

**AGENDA - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
13 AUGUST 2019**



**SHIRE OF ASHBURTON
ASHBURTON TOURISM DEVELOPMENT
COMMITTEE MEETING**

**AGENDA
&
ATTACHMENTS**

**Council Chambers, Onslow Shire Complex
Second Avenue Onslow
13 August 2019
9.30 am**

**AGENDA - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
13 AUGUST 2019**

SHIRE OF ASHBURTON

ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING

Dear Councillor

Notice is hereby given that an Ashburton Tourism Development Committee Meeting of the Shire of Ashburton will be held on 13 August 2019 at Council Chambers, Onslow Shire Complex, Second Avenue, Onslow commencing at 9.30 am.

The business to be transacted is shown in the Agenda.

A handwritten signature in black ink, appearing to read 'JPB', followed by a horizontal line.

John Bingham
ACTING CHIEF EXECUTIVE OFFICER

DISCLAIMER

The recommendations contained in the Agenda are subject to confirmation by the Committee and endorsement by the Council. The Shire of Ashburton warns that anyone who has any application lodged with Council must obtain and should only rely on written confirmation of the outcomes of the application following the Council meeting, and any conditions attaching to the decision made by the Council in respect of the application. No responsibility whatsoever is implied or accepted by the Shire of Ashburton for any act, omission or statement or intimation occurring during a Council meeting.

**AGENDA - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
13 AUGUST 2019**

1.	DECLARATION OF OPENING.....	4
1.1	ACKNOWLEDGEMENT OF COUNTRY	4
2.	ATTENDANCE	4
2.1	PRESENT	4
2.1	APOLOGIES.....	4
2.2	APPROVED LEAVE OF ABSENCE.....	4
3.	ANNOUNCEMENT OF VISITORS.....	4
4.	DECLARATION BY MEMBERS.....	4
4.1	DUE CONSIDERATION BY COUNCILLORS TO THE AGENDA	4
4.2	DECLARATIONS OF INTEREST	4
5.	CONFIRMATION OF MINUTES OF PREVIOUS MEETING	6
5.1	ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING HELD ON 21 MAY 2019.....	6
6.	REFERENCE.....	6
6.1	TERMS OF REFERENCE	6
6.2	REFERENCE DOCUMENTS & KEY AGENCIES.....	7
7.	AGENDA ITEMS	10
7.1	FINAL ECONOMIC & TOURISM DEVELOPMENT STRATEGY.....	10
8.	NEXT MEETING.....	15
9.	CLOSURE OF MEETING	15

**AGENDA - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
13 AUGUST 2019**

1. DECLARATION OF OPENING

The Presiding Member declared the meeting open at ____ am.

1.1 ACKNOWLEDGEMENT OF COUNTRY

As representatives of the Shire of Ashburton Council, we respectfully acknowledge the local Indigenous people, the traditional custodians of this land where we are meeting upon today and pay our respects to them and all their elders both past, present and future.

2. ATTENDANCE

2.1 PRESENT

Members:	Cr M Lynch Cr K White Cr L Rumble Cr M Gallanagh Cr D Diver Cr L Thomas	Tom Price Ward (Presiding Member) Onslow Ward Paraburdoo Ward Pannawonica Ward Tom Price Ward Tablelands Ward
Staff:	Mr J Bingham Mrs S Johnston Mr I Hamilton Mr B Cameron Mrs M Lewis	Acting Chief Executive Officer Acting Director Community Services Director Infrastructure Director Property and Development Services Council Liaison Officer
Guests:		
Members of Public:	There were ____ members of the public in attendance at the commencement of the meeting.	
Members of Media:	There were ____ members of the media in attendance at the commencement of the meeting.	

2.1 APOLOGIES

2.2 APPROVED LEAVE OF ABSENCE

3. ANNOUNCEMENT OF VISITORS

4. DECLARATION BY MEMBERS

4.1 DUE CONSIDERATION BY COUNCILLORS TO THE AGENDA

Councillors White, Rumble, Lynch, Gallanagh, Thomas, and Diver are requested to acknowledge during the meeting that they have given due consideration to all matters contained in the Agenda.

4.2 DECLARATIONS OF INTEREST

Councillors to Note

A member who has an Impartiality, Proximity or Financial Interest in any matter to be discussed at a Council or Committee Meeting, that will be attended by the member, must disclose the nature of the interest:

**AGENDA - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
13 AUGUST 2019**

- (a) In a written notice given to the Chief Executive Officer before the Meeting or;
- (b) At the Meeting, immediately before the matter is discussed.

A member, who makes a disclosure in respect to an interest, must not:

- (a) Preside at the part of the Meeting, relating to the matter or;
- (b) Participate in, or be present during any discussion or decision-making procedure relative to the matter, unless to the extent that the disclosing member is allowed to do so under Section 5.68 or Section 5.69 of the *Local Government Act 1995*.

NOTES ON DECLARING INTERESTS (FOR YOUR GUIDANCE)

The following notes are a basic guide for Councillors when they are considering whether they have an interest in a matter.

These notes are included in each agenda for the time being so that Councillors may refresh their memory.

1. A Financial Interest requiring disclosure occurs when a Council decision might advantageously or detrimentally affect the Councillor or a person closely associated with the Councillor and is capable of being measure in money terms. There are exceptions in the *Local Government Act 1995* but they should not be relied on without advice, unless the situation is very clear.
2. If a Councillor is a member of an Association (which is a Body Corporate) with not less than 10 members i.e. sporting, social, religious and the Councillor is not a holder of office of profit or a guarantor, and has not leased land to or from the club, i.e., if the Councillor is an ordinary member of the Association, the Councillor has a common and not a financial interest in any matter to that Association.
3. If an interest is shared in common with a significant number of electors or ratepayers, then the obligation to disclose that interest does not arise. Each case needs to be considered.
4. If in doubt declare.
5. As stated in (b) above, if written notice disclosing the interest has not been given to the Chief Executive Officer before the meeting, then it **MUST** be given when the matter arises in the Agenda, and immediately before the matter is discussed.
6. Ordinarily the disclosing Councillor must leave the meeting room before discussion commences. The **only** exceptions are:
 - 6.1 Where the Councillor discloses the **extent** of the interest, and Council carries a motion under s.5.68(1)(b)(ii) or the *Local Government Act*; or
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**AGENDA - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
13 AUGUST 2019**

Declarations of Interest provided:

Item Number/ Name	Type of Interest	Nature/Extent of Interest

5. CONFIRMATION OF MINUTES OF PREVIOUS MEETING

**5.1 ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
HELD ON 21 MAY 2019**

Officers Recommendation

That the Unconfirmed Minutes of the Ashburton Tourism Development Committee Meeting held on 21 May 2019 (**ATTACHMENT 5.1**) be confirmed as a true and accurate record.

6. REFERENCE

6.1 TERMS OF REFERENCE

OBJECTIVES

To identify and develop strategies to promote tourism so there is a positive impact at a regional level.

To advise Council/Councillors on suggested actions the Council should consider to address relevant issues raised with and by the Committee.

ROLES AND RESPONSIBILITIES

With consistency to the REC07 Tourism Policy, advise and recommend to Council/Councillors on the above identified needs, issues and interests of tourism and the most appropriate strategies to address them.

MEETINGS

Membership

Membership of the Shire of Ashburton Tourism Development Committee will be:

- Six Elected Members of the Shire of Ashburton (one from each Shire Ward)
- One member shall be elected Chairperson one member shall be elected Deputy Chairperson;
- Other interested individuals may attend meetings as guests/observers, with the prior approval of the Chairperson.

Authority

The Committee has no delegated authority and the Shire President is to be the Shire's Spokesperson on issues under the Committee's consideration (irrespective of Committee Membership) unless otherwise authorised by the Shire President. Committee's recommendations will be presented to the next month's Ordinary Meeting of Council (as Committee Minutes).

AGENDA - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING 13 AUGUST 2019

Budget and Organisational Support

- A dedicated Budget allocation outlining the levels and parameters of support for the activities of the Ashburton Tourism Development Committee is to be decided by Council;
- A relevant Shire employee will attend meetings to provide administrative support including:
 - Preparation and provision of committee agendas and minutes; and
 - Preparation of committee meeting venue, as required.

Term

The term of membership for committee members is to coincide with biennial Local Government Councillor Elections and Council's biennial Council Meeting following (where Committee appointments are made).

Frequency

Meetings are to be held as required (wherever practical, they should correspond with Shire of Ashburton's Ordinary Council Meeting dates and locations).

6.2 REFERENCE DOCUMENTS & KEY AGENCIES

Shire of Ashburton 10 year Community Strategic Plan 2017 – 2027 (Living Life) Desktop Review 2019
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The Shire of Ashburton is committed to working with stakeholders to translate the activity in the region into tangible and sustainable gains for local towns and remote Aboriginal Communities. Living Life is the Shire of Ashburton's plan to achieve this. It captures the views of our diverse community, our vision for the future, our planning imperatives and provides direction for the next decade.

SoA Corporate Business Plan 2018 - 2022
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The Corporate Business Plan shows the first four years of implementing Living Life, the Strategic Community Plan. The theme of the next four years is "community building – now and for the future". This reflects the challenges and opportunities facing the Shire over the medium term. In the context of both temporary and permanent growth associated particularly with the resources sector, it is critical to build a legacy for the future, while addressing today's pressing needs. The Corporate Business Plan has developed priorities in six theme areas. The Plan shows how these priorities will be progressed in the context of a comprehensive approach to service delivery and asset management.
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REC07 Tourism Policy 2016 <i>(to be updated once the 2019 Economic & Tourism Development Strategy is adopted)</i>
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Current Shire of Ashburton Council Policy. The Shire recognises that tourism will continue to be a major employer and contributor to the economy within the Shire of Ashburton, and also that it needs to play an active role to facilitate the growth and development of tourism in Ashburton. The Shire will continue to work with State, regional and tourism industry stakeholders to promote local tourism opportunities.
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**AGENDA - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
13 AUGUST 2019**

SoA Tourism Destination Development Strategy 2011
The Strategy identifies key issues that should be addressed by the Shire in order to achieve its full potential as a vibrant visitor destination. The report is divided into three key areas of review namely; Visitor Servicing; Marketing and Destination Promotion; and Tourism Investment.
SoA Economic Development Opportunities Study 2016
RPS Group have undertaken a desktop analysis exercise informed by consultation with local businesses, government agencies and residents undertaken during the development of the Pilbara Regional Investment Blueprint.
SoA Tom Price Visitor Centre Strategic Plan
The Current strategy developed for the Tom Price Visitor Centre (2018), which includes key focus areas of: <ul style="list-style-type: none">• Enhancing visitor servicing and product experience• Being part of destination marketing• Strengthening relationships in the tourism community• Following robust governance procedures
Pilbara Development Commission, key regional strategies
The Commission's role is to coordinate and promote economic development in the Pilbara to maximise prosperity and well-being for the region, and for Western Australia. Key strategies aligned with tourism development in the Shire are: <ul style="list-style-type: none">• PDC Demand needs analysis short stay accommodation• PDC Pilbara Tourism Activation Infrastructure• PDC Pilbara Tourism Product Development Plan• PDC Regional Investment Blueprint Summary Report• PDC Regional Investment Blueprint: Technical Report• PRC Retail Attraction Strategy• Pilbara Report Investment Prospectus 2012
Pilbara Tourism Association
The Pilbara Tourism Association is a newly formed (2019) regional tourism organisation, which provides product development, capacity building and promotional initiatives to the operators in the region. The Association is member based, industry driven, with substantial following from the whole region, especially from operators within Shire of Ashburton.
Local Government and Tourism Discussion Paper WALGA
This paper identifies the context of tourism for Local Government, its current roles and future roles determined by Local Government feedback, with the backdrop of evidence from the economy Commonwealth and State Government agencies, their strategies and activities as well as other stakeholders.

**AGENDA - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
13 AUGUST 2019**

Economic Development Framework WALGA 2018

In 2018, WALGA completed an Economic Development Framework Project to facilitate a strategic approach to economic development (ED) in the sector.

Guided by a reference group of senior staff drawn from across the sector, the project comprised:

- exploration of current research and practice about the role of the sector in ED and the creation of sustainable communities;
- resource materials to assist WA Local Governments in creating and implementing ED strategies, and
- establishing a network of ED professional practitioners to support their work in this area and to ensure ongoing alignment with contemporary practice.

Tourism WA - www.tourism.wa.gov.au

Tourism WA is the State Government agency responsible for promoting Western Australia as an extraordinary holiday destination. Its focus is on marketing the State; developing, attracting and promoting major sporting, cultural and business events; and supporting the development of significant tourism infrastructure and projects. A wide range of research, reports and statistics on tourism in Western Australia is available. They are the authors of the Australia's North West Destination Development Strategy available at: [Australias Northwest Destination Development Strategy](#)

Australia's North West - <http://www.australiasnorthwest.com>

Australia's North West Tourism is the peak tourism marketing body for the Kimberley and Pilbara regions of Western Australia. It is responsible for the promotion of the North West as a premier tourism destination in both domestic and international markets on behalf of its members. The activities of Australia's North West Tourism are undertaken with assistance and financial support from the tourism industry and Tourism Western Australia.

**AGENDA - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
13 AUGUST 2019**

7. AGENDA ITEMS

7.1 FINAL ECONOMIC & TOURISM DEVELOPMENT STRATEGY

FILE REFERENCE:	ED01.01
AUTHOR'S NAME AND POSITION:	Anna Del Rio Manager Economic Development & Tourism
AUTHORISING OFFICER AND POSITION:	John Bingham Acting Chief Executive Officer
NAME OF APPLICANT/RESPONDENT:	Not Applicable
DATE REPORT WRITTEN:	11 July 2019
DISCLOSURE OF FINANCIAL INTEREST:	The author and the authorising officer have no financial, proximity or impartiality interests in the proposal.
PREVIOUS MEETING REFERENCE:	Not Applicable

Summary

The Ashburton Tourism Development Committee requests that Council adopt the Economic and Tourism Development Strategy ("*the Strategy*").

Background

At the March 2019 Ordinary Meeting Council resolved to:

- accept the Strategy as 'Draft' (**ATTACHMENT 7.1A**);
- share the Strategy with relevant stakeholders inviting further feedback for a period of not less than 21 days; and
- refer back to the Ashburton Tourism Development Committee (ATDC) with any comments from stakeholders at the earliest opportunity.

The Strategy was shared with all stakeholders who were part of the consultation phase and twelve submissions were received.

The submissions received are a combination of positive and negative feedback, including clear suggestions to add and/or edit particular sections of the Strategy.

The prevailing feedback across all stakeholders is that the Strategy is somewhat lacking in that each component needs to be much clearer and impactful. Some stakeholders were confused by the layout of the document highlighting that there is a lot of emphasis put on the background information and data, yet not enough on the actual strategy.

AGENDA - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING 13 AUGUST 2019

At the May 2019 ATDC Meeting a motion was carried to:

- Note the stakeholder submissions;
- Adopt the changes to the Strategy as recommended; and
- Request the Chief Executive Officer (CEO) make the necessary formatting changes to the document for it to feature a clearer and more impactful strategy component and be referred back to the Committee for final approval.

Comment

Stakeholder feedback has been incorporated with changes to the Strategy as per the table of feedback provided at the May 2019 ATDC Meeting. Careful consideration has been given to the dominating comments around the Strategy lacking clear direction and 'punch', therefore other changes were made to the document to enhance its formatting, layout and most importantly its flow as a strategic document.

The following changes were made to the document:

- Stakeholder feedback has been noted and the changes are included throughout the document;
- The strategy component has been brought forward (to the beginning of the document) with the background information following later;
- A list of acronyms has been provided;
- The statistical information has been removed from the document body and included as appendices;
- Other strategies considered for the formation of the 'Strategy' have been referenced in the appendices;
- 'Strategy target markets' have been added (i.e. to whom is the Strategy aimed at?); and
- The Strategy 'framework' has been re-arranged:

Original structure

Promote the Shire

- *Tourism promotion and marketing.*
- *Marketing the region for business investment.*

Facilitate Infrastructure Development

- *Encouraging tourism infrastructure development.*
- *Supporting transport infrastructure development.*
- *Facilitating business and industry infrastructure.*

Advocate on Behalf of Local Operators and Businesses

- *Lobbying State and Commonwealth for infrastructure and policy outcomes.*

AGENDA - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING 13 AUGUST 2019

Proposed structure

Goal 1 Promote the Shire

- *Targeted destination marketing for increased tourism – (sub-headings are now called 'key focus areas').*
- *Supporting capacity building.*
- *Maximising regional itineraries promotion.*

Goal 2 Encourage Infrastructure Development & Investment

- *Encouraging development of tourism and transport infrastructure.*
- *Lobbying on behalf of the Shire and industry to promote funding investment.*

Goal 3 Promote Business Development

- *Encouraging investment in local businesses.*
- *Facilitating networks for growth and support.*

- The revised Goals are better aligned with the Shire's direction in the Strategic Community Plan as well as stakeholder's feedback and the resources and capacity to deliver in those areas;
- Following this new framework 'Key Focus Areas' and the actions in the Program of Work were re-arranged so they sit under each relevant Goal;
- Key Focus Areas have been introduced for each goal, with the actions featured in the Program of Work tables. (The Key Focus Areas serve as background to the actions in the tables);
- Previously, there was one Program of Work table which covered all three goals. Now this has been split in three parts and has been categorised so there's a Program of Work table for each goal, and the actions have been re-arranged so they sit under their relevant Key Focus Area (i.e. some actions were moved from an area and put under another for better suitability);
- In the previous draft the third Goal was 'Advocate on Behalf of Local Operators and Businesses' however it contained information and actions that were more around facilitation of infrastructure and transport outcomes (this is now covered under Goal 2. 'Encourage Infrastructure Development & Investment'). Goal 3 is now called 'Promote Business Development' and it sets the scene for businesses to establish and grow in the Shire, facilitating networks with other affiliations and collaborating with Chambers of Commerce;
- In regards to the 'Actions' contained in the Strategy they have been re-arranged to sit under the revised goals and align to Key Focus Areas - some were removed from the previous draft (as unrealistic), other actions have a different tone suggesting the Shire to facilitate initiatives instead of doing them, as the workload was impractical (i.e. words like 'conduct', 'develop' and 'lead' were replaced with 'support' and/or 'encourage');
- In the previous Draft some actions were repeated up to three times - these have been reduced to one action.
- Some actions have been expanded to clarify their intent;

AGENDA - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING 13 AUGUST 2019

- Some actions were also modified according the stakeholder feedback;
- A map of the Shire has been added to 'The Context';
- The background part of the Strategy (everything following the strategy component) has been carefully reviewed with minor changes to wording to better align with the Shire's context and capabilities;
- The document has undergone a general 'make-over' by professional designers to enhance its layout and format. The 'look' and format has changed to address the 'lack of punch and clarity';
- The Shire's suite of four 'marketing fliers' to attract investment have been added in the Appendix.

The proposed final Strategy for Committee to recommend for adoption to Council can be reviewed in **ATTACHMENT 7.1B**.

Consultation

Executive Management Team
Manager Economic Development and Tourism
Manager Media and Communications

Statutory Environment

There are no known statutory impediments for this matter.

Financial Implications

There are no financial implications for the 2019/20 budget.

Strategic Implications

Shire of Ashburton Strategic Community Plan 2017-2027 Living Life (Desktop Review 2019)

Goal 02 - Economic Prosperity
Objective 03 – Well-managed tourism

The development of a strategy is specifically highlighted in Goal 2 as follows:

“Develop a Shire Economic Development Strategy that includes engagement with industry and government to support local economic development initiatives”.

Under Objective 03, “Well-managed tourism” specifically refers to the following:

“Work with the tourism industry, key stakeholders and agencies to collaboratively develop a regional Tourism Strategy that promotes the unique Pilbara offering of distinctive landscapes, seascapes and communities”.

Risk Management

Adoption of this item has been evaluated against the Shire of Ashburton's Risk Management Policy CORP5 Risk Matrix. The perceived level of risk is considered to be 'Low'

Policy Implications

REC07 - Tourism Policy

**AGENDA - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
13 AUGUST 2019**

Voting Requirement

Simple Majority Required

Officers Recommendation

That with respect to the draft Economic and Tourism Development Strategy, the Ashburton Tourism Development Committee recommend Council:

1. Approve and adopt the Economic and Tourism Development Strategy **ATTACHMENT 7.1B** as final; and
2. Request the Chief Executive Officer give public notice of the Economic and Tourism Development Strategy and make the document available for public viewing.

**AGENDA - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
13 AUGUST 2019**

8. NEXT MEETING

The next Ashburton Tourism Development Committee meeting will be held at a time and date to be confirmed.

9. CLOSURE OF MEETING

The Presiding Member closed the meeting at _____ am.



**SHIRE OF ASHBURTON
ASHBURTON TOURISM DEVELOPMENT
COMMITTEE MEETING**

PUBLIC MINUTES

**Council Chambers, Onslow Shire Complex
Second Avenue Onslow**

21 May 2019

9.30 am

**MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
21 MAY 2019**

SHIRE OF ASHBURTON

ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING

The Chief Executive Officer recommends the endorsement of these minutes at the next Ordinary Meeting of Council.



CEO: _____

Date: 15.05.2019

These minutes were confirmed by Council as a true and correct record of proceedings of the Ashburton Tourism Development Committee Meeting held on 21 May 2019.

