



STRATEGIC PLAN

The Vision:

TREE CROPPING INTEGRATED INTO THE
LANDSCAPE WITH CARBON,
BIOENERGY AND
FOOD CROP PRODUCTION
OCCURRING TOGETHER

AUGUST 2008



Background

The Avon Region of Western Australia

The Avon NRM region covers 11.8 million hectares, extending from near Northam in the west to beyond Coolgardie in the east and from Dalwallinu in the north to well south of Lake Grace to the south with the distinguishing feature that all the surface water run off from the entire area will eventually flow through Western Australia's capital city of Perth. The key natural resource management (NRM) group for this region is the Avon Catchment Council (ACC), one of six NRM councils in Western Australia.

The entire economic and social structures of the Avon River Basin are based on the utilisation of the region's natural resources of soil, water and biodiversity. While broadacre agriculture is the predominant industry in the majority of the region, many other industries, towns and infrastructure services support agriculture and exist because of it. With a total population of 54,000 people, there are 36 local government authorities (LGAs) in the Avon incorporating 42 townships of varying sizes.

The natural resource base upon which the livelihood of the majority of the region depends is at risk from salinisation, erosion, fragmentation and other threats. In the past individuals and groups could independently apply for Commonwealth funding under the National Landcare Program and later the Natural Heritage Trust to address some of these issues. Over time it became evident that a more strategic and targeted approach was required and so each of the Catchment Councils were charged with the responsibility to develop integrated NRM plans each for their own regions with short, medium and long-term Regional Condition Targets (RCTs) and Management Action Targets (MATs).

Tree crops are identified in the ACC's Regional NRM Strategy as an important element in the suite of tools to address environmental, economic and social degradation issues in the Avon River Basin and play a key part in the current NRM Strategy.

AVONGRO Wheatbelt Tree Cropping

AVONGRO Wheatbelt Tree Cropping is the Private Forestry Development Committee (PFDC) for the Avon-Wheatbelt region, one of five PFDCs in Western Australia. WA's PFDCs were initially funded principally by the Natural Heritage Trust with other funds and in-kind support provided by the State, industry and other partners.

A meeting was first held on the 13th of June 2003 in Northam, where the Avon River Basin (ARB) Tree Crops group, involving a range of the stakeholders, followed a strategic planning and consultation process to develop a shared vision and three overarching goals relating to the development of tree crops in the Avon River Basin.

Subsequent meetings were held in Northam on the 24th of July, 14th of August and the 11th of September the same year. The ARB Tree Crops group developed the necessary goals and actions to realise the vision of the ARB Tree Crops Development Strategy, and progress the development and expansion of integrated tree crops in the Avon River Basin. This process produced the Avon River Basin Tree Crops Development Strategy.

AVONGRO adopted the ARBTCDS to guide its activities on its inception in May 2005.



Executive Summary

AVONGRO have undertaken a review of the 2003 Avon River Basin Tree Crops Development Strategy. The aim of the review was to facilitate the input of tree cropping stakeholders to develop a revised strategy to guide AVONGRO's activities and investment for the next three years.

The output has been a Strategic Plan, which has strategic areas that relate to the management of AVONGRO as a business, and strategic areas that relate to AVONGRO's role in the development of the tree cropping industry. This role is clearly articulated in this strategy as strategic partner, facilitator and catalyst, not investor.

At the commencement of the planning process, there was also a goal to better align AVONGRO's strategy to the goals and objectives of the PFDC's, however during the strategy process the National government communicated the decision they would no longer be funding PFDC's. This was useful in that it has helped to drive AVONGRO to identify key strategy actions that can help to achieve sustainable funding flows for the organization and it's work.

A key outcome of the planning process has been to clarify the target that AVONGRO is aiming to achieve. The Target for Change is 800,000 ha planted to tree crops in the cleared landscape in the Avon River Basin by 2028.

Currently it is believed that 2-5% of farmers have adopted tree cropping as a technology, and the goal is to achieve 40% adoption rates, which will encapsulate the early adopters and most of the early majority. In theory, if the technology of tree cropping is successful in those categories of adopters, then adoption will occur without targeted one-on-one assistance from that time onward. Mass marketing of benefits as demonstrated by the early majority will be a more appropriate strategy at that time.

The process has identified a Landscape Level Investment Model, which shows the rate of plantings to be achieved if the goal of 800,000 ha is achieved in 20 years. This model also shows the indicative biomass yield that can be achieved from the level of proposed plantings, which helps to drive planning for processing facilities.

