



Report - Stage one Draft Boddington Tourism Strategy

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Summary

About the project

This report was written in response to the *Tourism Strategy Brief for Boddington Supertown and Hotham / Williams District*. The report completes stage one of a three stage process to develop a tourism strategy for the Boddington District.

The Boddington District refers the Shires of Boddington, Williams and Wandering. The strategy proposed is based on realising the vision of Boddington District to:

“be an iconic day-trip destination from Perth and popular overnight stop-over for tourists travelling through the region”

Tourism in the region

Visitation to the district is low. An estimated 24,700 overnight and 45,000 day visitors travel to the district each year. At this stage there is little tourism product in the district compared to surrounding regions such as Mandurah, Margaret River and Dwellingup.

An audit of tourism product identified there is no well-established tourism experience that links the district together. The audit also identified the following product and infrastructure gaps:

- Lack of major tourist attractions significant to the state or region
- Limited designated tourist accommodation suitable for grey nomad market
- Lack of evening dining or entertainment options
- Lack of organised tour product
- Poor road signage.

Tourism potential

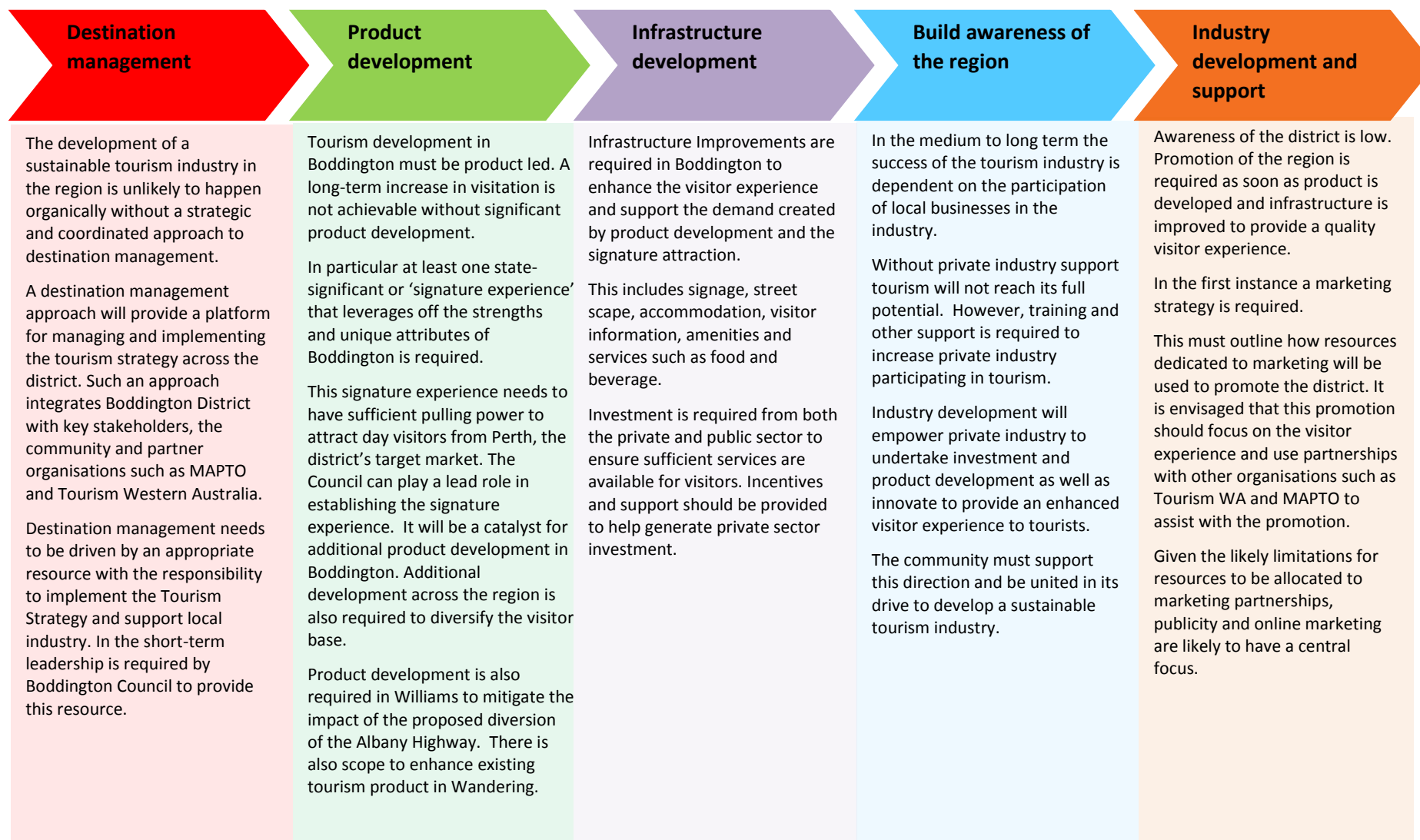
According to the national Tourism Forecasting Committee, Western Australia’s tourism industry is forecast to welcome an extra 9.7 million domestic and international visitor nights a year by 2020. The proximity of Boddington District to Perth provides an opportunity for the district to capitalise on this increase in visitation.

However, several factors may inhibit Boddington District from capitalising on this opportunity. These factors include:

- Limited tourism product in the region
- Risk of a lack of stakeholder interest / engagement
- Integration and implementation of tourism strategy across three Shires
- Limited tourism industry knowledge and customer service capabilities
- Low profile of tourism in the region
- Lack of sufficient services in town
- Williams by-pass.

The Tourism Strategy provides a pathway for Boddington District to mitigate these challenges and develop tourism across the region. The Strategy identified five enablers of success for Boddington District to become an iconic day-trip destination in Western Australia. The enablers of success are outlined in greater detail in the next figure.

Enablers of success



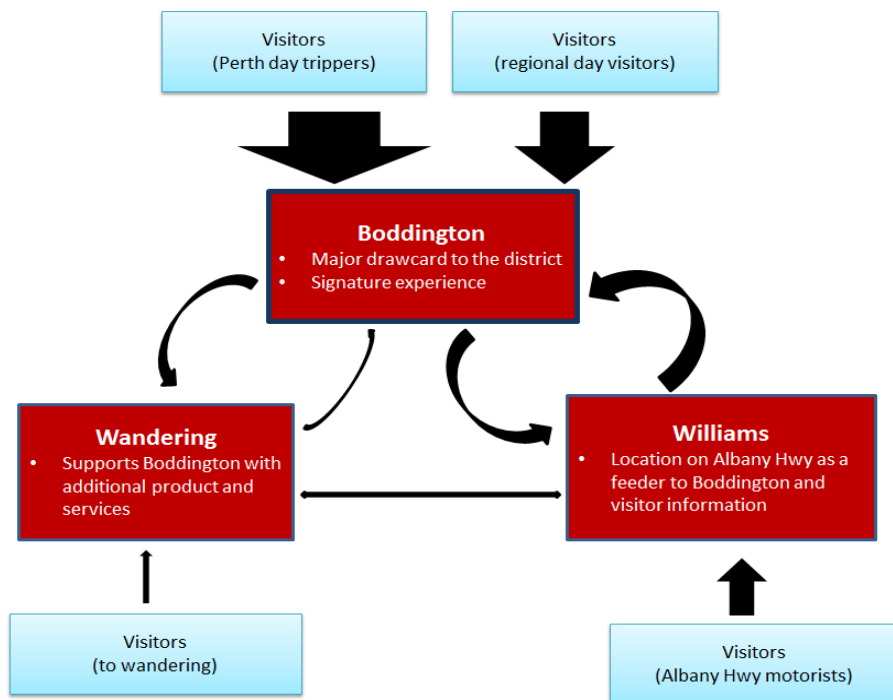
Strategic directions

The Shires of Boddington, Williams and Wandering all have an important role to play for tourism to be a success in the district. It is recommended that a signature experience is developed in Boddington that would act as the central drawcard to the district. This experience would also be a catalyst for further development of tourism product and services in the town.

The location of Williams on the Albany Highway makes it well placed to promote Boddington to motorists travelling on the highway. Other strategic partners such as Albany Council and Experience Perth will also be important in this respect. Williams also requires product development to mitigate the impact of the proposed diversion of the Albany Highway. This should be undertaken at the Lions Park redevelopment site.

It is unlikely Wandering will become a significant drawcard to the district in its own right. However, it will support the district by offering additional tourism product, services and experiences to what is offered in Boddington and Williams. This will enhance the attractiveness of the district as a whole.

The expected visitor flows across the district are illustrated in the diagram below



The signature experience in Boddington will be the main drawcard to the district

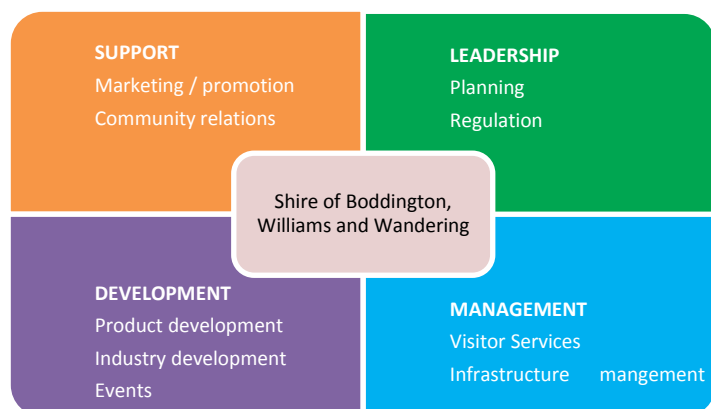
Primary target market is day trippers from Perth

Williams will act as a feeder to Boddington through its location on the Albany Hwy

Wandering to support the visitor experience through additional product and services

Limited integration between Wandering and Williams is expected

Recommendations for Councils' roles and responsibilities in developing the tourism industry are illustrated in the diagram below.



The report provides recommendations on how the Councils' could most effectively undertake these roles and responsibilities. They are summarised in the table below.

Role	Strategic action
Leadership	
Planning	Plan how the draft tourism strategy will be implemented
	Integrate findings from the draft Tourism Strategy into Councils' broad agenda
	Communicate the strategy to stakeholders
	Work with partner organisations: <ul style="list-style-type: none"> Develop partnerships with tourism organisations and destinations Investigate options to outsource marketing responsibilities to MAPTO
	Monitor tourism performance and build insights of the tourist market
Regulation	Ensure that local regulations support and encourage tourism development
	Protection of environmental, heritage and cultural assets
Management	
Infrastructure management	Improve facilities and services
	Enhance streetscapes and town beautification
	Enhance signage
Visitor services	Improved visitor information
Development	
Product development	Develop at least one signature experience in Boddington
	Develop supporting tourism products and services

Role	Strategic action
	Develop a significant attraction at the Lions Park redevelopment site in Williams
Industry development	Encourage investment in tourism products and services
	Industry training and up skilling
Events	Develop new events
	Support and promote existing events
Support	
Marketing and promotion	Develop a marketing strategy plan
	Undertake marketing to support industry
Community / industry relations	Engage in regular and open dialogue with the community and industry

Product development

A focus of the report was on product development. It provided a preliminary assessment of product development opportunities within the district. A summary of the product development opportunities considered is provided in the table below.

Objective	Product development considered	Alternatives
Develop a signature attraction in Boddington	“golden opportunity” – mine tours, interpretation centre and theming	No alternative signature attractions were identified
	Boddington Open Range Zoo	
Develop a significant attraction in Williams	Lions Park redevelopment – (a) water and recreation park and (b) ‘best toilets in WA’.	Improve Williams Woolshed Adventure playground
Develop other tourism product	4WD park and training centre	Indigenous tourism
	Hotham River foreshore redevelopment	
	Agritourism	
	Caravan park redevelopment	
	Walking on the Bibbulmun Track	
	Mountain bike trails	

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1 Introduction

1.1 Purpose of the report

This report was written by TRC Tourism in collaboration with Brighthouse in response to the *Tourism Strategy Brief for Boddington Supertown and Hotham / Williams District*. The report completes stage one of a three stage process to develop a tourism strategy for the Boddington District. Stage two and three are yet to commence.

The project has been administered by the Shire of Boddington and representatives of the Shire's Economic Development Unit in association with Shire of Williams and Shire of Wandering.

1.2 Process undertaken

The three stage process for the completion of the Tourism Strategy is outlined in Figure 1. The methodology used to complete stage one is outlined in Figure 2.

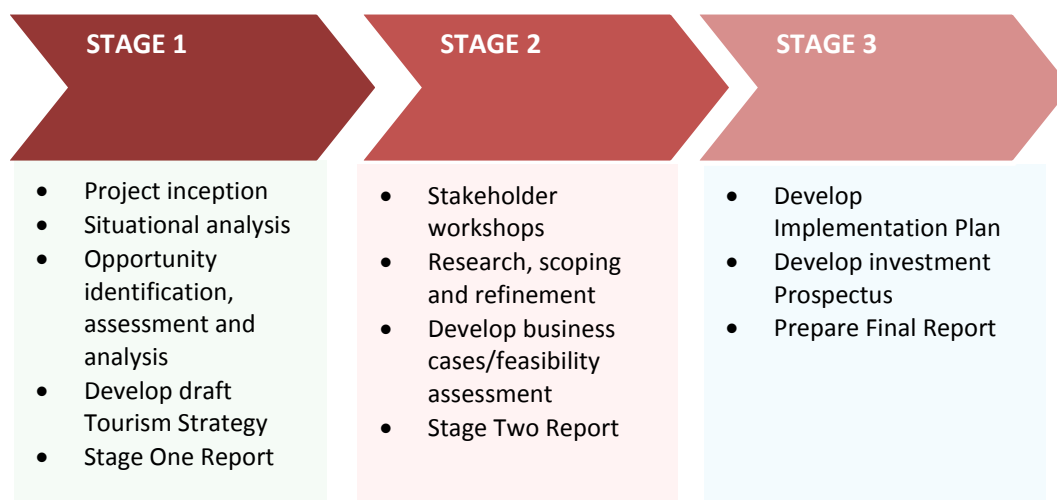


Figure 1 Three stage approach to the Tourism Strategy.