Presiding Member: _____

Date: _____

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**MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
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1.	DECLARATION OF OPENING.....	4
1.1	ACKNOWLEDGEMENT OF COUNTRY	4
2.	ATTENDANCE	4
2.1	PRESENT.....	4
2.1	APOLOGIES.....	4
2.2	APPROVED LEAVE OF ABSENCE.....	4
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4.1	DUE CONSIDERATION BY COUNCILLORS TO THE AGENDA.....	4
4.2	DECLARATIONS OF INTEREST.....	4
5.	CONFIRMATION OF MINUTES OF PREVIOUS MEETING.....	6
5.1	ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING HELD ON 12 FEBRUARY 2019	6
6.	REFERENCE.....	6
6.1	TERMS OF REFERENCE	6
6.2	REFERENCE DOCUMENTS & KEY AGENCIES	7
7.	AGENDA ITEMS	11
7.1	REEF TO RANGE PHOTO COMPETITION 2019/20.....	11
7.2	STAKEHOLDER FEEDBACK: DRAFT ECONOMIC AND TOURISM DEVELOPMENT STRATEGY.....	15
8.	NEXT MEETING.....	18
9.	CLOSURE OF MEETING	18

**MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
21 MAY 2019**

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2.1 PRESENT

Members:	Cr M Lynch Cr K White Cr L Rumble Cr M Gallanagh Cr D Diver	Tom Price Ward (Presiding Member) Onslow Ward Paraburdoo Ward Pannawonica Ward Tom Price Ward
Staff:	Mr R Paull Mrs S Johnston Ms A Del Rio Ms J Smith Ms K Nicholson	Chief Executive Officer Acting Director Community Services Manager Economic Development and Tourism Executive Coordinator Executive and Governance Support Officer
Guests:		Cr Dias and Cr de Pledge
Members of Public:	There were no members of the public in attendance at the commencement of the meeting.	
Members of Media:	There were no members of the media in attendance at the commencement of the meeting.	

2.1 APOLOGIES

Cr L Thomas Tableland Ward

2.2 APPROVED LEAVE OF ABSENCE

3. ANNOUNCEMENT OF VISITORS

There were no visitors in attendance

4. DECLARATION BY MEMBERS

4.1 DUE CONSIDERATION BY COUNCILLORS TO THE AGENDA

Councillors White, Rumble, Lynch, Gallanagh, and Diver are requested to acknowledge during the meeting that they have given due consideration to all matters contained in the Agenda.

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**MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
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MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING 21 MAY 2019

MEETINGS

Membership

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6.2 REFERENCE DOCUMENTS & KEY AGENCIES

Shire of Ashburton 10 year Community Strategic Plan 2017 – 2027 (Living Life)

The Shire of Ashburton is committed to working with stakeholders to translate the activity in the region into tangible and sustainable gains for local towns and remote Aboriginal Communities. Living Life is the Shire of Ashburton's plan to achieve this. It captures the views of our diverse community, our vision for the future, our planning imperatives and provides direction for the next decade.

**MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
21 MAY 2019**

SoA Corporate Business Plan 2018 - 2022

The Corporate Business Plan shows the first four years of implementing Living Life, the Strategic Community Plan. The theme of the next four years is “community building – now and for the future”. This reflects the challenges and opportunities facing the Shire over the medium term. In the context of both temporary and permanent growth associated particularly with the resources sector, it is critical to build a legacy for the future, while addressing today’s pressing needs. The Corporate Business Plan has developed priorities in six theme areas. The Plan shows how these priorities will be progressed in the context of a comprehensive approach to service delivery and asset management.

REC07 Tourism Policy 2016

Current Shire of Ashburton Council Policy. The Shire recognises that tourism will continue to be a major employer and contributor to the economy within the Shire of Ashburton, and also that it needs to play an active role to facilitate the growth and development of tourism in Ashburton. The Shire will continue to work with State, regional and tourism industry stakeholders to promote local tourism opportunities.

SoA Tourism Destination Development Strategy 2011

The Strategy identifies key issues that should be addressed by the Shire in order to achieve its full potential as a vibrant visitor destination. The report is divided into three key areas of review namely; Visitor Servicing; Marketing and Destination Promotion; and Tourism Investment.

SoA Economic Development Opportunities Study 2016

RPS Group have undertaken a desktop analysis exercise informed by consultation with local businesses, government agencies and residents undertaken during the development of the Pilbara Regional Investment Blueprint.

Pilbara Tourism Development Plan 2014 (PDC, PRC, Tourism WA)

Through research, analysis and consultation, this project has identified a number of tourism product development priorities for the region over the short-term (i.e. 1-5 years) and long-term (i.e. 5-15 years).

Pilbara Regional Investment Blueprint 2015 (PRC)

The Blueprint is the outcome of extensive engagement and analytical understanding of the region. It has been prepared by the Pilbara Development Commission (the Commission) and it incorporates the efforts, skills and knowledge of local government, key state and federal government agencies and the nongovernment, community and non-profit sectors. The Blueprint has been structured through a logical process of understanding:

- where we are
- where we want to be (and why)
- how we can get there.

Pilbara Region Trails Blueprint Final Report

This report summarises the key features of all the existing and proposed trails in each of the 4 local governments and sets out a plan for the development of a “top priority” trail in each of the 4 local governments.

**MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
21 MAY 2019**

Pilbara Regional Signage Strategy (UN-ENDORSED DRAFT)

The Strategy supports a consistent tourism experience in the Pilbara. The intent of this Strategy is to provide a framework upon which all future direction on signage within the region can be coordinated. The Strategy forms part of a broader set of projects are designed to contribute to a broader regional destination marketing objective, all leveraging the PTPDP as the overarching strategic vision for the region.

DRAFT Local Government and Tourism Discussion Paper WALGA

This paper identifies the context of tourism for Local Government, its current roles and future roles determined by Local Government feedback, with the backdrop of evidence from the economy Commonwealth and State Government agencies, their strategies and activities as well as other stakeholders.

Tourism WA -

http://www.tourism.wa.gov.au/Pages/welcome_to_tourism_western_australia.aspx

Tourism WA is the State Government agency responsible for promoting Western Australia as an extraordinary holiday destination. Its focus is on marketing the State; developing, attracting and promoting major sporting, cultural and business events; and supporting the development of significant tourism infrastructure and projects. A wide range of research, reports and statistics on tourism in Western Australia is available.

Australia's North West - <http://www.australiasnorthwest.com/>

Australia's North West Tourism is the peak tourism marketing body for the Kimberley and Pilbara regions of Western Australia. It is responsible for the promotion of the North West as a premier tourism destination in both domestic and international markets on behalf of its members. The activities of Australia's North West Tourism are undertaken with assistance and financial support from the tourism industry and [Tourism Western Australia](#).

Initiatives

Pilbara Development Commission / Tourism WA / Pilbara Regional Council

The Pilbara Tourism Product Development Plan Nov 2014 is the key guiding document for promoting regional tourism in the Pilbara for all agencies (including SoA and ANWT).

The three priority projects from that plan identified by the Steering Committee for implementation are:

1. Regional Tourism Trails.
2. Regional/ Destination Marketing: which is split into increased signage in the Pilbara, Digital/Mobile engagement and Targeted online marketing campaign.
3. A Diverse Range of Accommodation.

The Warlu Way falls across both the Regional Signage Strategy and the Pilbara Region Trails Masterplan.

Of these three priority areas PRC is the lead agency on:

1. Regional Tourism Trails (SoA identified its key project in this as upgrading the Ian Blair Boardwalk and new interpretive signage; this was also the subject of one of three recent PDC grant applications).

**MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
21 MAY 2019**

2. Regional/Destination Marketing: increased signage in the Pilbara and Digital/Mobile Engagement. SoA utilised the regional signage strategy in another of its PDC grant applications; for Info Bays and signage.

ANWT is the lead agency for the targeted online marketing campaign.

PDC is the lead agency on diverse range of accommodation.

Each group in the Steering Committee works collaboratively on these projects e.g. Tourism WA, PDC and PRC all work together on the Camping with Custodians initiative, as an example of diverse range of accommodation.

RV Friendly status is another example of the diverse range of accommodation priority (although it was endorsed by the PRC Council at a later date).

Pilbara Regional Council (disbanded)

The PRC undertook the following in conjunction with the above projects.

1. Signage for the Warlu Way
2. A digital media strategy
 - o Digital Mobile Engagement
 - o Mobile App
3. The trails project
 - o Regional Tourism Trails
 - o Pilbara Trails Blueprint
 - Ian Blair Boardwalk & interpretation signage (Grant application)
 - o Unique Driver Rest Stops in the Pilbara
 - o RV Friendly Feasibility Study
 - o Regional Signage Strategy
 - o Regional Brand Signage

Visitor Centres Back Office Federation

Visitors Centre Website Management

Old Onslow Conservation Plan and Tourism

Welcome Wi-Fi (Roadside Rest Stops & Public Centres)

Regional Event Attraction

Destination Pilbara

Regional Investment Tour

Pilbara Mountain Bike Master Planning

East x West Forum

PRC / PDC Joint Projects

Tourism Capacity Building / Camping with Custodians

Provision of Wi-Fi at Karijini

Shire of Ashburton Projects

Information Bays – Grant

Shell Museum - Grant

**MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
21 MAY 2019**

7. AGENDA ITEMS

Declaration of Interest

Prior to consideration of this Agenda Item.

Cr Diver declared an impartial interest.

See item 6.2 for details of the interest declared.

RECORDED ON REGISTER GV07

7.1 REEF TO RANGE PHOTO COMPETITION 2019/20

MINUTE: 554/2019

FILE REFERENCE:	ED01.01
AUTHOR'S NAME AND POSITION:	Anna Del Rio Manager Economic Development and Tourism
AUTHORISING OFFICER AND POSITION:	Rob Paull Chief Executive Officer
NAME OF APPLICANT/RESPONDENT:	Not Applicable
DATE REPORT WRITTEN:	12 April 2019
DISCLOSURE OF FINANCIAL INTEREST:	The author and the authorising officer have no financial, proximity or impartiality interests in the proposal.
PREVIOUS MEETING REFERENCE:	Not Applicable

Summary

The Ashburton Tourism Development Committee (ATDC) is requested to recommend that Council endorse the *Reef to Range Photo Competition 2019/20* ('*Photo Competition*') to promote the Shire and allocate \$6,000 for the cash prizes.

Background

The aim of the *Photo Competition* is to collect a high calibre suite of photos that showcase the beauty and the characteristics of the Shire of Ashburton, and can then be used for our own promotional purposes.

In addition to the benefits associated with a high level of community engagement, the photo competition is an extremely cost effective way to gather an extensive tourism based image library.

The Shire is increasing its destination marketing activities through printed publications such as visitor guides and brochures, as well as digital platforms including Facebook, Instagram and websites. These activities require high quality images which help promote our towns, attractions and local businesses, as well as portray a true sense of place.

MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING 21 MAY 2019

A *Photo Competition* would also address the negative branding which is associated with the Pilbara (as per a recent research study conducted by Tourism WA about consumers' perspective of the Pilbara):

- Knowledge of the Pilbara region as a tourist destination is low and perceptions are often negative (including Karijini which has low visitor awareness);
- Visitors who have been to the region think of the Pilbara as 'red dirt', non-visitors think of it as 'mining';
- The Pilbara region lacks a clear identity, it is most known for 'mining';
- People are not motivated to visit the Pilbara for a holiday;
- Motivation for people who have visited is mostly work related;
- The Pilbara region is not perceived as a tourism destination in its own right; and
- Compared to other tourist regions of WA, the Pilbara held the least overall appeal as a destination for a holiday or short break.

An increased and varied image library will assist to overcome these perceptions, create a greater understanding of the sights and locations to be visited and brand the Pilbara as a proper holiday destination.

Similar projects are being carried out by other Visitor Centres across Australia with great success, and the Tom Price Visitor Centre (TPVC) staff have expressed a strong desire to run a photo competition on behalf of the Shire. Following the competition, the Shire will be able to use the gallery of tourism images in promotional material such as the holiday guide magazine, Shire Directory, website, printed brochures, destination marketing campaigns, as well as social media and other digital platforms.

Comment

The *Photo Competition* aims to cover all geographical areas of the Shire, from inland to coastal. Photographs must be taken anywhere in the Shire of Ashburton, including Tom Price, Karijini and Millstream National Parks, Paraburdoo, Pannawonica, Onslow, Old Onslow and coastal of islands of the Shire.

To entice entry from a broad selection of photographers, tourists, local residents and a young audience, the competition is suggested to have three simple categories, without tightly defined themes.

Below is a summary of the recommended competition categories and prizes for the *Photo Competition*:

- **Inland Pilbara**

Adult (18 years old and over):

Youth (17 years old and under):

Prize: \$1,000

Prize: \$500

Description: We're looking for those 'uniquely Pilbara' shots, showcasing what makes the inland Pilbara so majestic, subjects can include wildlife, gorges, road trips, ranges, night skies, landscapes, events held inland, food & drinks.

MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING 21 MAY 2019

- **Coastal Pilbara**

Adult (18 years old and over):

Youth (17 years old and under):

Prize: \$1,000

Prize: \$500

Description: Seeking images of the coastal and marine locations and subjects of the Pilbara. These may include wildlife, marine life, ocean, beaches, and islands, boating and fishing activities, road trips, and night skies, events held along the coast, food & drinks.

- **Overall Competition Winner**

Prize: \$3,000 (**open to both Adult and Youth groups**)

Description: The judging panel will select three photos, excluding category winners, from all photos submitted. These will be posted on several Facebook pages, and the photo with the most combined likes will be deemed the winner.

In order for the proposed *Photo Competition* to achieve the widest possible reach support from Australia's North West (ANW), the Pilbara Tourism Association (PTA) and the Department of Biodiversity, Conservation & Attractions has been sought. These stakeholders have all expressed their enthusiasm towards the project and will assist in promoting the competition, sharing content and also in judging. In addition to providing greater reach, and in turn a larger suite of photographic material, this support also adds to the credibility and professionalism of the campaign.

Including ANW and PTA on this project further develops the positive relationships for collaboration for future campaigns.

It is proposed that the *Photo Competition* will run from end of May 2019 until end of January 2020, with winners anticipated to be announced late-February and early March 2020.

Please refer to **ATTACHMENT 7.1** for the full Photo Competition (draft) Terms & Conditions.

Consultation

Executive Management Team
 Manager Media & Communications
 Tom Price Visitor Centre
 Australia's North West
 Pilbara Tourism Alliance
 Department of Biodiversity Conservation and Attractions

Statutory Environment

There are no known statutory impediments for this matter.

Financial Implications

The competition will cost \$6,000 and be allocated from existing funds from Job no. CS020 - Projects and Consultancy. No variation to the 2018/19 Budget is required.

Strategic Implications

Shire of Ashburton Strategic Community Plan 2017-2027 Living Life
 Goal 2 - Economic Prosperity
 Objective 3 – Well-managed tourism

**MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
21 MAY 2019**

Tom Price Visitor Centre Business Plan

Priority Tasks: Destination Marketing

Create regionally engaging content for social posts and website

Collate image library and procure images for iconic regional experiences

Risk Management

Adoption of this item has been evaluated against the Shire of Ashburton's Risk Management Policy CORP5 Risk Matrix. The perceived level of risk is considered to be 'Low'

Policy Implications

REC07 - Tourism Policy

Voting Requirement

Simple Majority Required

Officers Recommendation and Committee Decision

MOVED: Cr L Rumble

SECONDED: Cr D Diver

That with respect to the Reef to Range Photo Competition 2019/20, the Ashburton Tourism Development Committee recommend Council:

1. Endorse the concept and actions associated with undertaking the Reef to Range Photo Competition 2019/20;
2. Endorse the categories, judging processes and Terms and Conditions of the Reef to Range Photo Competition 2019/20 (ATTACHMENT 7.1);
3. Allocate \$6,000 for prizes associated with the Reef to Range Photo Competition 2019/20 from existing funds from the 2018/19 Budget; and
4. Nominate the following members of the Ashburton Tourism Development Committee participate in the Reef to Range Photo Competition 2019/20 judging panel:
 - * Cr D Diver
 - * Cr M Gallanagh
 - * Cr L Rumble
 - * Cr M Lynch

CARRIED 5/0

Councillors Lynch, White, Rumble, Gallanagh and Diver voted for the motion

**MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
21 MAY 2019**

7.2 STAKEHOLDER FEEDBACK: DRAFT ECONOMIC AND TOURISM DEVELOPMENT STRATEGY

MINUTE: 555/2019

FILE REFERENCE:	ED01.01
AUTHOR'S NAME AND POSITION:	Anna Del Rio Manager Economic Development & Tourism
AUTHORISING OFFICER AND POSITION:	Rob Paull Chief Executive Officer
NAME OF APPLICANT/RESPONDENT:	Not Applicable
DATE REPORT WRITTEN:	2 May 2019
DISCLOSURE OF FINANCIAL INTEREST:	The author and the authorising officer have no financial, proximity or impartiality interests in the proposal.
PREVIOUS MEETING REFERENCE:	Not Applicable

Summary

The Ashburton Tourism Development Committee (ATDC) is requested to recommend that Council note the submissions from stakeholders received in relation to the draft *Economic and Tourism Development Strategy (the Strategy)* and adopt the changes to the Strategy as recommended.

Background

At the Ordinary Meeting of March 2019, Council resolved as follows:

"That with respect to the draft Strategy for Stakeholder Feedback, that Council:

1. *Receive the Economic and Tourism Development Strategy (ATTACHMENT 11.3) and accepted as a 'draft'; and*
2. *Request the Chief Executive Officer share the draft Economic and Tourism Development Strategy with relevant stakeholders inviting further feedback for a period of not less than 21 days; and*
3. *Request the Chief Executive Officer at the earliest opportunity to refer the draft Economic and Tourism Development Strategy via the Ashburton Tourism Development Committee with any comments from stakeholders."*

Comment

The draft *Strategy* was shared with all stakeholders who were part of the consultation phase and 12 submissions were received from the following stakeholders:

- Australia's North West
- Department of Biodiversity, Conservations & Attractions
- Gumala Enterprises
- Yinhawangka Aboriginal Corporation
- Lestok Tours

MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING 21 MAY 2019

- Nintirri
- Onslow Chamber of Commerce
- Ocean View Caravan Park
- Pilbara Development Commission
- Tourism Western Australia
- West Oz Active Adventures
- Yindjibarndi Aboriginal Corporation

The submissions received are a combination of both positive and negative feedback, including clear suggestions to add and/or edit particular sections of the Strategy. Full details of the submissions are provided in **ATTACHMENT 7.2B**.

It is recommended that once all stakeholder suggested changes are reviewed and where relevant, incorporated in the *Strategy*, the document will be reviewed and which may result in the *Strategy* having a different format.

Consultation

Executive Management Team

Statutory Environment

There are no known statutory impediments for this matter.

Financial Implications

There are no financial implications for the 2018/19 Budget. The cost for the development of the Strategy was approximately \$43,000 and provisioned in the budget.

Strategic Implications

Shire of Ashburton Strategic Community Plan 2017-2027 Living Life
Goal 2 - Economic Prosperity
Objective 3 – Well-managed tourism

The development of a strategy is specifically highlighted in Goal 2 as follows:

“Develop a Shire Economic Development Strategy that includes engagement with industry and government to support local economic development initiatives”.

Under Objective 03, “Well-managed tourism” specifically refers to the following:

“Work with the tourism industry, key stakeholders and agencies to collaboratively develop a regional Tourism Strategy that promotes the unique Pilbara offering of distinctive landscapes, seascapes and communities”.

Risk Management

Adoption of this item has been evaluated against the Shire of Ashburton’s Risk Management Policy CORP5 Risk Matrix. The perceived level of risk is considered to be ‘Low’

Policy Implications

REC07 - Tourism Policy

Voting Requirement

Simple Majority Required

**MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
21 MAY 2019**

Officers Recommendation

That with respect to the draft *Economic and Tourism Development Strategy*, the Ashburton Tourism Development Committee recommend Council:

1. Note the submissions as provided in **ATTACHMENT 7.2B**;
2. Adopt the changes to the *Economic and Tourism Strategy* as recommended in **ATTACHMENT 7.2B**; and
3. Request the Chief Executive Officer to make the necessary formatting changes to the document for it to feature a clearer and more impactful strategy component.

Committee Decision

MOVED: Cr L Rumble

SECONDED: Cr D Diver

That with respect to the draft *Economic and Tourism Development Strategy*, the Ashburton Tourism Development Committee recommend Council:

1. **Note the submissions as provided in ATTACHMENT 7.2B;**
2. **Adopt the changes to the Economic and Tourism Development Strategy as recommended in ATTACHMENT 7.2B; and**
3. **Request the Chief Executive Officer to make the necessary formatting changes to the document for it to feature a clearer and more impactful strategy component and be referred back to the Committee for final approval.**

CARRIED 5/0

Councillors Lynch, White, Rumble, Gallanagh and Diver voted for the motion

Reason for change of recommendation: Committee concluded to reflect the importance of the Economic and Tourism Development Strategy to the Shire, the final draft (with the modifications as addressed in the Report) should be approved by the Committee.

**MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
21 MAY 2019**

8. NEXT MEETING

The next Ashburton Tourism Development Committee meeting will be held at a time and date to be confirmed.

9. CLOSURE OF MEETING

The Presiding Member closed the meeting at 9.55 am.

