



# Attachments

Economic And Tourism Development Committee Meeting

Tuesday, 12 December 2023



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# Agenda Item 5.1.1 - Attachment 1

Minutes of the Economic And Tourism Development  
Committee Meeting held 8 August 2023





## Published Minutes

Ashburton Economic and Tourism Development Committee  
Meeting

Tuesday, 8 August 2023

Date:	Tuesday 8 August 2023
Time:	9:00am
Location:	Council Chambers, Onslow Shire Complex, Second Avenue, Onslow
Distribution Date:	Friday 11 August 2023



**Shire of Ashburton  
Ashburton Economic And Tourism Development Committee Meeting**

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

K Donohoe  
Chief Executive Officer  
11 August 2023

These minutes were confirmed by Council as a true and accurate record of proceedings at the Ashburton Economic And Tourism Development Committee Meeting held on Tuesday, 8 August 2023.

Presiding Member \_\_\_\_\_

Date \_\_\_\_\_

**Disclaimer**

*The Shire of Ashburton warns anyone who has an 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 Council in respect of the application. No responsibility whatsoever is implied, or accepted, by the Shire of Ashburton for any act, omission, statement, or intimation occurring during a Council meeting.*

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## 1 Declaration Of Opening

The Presiding Member declared the meeting open at 9:01am.

### 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 past, present and emerging.

## 2 Announcement Of Visitors

Nil

## 3 Attendance

### 3.1 Present

Elected Members:	Cr M Lynch Cr A Smith Cr T Mladenovic Cr A Sullivan	Deputy Shire President (Presiding Member), Tom Price Ward Tom Price Ward Tom Price Ward Paraburdoo Ward
Employees:	K Donohoe R Miller D Kennedy P Hanlon T Sullivan J Bray R Marlborough A Furfaro A Bishop	Chief Executive Officer Director Infrastructure Services Director Corporate Services Manager Business and Economic Development Manager Media and Communications Manager Governance Senior Governance Officer Governance Officer Marketing Communications Officer
Guests:	Nil	
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.	

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### **3.2 Apologies**

Nil

### **3.3 Approved Leave Of Absence**

Nil

## **4 Declaration By Members**

### **4.1 Due Consideration By Councillors To The Agenda**

Councillors noted they have given due consideration to all matters contained in this agenda.

### **4.2 Declaration Of Interest**

A member who has an Impartiality, Proximity or Financial interest in any matter to be discussed at this meeting must disclose the nature of the interest either in a written notice, given to the Chief Executive Officer, prior to the meeting, or at the meeting immediately before the matter is discussed.

A member who makes a disclosure in respect to an interest must not preside at the part of the meeting which deals with the matter, or participate in, or be present during any discussion or decision-making process relative to the matter, unless the disclosing member is permitted to do so under Section 5.68 or Section 5.69 of the *Local Government Act 1995*.

The following declarations of interest are disclosed –

Nil

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## **5 Confirmation Of Minutes**

### **5.1 Confirmation Of Previous Minutes**

#### **5.1.1 Minutes Of The Ashburton Economic And Tourism Development Committee Meeting Held On 13 June 2023**

##### **Committee Decision**

**Moved** Cr A Smith

**Seconded** Cr T Mladenovic

**That the Minutes of the Ashburton Economic And Tourism Development Committee Meeting held 13 June 2023 (Item 5.1.1 Attachment 1) be confirmed as a true and accurate record.**

**For:** Crs M Lynch, A Smith, T Mladenovic and A Sullivan

**Against:** Nil

**Carried 4/0**

## 6 Public Agenda Items

### 6.1 Pilbara Inland Chamber of Commerce and Industry 2023 Business Awards Sponsorship

<b>File Reference</b>	ED01
<b>Applicant or Proponent(s)</b>	Not Applicable
<b>Author</b>	P Hanlon, Manager Business and Economic Development
<b>Authorising Officer</b>	K Donohoe, Chief Executive Officer
<b>Previous Meeting Reference</b>	Nil
<b>Disclosure(s) of interest</b>	Author – Nil
	Authorising Officer – Nil
<b>Attachments</b>	1. 2023 PICCI Business Awards Sponsorship Letter

#### Report Purpose

Council is required to consider the 2023 sponsorship request from the Pilbara Inland Chamber of Commerce and Industry (PICCI).

The purpose of this report is to inform Council of the sponsorship request and the opportunity to make a financial contribution.

The Ashburton Economic and Tourism Development Committee is requested to recommend that Council, agrees to provide a \$5,500 plus GST contribution to become a platinum sponsor of the 2023 awards.

#### Background

The Shire of Ashburton (Shire) have been approached by PICCI to make a financial contribution to their 2023 business and industry awards. The event will be held on Saturday, 7 October 2023 in Tom Price.

PICCI feel it is vital to acknowledge these local business professionals to help encourage small and medium business start-ups, promote long term residency here in Tom Price and continue to celebrate our local professionals.

Last financial year, the Shire provided a \$5,000 plus GST sponsorship towards the awards.

#### Comments

##### Supporting small and medium sized business

Supporting small and medium sized businesses in the Shire of Ashburton district is recognised in our strategies and plans. Prosperity is one of the four pillars included in the Shire of Ashburton Strategic Community Plan 2022-2032, which states that we will advocate and drive opportunities for the community to be economically desirable, resilient, and prosperous.

Sustainable commerce and tourism opportunities is a key strategy adopted in the pursuit of this objective.

The Shire's Economic and Tourism Development Strategy 2019 was developed to compliment and assist with delivering outcomes aligned to the Strategic Community Plan.

Goal 3 of the Shire of Ashburton's Economic and Tourism Development Strategy 2019 recognises that a focus on creating a positive community business environment is crucial to local economic development and growth, with the mining and resource sectors currently dominating the scene. In this transient environment, small and medium enterprises are the backbone to local economic stability, community vibrancy and town livelihood.

#### Value of business awards

The Western Australian Government highlights that there are many benefits to business awards for small and medium enterprises including:

- Prestige and recognition from your peers and within your industry.
- Opening up valuable public relations and media opportunities in the short and longer term.
- Credibility and social proof that gives your business an edge.
- A validation of your business idea or methodology.
- The award review process itself – you will receive feedback from experienced industry professionals on what you are doing well (and anything you could improve on).
- Confidence in the operation of your business – an endorsement that you are doing the right thing.

<https://www.smallbusiness.wa.gov.au/blog/benefits-entering-business-awards>

#### Sponsorship categories

PICCI have outlined the following sponsorship categories for 2023:

Platinum Sponsorship: \$5,500 plus GST

- Opportunity to present platinum awards (Business of the Year or People's Choice),
- Opportunity to share some of your businesses history,
- Award named after your company,
- Receive four tickets for you and your team to attend the event,
- Mentioned in all marketing materials,
- Recognised as a platinum sponsor.

Gold Sponsorship: \$3,000 plus GST

- Opportunity to present gold awards,
- Award named after your company,
- Receive two tickets for you and your team to attend the event,
- Mentioned in all marketing materials,
- Recognised as a gold sponsor.



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Silver Sponsorship: \$2,000 plus GST

- Receive one ticket for you to attend the event,
- Mentioned in all marketing materials,
- Recognised as a silver sponsor.

### **Consultation**

Chief Executive Officer

Pilbara Inland Chamber of Commerce and Industry

### **Strategic Community Plan**

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	3. Prosperity - We will advocate and drive opportunities for the community to be economically desirable, resilient, and prosperous.
Strategic Outcome	3.4 Sustainable commerce and tourism opportunities
Strategy	1 Support initiatives to add value to, and improve marketing of, local business.

### **Council Policy**

Nil

### **Financial Implications**

#### Current Financial Year

\$5,500 plus GST budgeted in job J3101 Business Development.

#### Future Financial Year(s)

Future financial year contributions will be considered annually.

### **Legislative Implications**

Nil

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### Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Reputation (social/community)	If the sponsorship is not provided to support the business awards, Council could be perceived as not assisting the business community to invest, grow and develop.	Possible (3)	Moderate (3)	Moderate (5-9)	Reputation is managed by following the officer's recommendation and maintaining strong relationships.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be low.

### Voting Requirements

Simple Majority

### Officer Recommendation

That with respect to the Pilbara Inland Chamber of Commerce and Industry 2023 Business Awards Sponsorship the Ashburton Economic and Tourism Development Committee recommends that Council, agrees to provide a \$5,500 plus GST contribution to become a Platinum Sponsor of the 2023 awards.

### Committee Decision

**Moved** Cr T Mladenovic

**Seconded** Cr A Smith

**That with respect to the Pilbara Inland Chamber of Commerce and Industry 2023 Business Awards Sponsorship the Ashburton Economic and Tourism Development Committee recommends that Council, agrees to provide a \$5,500 plus GST contribution to become a Platinum Sponsor of the 2023 awards.**

**For:** Crs M Lynch, A Smith, T Mladenovic and A Sullivan

**Against:** Nil

**Carried 4/0**

## 6.2 Tourism and Economic Development - 2023/2024 Priorities Review

<b>File Reference</b>	ED01
<b>Applicant or Proponent(s)</b>	Not Applicable
<b>Author</b>	P Hanlon, Manager Business and Economic Development
<b>Authorising Officer</b>	K Donohoe, Chief Executive Officer
<b>Previous Meeting Reference</b>	Nil
<b>Disclosure(s) of interest</b>	Author – Nil
	Authorising Officer – Nil
<b>Attachments</b>	1. 2024-2028 Tourism and Economic Development Strategy Overview - Draft Update

### Report Purpose

Council is required to consider the need for a planning workshop on current Tourism and Economic Development priorities.

The purpose of this report is to provide an overview of current tourism and economic development strategies and identify immediate priorities.

Council is requested to endorse the Ashburton Economic and Tourism Development Committee holding an initial priorities scoping workshop on future directions for tourism and economic development during 2023/2024.

### Background

Prosperity is one of the four pillars included in the Shire of Ashburton Strategic Community Plan 2022-2032, which states that we will advocate and drive opportunities for the community to be economically desirable, resilient, and prosperous. Sustainable commerce and tourism opportunities is a key strategy adopted in the pursuit of this objective.

The Shire's Economic and Tourism Development Strategy 2019 was developed to compliment and assist with delivering outcomes aligned to the Strategic Community Plan.

The Strategy had three main goals:

- Promote the district;
- Encourage infrastructure development and investment; and
- Promote business development.

In 2022, Council also endorsed the positioning paper, Onslow Towards a Visitor Economy. This strategic document was adopted as a key advocacy item and roadmap to grow the visitor economy in Onslow.

The Shire also commissioned the production of the Onslow Tourism Destination Management Plan which remains in draft form to be finalised.

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### Comments

Whilst the 2019 Economic and Tourism Development Strategy does not have a dedicated end date, it is timely to undertake an initial scoping workshop to review immediate tourism and economic development priorities.

The Economic and Tourism Development Strategy Overview 2024–2028, Draft Update (refer to **Attachment 1**) is provided to present broad context for the proposed 2023/2024 priorities review workshop.

### Consultation

Chief Executive Officer

Acting Manager Media and Communications

Marketing Communications Officer

### Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	3. Prosperity - We will advocate and drive opportunities for the community to be economically desirable, resilient, and prosperous.
Strategic Outcome	3.1 Coordinated delivery of economic services and projects for the community
Strategy	3 Provide professional leadership and advice to assist Council.

### Council Policy

Nil

### Financial Implications

#### Current Financial Year

\$75,000 plus GST has been budgeted in the Business and Economic Development 2023/2024 Annual Budget to conduct the review of the Economic and Tourism Development Strategy 2019.

#### Future Financial Year(s)

Identified projects and deliverables will require future budget submissions on a case-by-case basis.

### Legislative Implications

Nil

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### Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Interruption to service	There is a risk to Corporate Business Plan deliverables should the workshop not proceed.	Unlikely (2)	Minor (2)	Low (1-4)	Following the officer's recommendation will enable the planning workshop to commence which will inform the Economic and Tourism Development Strategy review.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be low.

### Voting Requirements

Simple Majority

### Officer Recommendation

That with respect to the proposed 2023 Priorities Review for tourism and economic development, Council endorse the Ashburton Economic and Tourism Development Committee undertaking an initial scoping workshop on the immediate future directions for tourism and economic development during 2023/2024.

### Committee Decision

**Moved** Cr T Mladenovic

**Seconded** Cr A Smith

**That with respect to the proposed 2023 Priorities Review for tourism and economic development, Council endorse the Ashburton Economic and Tourism Development Committee undertaking an initial scoping workshop on the immediate future directions for tourism and economic development during 2023/2024.**

**For:** Crs M Lynch, A Smith, T Mladenovic and A Sullivan

**Against:** Nil

**Carried 4/0**

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### **Suspension of Standing Orders**

#### **Committee Decision**

**Moved** Cr T Mladenovic

**Seconded** Cr A Smith

**A motion was moved that Council suspend standing orders at 9:15am.**

**For:** Crs M Lynch, A Smith, T Mladenovic and A Sullivan

**Against:** Nil

**Carried 4/0**

### **Resumption of Standing Orders**

#### **Committee Decision**

**Moved** Cr A Sullivan

**Seconded** Cr T Mladenovic

**A motion was moved that Council resume standing orders at 9:48am.**

**For:** Crs M Lynch, A Smith, T Mladenovic and A Sullivan

**Against:** Nil

**Carried 4/0**

## **7 New Business Of An Urgent Nature Introduced By Council Decision**

Nil

## **8 Next Meeting**

The next Ashburton Economic And Tourism Development Committee Meeting will be held at 9:00am on Tuesday 12 December 2023 at Council Chambers, Onslow Shire Complex, Second Avenue, Onslow.

## **9 Closure Of Meeting**

There being no further business, the Presiding Member closed the meeting at 9:50am.



# Agenda Item 6.1 - Attachment 1

Shire of Ashburton Tourism and Economic Development  
Planning and Prioritisation Workshop Outputs Report  
October 2023

# Shire of Ashburton Tourism and Economic Development Strategy

## Planning and prioritisation workshop

Outputs report, October 2023



## Introduction

The workshop was held with Councillors and senior staff to collaboratively identify priority areas for tourism and economic development across the Shire of Ashburton.

The Shire's economic development approach aligns with the Economic Development Framework developed by the Western Australian Local Government Association (WALGA). The approach is focused on delivering quality outcomes that ensure the community has the amenity, vibrancy and lifestyle in place to underpin the future of our region.

During the workshop, participants:

- i. Were provided with an overview of the core components of the Shire's framework for the Tourism and Economic Development Strategy (the Strategy);
- ii. Reviewed the current tourism and economic development environment for the Shire; and
- iii. Identified and prioritised Strategy deliverables

## Part 1. Core components of the Shire's framework for the Tourism and Economic Development Strategy

The Strategy will be composed of three core pillars, each with a range of potential deliverables. The three core pillars are:

- Pillar 1 - Promote the Shire
- Pillar 2 - Encourage Infrastructure Development and Deliver Investment Priorities
- Pillar 3 - Promote Business Development and Diversification

### Pillar 1 deliverables

- Be systemised in approach to awards
- Business Promotion & Investment Attraction Prospectus - building the campaigns around the rivers that connect us throughout AS
- Developing partnerships with state government agencies (e.g. DBCA) to ensure alignment in approach and use of systems
- Expand 'Inside Ashburton'
- International sibling shire/sister city with an Asian destination (e.g. Vietnam or Indonesia) for resource sharing, housing opportunities
- International signature events (e.g. Karajini experience; MTB cape to cape style events; friendly sporting games, basketball games)
- Leverage WA Tourism Awards results
- Liveability Campaign
- Social Media (Instagram, Facebook, LinkedIn)
- Trade Shows – Perth 4WD & Caravaning and Camping Shows
- TV Shows
- Videography & Photography
- Visit Ashburton Brand expansion and marketing
- Website

Pillar 2 deliverables

- Airport Development (Onslow is delivery & Paraburdoo is advocacy and input)
- Astrotourism
- Council co-contribution scheme to unlock private sector investment (Façade Improvement / Headworks Charges)
- Development of accommodation strategies with developers and community - Pilbara price index and contractor incentives
- Development of new housing
- Five percent of Shire rates to be allocated to economic development
- Government levels of service and investment study (i.e. hospital)
- Key Worker / Affordable Housing
- Marine tourism - built form and investment market
- New TP Visitor Centre (CLIP)
- Pilbara Experience Centre (CLIP)
- Promoting industry investment
- RV Short stay (CLIP)
- Transport Infrastructure Investment Advocacy

Pillar 3 deliverables

- Ashburton Agriculture Study
- Ashburton Ranges MTB Plan
- Business Friendly Local Government Program
- Business Hubs (CLIP)
- Buy Local Scheme with Chambers of Commerce
- Doing business with Council guide - encouraging and supporting SMEs to go for tenders and contracts with Council and larger businesses (video/webinar format)
- Early notification alerts of projects coming up to enable SMEs to get prepared to plan and submit tenders etc.
- Home based business guide
- Industrial Lands (CLIP)
- Marine Tourism Opportunities (Superyachts, Sailing, Moorings, Charters)
- National Defence Strategic Review Opportunities (\$200m Northern Funding)
- Pilbara Inshore Islands Eco-Tourism Plans
- Project Concept Plans
- Shire of Ashburton Circular Economy Vision
- Sponsor Chamber of Commerce events

Part 2. The current tourism and economic development environment for the Shire of Ashburton

Participants undertook a SOAR analysis to better understand the Strengths, Opportunities, Aspirations and Results related to tourism and economic development across the Shire.

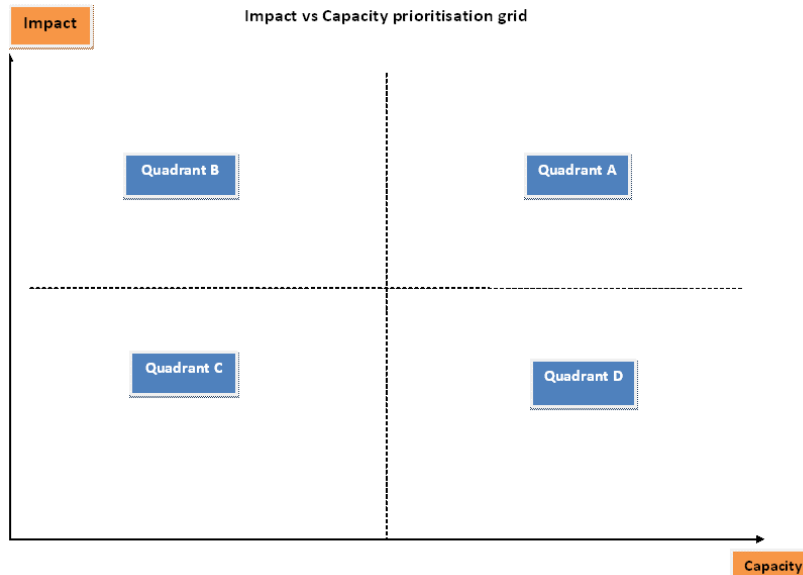
- **Strengths** - What do we excel at? What makes us unique?
- **Opportunities** – What will our stakeholders need from us in the future? What 's needed to create a liveable region?
- **Aspirations** – What do we want to be known for? What matters most to us?
- **Results** - How do we know that we're on track to succeeding? How do we support each other to achieve ongoing success?

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Astrotourism - our dark skies</li> <li>• Clear and clean skies</li> <li>• Developable land (UCL)</li> <li>• Development of new industries e.g. rare earth availability</li> <li>• Financial capacity to take action</li> <li>• History of our smaller towns</li> <li>• Inland to coastal - diversity of landscape</li> <li>• Lge industrial estates already developed</li> <li>• Minerals and resources</li> <li>• Opportunities to value-add e.g. leveraging unused product from other industries (petrochemical, methane, C)</li> <li>• Partnerships with resource sector to develop liveability (e.g. intensive ag)</li> <li>• Pearling, pastoral and dreamtime history</li> <li>• Port infrastructure, air infrastructure</li> <li>• Renewable energy</li> <li>• The untouched natural landscape</li> <li>• tourism - mine tours for tourist market'</li> <li>• Under-utilised community infrastructure (legacy opportunities)</li> <li>• Undeveloped and unseen product - things people have never seen</li> <li>• Unique history - old Onslow, bombing of Onslow</li> <li>• Work from home to bring in skills from anywhere in the world</li> </ul>	<ul style="list-style-type: none"> <li>• Cruise ships, tenders, super yachts. Large ships heading south from Karratha and Dampier (could also include Marine Centre for Excellence for servicing Kimberley tourism ships and boats; Supply base for these industries - defouling, supply. (Refer to State cruise and superyacht strategy)</li> <li>• Current industry - e.g. Industry contribution to project infrastructure (Rio Inspire Agreement, CLIP)</li> <li>• Defence usage - NW defence alliance (Desert training opportunities for new equipment etc)</li> <li>• Facilitation of Aboriginal cultural experiences in tourism</li> <li>• Families with campers and trailers - ready to go</li> <li>• Government services hub established within existing under-utilised infrastructure</li> <li>• Headworks connections grants for SMEs (chance to leverage partnerships with Rio etc.)</li> <li>• High-end travel experience - e.g. helicopter tours etc.</li> <li>• Mid-high end accommodation for high-end traveller</li> <li>• National marketing of Karijini as a new product</li> <li>• Pilot a regional banking model by Apr 2024</li> <li>• Renewables - area for solar and wind, stations already being developed (FFI)</li> <li>• Sea plane tourism - inshore islands and coastal infrastructure. Boat moorings etc.</li> <li>• Trail tourism - birds, bikes, art, diving</li> <li>• Waste logistics - eco-industrial park (biodiesel, steel tungsten, Class 4)</li> </ul>

Aspirations	Results
<ul style="list-style-type: none"> <li>• Construction/contractor hubs that are multi-use, available for industry/sports/community (to help outside contractors come and to provide competition). e.g. Dual-purpose key industry support hub</li> <li>• Diversified housing stock base</li> <li>• Diversity of landscape</li> <li>• Educational and sporting opportunities - direct linkage from schools to careers with local businesses; decent facilities for sport; more inter-town competition opportunities</li> <li>• Food, fun - creating the memories</li> <li>• Incentives for yacht races (e.g. prizemoney for Freo-Onslow race)</li> <li>• Medical hub- co-located services</li> <li>• Offering of development incentives - AS to sell unused/under-utilised (lazy) land to encourage housing development, with incentives provided for building</li> <li>• Pathways to retain youth within our towns - boarding facilities, business partnerships, shared and short-term accommodation options</li> <li>• People - diversity, friendly, helpful</li> <li>• Recognised for liveability - sustainable population, multi-generational residents</li> <li>• Recognition of Karajini</li> <li>• Sale of undeveloped freehold lots with incentives to build within 2-3 years</li> <li>• Small business can be viable in the longer term with affordable land, housing, premises and real estate</li> </ul>	<ul style="list-style-type: none"> <li>• AS to develop policies to encourage competition. SME sustainability (e.g. not reliant on one big client, diversity of client and service basis).</li> <li>• Continue to develop a consultancy support base - working to our strengths</li> <li>• Developed land for release</li> <li>• Dwelling approvals</li> <li>• Employment diversification data</li> <li>• How projects are funded within AS</li> <li>• Partnerships with state and federal agencies</li> <li>• Population growth targets</li> <li>• Private-Public Partnership model (similar to network alliances etc.)</li> <li>• Regular check-in processes in place (EDAC) - e.g. quarterly scorecard and priority review</li> <li>• Tourism and visitation data that's AS specific</li> </ul>

Part 3. Priority deliverables.

Deliverables were prioritised based on (i) their impact (i.e. what benefit will they provide across the Shire) and (ii) the capacity to complete them (i.e. Shire staff and contractor availability).



Deliverables should be acted upon in the following order:

- A. Core focus – upcoming 12 months, will have a high impact for the Shire and there is significant capacity for action
- B. Quick wins – upcoming 6 months, effective way to make progress
- C. Longer term – 1-2 years, will provide significant value
- D. Revisit- should be reconsidered in 12 months’ time or if there’s significant change in operating environment

Pillar 1- Promote the Shire

Core focus	Quick wins	Longer term
<ul style="list-style-type: none"> <li>• Business Promotion &amp; Investment Attraction Prospectus - building the campaigns around the rivers that connect us throughout AS</li> <li>• Expand ‘Inside Ashburton’</li> <li>• Visit Ashburton Brand expansion and marketing</li> <li>• Website</li> </ul>	<ul style="list-style-type: none"> <li>• Be systemised in approach to awards</li> <li>• Developing partnerships with state government agencies (e.g. DBCA) to ensure alignment in approach and use of systems</li> <li>• Leverage WA Tourism Awards results</li> <li>• Social Media (Instagram, Facebook, LinkedIn)</li> <li>• Trade Shows – Perth 4WD &amp; Caravaning and Camping Shows</li> <li>• TV Shows</li> <li>• Videography &amp; Photograph</li> </ul>	<ul style="list-style-type: none"> <li>• International sister city with an Asian destination (e.g. Vietnam or Indonesia) for resource sharing, housing opportunities</li> <li>• International signature events (e.g. Karajini experience; MTB cape to cape style events; friendly sporting games, basketball games)</li> <li>• Liveability Campaign</li> </ul>

Pillar 2- Encourage Infrastructure Development and Deliver Investment Priorities

Core focus	Quick wins	Longer term
<ul style="list-style-type: none"> <li>• 5% of rates going to ED</li> <li>• Airport Development (Onslow is delivery &amp; Paraburdoo is advocacy and input)</li> <li>• Council co-contribution scheme to unlock private sector investment (Façade Improvement / Headworks Charges)</li> <li>• Development of accommodation strategies with developers and community - Pilbara price index and contractor incentives</li> <li>• Government levels of service and investment study (ie. hospital)</li> <li>• Promoting industry investment</li> <li>• RV Short stay (CLIP)</li> </ul>	<ul style="list-style-type: none"> <li>• Astrotourism - assist with infrastructure to support this</li> <li>• Pilot a regional banking model by Apr 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Development of new housing</li> <li>• Key Worker / Affordable Housing</li> <li>• Marine tourism - built form and investment market</li> <li>• New TP Visitor Centre (CLIP)</li> <li>• Pilbara Experience Centre (CLIP)</li> <li>• Transport Infrastructure Investment Advocacy</li> </ul>

Pillar 3- Promote Business Development and Diversification

Core focus	Quick wins	Longer term
<ul style="list-style-type: none"> <li>• Ashburton Ranges MTB Plan</li> <li>• Shire of Ashburton Circular Eco-Industrial Park</li> </ul>	<ul style="list-style-type: none"> <li>• Business Friendly Local Government Program</li> <li>• Buy Local Scheme with Chambers of Commerce</li> <li>• Doing business with Council guide - encouraging and supporting SMEs to go for tenders and contracts with Council and larger businesses (video/webinar format)</li> <li>• Early notification alerts of projects coming up to enable SMEs to get prepared to plan and submit tenders etc.</li> <li>• Home based business guide</li> <li>• Sponsor Chamber of Commerce events</li> </ul>	<ul style="list-style-type: none"> <li>• Ashburton Agriculture Study</li> <li>• Business Hubs (CLIP)</li> <li>• Industrial Lands (CLIP)</li> <li>• Marine Tourism Opportunities (Superyachts, Sailing, Moorings, Charters)</li> <li>• National Defence Strategic Review Opportunities (\$200m Northern Funding)</li> <li>• Pilbara Inshore Islands Eco-Tourism Plans</li> </ul>



# Agenda Item 6.2 - Attachment 1

WA Small Business Friendly Local Government Charter

## WESTERN AUSTRALIAN SMALL BUSINESS FRIENDLY LOCAL GOVERNMENTS

# Charter

Commitment to this Charter is a requirement for participation in the Small Business Friendly Local Governments (SBFLG) initiative and outlines what the local government agrees to do to support small business in their area.

### 1. Commitment to small business

The local government agrees to:

- a) recognise that the small business community is an important stakeholder;
- b) undertake regular and targeted consultation with this group;
- c) work towards understanding how its local small business community operates, its needs and goals, and the key challenges;
- d) provide networking and other development opportunities for its local small business community; and
- e) actively engage, where appropriate, with the Small Business Development Corporation (SBDC) on matters affecting small business.

### 2. Commitment to customer service

The local government agrees to:

- a) maintain open lines of communication with small businesses through both formal and informal approaches
- b) provide clear advice and guidance to small businesses with a focus on assisting them to understand and meet their regulatory obligations, and to work with them to achieve compliance;
- c) publish a set of clear service standards setting out what small businesses can expect from them;
- d) consider the needs of local small business owners for whom English is not a first language; and
- e) publish a link on its website to take small business owners to resources available on the SBDC website, including the Business Licence Finder.

### 3. Administration and regulation

The local government agrees to:

- a) take reasonable action to limit unnecessary administrative burdens on small business such as:
  - i. only asking for information that is absolutely necessary;
  - ii. not asking for the same information twice;
  - iii. working collaboratively with other local governments;
- b) undertake regular policy reviews to limit their impact on small businesses, and to test new policies and procedures for 'small business friendliness'; and
- c) ensure that its officers have the necessary knowledge and skills to apply plans and regulations in a consistent manner.

### 4. On-time payment policy

The local government agrees to work towards ensuring all invoices from small business suppliers are paid within 30 days.

### 5. Small business engagement

The local government agrees to regularly meet and consult with the small business community, including small business operators and members of representative bodies, to assist their understanding of small business needs in their local area.



**Small Business  
Development Corporation**  
**Small Business Friendly**





**6. Dispute resolution**

The local government agrees to implement a timely, cost-effective and non-judicial process to manage any disputes it may have with small businesses and to publish details of this on its website. The process could include referring the dispute to an independent dispute resolution service (such as that offered by the SBDC).

**7. Additional activities to support small business**

In addition to items 4, 5, and 6 above, the local government agrees to implement at least three other activities to improve the operating environment for small businesses within its authority. Details of the initiatives are to be included in the local government's bi-annual reports to the SBDC.

**8. Progress reports**

The local government agrees to:

- a) provide the SBDC with a biannual progress report that outlines the results achieved in relation to its small business friendly initiatives, including its policy relating to small business being paid on-time, business advisory group, and dispute resolution process; and
- b) forward success stories and case studies to the SBDC in relation to the SBFLG initiative when requested.

**9. Promotion and marketing of the program**

The local government:

- a) agrees that the Shire President and Chief Executive Officer will make a public statement in relation to its commitment to the SBFLG initiative, and to post this statement on its website;
- b) will be provided with a logo which it agrees to use in accordance with the SBFLG style guide supplied by the SBDC; and
- c) is encouraged to promote the SBFLG initiative by displaying the approved logo on its online and printed marketing and communication materials.

**10. Contact details**

The local government agrees:

- a) that the primary contact for the SBFLG initiative will be the Chief Executive Officer and that a secondary contact will also be nominated, as a delegate of the Chief Executive Officer; and

	Name	Position	Phone number	Email address
Primary contact		Chief Executive Officer		
Secondary contact				

**11. Acceptance**

On behalf of

we agree to the terms outlined in this Charter and agree to implement the SBFLG initiative.

**Shire President**

**Chief Executive Officer**

Print name:.....

Print name:.....

Signature:.....

Signature:.....

Date:.....

Date:.....

MART/006



# Agenda Item 6.3 - Attachment 1

Draft Ashburton Ranges MTB Trails Master Plan

# ASHBURTON RANGES MOUNTAIN BIKE TRAIL MASTER PLAN

DRAFT | November 6, 2023



Prepared by Common Ground Trails Pty Ltd for the Shire of Ashburton.

**Acknowledgements**

The authors of this Ashburton Ranges Mountain Bike Trails Master Plan respectfully acknowledge that this land on which the project is located is traditional land of the Eastern Garuma, Yinhawangka and Banjima people who have a rich social, spiritual and historical connection to this country, which is as strong today, as it was in the past.

Common Ground Trails wishes to acknowledge the significant contribution from stakeholders, organisation representatives, users and individuals.

Images Common Ground Trails unless noted.

Cover: Mountain biking in Alice Springs. Image Credit flowmountainbike.com/

**Disclaimer**

Common Ground Trails Pty Ltd, its employees, directors and associated entities shall not be liable for any loss, damage, claim, costs, demands and expenses for any damage or injury of any kind whatsoever and howsoever arriving in connection with the use of this Plan or in connection with activities undertaken in mountain biking, hiking and trail running generally.

While all due care and consideration has been undertaken in the preparation of this report, Common Ground Trails Pty Ltd advise that all recommendations, actions and information provided in this document is based upon research as referenced in this document.

Common Ground Trails Pty Ltd and its employees are not qualified to provide legal, medical or financial advice. Accordingly, detailed information in this regard will require additional professional consultation in order to adequately manage and maintain the facilities and reduce risk.



Revision	Description	Date
A	Draft for client review	18/10/2023
B	Final Draft for Shire adoption	06/11/2023

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# Executive Summary

A Master Plan has been developed to guide investment in and development of sustainable world class mountain biking opportunities in the Ashburton Ranges region of WA. Mountain biking as a recreational activity and mountain biking tourism are growth areas in Australia and globally. With its iconic landscapes the Pilbara is poised to develop as a premier adventure mountain biking destination. On the doorstep of Karijini National Park and featuring the highest mountains in WA the Ashburton Ranges region is set to kick start the Pilbara adventure mountain biking destination.

The vision for the Ashburton Ranges Mountain bike destination is

## Discover the Awe

The MTB trails will provide the opportunity to experience the awe of the Ashburton Ranges landscape – the big skies, colour and texture contrast, gorges and waterholes, tall mountains, vast rolling hills.

A number of important guiding principles will guide the design and implementation of the Ashburton Ranges mountain bike trails, such that the vision for the destination is realised, the diverse stories within the landscape including of the Eastern Garuma, Yinhawangka and Banjima people are celebrated and the unique and important landscape of the Pilbara is protected.

### Exceptional experiences

The Ashburton Ranges mountain bike trail destination will have a focus on immersing locals and visitors in the unique and varied landscape setting. A diverse range of trail experiences will offer different levels of challenge and respond to the identified target market preferences. Tom Price will be established as a trails town offering a hub of community and services which complete the riding experience.

### Stewardship

The natural, cultural, landscape and other significant values of the ranges will be protected through the use of best practice design, planning, management and interpretation, that will result in greater community appreciation, stewardship and advocacy for the area and its values.

### Benefits for the Pilbara Region

The Ashburton Ranges mountain bike trails will improve the liveability of local towns and also support the tourism potential of the region through diversifying the offer, enticing longer stays and repeat visits. The trail network will provide demonstrable social and economic benefit to the local community and the region by supporting a wide range of investment opportunities for tourism, complementary services and infrastructure that provide a holistic and integrated trail experience.

### Sustainable management model

The Ashburton Ranges mountain bike trail experiences will be developed and operated within frameworks of best practice management and revenue models ensuring ongoing sustainability.

The aspiration is for mountain biking to become an important recreational, social and economic resource for Tom Price and Paraburdoo. The Master Plan considers the mountain bike context and involved an assessment of the inherent landscape qualities as well as opportunities and constraints. Mountain biking has the potential to help build the region as an adventure tourism destination, through attracting the Destination Mountain Biker market. Enthusiast and independent riding cohorts will be attracted to longer adventure style trails immersing them in the unique landscape setting. This market is typically

adventure seekers and outdoor enthusiasts who would likely also visit Karjini National Park during their stay. Smaller local scale trail networks close to Tom Price and Paraburdoo will cater for the Trail Users While on Holiday and local market.

Given the target market and assessment of opportunities and constraints presented by the project area it has been determined that the Ashburton ranges has potential to become a mountain bike destination of regional significance with potential to expand into a state significant destination over time.



