



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

**AGENDA
&
ATTACHMENTS**

**Council Chambers, Onslow Shire Complex
Second Avenue Onslow
21 May 2019
9.30 am**

**AGENDA - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
21 MAY 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 21 May 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 'Rob Paull', is written over a large, faint, light-grey watermark of the same signature.

Rob Paull
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.

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21 MAY 2019**

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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 | 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 Council Support 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

Cr L Thomas Tableland Ward

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, 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:

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- (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
 - 6.2 Where the Minister allows the Councillor to participate under s.5.69(3) of the *Local Government Act*, with or without conditions.

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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 12 FEBRUARY 2019**

Officers Recommendation

That the Unconfirmed Minutes of the Ashburton Tourism Development Committee Meeting held on 12 February 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).

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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) |
| 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 |
| 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. |

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| 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) |
| <p>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:</p> <ul style="list-style-type: none"> • 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. |
| 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. |

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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).
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).

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| 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 |

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7. AGENDA ITEMS

7.1 REEF TO RANGE PHOTO COMPETITION 2019/20

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|--|--|
| 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.

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';

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- 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.

- **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.

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- **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

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'

**AGENDA - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
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Policy Implications

REC07 - Tourism Policy

Voting Requirement

Simple Majority Required

Officers Recommendation

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
3. Nominate the following members of the Ashburton Tourism Development Committee participate in the *Reef to Range Photo Competition 2019/20* judging panel.

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21 MAY 2019**

7.2 STAKEHOLDER FEEDBACK: DRAFT ECONOMIC AND TOURISM DEVELOPMENT STRATEGY

| | |
|--|--|
| 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
- Nintirri
- Onslow Chamber of Commerce

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- 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

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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.

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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.

**MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING
12 FEBRUARY 2019**



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

PUBLIC MINUTES

**Ashburton Hall, Ashburton Avenue,
Paraburdoo
12 February 2019
9.30 am**

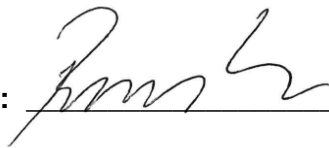
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12 FEBRUARY 2019**

SHIRE OF ASHBURTON

ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING

The Chief Executive Officer recommends the endorsement of these minutes at the next Ashburton Tourism Development Committee Meeting.

CEO: _____



Date: 12.02.2019

These minutes were confirmed by the Committee as a true and correct record of proceedings of the Ashburton Tourism Development Committee Meeting held on 12.02.2019

Presiding Member: _____

Date: _____

DISCLAIMER

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12 FEBRUARY 2019**

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MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING 12 FEBRUARY 2019

1. DECLARATION OF OPENING

The Presiding Member declared the meeting open at 9.32 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 L Thomas | Tom Price Ward (Presiding Member) Onslow Ward Paraburdoo Ward Pannawonica Ward Tableland Ward |
| Staff: | Mr R Paull Mrs S Johnston Mr B Cameron Mr J Bingham Mr I Hamilton Ms A Del Rio Ms C Bryce Ms J Smith Mrs M Lewis Ms K Nicholson | Chief Executive Officer Acting Director Community Services Director Property and Development Services Director Corporate Services Director Infrastructure Services Manager Economic Development and Tourism Manager Building and Facilities Maintenance Executive Coordinator Council Support Officer Executive & Governance Support Officer |
| Guests: | Cr P Foster Cr R de Pledge Cr D Dias | Tom Price Ward Ashburton Ward Asburton Ward |
| 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 D Diver Tom Price Ward

2.2 APPROVED LEAVE OF ABSENCE

3. ANNOUNCEMENT OF VISITORS

4. DECLARATION BY MEMBERS

4.1 DUE CONSIDERATION BY COUNCILLORS TO THE AGENDA

Councillors Lynch, White, Rumble, Gallanagh and Thomas noted that they had given due consideration to all matters contained in the Agenda presently before the meeting.

MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING 12 FEBRUARY 2019

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:

- (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:

MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING 12 FEBRUARY 2019

- 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
- 6.2 Where the Minister allows the Councillor to participate under s.5.69(3) of the *Local Government Act*, with or without conditions.

Declarations of Interest provided:

| Item Number/ Name | Type of Interest | Nature/Extent of Interest |
|---|------------------|---------------------------|
| There were no Declarations of Interest provided for this meeting. | | |

5. CONFIRMATION OF MINUTES OF PREVIOUS MEETING

5.1 ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING HELD ON 20 NOVEMBER 2018

Officers Recommendation

| | |
|---|---------------------------|
| Committee Decision | |
| MOVED: Cr Rumble | SECONDED: Cr WHITE |
| That the Unconfirmed Minutes of the Ashburton Tourism Development Committee Meeting held on 20 November 2018 (ATTACHMENT 5.1) be confirmed as a true and accurate record. | |
| CARRIED 5/0 | |
| Councillors Lynch, White, Rumble, Thomas and Gallanagh voted for the motion | |

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:

MINUTES - ASHBURTON TOURISM DEVELOPMENT COMMITTEE MEETING 12 FEBRUARY 2019

- 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).

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) |
| 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 |
| 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 |

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| |
|--|
| 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) |
| <p>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:</p> <ul style="list-style-type: none"> • 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. |
| 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. |

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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).
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).

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|---|
| 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 |
| ○ Digital Mobile Engagement |
| ○ Mobile App |
| 3. The trails project |
| ○ Regional Tourism Trails |
| ○ Pilbara Trails Blueprint |
| ▪ Ian Blair Boardwalk & interpretation signage (Grant application) |
| ○ Unique Driver Rest Stops in the Pilbara |
| ○ RV Friendly Feasibility Study |
| ○ Regional Signage Strategy |
| ○ 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 |

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7. AGENDA ITEMS

7.1 ONSLOW WATER TANKS PUBLIC ART PROJECT

MINUTE: 493/2019

| | |
|--|--|
| 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: | 30 January 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 report is presented to the Ashburton Tourism Development Committee to seek guidance in relation to the progression of a mural project for the Onslow Water Tanks and long term 'Water Tank Art Trail' from Onslow and the towns Tom Price and Paraburdoo.

With respect to the Onslow Water Tanks, the Water Corporation supports the project in principle and has provided the Shire with a \$50,000 contribution to the project. This report suggests what steps should be taken to commence the project.

Background

In numerous cities across the world, 'Street art' has evolved into an acceptable and widespread desirable art form. What started as a subversive and radical act of creative vandalism is now popularised and adorned on buildings and landmarks worldwide as a creative intervention in the urban landscape.

In Australia, murals on active and decommissioned water tanks and silos are becoming more and more popular, they're representing a new national trend with constant new mural developments across the nation, proving to be an innovative way of re-activating spaces. Whether they are silos or water tanks, painting on large canvases has become a means revitalising towns as well as driving increased tourism and local economic development.

Some of the outcomes of mural projects throughout Australia have been and continue to bring socio-economic benefits to the towns in which they are located and revitalize the communities. The media also continues to report of the positive impacts, which include but not limited to:

- Economic rejuvenation for rural communities;
- Increased trade for local businesses;

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- Murals being tourist attractions and unique landmarks in their own right, causing traffic to stop where they would normally motorist would keep on driving, also generating a huge social media following;
- A boost for community spirit and pride; and
- Development of regional trails

The most recent and highly successful 'Silo Art Trail' is the *Public Silo Trail of WA* with murals on grain silos in Northam, Ravensthorpe, Merredin, Albany, Newdegate and Pingrup, and on public walls and transformer boxes throughout Katanning.

The City of Karratha is in the process of undertaking a similar venture on Water Corporation water tanks in Karratha. After following an expression of interest process which didn't result into a successful artist appointment the City is currently seeking curatorial assistance to lead the project entirely. Water Corporation and Town of Port Hedland are investigating the installation of lighting for the water tower in South Hedland. Given the regional involvement in creating public art projects, the intent is to maximise the momentum and develop an attraction for the Shire's main townships starting with Onslow as well as being part of a regional theme.

Over the last 12 months there have been numerous preliminary conversations between the Shire president, Shire staff and Water Corporation (owners of the Onslow water tanks) about progressing a public art project on the Onslow water tanks. As Committee will be aware, the President was instrumental in progressing the Water Corporation have providing the Shire with a funding contribution of \$50,000 to assist the project costs. Water Corporation representatives and have advised that they will require the Shire to prepare a 'plan' as to the public arts project on their tanks and for the expenditure of the \$50,000.

A draft and working project brief has been developed which summarises the Onslow Water Tank Project aims, location, project process, deliverables and timeline, suggested project working group, artist recruitment, community engagement, risk management and estimate budget (**ATTACHMENT 7.1A**). A public art trail (murals) has also been strategically identified as an outcome to pursue in the draft Economic & Tourism Development Strategy.

A contract exists between the Shire and Water Corporation which outlines the terms of the funding and its acquittal, maintenance requirements and responsibilities. The main aspects of the contract and the agreed aspects are:

- the public art projects is to be in the form of a mural
- the theme of the mural is to be around the topics of: water and/or local history and heritage
- the Shire is to spend the \$50,000 contribution by December 2019 and provide an Acquittal Report by 30 January 2020
- the Shire is responsible for the costs associated with preparing the site for the mural and the ongoing necessary maintenance costs
- the community is to be included in the project evolution
- consult with Police and Main Roads WA
- liaise with Water Corporation at throughout all stages of the project
- the establishment of a project group with key stakeholders
- the Shire is to keep detailed records of expenditure and provide these to Water Corporation

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Comment

The following provides the process to progress the mural project for the Onslow Water Tanks and long term 'Water Tank Art Trail'.

Seek quotes

For the following reasons, it is recommended that the Shire directly approaches several artists to secure quotes instead of going through an Expression of Interest process or publicising a Request for Quote on Walga/Tenderlink:

- Considering City of Karratha's unsatisfying experience with securing high caliber submissions
- The difficulty in recruiting highly talented mural artists especially due to the region's remoteness
- The limited reach of an EOI and/or WALGA/Tenderlink systems (many artists, especially internationally renowned artist don't have access to these platforms)
- Reduced time and effort put into other forms of artist recruitment.

