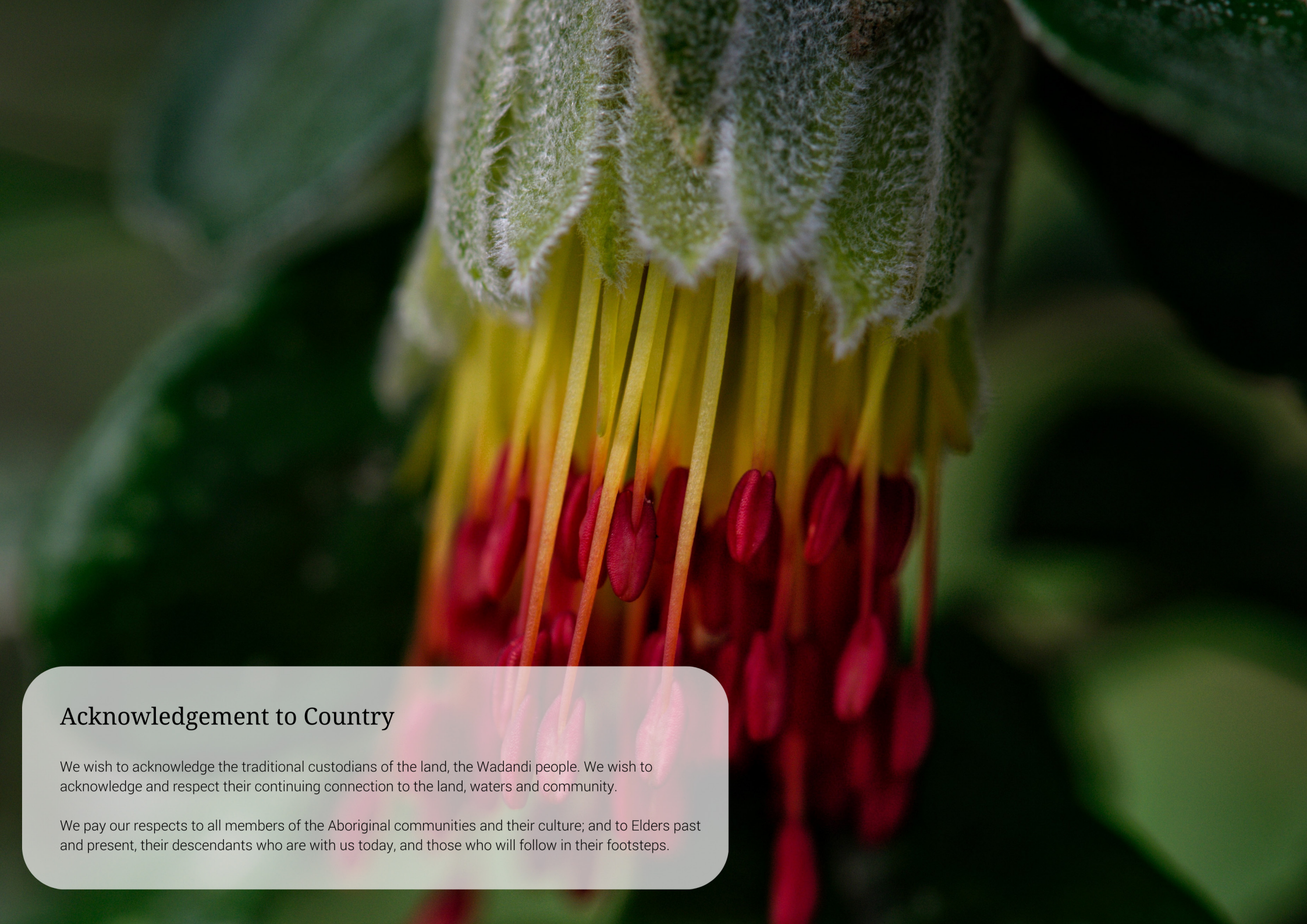


Economic Development
Framework 2023 - 2027



Acknowledgement to Country

We wish to acknowledge the traditional custodians of the land, the Wadandi people. We wish to acknowledge and respect their continuing connection to the land, waters and community.

