PEEL Development Commission

SHIRE OF BODDINGTON

SUB-REGIONAL ECONOMIC OPPORTUNITY ANALYSIS

Shire of Boddington
Sub-regional Economic Opportunity Analysis

Executive Summary

The Peel Regional Investment Framework sets out the vision, objectives and strategies for the Peel region to 2050. Identified within the Framework is the need for sub-regional economic analysis to aid sub-regions of the Peel to engage in innovation, economic diversification and to continue to meet the needs of a growing population. This report provides sub-regional data and preliminary economic opportunity analysis for the Shire of Boddington to aid in identifying specific opportunities for development in this locality and potential related projects across the region.

Key Findings

- Population & Demographics:

  While Boddington's population has grown by roughly 28% over the last decade, resident numbers have been in decline since 2012. Boddington has a younger population compared to the wider region, with a median age of 39 (two years younger than the Peel average) and a higher instance of young families. By current growth rates Boddington's population will increase by 25% in 2031, exceeding WAPC population projections.

- Employment & Labour Force:

  Boddington is characterised by very low unemployment and healthy labour force participation. 80% of Boddington residents are employed within the Shire, this is partly attributable to a large percentage of Boddington residents being employed in the mining industry. The Mining and Construction industries provide 70% of all available jobs in the LGA, attracting residents of other localities to work in Boddington. A very high self-containment rate in Health Care implies there is a skills mismatch between the residents' skills and available employment in this industry in the Shire.

- Industry & Land Use:

  Mining provided 85% of Boddington's $2.1B gross revenue. Based on growth, local employment contribution and backwards linkages, Mining, Agriculture, Manufacturing and Construction Services were identified as key industries for Boddington that, if expanded, could help deliver broad based economic benefits for the Shire. All key industries in Boddington, with the exception of Accommodation and Food Service, have seen a faster growth rate in comparison to the Peel region. Ample land for Residential and Industrial expansion has been demarcated by the Shire.

- Economic Opportunities & Diversification:

  Brief synthesis of Boddington's economic, environmental and social factors indicates that the Shire could be primed for industrial-focused growth. The abundance of industrial land and presence of active extractive operations provide the opportunity to support and grow engineering, fabrication or other support activity ventures that can provide specialised services to the mining and agricultural industries both within and, eventually, outside of Boddington. Investment and/or endorsement of Enterprise Facilitation to help identify and form mutually beneficial links between stakeholders and firms should be considered by the Shire and operating extractive industries as a Corporate Social Responsibility activity. Furthermore, the proximity to Perth, natural assets and ongoing trail planning and development indicate tourism potential for the Shire.

Contents

Release date: Version 1.1 February 2020; Version 1: December 2019

Cover images courtesy of Visit Mandurah and Russell Ord Photography

Disclaimer – This document has been prepared using a range of data sources. All information is provided accurately to the best of our ability and within the limits of our knowledge and resources.

1.0 Population & Demographics

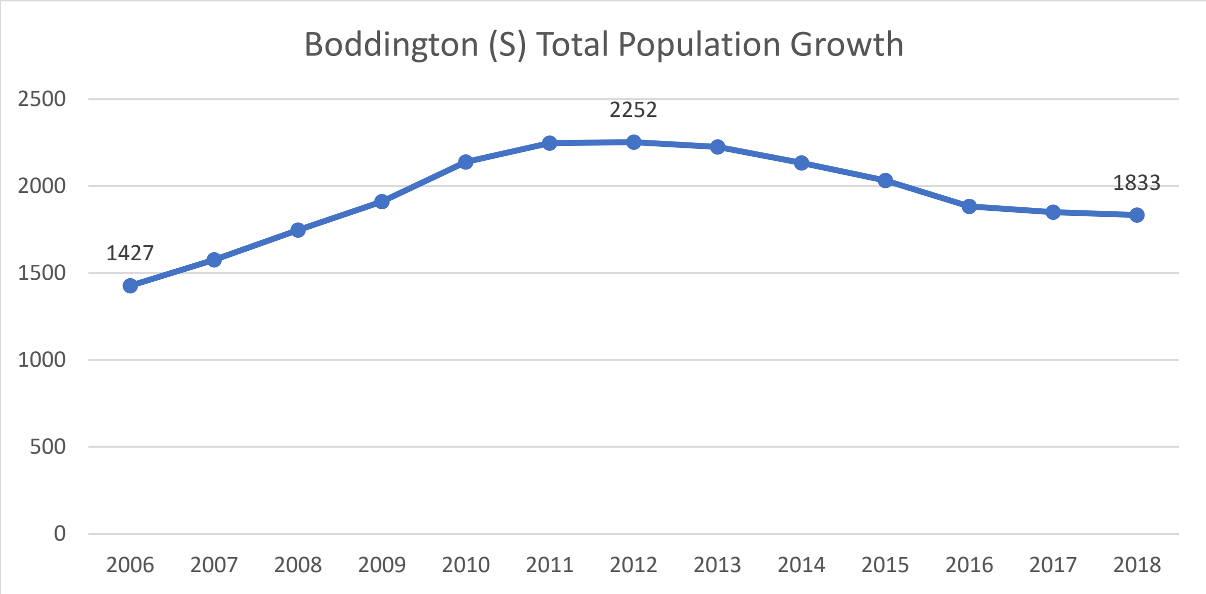


Figure 1. Boddington Population Growth (ABS, 2019)

Boddington's total population has grown by **28.4%** from 2006 to 2018 but experienced a decline from its peak in 2011 (ABS, 2019). Population growth was most likely due to the re-opening of the Newmont Boddington Gold mine and the expansion of the Worsley Alumina bauxite mine before 2012. Mine expansion completion is the most likely explanation for recent population decline.

AAGR 2006-2016

Boddington 2.9% **Peel 4.3%**

Boddington's population has grown at an average of **2.9%** per year from 2006-2016. However, in 2011-2016 the average growth rate was **-3.7%,** reflecting the declining population (ABS, 2016a).

As of 2016 the largest age cohort in Boddington was 45-54 years of age. Figure 2 (below) outlines the significant reduction in persons aged 25-44 years of age experienced between 2011 and 2016, as outlined above, this is most likely due to the mine expansion completion and reduction in working aged residents. 15-24-year-olds make up only **7.8%** of Boddington's population – the same cohort accounts for **11.3%** of the Peel region's population.

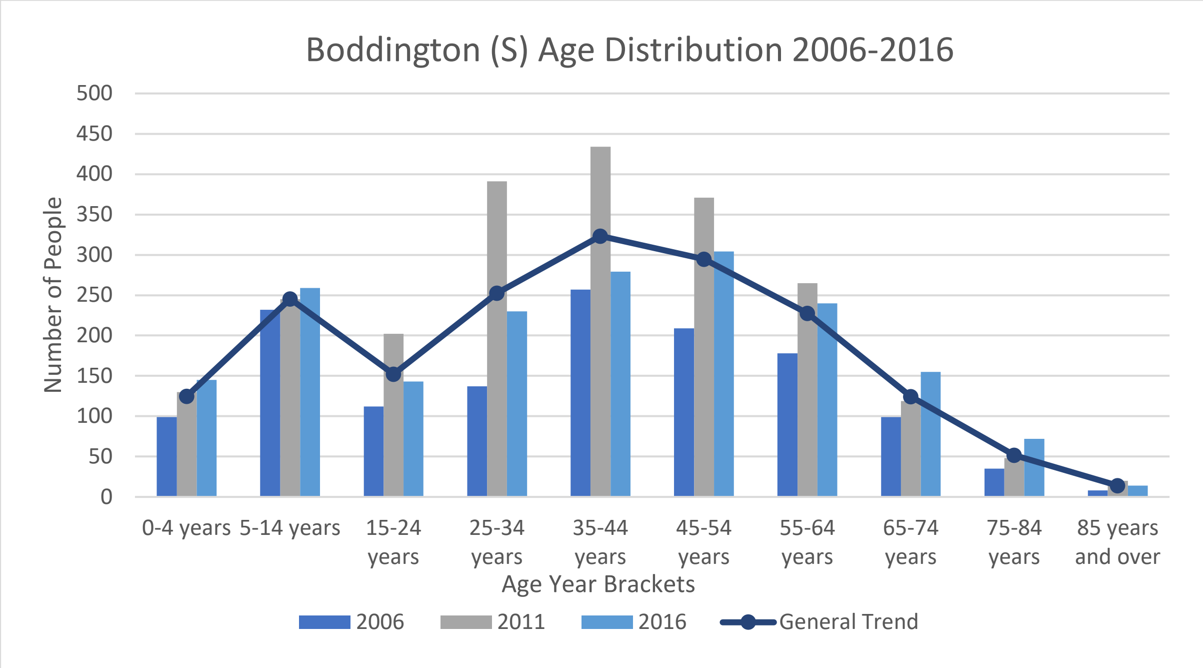


Figure 2. Boddington Age Distribution (ABS, 2016a)

In total there are 977 males and 866 females in Boddington, making up 53% and 47% of the population respectively, the slightly uneven split in gender is likely due to the prevalence of males employed in mining.

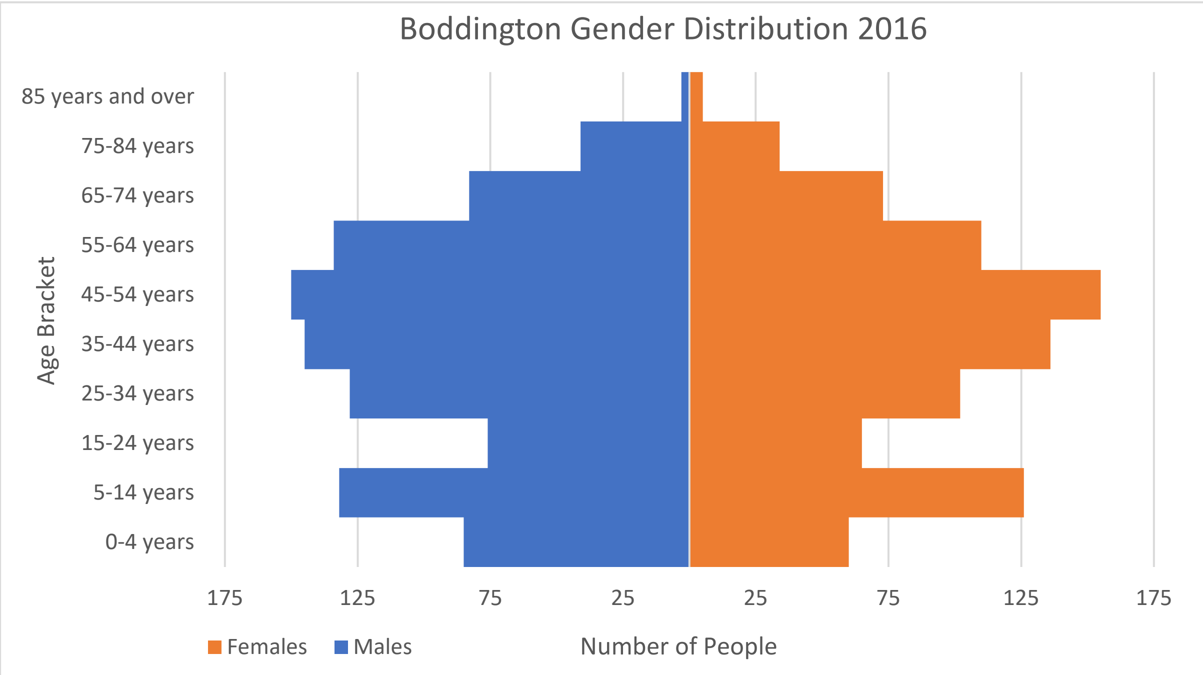


Figure 3. Gender Distribution 2016 (ABS, 2016a)

At 2016 Boddington had a distinctly younger population compared to the wider Peel region, evidenced by figures 3 and 4 below. Proportionally, Boddington has **3% more** children aged 0-14 years, and between **1-3.5% more** adults in cohorts between the ages of 25 and 64 years of age. Peel, however, has significantly more (3.5%) young adults compared to Boddington. This indicates that more young families live in Boddington compared to Peel, potentially mine workers with their families. However, limited education options post lower secondary school has a negative effect on retaining those families as their children become young adults.

