



# Outcomes of landowner engagement

## West Mundijong Industrial Area

February 2023



Engage WA acknowledges the Traditional Owners of this land within the project area, the Wadjak people of the Nyoongar nation, and pays respect to Elders past present and emerging.

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# 1.0 Introduction

## 1.1 Project overview

In 2008 the Shire engaged in project consultation with the Department of Planning, Lands and Heritage for the development of the West Mundijong Industrial Area (WMIA). In 2018 this 440ha land parcel was zoned industrial.

The Shire has completed a Structure Plan and development contribution plan for this area and the industrial lot subdivision has recently been approved by the Western Australian Planning Commission.

Enabling the development of the West Mundijong Industrial Area will also be supported by gradual upgrades of local road infrastructure and the delivery of major State Government infrastructure, such as the Tonkin Highway and freight rail deviation.

The planning for the project has been running since 2008 with several milestones still to reach before lots become viable for development, some within the power of the Shire and some still to be implemented by the State Government.

A summary of the project area is listed below.



### Timeframe

2020/2021 - Complete structure plan

2020 Onwards - Development and subdivision works ongoing



### Location

West Mundijong is ideally situated to provide an inter-modal transport hub and is bound by Tonkin Highway to the east, Mundijong Road to the south, Kargotich Road to the west and the freight railway line to the north.



### Incentives

- Significant state government infrastructure to support new business
- Developer Contribution Plan to deliver shared infrastructure



### Right now

Rezoning for this industrial land development has been gazetted and the Shire is proceeding with the development of a structure plan in line with the Shire Draft Local Planning Scheme No.3 & Draft Local Planning Strategy which was recently advertised.

In order to prepare a road map to overcome the upcoming milestones, the Shire sought to hold a workshop with landowners to understand their needs and desires to inform the advancement of a capital works and advocacy program.

## 1.2 Report purpose

This report will provide a summary of the engagement undertaken with landowners to inform how the Shire will support and inform landowners moving forward.

## 2.0 Objectives

### 2.1 Project objectives

The Structure Plan area comprises approximately 440 hectares of rural land in West Mundijong zoned as industrial use. At full build out this will lead to the creation of 10,000 new local jobs and the attraction or a wide range of industrial land uses making use of the future Tonkin Highway extension, realigned freight rail line and taking advantage of other significant regional improvements such as the development to Westport.

The Shire sees its role as being predominantly defined as:

- Being the regulator (particularly as required by the statutory planning and associated frameworks administered by local government).
- Advocating for the project and being the facilitator to bring interested parties together (focussing current economic development functions of the Shire for example).
- Advocating and/or sponsoring infrastructure delivery, through State and Federal Government advocacy and grants.
- Further enhancement of the strategic and statutory planning frameworks, as may be relevant over time.
- Infrastructure provider, through direct funding.
- Being a project partner in collaboration with an agency and/or key landowners.

### 2.2 Engagement objective

The Shire wanted to explore and help inform what future role it should take in respect of the West Mundijong Industrial Area. The Shire already plays a role as the regulator from the perspective of planning and development but was also keen to understand what other roles may be relevant or appropriate in response to stakeholder needs.

The engagement delivered a half-day forum with landowners, the Shire and the PDC, each of whom who has a key interest in the West Mundijong Industrial Area. The intent of this forum was to obtain a range of inputs and views as to what roles stakeholders consider could be potentially considered for the Shire to take, and the reason for this. Equally, it is important to understand which roles are not considered viable or appropriate.

