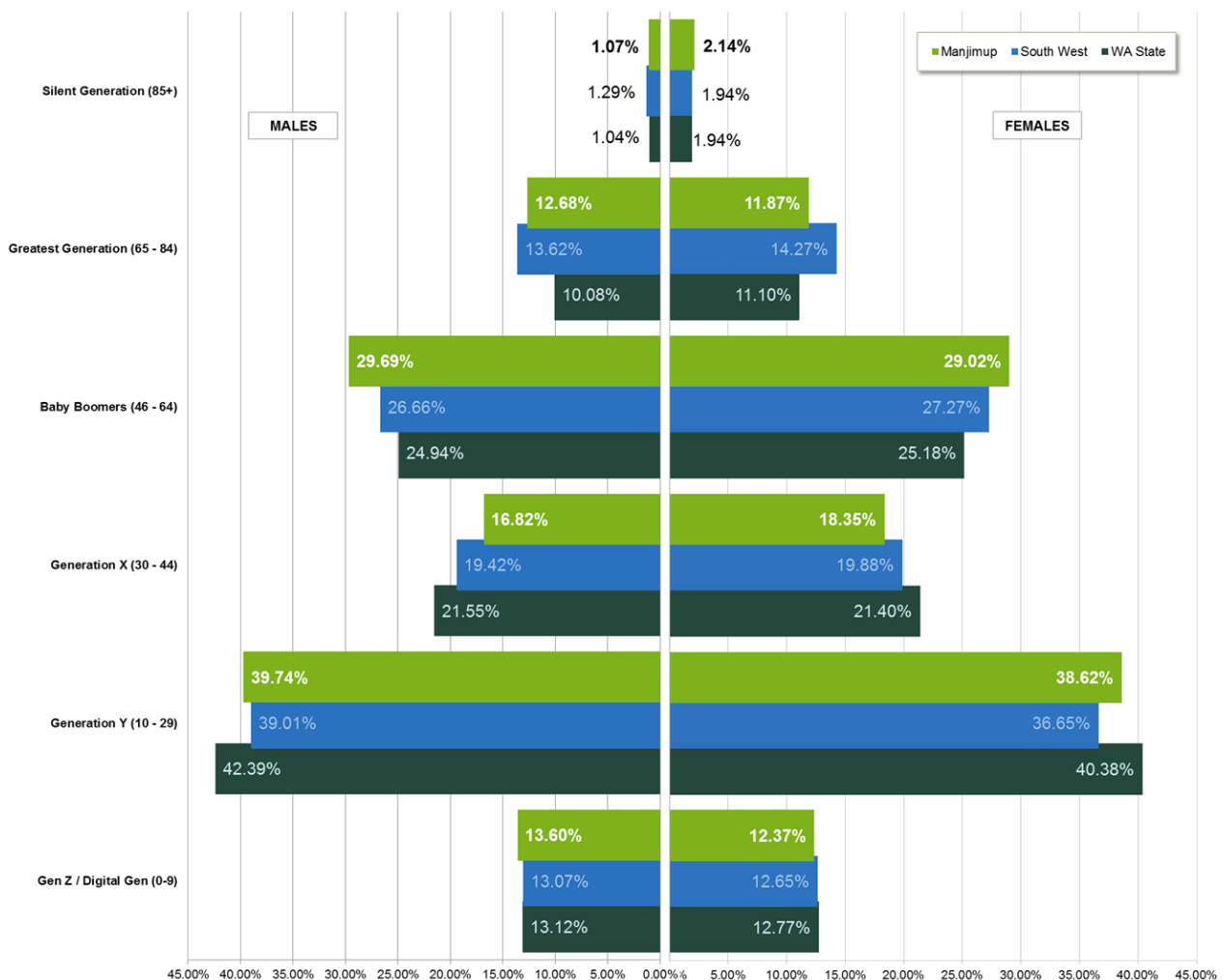


Figure 2-1 2011 Shire of Manjimup generational age profile

The following trends are important from an economic development perspective:

- The Shire has fewer individuals in the Generation Y category compared to the state wide average. This age bracket includes people finishing secondary school, obtaining further education and starting out in employment. The difference between the Shire and state-wide average is not large. However, it should be monitored as any increasing or persisting trend may harm future economic development as there may be shortage of critical 'human capital'.

- The Generation X component of the Shire is significantly less than the state-wide average (about 5% lower for each sex) but the Baby Boomer component is larger than the state-wide average by around the same margin. While these two generations form the bulk of the working population and therefore the differences in each will offset each other to some extent, the lower proportion of individuals in the Generation X category should be monitored over time.

2.2 Wealth

Figure 2-2 shows the distribution of median weekly family income (reported at the 2011 census) throughout the Shire by Statistical Local Area which is the geographical unit adopted by the Australian Bureau of Statistics.