UNCONFIRMED MINUTES



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reef to range

Economic and Tourism Development Strategy

Shire of Ashburton 2019

Contents

CONTENTS	2
EXECUTIVE SUMMARY	3
1. INTRODUCTION	5
2. LOCAL CONTEXT	6
3. CONSULTATION	11
4. OPPORTUNITIES AND ISSUES	12
4.1 Challenges	12
Competitive Advantages	14
4.2 Economic and Tourism Growth Opportunities	15
4.2.1 Tourism Project Prioritisation	17
4.1 Infrastructure	19
5. ECONOMIC AND TOURISM DEVELOPMENT STRATEGY	20
5.1 Vision & Aspirations	20
5.2 Economic and Tourism Development Framework	20
5.2.1 Promote the Shire	21
5.2.2 Facilitate Infrastructure Development	22
5.2.3 Advocate on Behalf of Local Operators and Businesses	23
6. IMPLEMENTATION	24
6.1 Program of Work	24
6.2 Measuring Progress	28
REFERENCES	29

Executive Summary

This Economic and Tourism Strategy has been developed to compliment and assist with delivering outcomes aligned with the Shire's Strategic Community Plan. The Strategic Community Plan includes three economic priorities:

- **Objective 1:** Strong local economies
- **Objective 2:** Enduring partnerships with industry and government
- **Objective 3:** Well-managed tourism

This Economic and Tourism Development Strategy seeks to support the vision of the Community Strategic Plan and the achievement of the three objectives highlighted under the goal of 'Economic Prosperity'. This strategy seeks to create a more vibrant and diverse future for the Shire of Ashburton's economy, and that of its towns, and insulate it from future movements in the mining and resource sector which have historically dictated the prosperity of its communities. On a longer-term basis, this strategy creates a foundation for population growth and prosperity beyond mining, to create self-sustaining communities that will not rely solely upon the resources industry.

From a tourism perspective, the industry has grown from the mining investment boom, when the considerable demand from the mining and resource sector created an environment that was not conducive to leisure tourism. Accommodation prices have come down, availability has increased considerably and tourism operators are once again offering tours. Through this strategy, tourism will emerge as a key diversifying factor in the Shire's economy. The Strategy will be delivered through the framework below, developed following extensive community and business engagement.



An immediate plan of action has been informed through this framework and the engagement undertaken to date which recognises the Shire's specific role in enabling diversification of the economy. This action plan, KPI's and budget provide a basis for implementation, monitoring and review of the strategy.

1. Introduction

The Shire of Ashburton is located in the North West of Australia and spans over 100,000 square kilometres. With just 13,300 people, it is sparsely populated. The four major towns of Onslow, Pannawonica, Paraburdoo and Tom Price are spread across the Shire from the Hamersley Range in the east to pristine coastline and islands offshore in the west. With the exception of Onslow, which was originally gazetted in 1886, most of the towns in the Shire are relatively young, having been formed to support the iron ore industry in the 1960s and 1970s.

The Shire is home to the Karijini National Park, Millstream Chichester National Park, the Mackerel and Montebello Islands and some of the oldest geological structures on the planet. The Shire also has several large pastoral stations, which span hundreds of thousands of hectares.

The Shire hosts some of the largest and most advanced mining and resource projects in Australia. Its mining prowess is considerable, producing over \$42 billion in exports, which contributes 2.5% towards the nation's Gross Domestic Product and 18.1% to the State's economy. Rio Tinto and FMG have major iron ore mining operations across the Shire, Chevron operates both the Gorgon LNG project on Barrow Island and the Wheatstone LNG project located south of Onslow, BHP operates the Macedon Gas Project near Onslow and Onslow Salt has been exporting since 2001.

The strong presence of the resource sector provides the Shire with the highest average personal income in the country and the lowest unemployment rate of any local government area in Australia. While the mining and resource sector can provide benefits, there are also associated risks for the community. The downturn in the mining sector in 2012 had a profound impact on many of the Shire's towns as the reduction in commodity prices had a significant impact to the Shire's populations. The sudden departure of many families had a flow-on impact and many small businesses either shutdown or relocated as well.

The need for a comprehensive Economic and Tourism Development Strategy is clear. This document provides an over-arching strategy and clear direction for the future economic evolution of the Shire as well as a detailed program of work to progress towards identified goals.

This document should be read in conjunction with the detailed *Background Report* and *Consultation Summary*.

2. Local Context

The economy of the Shire of Ashburton is inextricably tied to mining and resources. Traditionally, everything has been tied to iron ore mining and specifically, Rio Tinto. More recently, LNG developments of the Wheatstone and Gorgon LNG projects are adding diversity to the mining and resource activities in the Shire, which will have an impact on the local economy and create alternative economic activities to iron ore mining.

The economy of the Shire of Ashburton is important to the State and Nation. \$31 billion of iron exports and \$11 billion of LNG exports are sourced from the Shire of Ashburton, which represents 2.5% of the Australian economy and 18% of the Western Australian economy. The Shire has the highest average personal income and lowest unemployment rate in the nation thanks to its mining and resource activities.

While mining and resource sector delivers considerable economic value, it has also caused considerable variability in the local economy and population over the last decade. Local Gross Regional Product and population growth is heavily linked to the mining and resource sector.

The four main towns of Onslow, Paraburdoo, Pannawonica and Tom Price are all different and have their own unique drivers. As mining and resource activity ebbs and flows, so too does the economy of each town. Population, employment, house prices, building approvals and unemployment are all directly and heavily impacted through mining and resource activity. This high reliance on mining and resource activity means that each town is susceptible to these shocks, which can produce considerable impacts on the community. As jobs are added or cut, the population of each town is directly impacted, which impacts the local retail market, education and health services as well as volunteers for clubs and other local community groups. Over the last decade, between 800 and 1,200 people have typically either arrived and/or departed the Shire every year.

The Shire of Ashburton has an existing tourism market, which contributes almost \$300 million to local expenditure, making up 1.3% of the economy and 6.5% of all jobs. While very small compared to mining and resources, tourism represents one of the largest, non-mining related sectors in the Shire.

Total visitation to the Shire of Ashburton has generally trended upwards since the year ending March 2012. In the year ending March 2018, it is estimated that there were over 330,000 visitors to the Shire of Ashburton. The majority of these visitors (61%) were business visitors, with leisure visitors making up 35% of the total. The remainder is made up of visiting friends and relatives and other purposes.

The leisure market is dominated by a single group, older Australian visitors (55+), predominantly from Western Australia, travelling with a caravan, that make up 42% of all leisure visitors (51% of all overnight leisure visitors, excluding day trips).

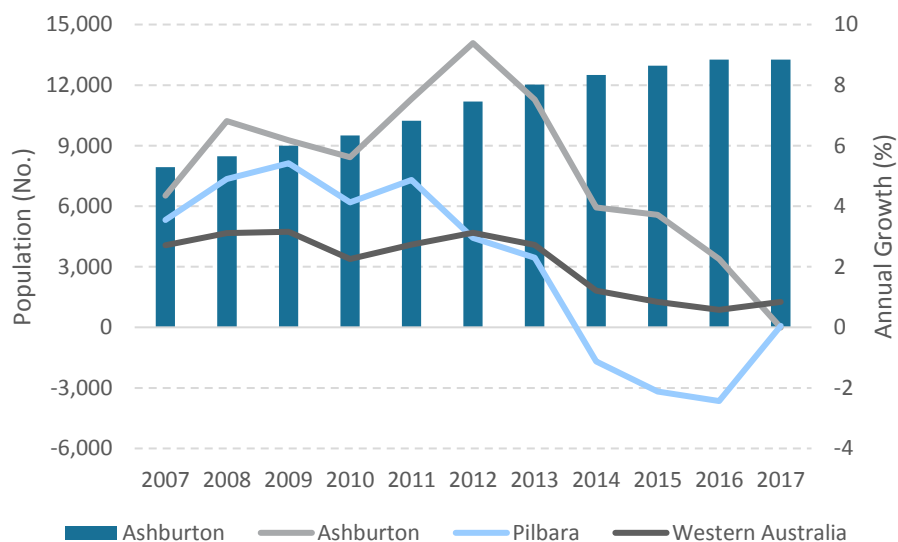
Outside of this group, there are other identifiable segments, including:

- Residents from neighbouring areas, likely spending weekends camping in the Shire (approximately 20% of total);
- Families from Perth and beyond, likely spending school holidays in the Shire (approximately 20% of the total); and
- Younger (20-34) international visitors, predominantly from Europe (approximately 4% of total).

Tourism in the Shire currently underutilises the vast natural attractions in the area, which presents an opportunity for future growth and diversification. The tourism industry needs to grow and become more sophisticated in terms of tourism product and experiences. While increasing tourism in the Shire will help to diversify the economy and lesson the reliance on mining and resources, development of new sectors and growing local small businesses contribute to greater economic diversity and create a greater buffer to future shocks in the iron ore industry.

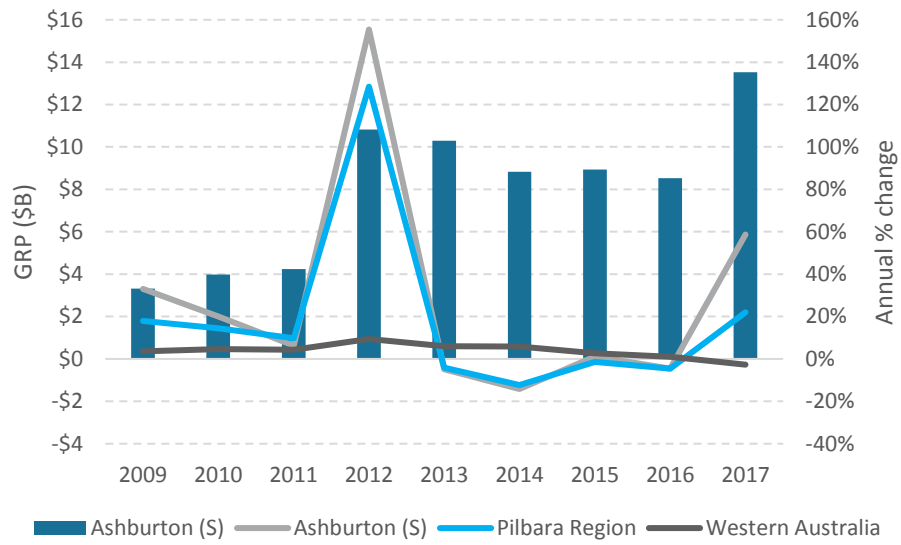
After several years of decline, the mining and resource sector is again in a growth cycle. FMG has committed \$1.7 billion to its new Eliwana Mine and Rio Tinto has committed \$967 million to its Robe Valley operations in the Shire. Furthermore, there has been a tremendous increase in mining exploration activity across the Pilbara, potentially signalling further mining investment in the Shire. As mining and resource activity starts to grow again, consideration needs to be given to maintaining the recent growth in the tourism industry and focusing on other avenues to diversify the local economy.

Figure 2.1. Historical Population, Shire of Ashburton



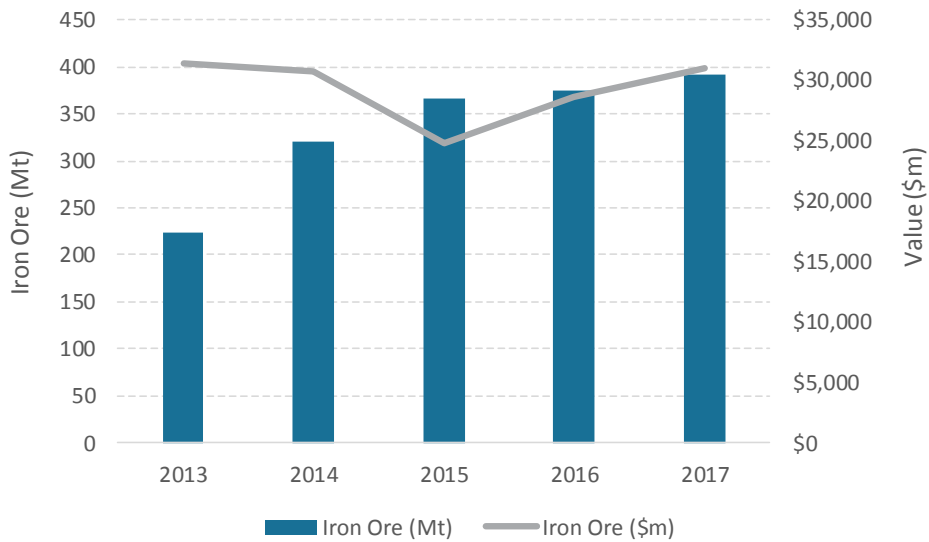
Note: Estimates of population include FIFO workers.
Source: ABS (2018a).

Figure 2.2. Gross Regional Product

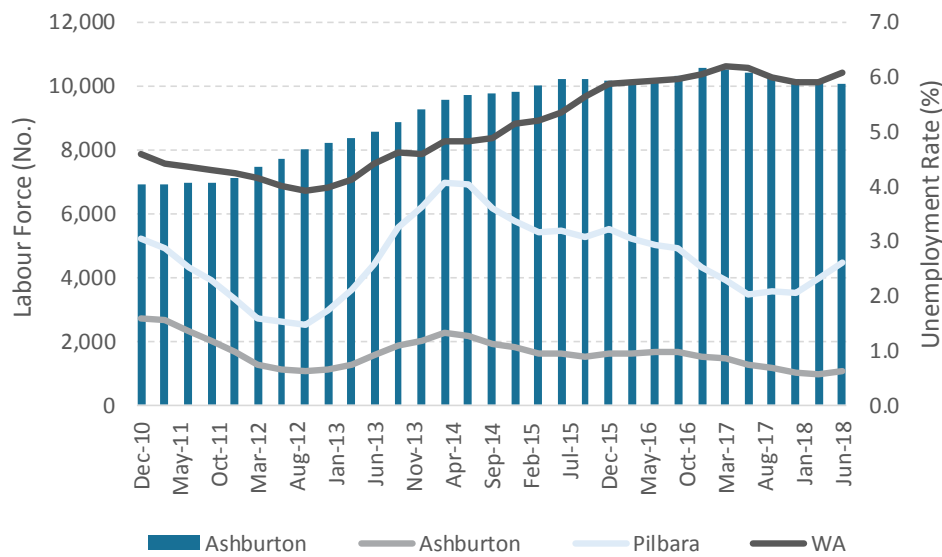


Note: Financial year data.
Sources: REMPLAN (2018), ABS (2017c).

Figure 2.3. Iron Ore Production and Value, Shire of Ashburton



Sources: Department of Mines, Industry Regulation and Safety (DMIRS) (2018).

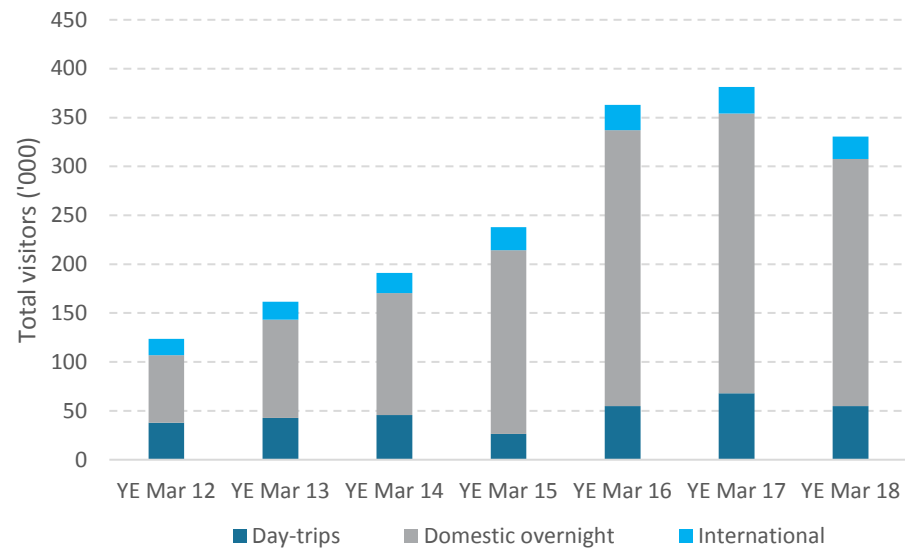
Figure 2.4. Labour Force and Unemployment Rate

Source: Department of Jobs and Small Business (2018).

Table 2.1. Major Town Comparison (2016)

	2016 Population (No.)	Population Growth 2011-16 (% Avg Annual)	Household Income (\$/week)	Median House Price (\$)	Top Three Employment Sectors 2016 (% of Total)
Onslow	848	4.9%	\$2,273	\$290,000	Mining (30%) Construction (26%) Accommodation & Food (9%)
Pannawonica	695	1.3%	\$2,993	NA	Mining (88%) Accommodation & Food (4%) Administrative Services (4%)
Paraburdoo	1,359	-2.1%	\$2,920	\$217,500	Mining (82%) Administrative Services (4%) Construction (4%)
Tom Price	2,956	-1.0%	\$2,749	\$250,000	Mining (72%) Construction (5%) Public Administration (3%)

Sources: ABS (2012), ABS (2017a), REIWA (2018)

Figure 2.5. Total Visitors by Type, Shire of Ashburton

Note: Due to low sample sizes, a two-year average has been used.
 Source: TRA (2018).

3. Consultation

Consultants for the Shire undertook extensive consultation with local businesses in the towns across the Shire.

During the consultation, the following key themes emerged:

- Promotion
- Collaboration
- Tourism (cultural, inland and coastal, more products and promotion)
- Infrastructure (roads, accommodation, services)
- Diversification (support for non-mining activities and a future post mining)
- Key themes regarding the role of the Shire:
- Promotion (done together with operators)
- Facilitation (Shire facilitating outcomes and collaboration)
- Advocacy (Shire engaging with State and Commonwealth)

There was considerable feedback from most stakeholders that the Shire needed to be better promoted, specifically for tourism, but more generally in relation to the following:

- Greater exposure and branding around established product;
- Enhancement of DBCA websites;
- Stronger online marketing presence;
- Targeted engagement/ promotion within the region to retain Pilbara holiday makers;
- Pursue family travellers/holiday makers as opposed to 'business' or 'boys trips';
- Enhance exposure of local tourism product and locally manufactured retail products at visitor centres, in-store;
- Better on-line presence for tourism product including booking integrations

Almost all stakeholders identified that a greater level of collaboration is required between:

- Businesses;
- Businesses and the Shire; and
- The Shire and local organisations.

This could initially be achieved by jointly funded and supported marketing campaigns led by the Shire; and more regular engagement and communication between industry and the Shire.

Tourism featured heavily across the region as a key opportunity for future growth and diversity. Most stakeholders felt that the promotion of the area for tourism needed to be improved. A variety of tourism product development was highlighted for each town (see next pages).

4. Opportunities and Issues

4.1 Challenges

Economic and tourism development in the Shire of Ashburton face unique challenges, including:

- **Small and dispersed population base:** each of the four main towns is relatively small and the population of the Shire is dispersed widely across the area. Having such a small and dispersed population base makes it difficult to achieve certain economies of scale across a number of industries.
- **Land access and availability:** Much of the land across the Shire is controlled or impacted by Mining Tenements, particularly in Pannawonica, Paraburdoo and to a lesser extent Tom Price. This effects capacity to assemble and release land to support population and business growth.
- **High dependence on the mining sector:** mining and resource activity directly makes up 75% of economic value across the Shire. This creates a tremendous dependence on the sector. Historical movements in population, labour force, house prices and numerous other indicators are directly influenced by the mining and resource sector.
- **Regional location:** like many regional areas the Shire of Ashburton is far away from the capital cities, creating a considerable logistical effort for people and products to reach the area.
- **Lack of services:** like many regional areas with small population bases, there is a general lack of services including child care, aged care, allied healthcare and varied retail services. Many of these missing services are important as they can increase the amenity and liveability of the area, which help to attract a larger population.
- **Low profile and perception issues:** the area has a low profile as a business or tourism destination, despite having considerable opportunities, particularly around tourism.

None of these challenges are insurmountable. While consultation with stakeholders acknowledged these challenges, almost all stakeholders felt that each town is in a good position to foster future economic and tourism growth.

Stakeholders felt that a strong marketing and promotional effort is required to raise the profile of the area, particularly for tourism.

The Primacy of Iron Ore Mining

The Shire's economy, and therefore the local communities are very reliant upon iron ore mining, particularly in Tom Price, Paraburdoo and Pannawonica. All of these towns were started as 'mining' towns and today much of their welfare depends on iron ore mining. The future wellbeing of these towns is directly related to Rio Tinto's iron ore mining activity. With recent advances in technology, the mines around these towns will be able to utilise higher degrees of technology and automation, which naturally requires less workers. While providing a productivity gain to the company and also increasing the level of workforce skill and worker incomes, the overall effect of this automation is a reduced workforce, which equates to less residents in these towns.

Less residents in these towns equates to a smaller economy and one that will be increasingly harder to sustain (in terms of small businesses such as cafes, restaurants and numerous small businesses). The increasing preference for fly in-flyout (FIFO) workforce from major mining companies (including Rio Tinto) exacerbates this situation, as FIFO camps have little to no economic and social integration with their local town.

Given the high reliance on iron ore mining, the economic future of these towns needs to be considered after the completion of mining activities. Given current economic settings, these towns will suffer an 'economic death' after mining activities cease and they will become 'ghost towns'. Fortunately, there is considerable mining life in the region for Rio Tinto, FMG and others. However, the future of these towns needs to be considered. This strategy starts a process of diversification and small business development that can lead to a diversified economic future.