## 3.0 Methodology

### 3.1 Workshop

A workshop was held on 24 February 2023 with 18 attendees, comprising of a range of landowners. 44 landowners were invited to the meeting and the attendees comprised the following:

- 18 landowners
- Four staff including CEO Paul Martin, Director Infrastructure Services, Reza Najafzade, Acting Manager ED and promotions, Marcel Bridge and Manager Strategic Planning Leon Van Der Linde
- Principle Regional Development Officer, Peel Development Commission, Wendy Muir
- General Manager, Westport Patrick Seares
- 2 Elected Members including Shire President Cr Michelle Rich and Cr Tricia Duggin

The Agenda comprised the following:

<b>West Mundijong Industrial Area stakeholders</b> <b>Agenda</b> <b>24 February 2023</b> <b>9.00am – 12noon</b>		
<i>Meeting purpose: to establish a purposeful roadmap for the future of the WMIA</i>		
Time	Discussion	Who
9.00 / 9.05	Acknowledgement of Country Welcome and purpose of meeting	EngageWA
9.10	Opportunity identification	EngageWA / attendees
9.20	Overview of LG's role to date for WMIA and case studies / strategic context.	SJ
9.40	Strategic importance of WMIA to the region	PDC
9.45	Shared vision setting and identify key objectives	EngageWA
10.00	Persona exercise – 3 guided personas for 20 minutes each	EngageWA
11.00	Update on Westport project	Westport
11.20	General discussion	Engage WA
12.00	Close	All

### 3.2 Online survey

An online survey was hosted on the City's engagement portal SJ Your Say between 7 December 2022 and 7 February 2023. The purpose of this was to do some pre-engagement to understand the issues from stakeholders with three responses being received.



## 4.0 Engagement Outcomes

### 4.1 Summary infographic



## 4.2 Workshop

The workshop was structured in a way to provide an update of the planning and project so far as well as seek feedback from stakeholders on what their latest needs and wants were. Influencing regional projects and advocates also gave updates on projects such as the Peel Development Commission and Westport.

Attendees were then asked to identify emerging opportunities for the WMIA and identify overarching objectives they would like to see pursued or facilitated by the various governing bodies. The most interactive element of the workshop was a stakeholder needs activity, through a persona exercise, which asked landowners to identify their own needs and wants as well as what their expectations were of the various regulators and advocates to support their own objective.

Landowners were also provided an opportunity to 'download' any concerns or issues relating to the rollout and timing of the project. Emerging issues could be broadly classified into two streams, those who were waiting on the State Government to acquire their land based on the freight rail alignment and those who were themselves acquiring land for development potential and needed other support getting infrastructure into the area.

The following documents the various comments and issues raised throughout the workshop and provides a summary of the comments received during the persona activity to provide insight into where the landowners are seeking support.

### 4.2.1 Menti activities

Menti is an online engagement tool which allows results to be shown instantaneously on the screen. It allows a transparent and anonymous way for attendees to start a conversation about any issue.

*Opportunities for WMIA:*

Positive sentiment	Negative sentiment
<ul style="list-style-type: none"> <li>• Employment growth and economic growth for the region</li> <li>• Job creation</li> <li>• More local employment</li> <li>• Better infrastructure</li> <li>• Freight and logistics hub for Westport and broader southern area of Perth metro</li> <li>• Lead industrial estate for future Westport</li> <li>• Jobs</li> <li>• Intermodal transfer station</li> <li>• A strategic location for industry on key roadways aligned to the new port with the</li> </ul>	<ul style="list-style-type: none"> <li>• I don't see any benefit</li> <li>• None</li> </ul>



Positive sentiment	Negative sentiment
<p>opportunity to develop residential areas nearby</p> <ul style="list-style-type: none"> <li>• The opportunities are many and varied</li> <li>• Economic development</li> <li>• Jobs for the new residents of Mundijong</li> <li>• A strategic location for industry aligned to the new port providing employment for new residents, meeting the needs of our community and being environmentally best practice</li> <li>• To provide economic development and job opportunities</li> <li>• Limit the population shift daily and have local community spend and support local business</li> </ul>	

*Vision for WMIA:*

Attendees were asked to in a sentence outline their vision for the WMIA. The responses varied depending on the situation of each stakeholder. They have been classified below.