Figure 2 Stage one methodology

2 Vision and objectives

2.1 Vision

“The Boddington District will be an iconic day-trip destination from Perth and popular overnight stop-over for tourists travelling through the region”.

2.2 Guiding principles

The Tourism Strategy is guided by triple bottom line economic, social and environmental principles. These principles include:



2.3 Objectives

- Increase the contribution tourism makes to the local community and economy
- Focus resources into priority areas
- Provide stakeholders with a shared vision and call to action
- Set a course of action that will achieve the vision.

3 Regional context

3.1 Regional overview

The Boddington District refers to the Shires of Boddington, Williams and Wandering. The Region is located south east of Perth.

It has a population of 3,578, with most residents living in the Shire of Boddington.



A further 1,991 permanent employees or contractors live on-site at the Newmont Boddington Gold (NBG) mine (Syme et al, 2012).

The township of Boddington is an hour and a half drive from Perth via the Albany Highway, or about an hour east of Mandurah. Williams is located directly on the Albany Highway. Wandering is located 30km east of Boddington

The Region has a strong mining industry with the NBG mine and BHP Billiton Worsley Alumina bauxite mine operations in the region. Other industries include agriculture, jarrah forestry harvesting, blue gum and pine plantations. Approximately half the Shire of Boddington is also state forest.

The Boddington District is relatively unknown as a tourist destination with limited tourism product compared to other more prominent visitor destinations in the region. It is estimated that less than 70,000 people visited Boddington District in 2011 (TWA, 2012). However, tourism was identified as an opportunity for the region in the recently published Economic Development Plan.

As a region the Boddington District crosses over traditional tourism jurisdictions. Figure 4 shows that the District crosses over Peel and Wheatbelt development commissions as well as Experience Perth and Australia's Golden Outback tourism boundaries. It will be a challenge for the region to ensure destination planning is coordinated with all these organisations. There is also no active Local Tourism Association in the region, with the development commissions filling this role.

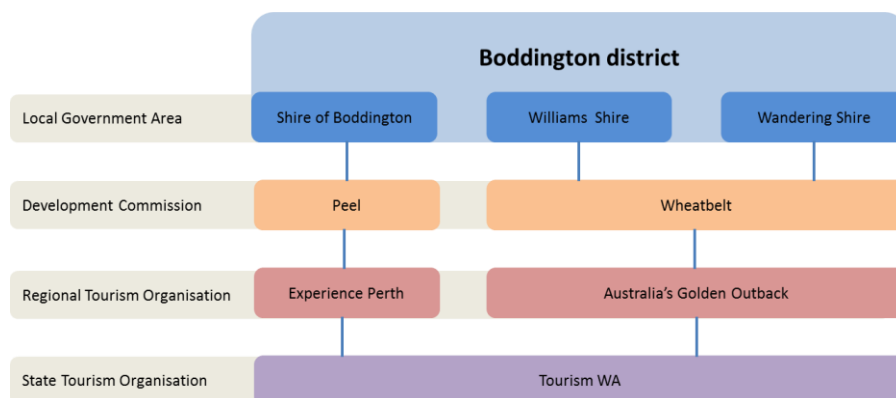
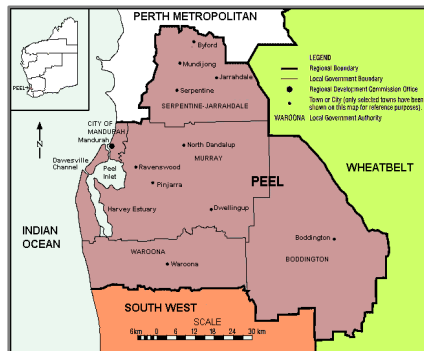


Figure 4 Jurisdictions within the Boddington District

3.1.1 Peel and wheatbelt development commissions



Peel Region

- 380,000 visitors
- Mandurah is the major destination
- 94% domestic visitors
- \$134 million in expenditure (TWA, 2012)

Wheatbelt

- 557,000 visitors
- 93% domestic visitors
- \$200 million in expenditure (TWA, 2012)

3.1.2 Regional tourism organisations



Experience Perth

- Includes Perth, Fremantle, Peel, Rockingham, Sunset Coast, Swan Valley and the Avon Valley.
- 3,440,000 visitors each year
- 52% intrastate / 27% interstate / 21%

Australia's Golden Outback

- 705,000 visitors each year
- 80% intrastate / 14% interstate / 6% international (TWA, 2012)

3.1.3 Tourism development priorities

Peel Region	Australia's Golden Outback
<ul style="list-style-type: none"> • Ensure the provision of adequate camping and recreational opportunities in inland parts of the region • Improve roads and facilities linking into the Forrest Highway • Ensure the long term sustainability of the Peel Inlet and its waterways • Facilitate the development of interpretation and facilities around other experiences in the region • Facilitate the development of diversified accommodation • Construct a bypass of the Pinjarra township 	<ul style="list-style-type: none"> • Investigate the opportunity for accommodation development in the region • Continue to improve Wave Rock as a tourism attraction • Improve visitor amenities on key touring routes • Construct additional interpretation and amenities around key historic and natural landmarks <p>(TWA, 2012)</p>

3.2 Key drivers

At a broad level there are a number of key drivers that are influencing the Boddington District and are likely to shape its future. These are outlined in below.

1. Boddington Supertown initiative

Boddington is one of nine selected towns with the potential to become a SuperTown under the Regional Centres Development Plan as part of the Western Australian Government's Royalties for Regions funding program.

2. Dominance of the mining industry

The Peel is the third largest mineral producing region in Western Australia. Mining and mineral processing is the most important economic activity in the Peel. In 2009-10 minerals mined and produced was 29.4% of the gross regional product with an estimated value of \$2.7 billion (Syme et al, 2012). Mining activities also employed approximately 6,700 people across the Peel in 2010.

Significant mines in the Boddington District include the Newmont Boddington Gold (NBG) mine and BHP Billiton Worsley Alumina bauxite mining operations.

NBG mine was recommissioned in 2007. In 2010 it produced 728,000 ounces of gold and is expected to produce similar quantities over the next twenty years. NBG has recently extended the mine with copper is also mined at the site.

BHP Billiton Worsley Alumina has recently undertaken an expansion of its operations in the region to increase annual alumina production to 4.6 million tonnes. The bauxite is refined near Bunbury. It is estimated that the bauxite mine has a 50 year resource life (Syme et al, 2012).

3. Structural adjustments in agriculture

The Boddington District is a productive agricultural area producing vegetables, beef, dairy products, poultry, sheep and a variety of crops. The Shire of Boddington Economic Development Strategy (2012) identified opportunities for expanding the export and processing of goods. This included products such as wine, olives, poultry, pork, fruit, vegetables and flowers. In particular the high end, fine food market was identified as having potential. Demand for organic foods has also been increasing.

The production of high-end fine foods often takes place on relatively small farm lots rather than larger properties. This has seen an increase in farm subdivisions across the broader region.

4. Increasing population

The Economic Development Strategy (2012) identified that a population of around 7,000 in the Shire of Boddington is feasible by 2051 given economic development and strategic collaboration.

The factors that will contribute to attracting new residents to Boddington were identified as (1) quality of village life, (2) rural setting, (3) resource endowment and (4) demography.

5. Regional diversification

The Economic Development Strategy (2012) identified that the focus of Western Australian export industries and international and domestic demand will likely broaden from the present iron ore and gas base to encompass a wealth of regionally produced raw materials. This includes; rare

natural resources, food (particularly grain, meat, dairy, fruit and vegetables) and the processed products, services and technologies which spin off these goods.

6. New Tourism Organisation in the Peel Region

The City of Mandurah and nearby shires have committed over \$800,000 per year for the next three years to establish a new Mandurah and Peel Tourism Organisation (known as MAPTO).

The establishment of MAPTO is likely to enable Mandurah and Peel tourism operators to separate themselves as a stand-alone destination and market accordingly to build brand awareness. MAPTO will be involved with both product development and marketing across the region and presents a significant opportunity for the region to advance its tourism industry.

7. Growth industries

The economic growth opportunities identified in the Economic Develop Strategy (2012) can be summarised as:

- Value adding to mining and resource based industries
- Primary agriculture production in livestock and cereals/feedstock with potential to increase agri-service industries, value added processing and venture into emerging agri/organic-sectors
- Gourmet/fine food products and health and wellbeing products derived from the land
- Construction industries, with potential for green technologies
- Tourism
- Population and personal services related to health care, aged care, education, safety, wellbeing, technology training and business support
- Creative industries drawing upon the NBN
- Opportunity to engage youth and retiree population.

4 Tourism in the region

4.1 Snapshot

There are limited visitation statistics for the Boddington District. The data that is available is taken from a small sample size and as such has a large confidence interval. This means it is not very reliable and is provided as an estimate only. However, local industry feedback verified that the statistics are plausible.

A snapshot of the region is provided in Table 1.

Table 1 Snapshot of visitation in the Boddington District

Overnight Visitation	Day Visitation	Visitor nights	Ave. length of stay
24,700 ¹	45,000 ²	67,300	2.7 days

(TWA, 2012 – adapted by TRC Tourism)

Majority of visitation is by day visitors

This is driven by day trippers from Perth and Mandurah

The location of the region on the Albany Highway makes it a popular for travellers on the Perth-Albany route

4.2 Tourism product

There is limited tourism product and services in the region.

Table 2 Tourism product and services in the district, 2012³

Tourism Product Category	# Identified
Tour operators	1
Tourist attractions (well-known)	6
Cafés / restaurants	13
Taverns	5
Caravan / camping sites	5
Hotel /motel accommodation	5
Farm stay accommodation	4
Bed & breakfast accommodation	4
Other accommodation	4
Wineries	4
Events	13
Visitor information sites	4

Barna Mia Animal Sanctuary nocturnal tour

Bibbulmun Track
Boddington Old School
Captain Fawcett 4x4 Commemorative Track
Williams Woolshed
Jesse Martin's Museum
Barna Mia Animal Sanctuary

¹ Estimate only due to a high confidence interval +/-85% associated with the data

² Estimate only due to a high confidence interval +/-85% associated with the data

³ Audit undertaken in November 2012 (unpublished)

A summary of the visitor experiences available in the District is shown in Table 3. It shows that most of the experiences in the region are either emerging or dormant. There are no well-established tourism experiences that link the region together.

Table 3 Attractions in Boddington District

Experience	Assessment	Comments
Natural attractions	Emerging	Whilst a large percentage of the District is protected areas, participation in nature-based tourism activities is low. However, the Bibbulmun Track and Captain Fawcett Commemorative 4x4 Track are used by some visitors.
History and heritage	Emerging	There are only a few history and heritage experiences across the District. The most significant attractions are the Williams Woolshed, Boddington Old School and Jesse Martin's Museum.
Festivals and events	Emerging	There are a number of events across the District. However, most are small and unknown outside of the immediate region except for the Boddington Rodeo. There is potential for festival and events experiences to expand.
Food and wine experiences	Emerging	Whilst there are a few wineries in Wandering, quality food and wine experiences are not available right across the District. Despite much produce being grown in the region there are limited dining options and opportunities for farm gate food experiences
Spa and wellbeing	Limited	Limited product
Arts and culture	Emerging	There are some arts attractions in the district. The most significant of these is the arts centre in Boddington.
Indigenous	Limited	<p>Whilst there are Indigenous sites of importance in the region – these are not well known or currently visited by tourists. Some interest in developing Indigenous product has also been expressed by the Indigenous community.</p> <p>In particular Greg Thorn and Gnaala Karla Booja representatives have been identified as a potential tourism operators by the Shire of Boddington. There are established networks to support Indigenous tourism in WA. This includes the WA Indigenous Tourism Operators Council (WAITOC). They are the peak association representing Indigenous tourism in WA.</p> <p>WAITOC provides advice and information to all relevant State Government agencies and also provide a supportive network for Indigenous tourism operators. WAITOC represents over 50 operators ranging from accommodation, traditional dance and dreamtime stories to contemporary history, safari and bush tours.</p> <p>Indigenous tourism opportunities need to be further explored and assessed.</p>
Adventure / sports	Limited	Limited product

4.2.1 Tourism product gaps and critical infrastructure required

A preliminary audit of current tourism product and services identified the following gaps:

- Lack of major tourist attractions significant to the region or State
- Limited designated tourist accommodation suitable for the grey nomad or touring markets
- Lack of evening dining or entertainment options
- Lack of organised tour product
- Poor road signage
- Single-lane roads with a lack of overtaking lanes between Mandurah and Boddington.