However, it is only over the long term and a concerted effort by both the Shire and the mining companies that a long term economic solution for these towns can be forged. While currently heavily reliant upon iron ore mining, over the long term, these towns have the potential to develop their own unique economic.

It is not realistic to suggest that these towns in their current form and function could reasonably sustain a long-term future, after iron ore mining.

4.2 Competitive Advantages

The Shire of Ashburton has numerous competitive advantages for its future economic and tourism development, including:

- **Natural tourism assets:**
 - **Karijini and Millstream Chichester National Parks:** these national parks receive over 300,000 visits per year. While tourism operators in Karijini have increased in recent years, the Millstream Chichester National Park remains heavily underutilised. In terms of the tourism offer in the Shire, both parks will play an important role into the future and each has a number of infrastructure requirements.
 - **Islands and reefs:** Onslow is the closest town to the Mackerel Islands which offer a range of opportunities including snorkelling/diving, whale watching and some of the best fishing in Australia. These assets are largely underutilised.
 - **Expansive and rugged outback landscape:** beyond the national parks, the region has an expansive and rugged landscape that is attractive for caravanning and camping.
 - **Oldest geological structures on the planet:** the Shire has some of the oldest geological structures on the planet, dating back to 3.4 to 3.6 billion years ago, making the area a huge potential for geo-tourism.

- **Heritage tourism assets:** Old Onslow represents a unique story in the Australian outback, where an entire town was relocated. The museum at the Onslow Visitor Centre has a large collection of artefacts and there are other displays of the mining history and heritage in the area.

- **Industrial tourism assets:** the mine tours in Tom Price are regularly full during peak season and tours of the Wheatstone LNG precinct in Onslow have also commenced.

- **Rich Indigenous culture:** the region has a rich Indigenous culture that spans through the entire Shire across numerous language groups. The Warlu Way passes through the region providing a foundation for further Indigenous tourism product. There are a variety of planned and potential Indigenous tourism projects across the Shire that could come to fruition in the near future.

- **Built tourism environment:** there have been a number of recent investments in new tourism infrastructure including the Beadon Bay Hotel, Onslow Beach Resort, Ocean View Caravan Park and others. Onslow in particular now has a lot to offer visitors to the area.

- **Resource sector investment:** there is a strong increase in resource exploration activity and both Rio Tinto and FMG have committed a combined \$2.7 billion to the development of new mines. It will be important for the Shire to maximise the local economic and population gains that projects such as these can offer.

- **Individual community spirit:** each town has its own unique character and a high level of community spirit. These features can be important to recruiting a future population.
- **Two airports and port facilities:** the Shire has two major airports (Onslow and Paraburdoo) that are capable of handling regular passenger traffic (RPT) services. Onslow also has two main port/wharf facilities with the Port of Ashburton and the Onslow Marine Support Base, which can be leveraged into the future to support growth in the oil and gas sector and help diversify the local economy with industrial support functions for the oil and gas sectors.
- **Industrial land:** the Ashburton North Strategic Industrial Area includes 8,000 ha of industrial land to support future oil and gas industry development and the Ashburton airport precinct includes 34 ha of general industrial area. Having sufficient industrial land to suit future growth will be important to unlocking commercial potential.

Many stakeholders expressed a strong desire to work with the Shire to support future economic and tourism development. Creating a collaborative and welcoming environment that would include a reduction in traditional 'red tape' can become a competitive advantage for a Local Government area.

4.3 Economic and Tourism Growth Opportunities

There are numerous economic and tourism growth opportunities for the Shire of Ashburton.

These opportunities leverage the existing competitive advantages of the area and will add future diversification to the local economy, creating local jobs, investment and businesses. These opportunities will assist to provide further buffers to future economic shocks from the mining sector and increase the future sustainability and vibrancy of the major towns in the region.

While the Shire cannot undertake these opportunities directly, it can create an environment that is conducive for these investments as well as encourage their future development in a number of ways. The proactive promotion of these opportunities and creating collaborative environment with local businesses will be important to seeing these opportunities fulfilled.

The following economic growth opportunities have been identified and should be pursued:

- Industrial development
- Defence
- Small business
- Renewable mining
- Allied Health Services
- Tourism

Table 4.1 Future Economic Growth Opportunities, Shire of Ashburton

Opportunity	Description	Value Proposition
Industrial Development (Oil and Gas Sector)	The oil and gas sector requires a range of support services, particularly for current offshore gas platforms. These businesses could locate to Onslow to provide these services. Furthermore, the location of these support services could create the foundation of Onslow as an oil and gas hub, with the Ashburton North Strategic Industrial Area providing capacity for future heavy industry activities. The new Regional Class IV Waste Management Facility will also provide support for local industry.	<ul style="list-style-type: none"> • Proximity to offshore gas platforms • Onslow Marine Support Base • Available industrial land for a range of uses • Onslow Airport and air access • Availability of residential housing lots and local amenity (to recruit local staff)
Defence	Currently Defence Force and Border Force patrol vessels travel to Kwinana for regular resupply, however, Onslow provides a more strategically located supply point, as the coastline south of Onslow is not as sensitive as the resource rich areas North of Onslow.	<ul style="list-style-type: none"> • Proximity to resource rich and sensitive areas of the North West • Providing a more strategic location to patrol between Darwin and Onslow • Avoiding the additional travel to Kwinana would save the Commonwealth Government \$6.1 million per year in operational costs (fuel, food and human resources) • Onslow Marine Support Base • Onslow Airport and air access • Availability of residential housing lots and local amenity (to recruit local staff)
Small Business Development	Through consultation, a range of small business opportunities were identified, including local food truck, local café/restaurant, or Uber or Taxi service.	<ul style="list-style-type: none"> • Captured market • Existing, untapped demand
Renewable Mining	Onslow already exports salt and there is the potential to increase this production with additional capacity. At the same time, there may be potential for biofuels mining of algae.	<ul style="list-style-type: none"> • High annual evaporation and climate characteristics • Existing export port and wharf structures • Significant natural resources and raw materials
Allied Health Services	Through consultation, a range of allied and related health services were identified for the area, including GPs, dentists, medical specialists and mental health professionals as well as child care services.	<ul style="list-style-type: none"> • Captured market • Existing demand and need for services • New community hub in Paraburdoo could provide rooms for visiting specialists

Source: RFF

4.3.1 Tourism Project Prioritisation

Given the volume and variety of tourism product and infrastructure projects that were identified throughout this process, the following prioritisation matrix has been developed. All identified projects have been deemed important and the scoring matrix is meant to assist in the prioritisation of various projects and initiatives. If a project scores low, it does not mean that the project or initiative should not be pursued but rather that the Shire's role in the project is less direct and often more of a facilitator or as a supporter of a specific initiative.

The various metrics have been developed to help identify and assess each project or initiative and include:

- **Impact:** the size and scale of the potential future impact on visitor numbers and the tourism sector locally.
- **Cost:** the overall cost of a project or initiative where a high cost scores poorly and a low cost scores high.
- **Timeliness:** relative time it will take for the project or initiative to materialise.
- **Shire Control:** the degree to which the Shire has direct control over a specific project or initiative.

The ranking scale is '5' (best) to '1' (least) and project and initiatives have been scored relative to one another.

Project	Impact	Cost	Timelines	Shire Control	Score
Conducting familiarisation tours of local product for Visitor Centre staff (Tom Price)	4	5	5	5	19
Increased marketing and promotion of tourism across the Shire	5	4	5	5	19
Increase exposure of local tourism operators in Tom Price & Onslow	4	4	4	5	17
Increase mobile phone coverage in Karijini National Park	5	4	4	3	16
Camel trekking tours	4	4	4	3	15
Additional caravan sites in Onslow	3	3	3	5	14
Expanded campgrounds in Karijini	4	4	3	3	14
Expanded campgrounds around Karijini	4	4	3	3	14
Mountain biking trails in Tom Price	3	4	3	4	14
Develop a single point of contact portal for Karijini tourism	3	4	3	4	14
Additional Camping with Custodian sites	4	4	2	3	13
Indigenous tourism product in Onslow	4	3	3	3	13
Indigenous cultural centre in Paraburdoo	4	3	3	3	13
Indigenous tourism product development in Tom Price	4	3	3	3	13
Tourism/Visitor Centre for Paraburdoo	3	3	3	3	12
Monte Bello charter service	2	4	4	2	12
Fishing charter tours	2	4	4	2	12
Diving, snorkelling and island tours	2	4	4	2	12
Whale watching tours	2	4	4	2	12
Revitalisation of the Onslow Visitor Centre museum	1	4	3	4	12
Conducting familiarisation tours of local product for Visitor Centre staff (Onslow)	4	3	4	1	12
Activation of Old Onslow site	2	3	3	4	12
Redevelopment of the Tom Price Hotel	4	2	3	3	12
Tourism accommodation development in Paraburdoo	4	2	3	2	11
Increase amenity offer at Paraburdoo caravan park	2	4	4	1	11
Geo-tourism trails	2	3	3	3	11
Sealing of Banjima Drive within Karijini National Park	3	2	3	1	9
Sealing of Tom Price - Karratha Road	5	1	2	1	9

Table 4.2. Tourism Development Prioritisation Assessment

Source: RFF

4.1 Infrastructure

There is a range of infrastructure that is required to assist the local economy and tourism industry develop further.

Infrastructure requirements include the following:

- **Onslow heavy freight road:** a dedicated heavy freight road to Onslow Marine Support Base would assist in attracting new local industrial businesses associated with the offshore oil and gas industry to Onslow.
- **Tom Price – Karratha road:** sealing of the Tom Price – Karratha road would greatly improve accessibility within the Shire and connect two of the Shire's greatest tourism assets (Karijini National Park and Millstream Chichester National Park), thereby providing considerable tourism benefits for the area.
- **New tourism accommodation:** a new and diverse range of visitor accommodation is required in the Shire, including new hotels, eco-tourism developments, caravan and camping grounds.
- **Maintenance of the RPT service in Onslow:** maintaining a variety of direct flights between Perth and Onslow will be important to attracting additional and diversified economic and tourism opportunities.
- **Accessibility to residential housing:** access to available residential housing is important to recruit more residents and families to the Shire. While Onslow has available residential sites, the other major towns do not have a great deal of access to new housing to support population growth.
- **National Park infrastructure:** a range of infrastructure is required across the Karijini National Park and the Millstream National Park including the sealing of the Banjima Drive and expansion of existing accommodation offering in Karijini National Park and the development of the Millstream Eco-Resort. Digital connectivity in both parks also needs to be improved.
- **Small business space:** the provision of potential commercial spaces for small businesses (i.e. similar to the WEB in Port Hedland) is required.
- Support initiatives that enable the towns to be more welcoming towards caravans, campervans and motorhomes.

5. Economic and Tourism Development Strategy

5.1 Vision & Aspirations

The Community Strategic Plan 'Living Life' has identified the community's vision (pg 9):

"We will embrace our unique Pilbara environment and lifestyle through the development of vibrant, connected and active communities that have access to quality services, exception amenities and economic vitality"

The Community Strategic Plan also has identified the goal of 'Economic Prosperity' that has the following objectives:

- **Objective 1:** Strong local economies
- **Objective 2:** Enduring partnerships with industry and government
- **Objective 3:** Well-managed tourism

Role of the Shire in Economic and Tourism Development

Stakeholders were clear in regards to their expectation of the Shire and its role in economic development and tourism.

Stakeholders collectively saw that the Shire had the following roles to fulfil:

- Promoting the Shire for tourism and business diversification
- Facilitating outcomes and collaborating with local business and industry
- Advocating on behalf of the Shire's residents and local businesses

These roles provide a guide for the Economic and Tourism Development Framework.

5.2 Economic and Tourism Development Framework

The following diagram (Figure 5.1) highlights the Shire of Ashburton's Economic and Tourism Development Framework that seeks to provide clear, overall direction for the Shire's activities to support economic and tourism development. The framework is guided by the Community Strategic Plan and achieving its objectives. There are three key pillars that guide overall activities, which each have specific initiatives highlighted. These activities will help create the desired outcomes and create more sustainable and vibrant communities.

The Framework is further supported by a detailed, annual program of work based on the SMART criteria (Specific, Measurable, Attainable, Realistic and Timely) which allows the strategy to be adaptive and flexible to future change while still aligning to the framework.

Figure 5.1. Shire of Ashburton Economic and Tourism Development Framework

Source: RFF

5.2.1 Promote the Shire

Why?

The area suffers from a low profile and lack of a tangible 'brand'. From a tourism perspective, the area is blessed with considerable natural and man-made assets, however, the tourism offer is not widely recognised, understood nor appreciated. Promotion of the Shire, not just for tourism purposes but more broadly for the range of economic growth opportunities identified was highlighted by most stakeholders who saw that the Shire had a strong role to play in promoting the area as a tourism destination as well as a business destination.

What?

The promotion of the Shire will be conducted through a range of broader marketing campaigns as well as through bespoke business development and promotional activities. While the Shire may lead many of these initiatives, destination tourism marketing should be conducted together with industry and local operators as well as other partnerships, such as Australia's North West and Tourism WA.

How?

There are two specific initiatives identified for this pillar:

- Tourism promotion and marketing
- Marketing the region for business investment

Tourism promotion and marketing will be a critical function of this strategy. A targeted and specific digital campaign should be developed together with local industry participants, who would be encouraged to contribute funds to the campaign in addition to the Shire's funding. The campaign should target key markets for the region including local Pilbara residents, families from outside the region across Western Australia and the caravan and camping market in Western Australia. Some niche markets for adventure tourism may also need to be targeted. Some promotional efforts should be focused around Exmouth and Karratha, which are the two gateways into the Shire of Ashburton for most self-drive visitors (who make up the bulk of leisure visitors to the Shire).

Marketing the region for business investment will also assist efforts to diversify the economy. These efforts will be bespoke in nature and focused on the identified non-tourism related economic growth opportunities. Potential proponents in these areas should be identified and proactively pursued. It is also important that tourism operators efficiently market their products in a strategic and collaborative way which portrays the region as an appealing destination rich of experiences. The Shire has a significant role in facilitating communication between operators, visitor centres and regional tourism organisations to encourage cooperative marketing and packaging of products. The Shire should influence this through enabling and securing tourism workshops to keep operators informed of the digital and marketing trends for successful destination marketing.

5.2.2 Facilitate Infrastructure Development

Why?

The Shire has finite resources and cannot control the decisions of private business and industry. However, the Shire can act as an important facilitator of outcomes. It can work together with a range of partners, including local major industry as well as State and Commonwealth Governments, to encourage investment, job and residential growth. The Shire is fortunate to have a range of tools and capabilities to facilitate a wide range of infrastructure developments.

What?

Enabling infrastructure development can be achieved through creating an environment that is conducive to investment from both the public and private sectors. The Shire can reduce 'red tape' and make it easier for local businesses to trade. The Shire can enable a range of investments through its planning powers and responsibilities.

How?

The following specific initiatives have been identified for this pillar:

- Encouraging tourism infrastructure development
- Supporting transport infrastructure development
- Facilitating business and industry infrastructure

A wide range of tourism infrastructure and projects have been identified in this Strategy and the Shire can pro-actively facilitate and encourage their development through engaging with project proponents or the State or Commonwealth Government (for funding). Many future tourism investments will require local planning approval, while other tours may require a local business license. The Shire can make these processes efficient and easy for proponents.

The Shire can assist and support local transport infrastructure development through early planning as well as advocacy support.

For many small local businesses, the Shire can support ongoing efforts to ensure digital connectivity and providing shared or common spaces for local small businesses.

5.2.3 Advocate on Behalf of Local Operators and Businesses

Why?

The mining and resource activity in the Shire of Ashburton creates considerable wealth for the State and Nation. Attached to this wealth are a significant amount of mining royalties and tax revenues that stem from the Shire. The Shire is the second largest local government economy in the State and generates \$42 billion in exports. A strong advocacy program is required to ensure an appropriate amount of State and Commonwealth infrastructure funding be invested in the Shire, given the Shire's significance to the State and Nation.

What?

There are a range of infrastructure projects that the Shire is not capable of funding, including:

- Sealing of the Tom Price to Karratha Road
- Sealing of Banjima Drive in the Karijini National Park
- Development of the Beadon Creak Heavy Vehicle Access Road

Additionally, there are policy and programs that the State and Commonwealth Government controls such as policy regarding Transient Worker Accommodation (TWA) development and the Defence Force and Border Force patrol boats. Ensuring that major mining companies are encouraged to leverage residential workers (as opposed to FIFO workers) as well as maximising their stock of residential houses will be important for the towns to grow. Equally, lobbying the Commonwealth Government to leverage new infrastructure in Onslow to service Defence Force and Border Force patrol boats could have a significant impact on Onslow and at the same time provide considerable savings to the Government.

Priority projects should be continually reviewed and updated as well as augmented where and when appropriate.

How?

Regular trips to Perth and Canberra are required in order to meet with the respective Government Ministers and key Government officials. During these meetings, specific priority projects and initiatives needs to be presented in a clear and compelling manner using all readily available evidence. Lobbying campaigns should seek to leverage existing Government policies and initiatives wherever possible to better align projects to current Government priorities.

6. Implementation

6.1 Program of Work

The following program of work (Table 6.1) outlines specific activities and tasks for the first year of implementation of this strategy. While it is likely that many activities, such as various marketing initiatives, will take place every year, the activities and their identified budgets should be reviewed. Other activities may progress from a stage of investigation into a stage of implementation. Regardless, a detailed review of the program of work should take place every year.

As highlighted in the following table, all activities and tasks are structured to and align with the economic and tourism development framework (refer Section 5.2). As such, the program of work will be flexible to the changing environment while at the same time be fixed in terms of the overall structure, providing a consistent and longer term approach.

Table 6.1 Ashburton Economic and Tourism Development Strategy, Annual Program of Work

Pillar/Initiative/Action	KPI (Year, No. Business)
1. Promote the Shire	
1.1 Tourism promotion and marketing	
1.1.1 Together with industry, partner with ANW conduct a tourism marketing campaign	Year-1
1.1.2 Conduct and or/ be part of destination marketing activities that promote the Shire within the Pilbara	Year-1
1.1.3 Conduct regular forums of tourism operators and Visitor Centre Staff	Annually
1.1.4 Conduct familiarisation tours of local product for the Tom Price Visitor Centre Staff	Annually
1.1.5 Market opportunities for eco-tourism and marine tours (i.e. fishing, snorkelling, etc.)	Annually
1.1.6 Market opportunities for eco-tourism and inland tours and product development	Annually
1.1.7 Encourage DBCA to proactively promote and market Karijini	Ongoing
1.1.8 Increase destination awareness through social and digital media	Annually
1.1.9 Develop, maintain and publish visitor's guide	Bi-Annually
1.1.10 Tourism advertising	Annually
1.1.11 Attend various conferences and exhibitions (Caravan and Camping Show, Perth Royal Show)	Annually
1.1.12 Maintain an image library	Bi-Annually
1.1.13 Support and facilitate objectives in the Tom Price Visitor Centre Strategic Plan	Ongoing
1.1.14 Upgrade and maintain Visitor Centre website for promotion of Shire and ensure the TPVC handles online bookings	Annually
1.1.15 Sponsor the Karijini Experience and explore the tourism potential of Passion of the Pilbara and Nameless Festival	Annually
1.1.16 Continue to support Onslow Visitor Centre	Annually
1.1.17 Support and facilitate geotourism (including geo-trails) in the Shire	As required
1.1.18 Enhance and/or develop information bays (Tom Price and Onslow)	

Pillar/Initiative/Action	KPI (Year, No. Business)
1.2 Marketing the region for business investment	
1.2.1 Develop specific business case for each identified opportunity (i.e. industrial development, defence, etc.)	As Identified
1.2.2 Identify potential businesses/proponents with local businesses	30 Businesses
2. Facilitate Infrastructure Development	
2.1 Encouraging tourism infrastructure development	
2.1.1 Encourage DBCA to install additional mobile phone tower in Karijini	Ongoing
2.1.2 Facilitate development of Camel Trekking Tours in Paraburdoo	Year 2
2.1.3 Investigate redevelopment of further caravan sites at Ocean View	Year 2
2.1.4 Support the expansion of the Dales campground at Karijini	Ongoing
2.1.5 Encourage development of additional campgrounds outside of Karijini	Ongoing
2.1.6 Facilitate the development and implementation of online booking system for regional stakeholders	Year 1
2.1.7 Support training for the development of Indigenous tourism product	Ongoing
2.1.8 Review operations for accommodation providers to ensure compliance	Year 1
2.1.9 Encourage the development of additional tourism accommodation in the Shire	Ongoing
2.1.10 Support the development of geo-tourism in the Shire and region	Ongoing
2.1.11 Conduct/facilitate regular workshops for tourism operators in each town (Tom Price, Paraburdoo and Onslow)	Annually
2.1.12 Investigate development feasibility of a branded hotel	Year 2
2.1.13 Investigate opportunities for man-made, adventure tourism infrastructure	Year 2
2.1.14 Create a Tourism and Business Innovation grant program (similar to Town of Port Hedland)	Annually
2.1.15 Examine opportunity for events during shoulder season	Annually
2.1.17 Develop a water tank mural trail	Year 1 & 2
2.1.18 Support initiatives that enable the towns to be more welcoming towards caravans, campervans and motorhomes	Year 2
2.2 Supporting transport infrastructure development	
2.2.1 Identify potential road corridor for Beadon Creek Heavy Vehicle Road including Design, Funding etc.	Year 1
2.2.2 Support the retention of RPT services to Onslow	Ongoing

Pillar/Initiative/Action	KPI (Year, No. Business)
2.3 Facilitating business and industry infrastructure	
2.3.1 Investigate spaces for pre-permitted small business pop-up uses (Onslow, Tom Price and Paraburdoo)	Year 1
2.3.2 Support the local Chambers of Commerce through membership and engagement at events (Tom Price and Onslow)	Annually
2.3.3 Support efforts to develop, maintain and protect Ashburton North as a strategic hydro-carbon precinct	Ongoing
2.3.4 Support a buy local campaign partially led by PICCI	Annually
2.3.5 Liaise with the Pilbara Business Centre and Small Business local to attract and facilitate business development workshops for businesses in Tom Price, Paraburdoo and Onslow	Ongoing
3. Advocate on Behalf of Local Operators and Businesses	
3.1 Lobbying State and Commonwealth Government	
3.1.1 Advocate for the sealing of Tom Price - Karratha Road	Ongoing
3.1.2 Advocate for the sealing of Banjima Drive in Karijini	Ongoing
3.1.3 Advocate for Defence Force/Border Force to use Onslow as supply base	Ongoing
3.2 Lobbying for land access and tenure	
3.2.1 Maintain regular communication with major companies regarding housing stock occupancy	Ongoing
3.2.2 Maintain regular communication with real estate agents regarding commercial and residential retail vacancy rates	Ongoing
3.2.2 Report to LandCorp/ Department of Lands regional manager bi-annually on commercial and residential vacancy rates	Ongoing
3.3.3 Finalise Local Planning Strategy and support implementation of its outcomes	Ongoing
3.3.4 Work cooperatively with the resources sector to resolve mining or infrastructure issues which could affect release of greenfield land	Ongoing
3.3.4 Advocate with government for land release based on growth trends in each town.	Ongoing
Total	

Note: Some activities that have a "\$0" would require budget resources but is likely catered for out of a different budget.