Waiting for acquisition	Waiting to develop	Waiting for acquisition but have thoughts on the future of the area
<ul style="list-style-type: none"> <li>• Certainty for people in Pure Steel Lane</li> <li>• Certainty</li> <li>• Regular, transparent communication.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuity of industry</li> <li>• Commencing subdivision to create jobs</li> <li>• Well planned, built infrastructure to support the long-term development</li> <li>• The premier industrial area for the southern region</li> <li>• Support development of the industrial subdivisions to get things moving</li> <li>• Economic hub with future jobs for generations to come</li> <li>• For the Shire to work more collaboratively with Government agencies and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Pollution development timelines</li> <li>• Sustainable mixed industry and business aligned to community</li> <li>• Attract a major investor</li> <li>• Sustainable environmentally compatible development</li> <li>• Need an anchor tenant to catalyse infrastructure investment</li> <li>• Specific guidelines to develop it with green areas etc.</li> <li>• State of the art industrial development –</li> </ul>

	<ul style="list-style-type: none"> <li>• Getting State Government, PDC and Federal Government to buy in and invest in infrastructure</li> </ul>	<p>environmentally sustainable development</p> <ul style="list-style-type: none"> <li>• Ultimately have an attractive development that is best in class</li> <li>• Attract investment from high profile companies</li> <li>• Flexible and adaptable industries</li> <li>• Industrial hub with rural flavour</li> </ul>
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#### 4.2.2 Stakeholder needs (personas)

In order to understand the needs of the stakeholders an activity was undertaken which asked landowners to think of the same issue from different perspectives. This provides the Shire with a 360° view of an issue without necessarily having to facilitate a confrontational or inflammatory exchange. The stakeholders chosen were landowners, Local Government and Regional Advocate. Due to time constraints on the day, most responses were confined to landowners and Local Government. The responses are listed in the tables below.

##### *Landowners*

	Responsibilities	Needs	Wants	Expectations	Biggest motivator	Pain points with other stakeholders	Two out of the box contributions
<b>Group 1</b>	<ul style="list-style-type: none"> <li>Development of property</li> </ul>		<ul style="list-style-type: none"> <li>Attract high profile investment</li> <li>Regular communications</li> <li>Time frames</li> <li>Understand the process</li> </ul>	<ul style="list-style-type: none"> <li>Economic attraction</li> <li>LG and State Govt roads / infrastructure</li> <li>Facilitate DA / planning process</li> </ul>	<ul style="list-style-type: none"> <li>Financial incentives</li> </ul>		
<b>Group 2</b>	<ul style="list-style-type: none"> <li>Timelines</li> <li>Adequate compensation</li> <li>Communication</li> <li>Compassion</li> <li>Time</li> </ul>						

	Responsibilities	Needs	Wants	Expectations	Biggest motivator	Pain points with other stakeholders	Two out of the box contributions
	<ul style="list-style-type: none"> <li>Spine road detail over map of properties</li> </ul>						
Group 3		<ul style="list-style-type: none"> <li>Clarity and needs surety</li> </ul>	<ul style="list-style-type: none"> <li>Suitable compensation for emotional loss and inconvenience</li> </ul>	<ul style="list-style-type: none"> <li>Those included to keep landowners informed on regular occasions</li> </ul>		<ul style="list-style-type: none"> <li>Better communication</li> <li>Timeline</li> </ul>	
Group 4		<ul style="list-style-type: none"> <li>To bring multi ownership together</li> <li>Watercorp to connect sewerage</li> </ul>	<ul style="list-style-type: none"> <li>Shire / PDC to market to industries / investors</li> <li>Water</li> <li>Sewerage</li> <li>Power</li> </ul>	<ul style="list-style-type: none"> <li>Transparency</li> <li>Honesty</li> <li>Working together for sewerage, water</li> </ul>	<ul style="list-style-type: none"> <li>To have consistency with the entire project</li> <li>Certainty</li> </ul>	<ul style="list-style-type: none"> <li>Shire staff to communicate more with stakeholders</li> </ul>	
Group 5	<ul style="list-style-type: none"> <li>Maintaining properties for bushfire safety</li> <li>Compliance with local / state regulations</li> </ul>	<ul style="list-style-type: none"> <li>Certainty of what is going to happen with acquisitions of property, what action to be taken</li> <li>Regular communication</li> </ul>	<ul style="list-style-type: none"> <li>Property acquired, paid out and allowed to move on</li> <li>Find out when Scott Road will be joined up</li> </ul>	<ul style="list-style-type: none"> <li>Acquisition of property</li> <li>Property values to increase</li> <li>Compensation</li> <li>Timeline for works</li> </ul>	<ul style="list-style-type: none"> <li>Being able to move on and get on with our lives</li> <li>Best outcome for all concerned</li> </ul>	<ul style="list-style-type: none"> <li>Our properties are being acquired and we can't do anything</li> <li>We need to be bought out so we can move on</li> <li>Location of rail within property</li> </ul>	