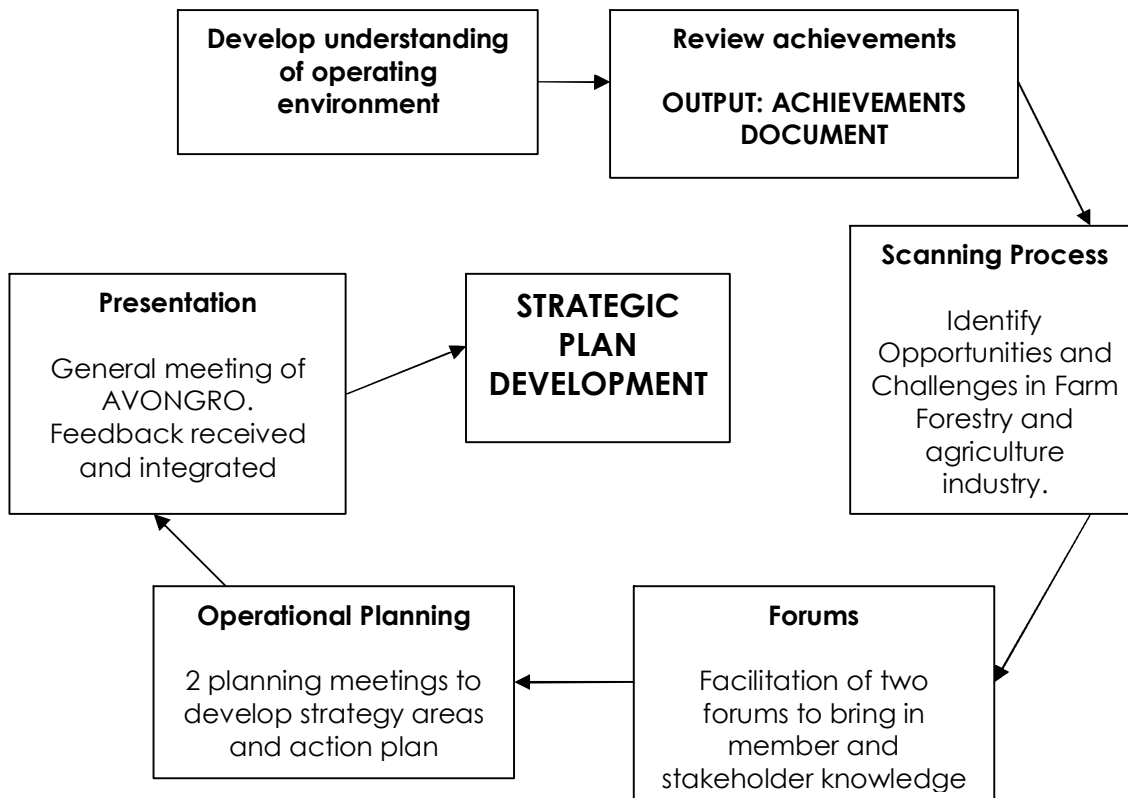
A related goal is to plant areas of the landscape that need protection eg. Wind erosion areas. Part of the Strategy is to map the areas of strategic interest for investment to ensure plantings can achieve multiple landscape, environmental, community and commercial outcomes.

To bring it down to a Farm level to encourage adoption, a Farm Level Investment Model will also be an outcome of the Strategy. This will be a web-based tool, functioning as a form of "returns calculator". It will map expected returns based upon different rates/volumes of plantings and different harvesting yield and marketing options. At this stage of the adoption cycle, one-on-one support is critical and this is proposed to be supplied by a network of Tree Cropping Development Officers.

Other support activities and tasks to help achieve these processes have been outlined in the strategy.

The Planning Process

The following steps were followed to develop the strategy:



Vision

Tree Cropping integrated into the landscape, with carbon, bioenergy and food crop production occurring together.

Target for Change

800,000 ha planted to tree crops in the cleared landscape in the Avon River Basin by 2028.

Why does AVONGRO want to achieve this target?

The goal is to **achieve positive environmental impact**. The Avon Catchment is 11.8 million hectares with approximately 8 million hectares cleared for agricultural industries. The target of 800,000 ha planted to tree crops is to achieve plantings, which comprise 10% of the landscape. Integrating woody perennials into the existing agricultural landscape has the potential to address the region's land degradation issues while providing the resources to supply new industries and provide additional income streams for land managers.

Challenges

- ◇ Cropping for carbon only – want to ensure harvesting for biomass as well.
- ◇ Legislation on harvesting regulations – “right to harvest” – needs to be addressed through licencing.
- ◇ High commodity prices ensuring competitive interest in land use.
- ◇ Below ground carbon storage information needs to be improved.
- ◇ Resolving differences between scientific bodies of knowledge on tree impact on salinity.
- ◇ Uncertain environment in farming community currently with climate change and carbon policy uncertainties.
- ◇ Changing government policy and support for tree cropping.
- ◇ Nursery capacity and quality of seed.
- ◇ Lack of skilled labour.
- ◇ Lack of well managed trial and demonstration plots.
- ◇ Land use policy and lack of local planning policies.
- ◇ Lack of processing infrastructure.
- ◇ Inadequate investment in Research and Development.