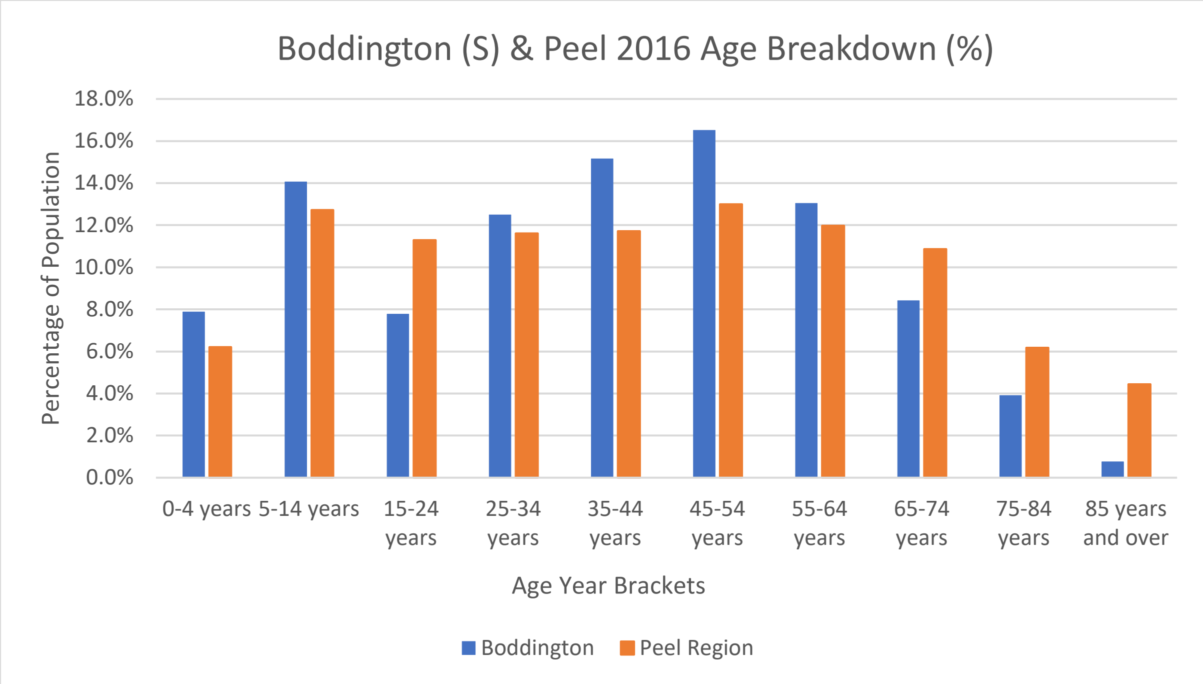


Figure 4. Age Breakdown (%) (ABS, 2016)

Median age in Boddington has consistently remained 2-3 years lower than the Peel region's over the 10-year period from 2006 to 2016. The median age changes over the ten-year period ostensibly indicate that neither Peel nor Boddington are experiencing notable ageing of the population.

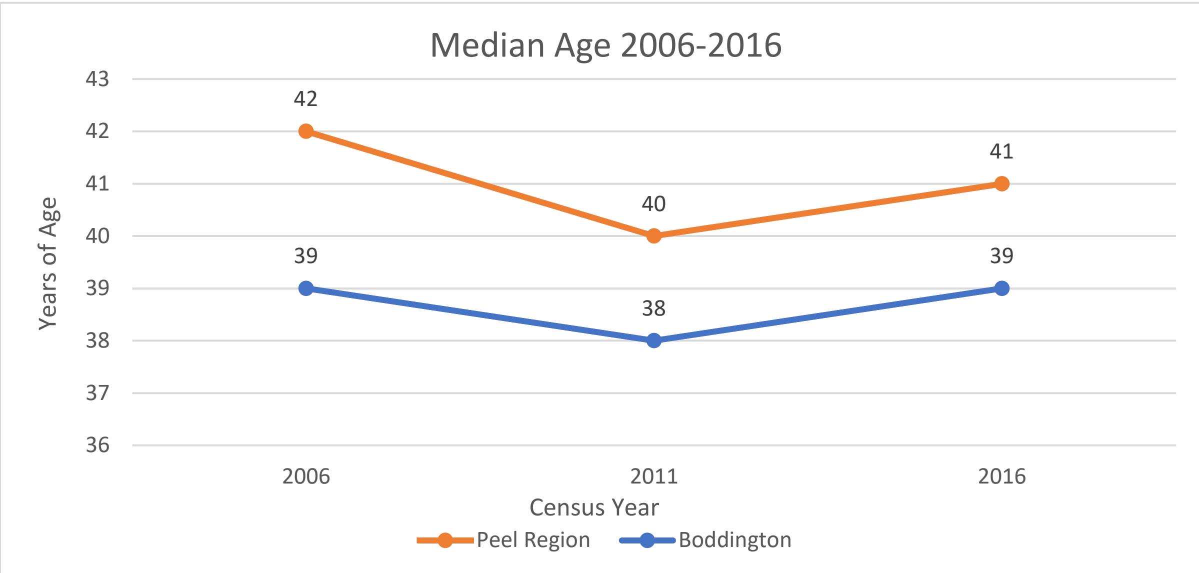


Figure 5. Median Age 2006-2016 (ABS, 2016a)

The percentage of usual residents who identify as Aboriginal and Torres Strait Islander (ATSI) from 2006 to 2016 is increasing in both the Peel region and Boddington. The proportion of ATSI residents is not only consistently higher in Boddington but is also growing at a faster rate compared to the Peel region.

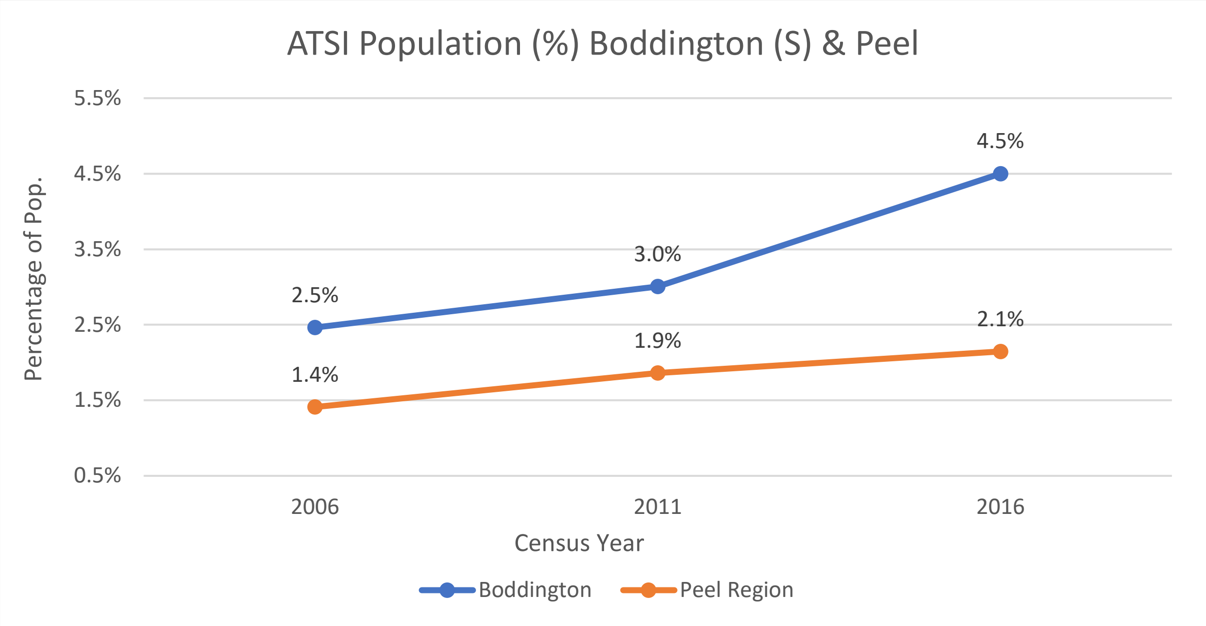


Figure 6. ATSI Population (%) (ABS, 2016a)

Population turnover is defined as the combined impact of people moving into and out of an area. Turnover can help explain how demographic needs change even when population level remains steady. Population turnover in Boddington has, for the most part, remained higher than the Peel region. Higher turnover in comparison to Peel is possibly due to the nature of mining work and typical exodus of young adults from regional areas due to limited educational and employment options.

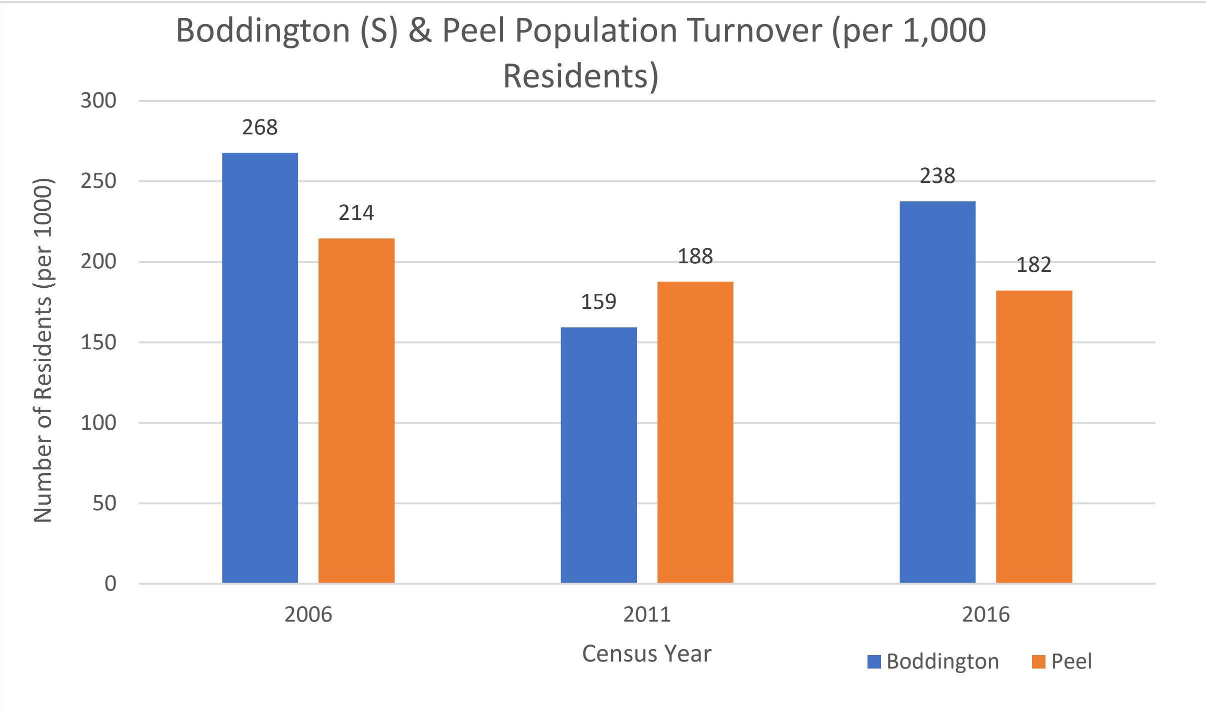


Figure 7. Population Turnover (ABS, 2019)