Research has been undertaken in regards to talented and renowned mural artists whom can be contacted in regards to the Onslow water tank mural project. Whilst researching consideration has been given to:

- Artists who can perform at a large scale
- Artists who have partaken similar projects in remote communities
- Provenance (limited or no regional artists found, the lists contains Australian and overseas artists)
- The style (ensuring applying a particular artist style would not appear 'odd' or inappropriate in Onslow)
- Most renowned mural artists in Australia and worldwide

A list of 15 artists whom (from research) are believed to be more than capable of painting the Onslow water tanks has been established (**ATTACHMENT 7.1B**) for consideration. The list features the artists' name, provenance, style, where they have worked and 2 images of their artwork for reference.

It is recommended that the Shire prepares a comprehensive project brief and approaches the artists included in the list to obtain quotes (from those who are reachable and interested). It is important that the artists conducts community consultation (facilitated by the Shire).

Once quotes have been received these will be reviewed with recommendations brought to a Tourism Development Committee meeting to further discuss. An ideal situation sees an artist to be engaged by February/March 2019 and for the works to commence in the upcoming 2019 winter season. However project timeframes will depend on the artist chosen and his/her availability.

Water tanks surface preparation

The Shire would need to undertake a Request for Quotation for a mural project which includes site preparation, consultation and community workshops, design drafts and project execution.

Estimated project costs

It is suggested the Shire should make the \$50,000 contribution from Water Corporation available to put towards all artists costs (accommodation, food, travel, workshops and materials). Water Corporation (as stated in the contract) have stated the need for the water tank surfaces to be prepared prior to painting. The Shire is also expected to cover this cost.

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Consultation

Executive Management Team

Manager - Customer & Stakeholder, North West Region (Water Corporation)

Statutory Environment

Complies with all statutory requirements.

Financial Implications

As part of the 2019-2020 budget bid process the Shire should consider funding any other aspects of the Onslow water tank mural project which is estimated to be around \$130K. This may also require corporate or sponsorship funding. The acquittal date for the \$50K provided by Water Corporation is December 2019.

Strategic Implications

Shire of Ashburton 10 Year Community Strategic Plan 2017-2027

Goal 1 Vibrant and Active Communities

Objective 01: Connected, caring and engaged communities

Objective 04: A rich cultural life

Goal 2 - Economic Prosperity

Objective 3 – Well-managed tourism

Goal 3 Unique Heritage and Environment

Objective 03: Celebration of history and heritage

Goal 4: Quality Services and Infrastructure

Objective 1 – Quality public infrastructure

Risk Management

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" as the outcomes of the report do not pose a risk to the Shire's operations.

Policy Implications

There are no known policy implications for this matter.

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Voting Requirement
Simple Majority Required

Committee Decision

MOVED: Cr L Rumble

SECONDED: Cr M Gallanagh

That with respect to the Onslow Water Tanks Public Art Project and the vision to develop and be part of a regional mural trail, the Tourism Development Committee recommends that Council:

1. Seek quotes from persons listed in ATTACHMENT 7.1B for a mural project which includes site preparation, consultation and community workshops, design drafts and project execution;
2. Request the Chief Executive Officer to pursue grant/commercial funding to support the mural project;
3. Request the President and Chief Executive Officer to approach Rio Tinto to investigate similar mural projects and contributions for their water tanks in Tom Price and Paraburdoo in order to achieve a 'Water Tank Art Trail' for the Shire; and
4. Request the Chief Executive Officer to pursue a 'Water Tank Art Trail' for relevant Pilbara and Gascoyne towns with similar 'public art' trail possibilities.

CARRIED 4/1

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

Councillor Thomas voted against the motion

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 9.41 am.

Reef to Range Photo Competition Entry Terms & Conditions

Thanks to the Shire of Ashburton, the Tom Price Visitor Centre is running its first Photography Competition in 2019.

With a total of \$6,000 up for grabs across various categories there's plenty of opportunity to score a fantastic cash prize while sharing your stunning photos taken throughout the Shire of Ashburton, in the Pilbara region.

There are prize categories for both youth and adult photographers.

CATEGORIES & PRIZES

Inland Pilbara

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.

Two prizes will be awarded:

- 1x \$1,000 for adult (18 years old and older)
- 1 x \$500 for youth (17 and under)

Winners announced 21st February 2020.

Coastal Pilbara

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

Two prizes will be awarded:

- 1x \$1,000 for adult (18 years old and older)
- 1 x \$500 for youth (17 and under)

Winners announced 21st February 2020.

People's Choice (both adults and youth)- *winner announced Monday March 2nd 2020*

Prize: \$3,000

The judging panel will select 3 photos, excluding category winners, from all photos entered, these will be posted on several Facebook pages. The public will be invited to 'judge' the photos by liking them which will allow for the photo with the most combined likes to be declared the winner.

Winner announced 2nd March 2020.

TERMS AND CONDITIONS

Photographs must be taken within the Shire of Ashburton, including Tom Price, Karijini and Millstream National Parks, Paraburdoo, Pannawonica, Onslow, Old Onslow & coastal islands of the Shire. To see a map of the areas the Shire of Ashburton covers [click here](#).

Drone and underwater images will be accepted.

Entries must be received by 5pm Australian Western Standard Time (AWST) on January 31st 2020.

Entry into the competition provides explicit acceptance that the photo will be available for the Shire and Shire stakeholders to use in any and all media as selected by the Shire.

Judging

The judging panel consists of representatives from Australia's North West (ANW), the Ashburton Tourism Development Committee (ATDC, maximum three members), the Pilbara Tourism Association (PTA); Shire staff (including Tom Price Visitor Centre staff) Department of Biodiversity, Conservation and Attractions (DBCA).

Inland and Coastal Pilbara categories (Adult and Youth groups)

The winning photos will be selected by the judging panel.

Two prizes will be awarded in both of the Inland and Coastal categories, comprising of:

- 1x \$1,000 for adult (18 years old and older)
- 1 x \$500 for youth (17 and under)

The photos will be used within the 2020 Karijini Ranges and Pilbara Coast visitor guide (the name of the guide may change).

The judging panel's decision is final; no correspondence will be entered into.

Competition closes at 5pm Australian Western Standard Time (AWST) on January 31st 2020.

Winners of the Inland and Coastal Categories (Adult and Youth groups) will be announced on Friday February 21st 2020.

People's Choice category

The judging panel will select 3 photos from all images entered across both categories (both Adult and Youth groups) exclusive of the category winners. These will then be posted on the following Facebook Pages over a period of 10 days from Friday 21st February 2020:

- Australia's North West
- Tom Price Visitor Centre
- Shire of Ashburton
- Destination Pilbara

The photos may also be posted on Tourism Western Australia's Facebook Page.

The photo with most (combined) 'likes' will win the People's Choice.

The photo will be the cover page image of the 2020 Karijini Ranges and Pilbara Coast visitor guide (the name of the guide may change).

The People's Choice Facebook voting closes at 8am AWST on Monday 2nd March 2020, with the announcement of the winning photo shortly after.

All winners will be notified by email and announced on the Tom Price Visitor Centre Facebook page: <https://www.facebook.com/tompricevisitorcentre> and on the following websites:

www.ashburton.wa.gov.au

www.tompricevisitorcentre.org

How to enter and photo requirements

Entries must consist of the Entry Form provided and be submitted via email to: visitorcentre@ashburton.wa.gov.au.

Each entry should be a maximum of 2 images per category. If no Entry Form is provided the photos will be deemed ineligible.

Image files should be provided in high resolution, JPEG or PNG format, with a minimum of 2000 (w) x 1080 (h) pixels, must not be smaller than 2MB in size. Files less than 2MB will not be entered into the competition.

Photos must be taken in the year(s) 2019 and 2020.

Whilst not mandatory, there is the option to post your photo on social media, tag @Tom Price Visitor Centre (FB) and @tompricevisitorcentre (Instagram) and use the hashtag #reeftorangephotocomp. By doing this you allow us to share your photo.

Additional Terms of Entry

A maximum of two (2) images per category may be submitted by any entrant. Images may only be entered once. The same image cannot be entered in more than one category.

Entrants under 18 years old must have parental/guardian approval to enter.

The competition is not open to Tom Price Visitor Centre (TPVC) staff or members of the 2019 TPVC Photography Competition judging panel. This also excludes all immediate family for the above mentioned.

Competition closes at 5pm Australian Western Standard Time on January 31st 2020, with the first round of judging to take place during February 2020.

The People's Choice winner will be announced on/around the 2nd March 2020.

The Promoter of the 2019 Tom Price Visitor Centre Photography Competition is the Shire of Ashburton (via the Tom Price Visitor Centre).

Entrants agree that they are fully responsible for the Content (photo) they submit. The Promoter shall not be liable in any way for such Content to the full extent permitted by law.

By submitting Content the Entrants acknowledge and consent for the Promoter to use the Content, Entrants also allow the following organizations to use the Content:

- Australia's North West
- The Pilbara Tourism Association (Destination Pilbara)

- Tourism Western Australia
- Any businesses where the photo was taken

The entrant acknowledges and consents for the Content to be used and/or shared on websites affiliated with the Promoter and the organizations listed above; their social media accounts and printed publications for tourism promotion.

The Promoter may remove any Content without notice for any reason whatsoever. Entrants warrant and agree that:

(a) they will not submit any Content that is unlawful or fraudulent, or that the Promoter may deem in breach of any intellectual property, privacy, publicity or other rights, defamatory, obscene, derogatory, pornographic, sexually inappropriate, violent, abusive, harassing, threatening, objectionable with respect to race, religion, origin or gender, not suitable for children aged under 15, or otherwise unsuitable for publication;

(b) they will obtain prior consent from any person or property that appears in their Content; and provide evidence of that when submitting the entry

(c) they will obtain full prior consent from any person who has jointly created or has any rights in the Content, to the uses and terms herein;

(d) they will comply with all applicable laws and regulations, including without limitation, those governing copyright, content, defamation, privacy, publicity and the access or use of others' computer or communication systems.

Without limiting any other terms herein, the entrant agrees to indemnify the Promoter for any breach of the above terms.