Source: RFF

6.2 Measuring Progress

It will be important to monitor the economy and track the progression of this strategy and its implementation.

It is important to note that the Shire of Ashburton does not have direct control of the economy and therefore, should not be held accountable for it. To track the progress of the Economic and Tourism Development Strategy, the detailed action plan should be regularly monitored to ensure various activities and tasks are being completed as well as the individual success of these activities. At the same time, the Shire should track and monitor various indicators in the economy to understand its overall health. The following table (Table 6.2) provides the recommended indicators to track the health of the economy. The combination of the two methods (i.e. tracking the program of work and the economy separately) will be able to identify the effectiveness of the Economic and Tourism Development Strategy.

Table 6.2 Economic Indicators for Economic and Tourism Development Strategy

Indicator	What it measures
Visitor Numbers	Visitor statistics can be obtained from the Tom Price Visitor Centre and Onslow Visitor Centre. Tourism Research Australia (TRA) can also provide visitor numbers updates quarterly. A bespoke report can be purchased from TRA or through a consultant with access to the TRA database.
Increased accommodation & tour bookings	Local operators can provide feedback about booking trends/increase.
Chamber of Commerce members feedback	Feedback about business growth and trends (changes in economic scenario) from the members of the local chambers of commerce (OCCI and PICCI) can be gathered.
Gross Regional Product (GRP)	The value added contribution made by the local economy. This value is most closely associated with GSP or GDP at the state/national level and can be tracked annually using REMPLAN.
Employment and Unemployment	The total number of employed persons and the unemployment rate can track the progression of the labour market, including the net gain/loss of local jobs. This information is updated quarterly by the Department of Jobs and Small Business.
Growth of Key Economic Sectors	Both GRP and employment data can be used to track the progression of identified economic opportunities through REMPLAN. Other programs allow for annual comparisons as well.

Note: Building approval data does not track major investments that do not go through the local government planning approval process.

Source: Lucid Economics

Beyond a comprehensive review on an annual basis, there should be quarterly updates to the Shire management regarding the progress on the Program of Work, as well as any successes.

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Economic and Tourism Development Strategy

Shire of Ashburton 2019

ECONOMIC AND TOURISM DEVELOPMENT STRATEGY 2019



Contents

EXECUTIVE SUMMARY	3
1. THE STRATEGY	5
2. MEASURING PROGRESS	18
3. THE CONTEXT	28
4. CONSULTATION	25
5. OPPORTUNITIES AND ISSUES	27
6. INFRASTRUCTURE	36
7. REFERENCES	38
8. APPENDIX	40
Appendix 1: Population data	42
Appendix 2: Tourism visitation profile	45
Appendix 3: Value of tourism	47

The Shire of Ashburton respectfully acknowledges the traditional custodians of this land.

Acronyms defined:

ANW: Australia's North West (regional tourism marketing body)
 DBCA: Department of Biodiversity Conservation & Attractions
 DPAW: Department of Parks and Wildlife
 DPIRD: Department of Primary Industries and Regional Development
 ETDS: The Shire of Ashburton Economic & Tourism Development Strategy
 FIFO: Fly in – Fly out
 KPI: Key Performance Indicators
 LNG: Liquefied Natural Gas
 OCCI: Onslow Chamber of Commerce and Industry
 PBC: Pilbara Business Centre
 PDC: Pilbara Development Commission
 PICCI: Pilbara Inland Chamber of Commerce
 PTA: Pilbara Tourism Association
 RDA: Regional Development Australia
 SoA: Shire of Ashburton
 TA: Tourism Australia (national tourism marketing body)
 TRA: Tourism Research Australia
 TWA: Tourism Western Australia (state tourism marketing body)
 TPVC: Tom Price Visitor Centre
 WAITOC: Western Australian Indigenous Tourism Operators Council
 WALGA: Western Australian Local Government Association

Executive Summary

This Economic and Tourism Development Strategy ('the Strategy') has been developed to compliment and assist with delivering outcomes aligned with the Shire's Strategic Community Plan.

The Strategic Community Plan includes three economic priorities:

- **Objective 1:** Strong local economies
- **Objective 2:** Enduring partnerships with industry and government
- **Objective 3:** Well-managed tourism

This strategy seeks to create a more vibrant and diverse future for the Shire of Ashburton's economy, and that of its towns, and insulate it from future movements in the mining and resource sector which have historically dictated the prosperity of its communities. On a longer-term basis, this strategy creates a foundation for population growth and prosperity beyond mining, to create self-sustaining communities that will not rely solely upon the resources industry.

From a tourism perspective, the industry has grown from the mining investment boom, when the considerable demand from the resource sector created an environment that was not conducive to leisure tourism. Accommodation prices have come down, availability has increased considerably and tourism operators are once again offering tours. Through this Strategy, tourism will emerge as a key diversifying factor in the Shire's economy. The Strategy will be delivered following extensive community and business engagement.

The Strategy focuses around three primary goals:

Goal 1

Promote the Shire

- Targeted destination marketing for increased tourism
- Supporting capacity building
- Maximising regional itineraries promotion

Goal 2

Encourage Infrastructure Development & Investment

- Encouraging development of tourism and transport infrastructure
- Lobbying on behalf of the Shire and industry to promote funding investment

Goal 3

Promote Business Development

- Encouraging investment in local businesses
- Facilitating networks for growth and support

Strategy Outcomes

The desired outcomes of the strategy are:

- Increased profile of the Shire of Ashburton, its individual towns, its key tourist locations and its industry sectors.
- Increased visitation to the Shire and its towns.
- Increased visitor expenditure.
- Creation and sustainability of local jobs.
- Increased level of investment into the Shire.
- Population growth and stability of residents within each of the four towns.

An immediate plan of action has been formed through the initial engagement undertaken which recognises the Shire's specific role in enabling diversification of the economy. This action plan and desired outcomes provide a basis for implementation, monitoring and review of the strategy.

Role of the Shire in Economic and Tourism Development

During the consultation process undertaken to develop this strategy, stakeholders were clear in regards to their expectation of the Shire and its role in economic development and tourism.

Stakeholders collectively saw that the Shire had the following roles to fulfil:

- Promoting the Shire for tourism and business diversification
- Facilitating outcomes and collaborating with local business and industry
- Advocating on behalf of the Shire's residents and local businesses

These roles provide a framework on which the Economic and Tourism Development Strategy has been developed.

1. The Strategy

Through greater collaboration with stakeholders, networking and promotional efforts to raise the profile and awareness of the Shire, and a commitment to developing sustainable communities, the strategy will deliver four local economies (being Onslow, Paraburdoo, Tom Price and Pannawonica) that are rich in business and tourism opportunities.

ECONOMIC AND TOURSIM DEVELOPMENT STRATEGY

Vision & Aspirations

The Shire's Economic and Tourism Development Strategy aims to develop and nurture a robust local economy that supports and benefits from community and tourism investment.

Through greater collaboration with stakeholders, networking and promotional efforts to raise the profile and awareness of the Shire, and a commitment to developing sustainable communities, the strategy will deliver four local economies (being Onslow, Paraburdoo, Tom Price and Pannawonica) that are rich in business and tourism opportunities.

The Shire of Ashburton's vision for greater tourism and economic development aligns with the Pilbara Tourism Product Development Plan (2014):

"By 2050, the Pilbara is a recognised tourism destination, attracting a range of visitors with its natural and man-made attractions and delivering a variety of significant economic, social and community benefits to the residents of the Pilbara."

The report emphasises that to achieve growth, infrastructures investment must accompany product development and marketing/branding:

"Development of the local tourism industry (and the necessary infrastructure to support it) is essential to diversifying the local economy and making the region an attractive place for people to live and work in the future"

STRATEGY GOALS

The Strategy, and each of its tasks and activity components, are centred on three primary goals;

Goal 1 Promote the Shire

- Targeted destination marketing for increased tourism
- Supporting capacity building
- Maximising regional itineraries promotion

Goal 2 Encourage Infrastructure Development & Investment

- Encouraging development of tourism and transport infrastructure
- Lobbying on behalf of the Shire and industry to promote funding investment

Goal 3 Promote Business Development

- Encouraging investment in local businesses
- Facilitating networks for growth and support

Each of these goals will be supported by a program of works, with activities and tasks to be implemented within the corresponding financial year.

While it is likely that many initiatives will occur each year, the activities and their identified budgets should be reviewed annually. Other programs may progress from a stage of investigation into a stage of implementation. Regardless, a detailed review of the program of work will take place every year.

TARGET MARKETS

The initiatives that form this Strategy are targeted at the following key audience segments:

Tourism

- Older Australian visitors (55+), predominantly from Western Australia, travelling with a caravan,
- Residents from neighbouring areas, likely spending weekends camping in the Shire
- Families from Perth and beyond, likely spending school holidays in the Shire
- Younger (20-34) international visitors, predominantly from Europe

Economic Development

- Small and medium enterprises, to establish new community based businesses
- Large corporations, to invest in existing business assets and/or create a credible economic foundation for smaller business development
- Investors, to enable development of new infrastructure and to strengthen the economic foundation
- Developers, to create opportunities for local economic expansion
- Business support organisations, identify pathways that support local operators
- Government Authorities, identify areas of support for local business
- Politicians, generate funding and infrastructure support to enhance business opportunity

GOAL 01

PROMOTE THE SHIRE

WHY?

It is evident that the area suffers from a low profile and lack of a tangible 'brand'. From a tourism perspective, the area is blessed with considerable natural and man-made assets, however, the tourism offer is not widely recognised, understood nor appreciated. Promotion of the Shire, not just for tourism but more broadly for the range of economic growth opportunities, was highlighted by most stakeholders who saw the Shire as having a strong role to play in promoting the area as a destination for both tourism and business purposes.

WHAT?

Activities undertaken to align with this goal will strive to promote the Shire of Ashburton as:

- a) A great place to visit
- b) A great place live
- c) A great place to develop a profitable business

Establishing strong local communities, with stable residential populations, provides a solid foundation for business growth and development.

Increased awareness and visitation to the unique tourism offerings creates further opportunities for economic expansion.

A strong local economy then provides a more attractive environment for larger investment.

HOW?

There are two specific initiatives identified for this strategic goal:

- Tourism promotion and marketing
- Marketing the region for business investment

Key Focus Areas

Targeted destination marketing for increased tourism

Targeted tourism promotion and marketing will be a critical function of this strategy.

Tailored campaigns should be developed in collaboration with local industry participants and regional tourism organisation Australia's North West, targeting key audience segments including local Pilbara residents, WA families from outside the region and the caravan and camping market in Western Australia. A number of niche markets such as adventure tourism would also need to be targeted. A component of the promotional efforts should be focused around Exmouth and Karratha, being the two gateways into the Shire of Ashburton for most self-drive visitors (who make up the bulk of leisure visitors to the Shire).

Supporting capacity building and product development

It is important that tourism operators effectively market their own products in a strategic and collaborative way, portraying the region as an appealing destination rich with experiences. The Shire has a significant role to play in facilitating communication between operators, visitor centres and regional tourism organisations (the newly formed Pilbara Tourism Association and Australia's North West) to encourage cooperative marketing and packaging of products.

The Shire can support and encourage greater capacity for local business through identifying related workshops and learning tools that keep operators informed of the digital and marketing trends for successful destination marketing. The Shire can also actively encourage businesses to join and utilise the services provided by the Pilbara Tourism Association, the Chambers of Commerce, Pilbara Business Centre and RSM Business Local.

Equally the Shire can support product development for existing or emerging tourism operators who wish to introduce a new service/product. Assistance can be around general tourism development assistance, putting operators in contact with other relevant organisations, providing letters of support. Key local events held in the Shire can benefit from promotion and support.

Geo Tourism and astro tourism have been identified as an area of potential tourism development, with external stakeholders (NASA, Universities, astronomy organisations) wanting to further develop these concepts at a regional level – therefore Shire's involvement and support is crucial.

The creation of a mural trail (beginning with a water tank mural in Onslow) has also been recognised as a value add to the Shire's rich cultural vibrancy and heritage. Turning empty canvases into public art is a creative way to attract tourism.

Maximising regional itineraries promotion

The Shire tends to be a 'drive through' location for leisure visitors, with our tourism market share less than either of the adjoining regions (Kimberley and Coral Coast), both of which have a stronger brand for leisure tourism. (Particularly Exmouth, Coral Bay, Shark Bay and Broome).

However the Shire forms an integral part of these travel routes:

- From Exmouth or Coral Bay, through Paraburdoo and Tom Price into the Karijini National Park. From Karijini, most leisure visitors proceed north on the Great Northern Highway en route to Broome
- From Perth to Broome (or return), via the North West Coastal Highway, driving past the Onslow turnoff.
- The Warlu Way
- Other routes promoted by Tourism WA

Itineraries and travel routes are developed and marketed by Tourism Western Australia (TWA) and Australia's North West (ANW). For example in 2018 and 2019 Australia's North West conducted an Epic Pilbara campaign – gaining significant traction particularly online. The promotion of these can be maximised by liaising with ANW and ensuring the Visitor Centres within the Shire are fully aware of the marketing efforts relating to our region.

It's important to keep in mind that Australia's North West (ANW) are the regional tourism organisation that actively markets the Pilbara. The Shire's core role in tourism isn't marketing but facilitation of tourism development and promotion. The Shire doesn't directly conduct marketing activities but supports and contributes towards these.

Digital tourism: a key trend to consider

The rapid adoption of smart technology, and the growing prominence of social media, has resulted in the changing expectations and requirements of our visitors. We need to understand how they discover our area, where they go, what they ask, what they value, and how they make decisions.

Australia is now a top 10 global destination and digital technologies are increasingly used by both travel operators and consumers at all stages of the travel experience. Tourist operators all over the world have invested in cutting edge virtual reality and 360 degree mobile technologies. Consumers are increasingly planning and booking travel online and then rating their experiences.

It is important that the Shire, its visitor centres, local business and operators stay abreast of the key trends in digital tourism and invest in this space to capture a greater market share as well as provide a better experience for our visitors.

Goal 1 Promote the Shire: program of work

1. Targeted destination marketing for increased tourism	KPI - Year
1.1 Together with industry, partner with ANW to implement a tourism marketing campaign	Year-1
1.2 Conduct/support destination marketing activities that promote the Shire inc. advertising	Ongoing
1.3 Encourage DBCA to promote Karijini and enhance its website	Ongoing
1.4 Increase destination awareness through social and digital media	Annually
1.5 Develop, maintain and publish visitor guide	Bi-Annually
1.6 Enhance and/or develop information bays (Tom Price and Onslow)	As required
1.7 Maintain an image (and video) library	Bi-Annually
1.8 Support and facilitate objectives in the Tom Price Visitor Centre Strategic Plan	Ongoing
1.9 Upgrade and maintain Visitor Centre website for promotion of Shire and ensure the TPVC handles online bookings	Annually
2. Supporting capacity building and product development	KPI - Year
2.1 Attend various conferences and exhibitions (WA Regional Tourism Conference, Caravan and Camping Show, Perth Royal Show)	Annually
2.2 Conduct regular forums with tourism operators and Visitor Centre staff and ensure new staff are introduced to key operators	Annually
2.3 Conduct familiarisation tours of local product for all Tom Price Visitor Centre Staff including new staff	Annually
2.4 Conduct/facilitate regular workshops for tourism operators in each town (Tom Price, Paraburdoo and Onslow)	Annually
2.5 Support training for the development of Indigenous tourism product and liaise with DBCA, WAITOC and Tourism WA about these opportunities.	As required
2.6 Continue to support Onslow Visitor Centre	Annually
2.7 Support and facilitate Geo Tourism (including geo-trails) in the Shire	Ongoing
2.8 Liaise with DBCA on opportunities for improved tourism services a. Facilitate the development and implementation of online booking system for regional tourism stakeholders b. Collaborate with DBCA on the implementation of the online booking system for campsites in Karijini National Park and investigate whether the selling of commercial products can be added. c. Promote communication between the Karijini and Tom Price Visitor centre about initiatives and about booking systems to share knowledge/training and ensure a seamless experience for customers	Ongoing
2.9 Support the development of Geo Tourism ourism and astro tourism in the Shire and region and inform DBCA these initiatives to encourage participation	Ongoing
2.10 Sponsor the Karijini Experience and explore the tourism potential of Passion of the Pilbara and Nameless Jarndunmunha Festival	Annually
2.11 Develop a mural trail	Year 1 & 2
2.12 Develop and/or maintain a mobile application for better interpretation of Old Onslow	Ongoing
3. Maximising regional itineraries promotion	KPI - Year
3.1 Liaise with ANW and other regions (Exmouth, the Golden Outback) about regional itineraries	Ongoing
3.2 Ensure local and regional itineraries are promoted at both a local and regional level	Ongoing

GOAL 02**ENCOURAGE INFRASTRUCTURE DEVELOPMENT & INVESTMENT****WHY?**

The mining and resource activity in the Shire of Ashburton creates considerable wealth for the State and Nation. Attached to this wealth are a significant amount of mining royalties and tax revenues that stem directly from the Shire.

The Shire of Ashburton is the second largest local government economy in the State and generates \$42 billion in exports per year. A strong advocacy program is required to ensure an appropriate amount of State and Federal infrastructure funding be invested in the Shire, given our significance to the Australian economy.

The Shire has finite resources and cannot control the decisions of private business and industry. However, the Shire can act as an important facilitator of outcomes. It can work together with a range of partners, including local major industry as well as State and Federal Governments, to encourage investment, job and residential growth.

WHAT?

With over half the Shire of Ashburton's residents' household income above \$100,000 per year and a median age of 33, representing the highest spending group across the economy, the Shire is an ideal location in which to invest.

Encouraging a greater level of infrastructure development can be achieved through creating an environment that is conducive to investment from both the public and private sectors. The Shire can reduce 'red tape', thereby making it easier for local businesses to trade and in turn establishing a sound platform for further investment.

There are a range of infrastructure projects that are deemed vital for the areas economic growth but come at a cost the Shire is not capable of funding. These include:

- Sealing of the Tom Price to Karratha Road
- Sealing of Banjima Drive in Karijini National Park
- Development of the Beadon Creek Heavy Vehicle Access Road

A key economic driver is to actively encourage the major resource companies who operate within the Shire to leverage their residential workforce, as opposed to FIFO workers. Equally, lobbying the Federal Government to leverage new infrastructure in Onslow, which would service the Defence Force and Border Force patrol boats who will utilise the Beadon Creek Marina, would have a significant and positive impact on Onslow.

Priority projects should be continually reviewed and updated as well as augmented where and when appropriate.

HOW?

The following specific initiatives have been identified for this strategic goal:

- Encouraging further development of tourism and transport infrastructure from the private sector
- Lobbying State and Federal Government for greater funding of key developments

Key Focus Areas**Encouraging tourism & transport infrastructure development**

A wide range of new infrastructure projects have been identified in this Strategy and the Shire has a role in pro-actively facilitating and encourage their development. A key driver in achieving these outcomes is through regular engagement with project proponents, or the State and Federal Government where relevant, to secure required funding support.

Many future tourism and new business investments will require local planning approval, while others may require a local business licence. The Shire can make these processes efficient and easy to navigate for proponents through improved service delivery.

Lobbying on behalf of the Shire and industry

Opportunities to meet with and inform parliamentary representatives need to be continually identified. Lobbying campaigns should seek to leverage existing Government policies and initiatives wherever possible to better align projects with current Government priorities.

Strong relationships with neighbouring local governments is necessary in order to establish a unified approach on mutual goals that benefit the region (i.e. Welcome Wi-Fi Rest Stops; Warlu Way; regional mural trail).

The Shire has recently produced a suite of investment attraction fliers with the intention to promote the Shire and its economic and tourism opportunities to investors and politicians. These should be used and promoted as often as possible.