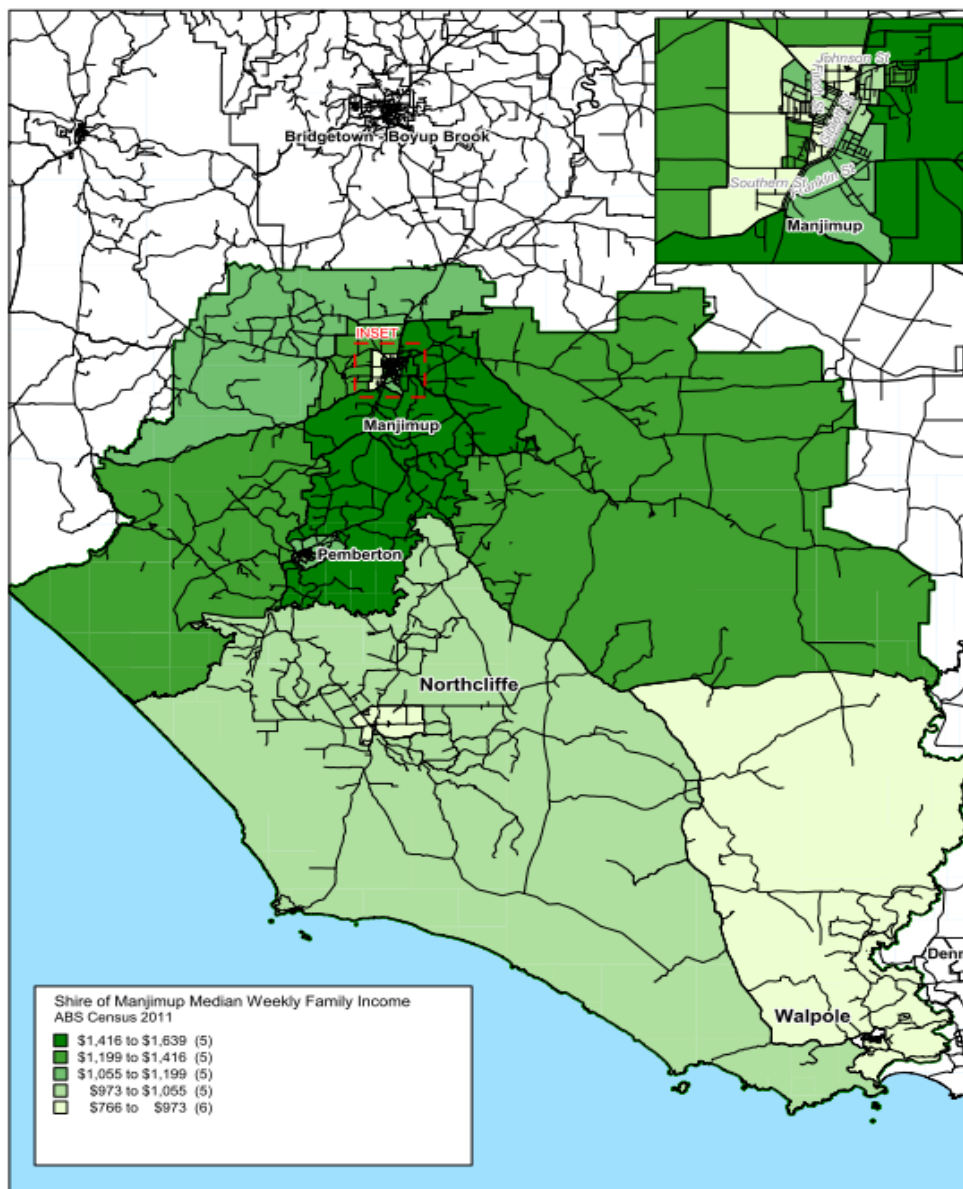


Figure 2-2 Median weekly family income (2011 Census)

The following are important considerations regarding the median weekly household income in the Shire:

- The median weekly household income in the Shire is \$912 which is 26% less than the national average of \$1,234 and 35% less than the state wide median of \$1,415.
- The north of the Shire has higher income than the south of the Shire. The area between Manjimup and Pemberton has the highest median weekly incomes in the Shire.
- The town of Northcliffe and the area around Walpole have the lowest median incomes in the Shire.

This analysis demonstrates the importance of geography to economic development. It also reinforces the importance of this Plan to consider the regions outside of the Manjimup SuperTown development. Some areas of the Shire have increased their level of disadvantage in recently years according to the Australian Bureau of Statistic's Socio-Economic Indices for Areas.

2.3 Calendar of Events

Table 2-1 shows a calendar of major events within the Shire. These events fit into the wider context of events within the South West region. If new events were to be introduced into the Shire, they would need to co-ordinate with this wider context.

Table 2-1 Shire of Manjimup calendar of major events

Month	Event
January	Manjimup Speedway
February	Jazz in the Jarrah, Kristofferson Cup Golf Tournament, Back to Fonty's Log Chop and Bath Tub Derby (once every two years)
March	Warren District Agricultural Show, Karri Valley Triathlon, Walpole Regatta, Karri Cup Northcliffe, Pemberton Classic
April	2 Oceans MTB Race, Relentless Blue XC Race,
May	Southern Forest Festival,
June	Truffle Kerfuffle, Manjimup 15000 Motocross, Killarnee Targa South West
July	
August	
September	
October	JB Ipsen Golf Tournament
November	
December	Manjimup Cherry Harmony Festival, Walpole Fun Run, Carols by Candlelight

In addition to the events shown above, farmers' markets are held twice each month.

2.4 Economic Sectors, Education and Employment

Current status of chief sectors of economy

The Shire's lead productive industries are timber and agriculture, with tourism being seen as a third major industry. In the South West region (which includes 12 local government areas, the Shire of Manjimup included), the timber industry was estimated at being worth an annual \$73 million¹ in 2010-11, while the agriculture industry was estimated as being worth \$127 million annually to the Shire of Manjimup in 2013². To the South West region as a whole, tourism was valued at \$800 million in 2012, with 83% of 1.55 million visitors being from within Western Australia, 10% from inter-state, and the remaining 7% being international visitors (who spend more per head than Australian visitors).

Timber Industry

The timber industry has reduced in economic value by around 75% over the last decade as the joint result of more stringent protection of native forests and the ending of the managed investment schemes for blue gum saplings.

Its economic size is largely based on the amount of timber that is allowed to be felled and the market price for timber, as well as regulations on sale. Timber quotas are set by the State Government for a ten-year period.

There are only a small number of timber businesses operating in the region, with little to no value-adding businesses, who are discouraged from establishing themselves because the ten-year supply horizon set by the State is insufficient to assure a return on investment. Council wishes to improve this situation through advocacy to the State Government.

Agriculture Industry

Agriculture is a thriving industry for the Shire, and the establishment of the Southern Forests Food Council has been a boon, allowing the industry to market and promote itself strongly. Council sees the agriculture industry as a chief means of promoting the Shire as a whole in order to change its regional and national perception.

The continuation of the Southern Forests Food Council is vital to the industry and the Shire.

Tourism Industry

Tourism in the Shire is largely small scale, with a notable absence of larger scale professional operators. While the Australia's South West division of Tourism WA promotes the south-west region, including the Shire (as the Southern Forests area), there has been a decline in the level of town promotion by local visitor centres, as local tourism operators have elected to advertise themselves directly through the internet. The previous system of local tourism providers funding joint, town-specific tourism centres has largely broken down, and there is no obvious replacement. However, town-based promotion has recently been superseded by a whole-of-Shire approach, with the visitor centre in Manjimup providing information for the Shire.

¹ <http://www.swdc.wa.gov.au/information-centre/statistics/timber.aspx>

² <http://www.southernforestsfood.com/>

The Shire is being promoted for its agriculture through the Southern Forests Food Council and its 'Genuinely Southern Forests' program. This will help raise general awareness of the region and indirectly promote tourism and the area in general. Two key agriculture-based events are the Truffle Kerfuffle and the Cherry Harmony Festival.

A tourism audit was conducted in the last few years, which concluded that tourist accommodation is sufficient in terms of number of beds (occupancy being in the region of 40-50%), but that "there is a lack of accommodation options in the upper price and premium echelons."

Tourist attractions are concentrated in Pemberton, Northcliffe and Walpole. Manjimup is more an administrative, service and agricultural centre.

The tourism audit suggested that the Shire needs a headlining annual event that helps define the Shire. It is possible that the Truffle Kerfuffle could grow into a region-defining event, but there is also potential for the strong arts communities in Pemberton and Northcliffe to be the basis for an annual art festival, something the wider South West region does not provide already.

Mining

There is no mining in the Shire at present, and while some bauxite deposits are attractive to mining companies, their extraction is currently uneconomic, one major reason being the lack of rail facilities and the distance to port. It is not expected that mining will play a direct part in the Shire's economy for the foreseeable future.

However, a significant number of Shire residents are employed in the mining industry, travelling to other regions of the State to work. Council has developed a relationship (formalised in the memorandum of understanding) with the mining company Rio Tinto to train students and workers in the Shire in skills attractive to the mining industry.

Education

Primary and secondary education is conducted within the Shire. The South West Institute of Technology (TAFE) is located in Manjimup for vocational training; for university, students either travel to larger cities or take online courses.

Council wishes to facilitate the creation of a virtual 'Centre of Excellence' for horticulture, which connects researchers looking for research topics at universities to research needs in agriculture in the Shire.