4.3 SWOT

Strengths

Proximity to Perth
Albany Highway (Williams in particular)
Hotham river and recreation area
Quindanning pub
Bibbulmun Track
Munda Bindi Trail
Williams Woolshed
Regional produce
Boddington rodeo and other events

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Weaknesses

No restaurant in Boddington
No services after hours in Boddington
Street scape of Boddington
Limited accommodation options
Limited tourism product / tours / activities across the region
Low profile of the Boddington District
Limited signage across the region
Variable service standards and limited hours of operation of businesses

W

O

Opportunities

Boddington SuperTown initiative
Increase in population in the District
Increased demand for niche, quality branded local produce
High-profile of mining in the State and interest in industrial tourism e.g. mine tours
Increase in hobby farms throughout the region and associated activities

T

Threats

Proposed diversion of the Albany highway passed Williams
Inflationary pressures of mining on other businesses and services such as tourism
Lack of accommodation capacity due to competing industries such as mining
Perception of Boddington District as a mining-focused region

4.4 Point of difference

Level of significance	Point of difference
Nationally significant	Australia's largest operating gold mine
State significant	Agricultural landscape in close proximity to Perth Western Australia largest rodeo at Boddington Closest significant mining operations to Perth Bibbulmun and Munda Bindi Trails
Locally significant	Quindanning pub Williams Woolshed Regional food and wine produce Proximity of Hotham River to Boddington town centre Boddington Old School facility Farm stay accommodation in proximity to Perth

4.5 Challenges

Continued dominance of mining in the region

- Price pressures on accommodation, food and services
- High wages may impact competitiveness of tourism-related activities
- Labour and skill shortages for tourism and hospitality

Limited tourism resources across the region

- No clear and effective management structure in place for coordinating tourism strategy
- Few resources outside of the region to support the development of the tourism industry in Boddington District

Risk of a lack of stakeholder interest / engagement

- Stakeholders may continue to see greater opportunities in other competing industries to tourism

Integration and implementation of tourism strategy across three Shires

- Requires collaboration of all three Shires
- The three Shires in the Boddington District are located in different development commission and regional tourism boundaries

Limited tourism industry knowledge and customer service capabilities

- Lack of skilled tourism workforce with appropriate skills and capabilities

Low profile of tourism in the region

- Change in visitors' perceptions is required to build awareness of the district and its tourism product and experiences.

Lack of sufficient services in town

- Many services sought by visitors such as fuel and food are not available after hours in Boddington.

Williams By-pass Road

- The construction of a new Williams Bridge and section of Albany Highway has been proposed by WA Main Roads for 2013. This new road will result in the highway by-passing the Williams town centre.
- Local businesses that rely on the constant flow of traffic through Williams along Albany Highway may be adversely affected due to a decrease in visitor numbers.

5 Market analysis

5.1 Visitation trends

There is limited information on visitor trends, demographics and behaviour specific to the Boddington District. Instead analysis has been undertaken on a broader level using data for the Experience Perth region. Long term visitor trends are shown in Figure 3.

- Total visitation to Experience Perth in YE Dec 2011 was 12.4 million
- Length of stay of International visitors was greatest at 25.8 days followed by interstate, 5.6 days, and intrastate 2.7 days.

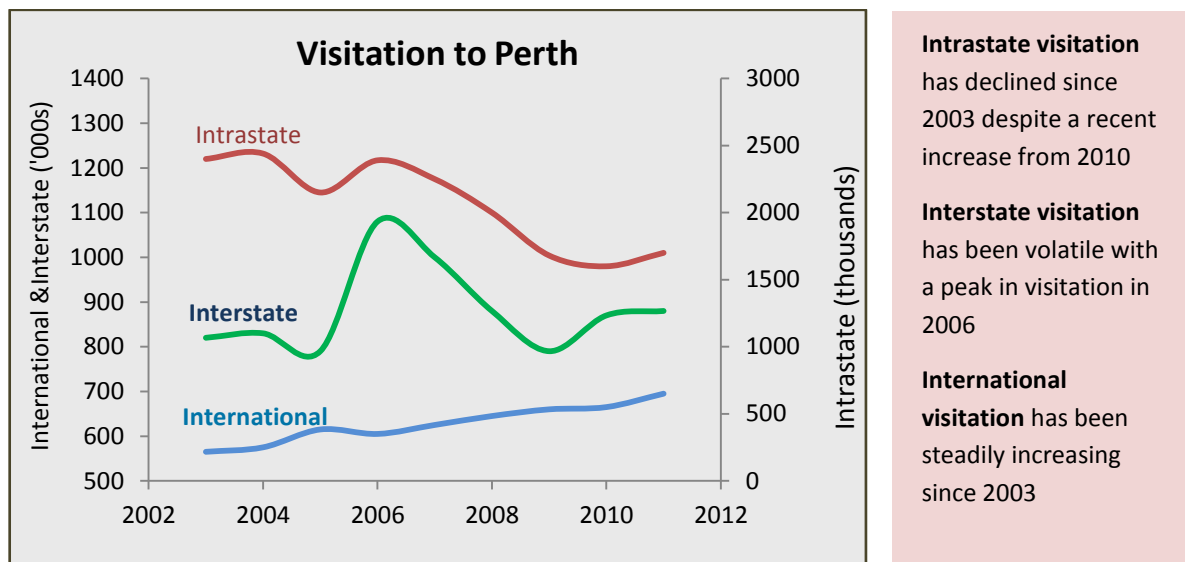


Figure 3 Long-term visitation trends in Experience Perth (Tourism WA, 2012 - adapted by TRC Tourism)

5.1.1 Where are the visitors from?



Figure 4 Visitation in Experience Perth (Tourism WA, 2012)

- The majority of visitors in Experience Perth region are intrastate day visitors.
- Intrastate overnight visitation is greater than international and interstate overnight markets combined.

5.1.2 Why did they visit?

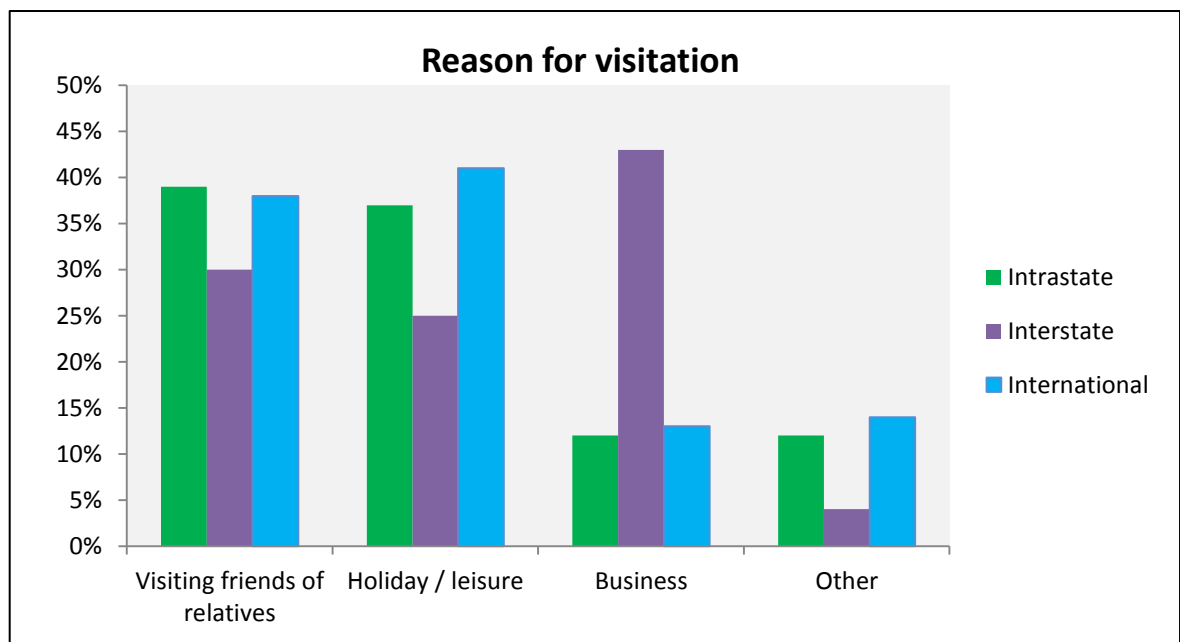


Figure 5 Primary reason for visitation to Experience Perth region (Tourism WA, 2012)

- Reason for visitation varies substantially by visitor markets
- 43% of interstate visitors travelled for business
- At least a third of all visitor markets travelled to the region to visit friends or relatives
- A greater proportion of international visitors travelled to the region for holiday and leisure than the other visitor markets.

5.1.3 How long did they stay?

In 2011-2012 there were more than 30 million visitor nights spent in Perth. The international market accounted for nearly two-thirds of these visitor nights (19.6 million). On average International visitors stayed 25 nights in the region compared to the domestic market that stayed an average of 4 nights.

In the domestic market most visitors' primary reason for staying was for holiday and leisure. Business travel was also strong. However, in the international market most visitors' primary reason for visitation was 'other'. This category includes education and employment reasons.

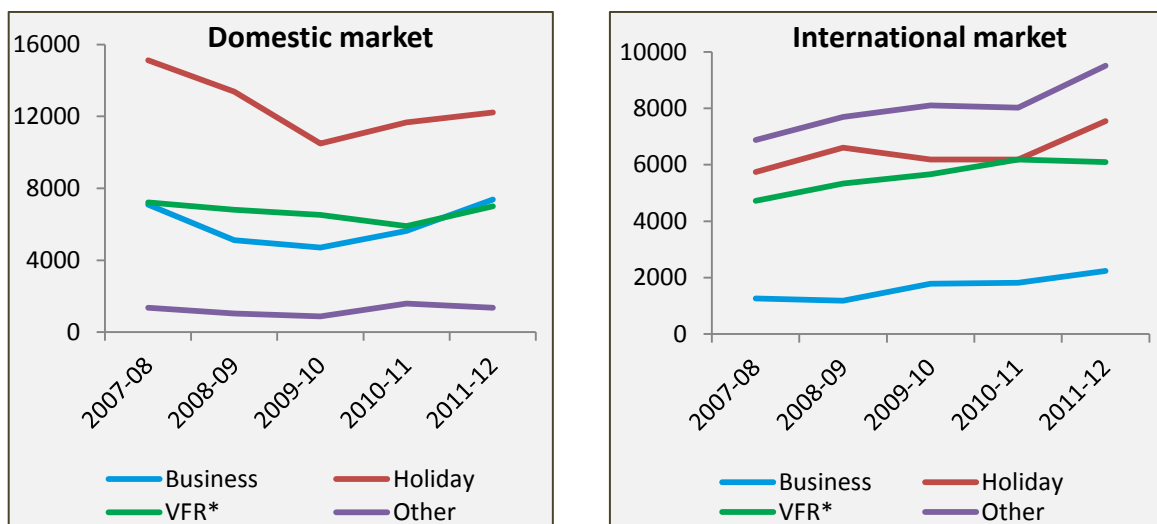


Figure 6 Visitor nights in Western Australia ('000s) (TFC, 2012)

*VFR = Visiting friends and relatives

5.2 Market trends

5.2.1 Increased outbound travel

Western Australians are travelling overseas in increasing numbers. ABS data shows that outbound passenger movement from Western Australia for leisure has increased 12.3% on average per annum over the last three years.

The most popular holiday destinations for Western Australians in year ending June 2012 were Indonesia, Thailand, Singapore and Malaysia.

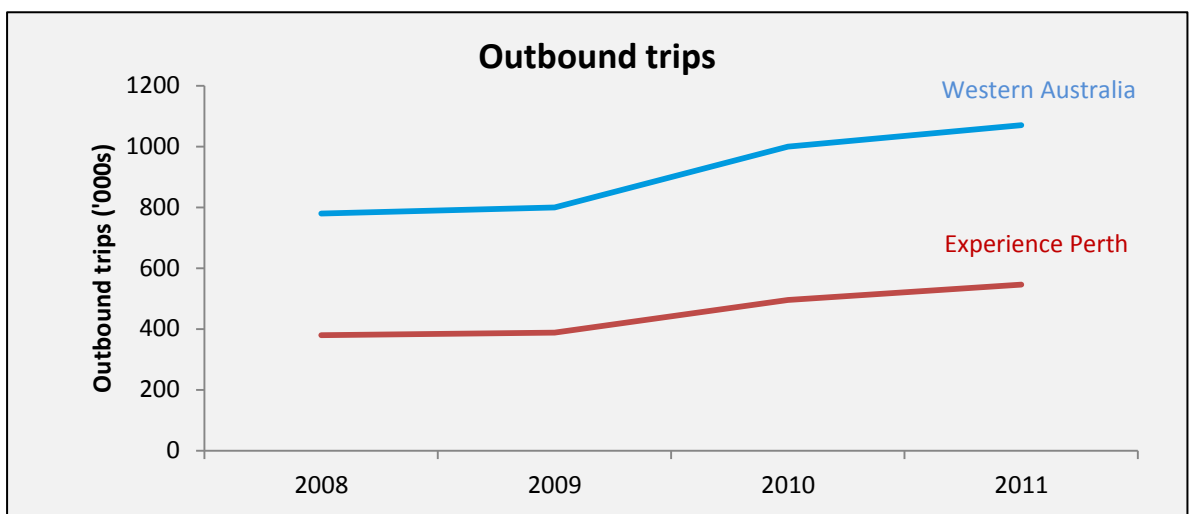


Figure 7 Outbound trips of WA and Experience Perth residents, 2008 – 2011 (TWA, 2012 - adapted by TRC Tourism)

5.2.2 Recovery in intrastate travel

Perth residents are travelling less in Western Australia than they did in five years ago. However, there has been some recovery and a reversal of this trend from 2010 to 2011. This is shown in Figure 8.