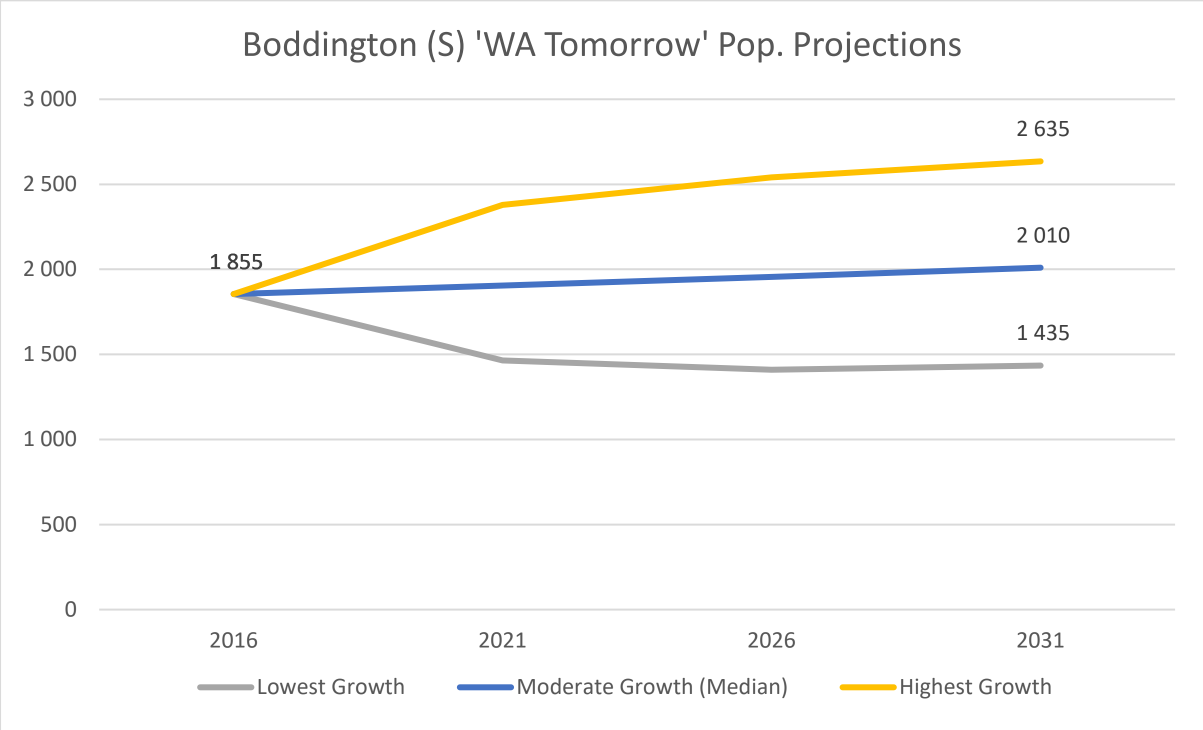


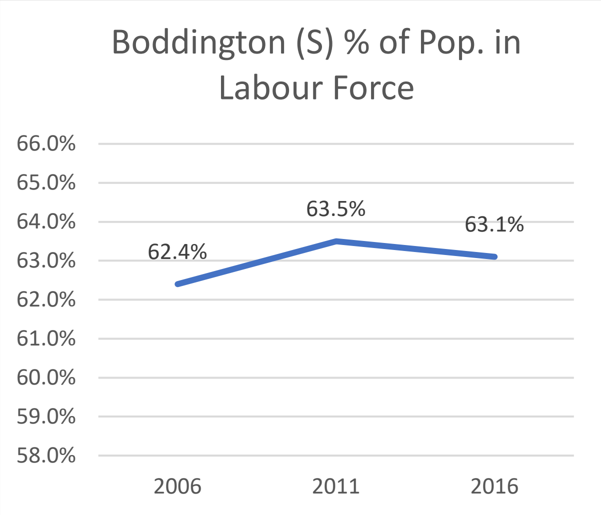
Figure 8. WAPC Population Projections (DPLH, 2019)

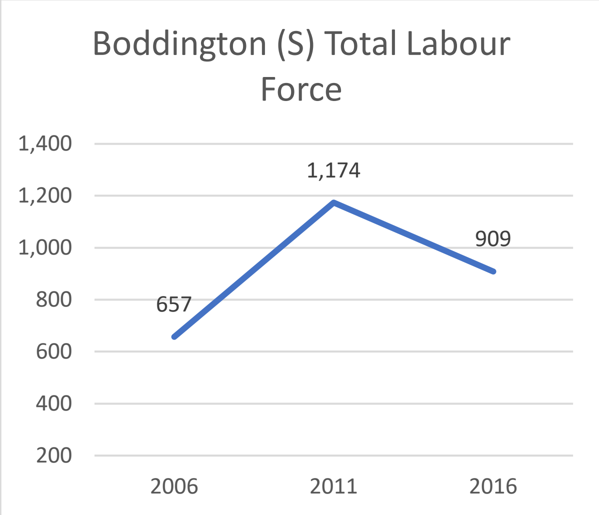
The WAPC's population forecasts use 5 potential scenarios to predict growth. The two 'extreme' and the median ('business as usual') scenarios have been identified in Figure 8 above. The median forecast predicts the population growing marginally in the next 12 years by **8.3%** (DPLH, 2019), equivalent to an average annual growth rate of 0.7%.

Boddington's current annual growth rate from 2006 is approximately 2.1%. If the same level of growth is achieved in the 12-year period between 2019 and 2031 as was achieved between 2006 and 2018, by 2031 Boddington's population will have grown by **25%**, reaching a resident population of 2291, almost 300 more residents compared to the median growth projection. Newmont Goldcorp indicate that the Boddington gold mine's life will expire in 2032, however, proposals lodged with the EPA in 2012 (and, importantly, updated in 2019) indicate that the mine could be continued and even expanded until 2041 (Environmental Protection Authority, 2014).

The South Metropolitan Peel Sub-regional Planning Framework does not apply to or include the Shire of Boddington.

2.0 Employment & Labour Force





Figures 9 & 10. Boddington Labour Force Make-up (ABS, 2016)

Expectedly, Boddington's total labour force has generally fluctuated in line with total population trends. Percentage of the population in the labour force has seen little change and averages out to **63%** between 2006 and 2016, almost identical to the figure for WA, the total labour force fluctuations are no doubt as a result of mine expansion.

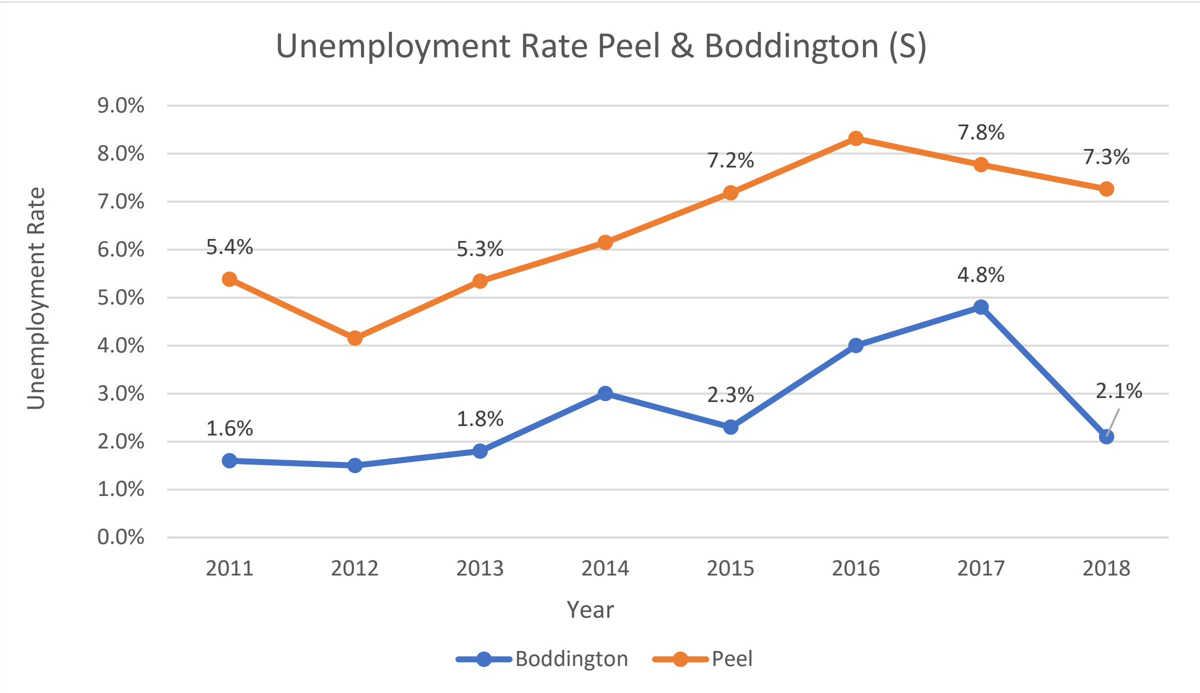


Figure 11. Boddington Unemployment Rate (DESSFB, 2019)

Boddington's unemployment rate has remained constantly below the Peel region's over the past 8 years (DESSFB, 2019). Boddington's unemployment rate of **2.1%** falls well below Western Australia's rate of 6.3% at 2018 (ABS, 2018). Very low unemployment may be indicative of the fact that many in Boddington are employed either by the mines or agriculture, and perhaps if one is unable to find employment they leave the Shire.

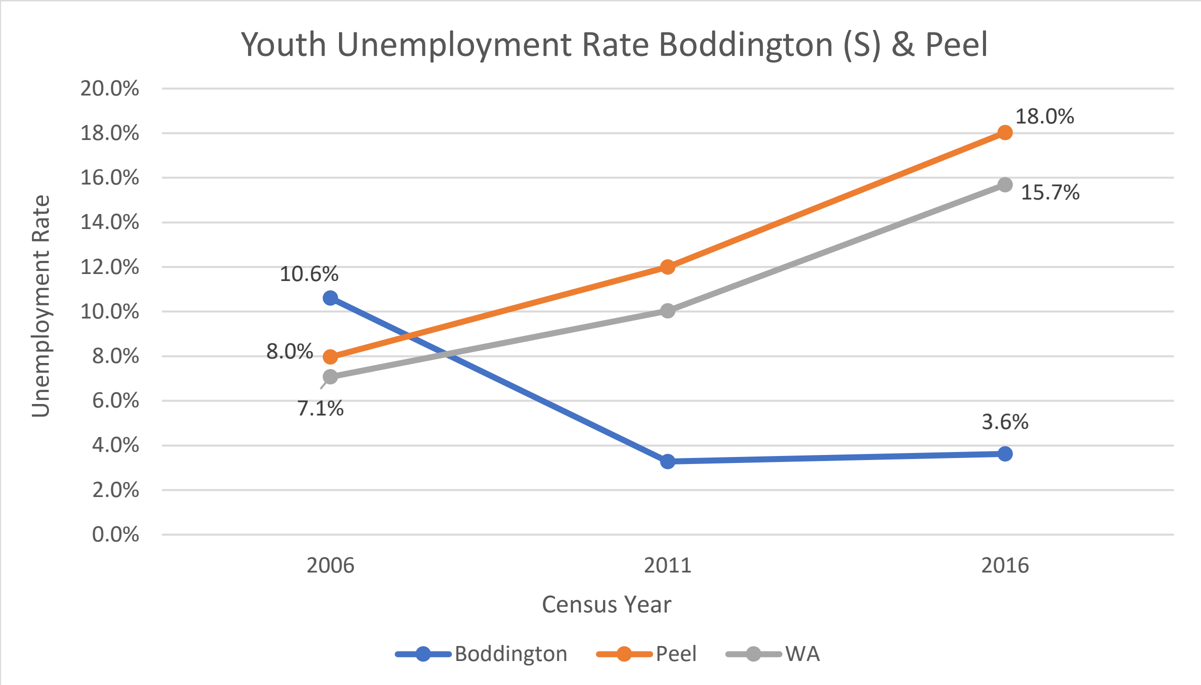


Figure 12. Youth Unemployment Rate Boddington (ABS, 2016a)

Youth unemployment in Boddington has declined significantly from 2006 to 2016 and has been well under the Peel region and WA rates since 2011. The youth unemployment rate increased only marginally from 2011 to 2016, **3.3% to 3.6%** respectively. Youth is defined as those 15-24 years of age. It perhaps stands to reason that high youth outmigration means there are few youths, however, those that are present in Boddington most likely remain because of particularly gainful employment, probably mining related.