We pay our respects to all members of the Aboriginal communities and their culture; and to Elders past and present, their descendants who are with us today, and those who will follow in their footsteps.

Contents

Our Shire	5
Introduction	6
Capel Community	
Economic Development	
Purpose of the Framework	8
Our Vision	
Framework Outcomes	
Implementation Principles	9
Strategic Context	9
Strategic Focus Areas	10
Strategic Industry Sector Development	11
Strategic Focus Areas	15
Implementation Advice	18



Our Shire

Society



Size – 558 km²
Localities – 14



Population – 18,175
Population increase since 2001 – 282%



Aboriginal & Torres Strait
Islander population – 2.7%
Born Overseas – 26.7%



Dwellings – 7,279
Av. Household Size – 3.4
Median Weekly Household Income – \$1,949



Schools - 9

Economy



Local Jobs – 3,679



Largest Industry of Employment – Health care and social assistance – 13.4%



Level of Education - 30.1% - Advanced Diploma or above



Visitor Expenditure Per Dollar – \$0.14M on Arts & Recreation Services - #1 in South West



Local Businesses – 1,062

Environment



Location – 200km south of Perth
Coastline – 28km



Rural Zoned Land – 38,990 hectares



Tuart Forest National Park – 2,050 hectares
Threatened Ecological Communities – 4

Sources: Census 2021, ERP 2020, ABS Labour Force 202, ABS June 2020, ABS Tourism Satellite Account 2019/2020

Introduction

Capel Community

The Shire of Capel region spans 558km², is home to nearly 18,500 people and includes vast stretches of pristine coastland, high quality urban and leafy rural areas, historic country towns and natural forests.

The Capel region is one of the most bio-diverse areas globally - home to the world's last remaining Tuart forest. One thing that connects us all is the appreciation of the lifestyle that our environment and cohesive community provides.

We highly value the uniqueness of our townsites, while recognising the importance of converging connections that unite us as a community. We have a distinctive character and spirit, ranging from rural villages to coastal laid-back to more urbanised neighbourhoods.

No longer solely reliant on the production of agricultural products, the major industries in our Shire are now also comprised of health care, education, retail, horticulture, mining and arts. We are a community of technicians, trade workers and professionals, with 15% of our adults holding a bachelor's degree or higher.

We have a lower unemployment rate than the rest of Western Australia, with 55% of us working full time.

Capel is a community undergoing significant transition, which presents both exciting opportunities and challenges. Our population has grown significantly since 1898 when 198 people lived in Boyanup and 91 people lived in Capel.

Just over 2% (around 400) of the Shire's population identify as Indigenous, and our strong Aboriginal culture and heritage is reflected

in the Wadandi place names throughout our Shire such as Boyanup, Gelorup, Dalyellup and Gwindinup.

We also have a strong settler heritage, which is demonstrated by our historic agricultural and timber mill towns.

Our communities continue to change, diversify and become more complex as many seek a unique coastal or rural lifestyle, close to the amenities and employment opportunities of a growing shire and nearby cities.

This change brings challenges in maintaining quality service delivery for residents; preserving what makes us special, embracing the opportunities the future holds and growing the local economy and regional connectedness that will enable a sustainable and prosperous community that lives here.



Economic Development

Local government has a vital role in creating jobs, supporting market-led proposals and welcoming industry and investment, all with the view of contributing to the achievement of community aspiration. Additionally, local government must also work collaboratively with other stakeholders to achieve mutual objectives that benefit the local community. Many local governments have, in recent years, stepped up their economic development and advocacy efforts to deliver on their priorities. The advocacy landscape however is an increasingly crowded and competitive market, as more and more local governments are advocating for the needs of their community.

Importantly, the Shire of Capel is taking a longer term perspective, focused on acting locally and engaging with all tiers of government and industry, with an aligned, coherent, well planned and strategically considered economic development and advocacy campaign.