	Responsibilities	Needs	Wants	Expectations	Biggest motivator	Pain points with other stakeholders	Two out of the box contributions
		on development plan					

### Local Government

	Responsibilities	Needs	Wants	Expectations	Biggest motivator	Pain points with other stakeholders	Two out of the box contributions
Group 1	<ul style="list-style-type: none"> <li>Attract economic investment</li> </ul>	<ul style="list-style-type: none"> <li>Support from State Govt</li> </ul>					
Group 2	<ul style="list-style-type: none"> <li>Liaison officer to look after us. Don't leave us to contact different people to get information</li> </ul>	<ul style="list-style-type: none"> <li>Look after residents</li> </ul>		<ul style="list-style-type: none"> <li>Provide adequate facilities for residents before planning to get more industry assessment e.g., skate park and library in Mundijong, not Byford. SJ is more than Byford and helps reduce crime.</li> </ul>			

	Responsibilities	Needs	Wants	Expectations	Biggest motivator	Pain points with other stakeholders	Two out of the box contributions
Group 3	<ul style="list-style-type: none"> <li>Listen to rate payers</li> </ul>	<ul style="list-style-type: none"> <li>Local Govt to give support and advocate on our behalf</li> </ul>	<ul style="list-style-type: none"> <li>Smooth growth and transition</li> <li>Good communication with rate payers</li> </ul>		<ul style="list-style-type: none"> <li>Population</li> <li>Provide local jobs</li> <li>Increase rates through industrial development</li> </ul>		<ul style="list-style-type: none"> <li>Better communication with all rate payers in the Shire (Media etc.)</li> <li>All rate payers are affected</li> </ul>
Group 4	<ul style="list-style-type: none"> <li>Communicate with stakeholders</li> <li>Infrastructure, water / sewerage</li> </ul>	<ul style="list-style-type: none"> <li>Work with all levels of government agencies</li> </ul>	<ul style="list-style-type: none"> <li>Landowner group meetings – regularly</li> </ul>	<ul style="list-style-type: none"> <li>Water, sewerage</li> </ul>	<ul style="list-style-type: none"> <li>Jobs, keep people within the Shire</li> </ul>	<ul style="list-style-type: none"> <li>Work for solutions with Pure Steel landowners</li> <li>2025 Fed and State election – advocate for greater things than a splash park</li> </ul>	
Group 5	<ul style="list-style-type: none"> <li>Push the project through</li> <li>Act in the best interest of landowners / community</li> <li>Generate growth</li> </ul>	<ul style="list-style-type: none"> <li>Money / funding</li> <li>Improve infrastructure</li> <li>To communicate better</li> </ul>	<ul style="list-style-type: none"> <li>Funding from State Government</li> <li>Timelines to be met</li> </ul>	<ul style="list-style-type: none"> <li>Projects to start and proceed on time</li> </ul>			



	Responsibilities	Needs	Wants	Expectations	Biggest motivator	Pain points with other stakeholders	Two out of the box contributions
		<ul style="list-style-type: none"> <li>State Government support</li> </ul>					

*Regional Advocate*

	Responsibilities	Needs	Wants	Expectations	Biggest motivator	Pain points with other stakeholders	Two out of the box contributions
Group 1							
Group 2							
Group 3							
Group 4		<ul style="list-style-type: none"> <li>Everyone to work together</li> </ul>	<ul style="list-style-type: none"> <li>Successful project employment</li> </ul>		<ul style="list-style-type: none"> <li>Credibility to PDC satisfaction</li> </ul>		
Group 5							

### 4.3 Meeting notes

During the meeting the facilitator kept notes of the broad discussion. These have been categorised and listed below.