Goal 2 Encourage Infrastructure Development and Investment: Program of work

1. Encouraging tourism & transport infrastructure development	KPI - Year
1.1 Encourage DPIRD to install additional mobile phone towers within Karijini	Ongoing
1.2 Investigate redevelopment of further caravan sites at Ocean View Caravan Park	Year 2
1.3 Support the expansion and diversification of camping facilities and opportunities within Karijini National Park	Ongoing
1.4 Support development of additional campgrounds outside of Karijini by partnering with DBCA and other stakeholders on feasibility studies to determine impacts	Ongoing
1.5 Review operations for accommodation providers to ensure compliance	Year 1
1.6 Encourage the development of additional tourism accommodation in the Shire	Ongoing
1.7 Investigate development feasibility of a branded hotel	Year 2
1.8 Investigate opportunities for man-made, adventure tourism infrastructure	Year 2
1.9 Support initiatives that enable the towns to be more welcoming towards caravans, campervans and motorhomes	Year 2
1.10 Support efforts to develop, maintain and protect Ashburton North as a strategic hydro-carbon precinct	Year 1
1.11 Identify potential road corridor for Beadon Creek Heavy Vehicle Road including Design, Funding etc.	Year 1
1.12 Maintain free wi-fi services at the Welcome Rest Stops within the Shire	Ongoing
2. Lobbying on behalf of the Shire and industry	KPI - Year
2.1 Support the retention of RPT services to Onslow	Ongoing
2.2 Lobbying State and Commonwealth Government for land access & tenure	
2.3 Advocate for the sealing of Tom Price - Karratha Road	Ongoing
2.4 Advocate for the sealing of Banjima Drive in Karijini	Ongoing
2.5 Advocate for Defence Force/Border Force to use Onslow as supply base	Ongoing
2.6 Maintain regular communication with major companies regarding housing stock occupancy	Ongoing
2.7 Maintain regular communication with real estate agents regarding commercial and residential retail vacancy rates	Ongoing
2.8 Support the implementation of the Local Planning Strategy	Ongoing
2.9 Work cooperatively with the resources sector to resolve mining or infrastructure issues which could affect release of greenfield land	Ongoing
2.10 Advocate with government for land release based on growth trends in each town.	Ongoing

GOAL 03**PROMOTE BUSINESS DEVELOPMENT****WHY?**

A focus on creating a positive community business environment is crucial to local economic development and growth, with the mining and resource sectors currently dominating the scene. In this transient environment, small and medium enterprises are the backbone to local economic stability, community vibrancy and town livelihood.

Factors such as growing population, economic strengths and low unemployment rates combined with thriving local businesses make the Shire an attractive place to live and work. The unemployment rate in the Shire (June 2018) was the country's lowest with 0.6%.

The Shire is expected to grow at a rate of 1.7% per year to a population of 13,247 by 2026 (WA Tomorrow 2015). Those choosing to relocate to the Pilbara for employment still want access to the services and facilities offered in metropolitan areas, many of which are yet to be developed. This presents a range of opportunities for many new businesses to successfully establish themselves in the Shire.

While working in the resource sector is the primary employer within the Shire's four towns, it has led to a strong establishment of home businesses with 50 currently registered and operating. However, our remote location creates a barrier for networking and professional development, therefore stagnating business growth.

WHAT?

The Shire can have a strong impact on local and regional economic development through the following key operations:

- Infrastructure development and maintenance; local roads, airports, waste management facilities, marinas and ports
- Implementation of large scale projects, in collaboration with stakeholders, that provide key community services i.e. child care facilities
- Activating spaces and providing services such as libraries, visitor centres, waste management
- Well managed rate setting policies and fees and charges related to business activities
- Efficient planning and approvals processes, including town planning and building approvals

The Shire is also involved in, both directly and indirectly, numerous large scale projects that have the potential to attract investment and provide stability for smaller and secondary businesses.

- Port facilities – Port of Ashburton and Onslow Marine Support Base
- Airports - Onslow and Paraburdoo
- The Ashburton North Strategic Industrial Area – ‘the oil and gas hub’ (8,000 ha)
- The Onslow Airport Industrial Precinct (34 ha)
- The region’s capacity to produce \$31 billion in Iron Ore and \$11 billion in liquefied natural gas (2018)
- Rio Tinto’s \$967 million investment into Robe Valley and FMG’s \$1.7 billion into Eliwana mine

The Shire’s economy is clearly growing - setting a scene for new business to be established and grow. Our role is to make it attractive and easy to do so.

HOW?

Through the strategy development consultation it was identified that the Shire doesn’t need to have direct involvement with business. With resource limitations and the existence of other organisations that provide business development services, the expectations of the Shire were indirect rather than direct. What became clear from stakeholders is the expectation that the Shire focus efforts on setting the scene for business growth through ‘bottom-up’, ‘place-based’ and tangible strategies. The Shire can also identify and support activities that mobilise local human capital.

In our endeavours to unlock new business opportunities, create employment and build a resilient, innovative local economy, the Shire has a committed focus on developing the following:

- Partnerships with government, businesses and community leaders
- Providing linkages for grant funding programs
- Setting up a grant program
- Encouraging businesses to join relevant Chambers of Commerce and associations
- Working closely with the Chambers of Commerce to enable the Chambers to lead in the business development space
- Making business and planning approval processes easier and faster – being ‘small business friendly’
- Having a presence at Chambers of Commerce meetings
- Informing the business community of all the benefits available for operators

These activities would allow local business of all sizes to thrive and grow, and enjoy the benefits of partnership and collaboration.

Key focus areas**Encouraging investment in local businesses**

Marketing the region for business investment will assist efforts to diversify the economy. These efforts will be bespoke in nature and focused on the identified non-tourism related economic growth opportunities. Potential proponents in these areas should be identified and proactively pursued. The Shire has created a suite of 'marketing fliers' (see appendix 3) which should be promoted online and at any relevant opportunity which is presented to Shire staff and elected members.

Facilitating networks for growth and support

A number of organisations currently exist within the Pilbara who provide valuable business support and networking opportunities. The Shire can assist our own operators to benefit from these services through actively encouraging participation, membership and engagement.

- Pilbara Development Commission (PDC)
- Regional Development Australia (RDA)
- Onslow Chamber of Commerce (OCCI)
- Pilbara Inland Chamber of Commerce (PICCI)
- Pilbara Tourism Association (PTA)
- Pilbara Business Centre (PBC)
- RSM Business Local

Training and innovative business collaborations generate a positive investment environment, as well as create new business and employment opportunities. The Shire encourages collaborations through Chambers of Commerce (OCCI and PICCI) to:

- Understand the challenges and opportunities businesses (and home industries face) through a research program
- Collaborate on investment attraction prospectus projects
- Facilitate and or support professional development
- Assess and award funding requests that focus on entrepreneurship and business growth as required
- Support shop local campaigns

The Shire will actively promote its business friendly initiatives through online media, print publications and word of mouth.

Goal 3 Promote Business Development: Program of work

1. Encouraging investment in local businesses	KPI - Year
1.1 Develop specific business case for each identified opportunity (i.e. industrial development, defence, etc.)	As Identified
1.2 Assist with the identification of potential businesses/proponents with local businesses	As required
1.3 Identify opportunities to promote industry strengths and existing frameworks that are operational within the Shire	Ongoing
1.4 Market opportunities for eco-tourism and marine tours (i.e. fishing, snorkelling, etc.)	Annually
1.5 Market opportunities for eco-tourism, inland tours and product development	Annually
1.6 Develop a whole of Shire business investment prospectus	Year 1
1.7 Investigate spaces for pre-permitted small business pop-up uses (Onslow, Tom Price and Paraburdoo)	Year 1
2. Facilitating networks for growth and support	KPI - Year
2.1 Support the local Chambers of Commerce through membership and engagement at events (Tom Price and Onslow)	Annually
2.2 Support a buy local campaign partially led by PICCI for Tom Price and Paraburdoo, and led by OCCI for Onslow	As required
2.3 Liaise with the chambers of commerce to attract and facilitate business development workshops in Tom Price, Paraburdoo and Onslow	Ongoing
2.4 Where possible collaborate with PICCI and OCCI on research initiatives, collaborations and publications from which industry would benefit and lead to economic growth	As required
2.5 Advocate on behalf of local operators and businesses through representation at Chambers of Commerce and Pilbara Tourism Association	Ongoing
2.6 Create a grant program for businesses	Annually
2.6 Become a 'Small Business Friendly Local Government' through Small Business Corporation	Year 1
2.7 Support regional capacity building initiatives	As required

2. Measuring Progress



MEASURING PROGRESS

To ensure the achievement of the desired outcomes, as well as the fluid relevance of the strategy, it is important to monitor the status of the local economies and the implementation of each program of works. This should be done as an annual strategy review as well as an individual campaign or project review.

It is important to note that the Shire of Ashburton does not have direct control of the economy and therefore, should not be held accountable for it.

To track the progress of the Economic and Tourism Development Strategy, the detailed action plan should be regularly monitored to ensure various activities and tasks are being completed as well as the individual success of these activities. At the same time, the Shire should track and monitor various indicators in the economy to understand its overall health. The following table provides the recommended indicators to track the health of the economy and the success of the goal outcomes.

Economic Indicators for Economic and Tourism Development Strategy

Indicator	What it measures
Visitor Numbers	<ul style="list-style-type: none"> Visitor statistics can be obtained from the Tom Price Visitor Centre and Onslow Visitor Centre. Australia's North West (ANW) can provide regional statistics. Tourism Research Australia (TRA) can also provide visitor numbers updates quarterly. A bespoke report can be purchased from TRA or through a consultant with access to the TRA database.
Increased accommodation & tour bookings	Local operators can provide feedback about booking trends/increase.
New services/products/businesses	Feedback regarding business growth and trends (changes in economic scenario) can be gathered from the Chambers of Commerce and PDC, this tracks overall business growth and success
Gross Regional Product (GRP)	The value added contribution made by the local economy. This value is most closely associated with GSP or GDP at the state/national level and can be tracked annually using REMPLAN.
Employment and Unemployment	The total number of employed persons and the unemployment rate can track the progression of the labour market, including the net gain/loss of local jobs. This information is updated quarterly by the Department of Jobs and Small Business.
Growth of Key Economic Sectors	Both GRP and employment data can be used to track the progression of identified economic opportunities through REMPLAN. Other programs allow for annual comparisons as well.

Note: Building approval data does not track major investments that do not go through the local government planning approval process.

3. The context



THE CONTEXT



About the Shire

The Shire of Ashburton is located in the North West of Australia and spans over 100,000 square kilometres. With just 13,300 people, it is sparsely populated. The four major towns of Onslow, Pannawonica, Paraburdoo and Tom Price are spread across the Shire from the Hamersley Range in the east to pristine coastline and islands offshore in the west. With the exception of Onslow, which was originally gazetted in 1886, most of the towns in the Shire are relatively young, having been formed to support the iron ore industry in the 1960s and 1970s.

The Shire is home to the Karijini National Park, Millstream Chichester National Park, the Mackerel and Montebello Islands and some of the oldest geological structures on the planet. The Shire also has several large pastoral stations, which span hundreds of thousands of hectares.

The Shire hosts some of the largest and most advanced mining and resource projects in Australia. Its mining prowess is considerable, producing over \$42 billion in exports, which contributes 2.5% towards the nation's Gross Domestic Product and 18.1% to the State's economy. Rio Tinto and FMG have major iron ore mining operations across the Shire, Chevron operates both the Gorgon LNG project on Barrow Island and the Wheatstone LNG project located south of Onslow, BHP operates the Macedon Gas Project near Onslow and Onslow Salt has been exporting since 2001.

The strong presence of the resource sector provides the Shire with the highest average personal income in the country and the lowest unemployment rate of any local government area in Australia. While the mining and resource sector can provide benefits, there are also associated risks for the community. The downturn in the mining sector in 2012 had a profound impact on many of the Shire's towns as the reduction in commodity prices had a significant impact to the Shire's populations. The sudden departure of many families had a flow-on impact and many small businesses either shutdown or relocated as well.

The need for a comprehensive Economic and Tourism Development Strategy is clear. This document provides an over-arching strategy and clear direction for the future economic evolution of the Shire as well as a detailed program of work to progress towards identified goals.

This document should be read in conjunction with the detailed *Background Report* and *Consultation Summary*.

The Economy

The economy of the Shire of Ashburton is inextricably tied to mining and resources. Traditionally, everything has been tied to iron ore mining and specifically, Rio Tinto. More recently, LNG developments of the Wheatstone and Gorgon LNG projects are adding diversity to the mining and resource activities in the Shire, which will have an impact on the local economy and create alternative economic activities to iron ore mining.

The economy of the Shire of Ashburton is important to the State and Nation. \$31 billion of iron exports and \$11 billion of LNG exports are sourced from the Shire of Ashburton, which represents 2.5% of the Australian economy and 18% of the Western Australian economy. The Shire has the highest average personal income and lowest unemployment rate in the nation thanks to its mining and resource activities.

While mining and resource sector delivers considerable economic value, it has also caused considerable variability in the local economy and population over the last decade. Local Gross Regional Product and population growth is heavily linked to the mining and resource sector.

The four main towns of Onslow, Paraburdoo, Pannawonica and Tom Price are all different and have their own unique drivers. As mining and resource activity ebbs and flows, so too does the economy of each town. Population, employment, house prices, building approvals and unemployment are all directly and heavily impacted through mining and resource activity. This high reliance on the resources industry means each town is susceptible to these shocks, which can produce considerable impacts on the community. As jobs are added or cut, the population of each town is directly impacted, which flows through to the local retail market, education and health services as well as volunteers for clubs and community groups. Over the last decade, between 800 and 1,200 people have typically either arrived and/or departed the Shire every year.

Tourism

The Shire of Ashburton has an existing tourism market, which contributes almost \$300 million to local expenditure, making up 1.3% of the economy and 6.5% of all jobs. While very small compared to mining and resources, tourism represents one of the largest, non-mining related sectors in the Shire.

Total visitation to the Shire of Ashburton has generally trended upwards since the year ending March 2012. In the year ending March 2018, it is estimated that there were over 330,000 visitors to the Shire of Ashburton. The majority of these visitors (61%) were business visitors, with leisure visitors making up 35% of the total. The remainder is made up of visiting friends and relatives and other purposes.

The leisure market is dominated by a single group, older Australian visitors (55+), predominantly from Western Australia, travelling with a caravan. This market make up 42% of all leisure visitors to our Shire. (51% of all overnight leisure visitors, excluding day trips).

Outside of this group, there are other identifiable segments, including:

- Residents from neighbouring areas, likely spending weekends camping in the Shire (approximately 20% of total);
- Families from Perth and beyond (Regional WA and Eastern States visitors), likely spending school holidays in the Shire (approximately 20% of the total), and
- Younger (20-34) international visitors, predominantly from Europe (approximately 4% of total).

DBCA reports that Karijini National Park received 317,268 visits in 2016 – 2017.

'Typically, the visit statistic has no length of stay data associated with it. This definition of a visit means that if a person leaves the park and re-enters at a later time, then a second visit data unit is recorded' (Hornback, K.E. and Eagles, P.F.J. (1999).

At a regional level, TRA tells us that domestic overnight visitors to Australia's North West in the year ending December 2018 were 393,000, which represents a substantial average annual growth rate of 12.1% since 2016.

These statistics (visitor numbers to ANW region, to the Shire and to Karijini National Park) are testament that tourism visitation to the Shire and the region overall (with Karijini National Park being a major lure) are steadily increasing – which will need to be supported by appropriate facilities, infrastructure and destination marketing.

Tourism in the Shire currently underutilises the vast natural attractions in the area, which presents an opportunity for future growth and diversification. The tourism industry needs to grow and become more sophisticated in terms of tourism product and experiences. While increasing tourism in the Shire will help to diversify the economy and lesson the reliance on the resource industry, development of new sectors and local small business will contribute to greater economic diversity and create a buffer to industry cycles.

After several years of decline, the mining and resource sector is again in a growth cycle. FMG has committed \$1.7 billion to its new Eliwana Mine and Rio Tinto has committed \$967 million to its Robe Valley operations in the Shire. Furthermore, there has been a tremendous increase in mining exploration activity across the Pilbara, potentially signalling further mining investment in the Shire.

As mining and resource activity starts to grow again, consideration needs to be given to maintaining the recent growth in the tourism industry and focusing on other avenues for diversification.

The following supporting documentation and statistics can be viewed in the Appendix

- Main Town Comparison (2016) (Table 1 Appendix 1)
- SoA's historical population (Table 2 Appendix 1)
- Labour Force and Unemployment Rate (Figure 2 Appendix 1)
- SoA gross regional product (Figure 3 Appendix 1)
- SoA's iron ore production and value (Figure 4 Appendix 1)

As well as the suite of 'marketing fliers' to attract investment (Appendix 3, pg 48):

- Infrastructure
- Local neighbourhood
- Tourism
- Exciting Ashburton

4. Consultation



CONSULTATION

On behalf of the Shire of Ashburton, an external service provider was engaged to consult with local businesses in each town across the Shire.

During the consultation process, the following key themes emerged:

- Promotion
- Collaboration
- Tourism (cultural, inland and coastal, more products and promotion)
- Infrastructure (roads, accommodation, services)
- Diversification (support for non-mining activities and a future post mining)
- Key themes regarding the role of the Shire:
 - Promotion (done together with operators)
 - Facilitation (Shire facilitating outcomes and collaboration)
 - Advocacy (Shire engaging with State and Commonwealth)

There was considerable feedback from most stakeholders that the Shire needed to be better promoted, specifically for tourism, but more generally in relation to the following:

- Greater exposure and branding around established product;
- Enhancement of DBCA websites;
- Stronger online marketing presence;
- Targeted engagement/ promotion within the region to retain Pilbara holiday makers;
- Pursue family travellers/holiday makers as opposed to 'business' or 'boys trips';
- Enhance exposure of local tourism product and locally manufactured retail products at visitor centres, in-store;
- Better on-line presence for tourism product including booking integrations

Almost all stakeholders identified that a greater level of collaboration is required between:

- Businesses;
- Businesses and the Shire; and
- The Shire and local organisations.

This could initially be achieved by jointly funded and supported marketing campaigns led by the Shire; and more regular engagement and communication between industry and the Shire.

Tourism featured heavily across the region as a key opportunity for future growth and diversity. Most stakeholders felt that the promotion of the area for tourism needed to be improved. A variety of tourism product development was highlighted for each town (see next pages).

5. Opportunities and Issues

OPPORTUNITIES AND ISSUES

Challenges

Economic and tourism development in the Shire of Ashburton face unique challenges, including:

- **Small and dispersed population base:** Each of the four main towns is relatively small and the population of the Shire is dispersed widely across the area. Having such a small and dispersed population base makes it difficult to achieve certain economies of scale across a number of industries.
- **Land access and availability:** Much of the land across the Shire is controlled or impacted by Mining Tenements, particularly in Pannawonica, Paraburdoo and to a lesser extent Tom Price. This effects capacity to assemble and release land to support population and business growth.
- **High dependence on the mining sector:** Mining and resource activity directly makes up 75% of economic value across the Shire. This creates a tremendous dependence on the sector. Historical movements in population, labour force, house prices and numerous other indicators are directly influenced by the mining and resource sector.
- **Regional location:** Like many regional areas the Shire of Ashburton is geographically isolated from the capital cities, creating a considerable logistical effort for people and products to reach the area.
- **Limited services:** Like many regional areas with small population bases, there is a general lack of services including child care, aged care, allied healthcare and varied retail services. Many of these missing services are important as they can increase the amenity and liveability of the area, which help to attract a larger population.
- **Low profile and perception issues:** The area has a low profile as a business or tourism destination, despite having considerable opportunities, particularly around tourism.

None of these challenges are insurmountable. While consultation with stakeholders acknowledged these challenges, almost all stakeholders felt that each town is in a good position to foster future economic and tourism growth.

Stakeholders felt that a strong marketing and promotional effort is required to raise the profile of the area, particularly for tourism.

The Primacy of Iron Ore Mining

The Shire's economy, and therefore the local communities are very reliant upon iron ore mining, particularly in Tom Price, Paraburdoo and Pannawonica. All of these towns were started as 'mining' towns and today much of their welfare depends on iron ore mining. The future wellbeing of these towns is directly related to Rio Tinto's iron ore mining activity. With recent advances in technology, the mines around these towns will be able to utilise higher degrees of technology and automation, which naturally requires less workers. While providing a productivity gain to the company and also increasing the level of workforce skill and worker incomes, the overall effect of this automation is a reduced workforce, which equates to less residents in these towns.

Less residents in these towns equates to a smaller economy and one that will be increasingly harder to sustain (in terms of small businesses such as cafes, restaurants and numerous small businesses). The increasing preference for fly in-fly out (FIFO) workforce from major mining companies exacerbates this situation, as FIFO camps have little to no economic and social integration with their local town.

Given the high reliance on iron ore mining, the economic future of these towns needs to be considered after the completion of mining activities. Given current economic settings, these towns will suffer an 'economic death' after mining activities cease and they will become 'ghost towns'. Fortunately, there is considerable mining life in the region for the major mining corporations. However, the future of these towns needs to be considered. This strategy starts a process of diversification and small business development that can lead to a diversified economic future.

However, it is only over the long term and a concerted effort by both the Shire and the mining companies that a long term economic solution for these towns can be forged. While currently heavily reliant upon iron ore mining, over the long term, these towns have the potential to develop their own unique economic.