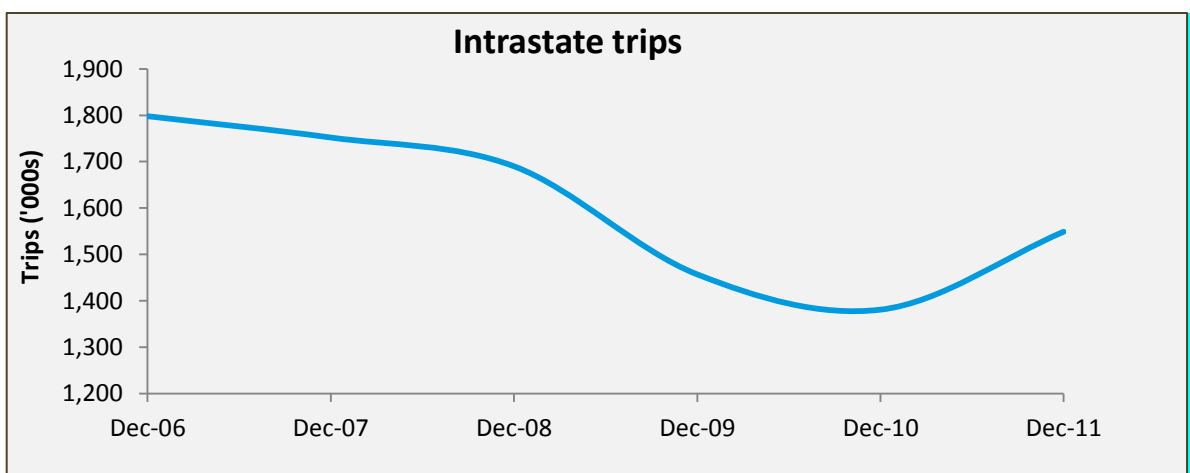


Figure 8 Intrastate holiday / leisure trips by Experience Perth residents (Tourism WA, unpublished)

5.2.3 Steady regional dispersal

At a regional level visitation over the last five years by Perth residents has remained steady in Australia's Golden Outback and Australia's Coral Coast but declined slightly in Australia's North West and Australia's South West. This is illustrated in Figure 9. It also shows that around half of all intrastate trips made by Perth residents are to Australia's South West.

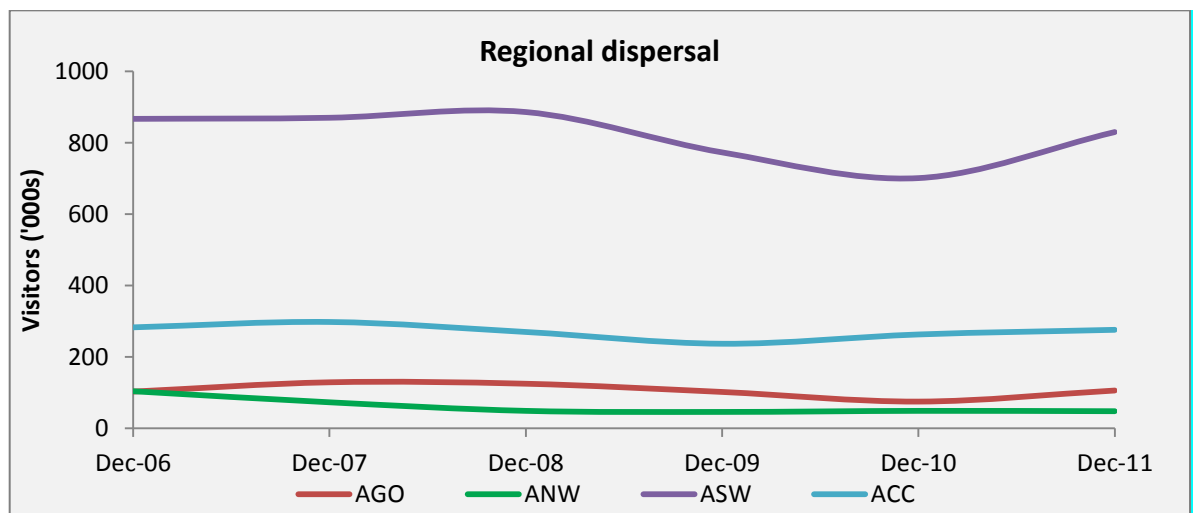


Figure 9 Regional dispersal of intrastate holiday/leisure trips by Experience Perth residents (Tourism WA, unpublished)

5.2.4 Increased independent vehicle touring

The number of registered campervans in Australia increased by 4.1% per annum from 2007 to 2012 (ABS, 2012). More people are taking the time to see Australia from the comfort of a caravan.

In 2011 there were a total of 46,226 caravans and recreational vehicles licensed in WA. The majority of these vehicles (35,369) were campervans.

Statistics from MainRoads WA also show an increase in vehicle traffic along the Albany Highway and Pinjarra Williams Road. However, the percentage of campervans is not known.

5.2.5 International market trends

High-yield Asian markets have been identified as a major growth area in the State Government Strategy for Tourism in Western Australia, 2020.

- Growth markets include China, Singapore and Malaysia.
- Other important Asian markets include: Japan, Indonesia, South Korea and India.

The backpacker market has defied the trend in international tourists by increasing in response to the global financial crisis. This was due to:

- High number of young Europeans and North Americans were without a job and decided to travel instead of trying to find work at home
- Airfares were cheap
- Backpackers already in Australia saw little incentive to head home if they still had money, a job and a visa in Australia.

5.2.6 General travel behaviour

Day trips and short term stays of one or two nights have increased in the last five years supported by higher disposable incomes and an increases in services catered to the market.

Visitors are also spending more on other items, such as gifts and souvenirs, as their accessibility has increased. IBIS World estimate that in 2012-13 12.5% of total tourism revenue will be from the sale of gifts and souvenirs. This is a high percentage given that accommodation is expected to only be 14.1% (IBIS World, 2012).

Technology has also had a big impact on travel behaviour and decision-making. Visitors are more discerning than ever and use social media sites such as Trip Advisor to compare or assess tourism products or experiences. These sites also provide the functionality to book product and accommodation over the internet. In regional Australia increasingly more visitors are using sites such as Booking.com to book their accommodation rather than through traditional channels of Visitor Information Centres or travel agents. Smart phones also provide a means for visitors to book accommodation easily over the internet in transit.

5.3 Visitor forecast

According to the national Tourism Forecasting Committee, Western Australia's tourism industry is forecast to welcome an extra 9.7 million domestic and international visitor nights a year by 2020. This is an average annual rise of 2%. No forecast is provided for visitor numbers.

It is forecast that the increase in visitor nights will be greatest within the international market as shown in Figure 10.

The forecast also suggests the number of visitor nights will rise faster in Perth than in the rest of Western Australia.

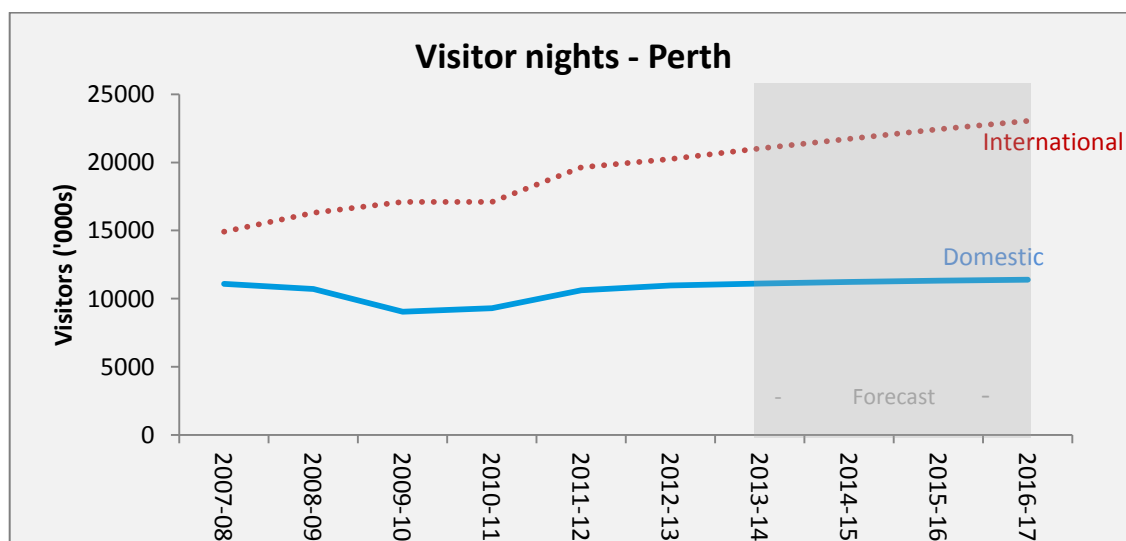


Figure 10 Visitor nights in Experience Perth (TFC, 2012)

Through the National Long Term Tourism Strategy, the Western Australian Government is encouraging more investment in hotels, transport and tourism infrastructure.

5.4 Market segments

Tourism Western Australia's target market segments are described below in Figure 11.



Figure 11 Tourism WA's target markets (Tourism WA, 2009)

5.4.1 International market

Western Australia also focuses on attracting the international market. International visitor numbers continue to increase with almost 750,000 visitors coming to WA in 2012.

Large growth markets are NZ, China and Indonesia.

The top 10 international markets are shown in Table 4.

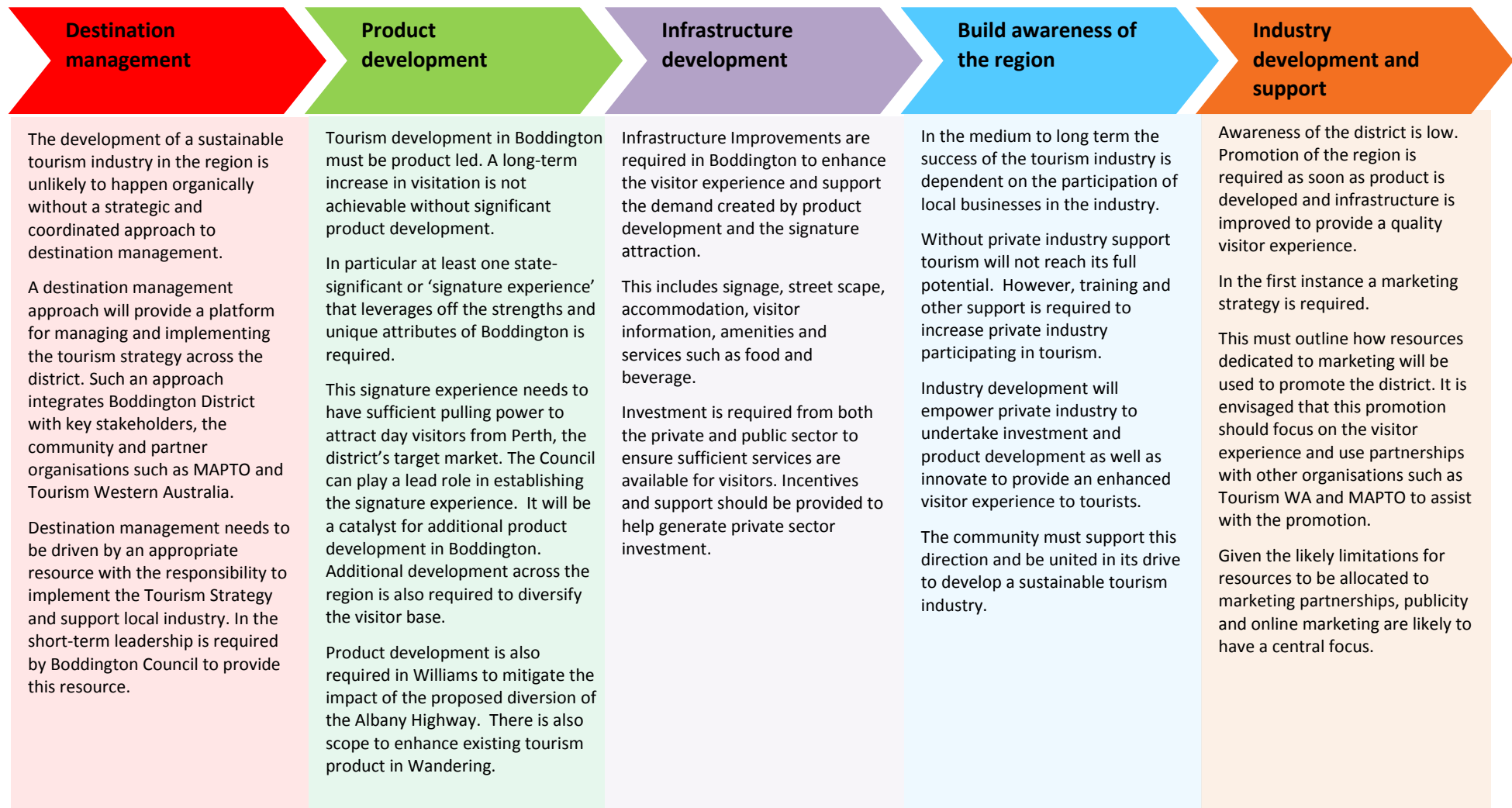
Table 4 International visitation to WA (Tourism WA, 2012)

Country	Visitation (YE June 2012)	3 year average annual growth rate
UK	134,000	-6.1%
NZ	75,800	13%
Singapore	69,300	-1.4%
Malaysia	59,600	4.6%
USA	48,200	9.1%
Indonesia	31,100	14.3%
China	27,800	18.5%
Germany	27,400	-0.4%
South Africa	26,700	-2.9%

6 Strategic directions

6.1 Enablers of success

The enablers of success are the key strategies that need to be implemented to develop a sustainable tourism industry in the Boddington District.