Employment

Table 2-2 shows the breakdown in employment in the Shire, according to 2011 Australian Bureau of Statistics data. Aside from agriculture and forestry, major sectors of employment and economic activity are retail, manufacturing, health, education and training, and public administration.

Table 2-2 Shire of Manjimup employment statistics by industry (2011 census)

Sector	% of total employment
Agriculture, forestry and fishing	17.7%
Mining	2.5%
Manufacturing	8.9%
Electricity, gas, water and waste services	0.7%
Construction	6.5%
Wholesale trade	2.9%
Retail trade	10.2%
Information media and telecommunications	0.4%
Financial and insurance services	1.2%
Rental, hiring and real estate services	0.9%
Professional, scientific and technical services	2.6%
Administrative and support services	2.5%
Public administration and safety	7.8%
Education and training	8.0%
Health care and social assistance	8.1%
Arts and recreation services	0.5%
Other services	3.6%
Transport, postal and warehousing	4.0%

Table 2-3 provides a summary of important employment statistics (2011 census) for the Shire of Manjimup compared to Western Australia and the whole of Australia. Most notable in these statistics is that while unemployment in the Shire is low, the proportion of people in a full-time position is significantly less than the State-wide and Australia wide figures.

Table 2-3 Comparative employment statistics (2011 census)

Category	Shire of Manjimup	Western Australia	Australia
Worked full-time	54.0	60.7	59.7
Worked part-time	33.5	28.1	28.7
Away from work	8.1	6.4	5.9
Unemployed	4.4	4.7	5.6

3 ECONOMIC DEVELOPMENT STRATEGIES ADOPTED BY OTHER AGENTS

The economic development strategies that are being pursued by the South West Development Commission, the Warren Blackwood Alliance of Councils and the Manjimup SuperTown are summarised in the following. These strategies and supporting actions (outcomes) are outlined to provide context and to ensure that the strategies proposed in this Plan are complementary.

3.1 South West Development Commission

The South West Development Commission's Strategic Plan 2010-2025 contains a number of desired outcomes directly relevant to, and led by, the Shire of Manjimup. These are summarised in Table 3-1.

Table 3-1 'Outcomes' relating to the Shire of Manjimup set out in SWDC Strategic Plan 2010-2025

Strategy Priority	Time Horizon	Outcomes
Modern, competitive transport network	2010-2015	Planning is completed to improve safety on the South Western Highway between Walpole and Manjimup.
Modern, competitive transport network	2010-2015	Master planning has occurred at Manjimup and Bunbury airports to maximise their potential as civil aviation hubs.
Modern, competitive transport network	2015-2020	Sufficient passing lanes are constructed to reduce risks south of Manjimup.
Active ageing	2010-2015	Walpole has completed a local Aged Housing Strategy.
Urban renewal	2010-2015	Pemberton's main street redevelopment is completed.

In addition, the South West Development Commission is involved in upgrading the State Timber Park Museum in Manjimup as part of its tourism development plans. It is also assisting with the revitalisation of Manjimup Town Centre.

3.2 Warren Blackwood Alliance of Councils

The Warren Blackwood Alliance of Councils has been formed to promote regional development. It has a Strategic Plan 2012-2015, the objectives of which are to:

- Obtain more funding for the region and distribute it equitably
- Advocate to higher levels of government on behalf of the region
- Network on behalf of the region
- Identify regional infrastructure needs, investigate options and solutions, and advocate for those solutions
- Identify regional economic development needs, investigate options and solutions, and advocate for those solutions
- Audit the provision of aged care in the region, identify needs, and a preferred model of action
- Identifying emergency management needs, and investigating strategies to meet them

- Identifying opportunities to unify aspects of local government functions.

3.3 Manjimup SuperTown

The Economic Development Plan prepared for the Manjimup SuperTown has been released as a Final Draft³. A flowchart for the Plan is shown in Figure 3-1. While the name is 'Manjimup SuperTown', many of the initiatives are shire-wide.

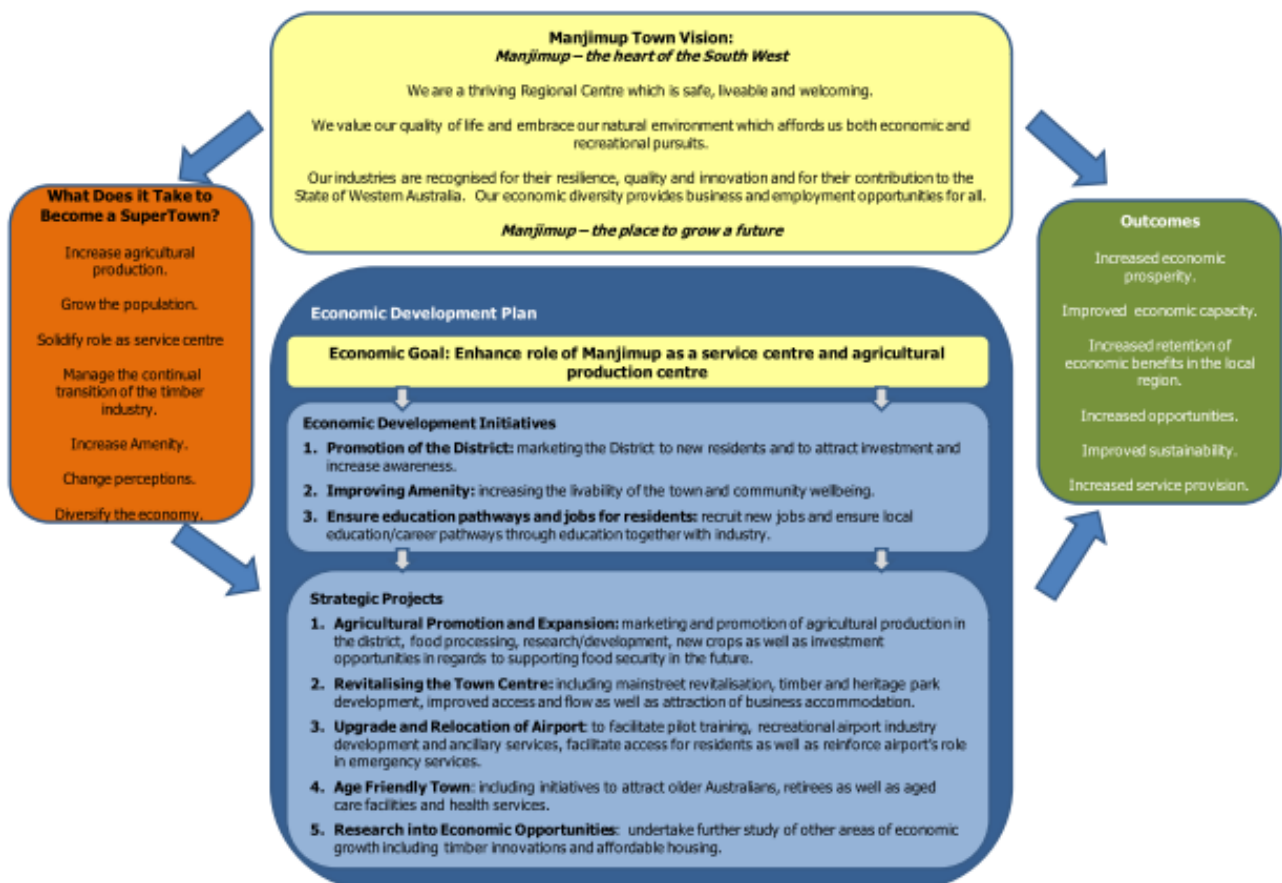


Figure 3-1 Overview of Manjimup SuperTown Economic Development Plan

The Plan includes the following headline initiatives:

- Promotion of the Shire
- Improve amenity
- Ensure education pathways and jobs for residents

These initiatives are supported by the following Strategic Projects:

- Agricultural promotion and expansion (which has led to the Southern Forests Food Council)

³ The report can be accessed at this location: <http://supertowns.swdc.wa.gov.au/media/45415/aecgroup%20report%20-%20manjimup%20supertown%20economic%20development%20plan%20-%20combined%20report.pdf>

- Revitalising the Town Centre
- Upgrade and relocation of Airport
- Age Friendly Town
- Research into Economic Opportunities

Only two of the above projects have been given funding to date under the SuperTowns program; the Agricultural Promotion and Expansion project and the Revitalising the Town Centre project. Funding has only been granted for the first year of the Revitalising the Town Centre project and it is unclear whether funding will continue. The Agricultural Promotion and Expansion project is funded for five years.

The Economic Development Plan has a detailed Implementation Plan which has been included in Appendix A of this document for reference.

3.4 Australia's South West

Australia's South West Inc. (ASW) is the regional tourism organisation for the Australia's South West region. ASW promotes the region as a desirable tourism destination to domestic and international markets, with the aim of increasing visitor numbers, yield and dispersal. To achieve this, a comprehensive schedule of intrastate, interstate and international marketing activities are undertaken each year.

The Shire of Manjimup is promoted through the ASW as the 'Southern Forests' region.

3.5 Southern Forests Food Council

The Southern Forests Food Council was founded in 2010 by a group of passionate local producers who recognised that the wealth and abundance of produce grown in the region made it perfect for food tourism. Its role was formalised in 2012 after receiving a \$5 million investment under the State Government's SuperTowns initiative. The investment is part of a \$7 million Royalties for Regions allocation to the Shire of Manjimup for its Agricultural Expansion Project.

The Southern Forests Food Council encompasses the towns of Manjimup, Pemberton, Walpole and Northcliffe, and markets the region's produce under the 'Genuinely Southern Forests' brand (launched in November 2013). Apart from marketing, it also runs events such as the Truffle Kerfuffle and the Manjimup Cherry Harmony Festival, as well as having a part in the organisation of farmers' markets, which take place twice a month.

The Food Council has five draft strategies:

- **Producer development.** To develop the knowledge, skills and capacity of food producers to meet consumer demand and build price premiums.
- **Grow the local destination.** To plan and develop a better destination known as Southern Forests in collaboration with the local communities.
- **Manage the supply chain.** To renovate or shorten supply chains and identify new relationships to diversify pathways to customers and consumers.

- **Build the regional recognition.** To build the regional reputation through brand development supported by communications and marketing activities.
- **Deliver a better business.** To develop and support the function of the Food Council's Committee and Executive with sound governance, and appropriate business systems.

3.6 Manjimup Small Business Centre

Small businesses employ the bulk of workers in the Shire, and will be important to future economic development. The State Government runs a Small Business Centre in the town of Manjimup that offers support to small businesses and those that wish to start them up. Council provides some financial support to the centre.

3.7 Manjimup Chamber of Commerce

The Chamber of Commerce is not funded by Council but is welcomed by Council. Its members are primarily retailers, and it coordinates retail activities across the Shire.

4 ECONOMIC SWOT ANALYSIS

A summary of the Shire's economic strengths, weaknesses, threats and opportunities is presented below.

They reinforce that the Shire's strengths are agricultural and timber related, and that, in addition to tourism, these are the sectors which provide for economic development through incremental improvement and better promotion.

Strengths	
Natural resources	The Shire has abundant timbers of high quality and a 'Mediterranean' climate suited to high agricultural production. Timber and agricultural produce are export products.
Natural attractions	The Shire has many natural attractions, most notably large areas of forested national parks and attractive coastline, which can attract tourism. It also has a reputation for being a pristine environment.
Infrastructure	The Shire enjoys reasonably good transport infrastructure, though rail is lacking, and there are problems with power and telecommunications infrastructure
Heritage	The Shire is recognised as having a timber heritage that can attract tourism
Food and wine	The Shire is renowned for its agricultural produce, particularly truffles, and also wine. This is an export potential as well as a tourism drawcard.
SuperTown	Manjimup has been selected as a SuperTown, attracting additional investment from the State Government as well as increased prominence
Southern Forests Food Council	The Southern Forests Food Council has been established to lead the development of the value-added agricultural industry in the Shire
Safe investment destination	Australia as a whole is perceived globally to be stable politically, with a strong rule of law and enforceable contracts, and therefore a safe place to invest
Access to technology	Australia has a high degree of access to technology related to agriculture and timber, and therefore has a reasonably good opportunity to value-add
Attractive place to live	The Shire has a lifestyle appealing to many, with smaller, friendlier communities, little traffic, a relatively well-preserved environment and a connection to the land

Weaknesses	
Distance	The Shire is around four hours from Perth, and Perth is the second most isolated city in the world (after Auckland). This is a discouragement to tourists, particularly from interstate and overseas, and also means greater transportation time and cost for export produce.
Lack of tourist accommodation	The Shire lacks high quality tourist accommodation.
Lack of defining event	The Shire has some attractive events, but relatively few of them, and especially lacks a 'defining' event.
Lack of modern perception	The Shire is not as highly recognised as a tourist destination in other areas of Australia or overseas as it could be. Its image is perceived to be

prominence	a timber town, whereas agriculture is a more important and flourishing industry at present. (This perception is currently being changed by the Southern Forests Food Council.)
Infrastructure	Cost of maintaining Shire infrastructure is not currently financially sustainable for Council. There is no functioning rail link, discouraging mining.
High wages	Relative to many other countries, Australia has high wages, a disadvantage in competing in highly labour-intensive activities
Lack of value adding	Timber producers in the Shire do not value add to the extent it might be possible
Lack of sufficient timber industry investment surety	The State Government's Forest Management Plans cover a planning horizon of only 10 years. This is insufficient to provide investment surety for potential new businesses.
Lack of educational opportunities	For many tertiary courses, people must travel to larger cities. This is considered something of a rite of passage, however, and enables students to receive experience in a different environment.
Lack of diversity of opportunity	Being a region with a relatively small population and a relatively undiversified economy, the Shire is not an ideal place to live or work for some people
Barriers to start-up of new business	There are additional barriers to entry for some potential start-up businesses in the Shire compared to major Australian cities, with a smaller number of complementary businesses, fewer opportunities to rent commercial space, and a smaller pool of potential employees.