Established mountain bike trails in Fruita, Colorado. Image credit: strambecco.com/





Established mountain bike trails in Alice Springs. Image credit: flowmountainbike.com/  
Ashburton Ranges Mountain Bike Trails | DRAFT Master Plan

To achieve the vision for the Ashburton Ranges mountain bike trail destination three key trail offerings are proposed - local trail networks, adventure trail loops and a hero trail experience.

#### **Local trail networks**

Local scale repeatable trail networks in Tom Price and Paraburdoo. Located close to town, these networks will provide opportunity for skill progression and incorporate beginner, intermediate and advanced trail classifications. These trails will contain technical trail features and a series of descents and climbing trails. Primarily catering for locals offering a recreation opportunity these networks will also allow for visitors to engage with the local riding community and get a feel for the local terrain. Locations identified for development of local trail networks included

#### **Adventure trail loops**

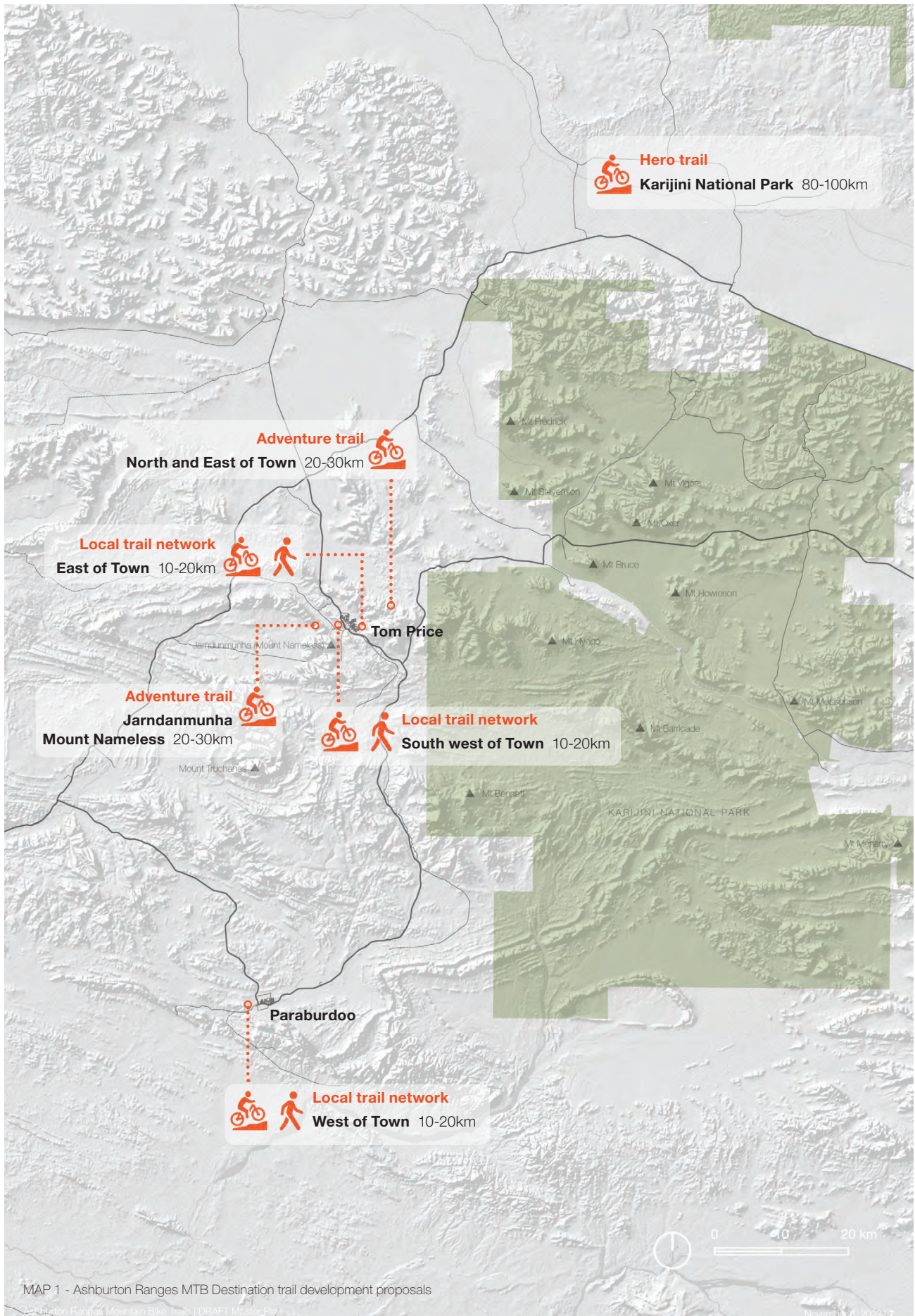
Half day to full day adventure style cross country and all mountain trails. Purpose built single track, these trails will take in a variety of terrain with each loop offering a different level of challenge and focus. These trails are proposed to have a trailhead co-located with the local scale network in Tom Price. Locations identified for development of adventure trail loops included:

#### **Hero trail experience**

Multi-night adventure style all mountain trail. Purpose built single track offering an immersive experience in the landscape. Taking in a variety of terrain with purposeful ascents and thrilling descents, the trail will link points of interest such as lookouts, waterholes, culturally significant sites (where appropriate and with Traditional Custodian consent) and maximise the natural and scenic values of the region.

In addition to offering landscape appropriate trail and adventure experiences, a well developed trails destination boasts market and trail community credibility and is backed by strong partnerships with government, Traditional Custodians, local businesses and the community. A sense of belonging and camaraderie is developed through user appropriate facilities, services, events, volunteer involvement and social engagement. The Master Plan proposes establishment of governance and revenue models as well as marketing and promotion plans to ensure the success of the destination.





MAP 1 - Ashburton Ranges MTB Destination trail development proposals

Ashburton Ranges Mountain Bike Trails | DRAFT Master Plan

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View West from Jarndanmunha Mount Nameless (Image credit: Tourism WA)  
Ashburton Ranges Mountain Bike Trails | DRAFT Master Plan

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# 1.0 Introduction

The Pilbara landscape is rich in diverse natural and cultural environments including rugged gorges, rounded plateaus, savannah woodlands, rivers and billabongs. The distinctive vegetation, terrain and vivid contrast between dark red rock and soils, and the expansive blue sky are a drawcard for visitors to the region. The Shire of Ashburton are seeking to diversify the tourism offer in the region and recognise the local terrain and setting offer the perfect opportunity to capitalise on the thriving mountain bike tourism market.

The Ashburton Ranges Mountain Bike Master Plan presents a vision for mountain biking in the Ashburton Ranges, outlining recent trends, the target market, defining the proposed product offer and identifying sites suited to the development of trails.

## 1.1 Project Objectives

The primary objectives of development of mountain bike trails in the Ashburton Ranges include:

- A focus on the towns of Tom Price and Paraburdoo, with the intention of improving liveability and providing a drawcard for visitors to dwell longer
- Maximise economic development, business opportunities and events
- Define the target market and outline the most appropriate trail offer for that market
- Develop a high-quality MTB trail system suitable for a diverse range of users, focusing on adventure and nature appreciation
- Provide inclusive trails, specifically trails with access for off-road hand cycles and other mobility equipment
- Ensure trails consider environmental and cultural heritage values and provide a sympathetic fit within the natural landscape
- Ensure trail development is consistent with best practice planning, design and construction standards

## 2.0 Background Review

As part of understanding the opportunities presented for trails in the region a desktop review was undertaken of existing strategic policies, guidelines and planning documents. This information will be used to provide context for the Ashburton Ranges MTB Trails to ensure that future trail development is considerate of and relevant to local and regional planning and embodies the direction of existing state policies and strategies.

Table 1: Background document review (refer to Appendix A for further detail)

PUBLICATION	RELEVANT OBJECTIVES AND ACTIONS
Pilbara Mountain Bike Report (Confidential Draft, 2017)	<p>The report was commissioned to investigate potential opportunities for the development of mountain biking in the Pilbara region. The report focussed on potential benefits to Shire of Ashburton, Shire of East Pilbara, City of Karratha and Town of Port Headland.</p> <p>Key recommendations included</p> <ul style="list-style-type: none"> <li>• Establishing Tom Price as a riding destination with 2-3 days of unique experiences</li> <li>• Creating a backcountry half-full day gravity/ all mountain experience incorporating Aboriginal interpretation on Jarndunmunha / Mt Nameless</li> <li>• Investigating potential for mountain biking within Karijini National Park.</li> </ul>
Pilbara Trails Master Plan (2021)	<p>The Master Plan delivers a strategic platform for the region to seek funding, set governance arrangements, dedicate resources and management, deliver multiple sustainable benefits for people and places and provide a consistent narrative towards the positioning and promotion of the Pilbara as a Trails Destination. The Master Plan encompasses the LGA's of Shire of Ashburton, City of Karratha, Town of Port Headland and the Shire of East Pilbara.</p> <p>Key goals and strategies include:</p> <ol style="list-style-type: none"> <li>1. Encourage community health and wellbeing through appropriate trail infrastructure and maintenance to attract local participation.</li> <li>2. Develop a suite of hero experiences as the base for positioning the Pilbara as a trails destination - Tom Price was identified as a potential location for this</li> <li>3. Increase the awareness of the culture, landscape, history and geology of the region through trail experiences.</li> <li>4. Ensure effective governance and maintenance of trails.</li> </ol>
Area W Trail Maintenance Guide (Draft, 2020)	<p>The purpose of the guide was to provide the Shire of Ashburton with information to assist in the management of the mountain bike trails located at Area W. The report recommended undertaking formal concept planning process for the network.</p>
Ashburton Ranges Trail Park Preliminary Concept (2023)	<p>The purpose of this report was to garner support for the Ashburton Ranges Mountain Bike Park project from Shire of Ashburton Councillors.</p> <p>The report identified the following opportunities for trail development in the Ashburton Ranges:</p> <ul style="list-style-type: none"> <li>• The winter climate in the Pilbara region is well suited to outdoor adventure.</li> <li>• Tom Price and Paraburdoo are naturally gifted with several peaks offering significant elevation.</li> <li>• Mountain biking is viewed as a complementary activity and market and provides an opportunity to capitalise on existing visitation to Karijini NP.</li> </ul>

PUBLICATION	RELEVANT OBJECTIVES AND ACTIONS
Karijini Park Management Plan 1999-2009	<p>National park management plans are designed to cater for public demand for appropriate recreation opportunities, while maintaining and restoring the natural and cultural environment, protecting indigenous flora and fauna, and preserving archaeological, historic and scientific resources and values.</p> <p>While mountain biking isn't specifically mentioned in the plan, it should be noted that it was written prior to the emergence of mtb being recognised as a recreational activity compatible within national parks. The actions within the plan outlined below could be considered in relation to mtb trail development.</p> <p>A 5.5.3 Bushwalking – 'Other areas of the recreation zone offer scope to develop walk tracks.</p> <p>A 5.9.2 Visitor regulation – 'The park zoning plan is designed to optimise conservation and recreation objectives.</p> <p>B.7.3 Recreation – Objectives are to encourage appropriate recreational use of the Park, provide facilities and services to increase visitor awareness and enjoyment of the natural and cultural values of the Park.</p> <p>B.7.3.1 Recreational Opportunities and Land Suitability – the principal recreation opportunities in the Park are camping, sightseeing, bushwalking and photography.</p> <p>Strategies – provide nature based recreation activities that enhance visitor appreciation and understanding of the Park.</p> <p>B.7.3.5 Adventure Sports – Strategies: permit adventure sport only where it can be demonstrated to the satisfaction of CALM staff that they can be conducted without conflict with, or risk to, other Park users and will not be detrimental to park values.</p>
Pilbara Region Cycling Strategy 2050	<p>Aims to deliver a safe, integrated and comfortable cycle network to help achieve the vision of creating liveable regional communities. By connecting people from where they live and stay to where they learn, work and play, comprehensive cycle networks can support social inclusion, lead to more active communities, and help to showcase natural landscapes and local attractions to residents and visitors alike.</p>
My Say Transport – Pilbara 2050 Regional Cycling Strategy	<p>A summary of consultation undertaken from 3-12 September 2018 to inform the Pilbara Region Cycling Strategy 2050.</p> <p>No specific locations within the project area were identified but it was noted that there is potential for a region wide road trip loop linking all the trail networks.</p>
Shire of Ashburton Economic & Tourism Development Strategy 2019	<p>The Economic &amp; Tourism Development 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. Mountain biking was identified as a tourism product of value.</p>
Shire of Ashburton Priority Project Snapshot 2022	<p>The document provides a summary of 13 priority infrastructure projects identified by the Shire. Development of a Pilbara Trails Network was identified as one of the priority projects for the Shire. The vision for the proposed trail network is to provide a world class outdoor, recreation and nature experience developed and coordinated by a united and highly collaborative Pilbara stakeholder team. The network includes connecting existing walking, cycling trail biking, driving, 4WD and horse trails.</p>
Pilbara Region Trails Blueprint Final Report (2016)	<p>The ethos of the Blueprint is to provide visitors with opportunities to stay longer – to explore beyond the natural beauty of Karijini and Millstream Chichester national parks and to experience other aspects of the Pilbara region. The lack of mountain bike trails was noted and constraints such as tenure and mining tenements limiting opportunities.</p>



## 3.0 Mountain biking context

Mountain biking is a relatively new activity in Australia compared to other parts of the world. Originating in California in the 1970's, the first mass produced mountain bike appeared in 1981. Mountain bike riding is best described as cycling off road on a variety of unsealed surfaces through a range of natural settings.

Mountain bike riders seek a variety of experiences, difficulty levels and challenges with trails built to cater for this variety. Mountain bike trails range from wide trails with gentle gradients, smooth surfaces, and no obstacles to physically demanding, challenging, narrow trails with highly technical and unavoidable obstacles and features. Narrow singletrack trails are the preferred trail, offering an intimate connection with nature that enables the rider to experience relatively high level of technical challenge. Manoeuvring through purpose built trails with obstacles such as trees, rocks, man-made structures, and other technical features heightens the challenge and difficulty of the trail.



Existing informal MTB trail at Area W, Tom Price  
Ashton Range Mountain Bike Trails / GHAFT/Mason, Ptas



### 3.1 Participation in Mountain Biking

Due to the informal nature of mountain biking and the ability to participate outside the formal club structure, the collation of accurate participation data is difficult. The latest AusPlay data estimates participation nationally in mountain biking to be 330,100<sup>1</sup> and the following snapshot by state.

Table 2: Participation in mountain biking by state/ territory<sup>1</sup>

State/ Territory	No. of people who have participated in mountain biking	Participation rate	% share of participants across Australia
NSW	98,939	1.5%	31.1%
VIC	68,954	1.3%	21.7%
QLD	69,006	1.7%	21.7%
WA	36,674	1.6%	11.5%
SA	14,700	1%	4.6%
TAS	13,787	3.2%	4.3%
ACT	11,345	3.3%	3.6%
NT	4,498	2.2%	1.4%

The percentage of Australian adults (15 years and over) participating in mountain biking in 2022 is 1.5% up 0.6% from 2021. Across all ages and genders, 2.9M people participated in a mountain biking or cycling activity in 2022. 6.3% of participation in mountain biking by Australian adults in 2022 was organised through a club, with 79.3% of participation being informal or non-organised.

Locally within the project area there is a small network of informal trails located at Area W in Tom Price which indicates some level of local demand. The recently completed pump track at Lions Park has been a success with anecdotal evidence suggesting it is used by a wide cross section of the community.

1. Sport Aus. (2023) AusPlay Mountain Bike Report <https://www.clearinghouseforsport.gov.au/research/ausplay/results>  
Ashburton Ranges Mountain Bike Trails | DRAFT Master Plan

### 3.2 Market Segments

Mountain biking appeals to a range of markets, and future promotion, trail information and product development should target these markets through unique and iconic experiences offered by the Pilbara landscape.

There are three distinct mountain bike markets that include locals, more niche 'destination mountain bikers' and the much larger 'trail user while on holiday' market.

#### Local Mountain Biker

The local mountain biking market includes all mountain bikers in a local area. In the context of the Pilbara region, this local market is spread across the main towns of Karratha, Tom Price and Newman (and possibly Port Hedland). A unique aspect of the Pilbara region is the fluctuating resident populations resulting from growth and decline of extractive industries. There is potential for sustainable growth in participation within the local mountain biking market through provision of quality trails, events and programs.

#### Destination Mountain Biker

The destination trail user market includes experienced trail users who regularly travel with the trails as a primary motivator. They have likely visited other Australian or international trails destinations. They seek high quality trail with good supporting infrastructure in scenic / natural locations. These users are usually found in trails destinations and seek good terrain. Locations that combine desirable terrain with tourist activities and infrastructure have the best market appeal for destination trail users. This group also includes event participants who travel to a destination specifically for the event, typically spending additional time pre or post event to explore the area.

#### Mountain Biker while on holiday

'Mountain Biking While on Holiday' are typically less experienced trails users whose primary motivator for travel is not trails. They generally comprise leisure riders and represent the largest market potential. While they view trail use as a secondary motivation for their visit they will participate in trail activities and will likely hire equipment. They may place less emphasis on the trail and more on accessibility of the facility, the setting and nearby attractions and amenities.

Understanding the various trail users and trail cohorts needs, expectations and requirements is essential in ensuring the long term sustainability of trails. Mountain bikers are generally divided into five segments/cohorts each with differing trail requirements and expectations, however there are also numerous overlaps between segments. Different cohorts also have different barriers to participation in mountain bike riding and require different levels of trail user friendliness. Table 3 provides a summary of visitor market and segment details.

Table 3: Mountain biking visitor segment details

Visitor Market	Visitor Segment/ cohort	Description	Key motivators	Market potential
Trail users while on holiday	Leisure	Includes general cyclists of all ages and abilities and is potentially the largest market. Typically, they ride infrequently, often have limited appropriate skills and require very accessible trails. They are not members of clubs and they are more likely to use highly accessible routes close to home or make the journey to trail facilities with amenities and services such as bike hire, cafes and toilets.	Typically, don't use mountain biking or cycling as a primary motivator for travel and typically favour accessibility and uniqueness. They have lower expectations of diversity but still seek quality.	Large
Destination trail users	Enthusiast	Enthusiasts are purely recreational mountain bikers with moderate skills and variable fitness and ride weekly. They are typically aged 29-49 and form the existing market majority. They typically don't compete in events and they possess limited outdoors experience. They prefer trails with good trail signage and seek technical but not too challenging trails. Enthusiast Mountain Bikers are the most likely to take short breaks to different areas.	Typically use mountain biking or cycling as a primary motivator for travel and typically seek destinations with quality and diversity, but they still value community. They have extremely high expectations and seek uniqueness. When riding for recreation enthusiasts seek accessibility and diversity and also value community.	Moderate
	Sport	Competitive mountain bikers, who ride regular routes multiple times a week and are members of mountain bike clubs, they are a small but influential market. They are willing to seek less accessible trails, have a high fitness level and are technically proficient but may have limited outdoor skills. They ride a very wide variety of trails.	Typically use mountain biking or cycling as a primary motivator for travel and typically seek destinations with community and diversity. They have moderate expectations and still seek quality. When riding for recreation, sport riders seek diversity.	Small
	Gravity	Highly skilled technical riders who seek very challenging trails, typically ride at least once a week and are often members of clubs. They represent a small market that requires purpose-built trails, which are repeatedly used in a concentrated manner. Gravity riders seek specific trails with the highest classifications.	Typically use mountain biking as a primary motivator for travel and typically seek destinations with community and quality. They have high expectations and seek some diversity. When riding for recreation gravity riders seek accessibility.	Small
	Independent	Skilled outdoor enthusiasts who ride once a week and are technically proficient with good level of fitness. Generally, they are a small market. Often involved in other outdoor activities, they are capable of planning their own rides and ride a very wide variety of trail classifications. The adventurous aspect is more important than the technical challenge and they seek more remote trails.	Typically use mountain biking or cycling as a primary motivator for travel and typically seek destinations with uniqueness and diversity. They have low expectations. When riding for recreation independent riders seek diversity.	Small



### 3.3 Trail types

Trail type defines the style of trail and its typical attributes. Different trail types suit different styles of riding and typically each trail type will have a specific kind of mountain bike designed to suit. Different cohorts use different types of trails and all trail types can have varying classifications.

Trail types which are defined by the terrain the trail passes through, the riding style of the trail and the number and type of features on the trail. Trail types have evolved over the last 30 years and will continue to do so in response to advancements in bike technology, rider skill levels and the adventurous nature of the activity.

Mountain bike trails can be categorised into the following types.

#### Cross country (XC)

Primarily single track oriented with a combination of climbing and descending, and natural trail features of varying technicality. Cross country trails typically appeal to most of the market and can cater for timed events. Bikes are generally lightweight with shorter travel dual suspension of with no rear suspension. Example – Charles Darwin, Alice Springs Telegraph Station.

#### All Mountain (AM)

Similar to cross country and primarily single track oriented, with greater emphasis on technical descents, with no-technical climbs. All mountain trails cater for timed events and bikes are generally light-medium weight with medium travel dual suspension. Example Mt Owen Queenstown.

#### Flow (FL)

Flow trails contain features like banked turns, rolling terrain, various types of jumps, and consistent and predictable surfaces. Flow trails do not contain abrupt corners or unforeseen obstacles. Bikes are generally light – medium weight with medium travel dual suspension. Example from Wellington NP.

#### Gravity/ Enduro (GE)

Similar to All Mountain trails, however with greater emphasis on steep, fast, technical descents. Gravity / Enduro trails appeal to the more experienced riders who enjoy technical descents but are still happy to ride back to the top of the trail. Gravity / Enduro trails can cater to timed events and bikes generally have medium to long travel dual suspension and are built for strength.

#### Downhill (DH)

Purely descent only trails with an emphasis on speed and technical challenge and a focus on skill development. Downhill trails typically appeal to the more experienced market, however green (easy) downhill trails are emerging to cater for all experience and skill levels. Downhill trails usually require uplift to the trailhead via chairlift or vehicle shuttling and can cater for timed events. Bikes are designed for descending and are typically long travel dual suspension and built for strength over weight. Example – International at Mt Buller.

#### Freeride (FR)

Typically, descent focused trails with an emphasis solely on technical challenge and skill development. Trails feature both built and natural terrain technical features with an emphasis on drops and jumps. Appeals to the more experienced market and caters for competitions judging manoeuvres and skills only. Bikes are typically medium to long travel dual suspension and built for strength.

#### Park (PK)

Built feature environment with an emphasis on manoeuvres, skill development and progression. Appeals to a wide market including youth and can cater for competition judging aerial manoeuvres. Can include jump and pump tracks and skills parks. Typically, dirt surfaced but can include hardened surfaces like asphalt. Bikes are typically built for strength, with short travel suspension. An example of a mountain bike park is the Albany Youth Challenge Park in Western Australia.

#### Touring (TO)

Typically, long distance riding on reasonably uniform surface conditions and lower grades. Touring trails are dual direction linear trails or long-distance circuits with a focus on reaching a destination. Touring trails can be rail trails, access/fire roads and single track. If carrying equipment bikes are usually robust with limited suspension. An example of a touring trail is the Munda Biddi in Western Australia.



### 3.4 Trail Experience

Like all trail users, mountain bike riders seek different experiences and objectives from riding. Table 4 below summarises the different trail user objectives which determine the style and type of trail mountain bike riders and other trail users seek.

Table 4: Trail user objectives<sup>2</sup>

Trail User Objective	Description
Nature	Connection to nature. This can be anything from being among a few trees in the middle of the city to remote backcountry. Nature is an important factor for many riders.
Escape	Something that takes you away from your daily grind, allows you to get lost in the experience of riding. Often means getting away from the urban environment, but a bike park, even indoors, can provide this as well.
Solitude	Getting away from the urban environment and people; being active, alone, and quiet in the outdoors.
Challenge	Seeking to improve technical abilities, to solve a difficult problem, “clean” a trail feature or segment; sense of accomplishment.
Risk	Exposure to danger, harm, or loss; intentional interaction with uncertainty. The perception of risk creates a thrill for many trail users. It can be a positive or negative part of the trail experience, depending on user expectations and risk tolerance.
Play/ Playfulness	Engaging in the activity purely for the enjoyment, bringing a childlike wonder to the pursuit, no destination. On a trail, this often means seeking features to enhance, alter the experience, rather than simply riding from point to point. Playfulness is a hugely important characteristic in mountain bike trails and distinguishes trail experiences from many other trail user goals (hikers, equestrians).
Exercise	Health and fitness are part of the sport. For some this is a primary goal, for others a bonus, for some an obstacle. Defining the physical fitness needed for a particular ride is important in setting user expectations appropriately. Recognition that some riders have high skill and low fitness (and vice versa) plays a role in trail planning.
Efficiency	Getting to a destination or accomplishing a task with the least amount of time or effort expended. Road climbs are very efficient as are trails that ascend directly to a destination. Efficiency sometimes means compromising sustainability and fun/play. Hiking trails tend to be much more efficient than biking trails.
Education	Sometimes learning is the objective, such as is the case with interpretive trails for natural, cultural, or historical topics.

Trails provide commuter routes, outdoor recreational opportunities, tourism benefits and contribute to the health and well-being of trail users and local communities.

The journey to an exceptional trail experience for all trail users starts with a well-informed and robust planning and design process that considers the trail activity, addresses the environmental, social and economic sustainability of the trail, identifies the intended target market/s, their needs and motivations. Trail users expect an offering that presents ease of planning, readily available and user friendly information, convenient access, quality regularly maintained trails and facilities, and supporting services such as accommodation and food and beverage outlets.

Considering the trail experience is pivotal to successful outcomes in all stages of the trail development process characteristics of great trail experiences include the following.<sup>3</sup>

- Clear point of difference for the trail experience that is well communicated through marketing.
- Existing high market profile for the destination in which the trail/s are located.
- Complementary nature based attractions, products and infrastructure within the region.
- Ability to cater for both independent and guided trail users.
- An experience that offers a level of exclusivity and avoids high volume nodes or trails.
- A quality, seamless experience with ease of access to information, booking and accommodation.
- Offers a level of challenge and distance that is geared to consumer preferences.
- Effective governance, coordination and management.
- Community and industry engagement and support.

2. IMBA, BLMA. (2018) Guidelines for a Quality Trail Experience

3. TRC. Recreational Trail Planning, Design and Management Guidelines. 2020

### 3.5 Trail Planning and Development

Successful and sustainable trails require strategic location planning, which involves understanding trail hierarchies, trail types and classifications, and trail users.

Establishing the scope and scale of trail development is essential to achieving sustainable development and ongoing management. Multiple strategies are implemented to ensure that the right type, size, scale and extent of trails and trail networks are established in the right locations. Factors for consideration include location significance, spatial distribution, event requirements and trail model detail.

Location significance defines the scale, reach and connectedness for trail development in a given location. It also identifies the supporting services and infrastructure that is required to meet the significance rating. The location significance indicates a population centre or area's opportunity, including the desired recreation and tourism outcomes. Western Australia's trails and trail networks are classified into 3 significance categories: <sup>4</sup>

**State**

An extended trail or trail network that is of sufficient quality and with appropriate facilities, products and services to be recognised beyond the State and to attract visitors to Western Australia.

**Regional**

A major trail or trail network that services a population centre or large regional community, with facilities and services of a standard and appeal that could attract visitors from outside the region.

**Local**

A trail that services the local community and provides facilities suited to local use. Some local trail may have potential for development to regional status.

4. DLGSC, 2022. WA Strategic Trails Blueprint 2022-2027

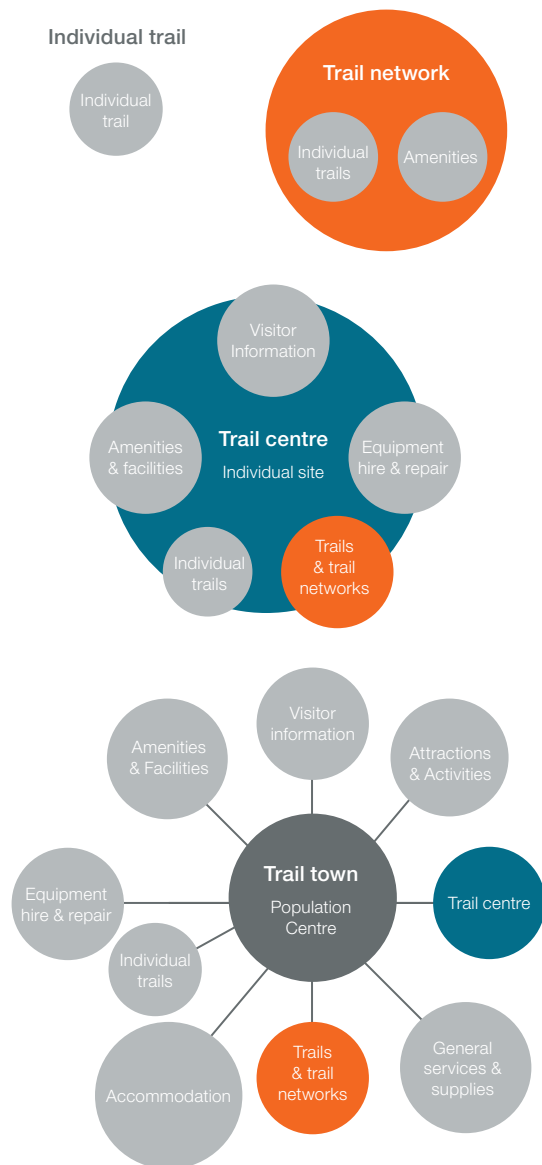


FIGURE 1 - Trail models

A trail model defines the extent of development for a mountain bike facility. Varying significantly from individual trails up to trail centres and trail towns. The most appropriate model to be applied for a given destination should be determined through a process of site assessment and consultation. The different categories of trail models or clusters are outlined below and in Figure 1.

### Trail Town

A trail town is a population centre or popular recreation destination that offers a wide range of high quality trails and related services, facilities, businesses, strong branding and supportive governance. They can incorporate trail centres and typically have multiple trail networks. A trail town may consist of a number of sites, hosting several signed and mapped trails of varying type and classification. Trail facilities such as car parking and visitor services are available within the vicinity, typically provided by independent businesses.

In order to appeal to the market majority, it is important trail towns are user friendly and have high quality directional signage and maps. Trail towns benefit from having a single central information and service centre to promote and provide access to trails. Although different, these can act similarly to a trail centre. Trail towns should have at least one cohesive trail network offering multiple classifications and trail types within a single uninterrupted area (for example, with no major road crossings).

### Trail Centre

A trail centre is a single site with dedicated visitor services and trail facilities, provided by a single trail provider. It includes multiple signed and mapped trails of varying type and classification. A trail centre can be part of a trail town and incorporates a trail network. They are typically located close to major population centres or iconic locations.

### Trail Network

A trail network is a single site with multiple signed and mapped trails of varying type and classification, with no visitor centre and limited user facilities. A trail network may be standalone within a population centre or individual location, or form part of a trail centre or trail town. If not part of a trail town, trail networks are often located away from population centres, or in a location that does not provide essential visitor services.

Trail networks suit locations where demand does not exist for significant development and there is no supporting population centre. They also suit locations close to residential population centres as passive recreation facilities for community use. With careful planning, trail networks can be designed to accommodate staged development with a view to becoming a trail centre as demand increases.

### Individual Trails

Individual linear or looped trails are generally not considered as a development model for a destination. Long distance trails can link individual trails and can also be the precursor to developing a destination. Small individual trails typically form part of a trail town, centre or network or may be standalone individual trail in a community setting.

#### Short Linear Trails

These are linear, marked routes which can be completed in under a day and are of varying lengths. They are generally marked in two directions as they need to be used as a return journey. Short linear trails are often associated with key visitor attractions such as summits, vistas, headlands and beaches, and may include campgrounds or huts.

#### Long Distance Linear Trails

Long distance trails often connect towns or locations. These are long multi-day routes which start and finish in different locations and may be broken up into smaller sections. They can be iconic tourism products however the market for end to end use is relatively limited and often specialised.

Refer to the WA Strategic Trails Blueprint, the Trail Development Series and the WA Mountain Bike Management Guidelines for further information regarding location significance and trail models.



Ensuring trails are sustainable from both a management and experience perspective requires application of a thorough development process. As outlined in the Trail Development Series working within a standardised methodology is important in high value areas where trail planning, design and construction needs to be right the first time. Building rigour into the development process will ensure high quality outcomes on the ground.

Following adoption of the Master Plan, the development of new trail proposals must follow this eight stage Trail Development Process. In addition to focusing on planning, the Trail Development Process encompasses constant evaluation, review and improvement process as trails are developed, maintained, extended or renewed. Figure 2 outlines the Trail Development Process <sup>5</sup>

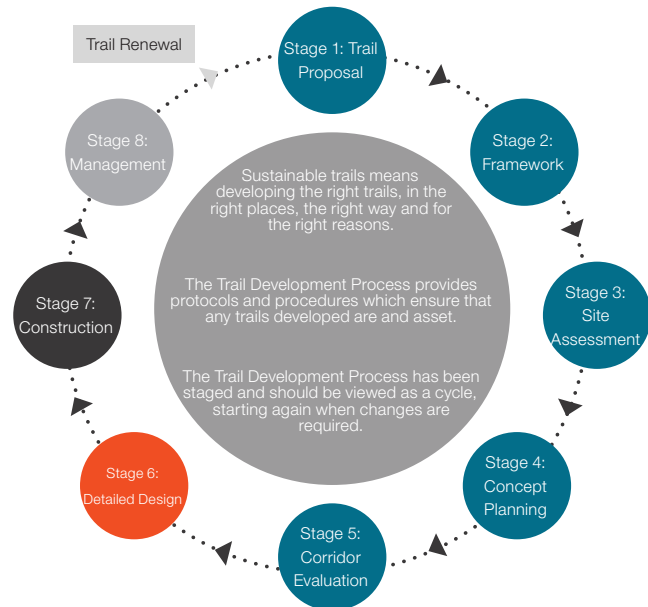


FIGURE 2 - Trail Development Process

<sup>5</sup> DLGSC, 2019. Trail Development Series



### 3.6 Benefits of Mountain Biking

Mountain biking and mountain bike tourism deliver a range of benefits for individuals, local communities and regions. A recent study analysing the economic and participation trends of mountain biking in Australia, quantified the social values of mountain biking as follows<sup>6</sup>:

- Health benefit: The personal and health system benefits due to healthier, active individuals = \$1.58 per km ridden
- Productivity benefit: Improved workplace productivity through decreased absenteeism = \$7.59 per ride
- Human capital uplift: Positive association between sport and physical recreation and educational outcomes = \$2.50 per ride
- Consumer surplus: The satisfaction people derive from participating in sport and active recreation = \$25.98 per ride
- Criminal and social justice benefit: Benefits from decreased crime rates due to increased engagement in sport and recreation = \$0.78 per ride
- Civic/ volunteering benefit: The value people place on volunteering and enjoying sport and recreation activities = \$3,214 per volunteer per year.