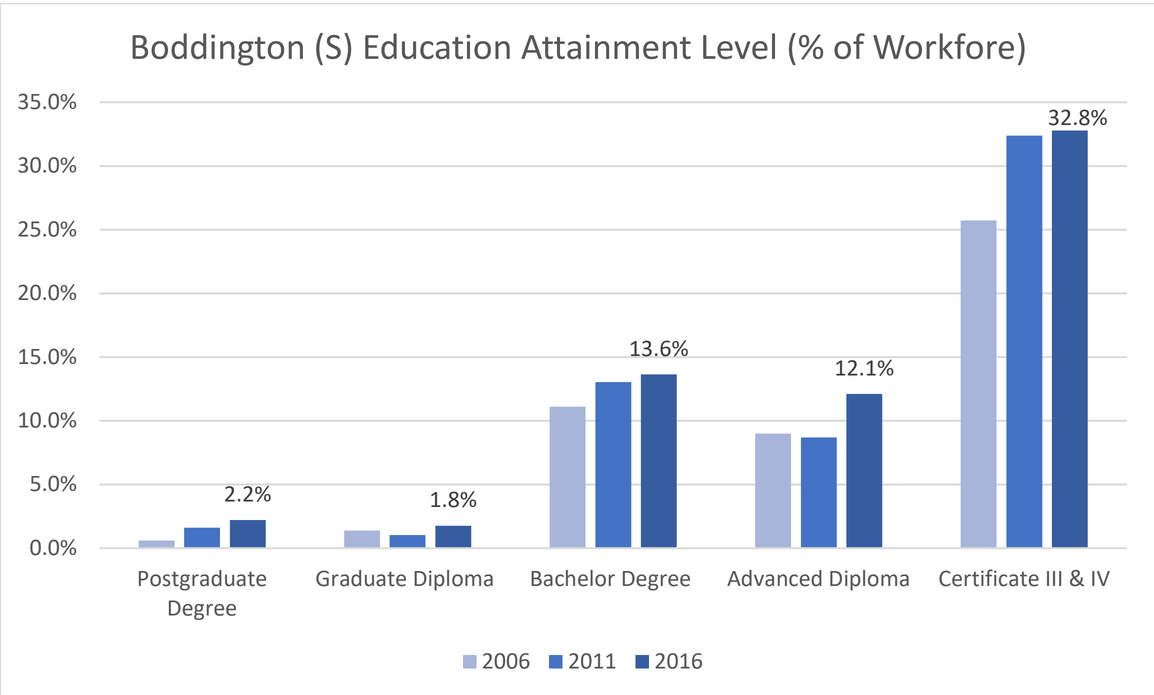


Figure 13. Boddington Education Attainment (ABS, 2016)

Education attainment levels in Boddington have been rising over the 10-year period from 2006 to 2016. Attainment of Certificates III and IV has grown the most, increasing by **7.1%.**

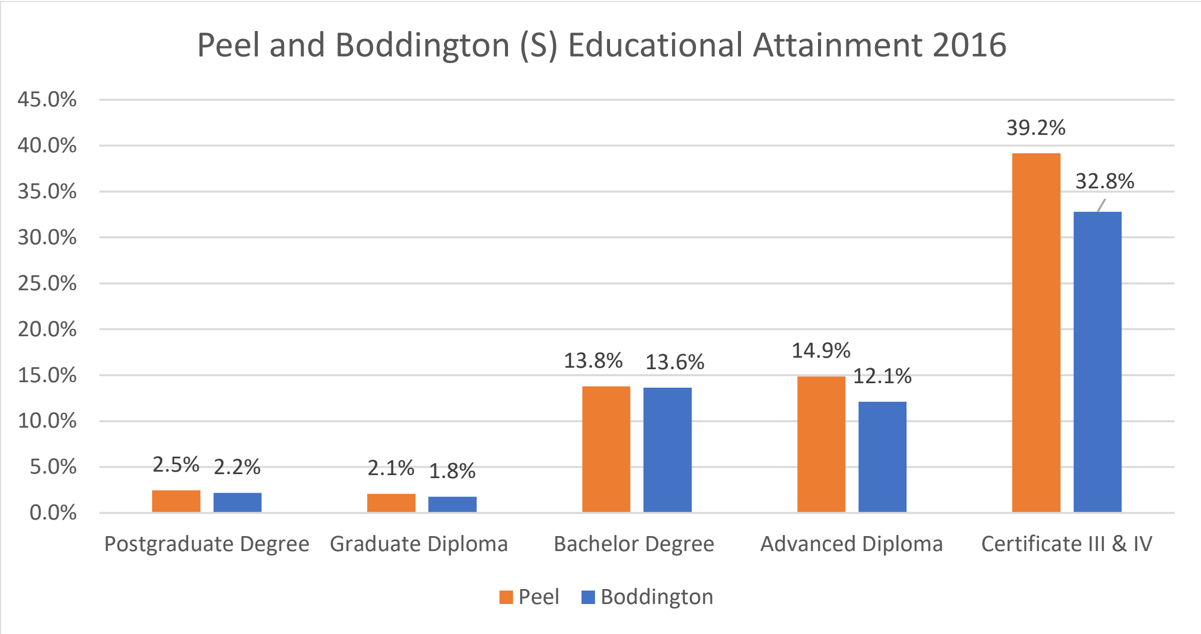


Figure 14. Peel & Boddington Educational Attainment (ABS, 2016)

The Peel region has a higher educational attainment rate in all qualification types. The largest discrepancy was Certificates III and IV – **6.4% more** Peel region residents had attained Certificates III and IV compared to Waroona.

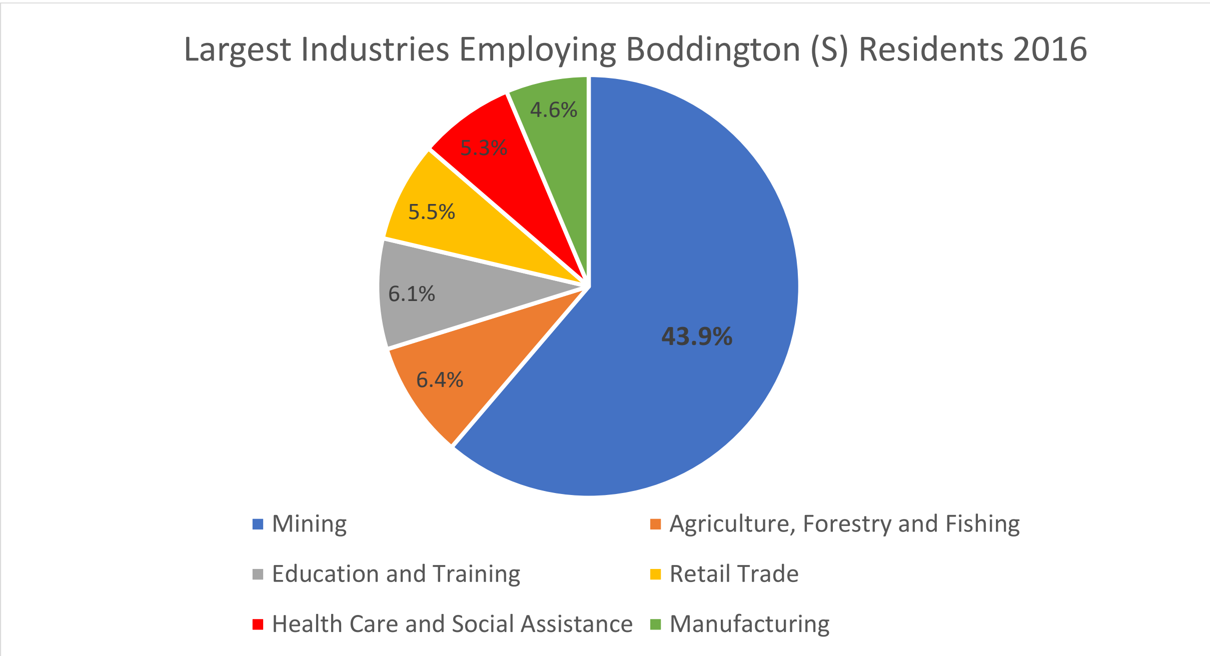


Figure 15. Boddington Industries by Total Employment (ABS, 2016)

At 2016, the largest industry by total number of Boddington residents employed was overwhelmingly mining, which provided **376 jobs, or 43.9%** of the total jobs held by residents in the Shire. The next largest industry was Agriculture, providing **55 jobs**, accounting for **6.4%** of the total jobs.

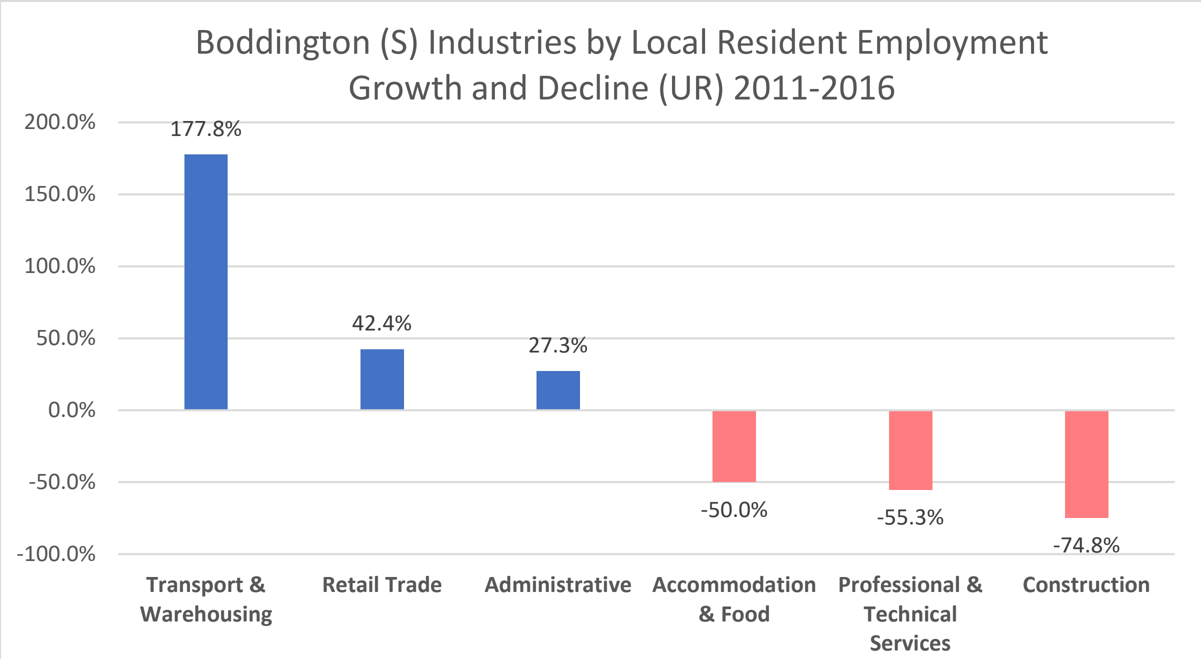


Figure 16. Boddington Resident Largest Growth and Decline Industries, (ABS, 2016)

The industry with the most local resident employment growth (these are jobs that Boddington residents hold, they are not necessarily based in the Shire) between 2011 and 2016 in Boddington was Transport and Warehousing, the industry that experienced the largest local employment decline was Construction.

Approximately **16 new jobs** were gained in the Transport and Warehousing sector between 2011 and 2016. **113 jobs** were lost in the Construction industry in the same time, taking it from the second largest employing industry in 2011 to the 7th in 2016. In total, local residents lost **293 jobs** between 2011 and 2016, representing a **25.5% decrease.** Most of these are probably in mining and construction. Construction is predominantly Construction Services, specifically the Site Preparation subfield.