The Shire of Capel's recently adopted the Strategic Community Plan 2021 – 2023 articulates the community's vision and aspirations for the future. As the Shire sets out to realise this vision and aspirations, many of the key higher-level outcomes would be extremely difficult, if not impossible for the Shire to achieve independently. Further, without significant local economic development and external funding, achieving many of the key priorities would be entirely beyond the Shire's financial capability.

The Shire's priorities outlined in this Advocacy Prospectus 2021/22 and beyond (endorsed November 2021) seeks to encourage investment in key strategic initiatives that align with the community vision and aspirations. This will support jobs and industry, encourage tourism and establish a point-of-difference for Capel and the region, while building on the unique lifestyle opportunities that come with living in the locality and the South-West of Western Australia.

To ensure that change and growth can be accommodated appropriately, the Shire of Capel has developed an economic development framework (the Framework) that is aligned to other key strategies and provides a responsive tool to guide collaboration and co-investment in initiatives that align with community priorities.

The Framework also seeks to help the Shire's businesses and enterprises (existing and new) to realise opportunities from regionally significant economic development initiatives projected to occur in and around the area. Finally, the Framework identifies areas where the Shire can proactively address roadblocks to future local economic development.

The Framework is structured into four key components, including a vision for Capel's economic future, strategic context, strategic focus areas, and implementation advice. The Shire recognises that the Framework is a live document and regularly reviewed and refined to remain relevant and useful.



Purpose of the Framework

Our Vision

To facilitate and encourage economic development in the Shire of Capel by:

- **Being open for business** - a local government that embraces opportunities through open engagement with businesses, investors and all tiers of government, with a solutions-oriented culture and approach.
- **Offering unique and unforgettable experiences** - to local people, visitors and surrounding communities.
- **Enhancing and celebrating natural assets and localities** to attract investment and growth while retaining our unique character in each locality and across the district.
- **Becoming a hub for innovation, creativity, and entrepreneurship**, with a vibrant and diverse economy that supports both established businesses and new startups.
- **Focusing on opportunities that align with our unique value proposition**, including sustainable agribusiness, eco-tourism, education, logistics, creative industries and a unique natural environment.

Framework Outcomes

- More collaborative partnerships focusing on innovative practices and realising game-changing initiatives.
- The realisation of large- and small-scale investment opportunities.
- Growth in the number of local jobs and suitably skilled residents.
- Increase in the number export-oriented jobs.
- Generation of a stronger place identity, including unique tourism destinations, sustainable industries, and innovation hubs.

The cost of doing nothing

- Missed economic and social development and realising maximum value from environmental opportunities.
- Increased local unemployment and misalignment between local education/training and local jobs.
- Inefficient and ineffective infrastructure planning and utilisation.
- An inefficient and fragmented bureaucracy that is unable to meet strategic objectives.
- Dissatisfaction of Elected Members, community and local business.
- The decline in place vibrancy, sense of place and wellbeing.
- Lack of a cohesive identity, brand and vision.

Implementation Principles

To guide decision-making and the assessment of potential programs and projects, the following principles seek to ensure maximum benefit for the Shire of Capel's economy, businesses and community.

- **Aligned** – Programs and projects will align with the aspirations of the Shire's Strategic Community Plan, Corporate Business Plan, Advocacy Prospectus, Place Plan, Sustainability Framework and (future) Destination Framework.
- **Collaborative** – Programs and projects will be developed and implemented in partnership with business, community, investors and governing bodies.
- **Deliverable** – Programs and projects will be practical, reasonable, achievable and delivered, either individually or collectively by the agency / organisation responsible.
- **Momentum** – Programs and projects will work together to build momentum, energy and support the realisation of the Framework's purpose.