Entrants consent to the Promoter using their name, likeness, image and/or voice in the event they are a winner (including photograph, film and/or recording of the same) in any media for an unlimited period without remuneration for the purpose of promoting this promotion (including any outcome), and promoting any products manufactured, distributed and/or supplied by the Promoter.

If this promotion is interfered with in any way or is not capable of being conducted as reasonably anticipated due to any reason beyond the reasonable control of the Promoter, including but not limited to technical difficulties, unauthorised intervention or fraud, the Promoter reserves the right, in its sole discretion, to the fullest extent permitted by law to:

(a) disqualify any entrant; or

(b) modify, suspend, terminate or cancel the promotion, as appropriate.

Any cost associated with accessing the promotional websites is the entrant's responsibility and is dependent on the Internet service provider used.

As a condition of accepting a prize, each winner must sign any legal documentation as, and in the form required by the Promoter and/or prize suppliers in their absolute discretion, including but not limited to a legal release and indemnity form.

The Promoter collects personal information in order to conduct the promotion and may, for this purpose, disclose such information to third parties, including but not limited to agents, contractors, service providers and prize suppliers. Entry is conditional on providing this information.

The Promoter may, for an indefinite period, unless otherwise advised, use any personal information collected for promotional, marketing, publicity, research and profiling purposes, including sending electronic messages or telephoning the entrant. Entrants should direct any request to access, opt-out, update or correct information to the Promoter.

All entries become the property of the Promoter.

The Promoter is the Shire of Ashburton Tom Price, WA 6751. +61 8 9188 5488.

Reef to Range Photo Competition Entry Form

First Name: _____ Last Name: _____

Address: _____

Email Address: _____ Phone: _____

Image files should be provided in high resolution, JPEG or PNG format, with a minimum of 2000 (w) x 1080 (h) pixels, must not be smaller than 2MB in size. Files less than 2MB will not be entered into the competition.

A separate entry form must be submitted for each Category.

Tick the category you're entering:

- ☐ Inland Pilbara - Adult
☐ Coastal Pilbara - Adult
☐ Inland Pilbara - Youth
☐ Coastal Pilbara - Youth

A maximum of two (2) images per category may be submitted by any entrant

| | IMAGE 1 | IMAGE 2 |
|------------------------------|---------|---------|
| Location | | |
| Caption | | |
| Names of people in the photo | | |

☐ The images are taken in the Shire of Ashburton (within the area highlighted in white and green in the map: <https://www.ashburton.wa.gov.au/community>)

☐ I confirm that each person featured in my photograph has agreed to their photograph being taken for the purposes of my entry into this competition.

☐ I have read the Terms & Conditions, acknowledge them and give consent for the images to be used and/or shared on websites affiliated with the Shire of Ashburton and the organizations listed below; their social media accounts and printed publications for tourism promotion. I also understand that my name will be used to acknowledge my work, where possible.

- Australia's North West
- The Pilbara Tourism Association (Destination Pilbara)
- Tourism Western Australia
- Any businesses where the photo was taken

Signature of entrant _____

Date _____

For Youth entrants

If the photographer is under 18 years of age this entry form must be signed by the entrants' parent or legal guardian.

I am the parent/legal guardian of the entrant and I have read, understood and agree to the conditions of entry for the 'Active All Areas' Photography Competition and accept them as part of the competition. Signature of parent/legal guardian: _____ Date _____ Name of parent/legal guardian: _____

Signature of parent/guardian _____

Date _____

Entries close 5pm AWST January 31st 2020. Send this form and your image to visitorcentre@ashburton.wa.gov.au



shire of Ashburton
reef to range

Economic and Tourism Development Strategy

Shire of Ashburton **2019**

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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).

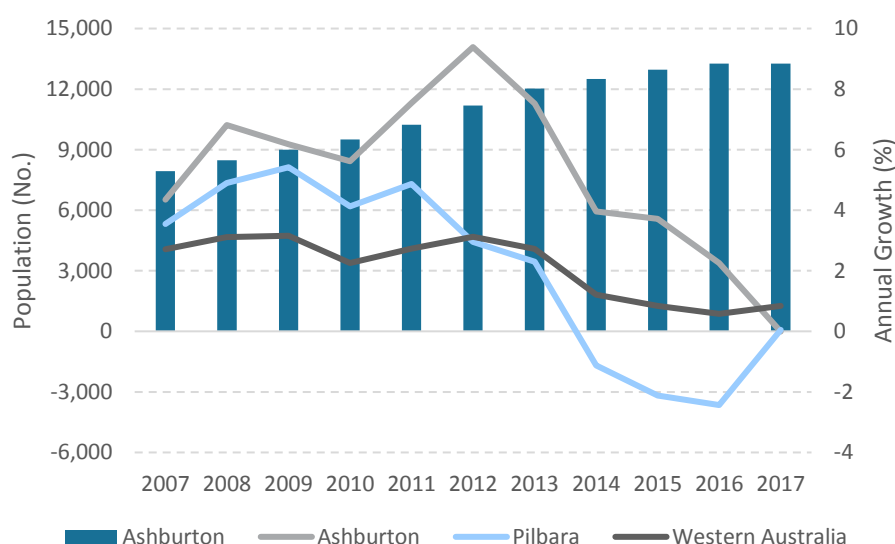
Outside of this group, there are other identifiable segments, including:

- 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).

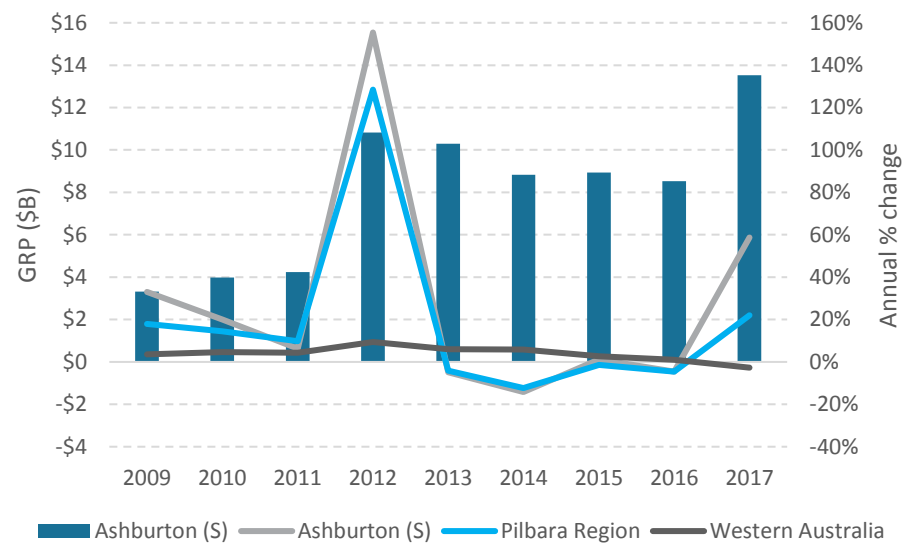
Tourism in the Shire currently underutilises the vast natural attractions in the area, which presents an opportunity for future growth and diversification. The tourism industry needs to grow and become more sophisticated in terms of tourism product and experiences. While increasing tourism in the Shire will help to diversify the economy and lessen 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

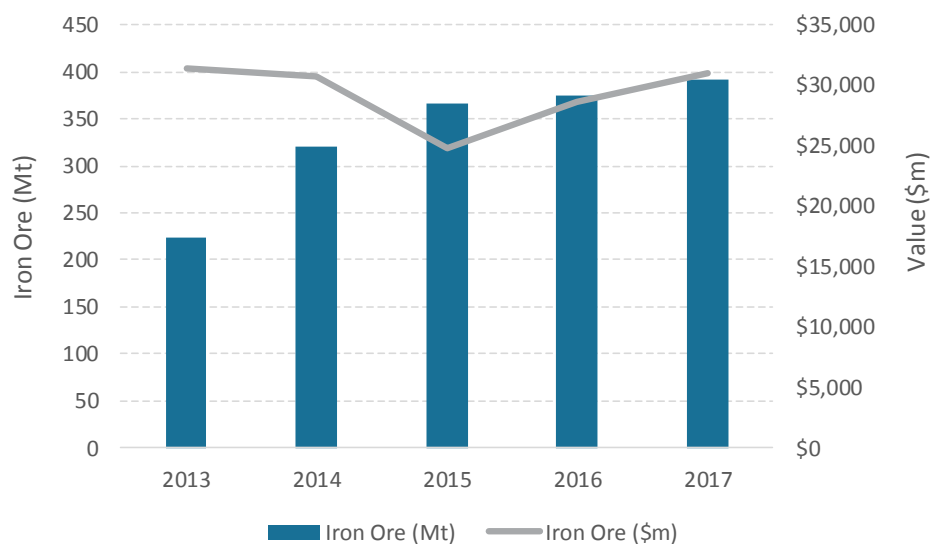


Note: Estimates of population include FIFO workers.
Source: ABS (2018a).

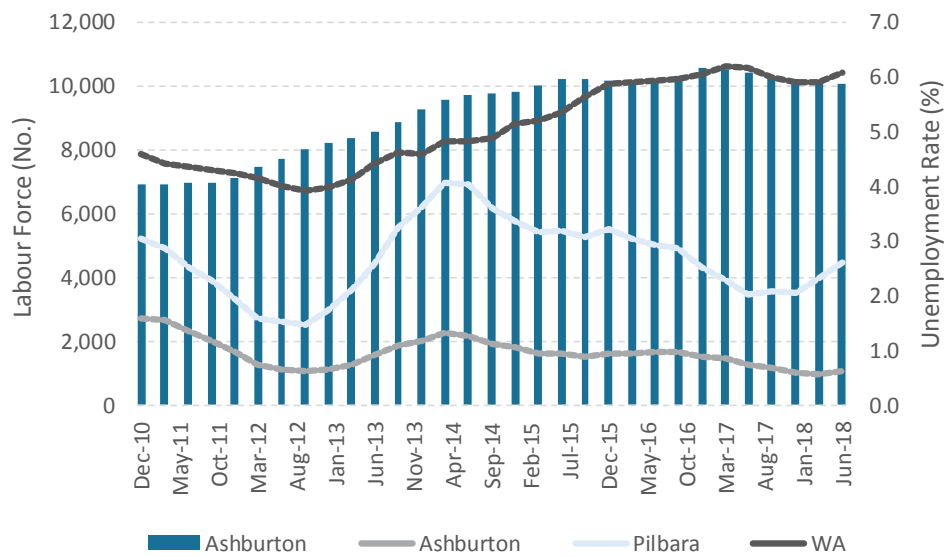
Figure 2.2. Gross Regional Product

Note: Financial year data.