Opportunities

- ◇ Promote value of integration of carbon, bioenergy and food crop production at farming and corporate level.
- ◇ High commodity prices offer capacity to self-finance and less pressure to exit farming.
- ◇ Push for research on below ground carbon storage, and development to happen faster.
- ◇ Value adding opportunities – work with regional development instruments to determine what, where and how to work with small communities. Build on bioenergy report.
- ◇ Opportunity to gain funding for training as identifying the competencies has been done.
- ◇ Develop a clear business model and case studies fro integrated tree cropping.
- ◇ To develop new innovative partnerships.
- ◇ To work with LG and DAFWA on an enabling framework to develop integrated tree crops.
- ◇ Improve information (R&D) transfer and influence change.
- ◇ Opportunity to influence R&D priorities and influence policy

Strategic Areas for Investment

1. Partnership Development
2. Managing Avongro Business
3. Business Development and Extension
4. Research, Development and Commercialisation
5. Marketing and Managing Community Concerns

Strategic Area No 1: Partnership Development

AVONGRO's role is clearly articulated in this strategy as strategic partner, facilitator and catalyst, not as the actual investment agent. This role is based upon the assumption that there are existing and emerging Government (eg. Forest Products Commission), Corporate (Managed Investment Schemes, Oil Mallee Company) and non profit tree cropping organizations (eg Sandalwood Association, Brushwood Growers) that have the capacity and are geared to drive investment. There is also growing interest from overseas investment organizations in investing in timber production and carbon farming in Australia.

Given AVONGRO's role as strategic partner, the key work is to identify an engagement strategy for each stakeholder based upon his or her potential influence or power, and their stake or importance in achieving the outcomes. The high influence, high importance stakeholders are priorities for engagement on a one-on-one and personal basis. These stakeholders are identified in the action plan.

For these stakeholders, the work ahead is to identify the areas that AVONGRO can support their work, and identify areas of fee for service activities that Avongro can potentially provide. This provides two outcomes for AVONGRO, an ongoing strategic partnership in which value is being exchanged, and potential self-sustainability for AVONGRO.

Strategic Area No 2: Managing Avongro Business

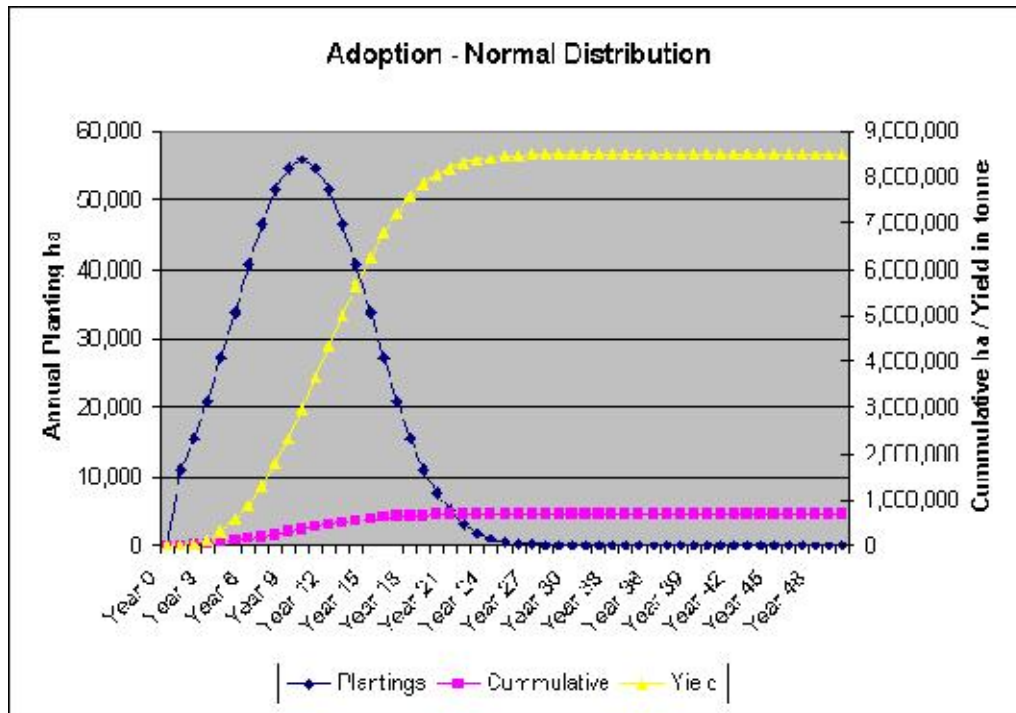
AVONGRO needs to see its core functions as a business does and treat them, as an enterprise would do. The kinds of actions that are included in this strategy are:

- ◇ Building a membership package with exclusive benefits
- ◇ Develop a database management system to service members and strategic partners
- ◇ Skills identification and development for Executive
- ◇ Target specific skills sets when seeking new members for key positions, develop succession plan and head hunt
- ◇ Develop work planning in MS project, and develop monthly work plans and reports for the Executive
- ◇ Conduct risk assessment process and develop plan
- ◇ Develop Career development plan for Executive Officer
- ◇ Develop remuneration proposal and policy for Executive
- ◇ Undergo Corporate Governance training and develop procedures and practices
- ◇ Monitor and report on performance
- ◇ Develop broad base Political and bureaucratic support
- ◇ Conduct structural review

These actions are to be undertaken over a period of time based upon resources available to implement successfully. Combined they will help AVONGRO to develop a high professional, sustainable, well governed organization in which members feel confident in being a member.