Opportunities	
Tourism	<ul style="list-style-type: none"> - There is the potential to develop high-end tourist accommodation in the Shire - Eco/health tourism could be developed in the form of eco-retreats and health spas - The beauty of the Shire and surrounding regions could be promoted more extensively - Adventure tourism could be more heavily developed in the Shire - Golf, fishing, food and wine tourism could be more heavily developed in the Shire - Increasing the size and/or prominence of the Truffle Kerfuffle event could help attract visitors to the region - Introduction of an art festival in Pemberton or Northcliffe could help promote the Shire
Education	Development of the virtual 'Centre of Excellence' for horticulture
Timber	<ul style="list-style-type: none"> - There is potential to increase value-adding activities in the timber industry, such as fine furniture making or the production of laminated boards, if greater investment surety is obtained - There may be the potential to involve the timber industry in 'clean development mechanism' carbon-storage projects at some stage in the future, or in the Federal Government's 'Direct Action' carbon dioxide emissions reduction activities

Agriculture	<ul style="list-style-type: none"> - Agriculture is a strong industry for the Shire. The Southern Forests Food Council is leading the development of the industry and has identified strategies to further tap the industry's potential. - Demand for food worldwide will increase with population; by 2050 world food consumption is projected to be 70% higher than in 2007
Mining	The mining industry in the Shire is undeveloped and could attract investment in the area in the longer term
Small business	Much of the potential for economic development in the Shire depends on the development of small businesses. Council should therefore make it as easy as possible for small businesses to be established. This could include providing facilitating cheap business premises for start-ups.
Trade relations	Much of the Shire's agricultural and timber produce could be exported to countries such as China. Establishing trade relations could improve the demand for the Shire's produce, raising prices and opening markets for new products.

Threats	
Tourism competition	The Shire faces competition for tourists from surrounding regions, in particular the Margaret River region, nationally famous for its wines
Variation in government funding	Government funding for programs such as the SuperTowns program is not assured, which threaten initiatives such as the Southern Forests Food Council
Climate change	In the medium-long term, climate change may disrupt agricultural practices and shift the range of potential crops the Shire can grow
Natural disasters	Natural disasters, such as drought or severe flooding, affect the agriculture industry negatively
Truffle competition	It is possible that in the medium-long term technology will allow truffles to be grown in other conditions, drastically reducing their price
Mining and forestry	While mining and forestry are opportunities, they also pose threats in diminishing the naturally pristine image of the Shire. Mining and forestry must be approved of and conducted with special care
Economic downturns	Activity in the national and international economies will influence demand for the Shire's produce.

5 STRATEGIES FOR ECONOMIC DEVELOPMENT OF THE SHIRE OF MANJIMUP

5.1 Framework for regional economic development and prioritisation of strategies

The proposed framework for economic development of the Shire is consistent with Regional Development Australia's (RDA's) model. This is a holistic model that aims to make the most of underutilised hard and soft capital resources. The framework has four elements as shown in Figure 5-1. This framework has been modified slightly in that the RDA framework element "Emphasise innovation and research and development" has been included as 'Emphasise innovation and agglomeration in areas of comparative advantage' to reflect the evidence of the importance of agglomeration in regional economic development.



Figure 5-1 Framework for regional economic development

Within each element of this framework, specific actions will be identified consistent with the resources and responsibilities of the Shire. To identify actions for the Shire to pursue, the process outlined in Figure 5-2 has been undertaken.

Identify

Identify potential initiatives to further economic development in the Shire, including those initiatives currently being pursued by other agencies for completeness.

Screen

Undertake initial screening of options to remove from further consideration initiatives that are outside of the Shire's sphere of influence or resource availability. (Some initiatives can be taken in partnership with other organisations.)

Prioritise

For options that are progressed through screening, undertake prioritisation based on cost, benefit and the degree to which the initiatives support the Shire's objectives.

Figure 5-2 Process for identifying actions

5.2 Identification of actions and initial screening

Table 5-1 details actions that have been considered for the economic development of the Shire. The actions that are currently being pursued by other parties, such as the South West Development Commission (SDWC) have been included to show a complete picture of the activities planned or underway.

Table 5-1 Strategies considered

Strategy area	Economic sector	Supporting actions (outcomes)	Driving agency	Timeframe	SoM sphere of influence	SoM resource available?
Provide infrastructure	General	Planning is completed to improve safety on the South Western Highway between Walpole and Manjimup.	Main Roads WA, SoM	2010-2015	Complete	Complete
	General, Tourism	Master planning has occurred at Manjimup and Bunbury airports to maximise their potential as civil aviation hubs.	SoM	2010-2015	Complete	Complete
	General	Sufficient passing lanes are to be constructed to reduce risks south of Manjimup.	Main Roads WA, SoM	2015-2020	Complete	Complete
	Health care and social services	Walpole has a completed local Aged Housing Strategy.	SoM	2010-2015	Complete	Complete
	Retail, Tourism	Pemberton's main street redevelopment is completed.	SoM	2010-2015	Complete	Complete
	General	Prepare asset management plans that allow for the sustainable provision of Shire owned infrastructure and services now and into the future	SoM	Complete	Complete	Complete
	General	Advocate with power and telecommunications providers to improve services within Shire	SoM	Ongoing	Yes	Yes
Human capital	Agriculture, Tourism	Continue to support, through the Warren-Blackwood Alliance of Councils, the AgriFood National Regional Initiative	SoM, DAFWA	Ongoing	Yes	Yes
	Education and training	Facilitate a school to work program by surveying local businesses on skill needs, and providing feedback to secondary school students on employment opportunities within the Shire and the associated skill requirements	SoM, Dept of Education	2014	Yes	Yes

Strategy area	Economic sector	Supporting actions (outcomes)	Driving agency	Timeframe	SoM sphere of influence	SoM resource available?
	Education and training	Develop centre of excellence for higher education facilities (TAFEs and Universities) to place research students in the Shire's agricultural businesses, facilitated by Department of Education	Dept of Education, SoM	2015	Yes	Yes
	Education and training	Develop a program for increasing skill levels in adults and older citizens. Program to survey community to establish a baseline and then make community members aware of further education suitable to their needs. Education to be provided by others, typically online, and preferably free. The Shire may be able to contribute in-kind resources, e.g. internet access.	SoM, Dept of Education	2015	Yes	Yes
	Mining	Continue to support the training relationship with Rio Tinto	SoM	Ongoing	Yes	Yes
Innovation and agglomeration	General	Promote the activities of the Shire's Development Control Unit and their function as a forum for testing economic development and sharing information. Promotion of the Unit to include a marketing campaign on the Shire's website and preparation of a letter from the Shire for targeted mail out to businesses and groups within the Shire setting out the functions and benefits of the Unit.	SoM	2014	Yes	Yes
	Agriculture, Timber	Identify and bid for regional, State and national events in the areas of agriculture and timber. Events including conferences, conventions, meetings and trade shows.	SoM	2015	Yes	Yes
	Agriculture, Tourism	Engage with AgriFood Skills Australia to gain advice on possible further initiatives that would lead to agglomeration of expertise within the Shire	WBA	2014	Yes	Yes
	Agriculture, Tourism	Continue to support the Southern Forests Food Council	SoM	Ongoing	Yes	Yes
	General	Advocate to the State Government to continue funding the SuperTowns initiatives	SoM	Ongoing	Yes	Yes
	Timber	Advocate to the State Government to increase the timeframe for timber harvesting quotas, to provide investment surety for potential value-adding businesses	SoM	Ongoing	Yes	Yes
	Timber	Investigate potential for timber industry to play part in Federal Government's 'Direct Action' carbon emissions reduction activities or in UN clean development mechanism	SoM	Ongoing	Yes	Yes
	General, Tourism	Implement the strategies of the Marketing Strategy for the Shire of Manjimup 2010-2020 (which includes advertising in print media, maintaining the Southern Forests Foods	SoM	2015	Yes	Yes