Sources: REMPLAN (2018), ABS (2017c).

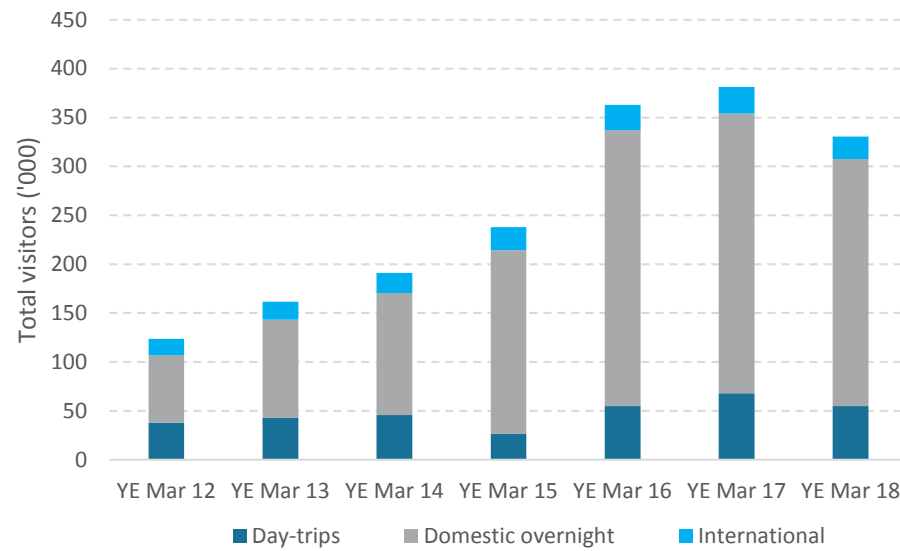
Figure 2.3. Iron Ore Production and Value, Shire of Ashburton

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

Figure 2.4. Labour Force and Unemployment Rate**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:

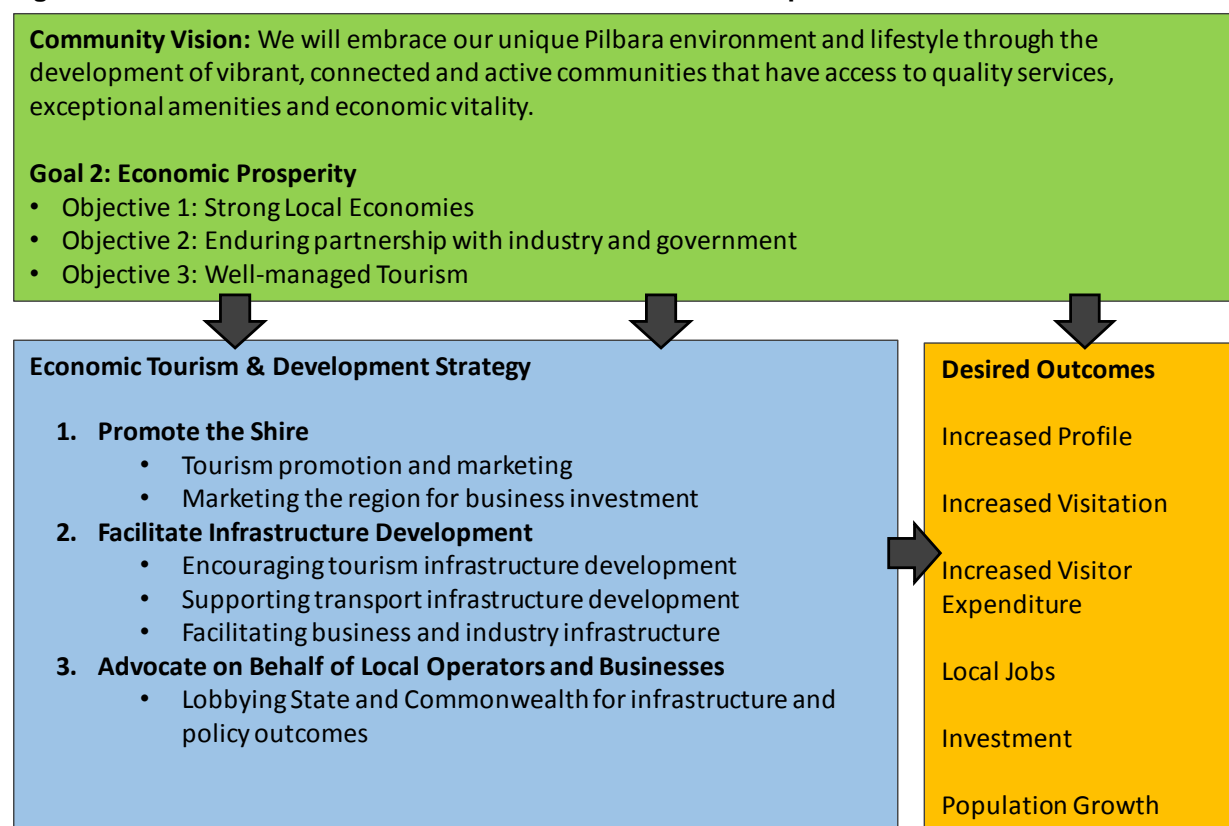
- Promoting the Shire for tourism and business diversification
- Facilitating outcomes and collaborating with local business and industry
- Advocating on behalf of the Shire's residents and local businesses

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

| Stakeholder | Comments | SoA staff comment | Recommendation | Committee recommendation |
|----------------------------------|---|--|----------------------------------|--|
| | | | | <p>That the Committee recommend Council:</p> <ol style="list-style-type: none"> 1. Thank all stakeholders for their contribution. 2. Support the submission by amending the final Economic and Tourism Strategy as generally follows: |
| <p><u>DBCA (Ray De Jong)</u></p> | <p>1. Referring to pg 25, 1.1.7 Encourage DBCA to proactively promote and market Karijini</p> <p>DBCA provide opportunities for nature based experiences through appropriate and compatible recreational site developments within National and Marine Parks throughout the State. DBCA are not the lead agency for marketing tourism throughout the State however DBCA - in partnership with Traditional Owners, SoA, Karijini Eco Retreat, Commercial Tour operators and Tourism WA - will endeavour to proactively contribute to a more strategic approach of marketing for Karijini, including through the DBCA website where appropriate.</p> <p>2. Referring to pg 26, 2.1.1 Encourage DBCA to install additional mobile phone tower in Karijini</p> <p>DBCA nominated locations for consideration at Karijini with the Mobile Black Spot Program in Round 4. This process is driven by DPIRD and is based on business cases provided by various</p> | <p>Correct, it is unrealistic to expect the CBDA to 'proactively' promote and especially 'market' Karijini. This role sits with Australia's North West and Tourism WA which are the marketing bodies for tourism. Given the feedback received from visitors (through the Tom Price Visitor Centre and local operators) the DBCA is encourages to improve the user-friendliness of its website especially around the National parks.</p> <p><u>Suggested change to 1.1.7:</u> Encourage DBCA to promote Karijini and enhance its website</p> <p><u>Suggested change to 2.1.1:</u> Encourage (through a business case) DPIRD to install additional</p> | <p>Yes</p> <p>Yes</p> <p>Yes</p> | <ul style="list-style-type: none"> • Modify 1.1.7 to read: <i>encourage DBCA to promote Karijini and enhance its website;</i> • Modify 2.1.1 to read: <i>encourage (through a business case) DPIRD to install additional mobile phone towers within Karijini.</i> • Modify 2.1.4 to read: <i>support the expansion of the Dales campground at Karijini support the expansion and diversification of camping facilities and opportunities within Karijini National Park;</i> • Modify 2.1.5 to read: <i>support development of additional campgrounds outside of Karijini by partnering with DBCA and other stakeholders on feasibility studies to determine impacts;</i> |