Strategic Area No 3: Business Development and Extension

The process has identified a Landscape Level Investment Model, which shows the rate of plantings to be achieved if the goal of 800,000 ha is achieved in 20 years. This model also shows the indicative biomass yield that can be achieved from the level of proposed plantings, which helps to drive planning for processing facilities.



The key assumptions that have been used to arrive at the cumulative yields are:

- ◇ Average yield at full production is 12.5 t/ha
- ◇ Yield on immature plantings is year 2 - 20%, year 3 - 60%, and year 4 - 100%.

The planting curve has been normalised and estimate plantings have been initially based upon knowledge of companies planning plantings, and then possible acceleration based upon carbon trading as a driver.

The key to using this tool is to monitor the level of plantings and enter this data each year. This will then give the cumulative yield in tonnes, which predicts the timeframes for processing infrastructure.

A related goal is to plant areas of the landscape that are of strategic interest eg. Match to areas of soil vulnerability, areas where local government infrastructure is suitable, where high value food productive capacity is lower, where biodiversity benefits can be achieved, topography, hydrology, rainfall, and capacity of social networks and interactions will speed up adoption. This will be mapped with partners that have existing information, and additional criteria added to the spatial analysis. This would be an interrogatable system that can be used in workshops and forums with farm advisors and extension officers.

The Farm level investment model will then bring it down to a “returns equation” for a farm enterprise. This will be website based and a tool that is extended one-on-one through Development officers and through the Farm Consulting network.

Other areas for development are to develop an Indigenous Farm Forestry program by working with TAFE and ILC.

Building a value chain will be achieved through a second stage project to the Bioenergy report already completed by AVONGRO. Possible value adding opportunity scenarios will be developed to match areas of supply, and areas of ideal infrastructure. Further market research on supply wood pellets into Europe is recommended, as well as maintaining a watching brief of fast pyrolysis and biomass to liquid plants in other countries. AVONGRO will also continue to investigate any opportunities to level of carbon emissions reduction targets and programs.

The final part of this strategy is to build an extension program based upon adoption theory and to learn the triggers and drivers for adoption to happen successfully. This will be developed with the Development Officers.

Strategic Area No. 4: Research, Development and Commercialisation

The role that is defined in this area is to play an influencing and lobbying role, and not doing any activities. AVONGRO will actively support:

- ◇ New technology research and development – for new species, direct seeding trials, harvesting technology and processing technology.
- ◇ Investigation and development of protocols for calculating below ground carbon sequestration.
- ◇ Investigation and development of technology for irrigating salt tolerant species.
- ◇ Research of synergies between bioenergy and other uses for wood in the region.
- ◇ Seed availability, nursery capacity and skills development.

Strategic Areas No. 5: Marketing and Managing Community concerns

AVONGRO has already developed a profile in the Avon and will continue to build on that through targeted marketing efforts. To support the extension program marketing efforts, ongoing stories will be gathered about how tree crops have improved productive outcomes for farming enterprises, and generated other economic and community benefits. These stories will be gathered in the performance story-reporting format according to AVONGRO's program logic.

A marketing brochure (2 page glossy) which outlines AVONGRO's vision, the landscape level investment model, the key strategic areas and the kinds of strategic partnerships AVONGRO is looking for. The logo and grabline should be reviewed and amended if required, and key messages developed based upon the broad intent of the strategy.

A communications strategy will be developed which outlines simple but effective means of promoting AVONGRO to its target market. For example, direct selling to the



Farm consultant network is a critical communication task. The website will be updated as part of this communications strategy.

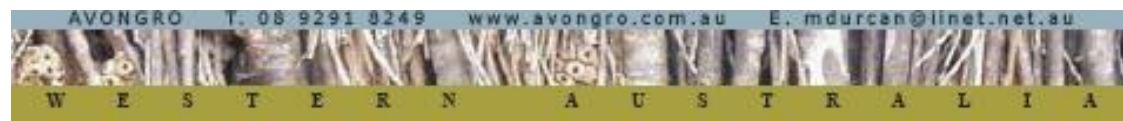
Communities that will be targeted for tree investment will be engaged with directly to ensure their issues are managed either within the communications strategy or separately by problem solving any issues.