It is not realistic to suggest that these towns in their current form and function could reasonably sustain a long-term future, after iron ore mining.

Competitive Advantages

The Shire of Ashburton has numerous competitive advantages for its future economic and tourism development, including:

- **Natural tourism assets:**
 - **Karijini and Millstream Chichester National Parks:** these national parks receive over 300,000 visits per year. While tourism operators in Karijini have increased in recent years, the Millstream Chichester National Park remains heavily underutilised. In terms of the tourism offer in the Shire, both parks will play an important role into the future and each has a number of infrastructure requirements.
 - **Islands and reefs:** Onslow is the closest town to the Mackerel Islands which offer a range of opportunities including snorkelling/diving, whale watching and some of the best fishing in Australia. These assets are largely underutilised.
 - **Expansive and rugged outback landscape:** beyond the national parks, the region has an expansive and rugged landscape that is attractive for caravanning and camping.
 - **Oldest geological structures on the planet:** the Shire has some of the oldest geological structures on the planet, dating back to 3.4 to 3.6 billion years ago, making the area a huge potential for geo-tourism.
- **Heritage tourism assets:** Old Onslow represents a unique story in the Australian outback, where an entire town was relocated. The museum at the Onslow Visitor Centre has a large collection of artefacts and there are other displays of the mining history and heritage in the area. The Shire is actively pursuing the Onslow Water Tank Mural Project and seeking support from stakeholders to develop a regional mural trail including townships of Paraburdoo, Tom Price and Pannawonica.
- **Industrial tourism assets:** The mine tours in Tom Price are regularly full during peak season and tours of the Wheatstone LNG precinct in Onslow have also commenced.
- **Rich Indigenous culture:** The region has a rich Indigenous culture that spans through the entire Shire across numerous language groups. The Warlu Way passes through the region providing a foundation for further Indigenous tourism product. There are a variety of planned and potential Indigenous tourism projects across the Shire that could come to fruition in the near future.
- **Built tourism environment:** There have been a number of recent investments in new tourism infrastructure including the Beadon Bay Hotel, Onslow Beach Resort, Ocean View Caravan Park and others. Onslow in particular now has a lot to offer visitors to the area.
- **Resource sector investment:** There is a strong increase in resource exploration activity and both Rio Tinto and FMG have committed a combined \$2.7 billion to the development of new mines. It will be important for the Shire to maximise the local economic and population gains that projects such as these can offer.
- **Individual community spirit:** Each town has its own unique character and a high level of community spirit. These features can be important to recruiting a future population.

- **Two airports and port facilities:** The Shire has two major airports (Onslow and Paraburdoo) that are capable of handling regular passenger traffic (RPT) services. Onslow also has two main port/wharf facilities with the Port of Ashburton and the Onslow Marine Support Base, which can be leveraged into the future to support growth in the oil and gas sector and help diversify the local economy with industrial support functions for the oil and gas sectors.
- **Industrial land:** The Ashburton North Strategic Industrial Area includes 8,000 ha of industrial land to support future oil and gas industry development and the Ashburton airport precinct includes 34 ha of general industrial area. Having sufficient industrial land to suit future growth will be important to unlocking commercial potential.

Many stakeholders expressed a strong desire to work with the Shire to support future economic and tourism development. Creating a collaborative and welcoming environment that would include a reduction in traditional 'red tape' can become a competitive advantage for a Local Government area.

Economic and Tourism Growth Opportunities

There are numerous economic and tourism growth opportunities for the Shire of Ashburton.

These opportunities leverage the existing competitive advantages of the area and will add future diversification to the local economy, creating local jobs, investment and businesses. These opportunities will assist to provide further buffers to future economic shocks from the mining sector and increase the future sustainability and vibrancy of the major towns in the region.

While the Shire cannot undertake these opportunities directly, it can create an environment that is conducive for these investments as well as encourage their future development in a number of ways. The proactive promotion of these opportunities and creating collaborative environment with local businesses will be important to seeing these opportunities fulfilled.

The following economic growth opportunities have been identified and should be pursued:

- Industrial development
- Defence
- Small business
- Renewable mining
- Allied Health Services
- Tourism
- Cultural vibrancy

Identified future Economic Growth Opportunities, Shire of Ashburton

Opportunity	Description	Value Proposition
Industrial Development (Oil and Gas Sector)	The oil and gas sector requires a range of support services, particularly for current offshore gas platforms. These businesses could locate to Onslow to provide these services. Furthermore, the location of these support services could create the foundation of Onslow as an oil and gas hub, with the Ashburton North Strategic Industrial Area providing capacity for future heavy industry activities. The new Regional Class IV Waste Management Facility will also provide support for local industry.	<ul style="list-style-type: none"> Proximity to offshore gas platforms Onslow Marine Support Base Available industrial land for a range of uses Onslow Airport and air access Availability of residential housing lots and local amenity (to recruit local staff)
Defence	Currently Defence Force and Border Force patrol vessels travel to Kwinana for regular resupply, however, Onslow provides a more strategically located supply point, as the coastline south of Onslow is not as sensitive as the resource rich areas North of Onslow.	<ul style="list-style-type: none"> Proximity to resource rich and sensitive areas of the North West Providing a more strategic location to patrol between Darwin and Onslow Avoiding the additional travel to Kwinana would save the Commonwealth Government \$6.1 million per year in operational costs (fuel, food and human resources) Onslow Marine Support Base Onslow Airport and air access Availability of residential housing lots and local amenity (to recruit local staff)
Small Business Development	Through consultation, a range of small business opportunities were identified, including local food truck, local café/restaurant, or Uber or Taxi service.	<ul style="list-style-type: none"> Captured market Existing, untapped demand
Businesses and Home based industries	There are about 50 registered home businesses across the Shire with limited exposure and interaction with chambers of commerce. Training, innovative business collaborations generate a positive investment environment and create new business and employment opportunities. Conversations with chamber of commerce have shown the potential to investigate these areas and the real value these businesses' and shop local campaigns bring to the local community and how to facilitate greater exposure.	<ul style="list-style-type: none"> Existing and untapped market Increased local economy More value for residents More profitable and sustainable chambers of commerce Business sustainability

Opportunity	Description	Value Proposition
Renewable Mining	Onslow already exports salt and there is the potential to increase this production with additional capacity. At the same time, there may be potential for biofuels mining of algae.	<ul style="list-style-type: none"> • High annual evaporation and climate characteristics • Existing export port and wharf structures • Significant natural resources and raw materials
Allied Health Services	Through consultation, a range of allied and related health services were identified for the area, including GPs, dentists, medical specialists and mental health professionals as well as child care services.	<ul style="list-style-type: none"> • Captured market • Existing demand and need for services • New community hub in Paraburdoo could provide rooms for visiting specialists
Mural trail	Community stakeholders have expressed a strong desire to pursue public art and/or cultural projects especially on assets such as water tanks, empty walls, school yards that could be turned into canvases for mural artists to work on and engage with youth.	<ul style="list-style-type: none"> • Cultural vibrancy • Place activation • Tourism attraction • Enhanced sense of place

Tourism Project Prioritisation

Given the volume and variety of tourism product and infrastructure projects that were identified throughout this process, the following prioritisation matrix has been developed. All identified projects have been deemed important and the scoring matrix is meant to assist in the prioritisation of various projects and initiatives.

If a project scores low, it does not mean that the project or initiative should not be pursued but rather that the Shire's role in the project is less direct and often more of a facilitator or as a supporter of a specific initiative.

The various metrics have been developed to help identify and assess each project or initiative and include:

- **Impact:** the size and scale of the potential future impact on visitor numbers and the tourism sector locally.
- **Cost:** the overall cost of a project or initiative where a high cost scores poorly and a low cost scores high.
- **Timeliness:** relative time it will take for the project or initiative to materialise.
- **Shire Control:** the degree to which the Shire has direct control over a specific project or initiative.

The ranking scale is '5' (best) to '1' (least) and project and initiatives have been scored relative to one another.

Project*	Impact	Cost	Timelines	Shire Control	Score
Conducting familiarisation tours of local product for Visitor Centre staff (Tom Price)	4	5	5	5	19
Increased marketing and promotion of tourism across the Shire	5	4	5	5	19
Workshop facilitation for operators	5	4	4	5	18
Increase exposure of local tourism operators in Tom Price, Onslow and Paraburadoo	4	4	4	5	17
Increase mobile phone coverage in Karijini National Park	5	4	4	3	16
Camel trekking tours	4	4	4	3	15
Additional caravan sites in Onslow	3	3	3	5	14
Expanded/additional campgrounds in Karijini	4	4	3	3	14
Expanded campgrounds around Karijini	4	4	3	3	14
Mountain biking trails in Tom Price	3	4	3	4	14
Develop a single point of contact portal for Karijini tourism	3	4	3	4	14
Indigenous tourism product in Onslow	4	3	3	3	13
Indigenous tourism product development	4	3	3	3	13
Tourism/Visitor Centre for Paraburadoo	3	3	3	3	12
Monte Bello charter service	2	4	4	2	12
Fishing charter tours	2	4	4	2	12
Diving, snorkelling and island tours	2	4	4	2	12
Whale watching tours	2	4	4	2	12
Revitalisation of the Onslow Visitor Centre museum	1	4	3	4	12
Conducting familiarisation tours of local product for Visitor Centre staff (Onslow)	4	3	4	1	12
Activation of Old Onslow site	2	3	3	4	12
Redevelopment of the Tom Price Hotel	4	2	3	3	12
Tourism accommodation development in Paraburadoo	4	2	3	2	11
Increase amenity offer at Paraburadoo caravan park	2	4	4	1	11
Geo-tourism trails	2	3	3	3	11
Sealing of Banjima Drive within Karijini National Park	3	2	3	1	9
Sealing of Tom Price - Karratha Road	5	1	2	1	9

* funding of initiatives above will be determined during the planning stage of such projects.

6. Infrastructure



INFRASTRUCTURE

There is a range of infrastructure that is required to assist the local economy and tourism industry develop further.

Infrastructure requirements include the following:

- **Onslow heavy freight road:** A dedicated heavy freight road to Onslow Marine Support Base would assist in attracting new local industrial businesses associated with the offshore oil and gas industry to Onslow.
- **Tom Price – Karratha road:** Sealing of the Tom Price – Karratha road would greatly improve accessibility within the Shire and connect two of the Shire’s greatest tourism assets (Karijini National Park and Millstream Chichester National Park), thereby providing considerable tourism benefits for the area.
- **New tourism accommodation:** A new and diverse range of visitor accommodation is required in the Shire, including new hotels, eco-tourism developments, caravan and camping grounds.
- **Maintenance of the RPT service in Onslow:** Maintaining a variety of direct flights between Perth and Onslow will be important to attracting additional and diversified economic and tourism opportunities.
- **Accessibility to residential housing:** Access to available residential housing is important to recruit more residents and families to the Shire. While Onslow has available residential sites, the other major towns do not have a great deal of access to new housing to support population growth.
- **National Park infrastructure:** a range of infrastructure is required across the Karijini National Park and the Millstream National Park including the sealing of the Banjima Drive and expansion of existing accommodation offering in Karijini National Park and the development of the Millstream Eco-Resort. Digital connectivity in both parks also needs to be improved and signage maintained.
- **Signage:** Maintain and/or develop signage that improve the visitor’s journey and maximise place branding (entry statements for Karijini National Park), potential signage on the North West Coastal Highway that promotes Onslow and improvements to the Warlu Way signage. This may also include the up-keep of the assets that were originally managed by the Pilbara Regional Council (i.e. Welcome Rest Stops and Wi-Fi, other signage).
- **Small business space:** By creating a favourable business environment, fostering a business friendly environment – encouraging competition and productivity, and where possible facilitate the provision of potential commercial spaces for small businesses (i.e. similar to the WEB in Port Hedland) is sought.
- **Recreational Vehicle Friendly:** Support initiatives that enable the towns to be more welcoming towards caravans, campervans and motorhomes.

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8. Appendix

Considered Strategies

The following strategies have been taken into consideration for this document and have formed the Shire's Economic & Tourism Development Strategy:

At a national level:

- ✓ Tourism 2020: The National Long-Term Tourism Strategy, Tourism Australia
- ✓ Tourism Western Australia Two Year Action Plan 2018-2019

At a state level:

- ✓ State Government Strategy for Tourism in Western Australia 2020
- ✓ WALGA Economic Development Framework 2019

At a regional level:

- ✓ Australia's North West Destination Development Strategy
- ✓ PDC Demand needs analysis short stay accommodation
- ✓ PDC Pilbara Tourism Activation Infrastructure
- ✓ PDC Pilbara Tourism Product Development Plan
- ✓ PDC Regional Investment Blueprint Summary Report
- ✓ PDC Regional Investment Blueprint: Technical Report
- ✓ PRC Retail Attraction Strategy
- ✓ Pilbara Report Investment Prospectus 2012
- ✓ Regional Development Australia Pilbara Plan

At a local level:

- ✓ SoA Strategic Community Plan Living Life 2017 – 2027, 2019 Desktop Review
- ✓ SoA Corporate Business Plan
- ✓ SoA Long Term Financial Plan
- ✓ SoA Local Planning Strategy
- ✓ Tom Price Visitor Centre Strategic Plan
- ✓ RPS Economic Development Opportunities Study for SoA
- ✓ SoA 2011 Tourism Destination Development Strategy

APPENDIX 1

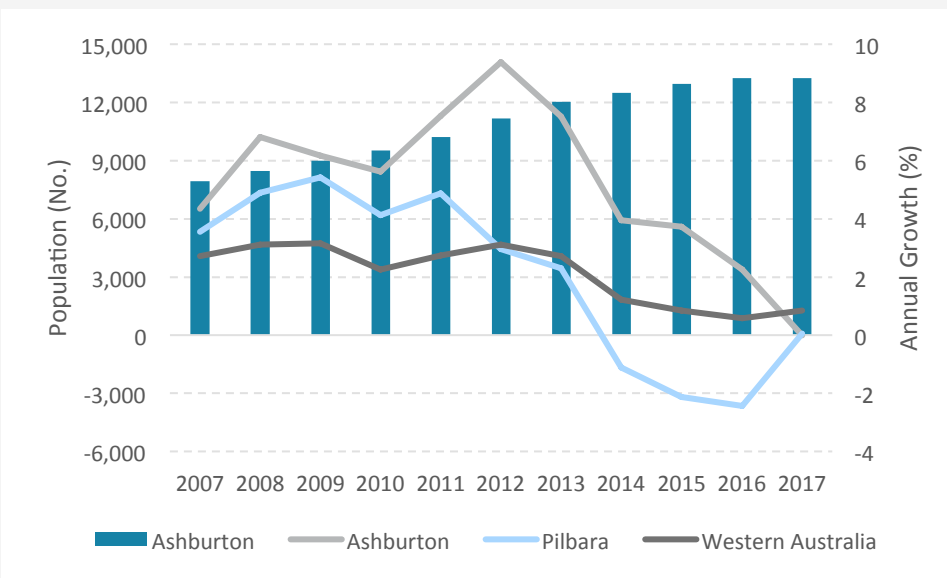
Population data

Table 1: Shire of Ashburton, Main Town Comparison (2016)

	2016 Population (No.)	Population Growth 2011-16 (% Avg Annual)	Household Income (\$/week)	Median House Price (\$)	Top Three Employment Sectors 2016 (% of Total)
Onslow	848	4.9%	\$2,273	\$305,000	Mining (30%) Construction (26%) Accommodation & Food (9%)
Pannawonica	695	1.3%	\$2,993	NA	Mining (88%) Accommodation & Food (4%) Administrative Services (4%)
Paraburdoo	1,359	-2.1%	\$2,920	\$113,182	Mining (82%) Administrative Services (4%) Construction (4%)
Tom Price	2,956	-1.0%	\$2,749	\$243,750	Mining (72%) Construction (5%) Public Administration (3%)

Sources: ABS (2012), ABS (2017a), REIWA (2018)

Figure 1: Historical Population, Shire of Ashburton



Note: Estimates of population include FIFO workers.
Source: ABS (2018a).

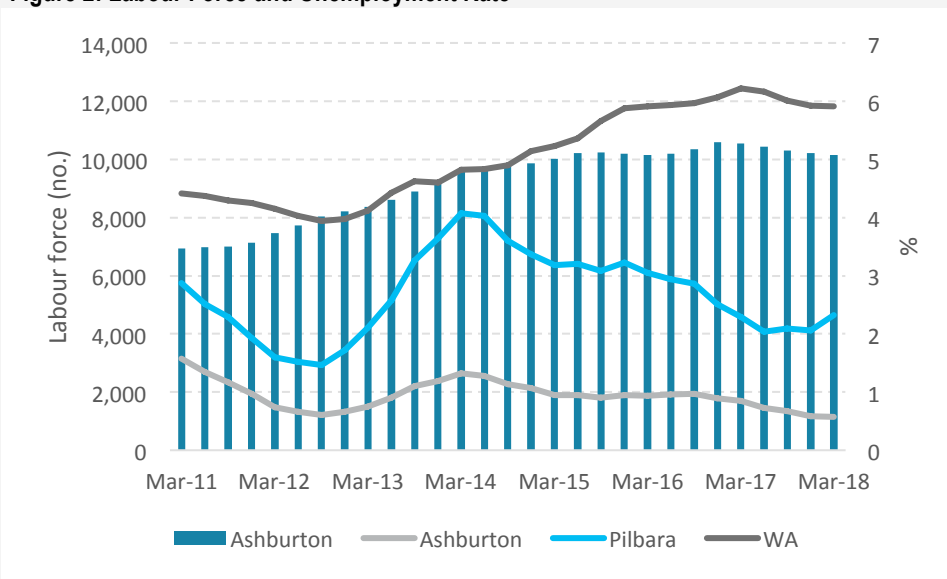
Table 2: Historical Population, Shire of Ashburton, by Township

	2011	2016	Ave Annual % Change
Tom Price:			
Population (no.)	3,134	2,956	-1.2%
Aboriginal and/or Torres Strait Islander persons	9.5%	10.0%	
Onslow:			
Population (no.)	667	848	4.9
Aboriginal and/or Torres Strait Islander persons	26.5%	21.3%	
Paraburdoo:			
Population (no.)	1,509	1,359	-2.1%
Aboriginal and/or Torres Strait Islander persons	9.7%	9.1%	
Pannawonica:			
Population (no.)	651	695	1.3%
Aboriginal and/or Torres Strait Islander persons	5.7%	9.4%	
Ashburton:			
Population (no.)	10,001	13,026	5.4%
Aboriginal and/or Torres Strait Islander persons	9.3%	7.9%	

Note: The difference between the residential population of the towns and the Shire is largely due to FIFO workers at remote sites within the Shire.

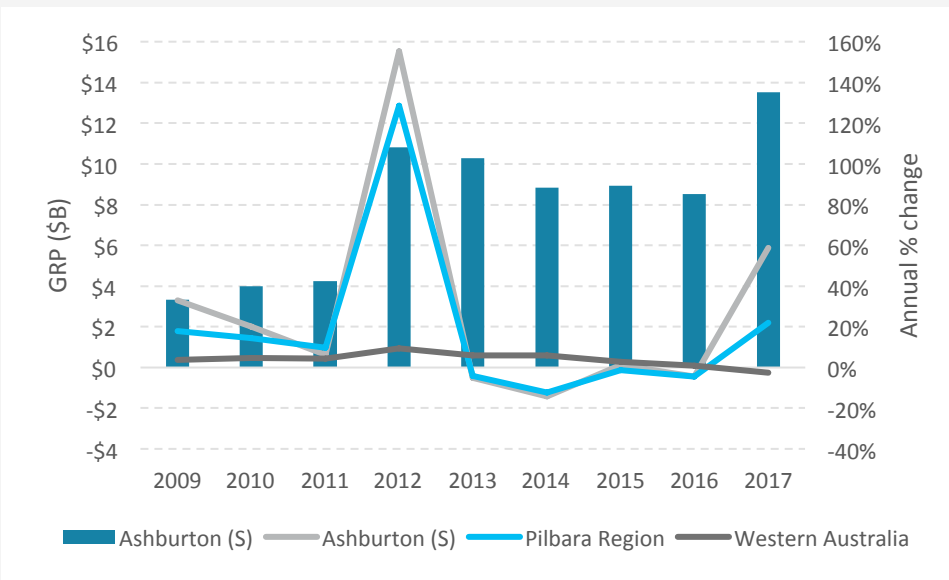
Sources: ABS (2012), ABS (2017a).

Figure 2: Labour Force and Unemployment Rate



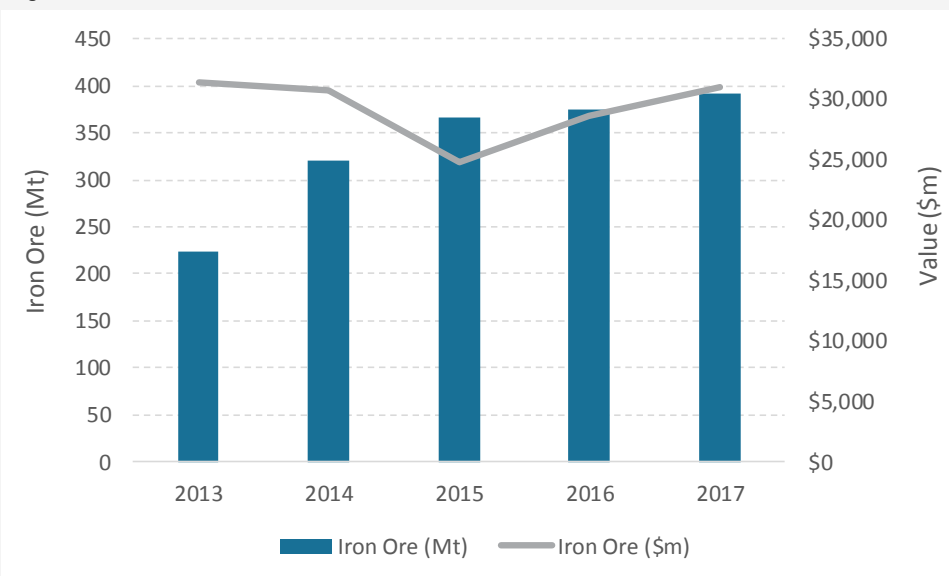
Source: Department of Jobs and Small Business (2018).