| | | | | |
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| | <p>carriers. As such – this section should encourage (through a business case) DPIRD to install additional mobile phone towers within Karijini.</p> <p>3. Referring to pg 26, 2.1.4 Support the expansion of the Dales campground at Karijini</p> <p>Expansion of Dales Campground is not being considered by DBCA. Dales Campground has 140 existing sites and is deemed to be at capacity in terms of the site and its location. An additional Camping with Custodians campground is being considered for development within the Visitor Centre precinct (Current Overflow area) and will be developed subject to additional consultation with traditional owners and successful partnership funding. As such – this section should read “support the expansion and diversification of camping facilities and opportunities within Karijini National Park”</p> <p>4. Referring to pg 26, 2.1.5 Encourage development of additional campgrounds outside of Karijini</p> <p>DBCA understand the need for provision of additional and alternative accommodation / campgrounds outside of Karijini National Park. An important consideration is the impact on the financial capacity of the Karijini Eco Retreat (KER) and future Camping with Custodians initiatives through traditional owners and TWA. A financial feasibility study should be undertaken to determine the impacts (positive or negative) with any additional development.</p> <p>5. Referring to pg 26, 2.1.6 Facilitate the development and implementation of</p> | <p>mobile phone towers within Karijini.</p> <p><u>Suggested change to 2.1.4:</u> Support the expansion of the Dales campground at Karijini support the expansion and diversification of camping facilities and opportunities within Karijini National Park</p> <p><u>Suggested change to 2.1.5:</u> Support development of additional campgrounds outside of Karijini by partnering with DBCA and other stakeholders on feasibility studies to determine impacts</p> | <p>Yes</p> <p>Yes</p> | <p><i>An online booking system is already in place at the Tom Price Visitor Centre which allows for operators to sell via the TPVC if they are on the same platform. What DBCA are talking about is a separate National parks booking systems.</i></p> <ul style="list-style-type: none"> • <i>Modify 2.1.6 by adding an additional dot point: Collaborate with DBCA on the implementation and the running of the online booking system for campsites in Karijini National Park and investigate whether the selling of commercial products can be added. Promote communication between the Karijini and Tom Price Visitor centre about the new booking systems to share knowledge/training and ensure a seamless experience for customers.</i> • <i>Modify 2.1.7 to read: support training for the development of Indigenous tourism product and liaise with DBCA about these opportunities.</i> • <i>Generally modify the Strategy to:</i> <ul style="list-style-type: none"> ○ <i>Address that itineraries/travel routes are in place</i> |
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| | <p>online booking system for regional stakeholders</p> <p>DBCA will be implementing the online booking system for campsites in Karijini National Park (Dales Campground) as of the 1st June. DBCA welcome suggestions where improvements for regional stakeholders (commercial tour operators etc.) can be made and where adding opportunities to an online system provide economic benefits and provide better visitor satisfaction rates. (e.g. – having the opportunity to purchase a guided tour or canyon tour within the campground booking system)</p> <p>6. Referring to pg 26, 2.1.7 Support training for the development of Indigenous tourism product</p> <p>DBCA with the State Government's Aboriginal Ranger Program and in partnership with traditional owners and resource companies are seeking to develop long term economic benefits to Aboriginal people through training programs and with specialist consultants that include the development of indigenous tourism products.</p> <p>7. Referring to pg 26, 2.1.13 Investigate opportunities for man-made, adventure tourism infrastructure</p> | <p>An online booking system is already in place at the Tom Price Visitor Centre which allows for operators to sell via the TPVC if they are on the same platform. What DBCA are talking about is a separate National Parks booking systems. It is suggested that 2.1.6 remains unchanged and that another dot point is added:</p> <p>Collaborate with DBCA on the implementation and the running of the online booking system for campsites in Karijini National Park and investigate whether the selling of commercial products can be added. Promote communication between the Karijini and Tom Price Visitor centre about the new booking systems to share knowledge/training and ensure a seamless experience for customers.</p> <p>Noted</p> | <p>Yes</p> <p>N/A</p> | <p>and well promoted by Australia's North West and Tourism WA. The promotion of these can be maximised by liaising with ANW and ensuring the Visitor Centres within the Shire are fully aware of these; and</p> <ul style="list-style-type: none"> ○ Include that SoA is to communicate and liaise with neighboring local governments on mutual goals of developing infrastructure that benefits the region and where necessary progress these with a unified approach. |
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| | | | | |
|--|--|--|---|--|
| | <p>DBCA support the investigation of man-made adventure tourism infrastructure where the infrastructure does not detract from the nature based experience and where traditional owners support such initiatives. Any such development on land managed under the Conservation and Land Management Act 1984 must be consistent with the reserve purpose and relevant management plan.</p> <p>8. Referring to pg 27, 3.1.2 Advocate for the sealing of Banjima Drive in Karijini</p> <p>DBCA support the upgrading of Banjima Drive and have applied for several grants to secure funding. DBCA will continue to seek funding in partnership with key stakeholders in order to provide a safer and fit for purpose sealed road between the KER and the Karijini Visitor Centre.</p> <p>9. Of note within the draft strategy is the lack of focus and attention to existing travel routes for tourism growth (Exmouth/Ningaloo to Karijini) and the ability to capitalise on this self-drive market. Mention of the Warlu Way is made however there is no connectivity to Murujuga National Park and the State Governments World Heritage Nomination process.</p> <p>10. There also seems to be a disconnect between the City of Karratha's tourism aspirations and strategy and that of the SoA draft strategy. Both the CoK and SOA recognise Karijini National Park and Millstream Chichester National Park as</p> | <p>Notes</p> <p>Noted.</p> <p>It is suggested that the Strategy addresses this where appropriate. Such itineraries/travel routes are in place and well promoted by Australia's North West and Tourism WA. However the promotion of these can be enhanced and maximised by liaising with ANW and the local Visitor Centres (Tom Price and Onslow).</p> <p>Where appropriate the Strategy should include that SoA is to communicate and liaise with CofK about the mutual goals of developing infrastructure that</p> | <p>N/A</p> <p>N/A</p> <p>Yes</p> <p>Yes</p> | |
|--|--|--|---|--|

| | | | | |
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| | <p>iconic tourism destinations – with the CoK pursuing similar tourism developments in partnership with Murujuga Aboriginal Corporation and the Islands of the Dampier Archipelago. A unified approach between the CoK to identify key infrastructure developments benefitting the region does not appear within the draft strategy and should be considered as a key strategy.</p> | benefits the region and progress these with a unified approach | | |
| <u>PDC (Carolyn Biar)</u> | <p>The report makes multiple mentions of the need to consider a future which focuses on things other than mining to diversify the economy. Tourism is a focus of diversification which makes perfect sense given the proximity to KNP and the constrained commercial opportunities within the park.</p> <p>The approach to realising economic diversification could include:</p> <ol style="list-style-type: none"> 1. Strategic planning for each of the towns. To achieve this, the Shire must take a leadership position seeking support from the Department for Planning, Lands and Heritage, Rio Tinto and any other extractive industry mines within the Shire boundaries. 2. Tom Price has an opportunity to position itself as the gateway to Karijini and in doing so must plan a tourism precinct within the town which houses amenity which the tourists require. Businesses which can establish within the precinct should be those that have limited use from extractive industry and which operate under rules which make tourism the focus – e.g. no heavy vehicle movements other than tour buses and | <p>Noted.</p> <p>Noted. The Shire has a Local Planning Strategy. The Economic & Tourism Development Strategy is not intended to go into planning and land matters too deeply.</p> <p>Noted. However the Shire doesn't own any land in or around Tom Price nor has tenure over these lands, land allotments are either mining and/or pastoral leases over which the Shire has limited control and influence.</p> | <p>N/A</p> <p>N/A</p> <p>N/A</p> | <p>Generally modify the Strategy to:</p> <ul style="list-style-type: none"> • Address the promotion of the Pilbara Business Centre and RSM business support services. • Make reference to the existence of the Pilbara Tourism Association and encourage operators to be part of it. • Address the minor technical adjustments around formatting suggested by PDC |

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| | <p>RVs, limited hours of noise, demonstrate engagement in hospitality and tour focussed.</p> <p>2.1 Onslow is the gateway to magnificent coastal asset and islands which could be a drawcard for tourists. Planning needs to consider growing the town as a mecca for coastal activation – consider how and where industry locates and lock-up land access to ensure that there is no interference with the tourism goal. Industry can enhance opportunity by allowing themselves to be a tourist draw card much as the Woodside visitor centre has allowed in Karratha. Again, a tourism precinct would work to utilise business establishment rules which ensure the focus on tourism.</p> <p>2.2 Paraburdoo has little function once the extractive industry has completed mining in its vicinity. It may have a role as another potential gateway location for the Pilbara to those people off the beaten track and exploring Mount Augustus pre or post regional visit. Considering the future of this town requires RTIO to account for its future and their engagement with it. The</p> | <p>Noted. As above the Shire has limited power over land in these areas as they are owned/leased by external stakeholders.</p> <p>Noted. As above.</p> | <p>N/A</p> <p>N/A</p> | |
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| | <p>airport at Paraburdoo should close, and the airport move to Tom Price to enable more appropriate tourist and general use together with serving as a gateway for industry. CASA and State Development should be approached to de-list all industry runways within 100 air kilometres of Tom Price to facilitate the success of Tom Price as a regional airport for central Pilbara.</p> <p>3. Accommodation offerings in all towns are inferior in quality. There is a need to consider how to better accommodate visitors in ways which will not be consumed by industry in construction or production upswings.</p> <p>3.1 Actively pursue Camping with Custodian opportunities which meet the Tourism WA criteria.</p> <p>3.2 Encourage and support Station Stay proponents to establish. Cheela Plains provides a conduit to growing the opportunities for this market and focus should be on stations within easy access of the major touring routes.</p> <p>3.3 Investment attraction for sites within the National Parks, Tom Price and Onslow should occur and sites created (see tourism</p> | <p>Noted. The Shire acknowledges the importance of quality accommodation and room availability for visitors however it can't impose on privately run businesses how many rooms to allocate to tourists.</p> <p>Noted.</p> <p>Noted.</p> <p>Noted, comments as above: the Shire has no land tenure on the areas mentioned.</p> | <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> | |
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| | <p>precinct planning above) to attract high-quality tourism focussed accommodation.</p> <p>3.4 Millstream-Chichester is an unrealised tourism attraction. The sealing of the Karratha to Tom Price Road (Warlu Road) will create significant new demand in the park and there is a need to rapidly progress the proposed Eco-tourism development. There is a further need to be mindful to ensure sealed-road access within the park to enable this venture to succeed. Learning from the Karijini example, tourists require adequate sealed roads to reach their accommodation and attractions.</p> <p>4. Shire strategies can include actively pursuing opportunities after undertaking a map and gap analysis of business to determine what is available and what goods, services are missing for the community, existing business and tourists. Active targeting to fill the gaps consists of incentivising by waiving of fees or by having a guided statutory process which facilitates an express service for new business and premises application, removing red tape and artificial barriers. Modelling opportunities in an economic modelling tool (REMPLAN available through the Pilbara Development Commission) will aid in highlighting those business</p> | <p>Noted. Noted the importance of access to natural attractions such as National Parks. Discussions around the sealing of roads into/out of National Parks are held in conjunction with DBCA.</p> <p>Noted. Noted the importance of local businesses. There are research reports conducted by external consultants that include information about the industry offerings and gas. The local Chambers of Commerce would also have vital information and would be better placed to address some of these suggestions. The Shire's first step is to finalise and implement an Economic & Tourism Development Strategy. The Shire doesn't have sufficient resources to fulfil these suggestions around</p> | <p>N/A</p> <p>N/A</p> | |
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| | <p>opportunities which will have a positive effect in community ie: tourism business is usually local and employs local and buys local thus retaining maximum benefit for community as opposed to extractive industry which leaves little in community.</p> | | | |
| 5. | Of note in the Shire is the constant churn factor of a town, primarily driven by extractive industry needs. The Shire and extractive industry need to consider how an attraction and retention program could be funded and implemented to stabilise the population of Tom Price and Onslow thus reducing the skill drain and improving economic inputs from the community. | Noted. The Shire has developed a few publications to attract increased population and continues to liaise with larger corporations about the current/future of the communities. | N/A | |
| 6. | Repurposing of spent mines needs to be high on the Shire agenda, working with the PDC and other state government departments, particularly DMIRS and State Development. Spent mines may create significant other potential uses including for tourism, agriculture and other purposes. This future opportunity needs to come into consideration now to be ready for the mine closure period which is already on the horizon. | Noted. Agree that spent mines may create other revenue sources however the Shire feels like such initiatives are outside of the Shire's realm. | N/A | |
| 7. | I believe considering Defence as a future economic growth activity in the Shire would result in wasted effort and resources. | Defence activities in Onslow around the OMSP and its benefits are being studied. | N/A | |
| 8. | There are many opportunities to partner with organisations and services in the broader Pilbara region which the Shire | Noted. The Shire can enhance promotion of PBC and RSM | Yes | |