#### *Scale and type of future development*

- Types of industry should be carefully considered
- No heavy pollutants
- Shire potentially considering locating the depot at Lot 500
- DFES investigating new sites
- Pollution concerns – environmental sensitivity
- Soften the industrial nature and include more green spaces
- Built form of the area
  - SJ has guidelines and land use table
  - Industrial zoning
- President talked about consultation vs outcomes and working backwards from the end vision

#### *Infrastructure*

- Freight rail alignment – is this set in stone/ some concerns
- Roundabout issues
- The roundabout is going to be concreted so trucks can go over it
- Filling in the dip in Mundijong
- Advocacy to hand over road to State like with Thomas Street
- Duplication of Thomas Road as per Tonkin Highway
- Scope and timing for Tonkin
- Sewerage, water and power – landowners ultimately responsible

#### *Acquisitions*

- Pure Steel Lane – one of three lots subject
- Timing of acquisition
- President clarified the mechanisms for sale
- A question about when DC's were required to be paid, it was confirmed that these are not required to be paid pre settlement

#### *Communication and engagement*

- Speak to us individually
- Present the latest plan, no more surprises
- Everything is lip service / nothing has happened
- We are all in different stages of lives and need a unique approach for each landowner
- Need certainty
- We need regular, honest, transparent comms from the Shire
- Meeting times need to be more convenient, not during the week

- Hold the meeting at CRC
- We get our back up because every meeting something new is being sold to us
- We want a single point of contact
- We don't want any more 'pitches' or surprises like 'Spine Road'
- Targeted meetings depending on location and situation
- Whole group twice a year would be fine and face to face is preferred
- Newsletter wrap up would be fine
- We want to trust but it's very hard
- CEO promised to meet with all landowners individually within six months
- Some landowners praised the Shire for its work to date to get this project going

#### *Advocacy*

- Shire to advocate acquisition
- Advocate strongly that Tonkin is not delayed
- Does Council approach developers or investors to invest
- Scope out what is needed
- A view put forward that Shire take an advocacy role to attract investment
- First role should be the Shire picking up the phone and speaking to each landowner about what their intentions are
- More promotions material for investors
- Map out what's needed to make development happen once you know what landowners want to do
- The WMIA should figure out its point of difference and market it
- Shire should make introductions
- Outside agency should take charge of attracting investment

#### *PDC*

- Focus on ED, jobs, skills
- Funded by Royalty for Regions

### 4.4 Online survey

The Shire is in possession of the survey responses for analysis.

## 5.0 Key insights

The Shire received lots of feedback during the workshop with several key themes and issues emerging all very specific to the needs of the stakeholder. One of the key recommendations that was very clear was about how to communicate and engage with stakeholders in the future. The following tables outline the insights and summary of the sentiment in the room.

Of the stakeholders in the room, three distinct categories emerged each with different motivations and needs. These include:

- Those waiting for their land to be acquired
- Those wanting to develop their land in accordance with the new zoning
- Those waiting for acquisition but still have thoughts and a clear vision for the future of the area

The way the Shire responds to the ongoing needs of these stakeholders should differ when constructing a roadmap for future engagement.

The following tables provides a broad framework with specific actions to address their individual concerns.

### *Waiting for acquisition*

	Top key issues	Possible responsive actions	Timeframe
<b>Freight rail alignment</b>	<ul style="list-style-type: none"> <li>• Lack of certainty</li> <li>• No timing information</li> <li>• No understanding of what the hold-up is</li> <li>• Only affecting certain properties</li> </ul>	<ul style="list-style-type: none"> <li>• Work with State Government to establish milestones and timeframes on final alignment and report back to residents</li> <li>• Deep dive into any holdups and develop strategies to expedite within the Shire's control</li> </ul>	Six to 12 months
<b>Timing of acquisitions</b>	<ul style="list-style-type: none"> <li>• Lack of certainty</li> <li>• No communication from State Government</li> <li>• Shire can't give answers</li> <li>• Clarity around the triggers and mechanisms for acquisition</li> </ul>	<ul style="list-style-type: none"> <li>• Relay any information discovered to affected residents at any one of the planned engagement touch points</li> <li>• Collect detailed concerns and build a picture on the effect of the delays to inform an</li> </ul>	Six to 12 months