Both day and overnight mountain bike visitors generate economic benefits through expenditure on food and beverage, accommodation, value add activities and support services. On average, mountain bike riders spend \$2,282.90 annually when they go mountain biking within their local area. This equates to approximately \$27.10 each time someone goes mountain biking. While the estimated economic contribution of mountain bike riders riding at their local trails throughout Australia (based on the AusPlay participation rate of 341,900 riders) is a direct spend of \$630.8 million annually. Mountain bike riders also contribute significantly to their local, and Australian economy through larger annual purchases such as new bikes and equipment.<sup>6</sup>

6. GHD Advisory for AusCycling. (2021) Mountain Biking in Australia: an economic and participation analysis  
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Mountain bike tourism is a growing trend with significant economic benefits for those regions that choose to invest and position themselves as a mountain bike destination. From an economic and tourism perspective, mountain bike riders are typically high yield and willing to travel domestically and internationally to experience new trails, quality trail experiences and participate in events, and in doing so, supporting the Australian tourism industry. People who travel interstate for the primary purpose of mountain biking typically do so twice per year.

There is minimal data on mountain bikers travel habits to and within the Northern Territory. The following data is from the rider survey conducted as part of the economic and participation trends analysis study and should be viewed with caution due to the small sample size.<sup>7</sup>

- 1.3% of survey respondents that went on an interstate holiday in the last 12 months specifically to mountain bike, did so to the Northern Territory, staying an average of 3 nights
- 14% of survey respondents from the Northern Territory, travelled intrastate specifically to mountain bike, staying between 2 and 4 nights
- 44.5% of survey respondents from the Northern Territory travelled interstate specifically to mountain bike, staying an average of 4 nights, with Victoria the most popular destination.

There are many examples in Australia, such as Derby in Tasmania, where mountain biking has provided economic diversification in towns and regions experiencing a decline in traditional industries and population.

7. GHD Advisory. (2020) Mountain bike rider survey data for economic and participation analysis



**\$27**  
expenditure per ride



**\$2,283**  
annual expenditure per rider



**\$4,922**  
annual expenditure on equipment etc



**\$1,708**  
Average expenditure on interstate holidays (per trip)



**\$2,486**  
Average expenditure on interstate holidays (per trip)

FIGURE 3 - Summary of expenditure by Australian mountain bike riders<sup>6</sup>



### 3.7 Trail Destinations

There are many destinations around Australia and the world that provide best practice examples of successful trail destinations. Ultimately the trails define a destination, professionally built quality trails which immerse trail users in the landscape will be the main drawcard to entice visitors. Trails need to be carefully planned, designed and constructed to respond to the terrain and cater to the majority of rider capability and skill set while allowing rider progression. Ideally the trail network will evolve over time to entice return visits and will provide sufficient trail opportunities to fill 2 to 3 days. Second to trails it is the setting that will motivate visitors to travel. Natural features and points of interest will enhance the trail experience inspiring wonder and offering a sense of immersion in a place.

Successful trail destinations also provide the necessary connections and services which complete the experience. This includes accommodation, restaurants, tours, services and a range of attractions and things to do for non-trail users and visitors that engage with trails as part of a wider experience.

A well-developed trails destination boasts market and trails community credibility. This is developed through a sense of belonging and camaraderie through user appropriate facilities, services, events, volunteer support and social engagement. Market and community credibility, and social engagement are based on the following factors;

- Provision of diverse, well built, managed and maintained trail experiences
- A local community of trail users who have a history of engaging friendly and professionally with other users of their trails
- Good reputation within the various trail fraternities, typically gained through on-brand marketing and word of mouth
- Facilities and services which cater to the trail user community and their typical travel habits in a friendly atmosphere, such as breweries, casual dining (pizza & burgers), thoughtful accommodation touches such as bike racks and knowledgeable equipment stores with locally branded apparel.



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Established mountain bike trails in Alice Springs. Image credit: flowmountainbike.com

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## Case Study: Desert MTB ride destination, Alice Springs NT

Alice Springs is Australia's mountain bike hub in Central Australia – with over 90kms of single track accessible from town. The trail networks have evolved organically overtime by locals and make the most of the terrain on offer. The region doesn't have the immediate mountainous impact that some mountain bike destinations have – instead tracks flow through the rocky terrain following a mix of natural lines and step ups and down over rock shelves and jagged formations. A mix of flow and technical trails immerse riders of varying ability in the unique environment. The informal networks have been formalised over time and upgraded to make them sustainable including establishment of key trailheads and a wayfinding system that uses local Arrernte names for animals. There is also a new adventure trail heading out from Alice Springs in planning, offering a completely different mountain bike experience – the Red Centre Adventure Ride. It will be approximately 240km from Alice Springs to Glen Helen, west of Alice, parallel to the Larapinta Walking Trail.

Alice Springs also has a long history of hosting regional and national mountain bike events including the Redback MTB stage race and Easter in the Alice. These events are well attended and have developed a following with riders returning year on year. The events offer the ideal context to introduce riders to the unique trail offering in Alice Springs and opportunity to mingle with locals.

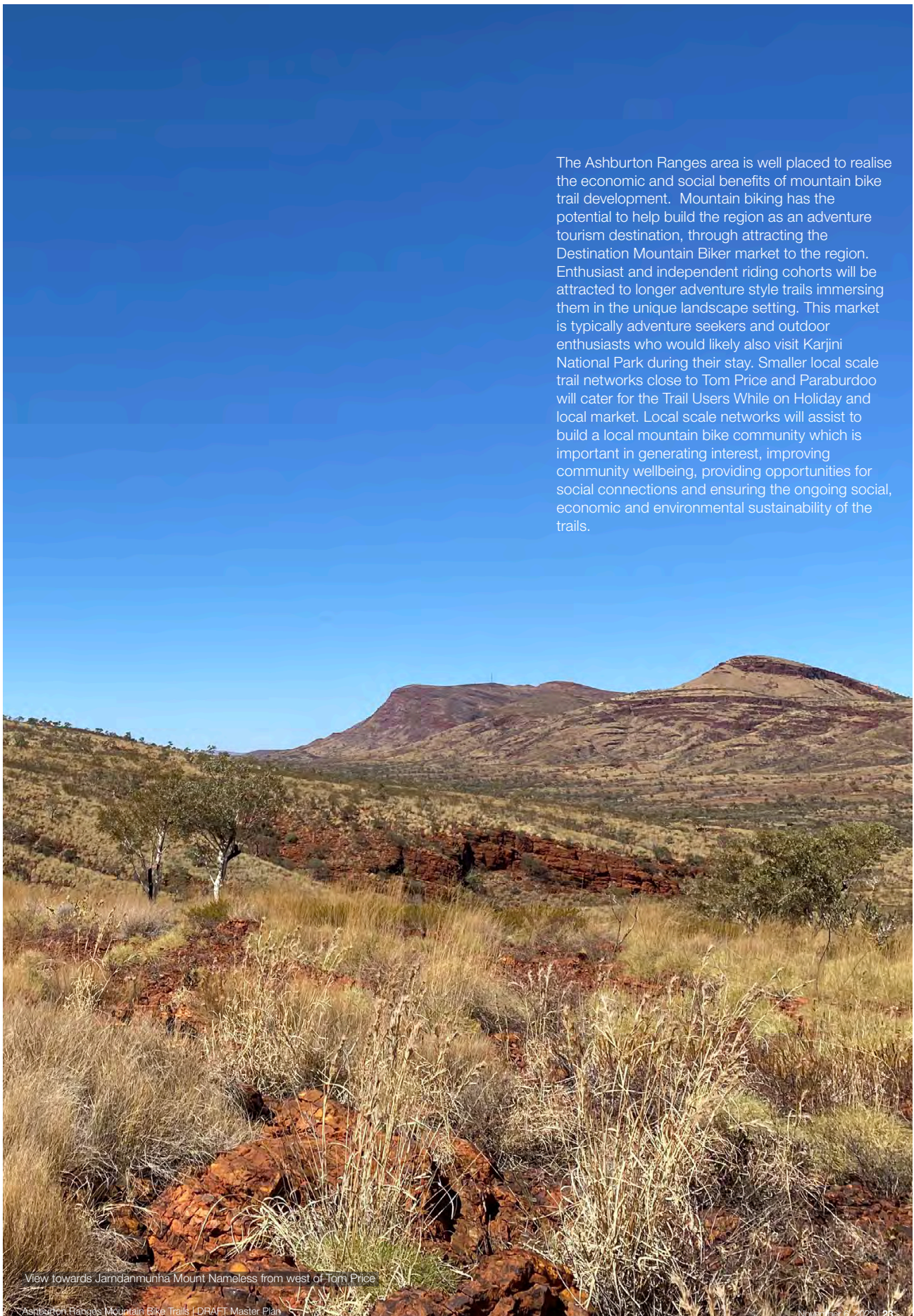
Winter in the desert offers the perfect riding conditions with temperatures in the mid 20s and limited rainfall. In summer local riders adapt their riding patterns to avoid the midday heat, heading out early morning and after the sun goes down. The ideal time of year and day to ride the trails is well promoted to visitors ensuring their safety and enjoyment.

There are numerous examples of very successful arid zone MTB destinations in the USA including Moab in Utah and Fruita, Colorado. Key insights from looking at these destinations and Alice Springs is ensuring trails respond to and utilise the unique landscape features and marketing and promotion which details key safety information and ideal riding times.





The Ashburton Ranges area is well placed to realise the economic and social benefits of mountain bike trail development. Mountain biking has the potential to help build the region as an adventure tourism destination, through attracting the Destination Mountain Biker market to the region. Enthusiast and independent riding cohorts will be attracted to longer adventure style trails immersing them in the unique landscape setting. This market is typically adventure seekers and outdoor enthusiasts who would likely also visit Karjini National Park during their stay. Smaller local scale trail networks close to Tom Price and Paraburdoo will cater for the Trail Users While on Holiday and local market. Local scale networks will assist to build a local mountain bike community which is important in generating interest, improving community wellbeing, providing opportunities for social connections and ensuring the ongoing social, economic and environmental sustainability of the trails.



View towards Jamdanmunha Mount Nameless from west of Tom Price

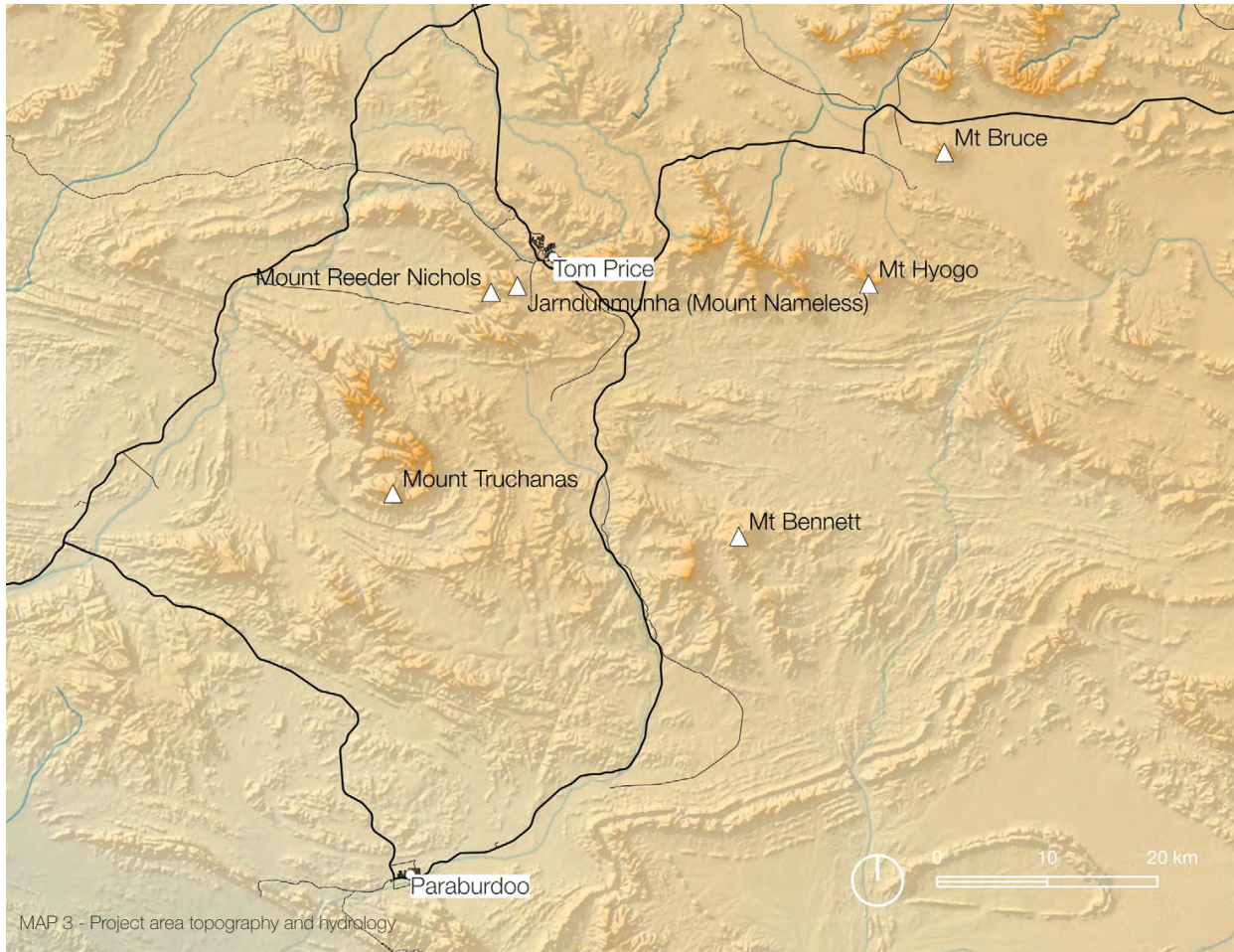


# 4.0 Project Area

Located in Western Australia's Pilbara Region the project area lies within the heart of the Hamersley Range. The project area takes in Tom Price and Paraburdoo extending east to Karijini National Park (refer to MAP 2). The area presents a range of opportunities and constraints in regards to mountain bike trail development.







### 4.1 Landscape character



Landscape character forms a critical part of the trail user experience, the project area lies within the Hamersley Ranges which are characterised by an undulating plateau of rounded hills and ranges dissected by abrupt escarpments and valleys<sup>1</sup>. Steeply incised gorges are a significant landscape feature in some areas. Vegetation is generally a savannah and hummock grassland with scattered low tress and shrubs, featuring mulga, wattle and tea-tree scrub. The distinctive vegetation, terrain and vivid contrast between dark red rock and soils, and big blue sky are a drawcard for visitors to the region.

The Pilbara is located in Australia’s arid zone and experiences low rainfall which is unreliable and seasonally distributed. Summer is the wet season with most annual rainfall occurring over January and February. Temperatures are high in summer and moderate in winter. Climatic conditions significantly influence the trail experience. The arid conditions will be novel to a majority of visitors adding to the appeal of the region. These conditions also pose significant risks to visitor safety with extreme heat and limited availability of water in the landscape.

<sup>1</sup> Reading the Remote, Landscape Characters of Western Australia.  
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## 4.2 Environmental Considerations

The Pilbara region has ancient and striking landscapes and many diverse habitats, including mangroves, grassland savannahs, mountain ranges, gorges, wetlands and tropical woodlands. The region has very high biodiversity value, possessing high species richness and many endemic flora and fauna species. It has 150 conservation-significant flora species and the greatest reptile diversity in Western Australia. It is also an international hotspot for subterranean fauna.

In terms of species richness, the gorges and low lying areas generally display greater species diversity than the uplands of the Hamersley Range Plateau. Similarly, the shrublands are more diverse than the hummock grasslands. *Eucalyptus leucophloia* (snappy gum) and *E. gamophylla* (warilu, blue-leaved mallee) are the dominant tree species of the uplands while the valley plains support shrublands of *Acacia*, *Senna* and *Eremophila* species. On the better soil types the ground cover is predominantly comprised of ephemeral species which are replaced by spinifex species on the lower slopes, hills and ridges.<sup>2</sup>

<sup>2</sup> CALM (1999) Karijini National Park Management Plan.

Trail based activities are inherently a nature-based activity and protection of environmental values is essential for delivering enjoyable trail experiences. By applying sustainable planning, design and construction principles, trails can protect these values, by:

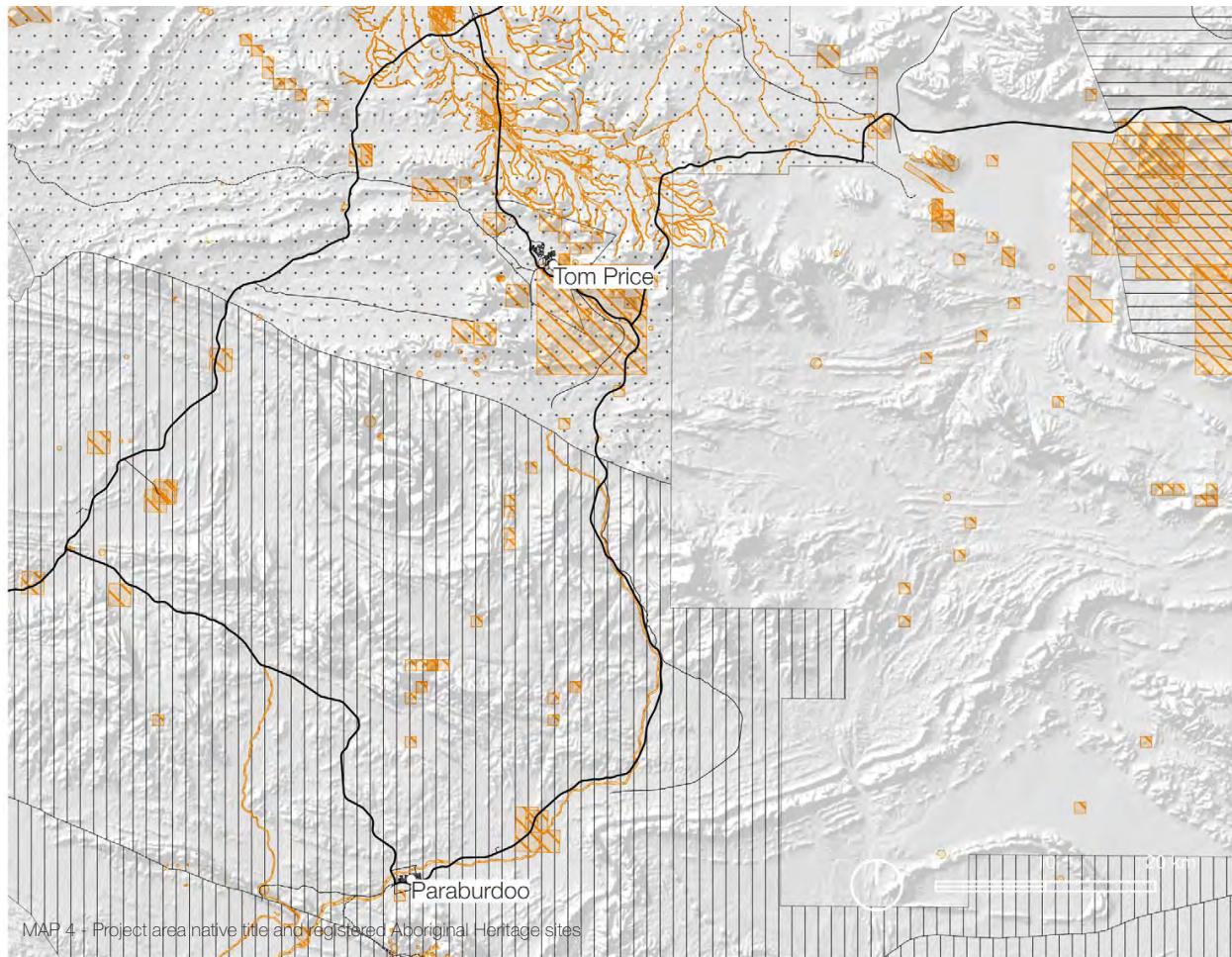
- Avoiding sensitive ecosystems and species of significance
- Keeping users on designated trails
- Reducing fire management risk (i.e. knowing where users will be)
- Applying standard trail widths, minimising the disturbance footprint and associated effects
- Development provides the opportunity to rehabilitate trails that are unsustainable and impact environmentally sensitive areas
- Creating stewards for the environment through facilitating a sense of community ownership of the trails
- Providing recreation opportunities to improve physical and mental health
- Connecting people to places
- Creating economic development opportunities through tourism and visitor services
- Creating passive surveillance.



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MAP 4 - Project area native title and registered Aboriginal Heritage sites

### 4.3 Aboriginal Culture, Heritage and Native Title

Aboriginal sites of significance are areas that Aboriginal people value as important and significant to their cultural heritage. The sites are significant because they link Aboriginal culture and tradition to place, land and people over time. These areas form an integral part of Aboriginal identity and the heritage of Western Australia. The Aboriginal Cultural Heritage Act 2021 (WA) protects all Aboriginal sites in the state. There are several Aboriginal sites of significance in the vicinity of Halls Creek, including artifact scatters, burial sites and mythological sites of significance.

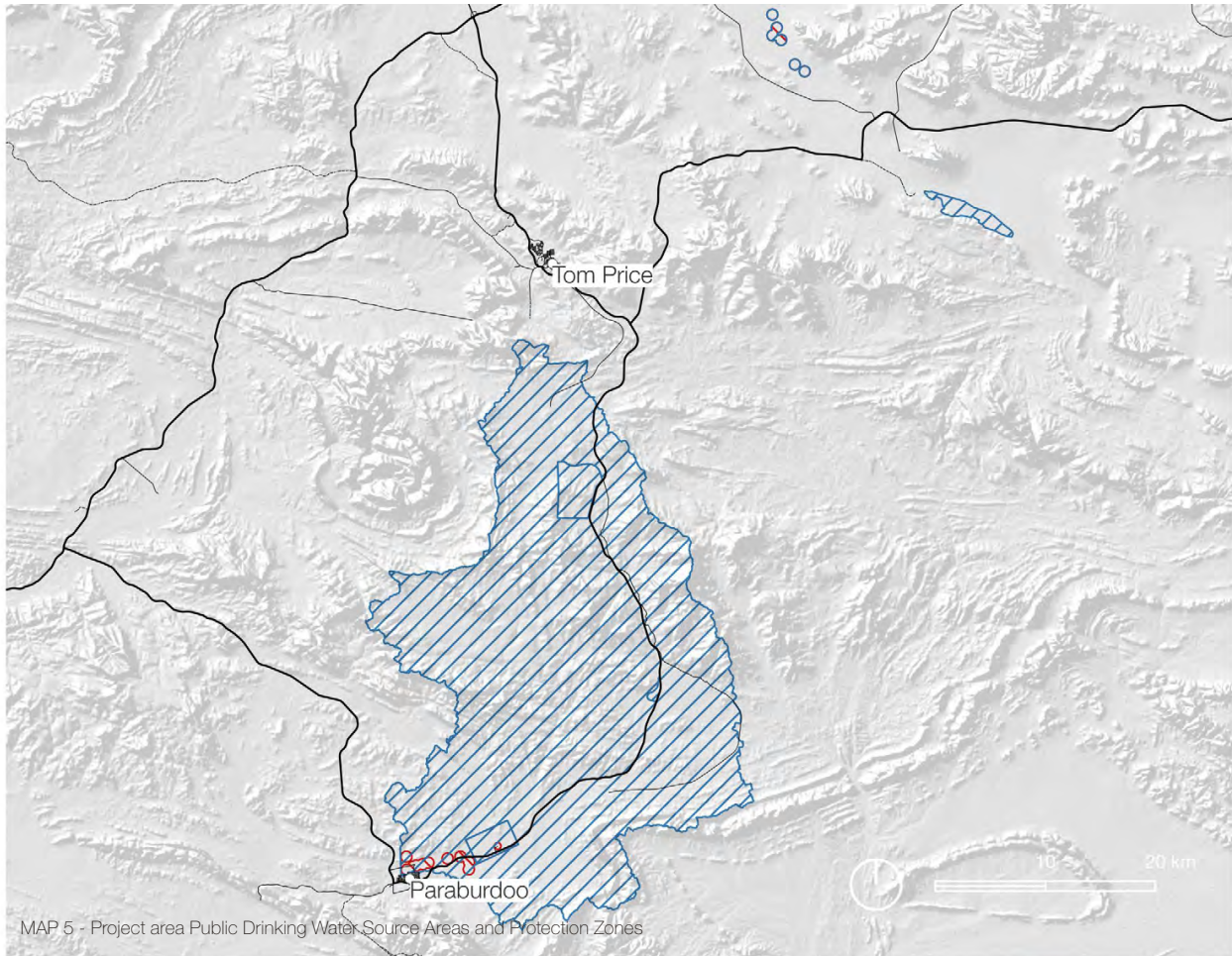
There are known sites of Aboriginal significance within the project area. Eastern Garuma, Yinhawangka and Banjima people have a rich and intimate connection with the country within the project area, which includes knowledge of, rights to, and responsibility for these sites and for protecting the culture and heritage values of these sites.

Aboriginal sites are a diverse range of places including archaeological sites associated with past land use, and ethnographic and historical sites of ongoing spiritual, historical and cultural importance and significance to Eastern Garuma, Yinhawangka and Banjima people. The Aboriginal Heritage Act protects all Aboriginal sites in Western Australia whether or not they are registered.

Native Title is the recognition in Australian law that Aboriginal people continue to hold Native Title rights to lands and water arising from their traditional laws and customs. The Eastern Guruma Aboriginal people are the native title holders for much of the North West of the project area including Tom Price. The Yinhawangka Aboriginal people are the native title holders for the south of the project area including Paraburdoo. The Banjima People are native title holders for the north eastern area covering Karijini National Park.

Locations that are popular for trails can sometimes coincide with sites of significance for traditional custodians, given they can both occur in natural, relatively undisturbed areas. Should detailed site planning progress for any of the locations recommended in this report, traditional custodians should be consulted in accordance with the relevant legislation and any requirements of respective native title settlements. Trail development also presents an opportunity to share stories and educate trail users. For Eastern Garuma, Yinhawangka and Banjima people there are also opportunities presented by trail development for employment on country during construction and ongoing maintenance phases. There are also numerous tourism business opportunities associated with trails including guided tours, equipment hire and repair, shuttle services etc.

- Aboriginal Heritage Places
- Registered Site
- Native Title
- Eastern Guruma
- Yinhawangka
- Banjima



MAP 5 - Project area Public Drinking Water Source Areas and Protection Zones

-  Public Drinking Water Source Areas
-  Protection Zones

## 4.4 Public Drinking Water Source Areas

Operational Policy 13 (2019) implements the Government’s response to the 2010 parliamentary committee report on recreation within public drinking water source areas. It is aimed at ensuring recreational PDWSAs is conducted in ways which maximise water quality to protect public health. It identifies that:

- Existing approved recreation (i.e. events and facilities) should be maintained at September 2012 approved levels. New or enhanced recreation (i.e. events and facilities) needs to be located outside proclaimed PDWSAs
- Individuals undertaking passive land based recreation activities (not part of organised events) in PDWSAs (such as trail based activities) are:
  - Not supported in Reservoir Protection Zones (RPZ) - public access in reservoir protection zones is prohibited except along public roads
  - Supported in PDWSA outer catchments, subject to recreation compatibility requirements noting that recreation cannot exceed 2012 approved levels and new or enhanced recreation needs to be located outside proclaimed PDWSAs.
- Supported in the wellhead protection zones and outer catchments of groundwater source areas.

PDWSA in the central part of the project area extending to the northern boundaries of Paraburdoo townsite will restrict trail development. The Department of Water and Environmental Regulation will request justification for why no other sites were suitable. Wellhead protection zones in particular should be avoided, with approval for trail development in these zones highly unlikely.



## 4.5 Tenure

The areas identified within the project area publicly available for recreation are located on a variety of tenures each with their own requirements with regards to trail development. These tenures include;

- Crown land
- Unallocated crown land
- Reserves
- Conservation reserves (nature reserves, national parks and conservation parks)

### **Department of Planning Lands and Heritage (DPLH)**

The Department of Planning Lands and Heritage is responsible for Crown Land and Unallocated Crown Land that is not leased or vested. Trail development may be considered an appropriate use however the Shire of Ashburton would need to discuss with DPLH Land Management Team and submit a Crown Land Enquiry Form prior to undertaking concept design, detailed design and construction.

### **Department of Biodiversity Conservation and Attractions (DBCA)**

The project area falls within the Pilbara Region of the Department of Biodiversity Conservation and Attractions. DBCA manage the Karijini National Park which is managed according to the approved Karijini National Park Management Plan 2019-2009.

DBCA have also released their Trails Development Series which guides the development of trails on land in their tenure and is recommended to local governments to follow as well.

### **Local Government**

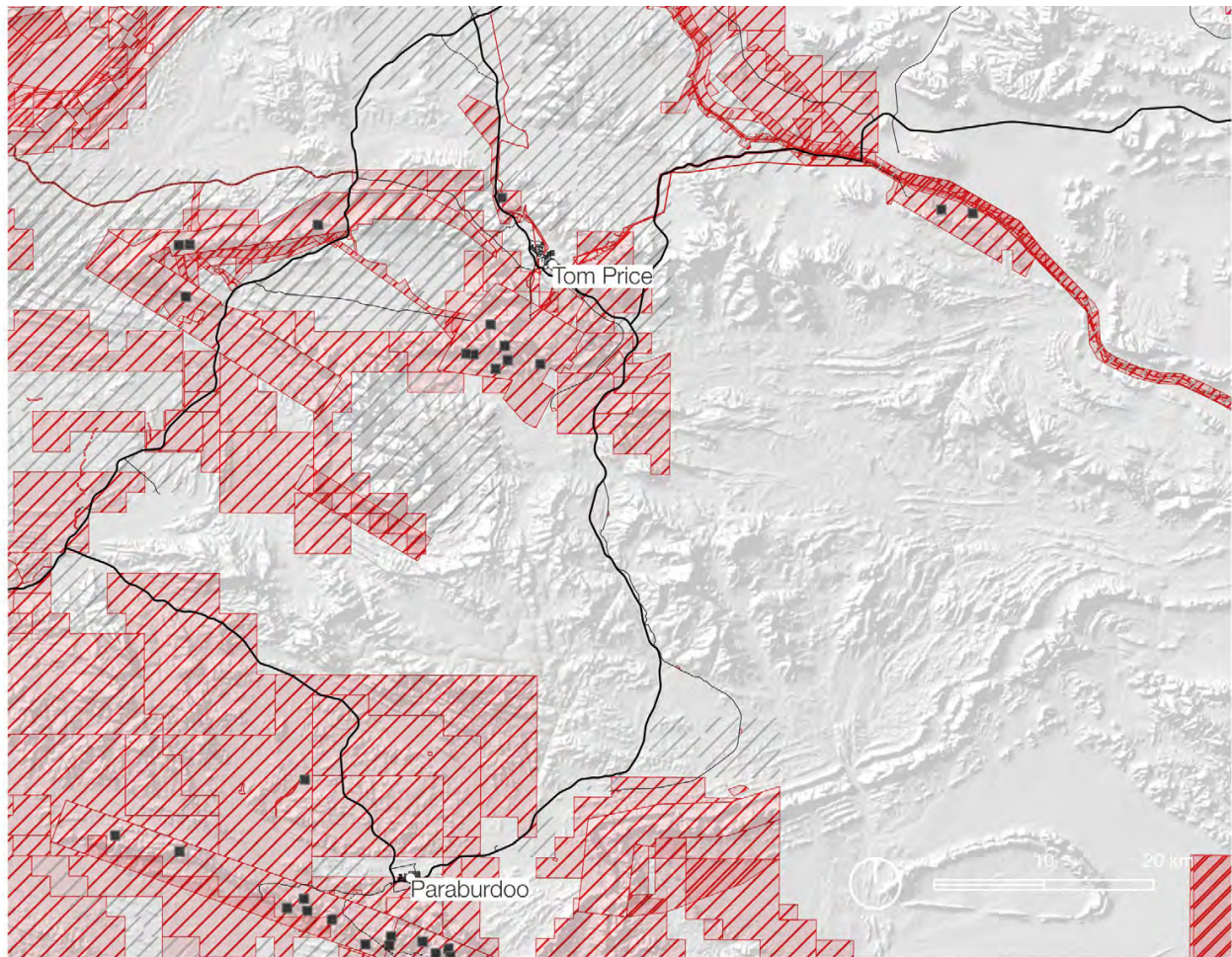
The Shire of Ashburton manages recreation sites and trails as part of their day to day operations. Trails development is a key strategic priority for Council, however they have limited Council managed land that is of a suitable scale for trail development.

### **Freehold**

Private Land Management owners are encouraged to develop and establish trails and facilities in consultation with Council's planning department. Strict land management policies are enforced, including fire management plans, Health Act regulations, abiding by the Australian standards for building codes and consideration given to evacuation plans. No known private land owners in the area are currently considering MTB trail development.



View north from Punurrunha Mount Bruce within Karijini National Park



MAP 6 - Project area mining tenements and operating mines

- Operating mines
- Mining Tenements
- ▨ LIVE
- ▨ PENDING

## 4.6 Mining

The Pilbara is one of Australia’s most important regions for mineral wealth, and generates 40 per cent of Western Australia’s gross domestic product. There are a number of operating mines in the project area and a large number of live and pending mining tenements. While some have no active mines, mineral exploration activities may be undertaken. Consultation with mining companies holding tenements will be critical in finding sites that will meet desired objectives for trail development.



Given the target market and assessment of opportunities and constraints presented by the project area it has been determined that the Ashburton ranges has potential to become a mountain bike destination of regional significance with potential to expand into a state significant destination over time. Karijini National Park will always be the drawcard for visitors to the region. The proposed mountain bike trail developments are intended to diversify the tourism offer, enticing longer stays and repeat visits. Constraints presented can be overcome through following the trail development process (refer to Trail Development Series) alongside implementation of sound governance and management models.



Hills north east of Tom Price

Photo: Ashburton Ranges, Country Development, DP&ET Maatschappij

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## 5.0 Vision

# Discover the Awe

The MTB trails will provide the opportunity to experience the awe of the Ashburton Ranges landscape – the big skies, colour and texture contrast, gorges and waterholes, tall mountains, vast rolling hills.

## Guiding Principles

A number of important principles will guide the design and implementation of the Ashburton Ranges mountain bike trails, such that the vision for the destination is realised, the diverse stories within the landscape including of the Eastern Garuma, Yinhawangka and Banjima people are celebrated and the unique and important landscape of the Pilbara is protected.

### Exceptional experiences

The Ashburton Ranges mountain bike trail destination will have a focus on immersing locals and visitors in the unique and varied landscape setting. A diverse range of trail experiences will offer different levels of challenge and respond to the identified target market preferences.

### Stewardship

The natural, cultural, landscape and other significant values of the ranges will be protected through the use of best practice design, planning, management and interpretation, that will result in greater community appreciation, stewardship and advocacy for the area and its values.

### Benefits for the Pilbara Region

The Ashburton Ranges mountain bike trails will improve the liveability of local towns and also support the tourism potential of the region through diversifying the offer, enticing longer stays and repeat visits. The trail network will provide demonstrable social and economic benefit to the local community and the region by supporting a wide range of investment opportunities for tourism, complementary services and infrastructure that provide a holistic and integrated trail experience.

### Sustainable management model

The Ashburton Ranges mountain bike trail experiences will be developed and operated within frameworks of best practice management and revenue models ensuring ongoing sustainability.





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Established mountain bike trail in Alice Springs (Image credit: AMB Mag)

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## 6.0 Mountain bike trail offer

Key to achieving the vision for the Ashburton Ranges mountain bike trail destination will be the establishment of trails and infrastructure which deliver captivating and memorable experiences showcasing the unique local values.