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| | <p>can actively pursue in meeting stated goals. RSM Bird Cameron has a free 'business startup' advice service and should be providing that in the Shire. The Business Centre Pilbara provide business startup advice 'fee for service' and a specific program for the development of tourism business which could be contracted to be delivered in the Shire. Tourism product development is one of the most critical needs in the Pilbara and certainly in Tom Price as a gateway location to Karijini and the broader Pilbara.</p> | services. The local Chambers of Commerce also provide training. | | |
| 9. | The newly formed Pilbara Tourism Association will be significant support in assisting tourism in regionalising to enable more growth in tourism; tourists do not recognise the false boundaries of local government. | The Strategy should include 'ensure operators are made aware of the Pilbara Tourism Association and encouraged to be members' | Yes | |
| 10. | Given the Shire's large size there would also be opportunities for solar farming and working together with the City of Karratha could enable a ready market for solar energy for export if the region is successful in securing a subsea cable for energy export. | Noted. Being addressed as per comments relating to DBCA feedback. | N/A | |
| 11. | The Tom Price to Karratha sealed road would be the single most significant economic activator for the Shire and the region. While funding has been promised to complete the road, the Shire should not stop in its efforts to ensure delivery of the road's full seal. Once delivered, the gateway to the Karijini status of Tom Price will be | Noted. Being addressed as per comments relating to DBCA feedback. | N/A | |

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| | <p>enhanced, and as the link between the entry pathways of Newman, Exmouth, Karratha, Port Hedland will grow. Additionally, it will provide an opportunity for agricultural and transport growth, putting Tom Price in a position where it can consider being the transport and logistics link between east and west Pilbara for exports and imports.</p> <p>Other</p> <p>I believe the Strategy is not a statutory requirement and has been developed to link in with a Pilbara Strategy?</p> <p>Looking specifically at the Strategy, I believe it needs to be punchier earlier in the document, as currently it's page 21 before you get to the punchy material.</p> <p>The number sequencing is out with 4.1 following 4.2. Text and page alignments need work.</p> <p>There is confusion in section 4.2 around what is a competitive advantage.</p> <p>The document should reference and capitalise on earlier tourism works done by others and the Commission. This would be particularly useful to understand what already exists and to consider what need to be – an audit of existing tourism business in the region.</p> | <p>Noted. Minor changes/clarifications will be addressed</p> | Yes. | |
| <p><u>Nintirri</u> <u>(James</u> <u>Jarvis)</u></p> | <p>1. I note there is a focus on the development of cultural tourism, however, I think what is missing is the important analysis of the arts as a driver of economic development, particularly the arts/culture/tourism trifecta. I think part of it is because there is little focus in the Shire of Ashburton on a comprehensive and coherent</p> | <p>Suggested addition to Strategy: a section (to be determined) that addresses the necessity to pursue a cultural plan that enables to pursue arts projects, activate empty spaces/alley ways and support the development of these instigated by other community groups. The</p> | Yes | <p>Generally modify the Strategy to:</p> <ul style="list-style-type: none"> • Add a section that addresses the necessity to pursue a Cultural Plan that enables to pursue arts projects, flagship events, activate empty spaces/alley ways and support the development of similar art |

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| | <p>arts/cultural strategy – but like Martumilli in Newman, Spinifex Hill in Port Hedland and REAP in Karratha, the arts create a community's soul where industry mainly attracts people to a town. There is something strategic missing here, particularly with the key natural assets being identified as Millstream and Karijini and how artists (visual, performance – a gallery) can create pull factors for visitors.</p> <p>2. NBN and the development of boutique businesses linked to local people tapping into domestic and international services sector as a means to bring \$/investment locally – think Kader Boots, or a cooperative of professional women/men in marketing services. I do think this links well to the pop-up business incubator – each key town in Pilbara has one – we have the shell of one at the CRC, but it could be much more.</p> <p>3. Linking to geo-tourism is the concept of a Dark Sky Park at Millstream and Karijini – this would be a key product differentiation that will bring international visitors in their droves. Carol from the WA Astronomy Club is all over how to make this happen.</p> <p>4. A question on methodology: if the Shire's role is to enable ED&T what type of methodology will be used to stimulate/facilitate/activate – will it be linked to something like ABCD – so how will the Shire enable – this is an</p> | <p>first art project to develop is a SoA mural trail which sees the first water tank being painted in Onslow (Paraburdoo and Tom Price are to be actively pursued). The Shire should plan ahead for flagship events with artistic projects (i.e. Tom Price's xx Anniversary can be linked with a commemorative event/statue/artistic instalment).</p> <p>The necessity to investigate an incubator space (like WEB Port Hedland) is already mentioned in the strategy (pg 19) however it could be further detailed as in what steps should be taken to action this concept.</p> <p>Conversations about Geo and Astrotourism at a Shire and regional level are already occurring (including with Carol). Suggested addition: Encourage DBCA to actively participate in Geo and Astrotourism initiatives</p> <p>Noted: For Shire staff to assess what terminology to use against each action</p> | <p>Yes</p> <p>Yes</p> <p>N/A</p> | <p>initiatives instigated by community groups.</p> <ul style="list-style-type: none"> Clearly state that the Shire is actively pursuing the Onslow Water Tank Mural Project and seeking support from stakeholders to undertake similar mural projects in Tom Price and Paraburdoo to develop a Mural Trail. Highlight the need to plan ahead for flagship events i.e. town anniversaries. Address the requests for an incubator space by liaising with the PDC. Inform DBCA about AstroTourism WA and Geotourism initiatives and encourage participation |
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| | <p>important signal, and how will the Shire incubate development when there is a market mechanism failure (that is key people leave, aren't available, or the asset is not yet available)</p> <p>5. Finally, a question of Governance and Evaluation. Governance builds on the how – plus it is a clear signal as to how the Shire sees itself playing in the implementation space. Is it about setting the policy parameters, or creating a sub-committee to the Shire. I would argue against this and in favour of using existing structures within a community to champion the implementation – e.g. PICCI/OCCI...in essence it is the business and community sector driving implementation. Evaluation is self-explanatory, but for me is it a formative or summative evaluation process. I'd argue in favour of an action learning model and that would fit well with the shire if they set policy and choose where to invest into the ED&T. But all stakeholders would need to understand what the evaluation framework would be to ensure that we all drive to the shared outcomes.</p> | <p>Noted. The Shire has its own internal governance controls that will determine outcomes/achievements of the actions within the Strategy.</p> | N/A | |
| <p><u>Ocean View Caravan Park managers</u></p> | <p>From our perspective one of the biggest problems for Onslow is the lack of caravan sites in town for the peak season and we see on the project prioritisation chart only rates the impact as a three. We would see this as a five as for the last two years the number of vans that have been at the overflow has increased (120 van nights in 2017 and 160 van nights in 2018) not</p> | <p>Noted. It is necessary to communicate and liaise internally with stakeholders and asset owners of the Ocean View caravan park about the future of the park and any planned expansions.</p> | N/A | |

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| | to mention the number of travellers who have driven out without staying. | | | |
| <u>Gumala Enterprises</u> (Tim Larkin) | <p>1. The document appears to have two separate and not necessarily compatible agendas:</p> <ul style="list-style-type: none"> - Tourism - Other Economic growth opportunities <p>Whilst the infrastructure requirements identified may be required for all growth opportunities, I believe tourism needs to be considered on a standalone basis.</p> <p>2. There is a disproportionate focus in the report on the resources industry in terms of data etc. There is, by contrast, very little information on the tourism industry for example demographics of tourists, hotel beds currently available, caravan/camping facilities. I have attached the 2016/17 visitor figures for Karijini National Park from DBCA (I have requested the 2017/18 figures from DBCA).</p> <p>3. The strategy document provides a large amount of background data and identifies a number of potential tourism growth opportunities but it does not seem to tie all these opportunities into an overall strategy. For example, if someone visits Onslow, where is the encouragement for them to visit Karijini as well? The entire document appears to be more tactical than strategic.</p> <p>4. In respect to demographics, who is the strategy aimed at. ie the grey nomads or the backpackers or families?</p> | <p>Noted. These comments will be taken into consideration when reviewing the final proof. The structure/format of the document may change highlighting the different areas.</p> <p>Noted. The statistics on page 6 and 10 will be reviewed and re-written to consider the data provided by Tim and DPAW.</p> <p>Noted. Similar to feedback from another stakeholder. The document overall structure will be reviewed in the final proof with these comments being considered.</p> <p>Noted. The Strategy needs to clarify that Australia's North West (ANW) are the marketing body who actively markets the</p> | <p>N/A</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> | <p>Generally modify the Strategy to:</p> <ul style="list-style-type: none"> • Undertake any adjustments to the statistics on page 6 and 10. • Clarify that Australia's North West (ANW) are the marketing body who actively markets the Pilbara. The Shire's core role in tourism isn't marketing but facilitation of tourism development and promotion. • Clarify that the funding of projects will be determined during the planning stage of such projects. • Where appropriate, reinforce the need to support the development of Aboriginal Tourism and to be involved with WAITOC and Tourism WA for product development opportunities, linking these to the operators. • Address comments about the document structure. |