6.2 Integration across the district

The Shires of Boddington, Williams and Wandering all have an important role to play for tourism to be a success in the district. However, given the objectives in the RFQ the focus of the district should be to develop a signature experience in Boddington. The signature experience will be the central drawcard to the district.

The location of Williams on the Albany Highway makes it well placed to promote Boddington to motorists travelling on the highway. Other strategic partners such as Albany Council and Experience Perth will also be important in this respect. Williams also requires product development to mitigate the impact of the proposed diversion of the Albany Highway. This should be undertaken at the Lions Park redevelopment site.

It is unlikely Wandering will become a significant drawcard to the district in its own right. However, it will support the district by offering additional tourism product, services and experiences to what is offered in Boddington and Williams. This will enhance the attractiveness of the district as a whole.

The expected visitor flows across the district are illustrated in Figure 12.

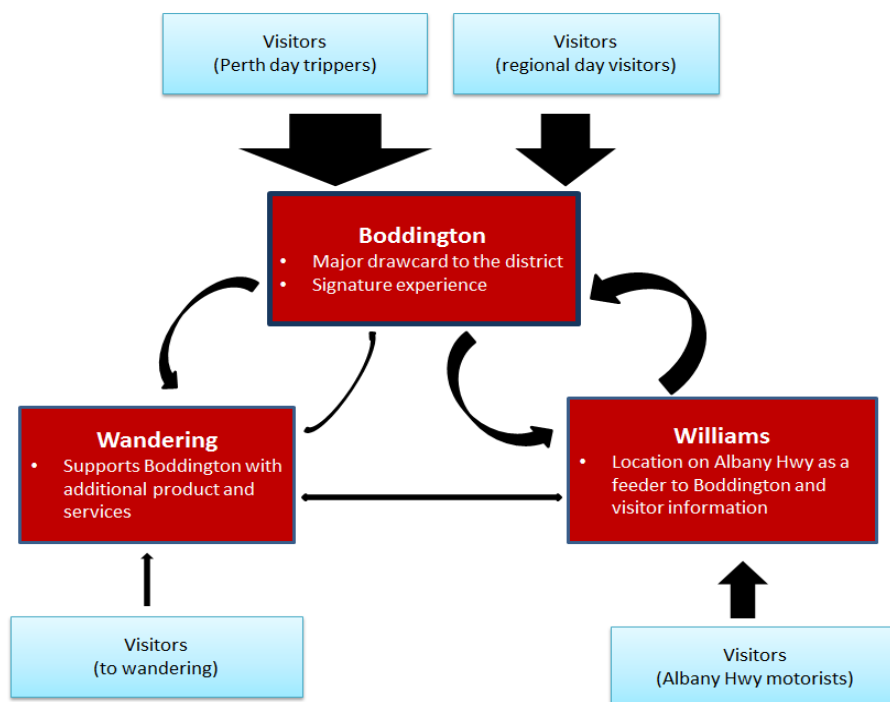


Figure 12 Expected visitor flows across the district

- The signature experience in Boddington will be the main drawcard to the district
- Primary target market is day trippers from Perth
- Williams will act as a feeder to Boddington through its location on the Albany Hwy
- Wandering to support the visitor experience in the district through additional product and services
- Limited integration between Wandering and Williams is expected

6.3 Council roles and responsibilities

The structure of tourism management in the district was outlined in Figure 4. All of these organisations have a role to play in the management of tourism in the region. The Councils' roles and responsibilities are illustrated in Figure 13.

In some circumstances the Councils may choose to outsource roles and responsibilities to external organisations such as MAPTO that may be better positioned to undertake and implement particular strategies.



Figure 13 Council roles and responsibilities

Recommendations for the three Councils' involvement in tourism are described in the following section of the report.

6.4 Leadership

Role	Strategic action
Planning	Plan how the draft tourism strategy will be implemented
	Integrate findings from the draft Tourism Strategy into Councils' broad agenda and planning
	Communicate the strategy to stakeholders
	Work with partner organisations: <ul style="list-style-type: none"> • Develop partnerships with tourism organisations and destinations • Investigate options to outsource marketing responsibilities to MAPTO
	Monitor tourism performance and build insights of the tourist market and opportunities
Regulation	Ensure that local regulations support and encourage tourism development
	Protection of environmental, heritage and cultural assets

6.4.1 Planning

Plan how the draft Tourism Strategy will be implemented

A management structure to implement the draft tourism strategy needs to be agreed and adopted by Boddington, Williams and Wandering Councils. This would outline how the strategy will be coordinated across the three Shires. This includes what resources are available and how the implementation of the strategy will be monitored and evaluated.

It is recommended that a working group is formed with at least one representative from each Council to manage the district's tourism strategy. The group should meet at least every quarter to discuss progress with the strategy. A representative from Boddington Shire should chair the group given the focus of the strategy.

Integrate findings from the draft Tourism Strategy into Councils' broad agenda and planning

The tourism sector needs to be considered within the broader context of Council planning and decision-making. Integrating tourism priorities into other Council planning strategies such as the Boddington Plan for the Future will ensure that tourism remains on the agenda and is considered in the decision-making of other Council activities that may impact on the destination.

Communicate the strategy to stakeholders

The community, industry and other stakeholder groups all have a role to play in implementing the tourism strategy. Therefore, it is important that the strategy is disseminated to all stakeholders.

Local Council should play the lead role in communicating the tourism strategy. It is recommended that the Council use workshops, training sessions, Council newsletters and other forums to ensure the strategy is widely understood. It is also important that progress with implementation of the strategy is communicated. The endorsed tourism strategy should also be uploaded on Councils' websites.

Work with partner organisations

Working with partner organisations will achieve outcomes that otherwise could not be reached. This is because Local Councils have limited resources and operate in confined geographical area. Other organisations have greater influence and can leverage their resources, networks and experience to achieve greater results.

It is recommended that the following partnerships be investigated.

Organisation	Potential benefits
MAPTO	Marketing and promotion of the district Market intelligence including market behaviour and performance
Tourism Western Australia	Marketing and promotion of the district. In particular promotion of the signature experience in Boddington.
Experience Perth	Marketing and promotion of the district through Experience Perth's activities.
Other Local Councils (e.g. City of Albany)	Cross-promotion. Use visitor information centres in Albany (or other locations) to promote the district.

Outsourcing some tasks of implementing the tourism strategy (such as marketing and promotion) to MAPTO should also be considered. This may be a cost-effective way to access experienced tourism resources required to implement the strategy. However, MAPTO is still in its infancy and it is not understood what the resources, capabilities and suitability to outsource some tasks to MAPTO might be. A service level agreement with MAPTO and suitable governance and reporting arrangements could be put in place for an initial three-year trial.

Monitor tourism performance and build market insights

There is limited visitor data available for the district. Collecting information on tourist visitation, length of stay, expenditure, demographics and satisfaction / preferences will allow for more informed decision-making. It will also provide insights to guide the development of visitor experiences, services and products.

A close connection with private operators will be fundamental for gathering visitor information and tracking the implementation of the plan and its outcomes.

6.4.2 Regulation

Ensure that local regulations support and encourage tourism development

Review regulations to ensure that barriers for tourism development are removed or minimised. Promote and encourage entrepreneurship through regulations that support tourism developments and businesses.

Protection of environmental, heritage and cultural assets

Enabling tourism business growth and development requires a balanced policy approach. Council should ensure that regulations are in place to protection of environmental, heritage and cultural assets within the district. The condition of environmental, heritage and cultural assets should be routinely monitored. This includes Indigenous cultural sites.

6.5 Management

Role	Strategic action
Infrastructure management	Improve facilities and services
	Enhance streetscapes and town beautification
	Enhance signage
Visitor services	Improved visitor information

6.5.1 Infrastructure management

Improve infrastructure and facilities

Undertake an audit of Council owned facilities used by tourists to determine what additional infrastructure and what improvements to existing infrastructure is required. This includes parks and gardens, public toilets and picnic facilities. The audit should consider how the facilities are meeting current requirements as well as how they will meet future demand.

The results of a preliminary situational analysis undertaken in September 2012 are included in section four. This should be used as the starting point for the audit.

The findings from the audit need to be considered and appropriate improvements planned and initiated. This will ensure that the district has sufficient infrastructure to meet visitor needs into the future and ensure a quality experience for visitors.

Enhance streetscapes and town beautification

Enhancing the streetscape and town beautification in Boddington will be good for local residents and visitors. Currently there are a large number of vacant blocks and idle businesses. This makes the town unattractive. Improving the street scape will enhance the visitor experience and influence visitors to stay longer, return and recommend Boddington to friends and family.

Enhance signage

Enhancing signage across the district will help draw people off the highway, direct them to points of interest and indirectly give a sense to visitors that Boddington people care about the place they live in. Signage will also increase awareness of the region and could be used to promote the signature experience in Boddington.

There are two fundamental categories of tourist signs used throughout Western Australia. These are attraction signs and service signs. A sign strategy should be developed and implemented that includes both kinds of signage.

6.5.2 Visitor services

Improve visitor information

Visitor information is available in Boddington at the CRC in the Old School. As visitation increases the district's visitor information services will need to expand accordingly. This will be required to help tourists get the most out of their visit. A designated visitor information centre in Boddington is not necessary at this point but could be considered in future, possibly tied-in with retail and café functions, once tourism is more established. In the meantime, other options such as electronic information kiosks and interpretation panels would be more suitable and cost-effective.

The location of Williams on the Albany Highway is ideal for promoting Boddington. It is recommended that appropriate visitor information services are developed in Williams with a focus on the signature experience in Boddington.

6.6 Development

Role	Strategic action
Product development	Develop at least one signature experience in Boddington
	Develop supporting tourism products and services
	Develop a significant attraction at the Lions Park redevelopment site in Williams
Industry development	Encourage investment in tourism products and services
	Industry training and up skilling
Events	Develop new events
	Support and promote existing events

6.6.1 Product development

Develop at least one signature experience in Boddington

Tourism development in Boddington District will need to be product led in order to create a compelling reason for visitors to come to the district. A long-term increase in visitation is not achievable without significant product development.

In particular at least one state-significant or 'signature experience' that leverages off the strengths and unique attributes of Boddington is required to drive visitation to the destination.

This signature experience needs to have sufficient pulling power to attract visitors from Perth, the district's target market. The Council can play a lead role in establishing the signature experience. It is recommended that this experience is a gold mine tour and interpretation centre.

The signature experience is envisaged to be the catalyst for additional product development. This would be undertaken by the private sector and capitalise on the increased number of visitors due to the signature experience.

Developing other tourism product

Other product and experiences are required across the region to give people choice in what to see and do and to cater to different visitor markets. There is scope to redevelop the caravan park in Boddington, a 4WD Park and training centre, agritourism and nature-based tourism experiences such as walking and cycling. There may also be scope to develop indigenous tourism experiences, but this is dependent on identifying suitable local operators.

There is also scope to enhance the existing tourism product in Wandering. This could be done through better collaboration and packaging of product amongst operators such as the wineries. There is also scope to increase agritourism in Wandering.

The potential for Indigenous tourism also needs to be considered and further explored. There are believed to be a number of Indigenous sites of significance across the region. The Shire of Boddington has also identified potential Indigenous tourism operators - Greg Thorn and

representatives from Gnaala Karla Booja. Stronger relationships should be established with WAITOC to develop Indigenous tourism product and support Indigenous tourism operators establish businesses in the region. A mentor program with these potential operators should be considered. This would provide Indigenous operators with support, advice and access to information they require to enter the tourism industry.

Develop a significant attraction at the Lions Park redevelopment site

Product development is also required in Williams to mitigate the impact of the proposed diversion of the Albany Highway. An attraction is required that has significant appeal to draw passing motorists off the highway and into the town.

The Lions Park precinct has been identified as a potential site for this attraction. Ideas for developing this site are provided in section seven of the report.

6.6.2 Industry development

Encourage investment in tourism products and services

It is recommended that Council provide assistance and seek state or federal funding to encourage private investment in tourism products and services. This can be done by providing incentives for tourism development, attracting new businesses to the district and supporting industry with advice and assistance.

It is recommended that Boddington Council establish a 'contact point' within the Council to provide support, assistance and advice for the tourism industry and those looking to enter it. For example this resource could assist with grant applications, development approvals and business planning. As mentioned earlier a mentor program could also be established to support potential Indigenous tourism operators to establish a tourism venture.

Incentives for businesses to engage in the tourism industry could include matching dollar grants for individual businesses, matching dollar grants for a collective of businesses (such as shop owners) to enhance streetscapes, reduced rents, longer-term leases for tourism activities, subsidised training and study tours to see other successful small towns.

Industry training and up-skilling

Tourism has not been a focus for many of the existing businesses in the region. Therefore, their awareness and understanding of tourism opportunities and markets may be limited. This includes understanding how they can capitalise on the tourism market as well as meeting the needs and wants of visitors. Tourists have different preferences and behaviour to other markets and often a new approach is required to maximise the returns from visitors.

Council could play a lead role in facilitating training opportunities, working in partnership with MAPTO and other training providers. This could include workshops and information sessions, collaboration with a suitable TAFE institute, customer service training and a mentor program to put interested business owners in touch with experienced tourism professionals who would provide support and advice on product development and tourism business.