### 6.1 Trail network

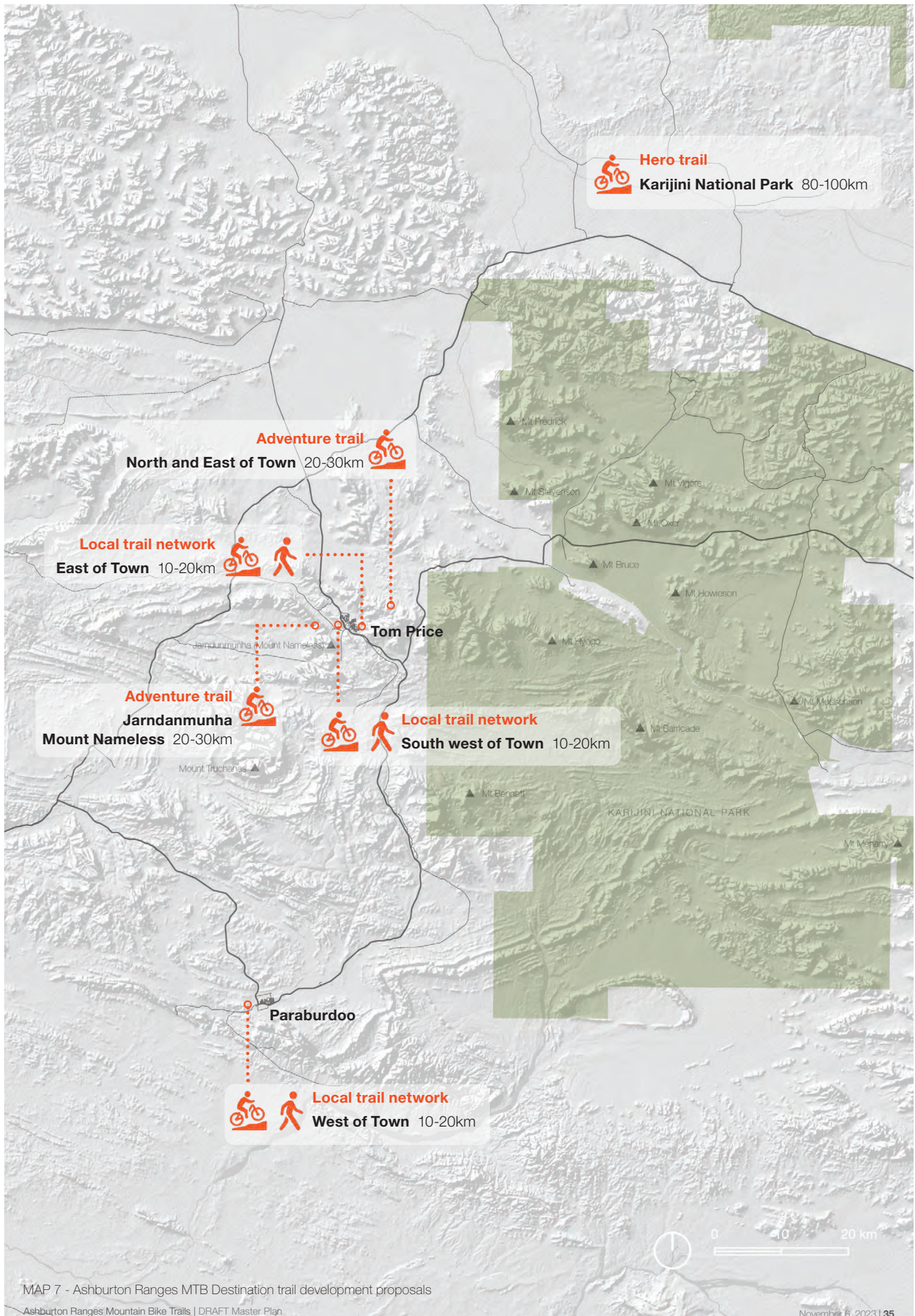
To achieve the vision for the Ashburton Ranges mountain bike trail destination three key trail offerings are proposed - local trail networks, adventure trail loops and a hero trail experience. A range of sites within the project area were assessed for their suitability to cater for each of these trail offerings, with a multi criteria analysis (MCA) used to help determine the best sites for trail development. The full MCA analysis is presented in Appendix B, an overview of the locations recommended for development is presented on MAP 7.



Established mountain bike trail in Alice Springs (Image credit: flowmountainbike.com/  
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MAP 7 - Ashburton Ranges MTB Destination trail development proposals

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**1. Local trail networks**

Local scale repeatable trail networks are proposed in Tom Price and Paraburadoo. Located close to town, these networks will provide opportunity for skill progression and incorporate beginner, intermediate and advanced trail classifications. These trails will contain technical trail features and a series of descents and climbing trails. Primarily catering for locals offering a recreation opportunity these networks will also allow for visitors to engage with the local riding community and get a feel for the local terrain. Locations identified for development of local trail networks include East of Tom Price, South West of Tom Price and West of Paraburadoo.

**Tom Price - East of town**



This location offers good connections to residential areas, schools and the pump track at Lions Park. Rolling hills offer potential for beginner friendly trails and a range of climbs and descents as well as adaptive cycle trails. Between 10 and 20km of trail is proposed include the full range of trail classification and varied trail styles including cross country, all mountain and gravity focus. There are limited constraints associated with this location and room for potential expansion of the trail network in the future. There is also potential to include shared use and walk only trails within the network to provide opportunity for walkers and runners. The proposed trailhead location is adjacent the Recreation Centre and High School on Milpera St with potential to also link into the pump track at Lions Park via a connecting trail along the drainage line. MAP 8 provides an indication of trail network extent. Details and parameters for the network should be established in development of the Trail Framework as per the Trail Development Process.



Established local network in Karratha (Image credit: Burrup MTB Club)







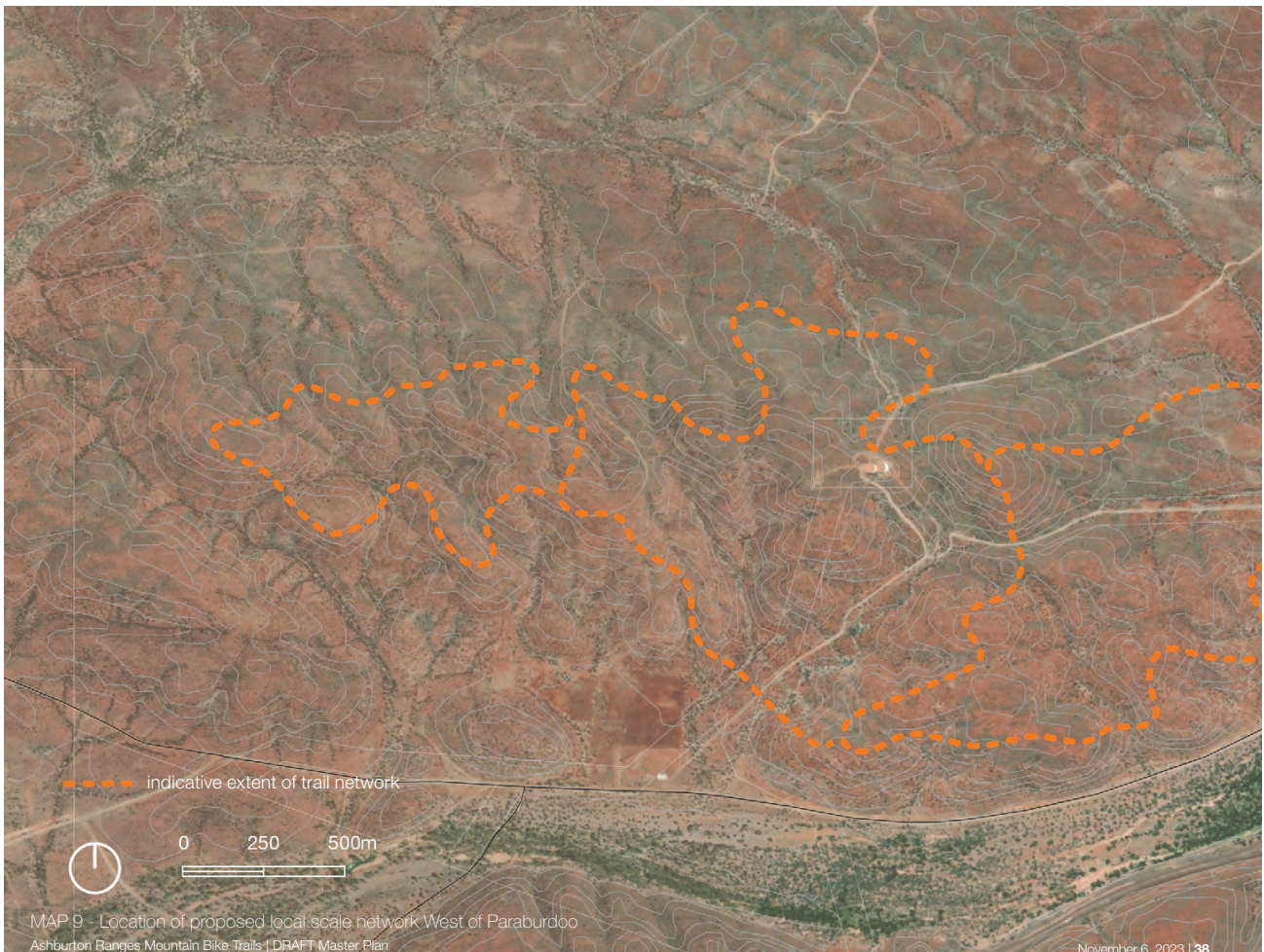
**Paraburdoo – West of town around the water tank.**



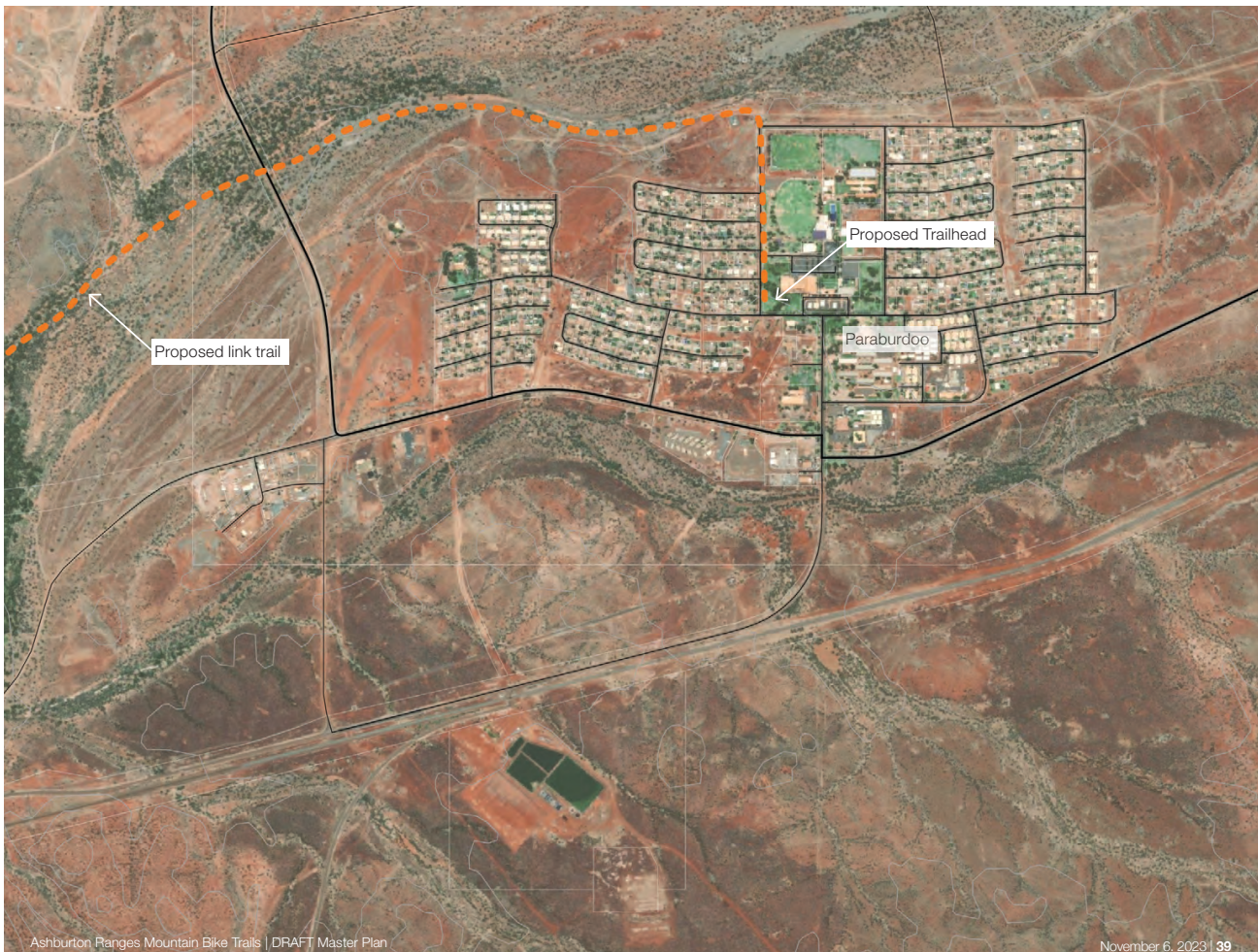
10-20km ● Easy Green Circle ■ More difficult Blue Square ◆ Very Difficult Black Diamond

This location offers terrain suited to a range of trail classification and technical challenge across including adaptive cycle trails. Between 10 and 20km of trail is proposed with varied trail styles including cross country, all mountain and gravity focus. Shared use and walk trails could also be incorporated providing opportunities for a wider range of the community. Constraints to be worked through include ensuring the town water supply infrastructure is not compromised. The proposed trailhead location is adjacent the skate park in the centre of town. This prominent location will ensure that visitors and locals are aware of the trails and their location. A trail linking the trailhead to the network is proposed along the drainage line to the north of town. The drainage line is a registered site

of significance to the Yinhawangka people, the trail could incorporate interpretive elements which help to educate locals and visitors about the areas significance. A secondary trailhead or trail node would be useful closer to the trail network to help users orient themselves and choose an appropriate trail experience. The views from the high points across this are spectacular in all directions and provide further opportunity for telling the story of the landscape including mining, settlement and natural and cultural values. MAP 9 provides an indication of trail network extent. Details and parameters for the network should be established in development of the Trail Framework as per the Trail Development Process.









**Tom Price – South west of town between  
Campdraft grounds and Bingarn Rd.**



10-15km



This location offers more complex terrain suited to more challenging trails and features and offers potential for connection into the tourist park. 10 – 15km of trail is proposed incorporating a mix of trail types including all mountain and gravity focus. The proposed trailhead is located adjacent Kings Lake to make use of existing amenities such as carparking, toilets and picnic facilities. This location features steeper slopes than the site to the east of Tom Price offering a point of difference between the networks. MAP 10 provides an indication of trail network extent. Details and parameters for the network should be established in development of the Trail Framework as per the Trail Development Process.

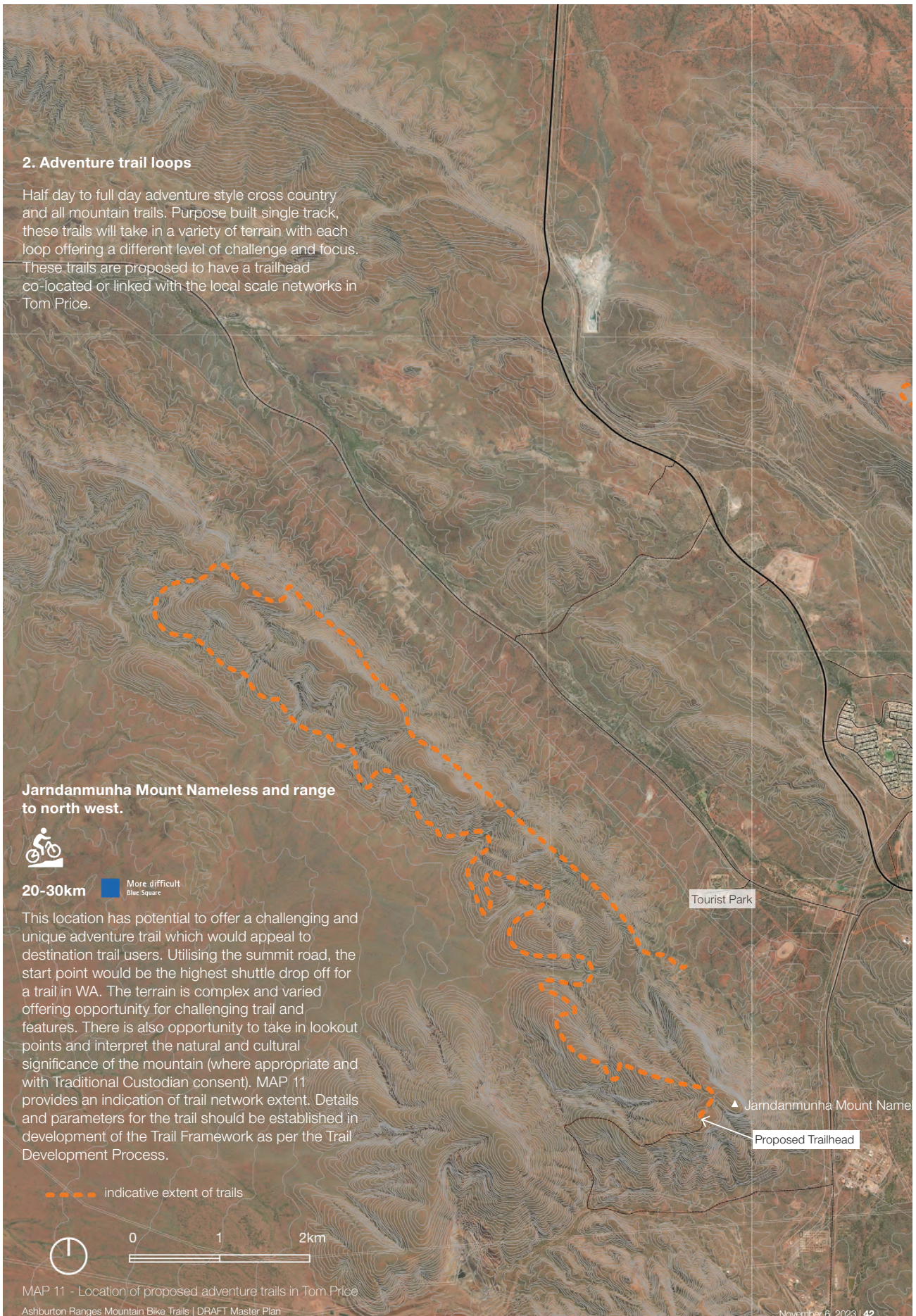


Established mountain bike trail in Alice Springs. (Image credit: flowmountainbike.com)

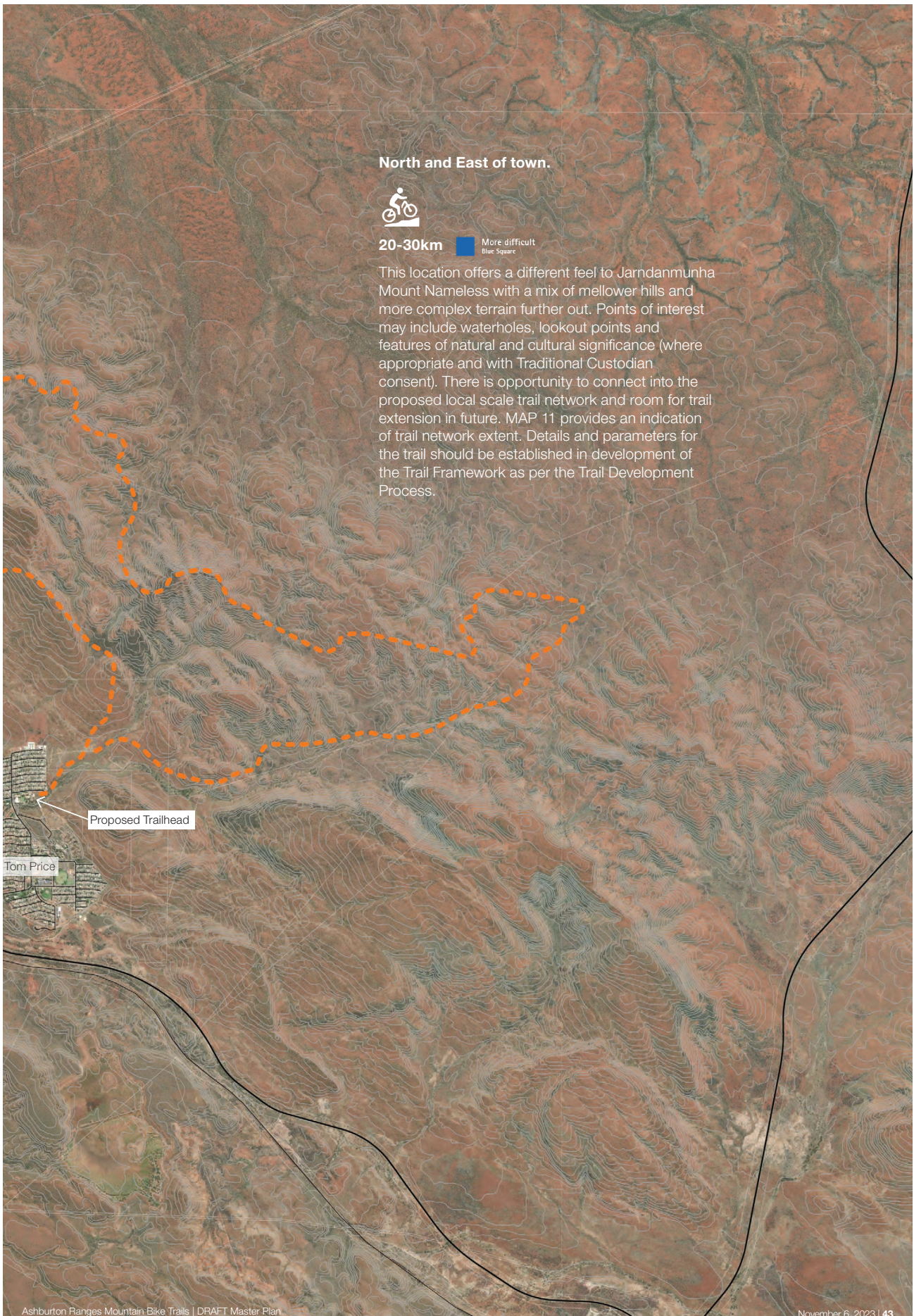
















Established longer adventure style mountain bike trail in Alice Springs (Image credit: AMB Mag)

### 3. Hero trail experience



**80-100km**  More difficult  
Blue Squares

Multi-day adventure style all mountain trail. Purpose built single track offering an immersive experience in the landscape. Taking in a variety of terrain with purposeful ascents and thrilling descents, the trail will link points of interest such as lookouts, waterholes, culturally significant sites (where appropriate and with Traditional Custodian consent) and maximise the natural and scenic values of the region.

Assessment of the project area has determined that this trail is best placed within Karijini National Park due primarily to the higher quality natural landscape setting and limited constraints relating to mining and PDWSA. The MCA indicated that within the park the northern area had most potential for hosting the hero trail experience. Further assessment and engagement with the Department of Biodiversity Conservation and Attractions and other key stakeholders including the Banjima Aboriginal Corporation is required to determine the best location for development of this trail experience.

While specific details for the trail experience and product offerings need to be determined, the hero trail experience has potential to be a key part of the Ashburton Ranges trail offer. The trail is proposed to be developed as a pay for use trail with corresponding services (transfers, accommodation, guiding etc) with the intention of generating revenue for maintenance of the entire Ashburton Ranges mountain bike trail destination. A variety of accommodation options at each nights camp could also be investigated including huts and camp platforms allowing different price points.

The following product opportunities associated with the proposed hero trail experience have potential to be established:

#### Independent rides

For individuals and groups who wish to undertake a self-guided day or overnight trip. Self-sufficient for all transport, accommodation and food needs. Riding the trail would still incur a fee.

#### Supported, self-guided ride

For individuals and groups who may rely on a Licenced Tour Operator (LTO) to provide transport to and from the trail and/or pack transfers / food drops along the route with trail use incurring a fee

#### Guided ride, on-trail camping

Small group-based riding guided by an LTO who utilises provided camp platforms. The LTO may provide meals, tents and other goods.

#### Guided ride, on-trail roofed accommodation

Small group-based riding guided by an LTO who utilises the Operated Huts. The LTO may provide meals, bedding and other goods.

#### Guided ride, accommodation at Tom Price

Products developed by commercial operators for day-rides on the trail. Suited for those seeking a higher level of accommodation and meals.

#### Multi-activity adventure packages

Products developed by commercial operators to provide a variety of adventure activities including, mountain biking, walking, rock climbing etc.



## 6.2 Infrastructure

Infrastructure required to support the trail offer includes development of trailheads and ensuring adequate access is provided to the proposed trails. The primary trailhead within the townsite should be a prominent vibrant hub of trail activity from which riders begin their journey into the broader trail network. Criteria in selecting the most suitable site for a primary trailhead include:

- Is visible and a safe place to leave a vehicle.
- Provides needs of trail users – water, toilets, bins, information and car parking
- Bike Maintenance facilities
- Encourages social interaction as the primary meeting place and finishing point for users.
- Promotes positive use of the site through additional infrastructure such as seating, shelters, landscaping
- Is easily accessible and promoted to suit visitors of all mobility
- Provides all of the necessary trail information to plan a ride through good signage and also considers inclusion of interpretation signage.

Trail heads require a range of infrastructure to meet these functions. Inclusions range from essential through to desirable with provision dependent on budget and location. Table 6 outlines essential and desirable infrastructure for the range of trailheads. Aside from the primary trailhead in town there will be a need for a suite of secondary trailheads to service the trail networks and trails around town. Other signage necessary to ensure safe navigation of the network includes directional signs at key intersections.

Ensuring access to the trail networks will involve working with the Department of Transport in delivery of other key cycling infrastructure within the region as per the Pilbara 2050 Cycling Strategy including establishing a network of local routes through town enabling safe cycling between destinations.

Table 6: Trailhead infrastructure requirements

Infrastructure	Primary Trailhead	Secondary Trailhead
Signage	●	●
Parking	●	●
Toilets	●	●
Seating and picnic tables	●	●
Shelter	●	●
Drinking Water	●	●
BBQ	●	●
Changerooms	●	●
Café/shop	●	●
Bike racks	●	●
Bike maintenance facilities	●	●
E-Bike charging station	●	●

- Essential
- Desirable
- Not essential



Established mountain bike trailhead in Alice Springs (Image credit: flowmountainbike.com/)

# 7.0 Operation and management

## 7.1. Governance model

Key to the sustainability and longevity of any trail development is an effective and efficient governance and management structure. Given the range of stakeholders with an interest in trails, it is important to ensure management arrangements have broad representation and a willingness by all parties to accept some level of responsibility. To ensure these roles and responsibilities are understood and carried out to a high standard, a governance hierarchy should be formally adopted by all relevant stakeholders.

Characteristics of effective governance models include<sup>1</sup>:

- Structure and accountability which is clear and simple to implement in the long term
- Clearly defined and allocated responsibilities and authority for each stakeholder in the model
- A focus on ensuring quality visitor experience, product development and marketing
- Robust range of funding sources with revenue raising avenues established to ensure cash flow and enable self generated investment into maintaining and enhancing trails, facilities and services.
- Risk management protocols and processes are considered and implemented to reduce risks to staff, volunteers and trail users.
- Direct liaison and involvement of user and community groups to build support within the local community.

To maintain sustainability and consistency across the Region it is recommended that the Shire of Ashburton continue to be the lead agency driving development of trails and engagement with key stakeholders. Supporting the Shire of Ashburton it is recommended that a trails committee be formed and given responsibility for implementation of the Master Plan. The Trails Committee should contain director level representatives from the Shire, as well as representatives from the Department of Biodiversity, Conservation and Attractions (DBCA), Department of Local Government Sport and Cultural Industries (DLGSC), Wintawari Guruma, Yinhawangka and Banjima Aboriginal Corporations, WestCycle and mining companies operating locally. The role of the committee would be to oversee all strategic trail development and management, with a particular focus on seeking funding for high priority locations. The group should meet quarterly to coordinate key stakeholders and project priorities.

<sup>1</sup> TRC Tourism. (2017). Governance and Business Models for Recreational Trails - report prepared for Yarra Ranges Council. Ashburton Ranges Mountain Bike Trails | DRAFT Master Plan

## 7.2. Management model

Trail maintenance is one of the key operational considerations of any trail destination. In general terms, a high-quality trails destination will require regular maintenance, to ensure trails are maintained to a standard expected by the trail users. Good facility management is key to ensuring a sustainable and consistent product which can be promoted confidently. Whilst the responsibility for management generally lies with the trail owner, it is recommended that some level of professional trail expertise is involved and it is possible to create partnerships to involve volunteers in some of these activities, such as:

- Trail auditing inspections and condition reporting
- Trail repair and upgrade
- Event support
- Emergency response

Professional trails expertise may be utilised by way of ad-hoc or regular contracts to undertake audit and trail maintenance activities, or leading workshops and training sessions to upskill Shire staff and volunteers. Another option could be the establishment of a permanent trails crew within the Shire workforce, containing trained and experienced trail builders. Incorporating locals and volunteers in the ongoing management of trails can yield a number of positive outcomes, including:

- Reduced management costs through using volunteer resources
- Creation of stewards for the environment
- Creating a fun and vibrant community
- Strengthened relationships and networks

Management should involve a program of trail audit and maintenance activities with frequency, and extent determined based on trail network scale, usage volumes and management model. The maintenance and management program should be periodically reviewed to ensure the model in use is providing optimal outcomes. The general market rate for trail maintenance in Australia is average at 2-5% of capital investment/value per annum. This figure is affected by a range of factors including; quality of trail construction, soil and geology type and local topography and terrain. This figure is to be considered an upper limit range, and does not take into account volunteer maintenance efforts, which have potential to reduce costs somewhat.



### 7.3. Revenue model

A number of trail destinations around the world have diversified their product offering to generate income as a means to underwrite infrastructure development and maintenance costs for example user pays, shuttle services, sponsorship and merchandise sales. It is proposed that the hero trail experience be pay for use which is intended to provide a significant income for the entire trail network. Other revenue models with potential to be applied in the Ashburton Ranges destination have been outlined in Table 7.

Table 7: Revenue model options

Revenue Model	Features	Pros	Cons	Lead
Shuttle service	Users pays to be shuttled from accommodation/ town to trails	Easy to charge	Requires a degree exclusivity of use and fencing / access management to be profitable	Private business
Entry fees /pay for use	Paid entry to park or area or trail	Easy to charge	Requires access management Not generally well received by trail users	Shire of Ashburton
License /lease charges	Charges or shares of revenue paid by businesses operating within parks/ protected areas or utilising trail infrastructure	Easy to charge	Requires infrastructure and/ or product able to be privately run and/or used for events Needs some level of exclusivity	Shire of Ashburton
Car parking fees	User pays for trailhead parking	Easy to charge	Requires fencing/access management Not generally well received by riders	Shire of Ashburton
Showers and lockers	Pay per use shower and locker facilities	Easy to manage Doesn't require significant resources to manage	Initial installation costs Ongoing cleaning	Shire of Ashburton
Events	Participants pay a registration fee to enter	Builds awareness of a destination Gives a reason to travel 'NOW'	Requires infra-structure support Funds don't necessarily go back into trail development/ maintenance	Event organisers
Sponsorship	Business or entity sponsors trail and/or infrastructure development	Opportunity for promotion for local businesses	Typically one off funding injection unless agreement stipulates ongoing	Shire of Ashburton / Private business
Merchandise	Locally branded products featuring the Pemberton brand/logo	Builds awareness of the destination	Initial design/production costs	Private business / Shire of Ashburton
Fundraising	Sourcing funds from raffle and crowdfunding avenues	Builds community/public awareness and owner-ship of trails and the destination	Typically one off funding injection	Local club/s
Commercial vendors	'Pop-up' commercial vendors (e.g. café, food vans, bike hire) at trail heads	Opportunity for local business	Funds don't necessarily go back into trail development/ maintenance	Private business

## Case Study: Accommodation options on multi day rides. Timber Trail, New Zealand

The Timber Trail is a 85km cycle trail through Pureora Forest Park on the North Island of New Zealand. The trail starts in the old forestry village of Pureora and heads south along purpose built single trail, disused logging roads through huge mature forests to the farmland and village of Ongarue. The trail is grade 2-3 and ventures deep into Pureora Forest Park featuring ancient forest, birdlife, graceful suspension bridges and intriguing timber industry relics.

The business case for the trail estimated 4,000 overnight visitors and 3,000 day visitors by Year 5, with a caveat that accommodation was provided at the midway point. The trail opened in March 2013 and within a year 3,000 cyclists were using it, many, due to a lack of accommodation, riding it in a day. The trail immediately received excellent reviews as the best 1-2 day remote mountain bike Great Ride in New Zealand.

The constraint to growth in the markets was accommodation on the trail. Whilst accommodation at the start and end of the trail was developed from old forestry houses, and camping was available along the way, it took time for the private sector to commit to building a lodge. In early 2017, a 50 bed, dedicated trail lodge (the Timber Trail Lodge, [www.timbertrailodge.co.nz](http://www.timbertrailodge.co.nz)) was opened. Stage One of 10 rooms with shared facilities was followed by 10 ensuite rooms and a licensed restaurant and dedicated cycle touring facilities. The lodge was initiated by local investors who received some financial assistance from a Ministry of Business, Innovation and Employment private sector support programme, the now abandoned Tourism Growth Partnership Fund. The total Lodge build cost NZ\$3.5 million, with the NZ Government grant contributing a third.

The development complements a range of local transport and bike hire providers. In 2019 a serviced camping option was added to the mix, with a purpose-built campground and facilities located at the mid way point, close to but separate from the lodge. For independent riders there are un-serviced campgrounds provided as well. The suite of accommodation options available make the trail appealing to a broad range of riders.

The users of the trail were initially hard-core mountain bikers from the main North Island cities (Wellington, 6 hours away, Auckland 4 hours) who would do the trip in a day. This market stimulated the growth of the transport providers. The providers also offered transport from the trail at the half-way point to nearby accommodation and this grew the market for a two-day option with accommodation.

The market shifted and expanded to include the older (60-70-year-olds) and family groups. The markets now predominately come from throughout New Zealand. There are now strong emerging markets from Australia and Europe. Specialised bike tour operators are making their presence felt.

The customer profile for the Timber Trail Lodge is more varied than predicted. The assumption the markets would be virtually all cyclists was wrong. The increase in Timber Trail walkers has opened up the walking market. Small group company retreats and social groups are a strong emerging market for the lodge.

From over 3,000 visitors in the trail's first year, growth has been solid for the first five years with now over 6,000 2-day riders and another 1,000+ day riders. Early market predictions for 2-day riders are up by 50%. The trail is now regarded as the top 2-day mountain bike ride in New Zealand. In the last two years, the Timber Trail has been incorporated into a major mountain bike event from the top of NZ to the bottom, the Tour of Aotearoa, and it has also been incorporated into the Te Araroa Trail, a 3,000 km walk the length of New Zealand.

The impact of the trail for the local region has been regarded, both nationally and internationally, as a very successful part of the regional economic development program.



## 7.4. Promotion and marketing

Marketing and promotion of the experience on offer needs to be appropriate to the level of development and to the intended markets. A comprehensive and cohesive strategy looking at how the diversity of experience can be packaged and marketed is needed to entice longer stays and repeat visits. On an ongoing basis, it will be important to maintain up to date, accurate trail information to ensure accurate communication and accessibility for users. Content development and management (including continual updates) is often the biggest challenge for destinations as no one agency takes the lead. It will be vital to invest in a resource who will be responsible for generating or commissioning editorial and imagery and management of the brand. This will ensure consistency of the messaging, inspirational content development and that the key messages are adapted by the industry and promoted through external partners and networks.