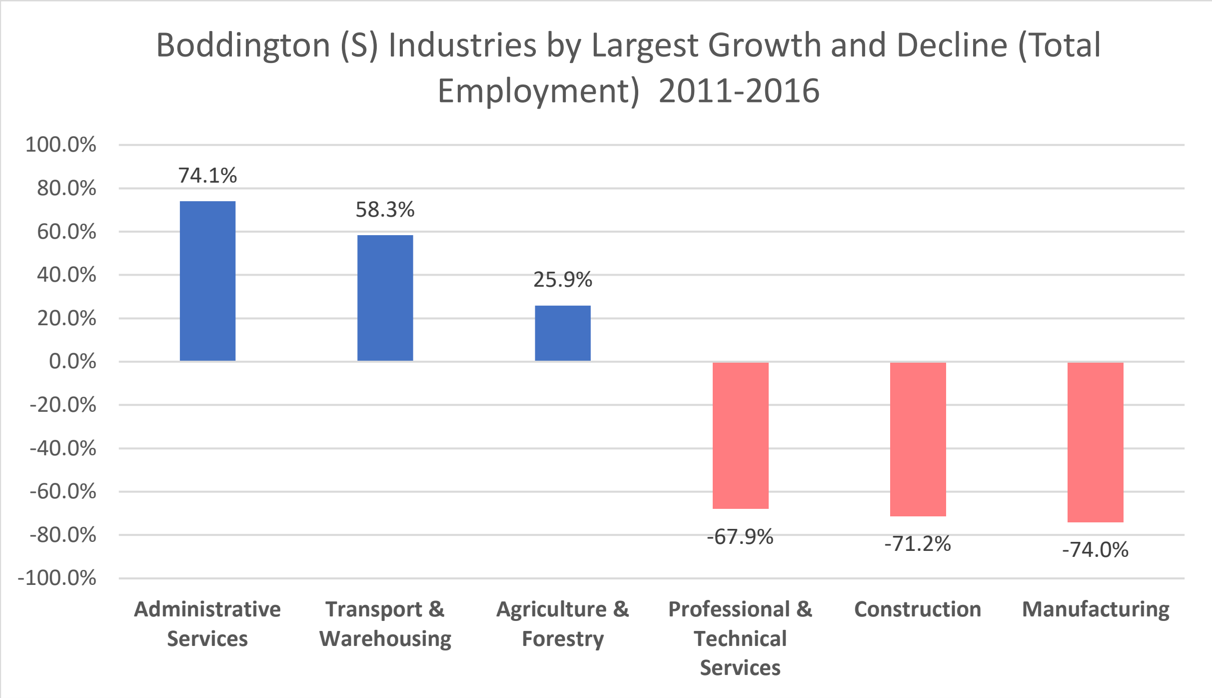


Figure 17. Boddington Industry Growth (ABS, 2016)

Total employment (i.e. the total number of jobs based in Boddington provided by the industry, from Place of Work ABS data) is being used as a proxy for the industry's growth or decline. Admin Services was the largest industry by growth rate, while Manufacturing saw the largest decline. Specifically, Manufacturing contraction was mainly in the processing of metals. The construction decline is likely related to mining, or mining expansion, as it is mainly 'Site Preparation Services'.

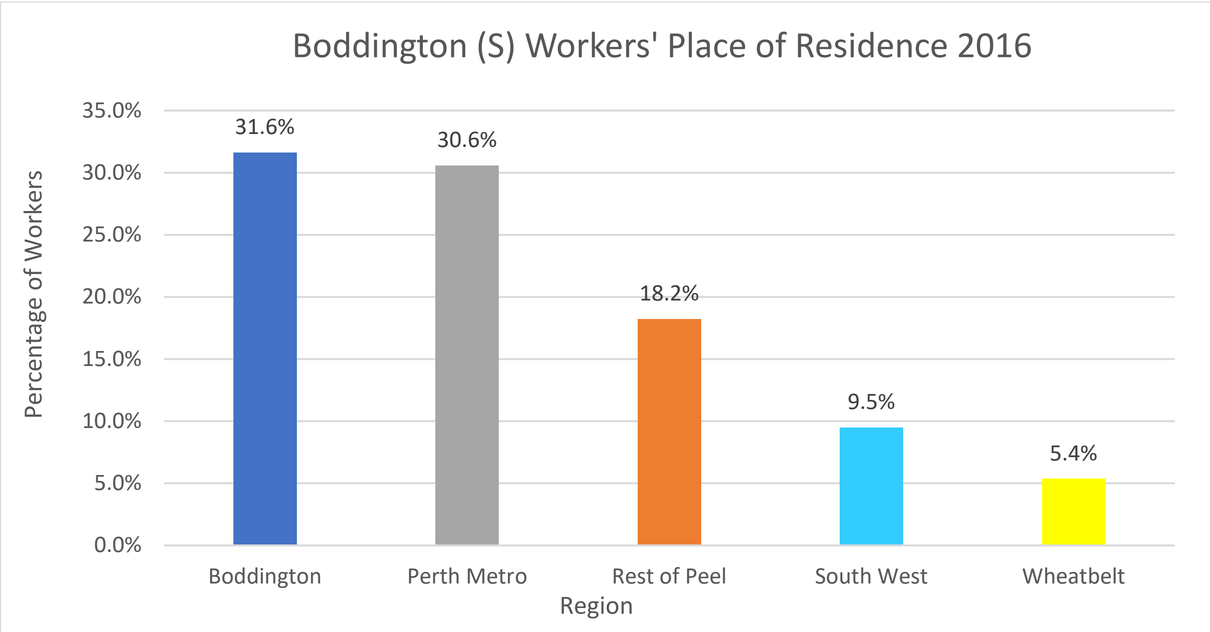


Figure 18. Boddington Self-Sufficiency (ABS, 2016)

Figure 17 (above) displays Boddington's self-sufficiency rate of **31.6%,** meaning 31.6% of those working in Boddington also live in Boddington. **30.6%** of workers live in the Perth Metro area, 12.4% more than those who live in the rest of the Peel region. This is almost certainly from DIDO workers in mining.

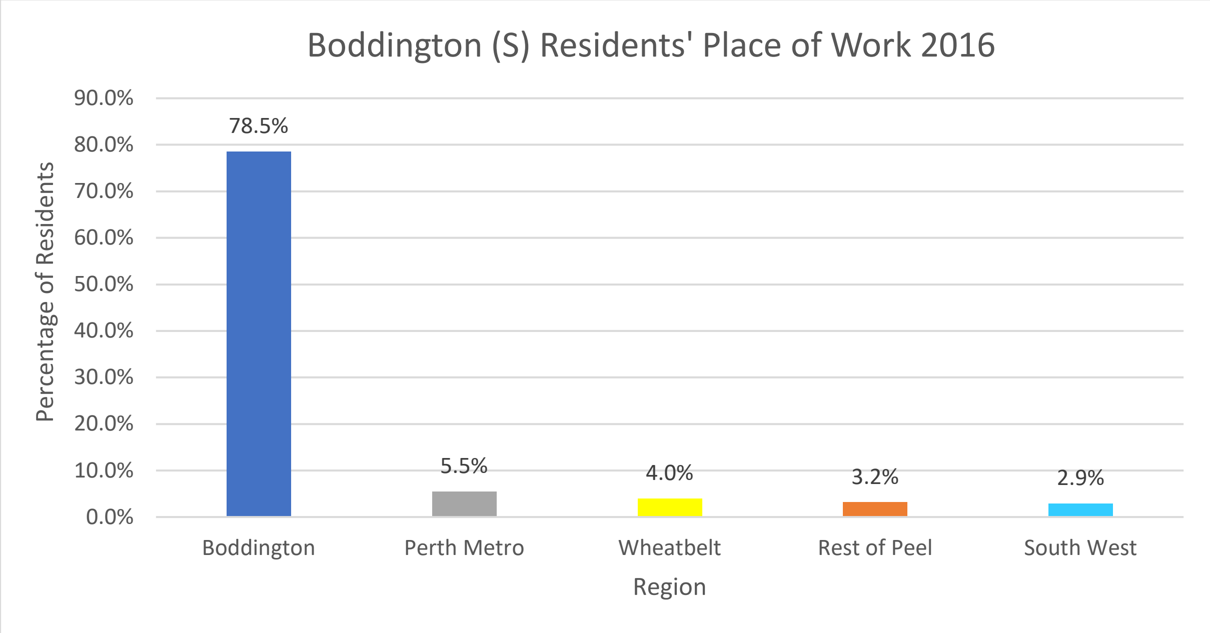


Figure 19. Boddington Self-Containment (ABS, 2016)

78.5% of Boddington's employed residents work within the Shire. This is largely due to a significant portion (44%) of those residents work in Mining as well as high self-containment rates of key employing industries such as Agriculture, Education and Retail Trade (see Figure 19 below).

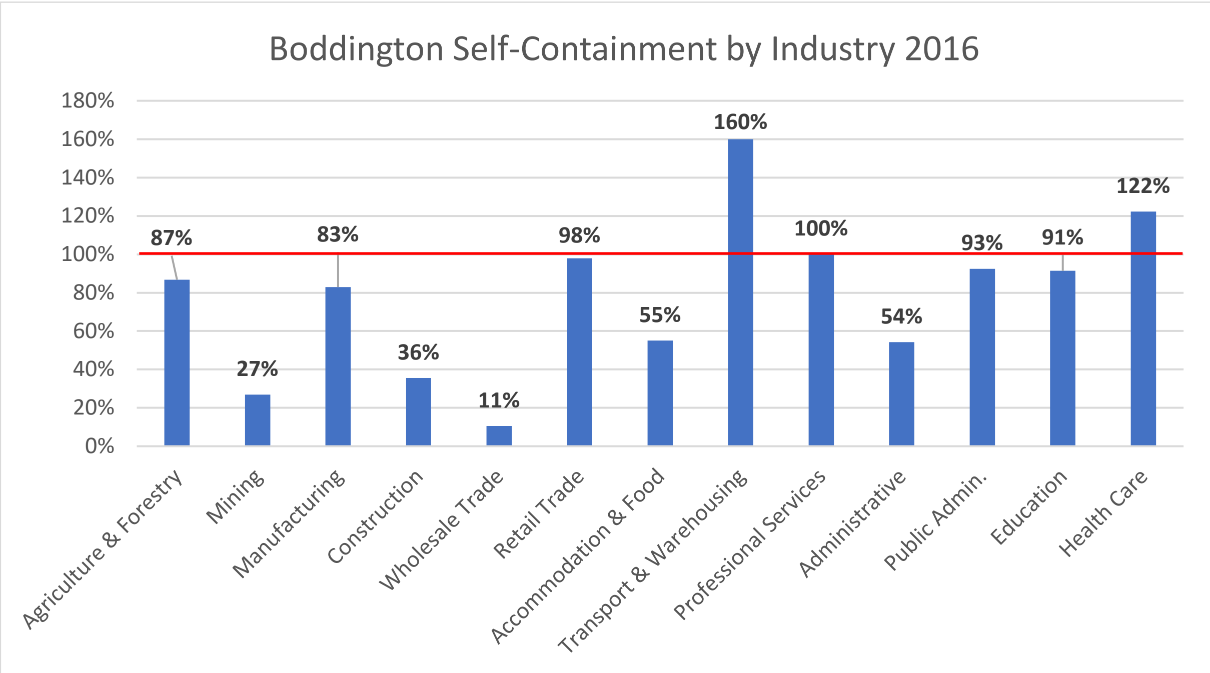


Figure 20. Boddington Self-Containment (ABS, 2016)

Self-containment varies by industry in Boddington. Notably only **11%** and **27%** of those working in the Wholesale Trade and Mining industries respectively live in Boddington. Industries where self-containment is 'over' 100% mean that a portion of those working in such industries leave the Shire for work. For example, there are (indicatively) 36 total jobs in Healthcare in Boddington, however, 44 Boddington residents work in the Healthcare industry, meaning at least 8 people leave the Shire for this work.

The low self-containment of Mining, Construction, and Wholesale Trade indicate a shortage of skilled shire residents who can work in these industries. This is further supported by the fact that Boddington brings 70% of its workforce from surrounding shires and Metro Perth. The small number of industries with 'above-100%' self-containment indicates that, outside of Mining and Construction, most of the residents are appropriately qualified for the available employment in the shire. This is supported by the observation that the large majority (80%) of Boddington Residents are employed within the Shire.

2.1 Employment & Labour Force Summary

Boddington is defined by workforce conditions such as low unemployment, healthy labour force participation rates and low 'leakage' of residents to other localities in terms of employment. The majority of those employed in Boddington, however, reside elsewhere – most likely due to the large drive in, drive out workforce for the mining operations in the Shire. Boddington faces the challenge of increasing the Shire's employment self-sufficiency, especially in key industries such as Mining and Construction.