Figure 3: Shire of Ashburton Gross Regional Product



Note: Financial year data.
Sources: REMPLAN (2018), ABS (2017c).

Figure 4: Iron Ore Production and Value, Shire of Ashburton

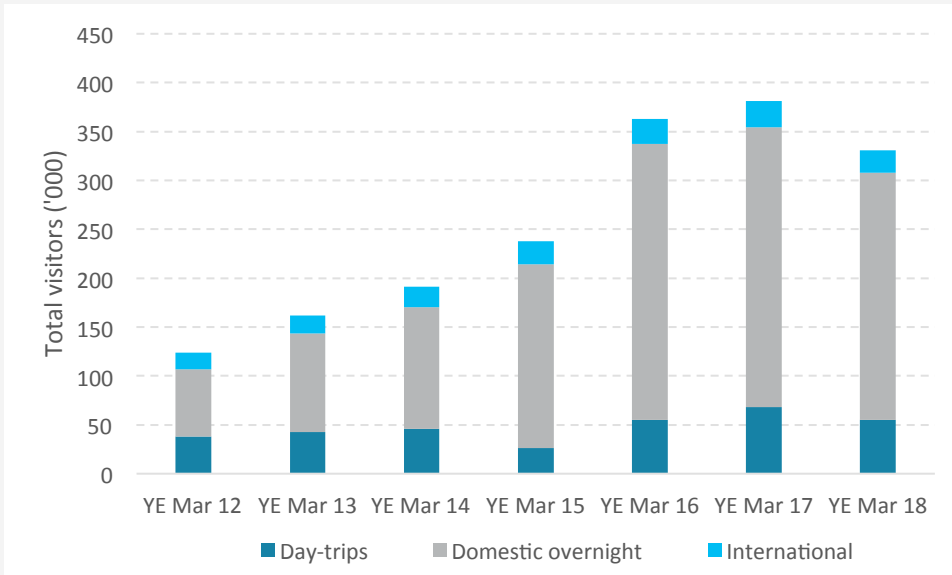


Sources: DMIRS (2018).

APPENDIX 2

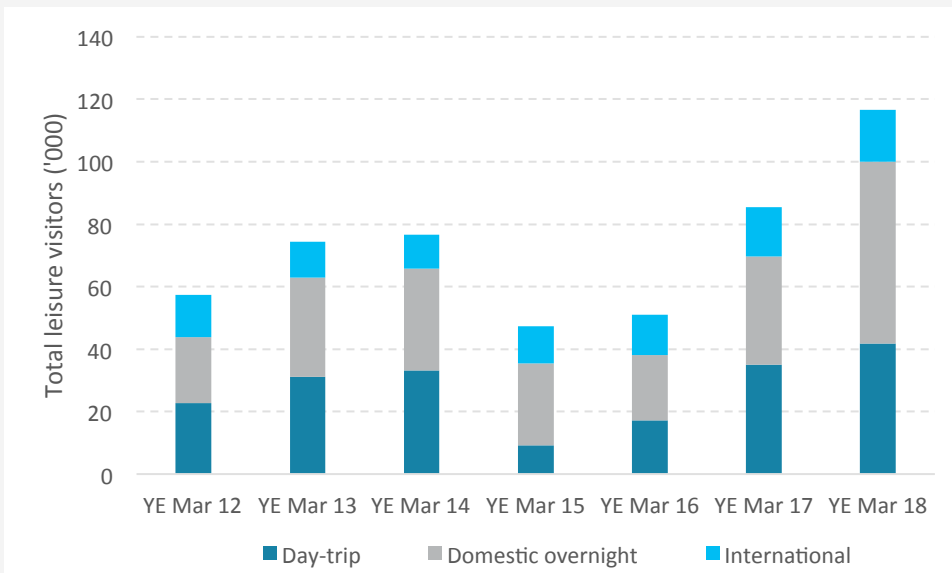
Tourism visitation profile

Figure 1: Total Visitors by Type, Shire of Ashburton



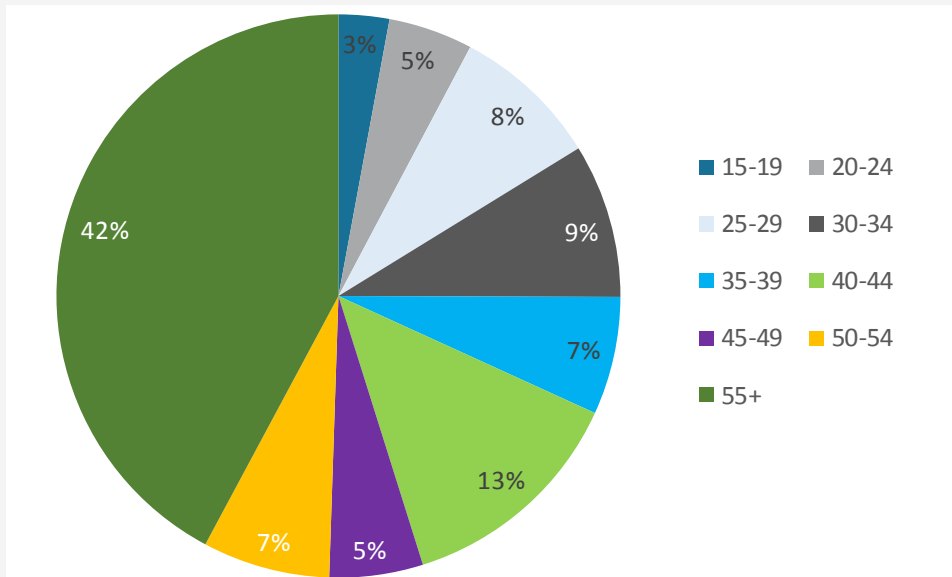
Note: Due to low sample sizes, a two-year average has been used.
Source: TRA (2018).

Figure 2: Total Leisure Visitors by Type, Shire of Ashburton



Note: Due to low sample sizes, a two-year rolling average has been used. International leisure visitor data is in calendar year terms due to issues with the March 2018 release of the International Visitor Survey.
Source: TRA (2018).

Total Leisure Visitors by Age Group, Shire of Ashburton



Note: Due to low sample sizes, a ten-year average to March quarter 2018 has been used.
Source: TRA (2018).

Table 1: Visitors to National / State Parks, Shire of Ashburton

Visitor type	Total visitors		Leisure visitors	
	No.	%	No.	%
Day-trips	14,518	26.5	14,518	34.7
Domestic Overnight	14,213	5.6	10,461	18.0
International	14,295	62.3	13,032	79.0

Note: Due to low sample sizes, a ten-year average to March quarter 2018 has been used for activity data.
Note: International leisure visitor data is in calendar year terms due to issues with the March 2018 release of the International Visitor Survey.
Source: TRA (2018).

APPENDIX 3

Value of tourism

In order to identify the value that tourism provides to the local economy, expenditure from visitors has to be first identified. Using information from Tourism Research Australia (TRA) regarding expenditure per visitor (by purpose of visit) to Australia's North West region, it is estimated that in 2017, visitors to the Shire of Ashburton generated almost \$300 million in local expenditure. Leisure visitors contributed just over \$100 million.

This expenditure creates \$177 million in Gross Regional Product (1.3% of total) and 1,630 jobs (6.5% of total), both directly and indirectly.

Table 1: Economic Contribution of Tourism, Shire of Ashburton

	Gross Regional Product (\$m)	Employment (No.)
Direct	\$107.5	1,223
Indirect	\$69.2	407
Total	\$176.7	1,630

Sources: TRA (2018a); TRA (2018b); TRA (2017); RFF Australia

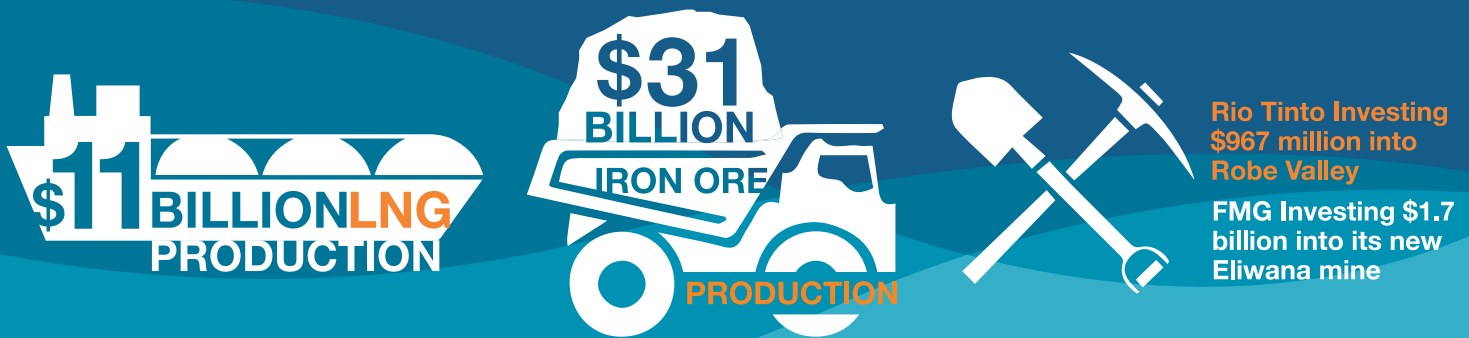
INFRASTRUCTURE TO SUPPORT GROWTH



shire of Ashburton
reef to range

Supporting growth and diversification of our economy will deliver growth and wealth for the Nation

Shire of Ashburton contributes 2.5% to Australia's Gross Domestic Product, making one of the largest individual economic contributions by any local government in the nation. Our Shire as the lowest unemployment rate in the country (0.6%, June 2018).



One of the highest contributors to GDP of any LGA in the country.

To enable further growth for the Nation and State, our Shire needs major infrastructure investments and commitments from the National and State Government. These investments leverage the existing economy and infrastructure in the region to deliver new business, jobs and growth in the Shire of Ashburton.

PRIORITY PROJECTS

Each of these projects will add value and diversify to our local economy, allowing the Shire of Ashburton to continue its important economic contribution to the Nation and State.

Sealing of the Karratha to Tom Price Road

The sealing of this critical transport connector will increase the accessibility of Tom Price, provide numerous productivity and efficiency gains as well as enable a new era of tourism and visitation within our Shire (\$60 million).

Defence Basing in Onslow

The Port of Ashburton and the Onslow Marine Support Base have now been delivered and provide considerable opportunities for Defence Force and Border Force patrol boats to be resupplied from Onslow. Using Onslow as a resupply point would add 55 new jobs and \$10 million into our local economy as well as save the Commonwealth Government \$6.1 million per year in operating costs (no cost to Government).

Onslow Freight Road

The development of a dedicated heavy freight route to the Onslow Marine Support Base would provide millions of dollars in productivity and efficiency gains as well as greatly increase road safety (est. cost \$5 million).

Karrijini National Park Infrastructure

Sealing Banjima Drive and provide further infrastructure to increase visitor amenity and experience in the park (\$29 million).

YOUR LOCAL NEIGHBOURHOOD



Did you know...

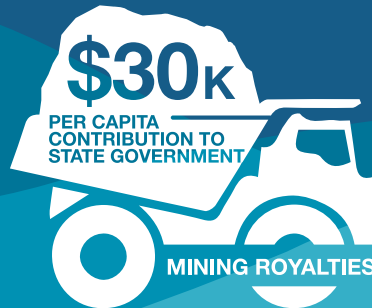
...that the Shire of Ashburton makes a significant contribution to the State and National economy?

...that the Shire of Ashburton has the lowest unemployment rate in the country?

...that the Shire of Ashburton generated an estimated \$2.2 billion in mining royalties for the State Government?

...that the Shire of Ashburton has some of the oldest geological structures on earth, formed between 3.6 and 3.4 billion years ago

...that the Shire of Ashburton has the highest personal income levels in the country?



The Shire of Ashburton community can enjoy one of Australia's most pristine natural environments, including:

Some of the best fishing in the country through the Mackerel and Montebello Islands

Gorges and waterholes of the Karijini National Park and the Millstream-Chichester National Park

Pristine reef systems to rival the Ningaloo Reef

Off road tracks and camping in a wide range of breath-taking spots

The Shire of Ashburton community also enjoys a range of new community infrastructure, including:

New Onslow Airport (opened in 2015)

New Onslow Health Services Facility (opening soon)

New Onslow Aquatic Centre (opened in 2017)

New Community Hub in Paraburdoo (opening soon)

TOURISM OPPORTUNITIES



shire of Ashburton
reef to range

Invest in one of Western Australia's most exciting and dynamic tourism regions

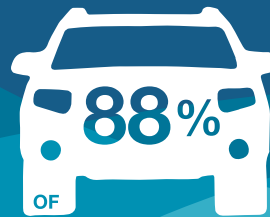
The Shire of Ashburton has untapped tourism potential, leveraging a striking natural environment including stunning islands and beaches, coral reefs, clear blue seas as well as deep gorges, waterholes, Karijini National Park and Millstream Chichester National Park, clear night skies and some of the oldest living culture and geology on the planet formed between 3.6 and 3.4 billion years ago.



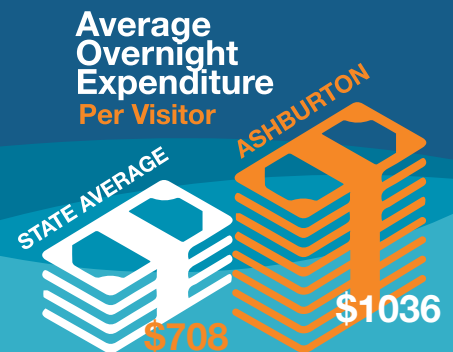
Annual Visitors



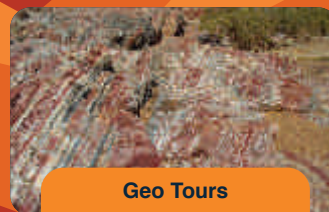
PASSENGERS THROUGH AIRPORT
2016/17



OF LEISURE VISITORS ARE SELF-DRIVE



Considerable investment opportunities exist across a range of tourism opportunities including accommodation development as well as a diverse array of tours and experiences.



XCITING ASHBURTON

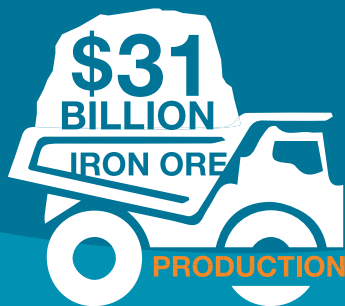


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Invest in one of Western Australia's fastest growing **economies**

The Shire of Ashburton's economy grew by an amazing 59% last year, as the local Wheatstone LNG project began operations and exporting. It's already one of the largest in the State and now contributes over \$42 billion in exports to the State and National economies (representing a contribution of 18% to the State's Gross State Product and 2.5% to Australia's Gross Domestic Product).

Economic Powerhouse



Rio Tinto Investing
\$967 million into
Robe Valley

FMG Investing \$1.7
billion into its new
Eliwana mine

Infrastructure and Land to Support Investment



The Shire of Ashburton's economy is not only growing but also providing a diverse range of investment opportunities.

Oil and Gas Hub

The Ashburton North Strategic Industrial Area can support a range of additional oil and gas projects including urea and ammonia manufacturing, gas to liquids processing as well as expansion of the existing Wheatstone LNG project and Macedon Gas project (and associated industries).

Onslow Marine Support Base

Through industrial land available at the Onslow Airport, the Onslow Marine Support Base can provide growth opportunities for businesses seeking to supply the off-shore gas industry in the north west.

Tourism

A great range of tourism investment opportunities exist across the Shire, including accommodation development (ranging from hotels to safari-style glamping, camping and beyond), marine based activities (including fishing charters, diving/snorkelling tours, whale watching and boating) adventure based tours across islands or inland gorges, eco-tourism, geo-tourism, heritage tours as well as Indigenous tourism experiences.

The Shire of Ashburton is progressive and seeks to work with project proponents to reduce 'red tape' and facilitate investment and economic outcomes.



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Ashburton Fast Facts

Population and Demographics

Shire of Ashburton (2017)	13,261
Onslow	848
Pannawonica	695
Paraburdoo	1,359
Tom Price	2,956
Rest of Shire	7,403
Median Age (2016)	35.8

Gross Regional Product

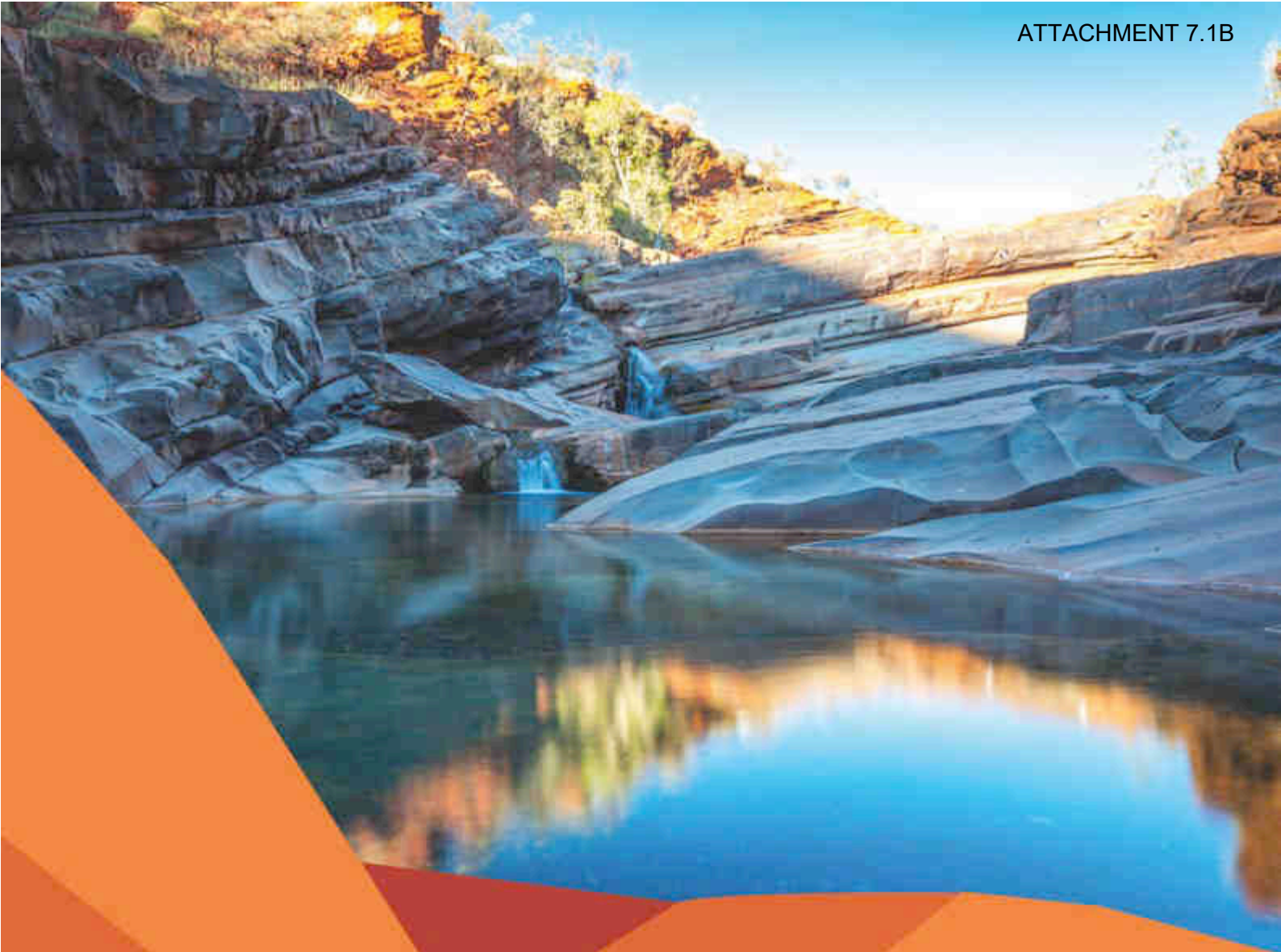
GRP (\$m) 2017-18	\$13.53
Unemployment Rate (%) June 2018	0.60%

The Shire of Ashburton is made up of the four main towns of Onslow, Pannawonica, Paraburdoo and Tom Price.

The region offers a family friendly, small-town feel, set amongst the natural wonder of Australia's North West, including world renowned Karijini National Park and Millstream-Chichester National

Park as well as numerous outdoor camping and adventure spots. New community infrastructure and planned future investments will continue to provide for the growing needs of these communities.

To find out more, please contact
Reception@ashburton.wa.gov.au
(08) 9188-4444.



Economic and Tourism Development Strategy

Shire of Ashburton 2019