### Branding

The Ashburton Ranges are currently promoted as part of the greater Pilbara Region, with Karijini National Park being the drawcard. Ideally the branding for the ranges as a trails destination will be an intentionally developed product which promotes all the trails and adventure activities in the area including those on offer within Karijini National Park. Any branding strategy development should engage with the local community to ensure buy-in and ongoing support.

### Promotion

Promotion of trails can increase recreation, tourism and event markets. Trail destinations that can harness the power of word-of-mouth marketing will build a strong brand and market presence. State, Regional and Local tourism organisations, and visitor centres are the bodies which market and promote the region and its destinations. Typically, promotion is focused on local signage, websites, social media, media organisations, and printed material such as visitor guides and maps, but can include television commercials and travel documentaries.

### Packaging

With the expansion of the Karratha Airport and international flights earmarked to start in the near future there is viability in developing a range of air and land packages which could both increase awareness of the destination but also extend length of stay in the region. Leveraging off the recognition of Karijini National Park the trails offer could be

promoted as part of a great adventure tourism package within the region.

This has been realised in Tasmania with select travel agencies coordinating cycling tours and independent travel itineraries for cyclists to Maydena and Derby. In order for Ashburton Ranges businesses to profit from this, it will require tourism businesses to become 'trade ready' and be registered with domestic wholesale agents. Packages can be developed either by an independent travel agent, inbound tour operator, event partners or industry driven. Representation and assistance to deliver content interstate and at trade shows is available through Australia's North West, the Regional Tourism Organisation, once operators have completed the required registration process with agents and developed fact sheets and tariff cards.

### Itineraries

Itineraries are an effective marketing tool in educating visitors on how to travel to and through the region, and the broader experience offering. Whilst many destination trail users are already coming to the area, a more diverse range of activity offerings such as the mountain bike trails will encourage longer stays. With a critical mass of trails and other tourism offers (such as cultural and community events food and beverage experiences) development of itineraries will ensure visitors are aware of their options. Creating a resilient tourism industry depends on diversification within the sector and encouraging operators to connect and explore the ways in which they can link with other operators and expand their offerings.

There are business opportunities for travel and tour companies locally to partner with accommodation providers in developing itineraries, offering airport pick-up and drop-off services and on trail support, particularly for long trail users on the proposed adventure loop trails and the hero trail.

### Events

Events can provide considerable economic benefit to the local communities in which they are hosted. With implementation of the trails proposed in this master plan, there will be a multitude of trail opportunities to create new events and improve existing events. These opportunities will be of interest to organisations already running events as well as the existing and emerging private event promoters market. It will be important to manage the increase in competition in the events market, and to grow it sustainably, ensuring adequate infrastructure and support.



## 7.5. Local community, businesses and partnerships

In addition to offering landscape appropriate trail experiences, a well-developed trails destination boasts market and trails community credibility. This is developed through a sense of belonging and camaraderie through user appropriate facilities, services, events, volunteer support and social engagement. Market and community credibility, and social engagement are based on the following factors;

- Provision of diverse, well built, managed and maintained trail experiences
- Good reputation within the various trail fraternities, typically gained through on-brand marketing and word of mouth
- A local community of trail users who have a history of engaging friendly and professionally with other users of their trails
- Facilities and services which cater to the trail user community and their typical travel habits in a friendly atmosphere, such as breweries, casual dining (pizza & burgers), thoughtful accommodation touches such as bike racks and knowledgeable equipment stores with locally branded apparel



Established mountain bike in Alice Springs | Image credit: flowmountainbike.com/

Ashburton Ranges Mountain Bike Trails | DRAFT Master Plan

The Shire alongside local businesses and community will need to work towards ensuring a comprehensive suite of facilities, services and experiences are developed which will guarantee exceptional experiences at all touch points of the visitor experience. Private investment into the industry will be critical for success. Council can promote opportunities and engage with the business sector, with the following considerations for progressing economic development:

Industry development:

- Adopt a bike friendly program to engage businesses,
- Promote business and industry opportunities to potential investors and new residents in partnership with real estate agencies and Development Commissions,
- Continue to host cycle friendly workshops for businesses, residents and user groups to progress cycle tourism in the region,
- Build on existing relationships with Wintawari Guruma, Yinhawangka and Banjima Aboriginal Corporations to engage with the local indigenous community and promote opportunities for engagement through skills workshops or trail maintenance days and development of business and enterprise opportunities.
- Actively seek funding to progress key priority projects,

Commercial opportunities:

- Bike & Equipment Hire,
- Training and skills: youth development programs and ladies skills,
- Food and beverage; evening restaurant, Brewery
- High end unique accommodation experience on proposed hero trail,
- Bicycle mechanic,
- Tour businesses,
- Shuttle bus services, and
- Bike sales.

Additional services:

- Trail network information and maps;
- Bike maintenance equipment and tools;
- Skills area including upgraded pump track;
- Bathroom and shower facilities;
- Locker facilities;
- Events facilities; and
- Bike wash down area.

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# 8.0 Recommendations

## 8.1 Overall recommendations

Key to achieving the vision for the Ashburton Ranges will be the establishment of trails and infrastructure which deliver captivating and memorable experiences showcasing the unique local values. Delivering captivating local trail experiences should be a focus for development in the coming years, helping to build a local MTB scene and community.

Secondary to trail development will be ensuring Tom Price and Paraburdoo evolve into a vibrant trail towns, with facilities and services that cater for trail users. Marketing and promotion of the experience on offer needs to be appropriate to the level of development and to the intended markets. A comprehensive and cohesive strategy looking at how the diversity of experience can be packaged and marketed is needed to entice longer stays and repeat visits. Equally important is getting the governance and management right ensuring a consistent approach across all land tenures.

Area		Recommendation	
1	Trail development and delivery	1.1	Progress development of identified priority trail projects at Tom Price and Paraburdoo.
		1.2	Develop a staged implementation plan which includes a timeline for the delivery of trail projects as per the trail development process outlined in the Trail Development Series and in consideration of management model development and other key strategic considerations.
		1.3	Develop a maintenance plan for trails as part of trail development and investigate and implement the most sustainable and suitable management model for each development.
		1.4	Ensure appropriate engagement with Aboriginal stakeholders is undertaken in all stages of trail development, consistent with the relevant legislation and Native Title.
		1.5	Work with the Department of Transport in delivery of other key cycling infrastructure within the region as per the Pilbara 2050 Cycling Strategy.
		1.6	Manage the potential impact of 4WD and trail bike use on non-motorised trails.
		1.7	Investigate the potential connections to other MTB trail developments in the region including established networks and those in planning with potential to promote a Pilbara MTB road trip. Consider future potential for for MTB trail development at other locations within the Ashburton Ranges including Onslow and Pannawonika.
2	Infrastructure	2.1	Develop a signage plan to help deliver a regionally consistent approach to signage, covering the full hierarchy of signage from trailhead to wayfinding and interpretation. Ensure consistency with Shire branding and marketing strategy.
		2.3	Signal a strong local trails culture through prominent locating of primary trailhead within Tom Price and Paraburdoo. Consider opportunity to incorporate artistic elements.
3	Governance	3.1	Determine the preferred/most suitable governance model for the Ashburton Ranges as a MTB destination
		3.2	Investigate establishment of a trails committee containing representatives from key stakeholder groups. The role of the committee would be to keep stakeholders informed and enable streamlining of decisions and actions.
		3.3	Conduct an annual review of the Master Plan recommendations to monitor progress and ensure outcomes are achieved and carry out a complete review of the Master Plan within 10 years.

Area		Recommendation	
4	Strategy	4.1	Work with industry partners to develop a strong and iconic brand promoting the Ashburton Ranges as a trails tourism destination. This would need to align with or replace existing branding.
		4.2	Work with industry partners and the community in establishing a cohesive, hierarchical marketing and promotion strategy for the MTB destination.
		4.3	Facilitate the inclusion of trail information on Trails WA and links to other prominent online resources for state and regional locations, including but not limited to, local government websites, tourist information centres.
		4.4	Develop content and imagery which can be repurposed across a range of mediums and promotional organisations.
		4.5	Partner with brand advocates using a mix of local and national identities.
		4.6	Establish itineraries and packages which appeal to the identified target markets to increase promotion and awareness.
5	Management	5.1	Work to establish a volunteer program to assist with ongoing management of trails across tenures. Formalise roles and responsibilities and ensure the program is accessible, well promoted, coordinated and adequately resourced.
		5.2	Install single standard research tools and data collection devices at all trail locations to create a database to aid in management and future planning. Develop or improve an existing system for collecting tourism visitation data.
6	Partnerships	6.1	Undertake ongoing advocacy with stakeholders to realise high priority, longer term projects, which do not have current support or resources.
		6.2	Develop written MOU's between land managers and user groups to facilitate ongoing trail maintenance and management.
		6.3	Establish partnership with local schools to deliver programs and events such as riding skills sessions and trail maintenance workshops.
		6.4	Build on existing relationships with Wintawari Guruma, Yinhawangka and Banjima Aboriginal Corporations to engage with the local indigenous community and promote opportunities for engagement through skills workshops or trail maintenance days and development of business and enterprise opportunities.
		6.5	Encourage and support new trail business opportunities and identified gaps in service provision.
		6.6	Work with existing businesses to upskill staff and broaden their offering to accommodate trail users.
		6.7	Work with the business community to identify ways to service trail tourists seven days a week and after hours (ie, rotational roster, alternate weekend trading, pre-ordered meal and supply packs delivered to accommodation or lockers at Trail/Visitor Centre).
		6.8	Develop drop-off/pick-up service between accommodation and trails with accommodation providers.
7	Revenue	7.1	Work with key stakeholders and land managers on development of the hero trail operation model ensuring revenue raised is retained locally for use in maintaining and supporting the entire trail network.
		7.2	Investigate implementation of a diverse range of revenue raising pathways.



Area		Recommendation	
8	Education and training	8.1	Support the development of trail related businesses (bike hire, tours), and invest in training for trail guides.
		8.2	Investigate local community programs which engage and educate locals in trail culture, for example group rides, skill sessions, trail maintenance days.
		8.3	Develop skills training days for volunteers (trail maintenance) and riders (riding competency).
		8.4	Communicate the social, economic and environmental benefits of bike riding and hiking to the wider community to generate local support for the vision.
9	Events	9.1	Establish a roster of MTB events including local scale and bigger. Consider the MTB event calendar nationally to ensure optimal timing and event style.
		9.2	Develop a fee structure in consultation with event organisers for hosting events, with proceeds going toward the ongoing management and improvement of the trails and infrastructure.

## 8.2 Priority trail projects

Like any other community facility, a trail needs to be well planned and may be subject to various approval requirements. Trail proposals outlined in this Master Plan need to progress through the eight stage development process (refer to Table 8) and navigate land tenure, cultural and environmental assessments and other potential constraints. Table 9 outlines the next steps in implementation of the identified trail proposals.

Table 8: Trail Development Process detail

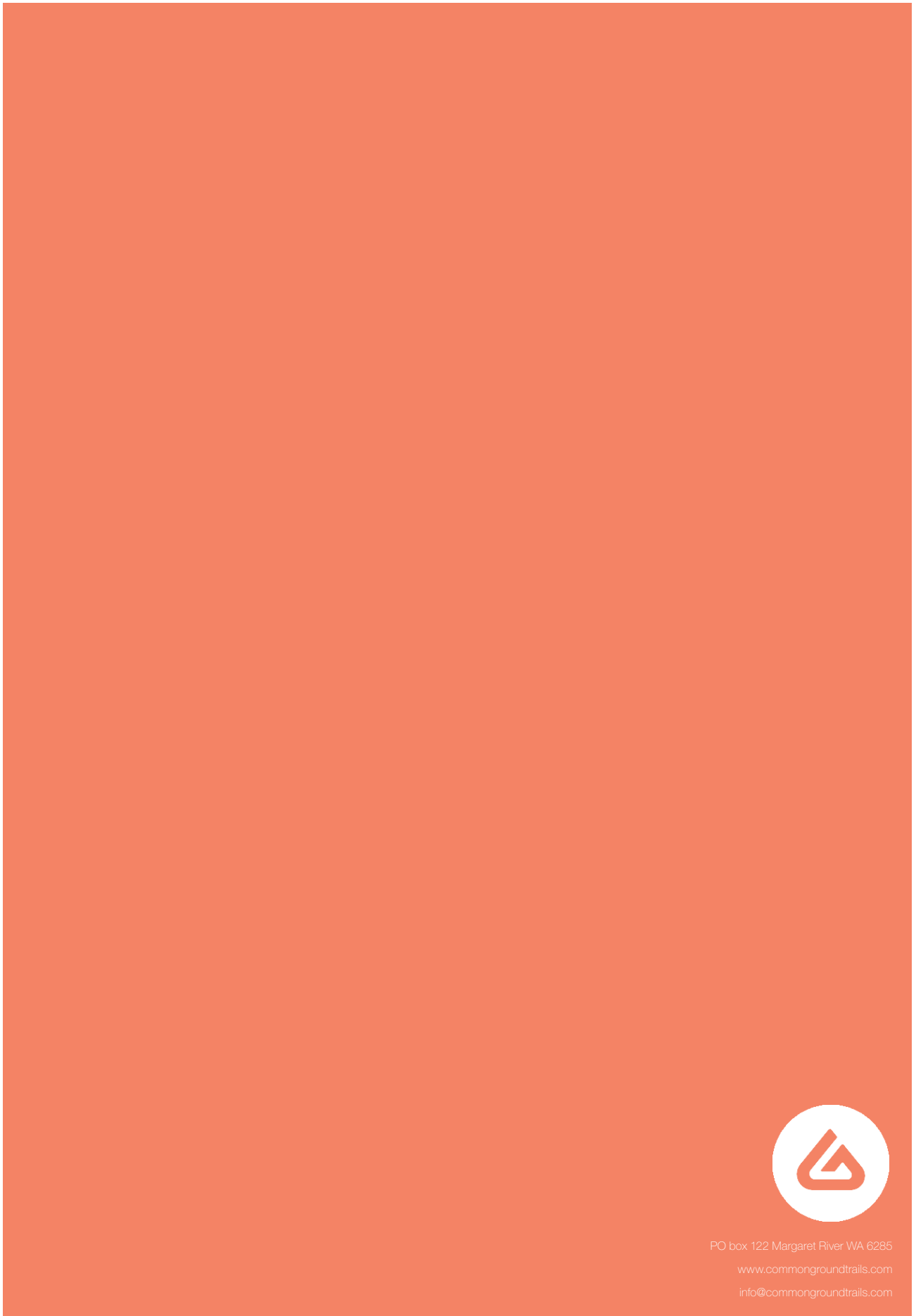
	STAGE	OUTCOME
PLANNING	1. PROPOSAL	The trail development is either supported in principle for trail development, or is not supported due to environmental, social or cultural constraints. The purpose of the proposal could be to identify suitable areas for consideration.
	2. FRAMEWORK	A project outline, developed by project steering group (stakeholders), including: project objectives, project management model, stakeholder roles, target market, requirements, standards, execution, and ongoing trail management model.
	3. SITE ASSESSMENT	Undertake a broad scale study of the area and identify constraints, soil types, vegetation etc.
	4. CONCEPT PLANNING	Identify opportunities and conceptual trail plan including broad trail corridors and infrastructure requirements.
	5. CORRIDOR EVALUATION	Detailed assessment of trail corridors for use in determining the final trail alignment.
	6. DETAILED DESIGN	Detailed trail design produced and physically flagged in the field, including: trail classifications, technical trail features (TTFs), construction types and specifications.
CONSTRUCTION	7. CONSTRUCTION	Trail is constructed in line with the detailed design.
MANAGEMENT	8. MANAGEMENT	Management plan implemented detailing maintenance and monitoring requirements.

DESKTOP

FIELD

Table 9: Ashburton Ranges MTB destination trail proposals - summary and next steps.

Trail	Priority	Scale	Tenure	Stakeholders	Next Steps
<b>Local scale networks</b>					
East of Tom Price	High	10-20km	Unallocated Crown Land / Transfer of Land Act (Type 1) Parcel ID: 1005887, 2695089, 2670711, 2176971, 1005152	Shire of Ashburton, DPLH, Eastern Guruma Aboriginal Corporation, Guruma Resources	Discussion with stakeholders and establishment of trail proposal and framework
West of Paraburdoo	High	10-20km	Land Act (Type 2) / Unallocated Crown Land Parcel ID: 2739974, 1049424, 1049417, 1869610, 1869609	Shire of Ashburton, DPLH, Yinhawangka Aboriginal Corporation, FMG Pilbara	Discussion with stakeholders and establishment of trail proposal and framework
South West of Tom Price between Campdraft grounds and Bingarn Rd	Medium	10-15km	Land Act (Type 2) / Unallocated Crown Land Parcel ID: 1005153, 1405727	Shire of Ashburton, DPLH, Eastern Guruma Aboriginal Corporation, Hamersley Iron	Discussion with stakeholders and establishment of trail proposal and framework
<b>Adventure loop trails</b>					
Jarndanmunha Mount Nameless and ranges to west	High	20-30km	Land Act (Type 2) / Unallocated Crown Land Parcel ID: 1005157, 1191444	Shire of Ashburton, DPLH, Eastern Guruma Aboriginal Corporation, Hamersley Iron	Discussion with stakeholders and establishment of trail proposal and framework
North and East of Tom Price	Medium	20-30km	Unallocated Crown Land / Transfer of Land Act (Type 1) Parcel ID: 1005887, 2695089, 1005152, 1864653, 2176973, 2176971	Shire of Ashburton, DPLH, Eastern Guruma Aboriginal Corporation, Guruma Resources	Discussion with stakeholders and establishment of trail proposal and framework
<b>Hero Trail</b>					
Multiday adventure trail	Medium	80-100km	TBC, ideally within Karijini National Park	Shire of Ashburton, DBCA, Banjima Aboriginal Corporation	Discussion with stakeholders and agreement on proposed trail location. Investigate the merit of the proposal through a feasibility assessment.



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## Appendix A - Background review detail

PUBLICATION	RELEVANT OBJECTIVES AND ACTIONS	RECOMMENDATIONS & OUTCOMES
<p>Pilbara Mountain Bike Report (Confidential Draft, 2017)</p>	<p>The report was commissioned to investigate potential opportunities for the development of mountain biking in the Pilbara region. The report focussed on potential benefits to Shire of Ashburton, Shire of East Pilbara, City of Karratha and Town of Headland.</p> <p>Key deliverables include:</p> <ol style="list-style-type: none"> <li>1. Establish a mountain bike governance hierarchy for the Pilbara region.</li> <li>2. Establish a regional mountain bike strategy for the Pilbara.</li> <li>3. Develop local level mountain bike trail network in Tom Price</li> <li>4. Work with the Town of Port Headland to investigate the feasibility of developing a high quality urban mountain bike park</li> </ol>	<p>Tom Price is surrounded by phenomenal landscapes, including the top 10 peaks in Western Australia. There is potential to establish a regionally significant mountain bike destination in the Tom Price area, taking in parts of Karijini National Park. A standout opportunity identified was the potential for a moderate distance remote back-country gravity/ all mountain trail experience from the summit of Jarndanmunha (Mt Nameless).</p> <p><b>Scale of Development</b></p> <ul style="list-style-type: none"> <li>• Potential for Tom Price to be part of a regionally significant (2-3 days of unique riding experiences) mountain biking destination, when combined with the opportunities within Karijini NP.</li> <li>• Significant topography and landscapes surrounding town</li> <li>• Opportunities to provide visible / accessible trails in town reserves / UCL</li> <li>• Shire reserves around the hospital</li> <li>• Reserves under mining tenement (Rio Tinto management)</li> <li>• Mt Nameless / Jarndunmunha – significant peak accessible from Tom Price</li> </ul> <p><b>Potential Key Sites</b></p> <p>Mt Nameless / Jarndunmunha</p> <ul style="list-style-type: none"> <li>• Land tenure – UCL, Rio Tinto Mining Tenement</li> <li>• Land Manger – Rio Tinto, DPLH</li> <li>• Other stakeholders – TP MTB Club, TO's</li> <li>• Opportunities – backcountry half-full day gravity/ all mountain experience, Aboriginal interpretation, significant topography, proximity to town services, potential revenue model, tours, guided activities, heli-drops, shuttle uplifts, bike hire, retail, proximity to campgrounds.</li> <li>• Constraints – tenure, UCL, conservation reserve, archaeological, cultural value, support from Rio Tinto, competing recreation demands.</li> </ul> <p>Tom Price Town based trails</p> <ul style="list-style-type: none"> <li>• Land tenure – UCL, Shire reserves</li> <li>• Land manager – DPLH, Shire of Ashburton</li> <li>• Other stakeholders – TP MTB Club</li> <li>• Opportunities – potential for high quality trail network, proximity to town.</li> <li>• Constraints – competing recreation demands</li> </ul> <p>Karijini National Park</p> <ul style="list-style-type: none"> <li>• Land tenure – NP</li> <li>• Land manager – DBCA</li> <li>• Opportunities – potential for high quality trail network</li> <li>• Proximity to visitor services and accommodation options</li> <li>• Constraints – competing recreation demands, conservation reserve, archaeological, cultural value, land manager support, ecological values.</li> </ul>

PUBLICATION	RELEVANT OBJECTIVES AND ACTIONS	RECOMMENDATIONS & OUTCOMES
<p>Pilbara Trails Master Plan (2021)</p>	<p>The Master Plan delivers a strategic platform for the region to seek funding, set governance arrangements, dedicate resources and management, deliver multiple sustainable benefits for people and places and provide a consistent narrative towards the positioning and promotion of the Pilbara as a Trails Destination. The Master Plan encompasses the LGA's of Shire of Ashburton, City of Karratha, Town of Port Headland and the Shire of East Pilbara.</p> <p>Key goals and strategies include:</p> <ol style="list-style-type: none"> <li>1. Encourage community health and wellbeing through appropriate trail infrastructure and maintenance to attract local participation.</li> <li>2. Develop a suite of hero experiences as the base for positioning the Pilbara as a trails destination.</li> <li>3. Increase the awareness of the culture, landscape, history and geology of the region through trail experiences.</li> <li>4. Ensure effective governance and maintenance of trails.</li> </ol>	<p>The Master Plan identified the Tom Price mountain bike trails as an emerging experience, that is, an experience that has the potential to become a hero experience for the region. Mountain bike trails within Karijini National Park were recognised as a potential new experience.</p>
<p>Area W Trail Maintenance Guide (Draft, 2020)</p>	<p>The purpose of the guide was to provide the Shire of Ashburton with information to assist in the management of the mountain bike trails located at Area W.</p>	<p>An audit of the existing trails was undertaken to identify existing and potential issues and recommendations made to rectify these issues. The report recommended as an interim measure, upgrading the trails as per the outcomes of the basic trail audit.</p> <p>Next steps in the process to see the trails at Area W formally sanctioned were provided and include:</p> <ul style="list-style-type: none"> <li>• Undertaking formal concept planning for the entire Area W area.</li> <li>• Tender a design and construct contract for stage 1 and includes – formal assessment of the existing trails, rectification and closure of poorly built existing features, design and construction of additional links and trails required to achieve a coherent trail network, trailhead and directional signage.</li> <li>• Tender a design and construct contract for stage 2 works.</li> </ul>

PUBLICATION	RELEVANT OBJECTIVES AND ACTIONS	RECOMMENDATIONS & OUTCOMES
<p>Ashburton Ranges Trail Park Preliminary Concept (2023)</p>	<p>The purpose of this report was to garner support for the Ashburton Ranges Mountain Bike Park project from Shire of Ashburton Councillors.</p> <p>The report identified the following opportunities for trail development in the Ashburton Ranges:</p> <ul style="list-style-type: none"> <li>• The winter climate in the Pilbara region is well suited to outdoor adventure.</li> <li>• Tom Price and Paraburdoo are naturally gifted with several peaks offering significant elevation.</li> <li>• Mountain biking is viewed as a complementary activity and market and provides an opportunity to capitalise on existing visitation to Karijini NP.</li> </ul>	<p>The intent of the Ashburton Ranges Mountain Bike Park is to provide ~30-40km of gravity focused trails. Project objectives are to:</p> <ul style="list-style-type: none"> <li>• Create 40km of trails that will provide a unique drawcard in Tom Price</li> <li>• Create a smaller 20km network of trails at the Paraburdoo node to extend the length of stay in the Ashburton region</li> <li>• Cater to the wants and needs of local riders, walkers, trail runners, dog friendly walkers, orienteering groups, schools and all abilities shred use</li> <li>• Consider the connection between the newly developed Tom Price Pump Track and existing trail network</li> <li>• Include a % of adaptive mountain bike trails which is focused on riders who have limitations riding a standard, up-right, leg powered mountain bike with guidance from Disability Sports Australia</li> <li>• Maximise economic development, business opportunities and events</li> <li>• Minimise implementation costs and complexity</li> <li>• Minimise operation cost and complexity.</li> </ul> <p>Key features of the project include:</p> <ul style="list-style-type: none"> <li>• Provides experiential and branding connection between Tom Price and Paraburdoo</li> <li>• Formalises existing trail experiences.</li> <li>• Project duration is estimated at 4 years and a cost of \$4 million.</li> </ul>
<p>Karijini Park Management Plan 1999-2009</p>	<p>National park management plans are designed to cater for public demand for appropriate recreation opportunities, while maintaining and restoring the natural and cultural environment, protecting indigenous flora and fauna, and preserving archaeological, historic and scientific resources and values.</p>	<p>While mountain biking isn't specifically mentioned in the plan, it should be noted that it was written prior to the emergence of mtb being recognised as a recreational activity compatible within national parks. The actions within the plan outlined below could be considered in relation to mtb trail development.</p> <p>A 5.5.3 Bushwalking – ‘Other areas of the recreation zone offer scope to develop walk tracks.</p> <p>A 5.9.2 Visitor regulation – ‘The park zoning plan is designed to optimise conservation and recreation objectives.</p> <p>B.7.3 Recreation – Objectives are to encourage appropriate recreational use of the Park, provide facilities and services to increase visitor awareness and enjoyment of the natural and cultural values of the Park.</p> <p>B.7.3.1 Recreational Opportunities and Land Suitability – the principal recreation opportunities in the Park are camping, sightseeing, bushwalking and photography.</p> <p>Strategies – provide nature based recreation activities that enhance visitor appreciation and understanding of the Park.</p> <p>B.7.3.5 Adventure Sports – Strategies: permit adventure sport only where it can be demonstrated to the satisfaction of CALM staff that they can be conducted without conflict with, or risk to, other Park users and will not be detrimental to park values.</p>



PUBLICATION	RELEVANT OBJECTIVES AND ACTIONS	RECOMMENDATIONS & OUTCOMES
Pilbara Region Cycling Strategy 2050	Aims to deliver a safe, integrated and comfortable cycle network to help achieve the vision of creating liveable regional communities. By connecting people from where they live and stay to where they learn, work and play, comprehensive cycle networks can support social inclusion, lead to more active communities, and help to showcase natural landscapes and local attractions to residents and visitors alike.	<p>Transport trails:</p> <ul style="list-style-type: none"> <li>are typically longer distance trails with unsealed surfaces that connect towns to each other or to local tourism destinations</li> <li>provide users with more a passive cycling experience and also can cater for bushwalkers, trail runners and horse riders</li> <li>are often constructed along the alignments of disused or closed railways, watercourses (such as rivers, drains and irrigation channels), utility corridors (such as electricity, gas or water supply) as well as firebreaks and other tracks through forested areas including nature reserves and national parks.</li> </ul> <p>Specific mention of sites with walking and mountain bike trails.</p> <ul style="list-style-type: none"> <li>Radio Hill Lookout, Newman: walking and mountain biking trails.</li> </ul> <p>4.3.8 Opportunity: Linking to mountain biking trails – The need for cycling links to mountain biking facilities within and near townsites in the region was emphasised by participants in community consultation*, with respondents indicating the location of a number of popular riding trails. *(Shire of east Pilbara Pathways and Trails Strategy, Town of Portland Trails Masterplan, Shire of Roebourne Trails Master Plan)</p> <p>B2. Analysis of GPS Travel Data</p> <p>Evidence of long distance cycling using:</p> <ul style="list-style-type: none"> <li>Karijini Drive between Tom Price and Karijini NP</li> <li>Tom Price- Paraburdoo Rd, with small number of cyclists using the route between Tom Price and Paraburdoo.</li> </ul>
My Say Transport – Pilbara 2050 Regional Cycling Strategy	A summary of consultation undertaken from 3-12 September 2018 to inform the Pilbara Region Cycling Strategy 2050.	<ul style="list-style-type: none"> <li>No potential location/s for MTB facilities in Tom Price or Paraburdoo were noted by survey respondents.</li> <li>In response to the question, please select up to three opportunities that you think will contribute to cycling in the Pilbara region, developing recreation loops, and links to mountain bike trails and BMX facilities received the most responses.</li> <li>Comment from respondent – Massive tourism opportunity for mountain biking in the Pilbara creating road trip loop starting in Newman going through Tom Price, Parr’s, Karratha, Exmouth the foundations have been laid by the local riders we just need the resources and trails to make something great.</li> <li>4 locations in Newman suggested for MTB trails – 79 Giles Ave, Radio Hill Drive, the hills behind Kalgans and just off the Great Northern Highway.</li> <li>MTB trails exist at 2655 Rosemary Rd, Stove Hill, Karratha.</li> </ul>
Shire of Ashburton Economic & Tourism Development Strategy 2019	The Economic & Tourism Development 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.	A matrix to prioritise tourism product and infrastructure projects within the Shire ranked mountain biking trails in Tom Price with 14 out of a score of 20. Assessment criteria included impact, cost, timeliness, Shire control.
Shire of Ashburton Priority Project Snapshot 2022	The document provides a summary of 13 priority infrastructure projects identified by the Shire.	Development of a Pilbara Trails Network was identified as one of the priority projects for the Shire. The vision for the proposed trail network is to provide a world class outdoor, recreation and nature experience developed and coordinated by a united and highly collaborative Pilbara stakeholder team. The network includes connecting existing walking, cycling trail biking, driving, 4WD and horse trails.

PUBLICATION	RELEVANT OBJECTIVES AND ACTIONS	RECOMMENDATIONS & OUTCOMES
<p>Pilbara Region Trails Blueprint Final Report (2016)</p>	<p>The ethos of the Blueprint is to provide visitors with opportunities to stay longer – to explore beyond the natural beauty of Karijini and Millstream Chichester national parks and to experience other aspects of the Pilbara region.</p>	<p>Four priority trail projects were identified and included:</p> <ul style="list-style-type: none"> <li>• Shire of Ashburton – a detailed plan for the completion of the Onslow Board-walk.</li> <li>• Shire of East Pilbara – a detailed plan for the development of the Newman Sculpture Art Trail.</li> <li>• City of Karratha – a detailed trail development plan for the upgrading and ex-tension of the existing point Samson Heritage Trail.</li> <li>• Town of Portland – a detailed plan for the completion of missing links in the Port Headland Coastal Path.</li> </ul> <p>The summary of existing trails noted there were:</p> <ul style="list-style-type: none"> <li>• no existing long distance walk (&gt;12kms) or bike (&gt;25kms) trails</li> <li>• one shared use (walking/cycling) trail in the Pilbara region within the Shire of Ashburton within the Millstream Chichester NP.</li> </ul> <p>The summary of proposed trails noted one mountain bike park proposed for City of Karratha.</p> <p>The Blueprint noted an imbalance in available trails with numerous existing walk trails and few mountain bike and horse riding opportunities.</p> <p>The Blueprint noted an obvious gap in the provision of mountain bike trails across the Pilbara, however, also noted issues associated with land tenure and land management. The target market for mountain bike trail experiences in the region was considered to be visitors looking for 'gentle' riding experiences (such as provided by Red Roo Dual Use Trail in Millstream Chichester NP) and limited opportunity and a limited desire by LGA's in the region to develop a mountain bike park trail experience.</p>

## Appendix B - Site selection and MCA process

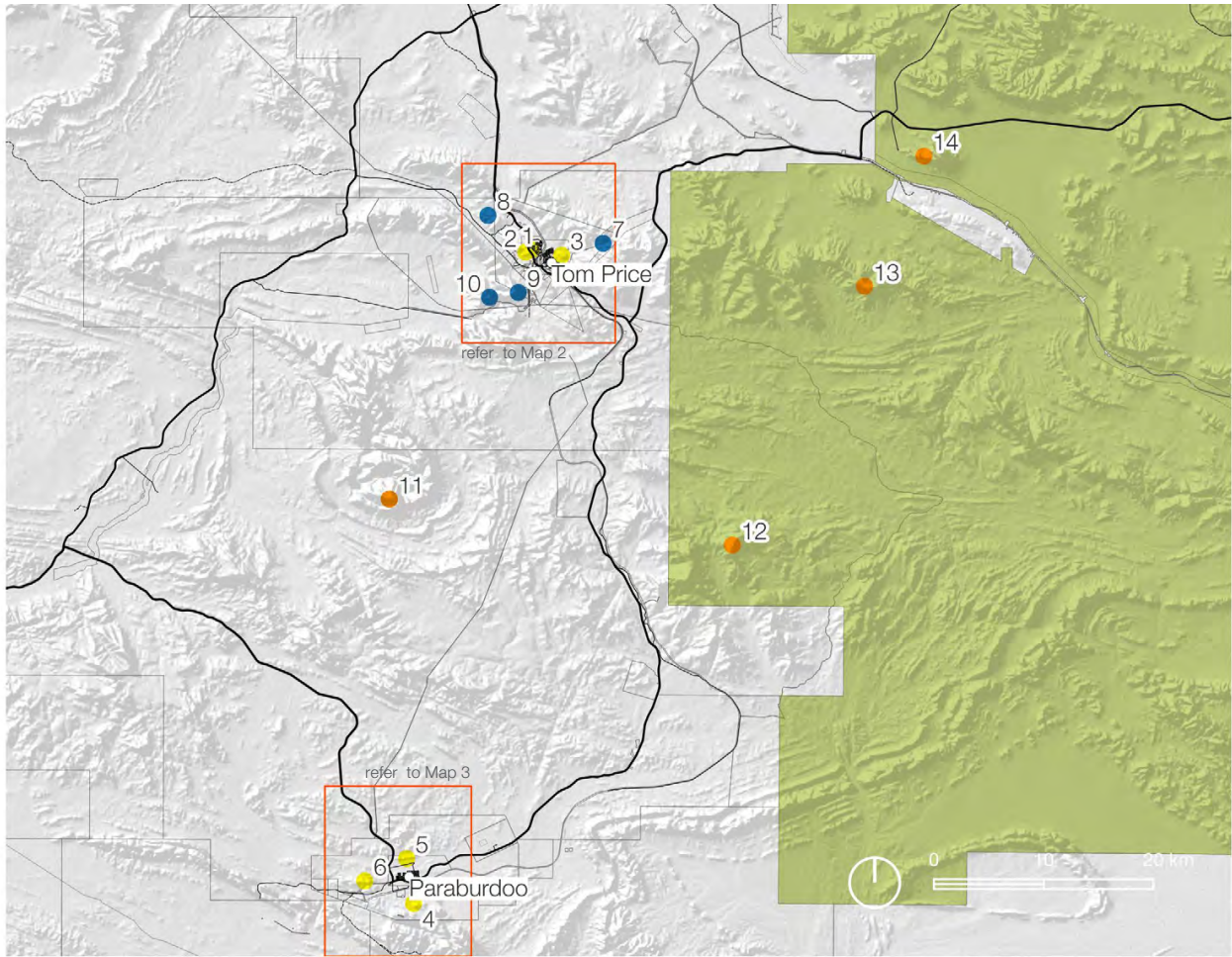
### Site Selection

The following sites were identified as having potential for the development of mountain bike trails that allow for the identified proposed trail offerings. The sites have been identified based on desktop research including a review of background documents, an analysis of datasets within GIS (including, topography, hydrology roads, aerial imagery, tenure, public drinking water source areas (PDWSA), mining tenements, registered heritage sites, threatened ecological communities) on site investigations and consultation with key stakeholders. Refer to MAP 1 for site locations.