3.0 Industry Sector

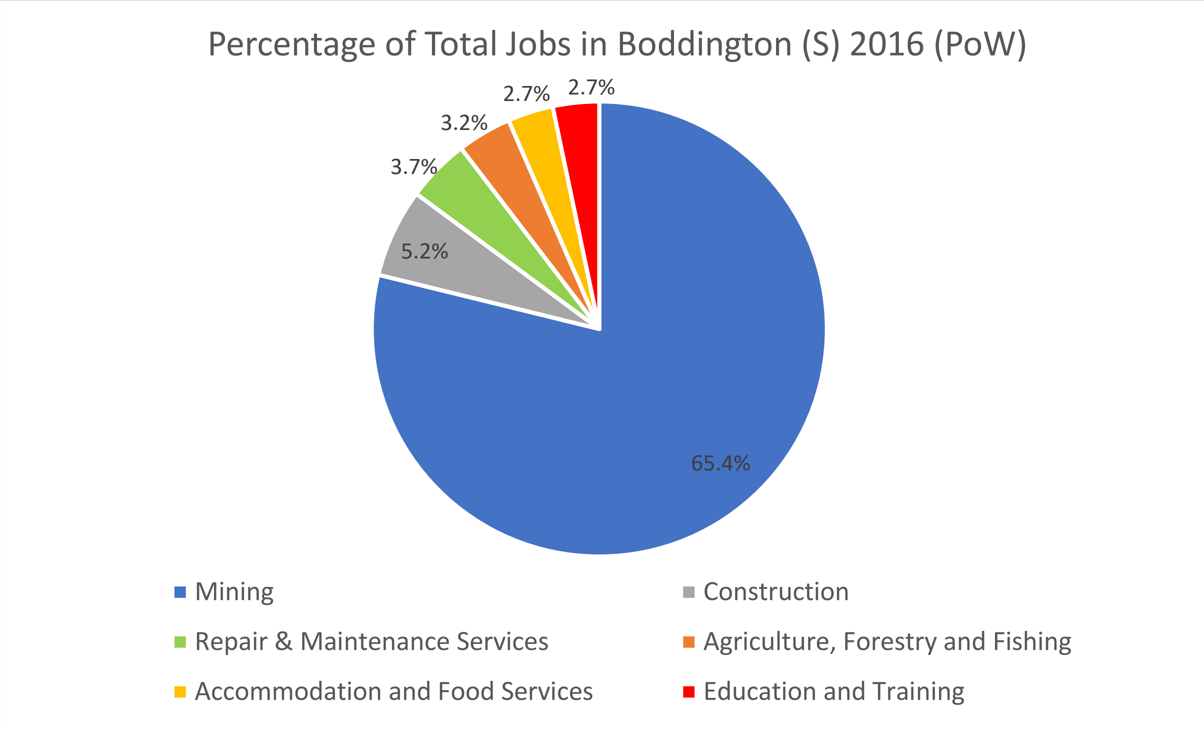


Figure 21. % of Total Jobs Boddington (ABS, 2016)

At 2016, the Mining industry provided 1389 jobs, the majority of the jobs in Boddington. The next largest industry by jobs provided was Construction with 111 jobs.

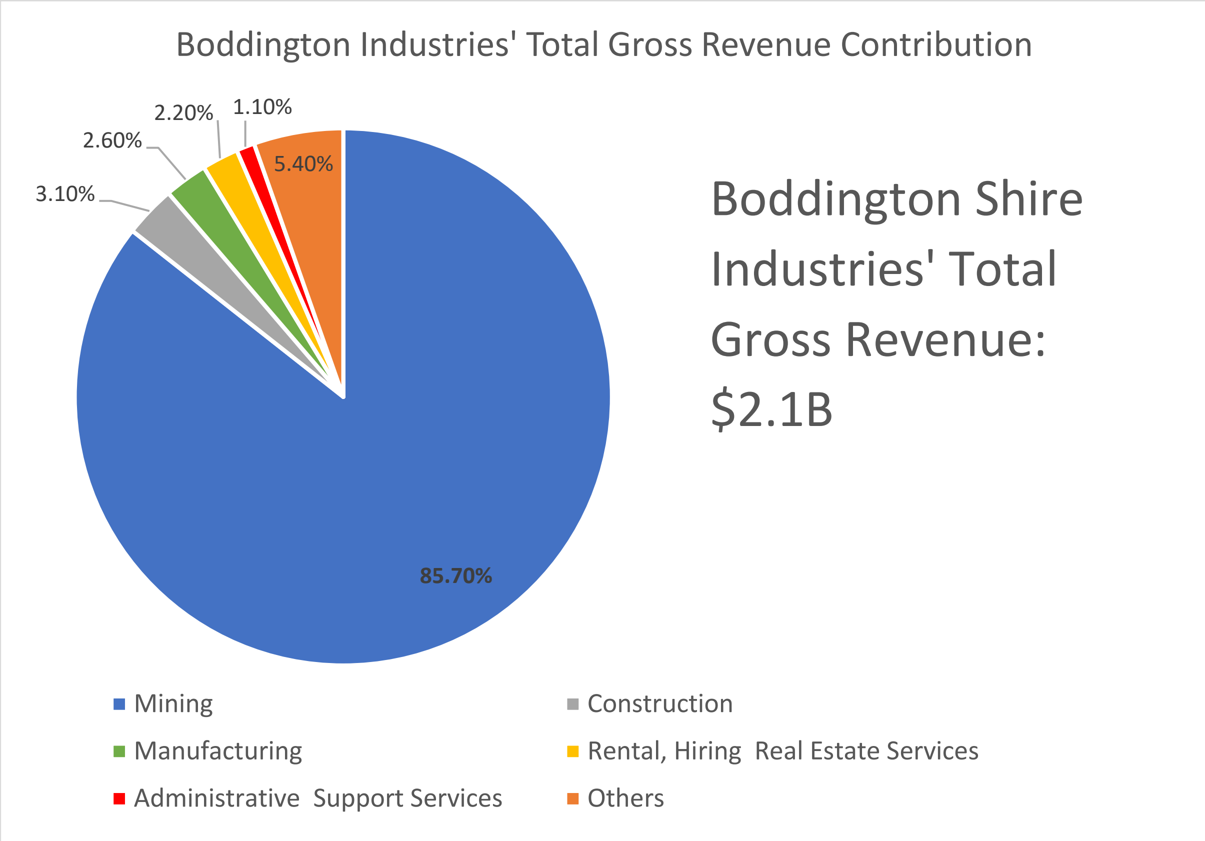


Figure 22. Boddington Industry Revenue Contribution (ABS, 2016) (from Remplan analysis)

Mining operations in Boddington generated approximately **$1.8B** of gross revenue, accounting for **85.7%** of the Shire's total output. Construction and Manufacturing are the 2nd and 3rd largest contributors, generating **$64M** and **$55M** respectively.

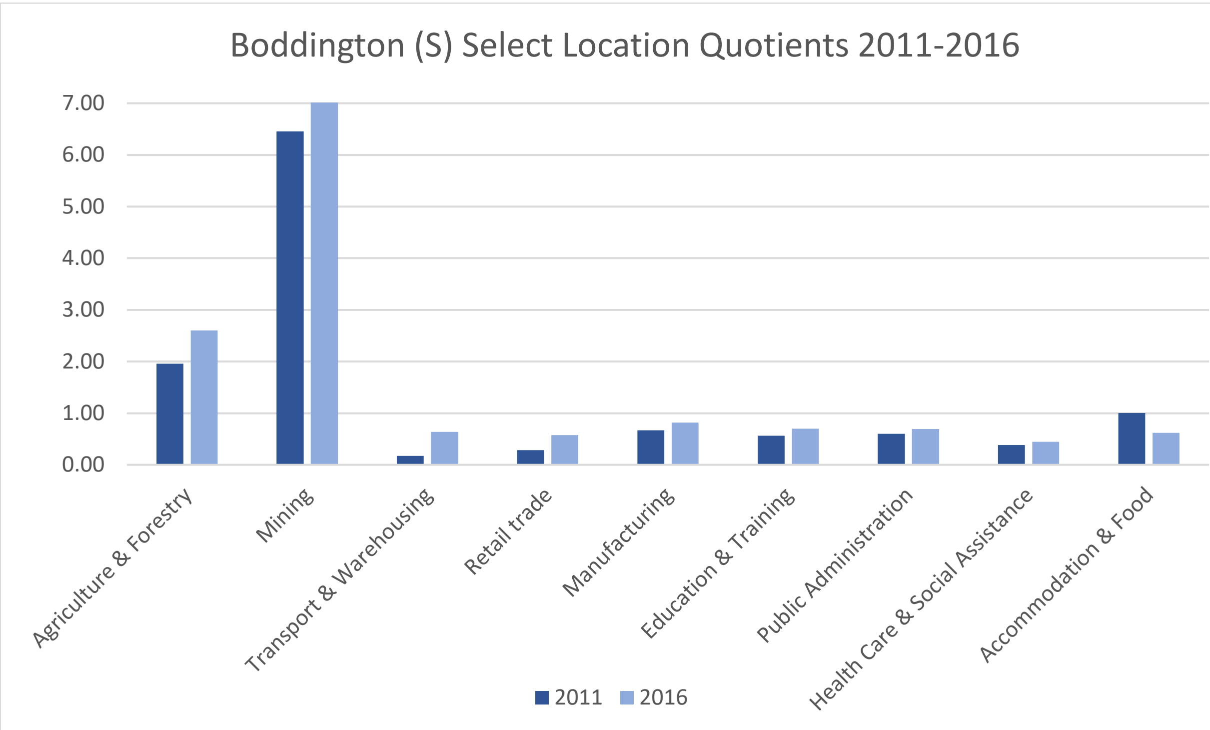


Figure 23. Boddington Location Quotients 2011-2016 (ABS, 2016)

The change in location quotients (LQ) can provide an *indication* of which industry sectors are growing or declining. Those sectors that have a LQ over 1 which increase over time could be considered strong performing industries. In Boddington these industries are Agriculture & Forestry and Mining.

Sectors which have LQ's under 1 but are increasing over time are potential industries that could benefit from targeted economic intervention/development (Goetz, et al., 2009). Retail Trade, Manufacturing, Education & Training, and Health Care are all among the six largest employing industries in Boddington with increasing LQ's under 1.

Accommodation & Food's LQ has declined notably from 1 to 0.62, indicating that it is an industry in decline. Most of the Accommodation & Food workers are employed in food and beverage services rather than accommodation (ABS, 2016).