ACTION PLAN

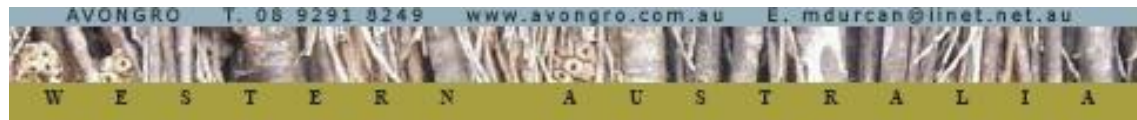
The following pages outline the action plan, which describes in more detail how to turn the strategic areas into bite size actions. A further stage to this is to turn the action plan into a work plan in MS Project.

Strategic Area No 1: Partnership Development

Actions	Key Stakeholders	Outcomes	Resources	Timeline	Evaluation
Corporate Relationship Development					
Identify engagement strategy for each stakeholder based upon their potential influence or power, and their stake/importance, in achieving the outcomes.					
<p>High Influence, High importance (not in priority order):</p> <ul style="list-style-type: none"> FPC – key partner for delivery of outcomes – organise meetings on needs basis OMC/Assoc – key player in mallee industry – organise meetings on needs basis MIS Companies - Carbon Conscious - AACL, Rewards, Great Southern Plantations, ITC, Timbercorp – meet with to catalyse investment, seek fee for service activities, and encourage biomass harvesting as well as carbon farming. National Trust WA – ongoing communication. Forestry consultants – work with actively. Other private players that will emerge to drive investment (especially international players). Watching brief and connect as opportunities arise. Verve Integrated Wood processing plants – work with as biomass processing becomes reality for Avon. Network with. Other Energy Industry stakeholders. Pyrolysis technology providers, Plantation Energy, Renewable Oil Corporation, Choren, SEDO. Network with. Local Govt (Avon ROC's), DPI – putting planning frameworks and appropriate infrastructure in place. Work actively with. ACC – funding partner/support, assistance to identify strategic areas to plant. Work actively with. DAFWA – mapping and identification of strategic areas to plant, extension support for farmers, agri-industry support. Work actively with. DoW – identification of hydrological and other environmental outcomes from tree investment. Network with, seek support for work. CYOConnor Tafe, Aust Master Tree Growers network – key to build labour market capacity and potential indigenous forestry program. Farm Consultants, other farm advisers – supporting the change. Network with AAAC. DEC (John Bartle) – commercialising new species, integrated processing, network with. R&D bodies (CSIRO) and CRC's (Future Farm, Forestry CRC)– processing technology, new varieties, understanding change and drivers. Agricultural consultants – work through AAAC. 	As listed	<p>Work closely with key stakeholders that can capitalise investment to provide fee for service activities:</p> <p>Corporates:</p> <ul style="list-style-type: none"> Community relationship management; Planning support and advice and help with agencies; Working with local government; Professional and technical staff support; Identifying suitable land (strategic multipurpose outcomes); Processing industry development; Broker to farmers. <p>Others as outlined. Seek to have people become part of working teams as opportunities arise.</p>	<p>Committee members – key relationship building.</p> <p>Exec Officer support role.</p> <p>Other staff/contractors based upon what you offer to deliver.</p>	Aug 08 onwards	Avongro becomes self sufficient through relationship management activities



<p>High Influence, Low Importance (but could change)</p> <ol style="list-style-type: none"> 1. WDC – critical partner at key times –engage on needs basis. 2. Australian Sandalwood Network, Brushwood Growers (at 10% of possible plantings, and capped market opportunities, ability to impact desired outcome is low, but this could change. Continue support). 3. PFDC network. 4. Indigenous Land Corporation (ILC) for opportunity to influence land purchase decisions or assist Indigenous Forestry industry development. 		Engage on needs basis.			
Negotiate Fees, trailers, buy-ins and what is appropriate given existing funding body attitudes					
Work with partners to identify opportunities for Avongro to deliver on areas in it's Strategic Plan and to be financially supported to deliver mutual benefit outcomes.	Corporates, FPC, ACC, others as opportunities arise	Avongro self funding Delivers strategic goal of 800,000 ha tree crops in Avon by 2028	As above	July 08 onwards	
Organise ongoing structured events that bring together and provide high value to stakeholders. Have one event a year that brings all stakeholders together and have top class speakers that people want to hear from and haven't been over-exposed to.	All	Stakeholders have direct contact with Avongro once a year.	Exec Officer		