Photo Credit: Tourism WA

Strategic Focus Areas

Consultation and research identified the following five key areas of focus for the Economic Development Framework:

- Targeted strategic sector development (tourism, agribusiness, business, freight and logistics).
- Ease of doing business.
- Residential and key worker accommodation.
- Enabling economic infrastructure and activity.
- Activating places and localities.
- Connecting and enabling creativity.

These focus areas are interrelated, with enabling activities supporting the ongoing development of identified strategic industry sectors (Table 1).

Table 1 - Focus areas and their relevance to Capel's strategic industry sectors

Focus Areas	Targeted Strategic Industry Sectors			
	Tourism	Agribusiness	Freight and Logistics	Business
Ease of doing business				
Residential and key worker accommodation				
Enabling economic infrastructure and activity				
Activating places and localities				
Connecting and enabling creativity				

Source: FAR Lane (2023).

Strategic Industry Sector Development

Tourism, Agribusiness, Business, Freight and Logistics were identified as having high potential for growth, and being a priority for the Shire of Capel, in the policy review and consultation with key stakeholders. The rationale and desired outcomes for each strategic industry sector is described in Table 2.

Table 2 - Sector development rationale and desired outcomes

Tourism	Agribusiness	Freight and Logistics	Business
Rationale			
<p>Capel's location makes the Shire an ideal location for a range of tourism markets including passing travellers, business travellers and day-trippers.</p> <p>Starting from a relatively low base, tourism has the potential to be a major contributor to the local economy, generating revenue for local businesses, creating employment opportunities, and increasing the overall economic activity in the area.</p> <p>The Shire's rich history, vibrant culture, natural assets, education infrastructure, and food and beverage offering are all building blocks around which a unique offer can develop.</p>	<p>Positioning the Shire's business and investment opportunities around future-oriented food production, food processing, packaging and distribution, with enabling renewable energy, will support regional economic development priorities whilst also leveraging the Shire's existing agricultural knowhow and infrastructure.</p> <p>Agribusinesses approach to waste, sustainability and the potential for circular economy approaches could demonstrate leading practice within the region.</p>	<p>With the <u>South West</u> poised to become a significant hub for Western Australia's freight and logistics networks, Capel's unique location, land availability, and industry linkages make the Shire an ideal location for targeted logistics infrastructure and services that efficiently services regional, State-wide, interstate and international markets.</p> <p>Freight and logistics capabilities will also potentially support the further development of existing local and regional export activities.</p>	<p>Capel's business community has significant potential to increase in number and offering diversity.</p> <p>Currently comprised of a limited number of larger retailers and smaller enterprises, business growth has the potential to be a major contributor to the local economy; generating revenue, creating employment opportunities, increasing the vibrancy of town centres and localities.</p> <p>Growth in the diversity of business would enable the community to spend locally and not rely on the major city centres for services and goods.</p>

Tourism	Agribusiness	Freight and Logistics	Business
Desired Outcomes			
<ul style="list-style-type: none"> • Develop new tourism products and experiences for the Shire of Capel which has a unique landscape, culture, and western and Indigenous heritage that can be displayed through various tourism products and experiences. • Promoting existing local and regional tourism products and experiences by packaging and promoting the existing tourism products and experiences in the Shire of Capel to attract more visitors. This will need to be undertaken with regional tourism organisations, and industry partners to participate in targeted marketing campaigns, social media, and collaborations with tourism operators and travel agents. • Improve tourism infrastructure by investing in tourism infrastructure such as new accommodation options, improved signage/wayfinding, and better transport links, <u>in order to</u> enhance the visitor experience, attract more visitation, and capture more expenditure from each visit. • Foster collaboration between stakeholders by working with local businesses, community groups, and tourism operators to develop new tourism products and experiences, as well as promote the existing ones. Collaborations can also help proactively identify emerging opportunities and challenges for the sector. 	<ul style="list-style-type: none"> • Ensure that agribusiness continues to be a significant employer in Capel providing jobs for farmers, farm workers, and workers in processing and distribution facilities. • Develop new products and channels for Capel's agricultural products to be exported to national and international markets, generating income for the town and contributing to the Australian economy. • Support new businesses involved in the delivery and maintenance of imported roll-on roll-off cars and machinery, including transporting them from port to other WA markets (including Perth). Sales and maintenance support for agricultural machinery and parts. • Support development of Capel's brand as a producer and manufacturer of high-quality goods and produce. • Ensure the Agribusiness precinct planning and development embraces leading practice that showcases Capel as an innovator and leader in sustainable, circular economy practices. 	<ul style="list-style-type: none"> • Leverage regional investment in freight infrastructure to develop new markets for local exports. • Selectively develop freight and logistics supporting projects that leverage Capel's strategic location, and underutilised assets. 	<ul style="list-style-type: none"> • Ensure that the Shire is 'easy to do business with' by providing efficient processes and progressive thinking towards new and existing businesses. • Create a competitive business operating environment within the Shire of Capel that ensures a level playing field with competitors in neighbouring LGs and business centres. • Foster business growth and development by ensuring that support organisations (BGCCI, BGEA etc) work actively to assist Shire of Capel businesses and operators to network, improve, develop and grow.