6.6.3 Events

Develop new events

Events are a great way to increase awareness and visitation to the district for a number of reasons:

- Provide a call-to-action for residents and local businesses
- Often attract tourists who otherwise would not have considered visiting the destination
- Generally create hype or a buzz around the destination and as such showcase the destination in its best light
- Are generally cost-effective to promote
- Are effective in building awareness of a destination
- Are highly visible and measurable i.e. it is an effective way to demonstrate to residents, industry and stakeholders the results from tourism.

For these reasons it is recommended that the Council develop at least one significant event in the district that is linked with the signature experience in Boddington.

Promote and support existing events

Many events in Boddington have the potential and capacity to increase in size. However, most of the events are run by volunteers or a volunteer organisation and have limited resources. It is recommended that Council provide resources to support and develop existing events. Some examples of how the Council could support these events are listed below:

- Promotion of the events on Council website and partner organisation websites such as Tourism WA, MAPTO etc...
- Provide resources for marketing activities in appropriate media such as advertising in local newspapers
- Provide signage in town in the weeks leading up to an event (such as banners on the main street)
- Provide advice and technical support on event administration and management (insurance, liability etc...)
- Provide event committees with resources to improve or expand events.

6.7 Support

Role	Strategic action
Marketing and promotion	Develop a marketing strategy plan
	Undertake marketing to support industry
Community / industry relations	Engage in regular and open dialogue with the community and industry

6.7.1 Marketing and promotion

Develop a marketing plan

It is recommended that Council develop a three-year marketing plan for the district. This would align with the product development initiatives and build awareness of the destination.

It is recommended that resources are only committed to marketing of the district after product development and necessary infrastructure improvements have been completed.

The marketing plan should itemise how the Council's promotional budget will be spent on attracting visitors to the region. Online campaigns are cost effective and should be considered.

Partnerships are also cost effective and should be established. In particular, Council should seek support and advice from Experience Perth and Tourism WA for promotion of the proposed signature experience (e.g. mine tours) in Boddington. As a state-significant tourism product these organisations could promote the experience to their inbound markets to drive visitation to the State, Perth and Boddington.

Private industry should also be encouraged to contribute towards marketing and promotional initiatives that are undertaken for the district.

As discussed in section 6.5 outsourcing the marketing of the region to MAPTO should also be considered. Assessment should be made on whether MAPTO can deliver a better return on investment for the marketing activities. Under an outsourcing arrangement Council would need to provide MAPTO with a budget and funding to undertake the marketing on their behalf. Otherwise a representative within Council with appropriate marketing skills needs to be delegated to develop and implement the marketing plan.

6.7.2 Community and industry relations

Develop regular and open communications on tourism

Engaging in regular and open dialogue with the community and industry will help build the profile of tourism in the district. Fostering community support will strengthen the tourism industry and generate increased participation and acceptance of tourism initiatives. Community support is vital for a sustainable tourism industry. Council could do this via good news stories in its existing newsletters, rates notices and public notices, through occasional newspaper articles, by bringing inspirational community or business leaders to Boddington from other small towns that have successfully used tourism as a 'turn-around' in terms of economic and social development.

Processes to receive community input and monitor community attitudes towards tourism need to be established.

7 Product development

7.1 Summary

A preliminary assessment of product development opportunities has been completed. These opportunities were identified to meet the strategic product development objectives (section six).

An outline of each opportunity is presented in this section of the report. The projects are summarised in Table 5.

Table 5 Product development objectives and opportunities considered

Objective	Product development considered	Alternatives
Develop at least one signature attraction in Boddington	“golden opportunity” – mine tours, interpretation centre and themed town	No alternative signature attractions were identified
	Boddington Open Range Zoo	
Develop a significant attraction in Williams	Lions Park redevelopment – (a) water and recreation park and (b) ‘best toilets in WA’.	Improve Williams Woolshed Adventure playground at Lions Park redevelopment site
Develop other tourism product	4WD park and training centre	Indigenous tourism
	Hotham River foreshore redevelopment	
	Agritourism	
	Caravan park redevelopment	
	Walking on the Bibbulmun Track	
	Mountain bike trails	

7.2 Socio-economic assessment

A preliminary socio-economic assessment was undertaken to show the likely impact of the product development activities to a range of important factors in the region. It includes the expected direct and indirect impacts. The results are shown in Table 6.

A more rigorous assessment is required to confirm the impact of each proposed opportunity.

Table 6 Socio-economic assessment of product opportunities

Product	Income	Employment	Increase in visitors	Better services for residents	Leveraged investment	Enhances regional identity	Brings the community together
Golden opportunity (tours)	★★★★★	★★★★★	★★★★★	★★★★	★★★★★	★★★★★	★★★★1/2
Boddington Open Range Zoo	★★★★★	★★★★	★★★★★	★★★★	★★★★★	★★★★★	★★★★1/2
Lions park redevelopment	★★	★★	★★	★★★★	★★	★★★★	★★★★
4WD park and training centre	★★1/2	★★	★★1/2	★★	★★	★★1/2	★★1/2
Agritourism	★★★	★★★	★★1/2	★	★★★	★★★★	★★★★
Hotham River foreshore redevelopment	★	★	★★	★★★★	★★	★★★★1/2	★★★★
Caravan park redevelopment	★★★	★★★	★★1/2	★	★★★★1/2	★★★★	★★1/2
Walking on the Bibbulmun Track	★	★	★	★★	★	★★★★	★★
Mountain bike trails	★	★	★	★★1/2	★	★★1/2	★★

7.3 'A golden opportunity' – mine tours and interpretation centre

'A golden opportunity' – mine tours and interpretation centre	
Project description	<p>The concept is to develop:</p> <ul style="list-style-type: none"> • A mine tour of the Newmont Boddington Gold (NBG) mine • A mine interpretation centre in Boddington • A gold theme across Boddington including products and infrastructure. <p>Mine tour:</p> <p>The mine tours would run for around 90 minutes leaving from Boddington. The tours would be undertaken on a bus and preferably operated by a registered tour company. The suggested itinerary for the tours is outlined below:</p> <ol style="list-style-type: none"> 1. Participants meet at the purpose built interpretation centre 2. Shown audio visual presentation (5 mins) 3. Undergo necessary induction and safety procedures. This would include dressing in PPE such as high-visibility vests. (5 mins) 4. Drive to the mining camp (10 mins) 5. Tour of the mining camp (15mins) 6. Participants board bus again and enter mining complex 7. Tour of the mine (45mins) <ul style="list-style-type: none"> Section 1 – conveyer and process plant: <ul style="list-style-type: none"> • The bus would loop around the processing plant • Participants are likely to see; conveyor belt; dozers at work; massive process plant; workshop; trucks, light vehicles, water pit, ball mills. Section 2 – primary crusher and north pit <ul style="list-style-type: none"> • The bus would continue alongside the conveyor belt and past the north pit. • Participants are likely to see; primary conveyor belt, haulpak trucks in action, haulpak car park and fuel station, north pit. 8. Section 3 – South Pit (mega pit) <ul style="list-style-type: none"> • Drive out to South Pit to a secure viewing area (yet to be developed) where visitors can hop off the bus. • Visitors are likely to see haulpaks removing rock from the pit as well as preparations for the daily blasting of the mine. 9. Bus returns to the interpretation centre (15 mins) 10. Tour concludes.

'A golden opportunity' – mine tours and interpretation centre

The scheduling of tours during the daily blasting in the pit should also be considered. This would provide a thrilling experience for the visitors from a lookout into the South Pit. However, this option may not be preferred as prior to blasting many activities on the mine will not be in operation.

Interpretation centre:

The mine interpretation centre would be located in a prominent position in Boddington, ideally the main street. The centre would be architecturally designed, unique and provide a real 'wow' factor. The design should clearly distinguish the centre as a landmark in town such as is the case with the Shark Bay Interpretation centre.



Figure 14 – Artist's impression of the mine interpretation centre

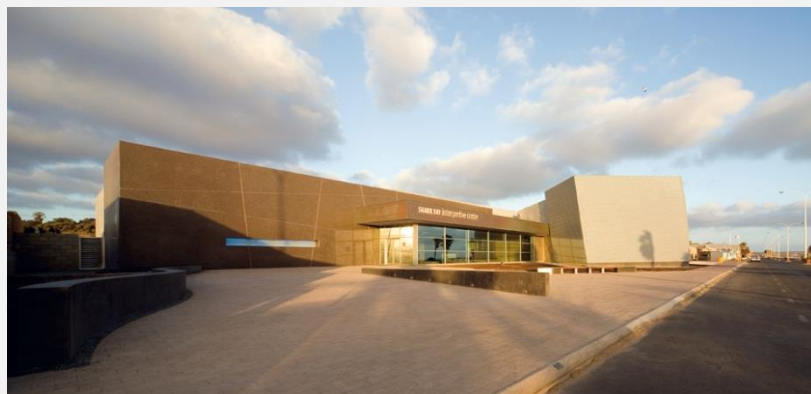


Figure 15 - Shark Bay Interpretive Centre

The centre would include displays, interactive exhibits and other interpretation on gold mining in the region. For example the interpretation could include a spectacular 3D sight and sound presentation that appears as a reproduction of the mine site, supported by simulations of mine blasting and other mine operations.

A retail centre should also be considered within the interpretation centre for the sale of gold products and mine memorabilia.

The centre would be open to the public and it is expected that a small fee would be charged to help manage operational costs.

'A golden opportunity' – mine tours and interpretation centre

	<p>Other uses for the centre might include:</p> <ul style="list-style-type: none"> • Visitor information services • NBG town offices • Training rooms. <p>There may also be scope to include information on bauxite mining in the interpretation centre. However, this would have a secondary focus.</p> <p>Gold-themed town</p> <p>The town would also be themed in a gold-related design. This would include public amenities and infrastructure.</p> <p>It is also envisaged that local businesses would support the gold mine tours and interpretation centre by theming the town by providing innovative 'gold-related' products for sale in the shops. For example olive oil with gold flakes in it or gold bar shaped cakes.</p> <p>This theming would define the identify of Boddington and provide an immersive visitor experience across the whole town.</p> <p>Additional development option – bauxite mine lookout</p> <p>A further opportunity is to establish a lookout for the bauxite mine on the junction of Pinjara Williams Road and Redhill Road. This has been identified by BHP Billiton Worsley Alumina. Ideally the lookout would include a rest area and interpretation. This product would value-add to the other mining-related experiences in the district.</p>
The opportunity	<p>Boddington has the largest gold mine in Australia. The NBG mine is a contemporary facility where the processing of gold is also undertaken.</p> <p>The opportunity is to use this gold mine as an attraction. It is located 1.5 hours drive from Perth and suitable for a day trip out of Perth unlike the Super Pit in Kalgoorlie (another large gold mine in WA).</p> <p>Industrial tourism is increasing in popularity. Visitors are interested in learning what drives the local economy as well as how things work and are made. The popularity of tours at the Super Pit in Kalgoorlie demonstrates this demand.</p> <p>The feedback from people that have also taken part in an informal tour of the NBG mine has also been positive. It is believed the mine tour would be a state-significant visitor experience.</p> <p>However, the opportunity to develop the mine tours and interpretation centre is dependent on the cooperation of NBG. Initial discussions with NBG have been encouraging and NBG have stated they are committed to working with the community. The development of the interpretation centre and mine tours could be this opportunity for the community and NBG to work together and develop a significant asset that would provide considerable economic and social outcomes for the region.</p> <p>NBG's considerations are likely to be whether a tour could be operated safely within their mine as well as what resources would be required to construct the interpretation centre and lookout facility at the South Pit. There is already a lookout facility at the south pit.</p>

'A golden opportunity' – mine tours and interpretation centre	
	<p>However, this would need to be improved to be suitable for larger groups.</p> <p>Encouragingly other gold mines around the world operate tours. This is a positive indicator that a tour could be developed at NBG that complied with OHS regulations.</p> <p>BHP Billiton has also expressed interest in the project and could be another potential partner in the development of the interpretation centre.</p>
Target markets	<p>The target market is day trippers from Perth. This includes niche markets such as school and community groups as well as international visitors.</p> <p>A secondary target market is tourists on transit using the Albany Highway.</p> <p>The mine tours and interpretation centre will be designed to have broad appeal and suit both the domestic and international market.</p>
Action plan	<p>Mine tour and interpretation centre:</p> <ol style="list-style-type: none"> 1) Undertake negotiations with NBG (and BHP Billiton) <ul style="list-style-type: none"> • Gauge NBG's interest in developing the mine tours and interpretation centre. • Undertake negotiations with NBG about the design and operation of the mine tours and interpretation centre. • Discuss resourcing and the potential participation of BHP Billiton with the interpretation centre. 2) Design and feasibility <ul style="list-style-type: none"> • Work closely with NBG to develop a business case and design for the tours and interpretation centre. • This includes determining the visitor experience on the tour and its itinerary as well as site selection for the interpretation centre and proposed design. 3) Get a commitment from NBG (and BHP Billiton) <ul style="list-style-type: none"> • Get commitment from NBG in their support of the project. • Finalise an agreement between all parties, including funding and responsibilities. 4) Construct interpretation centre / tour infrastructure <ul style="list-style-type: none"> • Finalise design and gain all relevant approvals • Commence construction • Appoint a suitable tour operator 6) Operate tours and interpretation centre <ul style="list-style-type: none"> • Including promotion and marketing <p>Themed-town:</p> <ol style="list-style-type: none"> 1) Develop a master plan for a themed town <ul style="list-style-type: none"> • Appoint suitable landscape designers to develop concepts for the theming of the