Strategic Area No 2: Managing Avongro Business

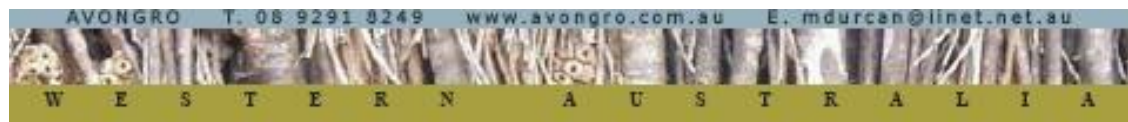
Actions	Key Stakeholders	Outcomes	Resources	Timeline	Evaluation
Membership – build farmer membership					100 members by Dec 08 200 members by Dec 09 500 members by Dec 10
Providing information from all partners on opportunities for members to deliver benefits to members. Consider look, colour and branding.	Stakeholders to provide information	Newsletter with broad readership base	ACC	Ongoing	Survey 5 members each newsletter to understand how to deliver more benefit
Develop database system that records contacts with members and lists enquiries for follow-up by staff. Enable servicing of greater membership base.	Lotteries	Database established enabling regular contact	\$5,000 Funding Source: Lotteries West	Est. Dec 08	Database established and working successfully.
Identify specific skills base that group will require to fulfil strategies and identify these people via active networking activities within the regional community. Executive member to contact potential new member directly and invite them to participate. Specifically target members for involvement in activities that relate to their interest. Record their interests and involvement in database system.	Use regional groups and business networks	Skills base identified. New members identified. New members contacted. Record their interests and participation in database.	Executive and staff time	Ongoing	Broad range of experience on Avongro teams. Managed turnover rate of executive members.
Develop membership package – what does being a member involve, what benefits, what communication they can expect. Revise membership fee for farms to \$66 (inc GST) to better reflect cost of sign-up and basic servicing provided. Develop capacity to email/fax alert members. Develop website component for members only and have information that is provided to members only.	Seek within SH group support to achieve this	Membership package produced	Time from SH	Sept 08	New package successfully causes sign-on of 100 new targeted members.



Develop streamlined membership package for all tree crop groups in the Avon region. Negotiate membership processes with other tree crop groups.	OMC, OMA, Brushwood Growers, ASN	One membership package with tiers, cross promotion of tree crop groups	Time tree crop groups	2009/2010	Members understand the benefits of membership of each group and membership grows over time
Work planning and reporting					
From strategic plan and ongoing project work, record all work tasks to be carried out in each 3-month period per annum. Develop work plan in MS Project. Develop linked reporting format. Develop weekly work plans and report for Exec. As new staff come on board, conduct induction process.	Avongro	System in place and reviewed each 3 months to improve outcomes	EO time MS Project	Sept – Dec 08	Executive effectively support EO and other staff to manage organisation
Risk Management Plan					
Conduct risk assessment process and develop risk management plan. Identify likely “spoilers” and get on front foot to engage these risks to the strategy implementation.	Avongro Executive committee	Risks management plan developed which helps	Executive and EO	July – Sept 08	Risks well managed
Professional development – Exec and Staff					
Undertake skills assessment. Undertake as group and as individuals (context for individuals is their role in the group – what do I need to learn to do my job better?).	Liz Easton	Skills development needs identified	Tool Support to apply it	Feb 09	People report they have adequate support and capacity to complete their work.
Develop Career Development Plans for Exec Officer	Executive	Ongoing career development plans for Exec Officer	Exec Officer	Feb 09	\$2,000 and 10 days per year spent on training for each staff person
Develop Exec learning plan, including Corporate Governance training. Access trainers, cost and apply for funding.	Executive	Corporate Governance training held. Other training planned	\$10,000 Lotteries West	Sept 09	\$5,000 per annum spent on Exec Committee training

Succession planning					
Headhunt new members who can be brought into team and Exec roles. Identify training needs and development program to bring those new members into roles. Consider use of mentor relationships.	Exec	New members brought into group in 2009-10 Mentor relationships established.	Executive time	2009 - 2010	Teams are highly effective and achieve desired results.
Develop proposal for payment of Executive Members for number of days per year and fuel costs. Develop tiered payment structure based upon position.	Exec and membership	Approved proposal for payment of fees for time and fuel.	Identify resources to put toward this purpose	Sept 2008 – Dec 2009	Avongro is highly competitive in sourcing Directors for it's Executive.
Corporate Governance Procedures					
Executive to undergo Corporate Governance training and identify procedures and practices that need to be addressed. Develop: <ul style="list-style-type: none"> Executive group charter Code of conduct (including conflict of interest and disclosure) Board performance policy Remuneration policy 	Exec	Corporate governance training undertaken. Procedures and policies written into manual and all new Exec members inducted.	Training	2009	\$5,000 spent on Corporate Governance training. Procedures manual in place and being implemented successfully.
Monitor and report on performance					
Match Strategic plan to monitoring process already put in place. Utilise change story technique and fund longitudinal research into changing practices and attitudes as a result of involvement in tree cropping. (Seek funding FFI CRC?)	Exec Officer	Outcomes revised every 3 months and tracking of achievements completed every 3 months	Exec Officer and Exec time	Aug 08 and every 3 months	Outcomes and impact Avongro has achieved is articulated regularly.
Ongoing investment in inventory to record trees planted	Tree crop groups	Inventory maintained and updated	ACC FPI	2009	Inventory up to date and accessible
Develop broad base Political and Bureaucratic support					
List all key political contacts (Federally and State) in both Govt and opposition that Avongro need to actively network with – form database. Note this is not a lobbying role but an influencing role - done to continually seek support and provide direct comment on the positive benefits being achieved.	Executive	Form positive relationships with all relevant political contacts	Executive time	2009	Avongro is seen as relevant and a key player in the market