Strategy area	Economic sector	Supporting actions (outcomes)	Driving agency	Timeframe	SoM sphere of influence	SoM resource available?
		website, funding the Visitor Centre, and participation in the ASW promotions, amongst others)				
	Agriculture, Timber	Strengthen trade relationship with China	SoM	Ongoing	Yes	Yes
	Tourism	Consider the introduction of an arts festival in Pemberton or Northcliffe	SoM	2014	Yes	Yes
	Tourism	Invite high-end accommodation providers to set up in Manjimup or other areas of the Shire	SoM	Ongoing	Yes	Yes
	Tourism, Agriculture	Increase the scope and prominence of the Truffle Kerfuffle event	SoM, SFFC	Ongoing	Yes	Yes
	Small Business	Continue to support and encourage the activities of the Manjimup Small Business Centre	SoM	Ongoing	Yes	Yes
	Small Business	Consider supporting low-cost office space for start-up businesses	SoM	Ongoing	Yes	Yes
Develop integrated regional policies	General, Agriculture	Continue to support the initiatives in the Manjimup SuperTown Economic Development Plan (refer to Appendix A)	SoM	Ongoing	Yes	Yes
	General	Continue to support the initiatives in the Warren Blackwood Alliance of Councils' Strategic Plan	SoM	Ongoing	Yes	Yes

5.3 Prioritisation of actions

The actions identified in the screening have been ranked based on:

- Degree to which they deliver the Shire's objectives (high, medium, low)
- Initial and ongoing cost

These two factors have been combined to arrive at a ranking of actions from A to C as shown Table 4-2.

Table 5-2 Prioritisation of actions

Supporting actions (outcomes)	Strategy area	Economic sector	Timeframe	Establishment cost	Ongoing cost	Delivery of objectives	Rank
Continue to support the initiatives in the Warren Blackwood Alliance of Councils' Strategic Plan	Develop integrated regional policies	General	Ongoing	N/A	Within existing salaries	High	A
Develop centre of excellence for higher education facilities (TAFEs and Universities) to place research students in the Shire's agricultural businesses, facilitated by Department of Education	Human capital	Education and training	2015	N/A	Already funded for 3 years	High	A
Continue to support the training relationship with Rio Tinto	Human capital	Mining	Ongoing	N/A	Within existing budget	High	A
Continue to support the Southern Forests Food Council	Innovation and agglomeration	Agriculture, Tourism	Ongoing	N/A	Funding through SuperTowns	High	A
Advocate to the State Government to increase the timeframe for timber harvesting quotas, to provide investment surety for potential value-adding businesses	Innovation and agglomeration	Timber	Ongoing	N/A	Within existing salaries	High	A
Advocate to the State Government to continue funding the SuperTowns initiatives	Innovation and agglomeration	General	Ongoing	N/A	Within existing salaries	High	A
Implement the strategies of the Marketing Strategy for the Shire of Manjimup 2010-2020 (which includes advertising in print media, maintaining the Southern Forests Foods website, funding the Visitor Centre, and participation in the ASW promotions, amongst others)	Innovation and agglomeration	General, Tourism	2015	N/A	Between \$208k and \$290k pa	High	A
Consider the introduction of an arts festival in Pemberton or Northcliffe	Innovation and agglomeration	Tourism	2014	\$40k	\$40k pa	High	A
Invite high-end accommodation providers to set up in Manjimup or other areas of the Shire	Innovation and agglomeration	Tourism	Ongoing	N/A	Within existing salaries	High	A

Supporting actions (outcomes)	Strategy area	Economic sector	Timeframe	Establishment cost	Ongoing cost	Delivery of objectives	Rank
Continue to support and encourage the activities of the Manjimup Small Business Centre	Innovation and agglomeration	Small Business	Ongoing	N/A	Within existing budget	High	A
Continue to support the initiatives in the Manjimup SuperTown Economic Development Plan (refer to Appendix A)	Innovation and agglomeration	General, Agriculture	Ongoing	N/A	Within existing budget	High	A
Advocate with power and telecommunications providers to improve services within Shire	Provide infrastructure	General	Ongoing	N/A	Within existing salaries	High	A
Continue to support, through the Warren-Blackwood Alliance of Councils, the AgriFood National Regional Initiative	Human capital	Agriculture, Tourism	Ongoing	N/A	Within existing salaries	Medium	B
Promote the activities of the Shire's Development Control Unit and their function as a forum for testing economic development and sharing information. Promotion of the Unit to include a marketing campaign on the Shire's website and preparation of a letter from the Shire for targeted mail out to businesses and groups within the Shire setting out the functions and benefits of the Unit.	Innovation and agglomeration	General	2014	\$2k	Included in existing salaries	Medium	B
Identify and bid for regional, State and national events in the areas of agriculture and timber. Events including conferences, conventions, meetings and trade shows.	Innovation and agglomeration	Agriculture, Timber	2015	N/A	Within existing salaries	Medium	B
Engage with AgriFood Skills Australia to gain advice on possible further initiatives that would lead to agglomeration of expertise within the Shire	Innovation and agglomeration	Agriculture, Tourism	2014	N/A	Within existing salaries	Medium	B
Investigate potential for timber industry to play part in Federal Government's 'Direct Action' carbon emissions reduction activities or in UN clean development mechanism	Innovation and agglomeration	Timber	Ongoing	N/A	Within existing salaries	Medium	B

Supporting actions (outcomes)	Strategy area	Economic sector	Timeframe	Establishment cost	Ongoing cost	Delivery of objectives	Rank
Strengthen trade relationship with China	Innovation and agglomeration	Agriculture, Timber	Ongoing	N/A	\$5k pa	Medium	B
Increase the scope and prominence of the Truffle Kerfuffle event	Innovation and agglomeration	Tourism, Agriculture	Ongoing	\$20k	\$20k pa	Medium	B
Consider supporting low-cost office space for start-up businesses	Innovation and agglomeration	Small Business	Ongoing	\$10k	\$10k pa	High	B
Facilitate a school to work program by surveying local businesses on skill needs, and providing feedback to secondary school students on employment opportunities within the Shire and the associated skill requirements	Human capital	Education and training	2014	\$30k	\$25k pa	Medium	C
Develop a program for increasing skill levels in adults and older citizens. Program to survey community to establish a baseline and then make community members aware of further education suitable to their needs. Education to be provided by others, typically online, and preferably free. The Shire may be able to contribute in-kind resources, e.g. internet access.	Human capital	Education and training	2015	\$50k	\$50k pa	Medium	C

6 ECONOMIC DEVELOPMENT PLAN

The recommended Economic Development Plan for the Shire is set out in Table 6-1. This schedule details actions, funding requirements, possible funding sources and the party responsible for delivering the action.