'A golden opportunity' – mine tours and interpretation centre	
	<p>town.</p> <ul style="list-style-type: none"> Identify public amenities and infrastructure for redevelopment or redesign. <p>2) Finalise design</p> <p>3) Undertake works (This is likely a staged process and would not need to be undertaken in one go)</p> <p>3) Encourage private enterprise and industry to embrace the gold-theme and produce and sell related products.</p> <p>4) Continue to promote and support private industry initiatives that leverage off the gold-mining theme within the town.</p>
Success factors	<p>Mine tours:</p> <ul style="list-style-type: none"> The mine tours are a critical component of the proposal. The tours should be negotiated first and foremost At the very least the tours must enter the mine complex to provide visitors with an outlook into the open-cut pit and the general operation The tours must be of sufficient quality to attract tourists from Perth Having the right tour operator is critical. Preference is for an experience tour operator with established networks and access to international markets. Ideally visitors would also be able to exit the bus within a secure lookout at the South Pit. This would significantly enhance the experience. <p>Interpretation centre:</p> <ul style="list-style-type: none"> Located in a prominent position in Boddington, such as the main street Must include a contemporary approach to interpretation with interactive displays using latest multi-media technology The centre must be architecturally designed with a significant presence in the town. It needs to stand out and represent a landmark within Boddington. The centre must be open to the public at reasonable hours. However, visitors may be required to pay a fee.
Management options	<p>Mine tour:</p> <p>The preferred option is for the tour to be operated by a registered tour operator (RTO). This is an organisation with experience and expertise in operating tours. They would also have an established network and be able to provide promotional and marketing support to increase visitation to Boddington on the tours.</p> <p>An agreement between NBG and the tour company would be required to ensure the tours operated as intended.</p> <p>Interpretation centre:</p> <p><u>Option one: Owned and developed by the Council</u></p> <p>Under this option the Council would purchase a suitable site and develop the interpretation centre. Part of the centre would then be leased to NBG and BHP Billiton for</p>

'A golden opportunity' – mine tours and interpretation centre

	<p>their town offices (and training centre).</p> <div> <div> <p>Pros:</p> <ul style="list-style-type: none"> • Council has greater input into the design and interpretation – ensures quality visitor experience • Some rental return through the leasing of part of the centre for mining offices • Revenue from admissions goes straight to the Council </div> <div> <p>Cons:</p> <ul style="list-style-type: none"> • Significant upfront development cost • Risk that admission fees do not cover the ongoing costs to maintain and operate the centre • Ongoing costs with the building </div> </div> <p><u>Option two: Owned by NBG and leased by the Council</u></p> <p>Under this option the centre would be developed by NBG (potentially with the support of BHP Billiton). It would then be leased to the Council to manage, maintain and operate.</p> <div> <div> <p>Pros:</p> <ul style="list-style-type: none"> • Much lower initial investment required by the Council • No ongoing maintenance costs </div> <div> <p>Cons:</p> <ul style="list-style-type: none"> • Council will have less input into the design and interpretation material within the centre • Less control of the asset </div> </div> <p>The second option is preferred. It is unlikely that Council would be able to source sufficient resources to develop the interpretation centre itself.</p>												
Resources required / funding opportunities	<p>Scoping of the development requirements of the mine tour and interpretation centre has not been completed.</p> <p>However, an initial estimate is provided below for guidance on the scale of the project only. The estimates have not been verified or confirmed. As a guide the Shark Bay Interpretation centre cost \$7.5 million and proposed ANZAC interpretation centre in Albany is a \$9 million project.</p> <table> <tr> <th>Item</th><th>Cost (\$)</th></tr> <tr> <td>Interpretation centre</td><td>\$4,000,000</td></tr> <tr> <td>South Pit lookout (NBG)</td><td>\$100,000</td></tr> <tr> <td>Public infrastructure improvements (theming)</td><td>\$200,000</td></tr> <tr> <td>Contingency (20%)</td><td>\$860,000</td></tr> <tr> <td>Total cost</td><td>\$5,160,000</td></tr> </table>	Item	Cost (\$)	Interpretation centre	\$4,000,000	South Pit lookout (NBG)	\$100,000	Public infrastructure improvements (theming)	\$200,000	Contingency (20%)	\$860,000	Total cost	\$5,160,000
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Total cost	\$5,160,000												

7.4 Boddington Open Range Zoo

Boddington Open Range Zoo	
Project description	<p>The concept is to develop an open range zoo in the Shire of Boddington. The principle purpose of the zoo would be to provide a centre for the conservation of wildlife, both Australian and exotic, and for public education. It would complement the Perth Zoo and provide different visitor experiences.</p> <p>The exhibition space would be between 5 to 50 hectares and provide visitors an opportunity to see animals in a more natural surrounding than at the Perth Zoo. The size of the enclosures will enable large herds of hoofed animals to be displayed.</p> <p>Animals may include giraffes, elephants, rhinoceros and zebras. It is envisaged that many of the larger species would be relocated from Perth Zoo to the open range zoo.</p> <p>The open range zoo would have an emphasis on encouraging bushwalking, birdwatching and other forms of passive recreation and education making it a lot more than a traditional zoo.</p> <p>Visitors would have the option to see the park on foot, bike or on a safari bus. This would provide visitors with a range of experience and caters for the passive and active visitor.</p> <p>Significant guiding and interpretation will be available at the open range zoo to ensure visitors are immersed in the zoo. This would include a guided safari bus tour with trained guides as well as dawn or dusk tours undertaken by keepers to enable visitors to get up close to the animals as well as a behind-the-scenes of the zoo. Other guiding services would also be available for groups such as schools.</p> <p>The open range zoo would provide a destination for visitors and include services such as food and beverage and other retail shops.</p> <p>Accommodation facilities could also be located at the zoo to provide the opportunity for visitors to further immerse themselves in the experience.</p> <p>There is also scope to include a research component to the zoo such as a research facility. Visitors staying on location could participate and interact with the research activities at the zoo.</p> <p>A further visitor experience could include accessing the zoo from Pinjarra via the Hotham Valley Tourist Railway. It is proposed that the railway from Pinjarra to Boddington could be restored to provide visitors with a scenic train ride to the zoo along a historic railway. Other historic railway attractions could also be included along this route with interpretation provided on the train to enhance the experience.</p>

Boddington Open Range Zoo



Up close with the animals at Werribee Open Range Zoo.

The opportunity

Perth Zoo's Master Plan identifies the need for an open range agistment facility in the long term. Their long-range planning is to develop an open range zoo to provide expansion of the zoo's breeding program and keeping of the zoo's larger animals.

Other open range zoos include Monarto Zoo in SA, Taronga Open Plains Zoo in Dubbo and Werribee Zoo outside of Melbourne. There is currently no open range zoo in Western Australia. However, there is a zoo in Pinjarra that focuses more on rehabilitation of native animals.

Perth Zoo operates as a not-for-profit. It is funded and operated by the State Government and receives ongoing operational funding on an annual basis. Visitor entry to the zoo is subsidised by the State Government on the premise that the Zoo is operated for the wider benefit of the community. Any profits from the Zoo are reinvested in research and conservation.

Therefore, Perth Zoo is not in a financial position to purchase the land and establish an open range zoo on its own. External resources and funding would be required. It is also likely that ongoing resources would be required to support the operation of an open range zoo in WA. Significant support will be required at a State level to develop the Zoo. However, there is also no guarantee that the zoo would be located in the Peel Region or the Shire of Boddington.

The opportunity is for Boddington to present an attractive proposal to develop the open range zoo in the Shire to be ready for when (or if) an open range zoo is funded by the State Government. The proposal might include an offer of land, other infrastructure or securing development approvals to ensure that a site in the Shire of Boddington is the preferred location for the open range zoo.

A range of studies have already been undertaken to identify the most suitable locations in the Peel Region for the open range zoo. A 1400 ha site situated on Pinjarra Williams Road, 18km south-west of Boddington was identified and discussed in these studies. This site is currently owned by Newmont and operated as an active farm for grazing cattle and sheep.

The site is reported to be a suitable habitat for the animals. The suitability of the climate, soils, vegetation, landscape and hydrology are discussed within a 2003 *Project*

Boddington Open Range Zoo	
	<p><i>Proposal – Boddington Open Range Zoo</i> by the Peel Development Commission.</p> <p>Concerns have been raised within other reports around whether the site has sufficient water resources. Significant water resources are required to operate a zoo, and further infrastructure may be required at the site to secure more additional water. An opportunity to pipe recycled waste water from Woodman Point to industries in Boddington is another initiative that has been discussed by Peel Development Commission. Watercorp are currently undertaking a feasibility assessment of this proposal. The outcomes of the study should be considered in the evaluation of Boddington as a potential zoo site.</p> <p>There are advantages for Perth Zoo to be located with 45 mins / 1 hour from the city. This would enable many staff to be shared between the two sites, as well as the obvious preference to be closer to Perth from a visitor perspective. Boddington is located around 90 minute drive from Perth Zoo, outside of the preferred 45 – 60 minute radius.</p>
Target markets	<p>The proposed open range zoo would appeal to a wide cross section of markets. A feasibility study by Worley Parsons in 2006 estimated that around 144,000 people would visit the zoo after three years of its operation each year.</p> <p>The primary target market would be families.</p> <p>The facility would complement the Perth Zoo and visitors encouraged to visit both locations.</p> <p>Niche visitor groups such as schools will also be important markets for the zoo.</p>
Action plan	<ol style="list-style-type: none"> 1) Meet with major stakeholders including Perth Zoo and State Government to discuss the opportunity and determine the critical success factors of site selection. 2) Consolidate information and further assess appropriateness of Boddington as a potential site for the open range zoo in relation to the identified critical success factors 3) Develop a proposal of the preferred site and build community support for the project. This would include obtaining all relevant approvals, permits as well as environmental assessments. It should include ensuring strong community and stakeholder support for the project in the region. 4) Work with stakeholders to identify funding opportunities to develop the open range zoo. 5) Construction and operation. Note: given the large scale of funding required it is likely that a staged approach to development of an open range zoo would be undertaken. Initially the site could be developed for agistment and later converted to permit visitors when sufficient resources could be secured.
Success	The open range zoo must be developed with a number of design principles in mind.

Boddington Open Range Zoo

factors	<p>These include:</p> <ul style="list-style-type: none"> • Optimum land area of 1000ha. • Environmental sustainability • An optimal potable water requirement estimated at 5 million litres per day. Required for crop irrigation, landscape and exhibits). • Range of visitor experiences to access the exhibits including coaches, bikes and on foot • Site needs to be easy to access with sufficient parking and infrastructure • Exhibits meet all regulation requirements • Landscape allows for unobtrusive viewing of animals i.e. use natural barriers rather than fences where possible • Aesthetically pleasing landscape with diversity across the site. Include some rocky outcrops, ample mature shade trees and sufficient pasture land • Site experience must complement the Perth Zoo • Range of interactive and immersive experiences such as guided tours, on-site accommodate and participation in research activities. <p>A further success factor is the location of the zoo within 45 – 60 minutes from the Perth Zoo site to enabled shared resources and labour.</p>
Management options	<p>The preferred management option is for Perth Zoo to own and operate the facility. Under this arrangement Perth Zoo would control the design, development and operation of the facility.</p> <p>A privately owned zoo is unlikely to be viable or practical.</p>
Resources required / funding opportunities	<p>A Feasibility Study undertaken by Worley Parsons in 2006 estimated the cost of developing the open range zoo would be >\$83 million. This does not include the cost of purchasing the land or stock acquisition costs.</p> <p>It is also likely that subsidy of the zoo is required on an ongoing basis to manage its operational costs. A feasibility study by Worley Parsons in 2006 identified that a \$2.6 million annual subsidy would be required to operate the zoo.</p> <p>The cost of the Hotham Valley Railway will also be significant with around 40km of track required to be restored / developed. These costs are outlined in the <i>Business Plan, Peel Region Tourism Railway</i> (Peel Development Commission, 2001).</p>

7.5 4WD park and training facility

4WD park and training facility	
Product description	<p>The concept is to develop a 4WD Park in close proximity to Boddington. The Park would include a variety of 4WD trails, a training centre, picnic area and campgrounds.</p> <p>The park would be at least 80 acres with diversity in topography to ensure trails vary in difficulty to cater for all skills levels. In particular the trails must include a number of challenges trails for more experienced drivers.</p> <p>Visitors would use the trails to practice their 4WD techniques including vehicle recovery. Visitors would also be able to stay overnight in the park at a designated campground or independently. The campgrounds will be equipped with basic amenities including toilets, showers and picnic facilities.</p> <p>The Park will enable 4WD owners to share stories and experiences in a bush setting. A number of 4WD events will also be hosted at the Park throughout the year.</p> <p>A training centre would also be located within the park offering accredited 4WD courses. These courses would be run and operated by a registered training organisation. The range of courses could include:</p> <ul style="list-style-type: none"> • Operate and maintain a 4WD vehicle • Operate commercial vehicle • Drive AWD / 4WD vehicles on unsealed roads • Drive and recover a 4WD vehicle • Drive a 4WD in difficult terrain • Coordinate the recovery of a 4WD vehicle <p>The 4WD park would link in with 4WD tracks in the area. This includes the Captain Fawcett Commemorative 4x4 Trail that runs from Lane Poole Conservation Reserve, Dwellingup and finishes near Quindinning. This would provide a round-trip itinerary for weekend visitors from Perth.</p>
The opportunity	<p>4WDing is a popular pastime across WA. It is estimated there are around 20,000 to 30,000 active 4WD owners in WA. These are people that regularly take off-road driving trips.</p> <p>However, there are no 4WD parks in the state that are open to the public. The existing 4WD parks are only open to registered 4WD club members. In comparison there are 5 4WD parks in Qld and 4 in NSW.</p> <p>The Chairman of the WA 4WD Association, Craig Perry, confirmed the need for a 4WD Park. He said <i>'WA has been looking for and needing a 4WD Park for quite some time'</i>.</p> <p>There are also at least three registered training centres in Perth that offer courses in the operation of 4WDs. They provide a range of courses to suit 4WD enthusiasts as well as workers that require competencies in the operation of 4WDs. In particular mining and agriculture industries have a need for 4WD training of staff. These are both prominent industries in the region.</p>