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| | | <p>Pilbara. The Shire's core role in tourism isn't marketing but facilitation of tourism development and promotion. It is suggested that the Strategy addressed how projects will be funded.</p> | | |
| | <p>5. There is very limited discussion regarding the funding/financing of infrastructure development. Urgent infrastructure has been identified but potential sources of funding should be identified. For example, Federal, State governments, Pilbara Development Commission, BBR, NAIF, REDS etc</p> | Noted. | Yes | |
| | <p>6. There is very little reference to the opportunities for indigenous tourism (minor reference on p14). GEPL see this as a significant opportunity. GELP are exploring the concept of developing the "aboriginal experience" for tourists to the Pilbara and how to engage the Shire.</p> | Noted. It is suggested to add a section about Aboriginal Tourism and to be actively involved with WAITOC and Tourism WA for product development opportunities | Yes | |
| | <p>7. There is no reference to opportunities for adventure tourism.</p> | Noted. The Shire has developed a separate publication (a flyer) that promotes investment in tourism especially adventure tourism. The Strategy can add references to maximising the current adventure tourism experiences to the markets who undertake the Exmouth – Karijini and Karijini – Broome/Kimberley routes (comments already addressed above in response to DBCA feedback), however as marketing initiatives it is up to | N/A | |

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| | <p>the operators to ultimately link their products to each other. The Tom Price Visitor centre can create 'packages' from within the new online booking system.</p> <p>General comments include:</p> <p>8. Pg 13 "The Primacy of Iron Ore". An important discussion (not in conflict with my Item 2 comment above) but what about oil and gas at Onslow with Chevron's Wheatstone LNG Project and BHP's Macedon Gas Project. These developments have significantly changed Onslow.</p> <p>9. Pg 15 about Paraburdoo Airport. Whilst I understand that this airport is operated by Rio Tinto it would have to have the least facilities of any airport of its size (aircraft movements) in the Pilbara. It also cannot land aircraft larger than Boeing 717 or Fokker 100. The whole airport and terminal needs to be upgraded.</p> <p>10. Table 4.1, p16. No reference to tourism.</p> <p>11. Table 6.1, Item 2.1.1, p 26. DBCA are not the installer of mobile phone towers. This needs to be taken up with the relevant Commonwealth Government authority.</p> | <p>Noted. The Shire has developed a separate publication an out Onslow with the intent to attract investment and population. This document refers to the growth in Onslow thanks to LNG and BHP.</p> <p>Noted. The Shire doesn't have enough power to influence on the use/type of aircrafts used by air carriers. It is suggested that stakeholders put submissions into the parliamentary enquiries about regional flights.</p> <p>Noted.</p> <p>Being addressed as comments by DBCA</p> | <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> | |
| <p><u>Yinhawangka</u> (Paul Newnham)</p> | <p>1. Some really good parameters and framework for the future of Ashburton.</p> <p>2. I was a very strong advocate of creating a brand in the Pilbara with which the</p> | <p>Noted.</p> <p>Noted.</p> | <p>N/A</p> <p>N/A</p> | |

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| | <p>PDC are working towards, Ashburton should piggy back off to enable greater traction.</p> <p>3. The greater the focus and attention on non-mining related investment and opportunities the greater long term resilience the shire will develop.</p> <p>4. I look forward to some in-depth discussions on some emerging projects (with and outside of Yinhawangka) I am working on for the Pilbara, Ashburton may benefit from some.</p> | <p>Noted.</p> <p>Noted.</p> | <p>N/A</p> <p>N/A</p> | |
| <p><u>West Oz Active Adventures (Geoff and Hwee Carter)</u></p> | <p>Specific commentary:</p> <p>1. Whilst we recognise the importance of the resource sector to the Shire an inordinately large amount of time is used in the document outlining the resource sector and in fact the number of characters used is so comprehensive, it is difficult to understand what the strategy is particularly when the only reference to the major demographic of tourists in the document is " <i>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)</i>" and for the resource sector there is over three pages of comment.</p> <p>2. What information is available about the business visitors? Can you leverage this sector with things like golf courses, event centres, small space technology hubs, or other. There is nil discussion on such.</p> | <p>Noted. The Strategy being both an Economic & Tourism Development Strategy contains a lot of information about the resource sector. This can be reviewed and if necessary the statistics can be added as appendix when undertaking final proof.</p> <p>Noted. If more information about the business visitors is available this can be added. In the next review of the Strategy these suggestions will be investigated.</p> | <p>Yes</p> <p>Yes</p> | <p>Generally modify the Strategy to:</p> <ul style="list-style-type: none"> Review structure and if background statistics and information should be added as Appendix rather than in the body of the document. If more information about major tourist markets and business visitors is available it will be added. List relevant National, State, Regional strategies and highlight the importance for businesses to align with these. Add reference to Digital Economy and entice it to how it's relevant to tourism and the economy in the Shire. |

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| | <p>3. Nil information outlining the demographic of the major tourism groups.</p> <p>4. There is limited information provided on the actual demographic of the tourists who visit the major operators. Surely those that visit the Mackerel Islands are statistically different from those who do a Lestok mine tour.</p> <p>5. There is no indication what the local operators have as strategies, so making comment on linking such seems superfluous when there is no mention of what is occurring. It is our belief that rather than writing about the resource sector, more time looking/polling the current operators would have added value.</p> <p>6. No mention of digital economy anywhere. If the resource sector is so important and is technological advanced why is there no strategies for assisting local start-ups to move in this direction. These have limited infrastructural requirements and encourage diversification and can assist not only mining but all areas of the local economy.</p> <p>7. Table 4.2 seems more tactical than strategic.</p> <p>8. Table 6.1 again seems tactical rather than strategic.</p> | <p>Noted. Unfortunately what the Shire has are statistics from ANW and DBCA. If more information is available it will be added.</p> <p>Noted. This is confidential information held by each operator.</p> <p>Noted. It can be reinforced to link operators with RSM and Pilbara Business Centre. List the National, State, regional and SoA strategies and encourage business to ensure their plans aligns with all. Comment being addressed above.</p> <p>Noted. The digital economy should be referred to. Reference to local start-ups and incubator spaces already been covered by comments above.</p> <p>Noted.</p> <p>Noted.</p> | <p>Yes</p> <p>N/A</p> <p>Yes</p> <p>Yes</p> <p>N/A</p> <p>N/A</p> | |
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| | <p>9. No reference to national strategy for tourism.</p> <p>10. No reference to state strategy for tourism.</p> <p>11. No reference to regional strategies for tourism.</p> <p>12. Little or no discussion on adjacent Shire(s) strategy.</p> <p>13. No acknowledgement of previous strategies and the Warlu Way.</p> <p>General commentary: The document does not provide a strategy and or analysis of any alternate visions. There is limited review of what is offered in the region by operators, what the expectations of users of services are and what the overall vision for the future is that the Shire is working towards, other than living off the resource sector. Nil or limited detailed demographic analysis and no mention of the move towards technology that the rest of the world including the resource sector is making. No analysis of regional strategies and how such may be incorporated into a defining Shire strategy.</p> <p>No mention of the strategic vision of the Shire of Ashburton and its Mission Statement and how any of this document fits within that strategic vision and mission statement.</p> <p>Specifics seem tactical rather than strategic so for these reasons I do not believe that the Shire will find this document particularly useful moving forward.</p> | <p>Noted (9-13). Suggested to add a section with references to the National, State, regional strategies and the Warlu Way.</p> <p>Noted. These comments will be more carefully considered when reviewing the final proof.</p> | <p>Yes</p> <p>N/A</p> | |
| <p><u>Yindjibarndi</u> <u>Aboriginal</u> <u>Corporation</u> <u>(YAC,</u></p> | <p>1. My first reaction to the ETDS is one of profound disappointment for no real acknowledgement to Traditional Owners of the Pilbara.</p> | <p>Noted. Acknowledgement to Traditional Owners to be added.</p> <p>Noted (1-8).</p> | | <p>Add: Acknowledgement to Traditional Owners.</p> |

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| <u>Michael Woodley)</u> | <ol style="list-style-type: none"> 2. I think it does a disservice to the Pilbara Aboriginal population and those Traditional Owner groups that covers the Shire's footprints. 3. I also believe it will do more harm than advance the industry as investor confidence relies on security in approvals and social license to operate. 4. The ETDS's should be mindful of its short / mid & long-term vision in promoting tourism in highly cultural sensitive areas if the ETDS. 5. The market will become impacted once message of Traditional Owner disapproval to the ETDS as it stands. 6. No genuine mentioning of relationship values and the partnerships that can be built with Traditional Owner groups. 7. It has the potential to cause division and unrest within our communities. 8. My comments are in no a misgivings or in anyway critical of the ETDS, its just lacking of Traditional Owner substance. | <p>General comment. YAC was engaged during consultation phase, their Country is not directly near the main centres and therefore didn't end up being a strong focus in the final strategy. This will be reviewed.</p> | | |
| <u>Lestok Tours (Bob Stump)</u> | <ol style="list-style-type: none"> 1. Pg 7 referring to second dot point about markets: <i>Families from Perth and beyond, likely spending school holidays in the Shire (approximately 20% of the total).</i> Comment: add 'Eastern States Visitors' 2. Pg 7 referring to first paragraph: <i>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</i> | <p>Noted. The sentence can be modified to add more markets</p> <p>Suggested to add comment at the end of paragraph.</p> | <p>Yes</p> <p>Yes</p> | <ul style="list-style-type: none"> • Modify the second dot point on page 7 to read: Families from Perth and beyond (Regional WA and Eastern States visitors), likely spending school holidays in the Shire (approximately 20% of the total). • Modify the paragraph by adding the following at the end: Growth in product needs to consider impact of profitability of existing operators. |