List all key agencies and key people that have a role in any of the strategy areas. Form relationships with key people and actively network	Exec DoW DAFWA DEC Caring for Country	Form positive relationships with all relevant agency and regional organisation staff	Executive time	Ongoing	Avongro gets the information it needs to function effectively
Structural review					
Reorganise into Executive core team and teams to work on specific areas. Role of executive is to run the Avongro Business, teams work on specific strategy areas and meetings are organised around teams that need to report or gain decisions to proceed with business.	Executive Existing group	Core group at centre runs business. People engaged to be involved according to their interest. General meetings held infrequently.	Group time Exec Officer	Aug - Dec 08	Increased participation Increased membership
Conduct review of Business Structure to investigate if there are advantages in company limited by guarantee, association model or stay as is. Other options could be identified.	Avongro	New business structure adopted if appropriate.	Executive	Dec 08 – Sept 09	Adoption of change or stay as is

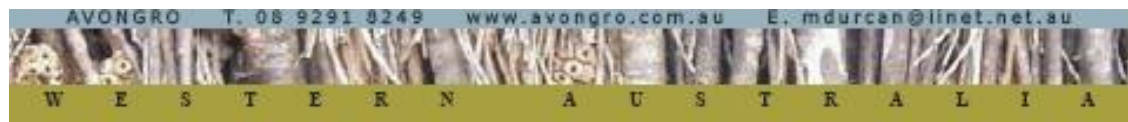


Strategic Area No 3: Business Development and Extension

Actions	Key Stakeholders	Outcomes	Resources	Timeline	Evaluation
Business Model Development					
Landscape Level Investment Model – refine work completed during strategy. What are the expected ha's to plant of which plant across how many years. At what points does processing infrastructure need to be introduced and what is the lag time on that development? What are the other constraints in the model and how will they be addressed? What needs to change and where? When does this need to occur? What are the likely responses? What assumptions are we making?	Avongro ACC DAFWA	An agreed model on how 800,000 ha of tree crops will be planted and the role Avongro will play to catalyse that.	SH time	Aug – Oct 08	A clearly articulated picture is developed and worked over with SH's to generate agreement on the vision.
Map areas of strategic interest for investment eg. Match to areas of soil vulnerability, areas where LG infrastructure is suitable, where high value food productive capacity is lower etc. Other areas to consider: soil type, biodiversity, topography, rainfall, hydrology, built environment – road infrastructure, farm size, available technology to adopt easily, shared norms, capacity of social networks and interactions, and "what will gain acceptance around here".	FPC DAFWA DEC ACC WDC	Agreement between key stakeholders about where is the areas to encourage tree crop investment.	SH time	2008-2009	Map is widely used by cropping SH's to guide investment in tree cropping in the Avon
Develop Farm Level investment model that outlines returns – develop as a "return calculator" based on website so interested growers can map their expected returns. Also include broader benefits (profit, ROI, soil health impact, biodiversity gains, carbon). Do we include different processing options?	Avongro	Returns calculator	Executive Officer Extension officer/s	Aug-Oct	500 farm enterprises access per annum, 50% adopt
Indigenous Farm Forestry					
Work with TAFE and ILC to develop specific Indigenous program	CYO' Connor (Peter)	Indigenous farm forestry program established	Indig Farm Forestry Extension Officer	2009	
Building a Value Chain					
Model possible value adding opportunities to match supply, and develop some scenarios as to ideal locations (based up infrastructure, labour, access to market, community acceptance) for entire Avon region.	LG SEDO WDC	Scenario map which highlights possible processing hubs	SEDO funding	2008-2009	Locations identified and commercial interest established



Wood Pellet Plants Conduct further market research on supplying wood pellets into Europe (or domestic markets?) as per bioenergy report. Contact key commercial interests to seek interest in plant development. Investigate Kalannie Distillers model (brickettes from residue) – can this model be replicated? Franchise/Expansion models?	Plantation Energy Commercial interests Kalannie Distillers	Value adding opportunities developed		2009 - 2010	Processing facilities for tree crops established in Avon
Fast Pyrolysis and Biomass to Liquids Maintain watching brief of commercial scale plants in other countries. Coordinate mallee supply and development by working with commercial or private SH's.	P 11 Bioenergy Report	Develop bioenergy plants in the Avon	EO Team	2010 - 2015	
Carbon Sequestration Continue to investigate any opportunities to lever off C02 emissions reduction targets and programs established by Govt or commercial interests. Work with key SH's to implement potential plantings.	Avongro Key SH	Carbon traded in the Avon and results in x ha of plantings		2008 - 2028	
Extension/Adoption Program					
Build extension program based upon adoption theory (predisposing factors, triggering factors, enabling factors, satisfying factors) Build champions, design change spaces, target farm enterprises in areas where looking for change, supply the enabling factors, equip people with the skills to make the change happen successfully, and help them to articulate the benefits.	DAFWA ACC DEC	Farm Forestry Development officers working in Avon enabling adoption	EO Extension Officers	2009 onwards	35% farmers in Avon adopt tree cropping technology