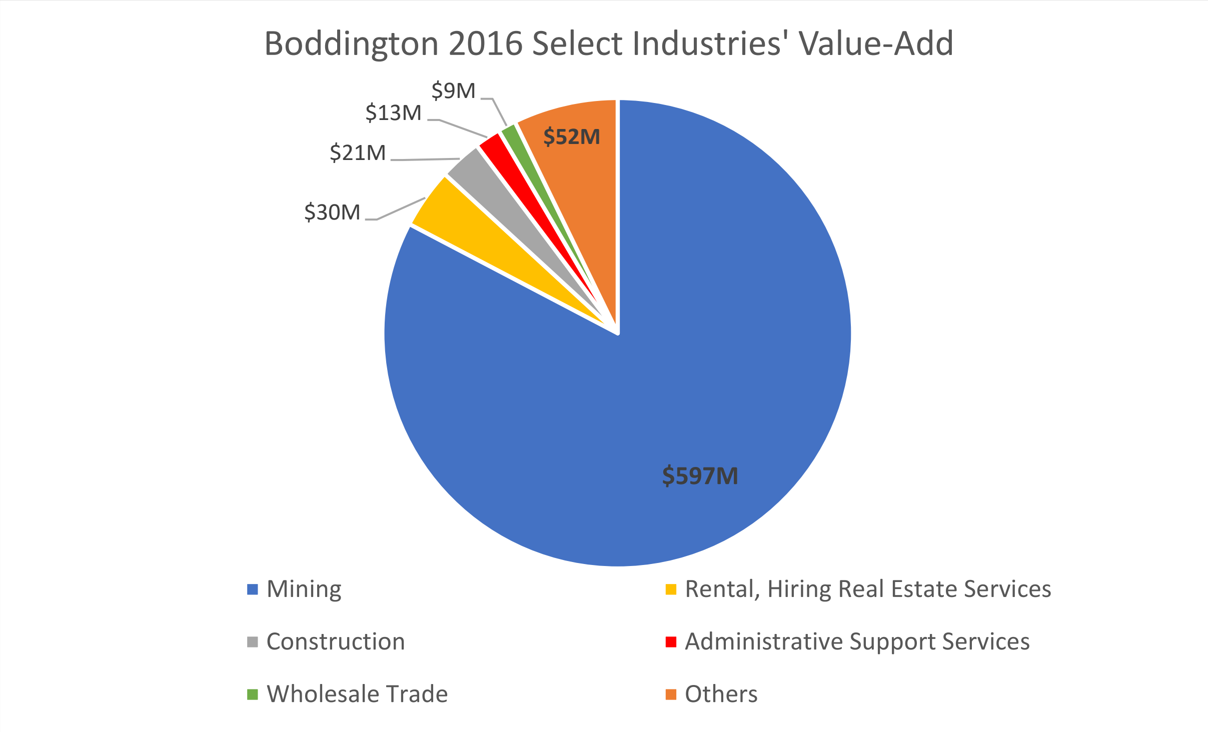


Figure 24. Boddington Value-Add (ABS,2016 [REMPLAN])

Value-add, or the marginal economic value that each industry contributes to the region, is obtained by subtracting each industry's local expenditure and imports from the industry's total output. Mining makes up **82.4%** of Boddington's total value-add amount, followed by Rental & Real Estate Services and Construction which contribute **4.2%** and **3%**.

Key Industries	Moderate Impact Industries
Mining	Manufacturing
Agriculture	Construction Services
	Admin Services

Growth Rate	Admin Services	Transport & Warehousing	Agriculture	Wholesale Trade	Mining
Local Employment	Mining	Agriculture	Education & Training	Retail Trade	Health Care
Increasing LQ	Agriculture	Mining	Retail Trade	Transport & Warehousing	Manufacturing
Backwards Linkages	Agriculture	Manufacturing	Construction Services	Professional & Technical Services	N/A
Value-Add	Mining	Rental & Real estate	Construction Services	Admin Services	Wholesale Trade

Table 1. Top 5 Boddington industries in each metric

Industries who qualify for 'Backwards Linkages' are identified by REMPLAN as "spending the most on locally sourced intermediate goods and services per dollar of output." REMPLAN description posits that because of the well-developed local supply chains in these industries, expansion in these areas has the potential to "deliver broad based economic benefits for the region" (REMPLAN, 2018).

3.1 Key Industries

Mining and Agriculture were the industries that, very broadly, contribute the most to the region. Financially, Mining is by far the largest contributor in terms of overall gross revenue and value-add. Mining, however, is not considered to have sufficient backward linkages that result in money being spent locally.

Agriculture and Mining exhibited tangible growth, as well as increasing LQs. In effect this means that Agriculture and Mining have experienced both 'real' and nominal growth as total number of jobs provided has increased, and the relative specialisation of those industries compared to the Western Australian economic makeup has also increased.

3.2 Moderate Impact Industries

Manufacturing, Construction Services and Administrative Services are moderately important industries that add value and/or are exhibiting growth.

Construction Services, however, has experienced decline both as an industry and in terms of local employment. Despite its contraction it still provides a notable portion of value-add and total economic revenue, as well as accounting for a modest amount of local employment (**4.4%**). Most of the jobs in this industry are in 'Site Preparation Services'.

4.0 Services

4.1 Education & Childcare

Facility (Type)	Service	Regional Administration
Boddington District High School (District High School)	K – Year 10*	Wheatbelt

Table 2. Boddington Education *Years 11 and 12 are offered vocationally but not at ATAR level.

High school expansion to include an academic stream for years 11 and 12 has clearly been identified as a need for the Shire (Shire of Boddington, 2012). However, there is currently no indication from the State government or other responsible authority for the academic re-funding of years 11 and 12.

Schools offering academic streams of years 11 and 12 within reasonable distance of Boddington include Narrogin Senior High School and Pinjarra Senior High School.

Currently childcare in Boddington is provided by the Shire through the Early Learning Centre, subsidised by Newmont Boddington Gold.

4.2 Health & Social Services

Health Services

Facility	Services Provided
Boddington District Hospital	Basic inpatient, outpatient and home care services
Boddington Medical Centre	Independent general practice, family, and occupational health services. Intermittent physiotherapy service.

Table 3. Boddington Health Services

Key Social Services

Social Service	Provision Status
Family Support Group	Based in Shire
Department of Human Services	Phone/Online
Peel Youth Services	Phone/Online
Child and Adolescent Health	Lacking

Table 4. Boddington Social Services. Adapted from Peel Says No To Violence Report (Watkins, 2017)

The Shire of Boddington Council have identified development of a residential aged care facility in the town as a strategic priority into the future.

5.0 Land Use Availability

5.1 Residential

The Local Planning Strategy indicates that there is no shortage of land for residential dwelling expansion, particularly around the Ranford townsite. In addition, ample parts of the Boddington townsite are coded for medium density residential development (R30/40) (Shire of Boddington, 2018).

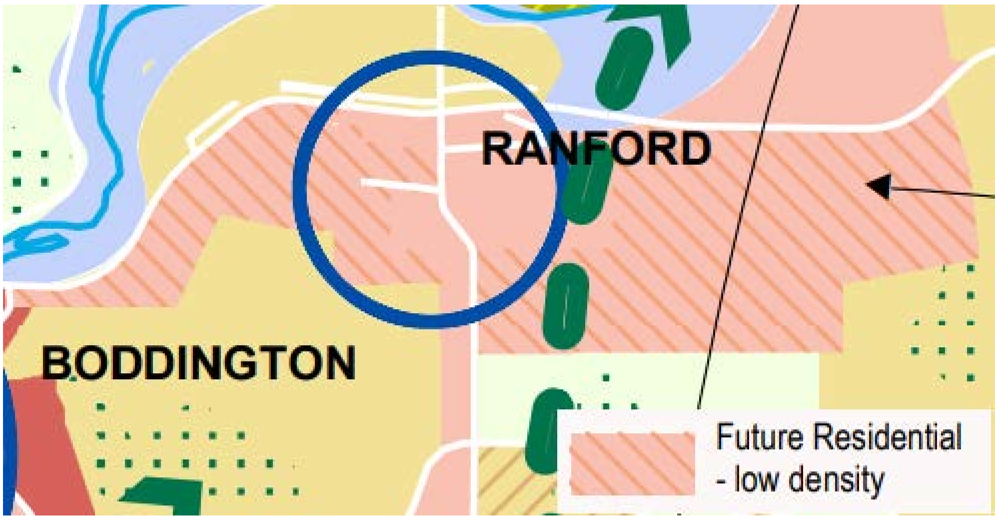


Figure 25. Boddington Future Residential (Shire of Boddington, 2018)

ABS (2016) statistics reveal that median rental prices in Boddington are the **second lowest** in the Peel region. Median rent in Boddington is **$260** while the average rent in Peel region is $302.

It should also be noted that Boddington has a dwelling occupancy rate of 76.6% (Shire of Boddington, 2018).

5.2 Industrial

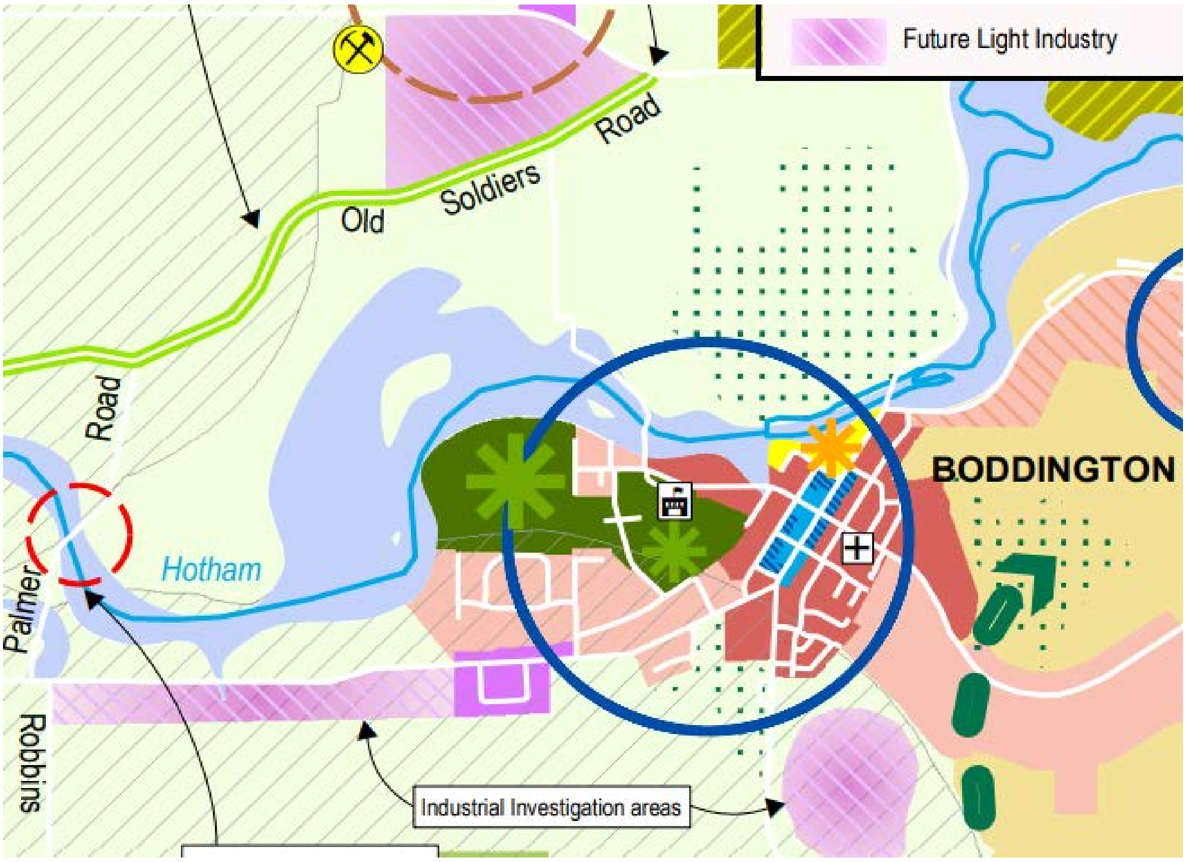


Figure 26. Future Industrial Boddington (Shire of Boddington, 2018)

Three areas around the Boddington townsite were identified for the potential to support future light industry. Two areas directly south of the town and one north of the town.