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| | <p><i>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.</i></p> <p>Comment: Extremely under utilised. Growth in product needs to consider impact of profitability of existing operators.</p> <p>3. Pg 7 referring to second paragraph: <i>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.</i> Comment: Mining will always impact adversely on tourism.</p> <p>4. Pg 11, general comment: Agree with all these statements.</p> <p>The recent co-operative TV program is the best we've had in many years.</p> <p>5. Pg 11 comment: I strongly support co-operation with Australia's Northwest Tourism in marketing the region. The newly formed PTA is a step back in the past but may well have some benefit.</p> <p>6. Pg 25 referring to Table 6.1 items 1.1.3 <i>Conduct regular forums of tourism operators and Visitor Centre Staff</i> and 1.1.4 <i>Conduct familiarisation tours of local product for the Tom Price Visitor Centre Staff</i></p> <p>Comment: and when staff changes occur</p> <p>7. General comment: A very worthwhile document and if followed through probably the best chance of real progress for tourism in the shire.</p> | <p>Suggested to modify paragraph to include comment.</p> <p>Noted.</p> <p>Noted.</p> <p>Noted. Suggested to add this to the items.</p> <p>Noted.</p> <p>Noted.</p> | <p>Yes</p> <p>N/A</p> <p>N/A</p> <p>Yes</p> <p>N/A</p> <p>N/A</p> | <ul style="list-style-type: none"> • Modify the paragraph to read: 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, as mining will always impact adversely on tourism. • Modify item 1.1.3 to read: Conduct regular forums of tourism operators and Visitor Centre Staff and ensure new staff are introduced to key operators; modify item 1.1.4 to read Conduct familiarisation tours of local product for all Tom Price Visitor Centre Staff including new staff |
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| <u>Australia's North West</u> <u>(Natasha Mahar)</u> | <p>1. Referring to page 21 "Promote the Shire".</p> <p>Potential to think about taking a leaf out of the Shire of Broome's book here. They do not actively participate in Tourism Destination Marketing because Australia's North West are the experts in this field and Shire of Broome provide \$175K funding to support this in addition to the TWA funding they give to ANW to promote the Pilbara and Kimberley. See: https://www.australiasnorthwest.com/page/ste-ps-slip-broome-time Also I don't necessarily fully agree that the tourism offer currently in the Shire of Ashburton is not widely recognised, understood or appreciated. I have just participated in the Australian Tourism Exchange last week in Perth which is Tourism Australia's largest B2B International trade event. International Wholesale Agents - "buyers" attend ATE to better understand destinations & product available in both regional Australia and the cities for brochure and itinerary purposes. Operators would have had over 100 appointments EACH with key decision makers and connected with the right people to sell their product. Hugely beneficial for the entire region. From a Regional Tourism Organisation perspective the number one key takeaway from ATE 2019 is that Karijini and the Pilbara is on trend. This means buyers are thirsty for more product as well as more export ready product in the region. ANW are heavily focused on promoting the region and this is evidenced by ANW winning the National Destination Marketing Tourism Award in 2017 for the Epic Pilbara Campaign https://www.australiasnorthwest.com/epic-pilbara which reached thousands and thousands of consumers keen to travel to the Pilbara.</p> | Noted. | N/A | |
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| | <p>The key hero's ANW promote in campaigns, social and digital media, and who are in the Shire of Ashburton are:</p> <ul style="list-style-type: none"> • Karijini • Cheela Plains Station • Onslow Beach Resort • Mackerel Islands • West Oz Active • Lestok Tours • Sandgroper • Heli Spirit / Aviair (Karratha to Karijini) | Noted. | N/A | |
| | <p>My suggestion would be to focus your attentions on the excellent initiatives listed in the Tourism Project Prioritisation, in other words focus on developing the product. Then ANW can assist you and work with you promoting the destination which I see you have outlined in 6.1 Worthy of further consideration, which you have listed is developing the Onslow Visitor Centre Museum which is fantastic. Jan from the visitor centre recently hosted myself and journalist Fleur Bainger who also introduced us to Neil an 82 year old Onslow character who has a collection of thousands of incredible shells and is a complete gem. There are definitely some hidden treasures in Onslow and throughout the Shire that really could be developed in to tours. I would also recommend the Onslow Visitor Centre becomes accredited.</p> | Noted. | N/A | |
| | <p>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</p> | Noted. | N/A | |

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| | <p>Australia's North West can provide more statistics about Domestic Leisure Visitation to/within WA by Tourism region (Australia North West)</p> <p>3. Referring to pg 25 Table 6.1 Program of Work:</p> <p>1.1.1 Together with industry, partner with ANW conduct a tourism marketing campaign <i>AWSOME!!</i></p> <p>1.1.2 Conduct and or/ be part of destination marketing activities that promote the Shire within the Pilbara <i>GREAT!!!</i></p> <p>1.1.12 Maintain an image library <i>You can also utilise ANW and TWA Image libraries</i></p> | <p>Noted.</p> <p>Noted.</p> <p>Noted.</p> <p>Noted.</p> | <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> | |
| <p>Onslow Chamber of Commerce (Chantelle King and Jason Varcoe)</p> | <p>1. Referring to pg 26 item 1.2.1 Develop specific business case for each identified opportunity.</p> <p>In regards to this point and throughout the document there is a mention of promoting the shire and marketing the region for business investment. In 2016 & 2017 the OCCI developed the Onslow Business Investment Guide, intended for this exact purpose. I have attached electronic copies of both editions for you to have a read of and the OCCI would be open to working with the shire on a new and expanded version of this document. Both editions of the document have been very successful with over 1200 copies distributed including internationally by the Pilbara Development Commission.</p> <p>2. Referring to pg 26 item 1.2.2 Identify potential businesses/proponents with local businesses.</p> | <p>Noted.</p> <p>Noted. Suggested to edit '30 businesses' to 'contact with 30</p> | <p>N/A</p> <p>Yes</p> | <ul style="list-style-type: none"> • Modify item 1.2.2 to read: Contact with 30 businesses either established or potential • Modify item 2.3.4 to read: Support a buy local campaign partially led by PICCI for Tom Price and Paraburdoo, and led by OCCI for Onslow |

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| | <p>Just looking for some further information and what this action item actually means in support of 30 businesses as mentioned?</p> | businesses either established or potential' | | |
| | <p>3. Referring to pg 27 item 2.3.1. Investigate spaces for pre-permitted small business pop-up uses.</p> <p>In late 2018 and early 2019 OCCI re-visited our Strategic Plan where all OCCI members had an opportunity to voice what they would like to see delivered by the Chamber. One point that came out of these discussions was a shared workspace for visiting businesses, people, organisations, government agencies, small business start-ups etc. From this point we have started some investigation what this could look like in Onslow and as this point has appeared in the SoA strategy I think it is very important we have a detailed discussion around this topic.</p> | Noted | N/A | |
| | <p>4. Referring to pg 27 item 2.3.2. Support the local Chambers of Commerce through membership and engagement at events.</p> <p>Fantastic point to read in the strategy and it will be fantastic to have SoA on board as a member of OCCI and engaging with our initiatives and events</p> | Noted | N/A | |
| | <p>5. Referring to pg 27 item 2.3.4 Support a buy local campaign partially led by PICCI.</p> <p>OCCI assume there is also an opportunity for us to work with SoA on a buy local campaign for Onslow?</p> | Noted. Suggested to add reference to an OCCI led shop local campaign in Onslow as well | Yes | |

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| | <p>1. Referring to pg 27 item 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.</p> <p>OCCI have an existing Business Support Program which does exactly as mentioned for Onslow Businesses. The program has been designed to deliver a holistic and tailored service to local Onslow businesses enabling them to develop capacity and capability to successfully supply services and products to Industry and government. In addition to regular business development workshops offered in Onslow we offer a 1on1 Gap Analysis Session with a professional business consultant for existing businesses and then offered tailored 1on1 business development support to all existing and potential start up Onslow businesses. We would like the opportunity to have a discussion with the SoA if this meets the needs in the Strategy and how we can work together to continue the support for Onslow businesses.</p> | Noted | N/A | |
| Tourism WA (Ross MacCulloch) | <ul style="list-style-type: none"> Referring to pg 18 Table 4.2. Tourism Development Prioritisation Assessment <i>Initiatives and scores are also confusing as some of these are totally outside of the Shires ability to influence, i.e. Camping with Custodians (CwC) is trademarked to Tourism WA and we currently have no money available to undertake any new CwC camps. I felt that RFF the consultants should have</i> | Noted. These sections will be carefully reviewed to ensure references to CwC are removed, similarly with targeted references to camel trekking tours. | N/A | |

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| | <p>communicated with Tourism WA prior to including this type of unobtainable inclusion. These initiatives also lack detail and require further assessments as to suitable locations to undertake them i.e. Camel Trekking Tours. Whale watching tours exist as part of the Thevenard experience during the Whale migration – this was not researched.</p> <ul style="list-style-type: none"> • Referring to pg 19, 4.1 Infrastructure It's confusing as it includes other industries not associated with tourism of with a tourism benefit. New Tourism Accommodation is very high level, where should this occur based on demand? • The 'Program of Work' identified pg 25 to 27 include KPIs that are not easily understood. More detail in these initiatives is required especially those that are consider priorities, or likely to have the most impact. <p>General comments:</p> <ul style="list-style-type: none"> • <i>Firstly it was confusing as the inclusion of other industries seems to put in and not linked to tourism.</i> • <i>The document often mentions a 'Tangible Brand,' Tourism WA is not sure what this means; the Shire can develop its Brand story but needs to have a strong relationship with industry to achieve it. The following are some things to consider to progress this:</i> <ul style="list-style-type: none"> ○ <i>Visit to a destination is a collection of experiences</i> | <p>Noted.</p> <p>Noted.</p> <p>Noted.</p> <p>Noted.</p> | <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> | |
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- *Some are good – some are bad, some are amazing and others mediocre*
- *Arriving at the airport, interacting with locals, the weather and the experiences designed for tourists*
- *It is the collection of all these experiences that builds a destination's brand*
- *And also determines how strongly a visitor will recommend the destination*
- *Amazing or remarkable experiences are the things that stand out*
- *The things that people will remember*
 - *Take photos of*
 - *Videos*
 - *Talk about*
 - *And these are things that people share in social media*
- *Social media has made word of mouth exponentially more impactful*
- *And for destination marketing it is your visitors and residents who will influence future visitors through word of mouth promotion*