Alignment of Activities

The activities identified in Table 3 have been identified as having the potential to support desired outcomes for targeted strategic industries listed in Table 2.

Table 3 - Alignment of activities

Initiatives	Tourism	Agribusiness	Freight and logistics	Business
Tapping passing tourist trade and day trippers				
Promotion and branding				
Street beautification				
Tourist and trade parking				
Map of attractions				
Signage				
Capel farmers market				
Events				
Equestrian Park				
Biodiversity Park				
Ironstone Gully				
Forest restoration village				
Railway tourism				
Tourist trail				
Aquaculture tourism				
Boyanup sale yard relocation				
Busselton airport direct freight				
Bunbury intermodal				
Roll on – Roll Off (RORO) shift to Bunbury				
Retail Trading Hours				
Dalyellup Multipurpose Community Centre				
Land and Housing Development				
Place Planning and Management				

Source: FAR Lane (2023).

Potential Initiatives and Actions for Strategic Industry Sector Development

The additional actions outlined in Table 4 have been identified as having the potential to support desired outcomes.

Table 4 - Initiatives and actions

Industry	Role(s) for the Shire
Tourism	<ul style="list-style-type: none"> • Identify key target tourism market segments for Capel. These may include but not be limited to: <ul style="list-style-type: none"> ○ Passing trade heading to the Capes / Day trippers from Busselton/Bunbury. ○ Business travellers working on regional projects / Education institution camps. ○ Families with young children. • Development of cohesive collective Capel tourism brand. • Expand on existing Capel attraction's materials to incorporate itineraries for target market segments. • Use place planning to consider and develop the value proposition of settlement to market segments. • Develop a strategy for development of short-stay accommodation appropriate to key market segments and ensure other Shire strategies/structures support this goal. • Facilitate collective efforts of tourism operators to identify, promote and attract target markets. • Advocate for support for local tourism industry to regional and State agencies/groups including the MRWA, SWDC, RDASW and Australia's SW. • Connect existing practitioners and assist in the development of creative industries.
Agribusiness	<ul style="list-style-type: none"> • Utilise the relocation of the Boyanup Cattle Sale Yards to facilitate development of a purpose-built future-oriented agribusiness precinct. • Facilitate collective efforts of agribusiness and food and beverage manufacturers to develop a common brand. • Support the development of freight and logistics linkages to support export of goods and services to national and international markets. • Support the development of 'paddock to plate' experiences that celebrate local produce locally. • Work to identify, plan for, and deconstrain a preferred Shire of Capel location for an agribusiness precinct including the relocated Sale Yards. • Ensure Shire strategies/structures support targeted development of agribusiness and food and beverage manufacturing enterprises and related infrastructure in appropriate deconstrained locations. • Utilise place planning to explore options to in-town linkages to regional produce, and food and beverages.
Freight and Logistics	<ul style="list-style-type: none"> • Develop the Boyanup agriprecinct with strong freight and logistics links. • Prepare, and advocate to government for, development of Busselton direct freight connections, and Bunbury intermodal and RORO facilities. • Engage with industry about what improvement to freight exports facilities are required to open new markets and become competitive.
Business	<ul style="list-style-type: none"> • Pursue the full deregulation of retail trading hours with the District. • Work with the developers and land owners to encourage new businesses in town centres and localities. • Ensure policies associated with newly gazetted LPS No.8 encourages new and existing business growth and development.