The area north of the town is adjacent to an existing mine camp and wastewater treatment facility. This area has been identified by the Shire of Boddington as having the most potential for future industrial development. Key considerations include servicing and addressing bushfire risks. (Shire of Boddington, 2018)

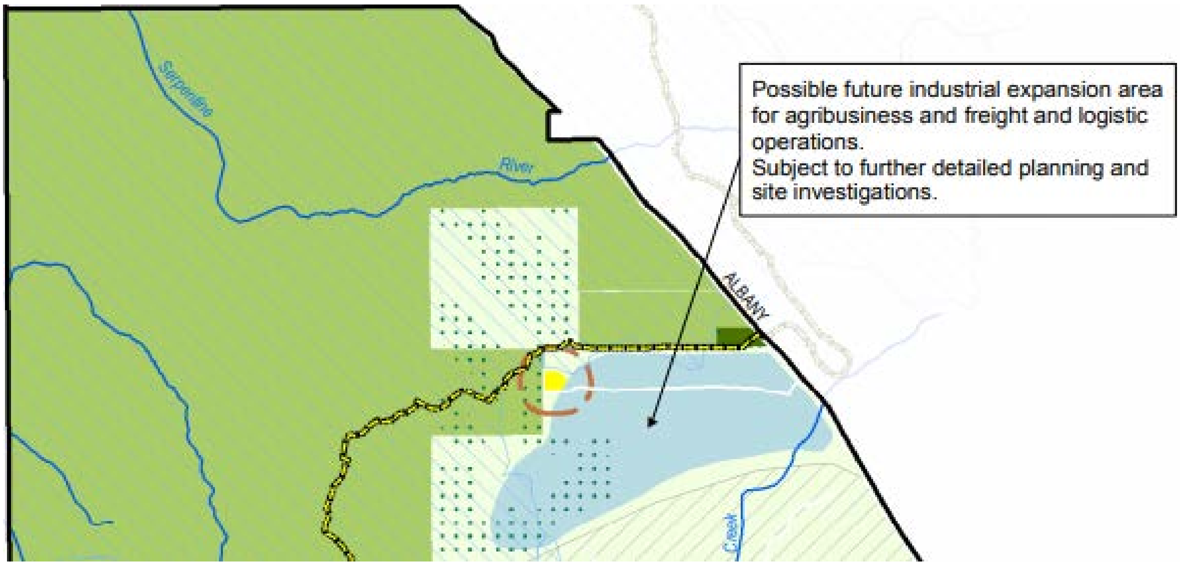


Figure 27. Future Industrial North Boddington (Shire of Boddington, 2018)

An additional site on Albany Highway was identified in the north of shire for potential agribusiness with capacity for freight and logistic operations. The site is also adjacent to and overlaps with a high conservation vegetation area.

6.0 Infrastructural Considerations

Water

- The Boddington and Ranford townsites are supplied by the Harris Dam (north of Collie).
- Recent water mains upgrades allow for the accommodation of 145 new residential lots. Further realistic expansion could accommodate 200.
- The wastewater treatment plant to the north of the town can support a population of 2500 (Shire of Boddington, 2018).
- There is a potential land use issue with the wastewater treatment plant if the industrial investigation area north of the townsite is being proposed for odour-sensitive industry.

Power

- The shire is included in the South West Interconnected Network.
- Electricity is supplied from a single transformer and feeder line, however, there are currently no capacity issues and no anticipated capacity issues given the current growth trajectory.
- If major industrial, commercial or even residential development were to occur, a second feeder line from the substation would most likely need to be constructed (Shire of Boddington, 2018).

Transport

- Boddington has major road connections to Perth, Mandurah and Albany.

Figure 28. Boddington Major Roads

- Heavy Vehicle Bypass road would be ideal to reduce heavy vehicles passing through the townsite (Shire of Boddington, 2018).
- Via current road network connections, the closest freight port to Boddington is the Kwinana Bulk Terminal at Kwinana Beach.
- There is a closed freight rail line from Pinjarra to Narrogin running through the shire [are there implications to this? Could the rail line potentially be 'opened' in the shire if needed?]

7.0 Economic Opportunities & Diversification

7.1 General

The Productivity Commission, a federal government body, produced a significant report (Productivity Commission, 2017) with general recommendations and considerations for regional growth and diversification. The most relevant of which were:

- Governments should focus on the people who reside in regions, rather than the geographical areas themselves.
- Governments have a finite capacity to facilitate local growth, and must balance this with promoting conditions for transition and development. **It is difficult to artificially create and maintain an advantage for a regional community where such an advantage does not inherently exist.**
- Removing unnecessary regulations is needed to support regional development – cumbersome and unnecessary planning and zoning regulations as well as environmental regulations i.e. 'green tape'.

A WALGA submission to the report supported the removal of 'barriers'

- Planning, zoning and developmental regulatory processes can be a costly barrier to business entry and investment and can be complex, excessively prescriptive, and often anticompetitive. In agriculture, planning and zoning regulations often stifle innovation and impede farm businesses from becoming more efficient.

- The planning regime specifically can act as a constraint on development, particularly in the case where new activities are not permitted land use under the existing Local Planning Scheme.

Boddington does have the ability to amend its Local Planning Scheme, however, this is a significant process that is generally undertaken with a proponent and ultimately requires state planning approval. Wider planning 'constraints' are also affected at the state government level.

A similar report from the University of Queensland (Centre for Social Responsibility in Mining, 2017) also makes general recommendations mainly for mining related industry's corporate social responsibility efforts although also applicable to governments. The most relevant of which are:

- Support for local/regional economic development programs and enterprise centres (ex. business incubators, business forums) that build on local assets and are relevant to the geographic, economic, social, cultural and institutional context.
- Building local human capital, especially the education and skills of the local workforce, to increase the resilience of all local businesses and their productivity and capacity for innovation.
- Improvements in regional infrastructure and connectedness to facilitate availability of goods and services and access to broader markets.
- Building business networks and identifying a range of opportunities for local and Aboriginal businesses to reduce reliance on the mining sector in general.

The focus is broadly on new businesses facilitation and existing business support as well as upskilling. The report's recommendations could potentially encourage the re-steering of existing community reference groups, or the creation of something new (see Enterprise Facilitation below).

The State Government produced report Diversify WA (Department of Premier and Cabinet, 2019) in support of the Our Priorities: Sharing Prosperity – Stronger Economy policy suite, outlines priority economic sectors based on the 'natural trade strengths and advantages of the state' The sectors that are relevant for Boddington are:

- Energy
- Tourism, events and creative industries
- Mining and Mining Equipment, Technology and Services
- Primary industries (particularly agriculture)

The report also makes passing mention of the potential of Lithium mining and indicates that the Peel region could be home to one of the State's three lithium processing facilities. The increase in private equity and investment into primary industries is highlighted as a growth opportunity.

7.2 Boddington Focused

The growth and diversification considerations below are based on a brief synthesis of Boddington's economic, environmental and social factors.

- The mining operations of Newmont Goldcorp and South32's Worsley Alumina clearly bring value to the Shire. Finding ways of increasing that value and using it to diversify Boddington's economic base could be key to future growth and sustainability.
- Proactively facilitating circumstances where specialised services that the mines need are provided by businesses based in the Shire can increase diversification. The growth of these businesses to eventually be able to service mines or other projects outside the Shire would be an optimistic but achievable medium-term goal.

- The Shire has an abundance of land with industrial potential – this provides the basis for engineering, fabrication and servicing firms to establish in the Shire, as well as prospective smaller scale agricultural ventures.
- There is potential for an increase in tourist activity. The proximity to Perth, natural environment assets, emerging trails and agricultural business all provide opportunity. With active facilitation, synergy can be achieved between these features to create real tourism value.

7.3 Case Studies

Several case studies of Australian towns that have pursued economic diversification projects are presented below. The case studies presented were considered to be somewhat applicable or achievable in Boddington.

<u>Karratha, WA</u>

Karratha is pursuing economic diversification through **aquaculture,** or specifically, 'algalculture.' **Algae farms** in Karratha are intended to supply health-supplement and medical industries (Bell, 2015).

Think tank Australia21 produced a report (Australia21, 2016) highlighting the potential and benefits of algalculture for Australian regions. Conditions and benefits are:

- Areas where there is a large availability of land and industries that produce significant amounts of wastewater
- Algae farms grow on non-productive and non-arable land
- Can be grown in hot climates such as the Pilbara but also in cooler climates such as Western Texas – slightly colder than Peel region. There are many different types of algae.

Cursory consideration of circumstances in Boddington make the region at least somewhat suitable. However, questions of land use, land ownership, attracting a grower and possibly sufficient sunshine hours remain.

<u>Cobar, NSW</u>

Cobar has a population of 5,000 and is a mining town with extraction still taking place. Through **Entreprise Facilitation** the town created 90 new jobs, generated $2.4 million in sales with $700k in value add. Boddington and Cobar share some key circumstances, such as the presence of an active and successful mining company in the Shire and roughly similar population size.

The method was inspired by Esperance, WA's experience 1985 to 1988 where 45 small businesses were created and generated significant revenue and jobs. The Esperance small business centre still operates today.

The Enterprise Facilitation project in Cobar was sponsored by a mining company (PGM) who helped in the creation of a steering committee to create Enterprise Facilitation Inc. – essentially an 'accelerator' or 'incubator' made up of local business people, civic leaders, and organizations such as the weekly newspaper and government officials. A central tenet of Enterprise Facilitation is to offer free, confidential business management and networking advice to aspiring entrepreneurs and existing small businesses. The method is guided by several principles which essentially amount to providing bottom-up, non-judgmental support to new and existing businesses that are backed by the community (McFaul, et al., 2013).

Enterprise Facilitation is partly based on the idea that there are creative and entrepreneurial individuals in many regional spaces and these individuals or groups are often unaware or unsure of how to pursue or begin their venture. Enterprise Facilitation in Boddington can help identify parties that have innovative or niche ideas and assist them in recognising and exploiting gaps or potential opportunities in terms of mine or agricultural industry servicing (ex. is there a mine service that could be done more efficiently or effectively form a current or newly established business in the shire?). Exploring whether Enterprise Facilitation can be sponsored or resourced by the extractive industry in the Shire is a worthwhile investigation teamed with an exploration with the mines as to the key services / functions in their supply chain that could benefit from local delivery.

Enterprise Facilitation requires buy-in from the extractive companies, the community and the local government.

References

ABS, 2019. *Estimated Resident Population by LGA (ASGS 2018), 2001 to 2018.* [Online]
Available at: http://stat.data.abs.gov.au/#

Australia21, 2016. *Opportunities for an Expanded Algal Industry in Australia,* Canberra, ACT: Australia21.

Australian Bureau of Statistics, 2016a. *Boddington (S) Time Series Profile, Cat. No. 2003.0,* Canberra, ACT: .

Australian Bureau of Statistics, 2018. *Labour Force Australia, Mar 2018,* Canberra: Australian Bureau of Statistics.

Bell, L., 2015. Pilbara farm harvests test algae crop for natural medicine market. *ABC News*, 14 December.

Carson, D. & Carson, D., 2013. Mobilising Labour in Remote 'Boom' Towns for Economic Diversification: The case of Tennant Creek, Australia. *Inner Asia Studies in the Humanities,* Volume 2, pp. 31-44.

Centre for Social Responsibility in Mining, 2017. *Inquiry into how the mining sector can support businesses in regional economies ,* Brisbane, Queensland: University of Queensland.

Department of Employment, Skills, Small and Family Business, 2019. *Small Area Labour Markets publication March quarter 2019,* Canberra, ACT: Department of Employment, Skills, Small and Family Business.

Department of Planning, Lands and Heritage, 2019. *Western Australia Tomorrow - Population Report No. 11 - Local Government Area,* Perth, Western Australia: Western Australian Planning Commission.

DPIRD, 2016. *Fisheries (Abalone).* [Online]
Available at: https://www.fish.wa.gov.au/Species/Abalone/Pages/default.aspx

Frost, W., 2006. From Diggers to Baristas: Tourist Shopping Villages in the Victorian Goldfields. *Journal of Hospitality and Tourism Management,* 13(2), pp. 136-143.

Goetz, S. J., Deller, S. C. & Harris, T. R., 2009. *Targeting Regional Economic Development.* New York, New York: Routledge.

McFaul, S., Mafu, N. & Xavier, A., 2013. *Supporting mining community development through economic diversification: The adoption of Enterprise Facilitation (EF)™ in Cobar, Australia.* Milos island, Greece, 6th International Conference on Sustainable Development in the Minerals Industry.

Productivity Commission, 2017. *Transitioning Regional Economies,* Canberra, ACT: Productivity Commission (Federal Government of Australia).

REMPLAN, 2018. *Key Propulsive Sectors Report (Boddington),* Bendigo, Victoria: REMPLAN Economy.

Shire of Boddington, 2012. *Boddington Super Town Growth Plan - Volume 1,* Perth, Western Australia: Department of Primary Industries and Regional Development.

Shire of Boddington, 2018. *Local Planning Strategy,* Boddington, Western Australia: Shire of Boddington.

Taylor, A., 2017. Castlemaine in Victoria trades its gold-mining past for a future in fine food. *Australian Financial Review*, 7 December.

Watkins, L., 2017. *Research report of the Peel Says No to Violence project,* Mandurah, Western Australia: Peel Says No to Violence.