Table 6-1 Economic development plan

Supporting actions (outcomes)	Strategy area	Economic sector	Driving agency	Timeframe	Establishment cost	Ongoing cost	Possible funding	Responsibility	Rank
Continue to support the initiatives in the Warren Blackwood Alliance of Councils' Strategic Plan	Develop integrated regional policies	General	SoM	Ongoing	N/A	Within existing salaries	Shire led	CEO	A
Develop centre of excellence for higher education facilities (TAFEs and Universities) to place research students in the Shire's agricultural businesses, facilitated by Department of Education	Human capital	Education and training	Dept of Education, SoM	2015	N/A	Already funded for 3 years	State led	CEO	A
Continue to support the training relationship with Rio Tinto	Human capital	Mining	SoM	Ongoing	N/A	Within existing budget	Rio Tinto	CEO	A
Continue to support the Southern Forests Food Council	Innovation and agglomeration	Agriculture, Tourism	SoM	Ongoing	N/A	Funding through SuperTowns	State through RfR	CEO	A
Advocate to the State Government to increase the timeframe for timber harvesting quotas, to provide investment surety for potential value-adding businesses	Innovation and agglomeration	Timber	SoM	Ongoing	N/A	Within existing salaries	Shire led	CEO	A
Advocate to the State Government to continue funding the SuperTowns initiatives	Innovation and agglomeration	General	SoM	Ongoing	N/A	Within existing salaries	Shire led	CEO	A

Supporting actions (outcomes)	Strategy area	Economic sector	Driving agency	Timeframe	Establishment cost	Ongoing cost	Possible funding	Responsibility	Rank
Implement the strategies of the Marketing Strategy for the Shire of Manjimup 2010-2020 (which includes advertising in print media, maintaining the Southern Forests Foods website, funding the Visitor Centre, and participation in the ASW promotions, amongst others)	Innovation and agglomeration	General, Tourism	SoM	2015	N/A	Between \$208k and \$290k per annum	Shire led	CEO	A
Consider the introduction of an arts festival in Pemberton or Northcliffe	Innovation and agglomeration	Tourism	SoM	2014	\$40k	\$40k	Shire led	CEO	A
Invite high-end accommodation providers to set up in Manjimup or other areas of the Shire	Innovation and agglomeration	Tourism	SoM	Ongoing	N/A	Within existing salaries	Shire led	CEO	A
Continue to support and encourage the activities of the Manjimup Small Business Centre	Innovation and agglomeration	Small Business	SoM	Ongoing	N/A	Within existing budget	State led	CEO	A
Continue to support the initiatives in the Manjimup SuperTown Economic Development Plan (refer to Appendix A)	Innovation and agglomeration	General, Agriculture	SoM	Ongoing	N/A	Within existing budget	State through RfR	CEO	A
Advocate with power and telecommunications providers to improve services within Shire	Provide infrastructure	General	SoM	Ongoing	N/A	Within existing salaries	Shire led	CEO	A
Continue to support, through the Warren-Blackwood Alliance of Councils, the AgriFood National Regional Initiative	Human capital	Agriculture, Tourism	SoM, DAFWA	Ongoing	N/A	Within existing salaries	Shire only (contribution from other Alliance members)	CEO	B

Supporting actions (outcomes)	Strategy area	Economic sector	Driving agency	Timeframe	Establishment cost	Ongoing cost	Possible funding	Responsibility	Rank
Promote the activities of the Shire's Development Control Unit and their function as a forum for testing economic development and sharing information. Promotion of the Unit to include a marketing campaign on the Shire's website and preparation of a letter from the Shire for targeted mail out to businesses and groups within the Shire setting out the functions and benefits of the Unit.	Innovation and agglomeration	General	SoM	2014	\$2k	Included in existing salaries	Shire led	CEO	B
Identify and bid for regional, State and national events in the areas of agriculture and timber. Events including conferences, conventions, meetings and trade shows.	Innovation and agglomeration	Agriculture, Timber	SoM	2015	N/A	Within existing salaries	Shire led	CEO	B
Engage with AgriFood Skills Australia to gain advice on possible further initiatives that would lead to agglomeration of expertise within the Shire	Innovation and agglomeration	Agriculture, Tourism	WBA	2014	N/A	Within existing salaries	Shire led	CEO	B
Investigate potential for timber industry to play part in Federal Government's 'Direct Action' carbon emissions reduction activities or in UN clean development mechanism	Innovation and agglomeration	Timber	SoM	Ongoing	N/A	Within existing salaries	Shire led	CEO	B
Strengthen trade relationship with China	Innovation and agglomeration	Agriculture, Timber	SoM	Ongoing	N/A	\$5k	Shire led	CEO	B
Increase the scope and prominence of the Truffle Kerfuffle event	Innovation and agglomeration	Tourism, Agriculture	SoM, SFFC	Ongoing	\$20k	\$20k	SFFC, Shire	CEO	B
Consider supporting low-cost office space for start-up businesses	Innovation and agglomeration	Small Business	SoM	Ongoing	\$10k	\$10k	Shire led	CEO	B

APPENDIX A – ACTIONS IDENTIFIED IN THE MANJIMUP SUPERTOWN ECONOMIC DEVELOPMENT PLAN

Project Description	Scope	Recommended Action	Key Agency / Lead Responsibility	Timeframe for Delivery			Estimated Costs (\$,000's)	Funding Source	Contingency Funding	Population Threshold (where relevant)	Delivery Mechanism	Agency Consultation
				Short 0-5 years	Medium 5-10 years	Long Term 10-20 years						
Economic Development	Shire	Establish an economic development team within the Shire including specialised project management skills to deliver Super Town projects.	SoM	✓	✓		\$180 pa	R4R (ST)	SoM	N/A	In-house team and consultants as required.	SWDC RDL Private Sector
Market Failure	Shire	Identification of market failure in the provision of services to the town, development of land and service gaps in key areas that affect the ability for Manjimup to achieve its SuperTowns objectives. Identify and implement solutions to market failure.	SoM	✓			\$30 Study \$250 pa	R4R (ST)	SoM	N/A	Implement recommendations of study	
Development and Promotion Strategy	Shire	Rebrand the Town of Manjimup: <ul style="list-style-type: none"> Using the vision and placing a focus on 'a place to grow a future'; Develop and maintain a suite of marketing materials; 	SoM	✓	✓	✓	\$50 \$87 pa	R4R (ST)	SoM	N/A	Marketing towards future residents in order to entice them to move to Manjimup and marketing towards businesses to invest in Manjimup. Web Portal is underway.	SWDC SBDC