Strategic Focus Areas - Enabling Activities

The following focus areas were identified in the policy review and consultation with key stakeholders as required to support future economic development in Capel.

- Residential and key worker accommodation.
- Ensuring an innovative and supportive business environment.
- Realising enabling infrastructure.
- Activating places and localities.
- Connecting and enabling creativity.

Table 5 - Rationale and desired outcomes for enabling activities

Residential and key worker land and accommodation development	Ensuring an innovative and supportive business environment	Realising enabling infrastructure	Activating places and localities	Connecting and enabling creativity
Rationale				
<p>Capel's economic development will be driven in part development of the export economy, but also growth in demand from local residents. This growth in the demand consumption economy is particularly important as it is essential to support local small businesses and town economies.</p> <p>The Australian Bureau of Statistics projects an increase in the South West Regional population by approximately 40,000 residents to 2040. Such growth will place additional pressure on already overburdened housing and rental markets if decision-makers, including local governments, do not proactively plan for growth.</p>	<p>When effective, local government activities proactively support economic development that aligns to community aspirations and values. Local governments however can inadvertently act as barriers to desirable economic development through misaligned policies, structures or personnel.</p> <p>Capel has the opportunity to design fit-for-purpose structures that support appropriate activities, guiding proponents through processes efficiently and effectively.</p>	<p>Smaller and more remote communities like some of those in the Shire of Capel often are constrained by a lack of service infrastructure.</p> <p>This can inhibit growth, reduce population expansion, and create barriers for businesses expanding or relocating to the area.</p> <p>Conversely, rapidly expanding areas like Dalyellup require social infrastructure investment as they grow.</p>	<p>Local economic activity largely occurs through places. How the place relates to its economy depends on a range of factors including its uniqueness, accessibility, comparative advantages and how fit for purpose it is to meet the needs of residents, workers, visitors and enterprises.</p> <p>The unique context and characteristics of each of Capel's settlements represents an opportunity to develop unique offerings that are strongly aligned with community aspirations, and the strategic industries that interact with each centre.</p>	<p>Capel's economic development will be driven in part through the discovery, connection and encouragement of creatives and creativity within the Shire.</p> <p>Hidden talent and aspiration exist throughout the Capel community that if nurtured, can contribute positively to experienced lifestyle, tourism attractions, employment and business growth, celebration of character and place, innovation and education.</p>

Residential and key worker land and accommodation development	Ensuring an innovative and supportive business environment	Realising enabling infrastructure	Activating places and localities	Connecting and enabling creativity
Desired Outcomes				
<ul style="list-style-type: none"> • Shared understanding of priority housing development locations. • Identification of target key housing market segments. • Growth in the right type of residential housing that is appropriate for each community, that builds on the sense of character and place of each and that increases economic expenditure in that location. 	<ul style="list-style-type: none"> • Transparent statutory processes with clearly defined points of contact, timeframes and decision criteria. • Proactive thinking within the Shire that enable business establishment and growth. • Strong feedback processes that ensure that the Shire understands the experience of successful and unsuccessful proponents. • Proactive support for aligned proponents in engagement with State infrastructure and planning agencies. 	<ul style="list-style-type: none"> • Increased visitor overnight stays by building enabling infrastructure to support RVs and short stay accommodation. • Increased tourism by creating appealing destinations and tourist trails. • Ensuring social infrastructure is developed in Dalyellup in line with its rapidly growing population, including facilities that promote innovation and entrepreneurship. 	<ul style="list-style-type: none"> • Beautification of townsites to help tap the significant passing tourist traffic. • Townsites build community through allowing increased social interaction. • Increased offerings for tourism and retail build upon each location's unique features. • Events and celebrations that showcase local business and highlight the character of townsites and localities. 	<ul style="list-style-type: none"> • Uncovering and building connection between like areas of creative interest. • Providing opportunity to develop innovation and creativity skills, interest and capability in business, education, career and personal areas while continuing to live in Capel and the South West.