	Top key issues	Possible responsive actions	Timeframe
		advocacy position with State Government	
<b>Communications</b>	<ul style="list-style-type: none"> <li>Targeted communications and face to face engagement wanted with individual stakeholders or those with similar interests</li> <li>Regular whole group meetings required</li> <li>Face to face is preferred but a digital platform would be welcome</li> <li>A single point of contact at the Shire</li> </ul>	<ul style="list-style-type: none"> <li>Meet with all affected landowners individually or in small groups</li> <li>Schedule bi-annual whole group face to face meetings with an agenda distributed prior to the meeting and an opportunity for stakeholders to lodge questions in the lead up to the meeting</li> <li>Establish a webpage with project, marketing and investment attraction information as the single source of truth for the project</li> <li>Assign and promote a single point of contact for the project and stop assigning any enquiries to a duty planner</li> <li>Draft and send an e-newsletter several times a year, potentially two months before the bi-annual meeting</li> </ul>	Within six months

*Waiting to develop*

	Key issues	Possible responsive actions	Timeframe
<b>Advocacy platform</b>	<ul style="list-style-type: none"> <li>Shire to understand needs of stakeholders and landowners better</li> </ul>	<ul style="list-style-type: none"> <li>Prepare an advocacy platform document for use with State and Federal Government to include projects such as the Tonkin Highway extension and potential resumption of selected roads in the Shire</li> </ul>	Within 12 months

	Key issues	Possible responsive actions	Timeframe
<b>Strategic investment attraction</b>	<ul style="list-style-type: none"> <li>Shire to take a lead role in the attraction of investment to the area</li> <li>Facilitate conversations with potential investors</li> </ul>	<ul style="list-style-type: none"> <li>Prepare election commitments requests for State and Federal Governments</li> <li>Utilise or recruit an agency to package up an investment portfolio to be promoted nationally and internationally</li> <li>Establish a working group of owner/developers to understand issues and opportunities to better chart a course for implementation</li> </ul>	Within 12 months
<b>Marketing materials</b>	<ul style="list-style-type: none"> <li>More promotional material</li> <li>Understand the difference of this industrial area to others nearby</li> </ul>	<ul style="list-style-type: none"> <li>As part of the investment attraction package and models prepare marketing collateral both digital and print for distribution to potential investors</li> <li>Identify and establish a place identity to differentiate how it can compete with neighbouring industrial hubs</li> </ul>	Within 24 months

*Waiting for acquisition but have thoughts on the future of the area*

	Key issues	Possible responsive actions	Timeframe
<b>Visioning</b>	<ul style="list-style-type: none"> <li>The area needs an identifiable character with a focus on environmentally sustainable industry</li> <li>Become a jobs hub for locals</li> </ul>	<ul style="list-style-type: none"> <li>Establish a local vision for the area set by key stakeholders and government agencies and ensure all planning instruments are pulling in that direction</li> </ul>	Within three years



	Key issues	Possible responsive actions	Timeframe
<b>Built form guidelines</b>	<ul style="list-style-type: none"> <li>• Soften the industrial nature of buildings and area</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure or tweak planning guidelines to work towards achieving the common vision for the area</li> </ul>	After three years
<b>Land uses</b>	<ul style="list-style-type: none"> <li>• Types of industry allowed should be carefully considered</li> <li>• Environmentally sustainable land uses should be considered</li> <li>• 'Rural' nature retained</li> <li>• Green spaces incorporated</li> </ul>	<ul style="list-style-type: none"> <li>• Cultivate and allow land uses that are conducive to the vision and objectives of the area</li> </ul>	After three years