Strategic Area No 4: Research, Development and Commercialisation

Actions	Key Stakeholders	Outcomes	Resources	Timeline	Evaluation
This is an influencing/lobbying role, not an area where it is planned for Avongro to “do” work.					
New Technology research and development: <ul style="list-style-type: none"> • New species (FPC trial work) • Direct seeding (Geoff Woodall 08/09) • Harvesting (CRC Excellence NRM for Mallees, contact Helen for Brushwood) • Processing (Strategic Area No. 3) 	DEC CRC FPC	Enabling technology brought on line	Network and support	Ongoing	New technology enables industry to develop
Investigate and develop protocols for calculating below ground carbon sequestration	John Bartle and Richard Harper	Harvesting of trees enabled to prevent land being locked up for carbon farming only	Network and support	2008 - 2009	Protocols established and in use
Investigate and develop technology for irrigating salt tolerant species to work with discharge areas. Investigate species suitable to trial by looking outside the square.	DoW DEC	Salt tolerant species irrigation trials conducted	Network and support	Ongoing	
Research synergies between bioenergy and other uses for wood in the region: <ul style="list-style-type: none"> • Grow more long term specialty timber crops (trials) • Mixing up species (trials) • Another woody crop, other Euc's – new trials and go over old trials to see if there are any new species (exotics) • Use thinnings and debris from harvest (trials) 	FPC DEC	Successful synergies developed	Development Officers to run trials	Ongoing	
Seed availability Provide advice on likely numbers of trees or seed required based upon SH consultation conducted. Facilitate any issues related to nursery capacity and skills development	DEC ACC	Seed available for plantings required	EO time	Ongoing	Seed available for plantings
Impact on crops Research impact on crops from tree crop plantings	FPC ACC	Impact understood and demonstrated	Research funding	2010	Able to promote tree cropping to the Ag consultants

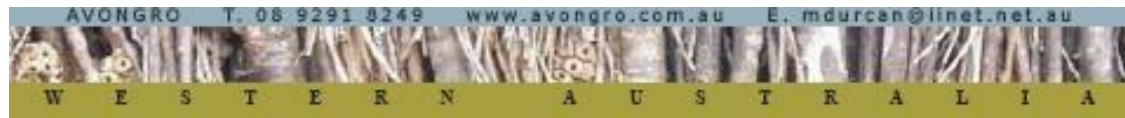
Strategic Area No 5: Marketing and Managing Community Concerns

Actions	Key Stakeholders	Outcomes	Resources	Timeline	Evaluation
Gathering Stories					
Gather and document good stories about how tree crops have improved eco-systems, biodiversity health, improved productive outcomes, and social benefits for communities. Gather stories of change in performance story reporting format.	Avongro	Good stories collected and promoted	Exec officer	Ongoing	Three Avongro stories into landcare, rural press, mainstream press each month.
Effective branding and key message development					
Develop 2 page glossy brochure which outlines what Avongro's vision is, the landscape level investment model and what you think needs to be done to achieve that. Revise logo and grab-line for Avongro based upon strategy concepts. Revise key messages based upon strategy. Revise key messages for each new project or new activity. Promote environmental and social benefits of tree crops.	Avongro	Key message statement	Exec Officer	Aug- Sept 08	New members attracted
Communications Strategy					
Media Develop up to 3 media releases per month targeting stories about what people are doing, into media. 1 release per month on what the group is doing. Organise as much piggyback advertising as possible.	Media contacts	Regular positive stories in the media	Exec Officer	Monthly	Avongro gets contacted for inclusion in events and media articles
Website Update website with membership package and investment return calculator. Outline key strategic areas on website.		Website updated	Contractor	Sept 08	1000 hits per month
Engaging with community concerns					
Engage with community leaders, boundary spanners and hubs to gain feedback on community issues in regards to tree cropping. Ensure these issues are managed within communications strategy. Problem solve any specific issues.	Community leaders	Avongro are seen as a respected leader and credible solution broker	EO, Exec Development Officers	2008 2009	Tree cropping viewed as a positive form of land use in the Avon



Sources of Funding Proposed

- Lotteries West
- Caring for Country
- Men of Trees – Carbon Funds
- DoW, DEC and DAFWA core funding for group
- FPC – through PFDC approach
- Foundation for Regional and Rural Renewal
- Avon Catchment Council – Project Management or other delivery
- SEDO
- WDC Regional Development Grants
- Commercial arrangements – fee for service activities, commissions, trailers, management of contracts, (Community relationship management; Planning support and advice and help with agencies; Working with local government; Professional and technical staff support; Identifying suitable land -strategic multipurpose outcomes, Processing industry development; Broker to farmers)
- Other funding programs on opportunistic basis



Proposed New Organisational Structure