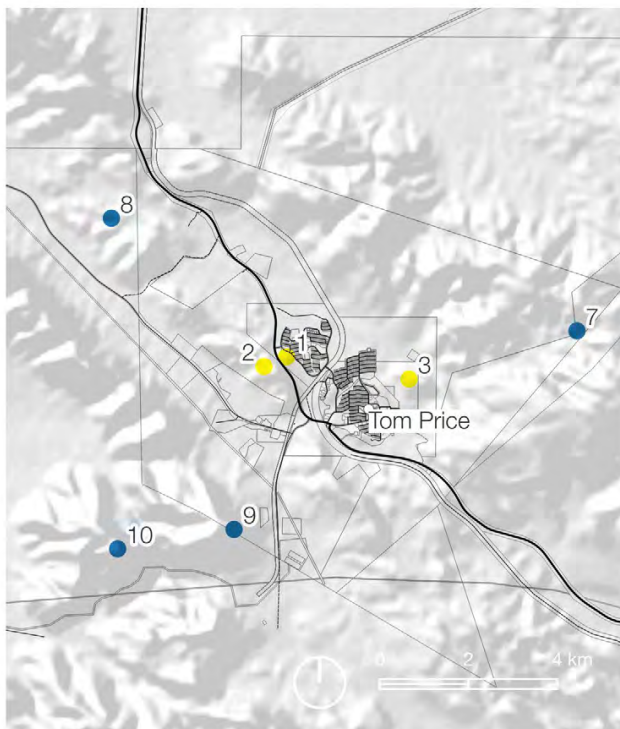
Table 1: Site identified for assessment.

ID	Site description
Local scale trail network	1 Area W – Contains 2km of existing trail that has been informally created by locals over a number of years. The site is close to town and readily accessible with approximately 20m of elevation change.
	2 Adjacent Area W – West of Bingarn Road across from Area W this site is close to town and accessible. The site has a steeper 80m elevation drop on the eastern aspect and more complex terrain with an elevation range of 110m on the western aspect down to the campdraft grounds.
	3 East of Tom Price– The hills immediately to the east of town offer up to 230m of elevation change and provide the opportunity for trails to link directly to the recently built pump track at Lions Park.
	4 Rolling hills between Paraburdoo and the range to the south – 3 high points offer potential close to town with up to 100m of elevation change.
	5 North of Paraburdoo – Rolling hills to the north of town adjacent to the motor cross track. Up to 130m of elevation change, some vehicle access tracks and motor cross tracks evident. Site lies within the PDWSA.
	6 West of Paraburdoo – Varied terrain including creek line and rolling hills with mellow and steep areas up to the lookout point adjacent the town water supply tanks. Up to 80m elevation change. Vehicle access roads associated with water supply infrastructure and mining activity further west.
Adventure Trail loops	7 North and East of Tom Price – Hills between Tom Price and Karijini Drive offer varied terrain with rolling hills and treed valleys. Up to 250m of elevation change. Some existing vehicle tracks associated with the power line management provide access.
	8 West of Tom Price – Hills approximately 5km east of Tom Price between Nameless Valley Drive and Bingarn Road offer varied terrain with rolling hills and views towards Jarndanmunha Mount Nameless. Up to 150m of elevation change. Some existing vehicle tracks and trail bike tracks traverse the area.
	9 Jarndanmunha Mount Nameless and range to north west – Jarndanmunha is the striking peak to the south of Tom Price. The peak has significant cultural heritage value and an existing walk trail to the summit. There is up to 380m of elevation change with the north eastern aspect being very steep. However the west – north west aspects offer mellow slopes. The site has good access including a road to the summit.
	10 Mount Reeder Nichols – West of Jarndanmunha Mt Nameless, this site offers 430m of elevation change down to the plains to the north. There is potential to link into Jarndanmunha. Access would need improvement.
Hero Trail	11 Mount Truchanas – This site offers lots of potential with 450m of elevation change and complex and varied terrain. It is however remote from towns and currently has no access.
	12 Mount Bennett – Within Karijini National Park Mount Bennet offers up to 350m of elevation with complex and varied terrain. The site is remote and does not currently have road access, there is potential to gain access off Tom Price - Paraburdoo Road. The Karijini National Park Management Plan zones this area as 'Natural Environment' which is managed to preserve the abundance and diversity of native plant and animal species. Walk tracks may be provided in this zone, mountain biking is not specifically mentioned in the plan.
	13 Mount Hyogo and ranges to west – Within Karijini National Park Mount Hyogo offers up to 440m of elevation with complex and varied terrain. The site is remote and does not currently have road access, there is potential to gain access off Tom Price - Paraburdoo Road. The Karijini National Park Management Plan zones this area as 'Wilderness' which is managed to retain the landscape and ecosystem as near to natural as possible. Vehicle and recreation access is restricted and only considered by permit. It is unlikely mountain biking would be supported in this zone.
	14 Punurrunha Mount Bruce – Within Karijini National Park Punurrunha Mt Bruce offers up to 290m of elevation change on the lower slopes. There is an existing walk track to the summit and good vehicle access. The Karijini National Park Management Plan zones this area as 'Intensive Recreation' which is managed for appropriate public recreation and for the conservation of native flora and fauna. Mountain biking is not specifically mentioned in the plan, however this management zone would be the most appropriate.

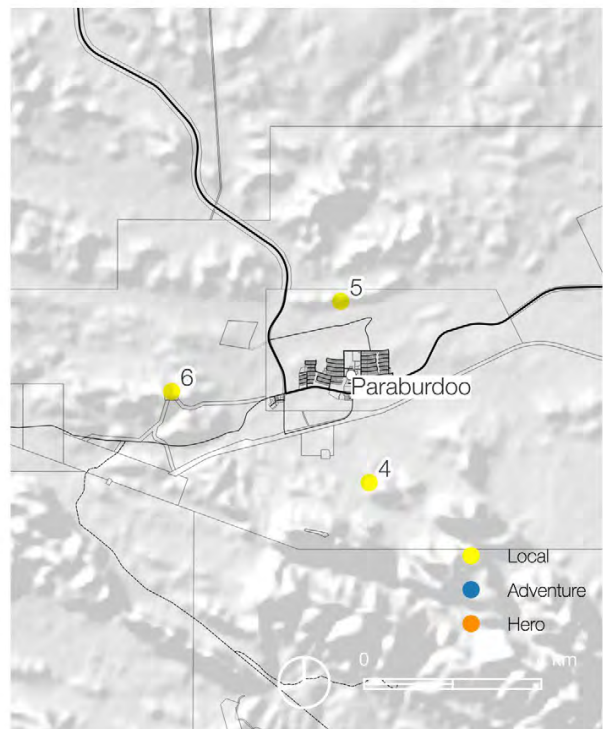




MAP 1 - Location of sites identified for assessment



MAP 2 - Location of sites identified for assessment surrounding Tom Price



MAP 3 - Location of sites identified for assessment surrounding Paraburdoo

## Multi Criteria Analysis

A Multi Criteria Analysis (MCA) was developed to assess the identified sites for each proposed trail offer. The criteria for each trail proposal varied slightly due to the different intent and requirements of each proposal, criteria assessed fell into categories as follows:

### **Opportunity**

Opportunity assessed the connectivity, value, scope and profile of a location. Opportunity refers to the potential of the location to cater for the proposed trail offer.

### **Deliverability**

Deliverability assessed the trail supply, management, planning and land use of a location. Deliverability score gives an indication of ease of implementation.

Scores for opportunity and deliverability were added to get an overall score for each identified site. Refer to Table 2 for Local Scale Trail Network MCA results and Table 3 for Adventure Trail loops MCA results.

Table 2: Local scale trail network MCA results

Category	Indicator	Weighting	Scoring notes	Tom Price			Paraburdoo		
				Site ID	1	2	3	4	5
<b>Opportunity</b>									
Connectivity	Proximity to residential areas	2	Distance to residential area 1 - >20km, 2 - 10-20km, 3 - 5-10km, 4 - 3-5km, 5 - 1-2km	10	10	10	8	10	10
	Nature and extent of road access to site	2	0 - none, 1 - dirt track, 2 - gravel road, 3 - sealed road, 4 - regional distributor, 5 - primary distributor	8	6	2	4	4	4
	Existing infrastructure	1	Adequate level of existing infrastructure - 1 Extremely Inadequate, 2 Very Inadequate, 3 Inadequate, 4 Adequate, 5 Over Adequate	3	2	2	2	2	3
Value	Nature and Character	3	Uniqueness of the landscape and general appeal (higher for more unique)	6	9	15	9	9	12
	Landscape Condition	3	Condition of landscape (lower for poorer condition & importance)	9	12	12	12	12	12
	Aboriginal Heritage	3	Lower points for higher known Aboriginal Heritage Value ie registered sites	15	15	9	12	12	12
	Topography	3	Score on average elevation change 1 (0-25m), 2 (25-50m), 3 (50-100m), 4 (100-200m), 5 (200m+)	3	9	15	12	12	9
	Landform	3	Scenic quality of landform (5 High, 4 Moderate-High, 3 Moderate, 2 Moderate-Low, 1 Low)	9	9	12	12	12	12
	Vegetation	2	Scenic quality of vegetation (5 High, 4 Moderate-High, 3 Moderate, 2 Moderate-Low, 1 Low)	8	8	8	8	8	8
	Waterform	1	Scenic quality of waterform(5 High, 4 Moderate-High, 3 Moderate, 2 Moderate-Low, 1 Low)	1	1	3	1	1	3
	Soil Types	3	Suitability of soil type for mountain bike trails friability, drainage & erosion (higher score for more suitable)	9	9	9	9	9	9
Scope	Scale of Land Available (ha available)	3	0 (<10ha) 1 (10-20ha) 2 (20-50ha) 3 (50-100ha) 4 (100-200ha) 5 (200ha+)	6	12	15	15	15	15
	Trail Type Compatibility	3	Point for each trail type compatibility - Cross Country, All Mountain, Downhill, Park, Skills	6	6	9	6	9	9
<b>Total Opportunity score</b>				<b>93</b>	<b>108</b>	<b>121</b>	<b>110</b>	<b>115</b>	<b>118</b>
<b>Deliverability</b>									
Supply	Nature and effectiveness of existing trails	1	Lower score for more effective existing mountain bike trail systems	4	5	5	5	5	5
	Existing Services for users	1	proximity to town and existing Facilities (information, parking, toilets) (higher score for closer proximity & more services)	4	3	3	3	3	3
	Existing Parking (Scale)	1	Point for each - formal unsurfaced, formal surfaced - capacity 1 10-20bays, 2 20-40bays, 3 40+bays	0	0	0	0	0	0
	Opportunity for improved facilities & infrastructure	3	Development Opportunity - 0 none, 1 very low, 2 low, 3 medium, 4 high, 5 very high	6	9	15	15	15	15
Planning	Compatible Land Use to existing Management Plans	3	Lower score for mountain biking being less compatible to Management Plans	15	12	12	9	6	12
	Compatible to Existing Recreation, Master or Strategic Planning	2	Lower score for mountain biking being less compatible to Master Planning and Strategic Planning	10	10	10	10	10	10
	Public Drinking Water Source Area (DoW Policy 13) Constraints	2	Potential impact of PDWSA constraints - 0 Very High, 1 High, 2 medium, 3 low, 4 very low, 5 none	10	10	10	10	6	10
	Operational mines and Mining tenement Constraints	3	Potential impact of operational mines and mining tenement constraints - 0 Very High, 1 High, 2 medium, 3 low, 4 very low, 5 none	15	12	9	6	9	9
Local Flora & Fauna Constraints	2	Potential impact of Flora and Fauna constraints - 0 Very High, 1 High, 2 medium, 3 low, 4 very low, 5 none	12	12	12	12	12	12	
<b>Total Deliverability score</b>				<b>76</b>	<b>73</b>	<b>76</b>	<b>70</b>	<b>66</b>	<b>76</b>
<b>Opportunity + Deliverability score</b>				<b>169</b>	<b>181</b>	<b>197</b>	<b>180</b>	<b>181</b>	<b>194</b>



Table 3: Adventure Loop Trails MCA results

Category	Indicator	Weighting	Scoring notes	Site ID			
				7	8	9	10
<b>Opportunity</b>							
Connectivity	Proximity to Tom Price	2	Distance to residential area 1 - >20km, 2 - 10-20km, 3 - 5-10km, 4 - 3-5km, 5 - 1-2km	10	10	8	4
	Nature and extent of road access to site	2	0 - none, 1 - dirt track, 2 - gravel road, 3 - sealed road, 4 - regional distributor, 5 - primary distributor	8	8	8	0
	Existing infrastructure	1	Adequate level of existing infrastructure - 1 Extremely Inadequate, 2 Very Inadequate, 3 Inadequate, 4 Adequate, 5 Over Adequate	3	3	2	1
Value	Nature and Character	3	Uniqueness of the landscape and general appeal (higher for more unique)	9	9	12	12
	Landscape Condition	3	Condition of landscape (lower for poorer condition & importance)	9	9	12	15
	Aboriginal Heritage	3	Lower points for higher known Aboriginal Heritage Value ie registered sites	6	6	9	9
	Topography	3	Score on average elevation change 1 (0-25m), 2 (25-50m), 3 (50-100m), 4 (100-200m), 5 (200m+)	15	12	15	15
	Landform	3	Scenic quality of landform (5 High, 4 Moderate-High, 3 Moderate, 2 Moderate-Low, 1 Low)	12	9	15	15
	Vegetation	2	Scenic quality of vegetation (5 High, 4 Moderate-High, 3 Moderate, 2 Moderate-Low, 1 Low)	8	8	10	10
	Waterform	1	Scenic quality of waterform(5 High, 4 Moderate-High, 3 Moderate, 2 Moderate-Low, 1 Low)	1	1	1	1
	Soil Types	3	Suitability of soil type for mountain bike trails friability, drainage & erosion (higher score for more suitable)	9	9	9	9
	Distinct landscape setting	3	General landscape setting distinct from others in vicinity (high score for more distinct)	12	9	15	15
Scope	Scale of Land Available (ha available)	3	0 (<10ha) 1 (10-20ha) 2 (20-50ha) 3 (50-100ha) 4 (100-200ha) 5 (200ha+)	15	12	15	15
<b>Total Opportunity score</b>				<b>117</b>	<b>105</b>	<b>131</b>	<b>121</b>
<b>Deliverability</b>							
Supply	Existing Services for users	1	proximity to town and existing Facilities (information, parking, toilets) (higher score for closer proximity & more services)	3	3	3	0
	Existing Parking (Scale)	1	Point for each - formal unsurfaced, formal surfaced - capacity 1 10-20bays, 2 20-40bays, 3 40+bays	0	0	0	0
	Opportunity for improved facilities & infrastructure	3	Development Opportunity - 0 none, 1 very low, 2 low, 3 medium, 4 high, 5 very high	9	12	9	12
Planning	Compatible Land Use to existing Management Plans	3	Lower score for mountain biking being less compatible to Management Plans	15	15	15	15
	Compatible to Existing Recreation, Master or Strategic Planning	2	Lower score for mountain biking being less compatible to Master Planning and Strategic Planning	10	10	10	10
	Public Drinking Water Source Area (DoW Policy 13) Constraints	2	Potential impact of PDWSA constraints - 0 Very High, 1 High, 2 medium, 3 low, 4 very low, 5 none	10	10	10	10
	Operational mines and Mining tenement Constraints	3	Potential impact of operational mines and mining tenement constraints - 0 Very High, 1 High, 2 medium, 3 low, 4 very low, 5 none	12	12	12	3
	Local Flora & Fauna Constraints	2	Potential impact of Flora and Fauna constraints - 0 Very High, 1 High, 2 medium, 3 low, 4 very low, 5 none	6	6	6	6
<b>Total Deliverability score</b>				<b>65</b>	<b>68</b>	<b>65</b>	<b>56</b>
<b>Opportunity + Deliverability score</b>				<b>182</b>	<b>173</b>	<b>196</b>	<b>177</b>

Table 5: Hero Trail MCA results

Category	Indicator	Weighting	Scoring notes	Site ID			
				11	12	13	14
<b>Opportunity</b>							
Connectivity	Nature and extent of road access to site	2	0 - none, 1 - dirt track, 2 - gravel road, 3 - sealed road, 4 - regional distributor, 5 - primary distributor	0	0	0	6
	Existing infrastructure	1	Adequate level of existing infrastructure - 1 Extremely Inadequate, 2 Very Inadequate, 3 Inadequate, 4 Adequate, 5 Over Adequate	1	1	1	3
Value	Nature and Character	3	Uniqueness of the landscape and general appeal (higher for more unique)	6	8	10	10
	Landscape Condition	3	Condition of landscape (lower for poorer condition & importance)	6	10	10	8
	Aboriginal Heritage	3	Lower points for higher known Aboriginal Heritage Value ie registered sites	15	15	15	9
	Topography	3	Score on average elevation change 1 (0-25m), 2 (25-50m), 3 (50-100m), 4 (100-200m), 5 (200m+)	15	15	15	15
	Landform	3	Scenic quality of landform (5 High, 4 Moderate-High, 3 Moderate, 2 Moderate-Low, 1 Low)	8	10	10	10
	Vegetation	2	Scenic quality of vegetation (5 High, 4 Moderate-High, 3 Moderate, 2 Moderate-Low, 1 Low)	10	10	10	10
	Waterform	1	Scenic quality of waterform(5 High, 4 Moderate-High, 3 Moderate, 2 Moderate-Low, 1 Low)	1	1	1	1
	Soil Types	3	Suitability of soil type for mountain bike trails friability, drainage & erosion (higher score for more suitable)	9	9	9	9
Scope	Scale of Land Available (ha available)	3	0 (<10ha) 1 (10-20ha) 2 (20-50ha) 3 (50-100ha) 4 (100-200ha) 5 (200ha+)	15	15	15	15
<b>Total Opportunity score</b>				<b>86</b>	<b>94</b>	<b>96</b>	<b>96</b>
<b>Deliverability</b>							
Supply	Existing Services for users	1	proximity to town and existing Facilities (information, parking, toilets) (higher score for closer proximity & more services)	0	0	0	2
	Existing Parking (Scale)	1	Point for each - formal unsurfaced, formal surfaced - capacity 1 10-20bays, 2 20-40bays, 3 40+bays	0	0	0	0
	Opportunity for improved facilities & infrastructure	3	Development Opportunity - 0 none, 1 very low, 2 low, 3 medium, 4 high, 5 very high	9	12	12	15
Planning	Compatible Land Use to existing Management Plans	3	Lower score for mountain biking being less compatible to Management Plans	15	6	0	9
	Compatible to Existing Recreation, Master or Strategic Planning	2	Lower score for mountain biking being less compatible to Master Planning and Strategic Planning	10	6	6	6
	Public Drinking Water Source Area (DoW Policy 13) Constraints	2	Potential impact of PDWSA constraints - 0 Very High, 1 High, 2 medium, 3 low, 4 very low, 5 none	9	15	15	15
	Operational mines and Mining tenement Constraints	3	Potential impact of operational mines and mining tenement constraints - 0 Very High, 1 High, 2 medium, 3 low, 4 very low, 5 none	3	15	15	15
	Local Flora & Fauna Constraints	2	Potential impact of Flora and Fauna constraints - 0 Very High, 1 High, 2 medium, 3 low, 4 very low, 5 none	6	2	2	2
<b>Total Deliverability score</b>				<b>52</b>	<b>56</b>	<b>50</b>	<b>64</b>
<b>Opportunity + Deliverability score</b>				<b>138</b>	<b>150</b>	<b>146</b>	<b>160</b>

## Recommended sites for trail development

Based on the results of the MCA and consideration of the overall vision and establishment of the Ashburton Ranges mountain bike destination the following sites are recommended for trail development.

### Local Scale network

**Priority 1** Tom Price - East of town. This location offers good connections to residential areas, schools and the pump track at Lions Park. Rolling hills offer potential for beginner friendly trails and a range of climbs and descents. There are limited constraints and room for potential expansion of the trail network in the future.

**Priority 2** Paraburdoo – West of town around the water tank. This location offers terrain suited to a range of trail classification and technical challenge. Potential to connect into town via the creek. Constraints to be worked through include ensuring the town water supply infrastructure is not compromised.

**Priority 3** Tom Price – South west of town between Campdraft grounds and Bingarn Rd. This location offers more complex terrain suited to more challenging trails and features and offers potential for connection into the tourist park.

Refer to Map 4 & 5 for locations.

### Adventure Loops

**Priority 1** - Jarndanmunha Mount Nameless and range to north west. This location has potential to offer a challenging and unique adventure trail which would appeal to destination trail users. Utilising the summit road, the start point would be the highest shuttle drop off for a trail in WA. The terrain is complex and varied offering opportunity for challenging trail and features. There is also opportunity to take in lookout points and interpret the natural and cultural significance of the mountain.

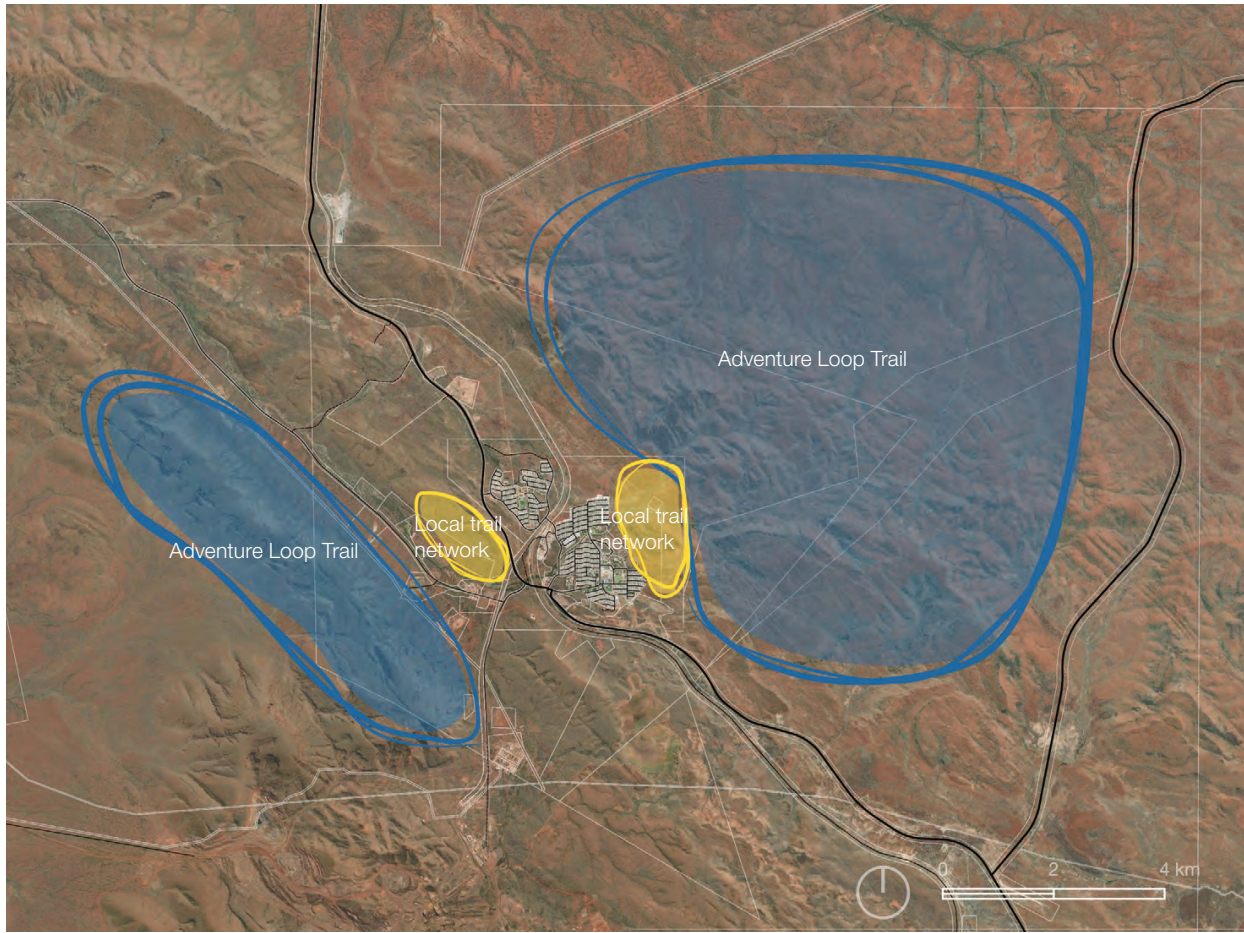
**Priority 2** – North and East of town. This location offers a different feel to Jarndanmunha Mount Nameless with a mix of mellower hills and more complex terrain further out. Points of interest may include waterholes, lookout points and features of natural and cultural significance. There is opportunity to connect into the proposed local scale trail network and room for trail extension in future.

Refer to Map 4 for locations.

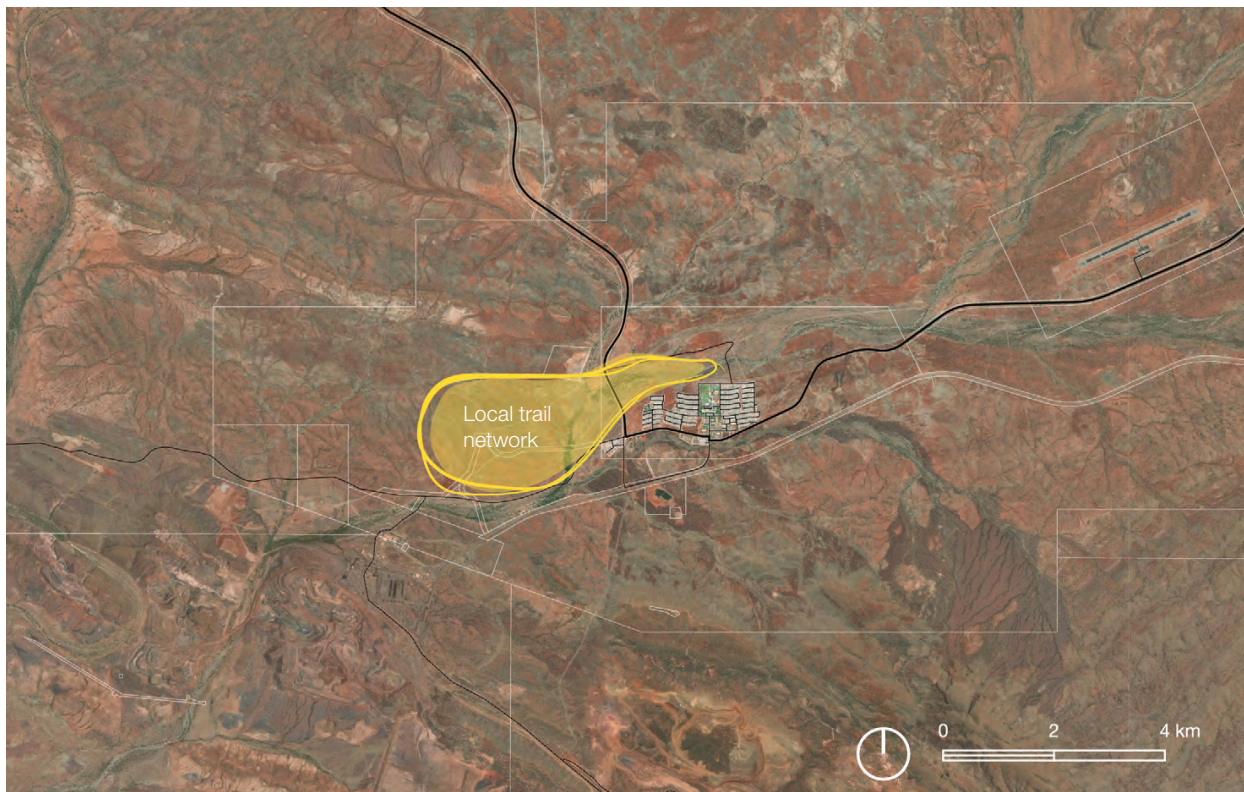
### Hero Trail

Assessment of the project area has determined that this trail is best placed within Karijini National Park due primarily to the higher quality natural landscape setting and limited constraints relating to mining and PDWSA. The MCA indicated that within the park the northern area had most potential for hosting the hero trail experience. Further assessment and engagement with the Department of Biodiversity Conservation and Attractions and other key stakeholders including the Banjima Aboriginal Corporation is required to determine the best location for development of this trail experience.





MAP 4 - Location of sites recommended for trail development - Tom Price



MAP 5 - Location of sites recommended for trail development - Paraburdooc



# Agenda Item 6.4 - Attachment 1

Presentation to the Shire of Ashburton



# UPSKILLING YOUR WORKFORCE



**Pilbara Kimberley**  
University Centres





## About us

PKUC provides educational pathways for students looking to pursue undergraduate, postgraduate, and professional development education.

We provide access to higher education facilities and support services for Pilbara and Kimberley residents.



# Our services

Assist with study planning, course selection, career guidance, university applications and enrolment

Provide modern facilities for study, new student orientation, and academic support

Deliver networking opportunities, professional experience and industry placements

Helping students navigate university study

Providing local academic support

Modern facilities for study in Karratha, Port Hedland and Broome

Making it easier to undertake university study in the Pilbara and Kimberley!

The Pilbara Universities Centre offers professional development courses, workshops, and career training for current working professionals looking to earn, maintain, or add to their existing credentials.



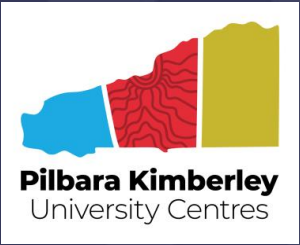

# UNI COURSES ONLINE 2023



**Pilbara Kimberley**  
University Centres

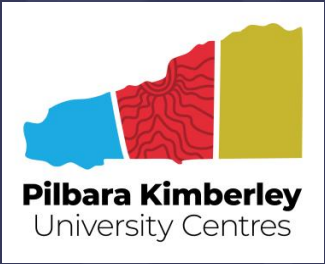



# How the PKUC can upskill your staff



- Science
  - Certificate III in Parks and Gardens
  - Certificate II or III in horticulture
  - Diploma, Certificates I-II-III-IV in Conservation and Ecosystem Management
- Marketing & Public Relations, Projects
  - Undergraduate Certificate in Digital Communication
  - Bachelor of Communication
  - Bachelor of Hospitality management
  - Diploma of Project Management
  - Certificate IV in Project Management Practice

**How the PKUC  
can upskill  
your staff**



**Human Resources / Governance**

- Bachelor of Business Human Resource Management Major
- Associate Degree of Business
- Undergraduate Certificate in Business Administration
- Diploma of Human Resource Management
- Certificate IV in Human Resource Management
- Certificate in Human Resources Foundations skill set



**Accounting**

- Bachelor of accounting
- Certificate IV in accounting and bookkeeping
- Certificate III in accounts administration
- Bachelor of Business Administration
- Graduate Diploma of Accounting Studies

**Leadership and Management**

- Diploma in Leadership and Management
- Certificate IV in Leadership and Management

# How the PKUC can upskill your staff



**Engineering**

- Associate Degree of Construction
- Bachelor of Construction Management
- Associate Degree of Engineering (e.g., Civil)
- Bachelor of Engineering (honours) (civil construction) and Diploma of construction management

**ICT**

- Bachelor of information technology
- Graduate diploma of information technology

**Others**

- Bachelor of exercise and sport sciences
- Certificate II in community services



# Contact

PKUC staff are here to help your business by providing higher education pathways to your staff.

Please contact the office on 0428 320 877 to make an appointment with our Academic Co-ordinator, Dr Jacinta Homann to discuss your staff's individual needs.

For more information please email: [jo@puc.edu.au](mailto:jo@puc.edu.au) or see our webpage for more information: [www.puc.edu.au](http://www.puc.edu.au).





# Agenda Item 6.4 - Attachment 2

EOI - Cert IV in Leadership & Mentoring



## Call for Expressions of Interest

The Pilbara Kimberley Universities Centres (PKUC) provide educational pathways for undergraduate and postgraduate study, as well as professional development for students and professionals in the Pilbara and Kimberley. Trainwest, a proudly Western Australian owned and operated Registered Training Organisation is collaborating with the PKUC in the on-country delivery of the **52880WA Certificate IV in Leadership and Mentoring**.

The Certificate IV in Leadership and Mentoring is a nationally recognised accredited course which provides participants with the skills and knowledge to effectively lead and mentor individuals within small to medium sized teams. The course is designed primarily for Aboriginal and Torres Strait Islander people working in frontline leadership roles and those who have prescribed mentoring functions in their workplace.

Expressions of interest are open to Aboriginal and Torres Strait Islander people who are currently living in the Pilbara region of Western Australia.

The Certificate IV in Leadership and Mentoring will be delivered in Karratha over six months via three intensive **Study Blocks**, with **Support Workshops** being provided following each study block to enable timely progression of the workplace projects and post-course assessment requirements.

### PROPOSED COURSE DATES 2024

Block One: March 2024

Block Two: May 2024

Block Three: July 2024

**Indicative Costs:** \$3,900 inclusive of all post-course Support Workshops, ongoing Trainer support and access to the PKUC facilities in Karratha as required. Scholarship and financial support options may be available to eligible participants. Final course costs will be confirmed prior to enrolment. Email [info@puc.edu.au](mailto:info@puc.edu.au).

**Contact and Further Course Information:** For further information and to express interest in this course, please contact Peta Sanderson directly on [peta.sanderson@trainwest.com.au](mailto:peta.sanderson@trainwest.com.au) or 1300 938 411.







# Agenda Item 6.4 - Attachment 3

EOI - STEM in Sport



## STEM in Sport Research Project Human Energy Systems

### Expression of Interest

The Pilbara Kimberley University Centre is seeking Expressions of Interest from interested athletes and students to participate in the **STEM in Sport Research Project: Human Energy Systems** sponsored by Santos Ltd.

The Pilbara Kimberley University Centre is undertaking an exciting research project (**Project**) for Karratha based students that will focus on and analyze the connection between STEM and Sport. The Project will run over 12 weeks. It is anticipated that the time commitment over the 12-week period will be: 5 – 7 hours for participating athletes and 10 - 15hours for participating students. Please note that these are indicative times.

The Project will utilize the technologies and STEM research that is currently being employed today with high performance athletes and analyses how human energy systems can be targeted and optimized in the sporting industry to improve athletic performance. The Project will look at the human energy systems (anaerobic and aerobic, both high and low) and the role in which lactate influences an athlete's performance. The STEM in Sport Research Project: Human Energy Systems will build on and increase students and athletes knowledge of STEM and how it is linked to an athlete's performance.

Students will select a research topic which they will focus on for the duration of the Project, create a testing protocol, review athlete testing data, and produce a conclusion based on their findings with support from Project mentors and PKUC staff. Each student will be required to submit their research conclusion on completion of the Project.