Potential Actions

The actions outlined in Table 6 have been identified as having the potential to support desired outcomes.

Table 6 – Focus areas potential actions

Focus Area	Role/s for the Shire
Residential and key worker land and accommodation development	<ul style="list-style-type: none"> • Identification of priority housing development locations as appropriate for community expectations, availability of infrastructure, and appropriate relationship to regional projects. • Identification of target key housing market segments. • Ensure priority housing locations are appropriately de-constrained to ensure no undue barriers. • Actively engage with the community to determine what appropriate development looks like for each community. • Having a proactive and enabling approach to appropriate development. • Actively seek out and engage with potential proponents. • Actively seek out and engage with emerging infrastructure/headworks funding opportunities. • Engage with local industry (e.g., Iluka, Talison) to identify demand, and opportunities, for key worker accommodation.
Ensuring a supportive business environment	<ul style="list-style-type: none"> • Create an enabling, solutions-orientated approach for those doing business with the Shire. • Ensure all development enquiries and applications to the Shire are tracked and monitored for progress and feedback sought on processes of successful and unsuccessful approaches. • Actively engage with industry to attract appropriate development, and government to lobby for funding for deconstraining and developing available land supply (including headworks). • Support the ongoing development of the Capel CCI via the regional BGCCI resources and support.
Realising enabling infrastructure	<ul style="list-style-type: none"> • Identify preferred locations, build RV, and truck parking, RV dumping point, and overnight caravan sites in Boyanup and Capel (where these services are not currently provided). • Develop land supply at appropriate locations at the end of the Bunbury Outer Ring Road to support development, including retail offering to tap the passing tourist trade. • Use Place planning initiatives to develop appropriately located and branded wayfinding infrastructure to encourage visitation/passing trade through townsites. • Develop fit-for-purpose community infrastructure to support entrepreneurship in developing community at Dalyellup.
Activating places and localities	<ul style="list-style-type: none"> • Use place planning and management initiatives, LPS No.8 and LPPs to ensure townsites demonstrate a strong unique character and a relationship with each of the programs proposed in the EDF. • Develop growth strategies and guidelines for each townsite that ensures that future growth pressures can be managed in a manner that enhances unique character that is well supported by existing communities. • Engage with relevant communities to facilitate town beautification schemes.
Connecting and enabling creativity	<ul style="list-style-type: none"> • Construct and operate the Dalyellup Multipurpose Community and Youth Centre. • Continue to actively participate in the digital innovation hub ecosystem (including SW Creative Innovation Hub) • Engage with SW secondary and tertiary education providers to provide creative learning and develop opportunities.

Implementation advice

Economic development opportunities vary greatly across Capel, with different communities having various levels of residential investment, demand, and target markets (e.g., Dalyellup, Boyanup).

The Shire should:

1. Consider if Council's support and attention is required more in some areas than others to achieve development, and what economic gain can be achieved by unlocking housing in certain areas.

New governance and engagement structures may be required to help engage with:

- Investors/developers in order attract investment.
- The community to help secure public support.

2. Use the annual Corporate Business Planning cycle to ensure that budget and implementation plans are developed and implemented for key initiatives under the remit of the Economic Development Committee and included in the Shire's Corporate Business Plan.

Guiding questions for Council

- What economic opportunities will the development unlock?
- Which parts of Capel are particularly suited to development, and are most likely to secure community support?
- What mechanisms does the Council have to engage with investors/developers and the community?
- What is stopping Council from acting?



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