Project Description	Scope	Recommended Action	Key Agency / Lead Responsibility	Timeframe for Delivery			Estimated Costs (\$,000's)	Funding Source	Contingency Funding	Population Threshold (where relevant)	Delivery Mechanism	Agency Consultation
				Short 0-5 years	Medium 5-10 years	Long Term 10-20 years						
		<ul style="list-style-type: none"> Develop a proactive and user-friendly web portal to promote the Shire. 					\$30					
Execution of Promotion Strategy	Shire	Conduct marketing campaign focused on: <ul style="list-style-type: none"> Attracting new residents; Attracting new business; and Promoting agriculture growing, investment in new crops and expanded production, research and development as well as food processing. 	SoM	✓	✓	✓	\$280 pa \$160 pa \$60 pa	R4R (ST)	SWDC SoM	N/A	Implement targeted marketing	SWDC
Ensure Education Pathways and Jobs for Residents	Shire	Ensure local education services work together with local industry to provide career pathways and a skilled workforce to match industry needs	SoM	✓			\$10	SoM	SWDC	N/A	Based on the existing Shire- facilitated Education Visions Committee	Dept of Education Dept of Training DAFWA DEC
	Shire	Proactively engage with agricultural businesses, food companies, logistics providers and overseas investors about opportunities in the agricultural and food sector in Manjimup.	SoM	✓			Inc.	SoM	SWDC	N/A	Implemented through the Economic Development role	DAFWA SWDC

Shire of Manjimup
Communications Strategy

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

Shire of Manjimup
Communications Strategy

Project Description	Scope	Recommended Action	Key Agency / Lead Responsibility	Timeframe for Delivery			Estimated Costs (\$,000's)	Funding Source	Contingency Funding	Population Threshold (where relevant)	Delivery Mechanism	Agency Consultation
				Short 0-5 years	Medium 5-10 years	Long Term 10-20 years						
		facilities (Green Tea): plan and secure; and <ul style="list-style-type: none"> Investigate and prepare a 'Green Economy' Strategy. 										
Timber Innovation	Shire	Build capacity and opportunities in the timber industry through implementation of the following: <ul style="list-style-type: none"> Investigate the viability for value- adding timber businesses i.e. lamination board plant, biochar or biofuel plants; Identification and acquisition of suitable site for new industry; Engage with timber industry and prospective investors; Secure supply volumes and undertake EOI process; and Design and construction of new facility. 	SoM FPC	✓	✓		\$150 \$50 \$50 TBD	R4R (ST)	FPC Private	N/A	Implement strategies for partnerships	EPA DEC

Shire of Manjimup
Communications Strategy

Project Description	Scope	Recommended Action	Key Agency / Lead Responsibility	Timeframe for Delivery			Estimated Costs (\$,000's)	Funding Source	Contingency Funding	Population Threshold (where relevant)	Delivery Mechanism	Agency Consultation
				Short 0-5 years	Medium 5-10 years	Long Term 10-20 years						
Business Tourism	Manjimup	Investigate and implement public/ private investment opportunity to secure land and deliver quality short-stay accommodation facility.	SoM	✓			\$900	R4R (ST)	SoM/ Developer	N/A	Market value of land to be transferred from crown reserve to freehold held by the Shire of Manjimup.	RDL
		Construction and operation of facility.	Private	✓			\$8,000	Private		5,500	Land provided to private developer on long-term lease.	
Tourism	Shire	Undertake and implement a Local Tourism Strategy to attract and facilitate tourism development in the Shire including exploring opportunities in accommodation, agriculture / food tourist and other segments relevant to Manjimup.	SoM	✓	✓	✓	\$500	R4R (ST)	Tourism WA	N/A	Implement recommendations of Strategy	Tourism WA SWDC
Regional Airport	Region	Investigate and implement a new Regional Airport to facilitate employment and economic opportunities through implementation of the following tasks:		✓	✓	✓		R4R (ST) RDA (Federal) RADS				Surrounding LGAs DEC DoT FESA EPA
		<ul style="list-style-type: none"> Liaising with key mining companies to achieve FIFO opportunities; Interim employment base solution 					\$200 \$100 p.a.		N/A	N/A N/A		Other agencies as required.

Project Description	Scope	Recommended Action	Key Agency / Lead Responsibility	Timeframe for Delivery			Estimated Costs (\$,000's)	Funding Source	Contingency Funding	Population Threshold (where relevant)	Delivery Mechanism	Agency Consultation	
				Short 0-5 years	Medium 5-10 years	Long Term 10-20 years							
		<ul style="list-style-type: none"> Acquisition of required land; Master planning of preferred airport site; Completion of statutory approval processes; Completion of detailed design and construction. Redevelopment of existing airport site for industrial development 	LandCorp SoM				\$10,000 \$300 \$500 \$32,000 TBD			N/A N/A N/A 6,000 N/A		Shire-owned facility	
Age Friendly Community	Manjimup	Develop age housing and associated services through the delivery of: <ul style="list-style-type: none"> A "Wellness & Lifestyle Centre" for senior citizens and supported persons: secure land, planning and construction; Lots for senior residents and disabled persons on the 2 ha old Manjimup Primary School site: secure crown land, planning/ design and construction 	SoM Private Developer Dept of Health		✓		\$2,200	R4R (ST) SoM Private Developer Dept of Health	R4R (ST)	N/A	Implement strategies for partnerships	Dept of Housing RDL Dept of Health Allied Health Service Providers Disability Services Commission Public Transport Auth. Dept of Transport	
					✓		\$3,000			N/A	Proceeds from sale of land to be retained in a future fund for the construction of additional accommodation when required;		

Shire of Manjimup
Communications Strategy

Project Description	Scope	Recommended Action	Key Agency / Lead Responsibility	Timeframe for Delivery			Estimated Costs (\$,000's)	Funding Source		Contingency Funding	Population Threshold (where relevant)	Delivery Mechanism	Agency Consultation
				Short 0-5 years	Medium 5-10 years	Long Term 10-20 years							
		<ul style="list-style-type: none"> Construction of housing on old Manjimup Primary School site; Accessible town program to provide for all forms of mobility. Regional public transport study. Renovation of existing nursing home: planning/ design and construction; and New high care nursing facilities attached to the Warren District Hospital 		✓			\$3,000	Private		N/A			
				✓			\$2,000				N/A	\$400,000 per year over 5 years.	
				✓			\$30				N/A		
				✓			\$550				N/A		
				✓			\$1,000				7,000		
Town Centre Revitalisation	Manjimup	Town Centre Revitalisation Project to include: <ul style="list-style-type: none"> Negotiation of lease agreement with Brookfield Rail to enable integration of the railway reserve into the Town Centre, remove tracks and landscape; 	SoM LC	✓	✓		\$750	(ST) R4R	SoM MRWA Bikewest Lotterywest DSR		N/A	'In house' and contractors Engage with PTA and Brookfield	MRWA DoT SWDC

Project Description	Scope	Recommended Action	Key Agency / Lead Responsibility	Timeframe for Delivery			Estimated Costs (\$,000's)	Funding Source	Contingency Funding	Population Threshold (where relevant)	Delivery Mechanism	Agency Consultation
				Short 0-5 years	Medium 5-10 years	Long Term 10-20 years						
		<ul style="list-style-type: none"> • Brockman Street café/ restaurant precinct and town square; • Mottram Streetscape improvements; • Additional access points from Mottram Street into the town centre; • Create additional pedestrian and cycling linkages; • Town centre signage; • New northern town centre entrance; and • Provision of additional public toilet facilities. 				\$5,000 \$3,000 \$900 \$900 \$60 \$1,000 \$500				Implement physical improvements		

Source: AECgroup