Each student will also be invited to present their conclusion in person to the STEM in SPORT Education Bursary judging panel who will select three presentations (first, second and third) to each receive a STEM in Sport Education Bursary to put toward their future studies or athletic pursuits.

There is space for up to 10 students and 20 athletes to take part in the Project.



**Pilbara Kimberley**  
University Centres

**Why take part in the STEM in Sport Research Project: Human Energy Systems sponsored by Santos Ltd**

1. Each athlete and student will receive a STEM in Sport T-Shirt (to be co-designed with students and athletes).
2. Each athlete that completes the Project will receive a \$50 Extreme Sport Voucher.
3. Each athlete will have the opportunity to take part in individual high performance testing utilizing world class technology that they can utilize to target their personal athletic performance.
4. Each student that participates in the Project will receive a \$100 Extreme Sport Voucher and also be eligible to participate in the STEM in SPORT Education Bursary:
  - First Prize: \$1,000
  - Second Prize: \$750
  - Third Prize: \$500

**Student Participation Criteria:**

- High School Students Year 10, 11, 12
- Interested or enrolled in a STEM subject (ATAR or General)
- In good academic standing
- Curious about STEM
- Letter of recommendation from STEM teacher/ PE teacher/ School Leader

**Athlete Participation Criteria**

- Athletes (13 and over) participating in swimming, netball or soccer (member of KDJSA; KNA; KSA or other relevant association)
- Training for a particular sporting goal ie competition
- Committed to following a training programme
- Preference is for athletes who have been identified by their club as a high performing athlete however an athletes' passion and commitment is also a key requirement
- Letter of recommendation from STEM teacher/ PE teacher

Should you be interested in nominating for this Project, please complete the form below and send it to Susan Grylls, [susang@puc.edu.au](mailto:susang@puc.edu.au) by **5pm, Monday, 31 July 2023** along with a Letter of Recommendation from a STEM teacher/ PE Teacher/ Supervising Teacher or Club Official:

**PLEASE NOTE:** The Pilbara Kimberley University Centres' team may ask to interview potential candidates. Successful candidates will be contacted by the Pilbara Kimberley University Centre team regarding their application success on Monday 7<sup>th</sup> August 2023.





**Hilbara Kimberley**  
University Centres

## The PKUC STEM in Sport Research Project

### Human Energy Systems

### Expression of Interest

First Name:	Surname:
Sex: <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> I prefer not to say	
High School	Year:
Email Address:	

I, \_\_\_\_\_, would like to apply for (you can select more than one, and please rank your priority):

Research Project Student

Research Project Athlete

**Notes, questions:**

Student Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Parent Signature: \_\_\_\_\_ Date: \_\_\_\_\_



**University of Northern Iowa**  
University Centres

**Forecast Project Timetable**

Week	Date (2023)	Activity	Indicative Time Commitment (Athletes)	Indicative Time Commitment (Students)
	Mon 31 July	Students EOI due	N/A	N/A
	Fri 4 Aug	Athletes EOI due	N/A	N/A
	Mon 7 Aug	Application Pack for EOI athletes & students circulated	N/A	N/A
	Fri 11 Aug	Athletes and Students submit completed Application Packs	N/A	N/A
1	Sat 12 Aug	Athletes and Student Project Briefing	60 mins	60 mins
2				
3	Sat 19 Aug	First Athlete Testing	15 mins	
		First Student Quiz		
		Confirm research hypothesis		60 mins
4		Self-paced student research and athlete training	15 – 60 mins	15 – 120mins
5	Sat 2 Sept	Second Testing	15mins	
		Second Student Quiz		
		Discuss Research Project hypothesis & testing; make recommendations to Athlete		60
6		Self-paced student research and athlete training	15 – 60 mins	15 – 120 mins
7	Sat 16 Sept	Third Athlete Testing	15mins	
		Third Student Quiz		
		Discuss Research Project hypothesis & test results; make recommendations to Athlete		60mins
8,9,10		Self-paced student research and athlete training/ athlete event	To be determined by athlete	To be determined by student
11	Sat 14 Oct	Fourth Athlete Testing and Athlete overview & feedback from any event/ competition undertaken over wks 8,9&10	30 – 60 mins	
		Discuss Research Project hypothesis & testing;		60 mins
12	Sat 21 Oct	Finalise Student Research Project Power Point Hypothesis Conclusion, Submit Project Power Point Hypothesis Conclusion or Bursary Presentation*		1 – 3 hours

\* Oral Presentation of Research Project only required for students who have elected to participate in the STEM in SPORT Education Bursary



# Agenda Item 6.4 - Attachment 4

Flyer - PKUC School Leavers





**Pilbara Kimberley**  
University Centres

# PATHWAYS FOR SCHOOL LEAVERS

The Pilbara Kimberley University Centres is an education support service for current and aspiring higher education students within the Pilbara and Kimberley.

Our study centres offer modern facilities for study and friendly staff who provide career guidance, study planning, enrolment assistance and academic support.



## Career Advice

Helping you explore higher education pathways which align with your interests and career aspirations.



## Year 13 Program

Local engagement program for Year 12's and recent school leavers to connect with education and employment via short courses, tailored psychometric testing and industry networks.



## Facilitating Regional Study

Providing scholarships, delivering nursing residential schools and facilitating placements and courses with industry and university partners.



## Enabling Course

Bridging course pathway for entry to a wide variety of university degrees.

**TAKE THE FIRST STEP TODAY**

**MAKE AN APPOINTMENT TO  
DISCUSS YOUR FUTURE!**



## CONTACT DETAILS

Broome: 0418 292 220

Pilbara: 0428 320 877

info@puc.edu.au

www.puc.edu.au

## MAKE STUDY YOUR NEXT ADVENTURE

### BROOME

3B/15 Dampier Terrace  
Broome WA 6725

### KARRATHA

The Quarter, Level 1  
20 Sharpe Avenue  
Karratha WA 6714

### PORT HEDLAND

Web Business Hub  
18 Edgar Street  
Port Hedland WA 6721



# Agenda Item 6.4 - Attachment 5

Flyer - PKUC General



MAKE STUDY YOUR  
NEXT ADVENTURE

**Pilbara** Universities Centre



**BUILDING COURSES, UNDERGRADUATE  
AND POSTGRADUATE PROGRAMS**

[www.puc.edu.au](http://www.puc.edu.au)

Community, Partnership, Aspiration, Equity & Excellence



# SUPPORTING PILBARA TERTIARY STUDENTS

## UPCOMING EVENTS

### Why study with us?

We partner with state and national universities to provide more opportunities for Pilbara residents.

We have state-of-the-art facilities including WiFi and study areas suitable to student needs.

Students benefit from face-to-face tutorials, networking opportunities and industry placements.

To register your interest please email: [info@puc.edu.au](mailto:info@puc.edu.au)



### Steps Information Night

6-8pm



### Steps Information Night

6-8pm



### Careers Evening

6-9pm



For more information on how you can start your student journey, visit [www.puc.edu.au](http://www.puc.edu.au) or call **0428 320 877**

## OUR LOCATIONS



**Pilbara** Universities Centre

### KARRATHA

The Quarter Level 1,  
20 Sharpe Ave  
Karratha WA 6714

### PORT HEADLAND

Web Business Hub,  
18 Edgar Street  
Port Hedland WA 6721

LEADERS IN REGIONAL EDUCATION



# Agenda Item 6.4 - Attachment 6

Presentation - Nursing in the Pilbara

# NURSING INFORMATION EVENING OCTOBER 2023





# Topics Covered

- About Us
- Nursing Pathways in the Pilbara
- Entry Requirements – Direct Entry, EN to RN, Bridging
- Residential School Requirements / Clinical Requirements
- Mandatory Requirements for Students
- Scholarships and Bursaries
- Questions
- Guest Speaker Experiences - Nurses and Students





## About Us

PKUC provides educational pathways for students looking to pursue undergraduate, postgraduate, and professional development education opportunities.

We provide access to higher education facilities and support services for Pilbara and Kimberley residents. We also provide academic support throughout your study journey and have a modern and well-equipped facility (Hub) for students to study in.



## Our services @ PUC

- Assist with study planning, course selection, career guidance, university applications and enrolments.
- Provide modern facilities for study, assist with new student orientation, and academic support.
- Deliver networking opportunities, professional experience and industry placements.





# Study Pathways



**There is more than one way to get to the place you want!**



# Nursing Entry Pathways – Bachelor of Nursing

- Works in Partnership with CQUni – Bachelor of Nursing Degree.
- Term 1 & Term 2 intakes (Feb and July)
- 3 years FT, 6 years PT
- Indicative first year fee with Commonwealth Supported Place (CSP) – \$5475 (FT)



- Course structure – 23 core units, 144 units of credit
- Online study + residential schools + placements



## Direct Entry Requirements - CQUni

- ATAR 68, or:
- Prior study - Cert III & above
- plus, CV / work history

+

- English language proficiency
- Health, security (WWC and Police Clearance) and other mandatory requirements.





## Study Pathways – EN to RN



- TAFE Diploma of Nursing  
= EN (18 months)
- Credit for 8 units CQUni BN first  
year + two years (FT) degree  
study  
= RN



# Study Pathways – EN to RN Admission



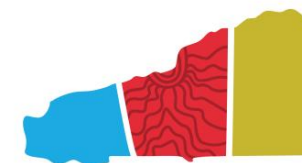
- Apply to your University of choice via their website (Portal).
- Enrolled (Div 2) Nurses enter tertiary study at 2<sup>nd</sup> year level taking one full year off a tertiary Bachelor of Nursing Degree.
- PUC recommend Central Queensland University as online delivery modal with residential schools delivered in South Hedland (also CSU / CDU).
- Study 2 years Fulltime or 4 years Parttime while staying here in the Pilbara.
- State of the art facilities and simulation ward through NRTAFE.

# Study Pathways - STEPS

- CQUNI's enabling course:

*Skills for Tertiary Education Preparatory Studies*

- Four units of study for direct entry to BN Degree
  - Prep Skills, Maths, Essay Writing & Biology
- 6 – 12 months (FT/PT)
- Online study with face-to-face support at PKUC
- Free Course
- To be eligible for STEPS, you must be:
  - 18 years of age in the year of enrolment\*
  - an Australian/ New Zealand citizen; or
  - a permanent resident; or
  - a holder of a humanitarian visa.
- You must also complete the STEPS diagnostic testing for literacy, numeracy and computing competence. The test results will help guide the planning of your individual course of study.
- \*You can apply at 17 years of age, but you must be turning 18 years of age in the year of enrolment.



**Pilbara Kimberley**  
University Centres



# Residential Schools & PEP

## Year 1

- Health and Assessment in Nursing (3 days)
- Professional Experience Placement 1 (3 days)
- Fundamentals of Nursing (120 hours / 3 weeks)

## Year 2

- Professional Experience Placement 2 (3 days)
- Medical Surgical Nursing (120 hours / 3 weeks)
- Mental Health Professional Experience Placement (2 days)
- Mental Health (80 hours / 2 weeks)
- Professional Experience Placement 3 (3 days)
- Community Nursing (80 hours / 2 weeks)

## Year 3

- Professional Experience Placement 4 (4 days)
- Care of deteriorating patient (160 hours / 4 weeks)
- Professional Experience Placement 5 (4 days)
- Recap of all learnt nursing skills (240 hours / 6 weeks)

800  
placement  
hours!



**Pilbara Kimberley**  
University Centres

# Clinical Placement and Mandatory Requirements

**Nursing Students have a list of requirements they must obtain to commence working in the clinical environment.**

Students are encouraged to start this process early

What to expect on clinical placement?

Clinical placement is the period of learning where you get to practice in 'real' health care settings and with 'real' patients. As you can appreciate there are many policies and rules surrounding clinical placements and it is up to you to learn, understand and follow the set guidelines.

You will be required to attend placement, on the dates that have been provided to you. You will be rostered to different shifts, depending on your course. A facilitator or preceptor will complete an assessment on your skills during the placement.

Before you can attend a clinical placement, you need to complete a list of mandatory checks. You will be unable to complete a clinical placement without first meeting these requirements.

It is best to start gathering this evidence early, as some requirements such as immunisations can take a while to complete.

You may like to view the Work-Integrated Learning Policy and Procedure on the CQUni site for further information.



# Mandatory Requirements

Students are encouraged to start this process early

**Nursing Students have a list of requirements they must obtain to commence working in the clinical environment.**

- Evidence of vaccination and serology (Heb B, MMR, Varicella, Pertussis (dTpa), TB Screen, COVID-19, Influenza)
- AFP Check
- WWC Check
- NDIS Worker Screening Clearance Card
- Fit Testing – Respirator
- First Aid Certificate
- CPR Certificate
- WA Dept of Health Criminal Screening
- WA Manual Handling Competency





## How to Apply

WA students can apply by going into the following links or searching on the Central Queensland University site:

[https://cquniversity.uac.edu.au/cqu-portal/?\\_ga=2.239843075.1611209711.1698023077-1435306839.1676944156](https://cquniversity.uac.edu.au/cqu-portal/?_ga=2.239843075.1611209711.1698023077-1435306839.1676944156)

OR

[https://cquniversity.uac.edu.au/cqu-portal/?\\_ga=2.139640627.1611209711.1698023077-1435306839.1676944156](https://cquniversity.uac.edu.au/cqu-portal/?_ga=2.139640627.1611209711.1698023077-1435306839.1676944156)



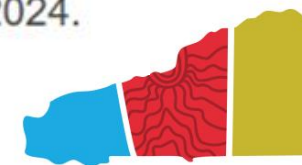
# Application Dates

Apply NOW  
for 2024  
Admission  
Closing:  
**15 Jan 2024**

## Perspective Students Should Apply By:

### CL91 - Bachelor of Nursing

- Direct applications close on Friday, 8 December 2023.
- QTAC applications close on Friday, 8 December 2023.
- UAC applications close on Monday, 4 December 2023.
- ApplyCQUni applications close on Monday, 15 January 2024.



**Pilbara Kimberley**  
University Centres

# Scholarships & Bursaries

PUC Offers noncompetitive \$500 bursaries to local students who choose to attend residential school in South Hedland. This is a PUC funded initiative.

PUC has offered bursaries at different stages of the degree which are competitive – valued up to \$1000 each. CQU also offer regional scholarships for travel – link is on their website.

BHP this year offered upskilling the future bursaries and has funded several of our students to the value of \$25,000

Look around for regional and remote nursing scholarships – there are many out there



**Pilbara Kimberley**  
University Centres



# Where can Registered Nursing take you?

- ED (Triage) / Critical Care / Trauma
- Flight Nurse (RFDS)
- Nurse Midwife
- Medical / Surgical / General Ward
- Theatre / Perioperative
- Palliative care / Oncology
- Community Health Nurse
- Child Health / School Nurse
- Remote / Regional Area Nurse
- Indigenous Health Nurse
- Renal / Dialysis Nurse
- Mental Health / Psychiatric Nursing
- Cardiac / ENT / Paediatric / Orthopaedic
- GP Clinic Nurse
- Mine Site / Industry



# What other skills do you need to be a Registered Nurse?



## Empathy and sensitivity

As a nurse, you will interact with many different patients, some of which may experience severe medical conditions. You would apply these skills to show respect to patients (and families) and let them know that you understand their feelings. The use of empathy and sensitivity can help you to deliver a higher level of care and establish a positive relationship with your patients. As a nurse you are so well positioned to deliver a hands-on high-quality level of care to people in need. You can work on refining your own practice and providing a better health care outcome for your patients. Imagine the feeling of making a real difference in someone's healthcare journey everyday!

## Communication

As the main person working between the doctor and patient, it is your responsibility to communicate any concerns over a patient's wellbeing to ensure they receive necessary treatment. You must be open and willing to advocate for all parties and be committed to achieving the best outcome for everyone. You might use your communication skills to convey information concisely and confidently. You can improve your communication by familiarising yourself with key terms and abbreviations used in the medical industry.

## Flexibility

Factors like the time of year, ward capacity and patient acuity can determine your daily nursing tasks. You can use your skills in flexibility to adapt to changing priorities and to the inherent need to multitask throughout each shift. Flexibility can also help you become more resilient under pressure. As nursing can sometimes be unpredictable, you may be asked to work an irregular schedule that includes working during the evening, on weekends and during public holidays. Variety is the spice of life though right, so many people love this flexibility!

## Can Do Attitude

Working as a nurse is an incredibly rewarding profession. The role of the nurse and their scope of practice is constantly increasing, evolving and adapting alongside clinical research and through scientific advancements. The more we learn about the science behind nursing, the more we must adapt our practice and care delivery. Nurses must be aware they are dedicating themselves to lifelong learning and adaptation. You will never have a boring day at work as a nurse!

# Questions?





# Guest Speakers – Lived experiences from our Nurses and Students

- Katrina Seng – Regional Director Nursing & Midwifery (WACHS)
- Sian Avard – Child Health and Community Health Nurse
- Natalie Gray – Lactation Consultant at Milk and Kindness
- Sam Watadza – Director Embrace Healthcare Solutions / MH Nurse
- Laura Bascombe – Current CQU Student and Local Community Member





# Agenda Item 6.5 - Attachment 1

The Karijini Experience 2024 - Presentation

4 -7 April 2024

On Banjima Country  
Karijini National Park  
[karijiniexperience.com](http://karijiniexperience.com)



The Karijini Experience acknowledges the Banjima People as the traditional owners and custodians of the land on which the event is held.  
We are honoured to be able to promote this location with the approval of their Elders.





**The Karijini Experience** provides a diverse and inclusive program of authentic, high-quality arts and cultural experiences designed to connect people to the Homeland of the Banjima people and the breath-taking landscape of Karijini National Park.

Reflecting its guiding principles of aboriginal culture, environment, enrichment, rejuvenation and learning, the program features renowned artists, high quality emerging performers and grass roots experiences with local **Traditional Owners – the Banjima People**.

Although rated as Western Australia's second most iconic destination, Karijini National Park lacks the same level of recognition as the Kimberley, Uluru, the Great Barrier Reef and Blue Mountains. Yet, it is the second largest National Park in WA and offers visitors some of the most spectacular sights and experiences that can be found within the Pilbara and indeed all of Australia. It is considered to be one of Australia's best-kept secrets.

Research suggests that events like The Karijini Experience provide a great anchor for attracting tourists to the state.

While the destination is always available, having a time limited event encourages visitors to take advantage of this opportunity and visit during the event.

In addition, it is underpinned by local need, which is amply demonstrated by the overwhelming support for the event in local attendance and the extraordinary commitment by the volunteers and in-kind contributors from the inland Pilbara communities.

The significant increase in attendance each year since its inception indicates that the Karijini Experience draws more people to the region which in turn has a positive economic impact on the Inland Pilbara.

We are committed to measuring environmental, cultural, social and economic success that we believe is activated by **The Karijini Experience**.



## HISTORY

The Karijini Experience began in 2013 with the inaugural Karijini Dinner Experience created by a small team that wanted to activate the Karijini National Park.

In the subsequent years it has grown from a culinary event under the stars attended by 75 people to a thriving annual multi arts and cultural event with a focus on celebrating local Aboriginal culture.

In 2016 The Nintirri Centre Inc. assumed overall event management responsibility. The aim was to ensure the long-term sustainability of what is fast becoming a major regional event. The Nintirri Centre Inc. is a locally based not-for-profit employing 50 staff across six key service areas, all working towards its vision of enriched lives, thriving communities.

In 2019, it attracted 2045 visitors, featured 98 artists, held 57 individual events, representing 16 Aboriginal language groups and was supported by 32 partners and sponsors.

What sets the Karijini Experience apart from other regional events and festivals is its unique setting and strong sense of place, combined with a growing recognition for the authenticity of its Aboriginal cultural content.

The fact that it has increased from 75 to 2045 visitors since 2013 is as remarkable as the strength and commitment of its volunteer base.

From 2022, the event was passed over to the Banjima Native Title Aboriginal Corporation (BNTAC) as the representatives of the traditional owners of the land. Nintirri stepped back after the 2021 event with the subsequent appointment of a professional event management company, CMS Events.

The change provides new impetus for the event and greater recognition of the Banjima People.





## BANJIMA COUNTRY AND COMMUNITY

Banjima Country is located in the central Pilbara region of Western Australia and covers more than 1 million hectares of land. The Banjima People continue to have a strong bond to this ancient landscape and the unique places within it - including the Fortescue Marsh and Karijini National Park.

The majority of the Banjima community now live across Western Australia, from Perth to the Pilbara's regional centres of Karratha, Roebourne, Onslow, and Port Hedland, and in a number of remote Pilbara communities such as Youngaleena, Wakathuni, and Wirrilimarra.

After 15 years of struggle and a long legal battle with the WA government, the Banjima People were granted determination of Native Title on 11 March 2014.

To Banjima People, all Banjima Country and its elements are important: the animals and plants; the landscape; the water; and the connection to culture. All these have great cultural and spiritual importance, and Banjima people have stories about many of these that help their conservation and understanding.

The Pilbara biogeographic region has a wealth of biodiversity and other environmental values, evidenced by its diverse range of terrestrial, aquatic and marine landscapes, numerous flora and fauna species and communities, nationally listed wetlands, and ecological features endemic to the region.

In addition to being one of 15 biodiversity hotspots in Australia, the region is also one of Australia's development hotspots and is of substantial economic importance to Western Australia and Australia.







## VISION

To be a cultural catalyst for connecting community and raising the profile of the Banjima People and Karijini National Park and the surrounding Inland Pilbara.

## PURPOSE

To develop and deliver an uplifting, authentic celebration that offers the opportunity for people to come together and be enriched through connecting to this country and its people.

## GUILDING PRINCIPLES

### Connective

Authentic, intimate, handmade, localised sourcing, innovative programming for immersion in country, culture and the opportunity to “be”.

### Creative

Inspiring, rewarding, once-in-a-lifetime experience that makes people want to come again.

### Celebratory

Celebrate the people and the place, create opportunities for people to be included, be enriched, rejuvenate, have fun.

### Collaborative

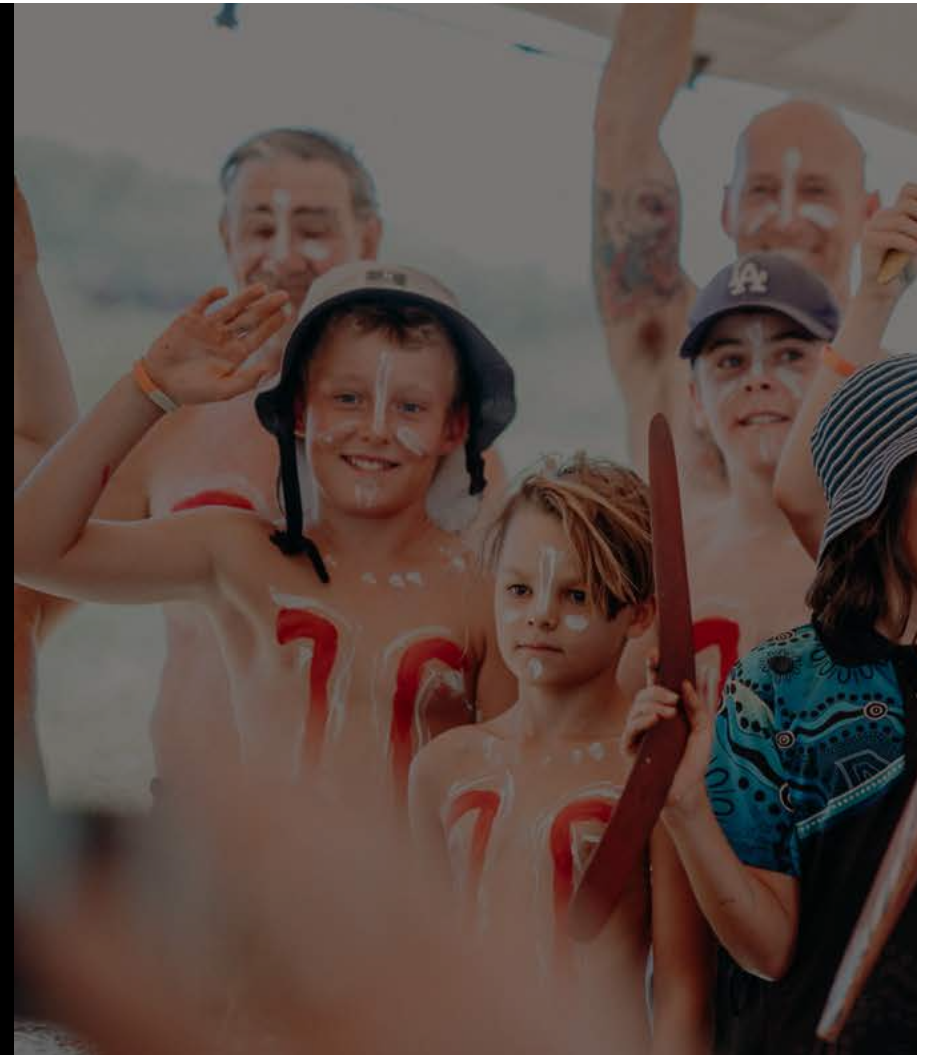
Open to partnering, inclusive, community.

### Empowering

Educate, build capacity, value arts and culture as a means to wellbeing.

### Respectful

Caring for country, slow down, keep it simple.



## OBJECTIVES

To deliver an inspiring program that offers authentic local cultural content, drawing people of all ages to learn and be enriched from their experience of the Karijini National Park.

- Manage a successful transition to the new management and structure.
- Create inclusive processes to ensure the program encourages cultural input.
- Invite key regional stakeholders to support either through in kind or paid support for the event.
- Grow the visitor market through a refined focus on marketing.
- Work on developing more potential accommodation options and capacity.
- Engage with the community to provide a diverse and balanced itinerary.
- Record travel through major WA hubs to the Pilbara.
- Increase exposure through traditional and social media.
- Provide economic impact for the region and Western Australia.
- Build the event reputation and an authentic aboriginal experience.







## EVENT CONTENT

The event components are a mix of managed, collaborative and hosted events offering a diversity for visitors.

- **Welcome to Country & Barlgabi**
- Banjima Damper & Tea
- **Music Nights**
- Yurlu Lounge
- **Village Catering**
- Fervor Degustation at Dales Gorge
- **Elder's Connection**
- Cultural Story Time
- **Tool Making**
- Language Workshops
- **Kids Bush Craft Workshops**
- Food foraging
- **Bush Discovery Walking Tour**
- Painting Workshop
- **Dreaming the Night Skies**
- Banjima Homeland Stories
- **Music at Eco Retreat**
- Bush Walking Tours
- **Artefact Workshop**
- Bush Medicine
- **Yoga Sessions**









## MARKETING PROFILE

**A total of 2,500 visitors are expected in 2024.**

Tourism WA and Australia’s North West Tourism currently divide the domestic market into six segments, three of which are seen to be the most desirable are

### Escape and Connect

Escape & Connect travelers cover a spread of ages, with a 50/50 split over and under the age of 50 and have a high socio-economic status.



Title	Target	
Media Communications & PR	120 articles	105 state, 15 national / international
Journalist / Influencer Program	1 journalist & 1 influencer	Visiting the region
Website	50,000 pageviews	30,000 users
Social Media	250,000 Impressions	500,000 reach
Online	4 media platforms	5,000 clicks / engagements

### Off The Beaten Track

Off the Beaten Track skew towards an older demographic and are most likely to be empty nesters or have grown-up children (16 years or older) at home and have a mid to high socioeconomic status.

### Culture Vultures

Culture Vultures skew towards an older demographic (60% aged 50+) and have a high socio-economic status.

### The other three ...

Family Fun, Relax and Rewind and Bright Lights

*A separate focus will also look at media targeting millennials wanting to discover new experiences.*



## MARKETING MEDIA

<b>Broad Media</b>	Radio, press, magazines 94,5fm, Ngaarda Media, The West Australian, key tourism magazines	
<b>Online</b>	Event website, EDM's, key media, influencers / bloggers Scoop, Urban List, Perth Now, Broadsheet, Perth is OK, So Perth	
<b>Social</b>	Facebook, Instagram, Twitter	
<b>Production</b>	Signage, posters, flyers, official program	
<b>Events</b>	Lead up events and launches targeting demographic and media	
<b>Support</b>	Key media releases Through Newton Ganska Communications & BNTAC	
<b>Travel Media</b>	Promotion of retail travel packages targeting event specific attendance. Festival Travel - travel agency	
<b>Website</b>	<a href="https://www.karijiniexperience.com/">https://www.karijiniexperience.com/</a>	
<b>Facebook</b>	<a href="https://www.facebook.com/KarijiniExperience">https://www.facebook.com/KarijiniExperience</a>	10,400 followers
<b>Instagram</b>	<a href="https://www.instagram.com/karijiniexperience/">https://www.instagram.com/karijiniexperience/</a>	3,925 followers





## OPPORTUNITIES

Marketing and exposure for The Karijini Experience will extend well past the borders of the Pilbara and Western Australia with a true taste of aboriginal culture through a range of media both on site and externally.

On site promotions will include demonstrations, talks, tours, workshops, performing arts along authentic aboriginal experiences.

Participation with the 2023 Karijini Experience is a unique opportunity to enrich the communities of our traditional owners, support economic diversification and tourism in the Inland Pilbara with a truly unforgettable event.

Opportunities to be part of the event are manyfold and we are happy to discuss how you can be involved. We welcome your contact.



## BANJIMA NATIVE TITLE ABORIGINAL CORPORATION

**The Karijini Experience** is owned by the Banjima Native Title Aboriginal Corporation. Banjima Native Title Aboriginal Corporation RNTBC (BNTAC) was incorporated in 2013 and is the Registered Native Title Body Corporate for the Banjima People.

**Their Work** is to ensure traditional decision-making and Banjima Lore and Culture are always at the core of our organisation, BNTAC and our Banjima Board of Directors regularly engage with the Banjima Community, its councils and committees, and the Banjima Elders Council.

**Address** Level 1, 165 Adelaide Terrace, East Perth  
**Postal** PO Box 6278, EAST PERTH WA 6892  
**Phone** 08 9216 9852  
**Website** [www.bntac.org.au](http://www.bntac.org.au)



## CMS EVENTS

**CMS Events** manage The Karijini Experience under contract to BNTAC.

CMS Events has professional industry experience built over 30 years. With a sound background of operating events. They have used the broad knowledge of marketing, sales, operations and financial control to apply their skills across a range of industries and styles of events.

Currently their management includes food and wine, trade and consumer exhibitions, seminars, functions, tourism and community events and more.

CMS offer a strategic approach to development, management and marketing for ever of any size offering the experience of over 200 exhibitions and projects.

**Address** Unit 4, 172 Scarborough Beach Road, Mount Hawthorn  
**Postal** PO Box 159, MOUNT HAWTHORN WA 6915  
**Phone** 08 9201 9888  
**Website** [www.cmseven.com.au](http://www.cmseven.com.au)





# Agenda Item 6.5 - Attachment 2

The Karijini Experience 2024 - Program Draft



Karjini experience 2024 Program Draft

	Thursday 4 April							Friday 5 April							Saturday 6 April							Sunday 7 April														
	Cultural	Workshops	Art	The Village	Kids	Activities	Food		Cultural	Workshops	Art	The Village	Kids	Activities	Food	Markets		Cultural	Workshops	Art	The Village	Kids	Activities	Food	Markets											
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# Agenda Item 6.5 - Attachment 3

The Karijini Experience 2024 - Sponsor Information



**Karijini Experience 2024**  
**4 – 7 April**  
**Sponsor Information**

# THE KARIJINI EXPERIENCE

## 4 – 7 April 2024

### SPONSOR PACKAGES

### & SUPPORT INFORMATION

#### ON BEHALF OF BNTAC – Banjima Native Title Aboriginal Corporation

The Karijini Experience provides a diverse and inclusive program of authentic, high-quality arts and cultural experiences designed to connect people to the Homeland of the Banjima people and the breath-taking landscape of Karijini National Park.

Reflecting its guiding principles of aboriginal culture, environment, enrichment, rejuvenation and learning, the program features renowned artists, high quality emerging performers and grass roots experiences with local Traditional Owners – the Banjima People.

Although rated as Western Australia's second most iconic destination, Karijini National Park lacks the same level of recognition as the Kimberley, Uluru, the Great Barrier Reef and Blue Mountains. And yet, it is the second largest National Park in WA and offers visitors some of the most spectacular sights and experiences that can be found within the Pilbara and indeed all of Australia. It is considered to be one of Australia's best-kept secrets.

Research suggests that events like The Karijini Experience provide a great anchor for attracting tourists to the state.

While the destination is always available, having a time limited event encourages visitors to take advantage of this opportunity and visit the place during the event.

In addition, it is underpinned by local need, which is amply demonstrated by the overwhelming support for the event in local attendance and the commitment by the volunteers and in-kind contributors from the inland Pilbara communities.

The increase in attendance each year since its inception indicates that the Karijini Experience draws more people to the region which in turn has a positive economic impact on the Inland Pilbara.

We are committed to measuring environmental, cultural, social and economic success that we believe is activated by The Karijini Experience.

**Karijini National Park, Banjima Drive, Karijini**

**Main Site – Karijini Airstrip**

<https://www.karijiniexperience.com/>

Contact: Richard Campbell, Director, CMS Events  
[richard@cmsevents.com.au](mailto:richard@cmsevents.com.au)  
0417 998 620





**Karijini Experience 2024**  
**4 – 7 April**  
**Sponsor Information**

**The package offered provides promotion and awareness with significant exposure across media platforms with privileges across the event program and can include:**

- Presentation Branding
- Multi Media Branding & Marketing
- Onsite / Production Branding
- Activations
- On Site Promotions
- Hospitality
- Exclusivity can be offered based on level of investment and uniqueness

**Media Coverage**

Broad Media:	Radio, press, magazines 94,5fm, Ngaarda Media, The West Australian, key tourism magazines Regional media embracing the Gascoyne, Murchison and Pilbara regions. Develop specific marketing for Tom Price and Newman.
Online:	Event website, EDM's, key media, influencers / bloggers Scoop, Urban List, Perth Now, Perth is OK, So Perth
Social:	Facebook, Instagram, Twitter
Production:	Signage, posters, flyers, official program
Events:	Lead up events and launches targeting demographic and media
Support:	Key media releases Through appointed communications team & BNTAC
Travel Media:	Promotion of retail travel packages targeting event specific attendance. Travel Key / Festival Travel travel agency.
Website:	The key information location <a href="https://www.karijiniexperience.com/">https://www.karijiniexperience.com/</a>
Facebook:	<a href="https://www.facebook.com/KarijiniExperience/">https://www.facebook.com/KarijiniExperience/</a> 11,000 followers
Instagram:	<a href="https://www.instagram.com/karijiniexperience/">https://www.instagram.com/karijiniexperience/</a> 4,390 followers

VISITOR ATTENDANCE	2024
Pilbara	1000
Intrastate	1100
Interstate	300
International	100
TOTAL	2,500

Media	Target	Outcomes
Media Communications & PR	120 articles	105 state, 15 national / international
Journalist / Influencer Program	1 journalist & 1 influencer	Visiting the region
Website	50,000 pageviews	30,000 users
Social Media	250,000 Impressions	500,000 reach
Online	4 media platforms	5,000 clicks / engagements



**Karijini Experience 2024**  
**4 – 7 April**  
**Sponsor Information**

**General Sponsorship & Benefits**

Services, benefits and hospitality are offered to sponsors and key stakeholders through the following options based on support provided.

An event report provided within 30 days of the festival completion.

Event Support

- Name or logo as part of the event brand "... Karijini Experience".
- Name of the Event to be "The Yurlu Lounge presented by ...".
- Name of the VIP area to be "... VIP Lounge".
- Name of the music stage to be "... Music Stage".

Branding & Marketing

- Right to use the title of Sponsor of the event in own marketing.
- Logo / name included in event brand across all marketing.
- Logo / name inclusion with print and online advertising and marketing.
- Logo / name inclusion with print advertising and marketing.
- Logo / name inclusion with online advertising and marketing.
- Logo / name inclusion on event poster.
- Logo / name inclusion on event flyer.
- Logo / name inclusion on event media launch invite.
- Logo / name inclusion with all media releases.

Online Marketing

- Logo / name included on event website with hyperlink.
- Logo / name included on event ticketing platform and tickets.
- Logo / name included on event tickets.
- Banner advertising in event enewsletter.
- Logo / name included on event enewsletter with hyperlink.
- Feature in event enewsletter (content supplied by sponsor).
- Facebook post (content supplied by sponsor)
- Instagram post (content supplied by sponsor)

Hospitality

- Presentation (speaking) rights at key functions.
- Invitation to Perth Media Promotion.
- Selected event passes allocated for use for staff or clients as mutually agreed.
- Trade price tickets to events.



**Karijini Experience 2024**  
**4 – 7 April**  
**Sponsor Information**

Promotions

- Stand within the main event area.
- Onsite activation at an event (as requested).
- Presentation at the event media launch.
- Presentation at an event.
- Event ticket giveaways through own social media or consumer channels.
- Guest photo with sponsor banner for use on social media.
- Photography from event supplied to sponsor.
- Media release developed to include sponsor and distributed through event channels.

**Sponsor Options & Tiers Available**

- Platinum Partner
- Premium Partner
- Major Sponsor
- Event Sponsor
- Supporting Partner
- Friend of Karijini Experience

**Activation Sponsorship Available**

- Yurlu Lounge                      Events Final Presentation
- Dining Experience                High dining experience and Dales Gorge by Fervor
- Banjima Damper & Tea
- Bush Cultural Walks
- The Village                         Main event venue
- Entertainment Stage             Key focus for village
- Markets                             Public interest displays and stalls
- Workshops                        Hands on learning opportunities
- Art                                     Includes displays and art award
- Kids Activities                     Options for the young ones
- Activities                          Something a little more physical for visitors
- Food                                 Ongoing food options in the village





**Karijini Experience 2024**  
**4 – 7 April**  
**Sponsor Information**

**PLATINUM PARTNER (2)**

Investment to be negotiated.

**Your organisation will receive the following:**

- Named as a Platinum Partner of The Karijini Experience with branding available for the organisation's marketing.
- Inclusion in media releases.
- Verbal acknowledgement at key events.
- Branding included with all visual marketing media.
- Inclusion of your organisation's name in the title of one of the activations.

**Branding and Marketing:**

- Logo / name included in event marketing – print, electronic, media releases.
- Logo included on event website with link.
- Organisation message in the event website.
- Logo / name included on event ticketing platform.
- Banner advertising in event ENewsletter.
- Logo included on event ENewsletter.
- Feature in event ENewsletter (2) (content supplied by partner).
- Facebook post (4) (content supplied by partner).

**Onsite Branding:**

- Logo included with event sponsor banner.
- Logo / name included in event program.
- Full page advert included in event program.
- Organisation message in the event program.
- Right to place own promotional banners within selected event activations.

**Promotions:**

- Display or activations at key events.
- Presentation at agreed events.
- Media release developed to include sponsor and distributed through event channels.

**Hospitality:**

An exceptional hospitality experience will be offered according to the objectives of the organisation and presented for key personnel or partners to attend the event.

- It will include options to attend the opening event, Welcome to Country & Bargabi.
- Four tickets to one of the key Dining Experiences.
- Tickets as agreed to aboriginal cultural events throughout the program including Workshops, Bush Cultural Walks and Tours.
- Ten tickets to the closing concert – Yurlu Lounge.
- Opportunity to present a cultural or environmental gift to stakeholders and key visitors to the event.

**Optional Inclusions:**

The organisers wish to present a full immersion involvement with partners and welcome further discussions to maximise participation and exposure.



**Karijini Experience 2024**  
**4 – 7 April**  
**Sponsor Information**

**PREMIUM PARTNER**

Investment \$50,000 plus GST.

**Your organisation will receive the following:**

- Named as a Premium Partner of The Karijini Experience with branding available for the organisation's marketing.
- Verbal acknowledgement at key events.
- Branding included with all visual marketing media.

**Branding and Marketing:**

- Logo / name included in event marketing – print, electronic, media releases.
- Logo included on event website with link.
- Banner advertising in event ENewsletter.
- Logo included on event ENewsletter.
- Feature in event ENewsletter (content supplied by partner).
- Facebook post (2) (content supplied by partner).

**Onsite Branding:**

- Logo included with event sponsor banner.
- Logo / name included in event program.
- Half page advert included in event program.
- Right to place own promotional banners within selected event activations.

**Promotions:**

- Display or activations at key events.
- Presentation at agreed events.

**Hospitality:**

An exceptional hospitality experience will be offered according to the objectives of the organisation and presented for key personnel or partners to attend the event.

- It will include options to attend the opening event, Welcome to Country & Barlgabi.
- Two tickets to one of the key Dining Experiences.
- Tickets as agreed to aboriginal cultural events throughout the program including Workshops, Bush Cultural Walks and Tours.
- Six tickets to the closing concert – Yurlu Lounge.

**Optional Inclusions:**

The organisers wish to present a full immersion involvement with partners and welcome further discussions to maximise participation and exposure.



**Karijini Experience 2024**  
**4 – 7 April**  
**Sponsor Information**

**MAJOR SPONSOR**

Investment \$25,000 plus GST.

**Your organisation will receive the following:**

- Named as a Major Sponsor of The Karijini Experience with branding available for the organisation's marketing.
- Verbal acknowledgement at key events.
- Branding included with selected marketing media.

**Branding and Marketing:**

- Logo / name included in event marketing – print, electronic.
- Logo included on event website with link.
- Logo included on event ENewsletter.
- Feature in event ENewsletter (content supplied by partner).
- Facebook post (content supplied by partner).

**Onsite Branding:**

- Logo included with event sponsor banner.
- Logo / name included in event program.
- Quarter page advert included in event program.
- Right to place own promotional banners within selected event activations.

**Promotions:**

- Display or activations at key events.

**Hospitality:**

An exceptional hospitality experience will be offered according to the objectives of the organisation and presented for key personnel or partners to attend the event.

- It will include options to attend the opening event, Welcome to Country & Barlgabi.
- Two tickets to one of the key Dining Experiences.
- Tickets as agreed to aboriginal cultural events throughout the program including Workshops, Bush Cultural Walks and Tours.
- Four tickets to the closing concert – Yurlu Lounge.

**Optional Inclusions:**

The organisers wish to present a full immersion involvement with partners and welcome further discussions to maximise participation and exposure.





**Karijini Experience 2024**  
**4 – 7 April**  
**Sponsor Information**

**EVENT SPONSOR**

Investment \$10,000 to \$15,000 plus GST.

**Your organisation will receive the following:**

- Named as a Event Sponsor of The Karijini Experience with branding available for the organisation's marketing.
- Branding included with selected marketing media.

**Branding and Marketing:**

- Logo / name included in event marketing – print, electronic.
- Logo included on event website with link.
- Logo included on event ENewsletter.
- Facebook post (content supplied by partner).

**Onsite Branding:**

- Logo included with event sponsor banner.
- Logo / name included in event program.
- Right to place own promotional banners within selected event activations.

**Hospitality:**

An exceptional hospitality experience will be offered according to the objectives of the organisation and presented for key personnel or partners to attend the event.

- It will include options to attend the opening event, Welcome to Country & Barlgabi.
- Tickets as agreed to aboriginal cultural events throughout the program including Workshops, Bush Cultural Walks and Tours.
- Four tickets to the closing concert – Yurlu Lounge.

**Optional Inclusions:**

The organisers wish to present a full immersion involvement with partners and welcome further discussions to maximise participation and exposure.



**Karijini Experience 2024**  
**4 – 7 April**  
**Sponsor Information**

### **SUPPORTING PARTNER**

Investment \$5,000 plus GST.

**Your organisation will receive the following:**

- Named as a Supporting Partner of The Karijini Experience with branding available for the organisation's marketing.
- Branding included with selected marketing media.

**Branding and Marketing:**

- Logo / name included in event marketing – print, electronic.
- Logo included on event website with link.
- Logo included on event ENewsletter.

**Onsite Branding:**

- Logo included with event sponsor banner.
- Logo / name included in event program.
- Right to place own promotional banners within selected event activations.

**Hospitality:**

An exceptional hospitality experience will be offered according to the objectives of the organisation and presented for key personnel or partners to attend the event.

- It will include options to attend the opening event, Welcome to Country & Barlgabi.
- Tickets as agreed to aboriginal cultural events throughout the program including Workshops, Bush Cultural Walks and Tours.
- Two tickets to the closing concert – Yurlu Lounge.

**Optional Inclusions:**

The organisers wish to present a full immersion involvement with partners and welcome further discussions to maximise participation and exposure.

### **FRIEND OF KARIJINI EXPERIENCE**

Investment \$1,000 plus GST.

**You will receive the following:**

- Named as a Friend of The Karijini Experience with branding available for the organisation's marketing.
- Name listing on the event website.

**Branding and Marketing:**

- Logo included on event website with link.
- Facebook thank you post as part of the Friends listing.

**Hospitality:**

Hospitality experience will be offered as follows:

- It will include options to attend the opening event, Welcome to Country & Barlgabi.
- Two tickets to the closing concert – Yurlu Lounge.

**Optional Inclusions:**

The organisers wish to present a full immersion involvement with partners and welcome further discussions to maximise participation and exposure.



# Agenda Item 6.5 - Attachment 4

The Karijini Experience 2023 - Sponsor Report





EVENT  
SPONSOR REPORT 2023



[karijiniexperience.com](http://karijiniexperience.com)



## CONTENTS

1. Overview
2. Testimonials
3. Attendance, Research & Demographics
4. Events & Development
5. Final Event Program
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8. Event Program
9. Guest Talent
10. Sponsorship
11. Community and Business Support
12. Volunteer Program
13. Event Issues
14. Event Management
15. Future Directions
16. Media & PR Summary
17. Social Media / Online Summary
18. Broad Media / Production Advertising Summary





## 1 OVERVIEW

The support and enthusiasm for the Karijini Experience in 2023 was both encouraging and welcome and the organisers pay tribute to the Banjima people, stakeholders and sponsors who were involved.

Given the lead time and a new team managing the event in 2023, the outcomes were positive with many opportunities now clear to grow the culture of the Karijini Experience.

The planning period of 12 weeks was not ideal, and the business plan previously prepared was used with the chosen model based on past events managed by Nintirri. This provided “known” options for planning and expedience.

The re-emergence of Karijini Experience as a significant state event can only build after the disruption of the Covid years.

***The major highlight was the recognition and broader exposure of the Banjima people and their country with people keen to share the start of what will be an authentic Aboriginal program.***

- Purpose & Objectives

A review and research to be undertaken to determine the event objectives. Cultural, celebration, tourism or a combination of these and others.

- Program

The program included 36 individual events with some running over all the days.

Feature events which were well received included the Banjima Toured Walks, Opening Barlgabi, Yurlu Lounge, Eco Retreat Dining Experience, Perth Football Club Workshops and nightly entertainment.

- Location

The location, while spectacular, is a major reason for people attending, but also creates logistic issues with the event delivery. This will never change but with appropriate planning time can be better managed. The local support of equipment and hire is dependent on availability with companies in the region having priority to the mining industry. Their support is critical with many jumping in as needed.

- Timing

The cooler weather was questioned often by participants and a review needs to be undertaken to determine the best dates.

There is a desire to return to the warmer months of April (end of cyclone season) or maybe September (fire season) can be looked at.

The desire to remain in school holiday times is also a factor.

The BNTAC Committee to review this.

- Accommodation and travel

Travel will always be an obstacle to greater attendance, but there are also the accommodation options available.

Holding the event during school holidays reduces the camping options in the park as it is an already popular time to visit.

From a tourism and visitation viewpoint, getting more people from outside the region is important for economic impact.

Karratha was promoted as the destination hub encouraging visitors to extend their time in the region.

- Sponsors

The support from sponsors was refreshing and made a big contribution to the success of the event. The recognition of the event and the backing of BNTAC played a significant role in securing the funds required.

Additional to the paid contribution support was received through in-kind supply and equipment provision. This was not as high in value as the past and was reflective of the current economy and demand for services.

- Media Impact

A strong media campaign (mainly online) supported the campaign with good reach and exposure achieved.

Media and PR articles were also received provided additional exposure for the event companies and people involved.

A media summary is included with this report.



- Economic impact

An estimate of visitor spend in the region is calculated as \$784,687 based on 75% of people from outside of the Pilbara.

***The organisers wish to commend and thank all sponsors, stakeholders, participants, supporters and the community for their support of the Karijini Experience.***

## 2 TESTIMONIALS

To deliver an event on this scale and the coordination of logistics is no small task, so congratulations to you and the CMS Events team for all your hard work in the background. – Jaylan Smith, FMG

Appreciate the organisation, I can't imagine it could have gone any smoother – Craig Quartermaine

It was a privilege to be part of this - can't wait for next year 🙌 – Susan Whelan, via Instagram

Was an amazing five days in beautiful Banjima Country – Hon Peter Foster MLC, via Facebook

Yes, had an amazing time, the Banjima women were so welcoming – Gail Clare, via Facebook

We loved learning more about Banjima culture directly from the community – Dave, Post Event Survey

People were friendly and there was a real sense of community and togetherness – Zeljka, Post Event Survey

All the events are special and to experience them will hold a special place in my heart – Lynne, Post Event Survey

To be able to learn about different areas of the aboriginal culture. The bush medicine and learning the language was amazing and truly an honour. We as Australian's don't get enough of a chance to learn it at school. – Melissa, Post Event Survey





### 3 ATTENDANCE, RESEARCH & DEMOGRAPHICS

A total of 2,423 people attended events under the Karijini Experience banner in 2023, with 1,200 people purchased or registered tickets online, plus a further 1,223 attending events on the day.

75% attended the event for the first time.

<b>Karijini Experience 2023</b>	
<b>Event Participants</b>	
Talent	23
Staff & Volunteers	50
Stall / Event Holders	20
Opening Event & Balgarbi	520
The Village Learning Tent	80
Daily Yoga	45
Banjima Toured Walk	180
Perth FC Workshop	80
Comedian Craig Quartermaine	80
Bradley Hall Band	240
Eco Retreat Dining Experience	140
Markets	80
Workin' It with Pops & Jay	20
Didgeridoo Workshop	15
Movie Night	60
Story Telling & Language Workshop	40
Music at Eco Retreat	60
Damper & Tea	150
Artefact Workshop	40
Yurlu Lounge	300
Closing Event & Balgarbi	200
<b>Total Events Attendance</b>	<b>2423</b>

<b>VISITOR RESPONSES FROM TICKET PURCHASES &amp; SURVEY RESULTS</b>				
	<b>Pre-Purchase Ticket Holders</b>		<b>Post Event Survey Results</b>	
Attendee Age	18 – 24 years	6%	18 – 24 years	2%
	25 – 40 years	46%	25 – 40 years	33%
	41 – 54 years	39%	41 – 54 years	35%
	Over 55 years	9%	Over 55 years	30%
Accommodation	Hotel / Motel	14%	Hotel / Motel	10%
	Friends / Family	3%	Friends / Family	8%
	Caravan Park / Camping	57%	Caravan Park / Camping	57%



	Online Private Rental	1%	Online Private Rental	2%
	Live in the Region	25%	Live in the Region	23%
Length of Stay	1 Night	3%	1 Night	5%
	2 – 3 Nights	27%	2 – 3 Nights	2%
	4 – 5 Nights	32%	4 – 5 Nights	25%
	6 – 7 Nights	9%	6 – 7 Nights	20%
	8 – 10 Nights	3%	8 – 10 Nights	7%
	10+ nights	1%	10+ nights	18%
	Live in the Region	25%	Live in the Region	23%
Region	Perth	37%	Perth	25%
	South WA	3%	South WA	10%
	Goldfields – Mid West	2%	Goldfields – Mid West	2%
	Gascoyne – Pilbara	42%	Gascoyne – Pilbara	43%
	Kimberley	1%	Kimberley	0%
	Interstate	15%	Interstate	20%
How They Heard	Facebook	28%	Facebook	30%
(Multiple Response)	Instagram	7%	Instagram	12%
	Website	29%	Website	32%
	Email	19%	Email	15%
	Visitor Centre	28%	Visitor Centre	7%
	Attended Previously	3%	Attended Previously	20%
	Online	0%	Online	0%
	Press	0%	Press	0%
	Signage	1%	Signage	0%
	Word of Mouth	12%	Word of Mouth	25%
	Radio	0%	Radio	0%
	Urban List	0%	Urban List	0%
	Perth Is OK!	2%	Perth Is OK!	0%
	Perth Now	1%	Perth Now	0%
	So Perth	1%	So Perth	0%
First time attending	Yes	75%	Yes	78%
	No	25%	No	22%
Satisfaction			Very Satisfied	30%
			Satisfied	33%
			Unsatisfied	37%

One of the main factors affecting the satisfaction of visitors was the limited food and market options and those that were there, not being available at all times.



#### 4 EVENTS & DEVELOPMENT

36 individual events were held, with the Village hosting most. Events were also held at the Karijini Visitor Centre and Eco Retreat.

The choice in 2023 was to only include events and participants hosted by Aboriginal people with a preference for Banjima. This was not totally possible with an estimate of around 90% being authentic experiences.

The focus on the Elder tent was a very positive move and one which can become a cornerstone of the presentation.

The balance of events will require further development with education and management of presentations to be further enhanced for public consumption.

It is felt a more "intimate village" experience be developed with full programming in place to ensure expectations are met.

The closer inclusion of traditional owners in the presentation and camp setups felt appropriate and very important manage for the future.

Sold out or well attended events included the Opening Barlgabi, Banjima Toured Walks, Jundaru Sewing, Perth Football Club Workshops, Eco Retreat Dining Experiences, Didgeridoo Workshop, Story Telling & Language Workshop and Yurlu Lounge.

Entertainers were popular with a high class lineup available from Mark Atkins Band, Bradley Hall Band, Tre Amici, Emily Wurramara, J-MILLA, Broken Tides and Craig Quartermaine.

A curation and collaboration approach to assist event development will be used in the future based on a case-by-case approach.

While planning time was limited, it needs to be understood, that the program needs to be developed a lot earlier to ensure resources are available and full promotion can be undertaken.





Karijini Experience 2023  
Event Report

5 FINAL EVENT PROGRAM

	Wednesday 5 July	Thursday 6 July				Friday 7 July				
		The Village - Enrichment Tent	The Village - Learning Tent	The Village	Other	The Village - Enrichment Tent	The Village - Learning Tent	The Village	Other	
7.00										
7.30										
8.00										
8.30	The Village			Daily Yoga 😊				Daily Yoga 😊		
9.00	The Village - Enrichment Tent				Banjima Toured Walk - Elders & Rangers				Banjima Toured Walk - Elders & Rangers	
9.30	The Village - Learning Tent		Kids Event - Jundaru Sewing 😊			Workin' It with Pops&Jay (AKA J-MILLA) 😊				
10.00	Visitor Centre			Damper & Tea						
10.30	Eco Retreat									
11.00										
11.30	😊 - Free Event									
12.00					Artefact Workshop 😊					
12.30										
1.00										
1.30			Bush Medicine Workshop 😊				Story Telling and Language Workshop 😊			
2.30				Damper & Tea				Damper & Tea		
3.00										
3.30					Perth Football Club Workshop 😊		Didgeridoo Workshop 😊		Music at Eco Retreat 😊	
4.00										
4.30										
5.00		Markets 😊				Markets 😊				
5.30										
6.00	Welcome to Country & Corroboree (Barlgabi)									
6.30										
7.00				Historically Accurate by Comedian Craig Quartermaine 😊				Movie Night - Gravel Road 😊		
7.30	Mark Atkins - Black Arm Band 😊				Dining Experience				Dining Experience	
8.00				Bradley Hall Band 😊				Bradley Hall Band 😊		
8.30										
9.00										
9.30										



Karijini Experience 2023  
Event Report

Saturday 8 July				Sunday 9 July			
The Village - Enrichment Tent	The Village - Learning Tent	The Village	Other	The Village - Enrichment Tent	The Village - Learning Tent	The Village	Other
		Daily Yoga 😊				Daily Yoga 😊	
Markets 😊		Damper & Tea	Perth Football Club Workshop 😊	Markets 😊		Damper & Tea	Banjima Toured Walk - Elders & Rangers
						Artefact Workshop 😊	
		Damper & Tea				Damper & Tea	
		Yurlu Lounge featuring J-MILLA, Emily Wurramara & Tre Amici				Wrap Party Broken Tides 😊	Music at Eco Retreat 😊

## 6 DIGNITARY SUPPORT

Ministers were unavailable for events in 2023.

Attendance was welcomed with the following LOCAL MEMBER attending either one or more events.

Hon Peter Foster MLC, Member for Mining and Pastoral Region

Banjima Elders and representatives conducted Welcomes to Country to most events.

Sponsors were also included for presentations and included:

- Shire of Ashburton
- Hancock Prospecting
- Gumala Foundation

## 7 TICKETING

Humanitix (an Australian company) is the preferred ticketing platform. The group provides a great support network.

- The ticketing is an integrated interface with our website with ease of access.
- The booking fee is 2% of the ticket value plus \$1.20 per ticket which is on the low side of ticketing costs.
- Refunds that are necessary are all managed by Humanitix.
- Discount codes are available for complimentary or discounted tickets.
- Waitlists for sold out events are available.
- All profits from booking fees are donated to educational charities for children.



## 8 EVENT PROGRAM



The event program was changed to a DL 8 fold format to provide a convenient in pocket option for consumers.

2,000 copies were produced and distributed through the region and at the event.

The release of the official printed program was later than planned but proved a great tool for people on site. While the program is a printed format, the full program is also provided online.

Using online media, the website and social media as a major driver for information and response leading up to the event with the website providing the key platform for ticketing and information.

## 9 GUEST TALENT

The talent line-up included the following:

Mark Atkins – Black Arm Band  
Craig Quartermaine  
Bradley Hall Band  
J-MILLA  
Tre Amici  
Emily Wurramara  
Broken Tides







## 10 SPONSORSHIP

The event attracted sponsorship and support from a range of stakeholders. The delivery for sponsors revolves largely around media and promotions prior to the event.

A total input by sponsors excluding the contra and in-kind support amounted to \$428,500 (ex GST).

Contra support can be valued in excess of \$250,000.

**The following organisations contributed to the cost of the event through both cash and in-kind support:**

- Shire of Ashburton
- Hancock Prospecting
- Rio Tinto
- Go West Tours
- Tourism WA
- BHP
- Onsite Rentals
- Equity Trustees
- North West Mining & Civil
- IBN Group
- Gumala Aboriginal Corporation
- Karijini Eco Retreat
- Ngaarda Media
- The Nintirri Centre
- City of Karratha
- Fortescue Metals Group
- Australian Cultural Heritage Management (ACHM)
- White Springs
- Pilbara Development Commission
- Mineral Resources
- Australia's Northwest
- Karijini Mining & Civil
- B&M Contractors
- Vanguard Press
- Miles from Nowhere
- Peter Foster MLC

## 11 COMMUNITY AND BUSINESS SUPPORT

Part of the fabric of the event is how it affects and is supported by locals.

There is a strong culture of ownership by the local community which has been generated over the past 10 years.

This is reflected in business support, attendance and the opportunity to have a say in the event.

The future will need to create more engagement with the business community.

The delivery of regional, stakeholder and sponsor dividends must be matched with ongoing investment. The organisers work with businesses for sponsorship (either in-kind contributions or cash) and fair pricing for supply and services.

The economic impact to the region indicates the broader returns available, which are spread throughout the community and business.



## 12 VOLUNTEER PROGRAM

The volunteer program was offered in 2023.

Casual volunteers were requested for a range of tasks throughout the festival including Event set up/assistance, camp set up, workshop assistance, bar and merchandise sales, camp assistant, collecting firewood, parking/traffic.

Volunteers were limited in 2023, this could be due to the small turn around time and a lot of the volunteers cancelled last minute or didn't turn up.

Volunteers received a merch pack for helping out, which included a top, hat, beanie and drink bottle, they were also provided breakfast, lunch, dinner, tea and coffee whilst onsite.

CMS Events carry full Volunteer Insurance for workers.





### 13 EVENT ISSUES

Issues in 2023 did affect some areas for obvious reasons.

- Very short turn around time of 12 weeks to organise. This also affected sponsorship, events and staffing.
- Response times for key areas and events
- Cancellations of key equipment, services and volunteers last minute
- Staffing numbers
- Number of market stalls
- Issues with Damper & Tea
- Resources, time available and staffing were significant factors for event holders not taking part or having a reduced capacity.
- Operational and service price increases due to limited contra support.
- There was an under-utilisation of the bus service.

### 14 EVENT MANAGEMENT

Event Managers CMS Events have more than 30 years' experience in promoting, managing and staging events across WA and even now in Victoria. 2023 represents the first of the three-year undertaking for the company.

#### Obligations and milestones set for 2023 included

- Development of the event budget.
- Development of the event marketing and communications plan.
- Development of the event operations plan.
- Development of risk management plan and required insurances.
- Development and delivery of supported events.
- Engagement of high-profile talent.
- Delivery and implementation of an online ticketing system.
- Increased marketing reach for the event.
- Increased communications for the event.
- Sponsorship levels.
- Signage at events.
- Provision of final report and budget.
- Key outcomes.
- Delivery for stakeholders through lead in media and promotions.
- Diversity of event program.
- Increased awareness and exposure for the event and region.
- Increased recognition for local produce.
- Improved media program.

The obligations to BNTAC, Elders and traditional owners was a learning experience for the company with care taken to manage the cultural issues involved where possible. This did affect delivery from time to time and will need a more definitive management approach in the future.



## 15 FUTURE DIRECTIONS

### Proposed Future Timing

A consensus will need to be taken with BNTAC and stakeholders to determine the best timing for the event.

#### Dates and timing of year

Autumn – end of cyclone season

Winter – cool days and evenings

Spring – fire season

#### Holidays

March/April	Easter	Sunday 31 March
	School Holidays	29 March – 14 April
	Anzac Day	25 April
July	School Holidays	29 June – 14 July
	NAIDOC Week	7 July – 14 July
September	School Holidays	21 September – 6 October
	Kings Birthday	25 September

***The dates for 2024 will be 4 to 7 April***

Review and draft directions

1. Review the objectives of the event.
2. An Event site is to be designed for Overflow Camp Ground. In post event discussions with DBCA, they advised their ongoing concerns of closing and using the airstrip. It is not their preferred option. CMS Events to review needs and provide a design for the expansion of the Overflow Camp Ground to include and design specific event site. This will ultimately include water (already there), power, shower facilities.  
Maybe just clear ground for 2024.  
Prepare a proposal for DBCA and approach BNTAC partners for potential long term support.
3. Review the 2023 program, remove some events and change times. Should events be reduced and then include more itinerary experiences.
4. Look for key acts that will increase attendance numbers.
5. Remove markets in their current form.
6. Make any workshops from midday.
7. Review bus service and marketing.





8. Keep Dining Experience.
9. Keep Yurlu Lounge.
10. Reduce general ticket cost.
11. Remove VIP catering – and keep to a drinks area for sponsors at Yurlu Lounge.
12. Move away from NAIDOC Week.
13. Update tents.  
Update beds to stretchers for all.
14. Kids area – previously had crafts, games, colouring, art – needs to be manned constantly (Nintirii happy to help with this).
15. Wet the sand before Barlgabi.
16. Have announcements and background music throughout the day.
17. Nintirii can help with support and marketing.
18. Bar and Merchandise area to go at back facing stage, more prominent.
19. Provide free showers – check out Dales Gorge Campground as a sample.
20. Supervisor to be appointed for critical areas Camping, Catering, Village, Parking, Stage.
21. There is a need to educate stall holders and participants for a better event delivery to visitors. CMS Events have a program for this.
22. There is a need to keep schedule tight and manageable.



## 16 MEDIA & PR SUMMARY

130 Items of coverage for the event.

Link to PR report [Karijini Experience 2023 PR Report.pdf](#)

### Online Calendars

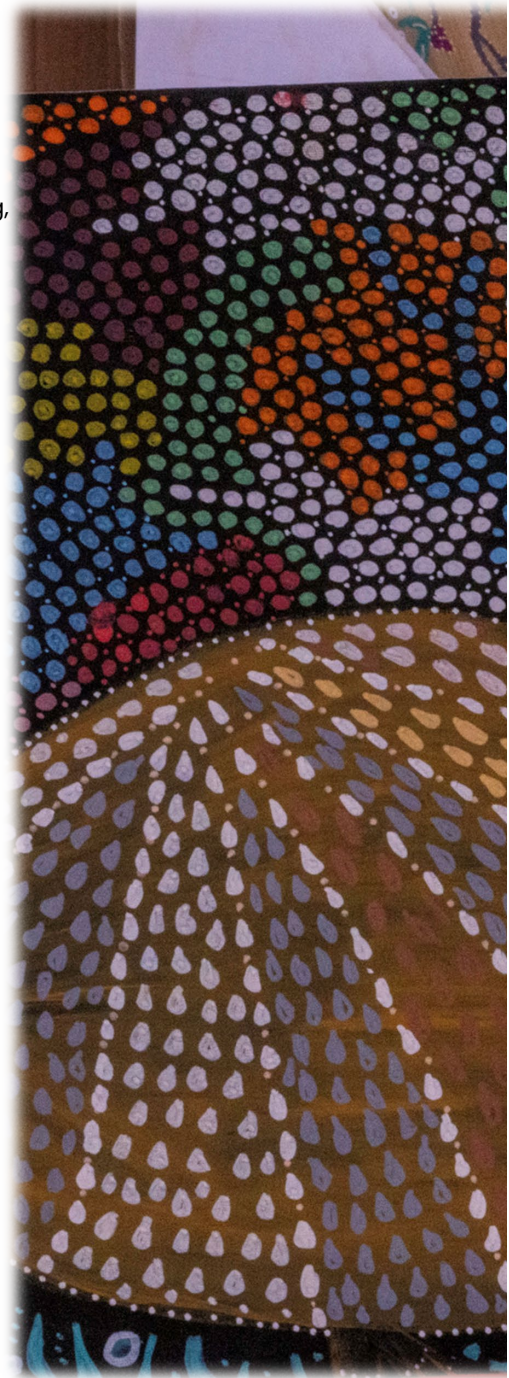
Australian Tourism Data Warehouse, Tourism WA, Australia's North West, Event Finda, Karijini Eco Retreat, Karratha is Calling, Localista/Scoop, Neman Events, Perth Is OK!, Shire of East Pilbara, Town of Port Hedland, Visit Ashburton

### Value of PR Campaign

Consultant PR group Newton Ganska Communications generated some great coverage in 2023.

PDF summary can be found above.

Media value of PR is estimated to be in excess of \$100,000 in exposure.





## 17 SOCIAL MEDIA / ONLINE SUMMARY

Social media and online proved valuable channels for the Karijini Experience.

### Website (April - July)

[www.karijiniexperience.com](http://www.karijiniexperience.com)

<b>Sessions</b>	17,597
<b>Pageviews</b>	32,538
<b>Average session</b>	1m 13s

### Facebook (June - July)

[www.facebook.com/karijiniexperience](https://www.facebook.com/karijiniexperience)

Social media agency, Word of Mouth is contracted to manage and monitor paid Facebook advertising. Along with an increased social media spend.

**Current followers** 11,000

<b>Reach</b>	493,000
<b>Impressions</b>	429,000
<b>Link clicks</b>	4,262

Facebook advertising provides a cost-effective return on media investment and by using the agency enhanced the spend.

### Instagram @karijiniexperience

The paid campaign through Word of Mouth also covered Instagram.

**Followers** 4,435

<b>Reach</b>	36,083
<b>Impressions</b>	50,176
<b>Link clicks</b>	129

### EDM (E-Newsletter)

Karijini Experience

**Subscribers** 2,098





## 17 SOCIAL MEDIA / ONLINE SUMMARY cont.

### Australia's North West (June-July)

[ANW Social Report.pdf](#)

Social posts                      Reach: 435,876                      Impressions: 714,619  
Link Clicks: 2,558



### Urban List (June-July)

[Urban List Campaign Tracker - Karijini Experiences.pdf](#)

- |                       |                    |   |
|-----------------------|--------------------|---|
| • Article             | Pageviews 35,031   | Average Time on Page 0:20               |
| • Facebook Post x2    | Reach 22,758       | Link Clicks 1,470      Engagement 1,534 |
| • Instagram Post      | Reach 16,719       | Engagement 404                          |
| • Instagram Story x2  | Reach 21,016       |   |
| • Solus Enewsletter   | Opens 8,910        | Link Clicks 117                         |
| • Display Advertising | Impressions 18,909 | Clicks 20                               |

### Perth Now (June)

[Perth Now Report.pptx](#)

- |                     |                        |                    |
|---------------------|------------------------|--------------------|
| • Ripple Native Ads | Impressions: 2,563,475 | Link Clicks: 4,160 |
| • Targeted Display  | Impressions: 189,382   | Link Clicks: 196   |

### Perth Is OK! (June)

<https://cmsevents.sharepoint.com/:b:/s/cmsevents/EbXdsgQevAICjouRSV2bwzcBO83pNjEtQiZT39t04kH-Sw?e=bWwIMg>

- |                                |                            |                        |
|--------------------------------|----------------------------|------------------------|
| • Online Event Listing         | Page Views 3,283           |                        |
| • Instagram Stories x3         | Impressions 29,921         | Reach 29,917           |
|                                | Link clicks 357            |                        |
| • Instagram Stories (Stays) x2 | Impressions 11,118         | Reach 10,976           |
|                                | Link Clicks 76             |                        |
| • Facebook post                | Impressions 219,283        | Reach: 143,643         |
|                                | Engagement: 6,002          | Link clicks: 4,910     |
| • Instagram post x1            | Impressions 66,049         | Reach: 48,565          |
|                                | Engagement: 2,363          |                        |
| • EDM Feature x2               | Recipients 65,762 / 65,664 | Opened 22,750 / 18,815 |





## 17 SOCIAL MEDIA / ONLINE SUMMARY cont.

### So Perth (June-July)

<https://cmsevents.sharepoint.com/:b:/s/cmsevents/EfNWZD2wd-ICsPvqOVzH94oBBaTV0IOUGjM-TpsonWwXvw?e=7GgaQv>

• Article x 2	Pageviews 16,475	Clicks 62
• Facebook post x 1	Impressions 103,958	Reach 93,723
	Engagement 1,314	
• Instagram post x2	Impressions 57,624	Reach 47,265
• Instagram stories x2	Impressions 2,933	Reach 2,922
• EDM Feature x2	Opened 38,637	Link Clicks 98
• Solus EDM	Opened 19,764	Link Clicks 352

## 18 BROAD MEDIA / PRODUCTION ADVERTISING SUMMARY

### Media Schedule

<https://cmsevents.sharepoint.com/:b:/s/cmsevents/ES9h0vUsrX1HgGpNeKbk5e8BPCohLL6MjSa-EIIX7bzoVw?e=NcARIH>

For a full understanding of the collateral, see below links.

[Editorial](#)   [Online](#)   [Production & Print](#)   [Radio](#)   [Social](#)