4WD park and training facility	
Target markets	<p>The primary target market is active 4WD vehicle owners in WA. These are 4WD owners who take their vehicles off-road for recreational purposes. 4WD club members will be the target market for events.</p> <p>A secondary target market is people that use 4WD in the workplace and require a level of skill in the operation of the vehicle. These people are the target market for many of the training courses that would be provided at the park.</p> <p>Some insights into the size of the target market include:</p> <ul style="list-style-type: none"> • It is estimated there are 20,000 – 30,000 active 4WD owners in WA • There are 1000 4WD club member in the 30 or so 4WD clubs in WA • It is not known how many workers are required to have 4WD competencies as part of their duties. However, there are at least three registered 4WD training organisations that operate out of Perth.
Action plan	<p>1) Further scoping to better understand the demand for a 4WD park and training facility in WA.</p> <ul style="list-style-type: none"> • Assess private 4WD parks in WA • Evaluate successful 4WD parks in Qld and NSW to get a comparable estimate of demand • Confirm critical success factors of a 4WD park e.g. type and range of trails (initial thoughts are below). <p>2) Evaluate the suitability of Boddington for the 4WD park</p> <ul style="list-style-type: none"> • Identify potential sites • Audit of sites against the critical success factors of the 4WD park • Determine priority site • Development plan outline and business case for the priority site <p>3) Identify appropriate partners</p> <ul style="list-style-type: none"> • Identify suitable operators of the 4WD park • Identify suitable training organisations • Determine other partner organisations and stakeholders <p>4) Development proposal outlining resources, responsibilities and timing for construction of the Park.</p> <ul style="list-style-type: none"> • Determine resources required • Evaluate funding sources • Finalise business case • Finalise agreements with partners including land owners, operators, training providers. <p>5) Construction of the park</p> <p>6) Operation of the park</p>
Success	The success factors of the 4WD park include:

4WD park and training facility



factors	<ul style="list-style-type: none"> • Park needs to have a range of challenging and varied trails suitable for inexperienced and beginner 4WDers • A number of suitable campsites are required across the park that provide an authentic bush experience • 4WD park is open to the public and not exclusive to 4WD clubs. Liability and insurance issues will need to be addressed for this to be permissible. • Park is accessible in most conditions including wet weather • 4WD tracks including the Captain Fawcett Commemorative Trail are promoted in the region and linkages established to the park that provide a suitable weekend driving itinerary from Perth • Regular events held at the park with involvement from the 4WD clubs and associations • At least 80 acres in size • The park is run by a suitable operator capable of ensuring a quality experience for visitors • Effective marketing and promotion of the park of is undertaken • Park remains a financially viable business. 										
Management options	<p>Option one: privately owned and operated</p> <p>Under this option the park would be owned and operated by an existing land owner. This would more than likely be someone looking to diversify from agriculture. Preferably the land is bush scrub that has not been cleared for agriculture. This is relatively unproductive land making the 4WD the most viable option for its land use.</p> <p>The landowner would preferably be a 4WD enthusiast. However, at a minimum they must have a basic knowledge of 4WDing as well as financial management and customer service skills.</p> <p>The role of Council would be to provide support to the land owner with the design and construction of the park. Financial incentives or grants may also be required to improve the attractiveness of the opportunity to land owners.</p> <p>Under this scenario the land owners would manage and be responsible for all aspects of the park including events. The pro's and con's of this approach are outlined below.</p> <table> <tr> <td>Pros:</td><td>Cons:</td></tr> <tr> <td>Lower financial cost. No need for purchase or leasing of land</td><td>The Council would have limited control of the park and its operations. Only control would be through regulations.</td></tr> <tr> <td>Council is not responsible for insurance or and liabilities associated with the park</td><td>Risk of park closure.</td></tr> <tr> <td>More efficiency in the development of the park (no multiple parties reached to reach agreements on design or leasing arrangements)</td><td>Risk of poor operation of the park with compromised visitor experiences.</td></tr> <tr> <td></td><td>Access to some funding sources may be compromised due to private ownership and operation of the park.</td></tr> </table>	Pros:	Cons:	Lower financial cost. No need for purchase or leasing of land	The Council would have limited control of the park and its operations. Only control would be through regulations.	Council is not responsible for insurance or and liabilities associated with the park	Risk of park closure.	More efficiency in the development of the park (no multiple parties reached to reach agreements on design or leasing arrangements)	Risk of poor operation of the park with compromised visitor experiences.		Access to some funding sources may be compromised due to private ownership and operation of the park.
Pros:	Cons:										
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4WD park and training facility											
	<p>Land owner will have limited networks to 4WD clubs and associations (compared to an experienced operator).</p> <p>Option two: park leased by the council and run by an experienced operator</p> <p>Under this scenario private land would be leased by the Council. Council would construct the 4WD park on the land and tender the operation of the park to private enterprise. An experienced operator would be selected and would manage the 4WD park under set agreements.</p> <p>This is a preferred option as it provides Council with greater control in the development and operation of the 4WD park.</p> <table> <tr> <th>Pros</th><th>Cons</th></tr> <tr> <td>Council has control through the leasing agreement on the operation of the park and its KPIs. This reduced the risk of poor management of the park.</td><td>Council would need to finance the development of the park upfront. However, funding may also be available.</td></tr> <tr> <td>Council could appoint an appropriate operator through a tender process. This would potentially engage a more experienced operator than a local landowner</td><td>May be difficult to find a suitable operator.</td></tr> <tr> <td>Council will manage the construction of the park and can ensure it is constructed to a standard required by visitors</td><td></td></tr> <tr> <td>Council would receive revenue through leasing agreement</td><td></td></tr> </table> <p>Option three: Council land leased by experienced operator</p> <p>The Peel Development Commission are aware of land holdings in proximity to Boddington that may be available for sale for a reasonable rate (pers.com.Arkwright, 2012). If this land is available for purchase the Council could own the 4WD park outright. This would give further control of the operation but likely to also increase the initial costs of the development with the purchase of the land.</p>	Pros	Cons	Council has control through the leasing agreement on the operation of the park and its KPIs. This reduced the risk of poor management of the park.	Council would need to finance the development of the park upfront. However, funding may also be available.	Council could appoint an appropriate operator through a tender process. This would potentially engage a more experienced operator than a local landowner	May be difficult to find a suitable operator.	Council will manage the construction of the park and can ensure it is constructed to a standard required by visitors		Council would receive revenue through leasing agreement	
Pros	Cons										
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Council will manage the construction of the park and can ensure it is constructed to a standard required by visitors											
Council would receive revenue through leasing agreement											
Resources required / funding opportunities	Scoping of the development requirements of the 4WD park and training facility have not been completed. However, an initial estimate is provided below for guidance on the scale of the project only. The estimates have not been verified or confirmed.										

4WD park and training facility

Item	Cost (\$)
Construction of tracks (approximately 50kms)	100,000
Training centre facility (1 x training room / toilets)	200,000
Landscaping of campground	20,000
Amenities at campgrounds	20,000
Contingency (20%)	68,000
Total cost	408,000
Possible funding sources include:	
<ul style="list-style-type: none"> • Tourism Industry Regional Development Grants • T-Qual grants • Philanthropic contributions (donation of land etc..) • Supertown program (economic development funding) 	

7.6 Develop agritourism

Develop agritourism	
Product description	<p>Agritourism is popular across parts of Australia. It is about providing visitors with a farm-related experience. This could include any of the experiences listed below:</p> <ul style="list-style-type: none"> • visit farm animals • pick or taste fresh produce • ride a pony • farmers markets • see a shearing demonstration • farm stays and farm tours • feed animals / milk a cow • learn about some aspect of farming <p>This concept is to work with local farmers and tourism operators to develop agritourism products across the District. The vision would be to develop sufficient additional product to market the region effectively as an agritourism destination. This will require more and higher quality product as well as a diversification of the experiences on offer.</p> <p>A component for successful agritourism in the region would be the development of a well-renown produce market in Boddington. This would provide the call-to-action for visitation and showcase the region's produce and link in with other agritourism experiences. These markets would likely be an extension of the existing markets.</p> <div>   </div>
The opportunity	<p>The region has a strong agricultural identity and produces a range of excellent produce. However, across the region there has also been a shift from large to smaller hobby farms. Many of these farms are looking to diversify from agriculture and agritourism may provide them with a viable option.</p> <p>The opportunity is to work with these land owners to develop a range of agritourism experience. The experiences should be complimentary to each other and provide several options for visitors. Accommodation at farm stays will also enhance the attractiveness of the region to visit for an agritourism experience.</p> <p>The location of the District less than two hours drive from the centre of Perth makes it a viable location for day trips or weekend stays.</p>

Develop agritourism	
	<p>It is also important that the Boddington District develops its own agritourism experiences and does not try to copy or repeat the more gourmet food and wine related experiences provided extensively across the south west.</p> <p>However, through agritourism there is still the opportunity to develop a local brand for products that can be marketed and sold to visitors. This would primarily be focused at the proposed produce markets. Locally branded food products would present economic development opportunities for the region beyond that of the tourism industry.</p>
Target markets	<p>Agritourism is appealing to both domestic and international markets. The target markets of individual experiences will vary. Farm stays will appeal to interstate and international visitors but the local produce markets should be targeted at population in south east Perth as well as the regional area.</p> <p>Other experiences such as farm tours (feeding animals) would appeal much more to the family market as well as some international markets.</p>
Action plan	<ol style="list-style-type: none"> 1) Identify interested operators and land owners in agritourism 2) Provide support and advice to these operators. This could include business planning, market analysis, grant funding submissions and development advice. 3) Drive the development of a larger scale produce market in Boddington once a month. This would require participation from the identified operators 4) Promote agritourism in the District
Success factors	<p>The development of successful agritourism product depends on individual farmers taking ownership of the concept and driving its development. A few leaders and entrepreneurs would need to be identified and supported in the first instance. It is believed the success of these leaders in an agritourism enterprise would inspire and motivate other farmers to do the same.</p> <p>A critical mass of agritourism product is required to provide an immersive agritourism experience for visitors.</p> <p>The Council will also need to show initiative in supporting and developing the produce markets to a form that would attract visitors from Perth.</p> <p>Other critical factors for the success of agritourism business enterprises include:</p> <ul style="list-style-type: none"> • Experience must be authentic • Experience should provide an opportunity for people to learn more about agriculture / farming • Passionate, knowledgeable and committed operators • Opportunity to consume local produce.
Development options	<p>The recommended development option for agritourism is that the businesses should remain privately owned and operated.</p>
Resources	<p>To develop agritourism in the District the Council needs to provide:</p>

Develop agritourism	
required / funding opportunities	<ul style="list-style-type: none"> • Support and advice to operators. This could be giving operators access to a tourism mentor or professional or providing this advice internally through a specialised resource. • Capital for establishing some products including expanding the Boddington produce markets. <p>An estimate of these costs has not been calculated.</p>

7.7 Boddington caravan park redevelopment

Boddington caravan park redevelopment

Product description

The concept is to upgrade the existing caravan park in Boddington. The proposed development would enhance the quality and diversity of accommodation options at the caravan park including:

- cabins and self-contained chalets
- sites for caravans and campervans
- drive through sites for large motorhomes and buses
- safari tent accommodation.

The caravan park infrastructure would also be redeveloped to provide for inviting recreational areas and quality amenities. It would also have conference facilities to cater for the business market.

In addition, it is proposed the caravan park would be Western Australia's first primary training facility for caravan parks and campgrounds personnel. It would provide residential training the full range of nationally accredited qualifications. This includes Certificate II to Diploma of Holiday Parks and Resorts (Management). These courses would best be delivered by a registered training organisation such as Challenger Institute of Technology.

The redevelopment will also involve relocating the sites occupied by long-stay tenants to elsewhere in the town.

The Boddington Caravan Park has the potential to be an excellent tourist facility. However, this can only occur if the existing long-term sites are removed.



Figure 16 example safari tent and chalets

The opportunity	<p>The existing caravan park is under-utilised. It has an excellent location on the Hotham River foreshore and could be significantly improved through the redevelopment. There is an opportunity to provide a unique, affordable, family holiday experience at the caravan park as an alternative to coastal locations. This would be particularly applicable if other tourism product was developed within the region as well.</p> <p>The recent report commissioned by Tourism WA, 'A Strategic Report of Caravan and Camping Tourism in Western Australia, Brighthouse 2012' identified the Peel Region as a priority area for the development of caravanning and camping facilities.</p> <p>Accommodation options in Boddington are limited, both in the town and in the existing caravan park. The construction of tourist chalets and safari tents at the caravan park will result in the attraction of new markets to the region. Visitors may also use the caravan park as a hub for exploring the broader region.</p> <p>Chalets also have an average revenue yield of around five times that of a caravan site. This is due to higher tariffs and lower seasonality. The redevelopment would provide a more financially sustainable and resilient asset than the existing caravan park.</p> <p>Caravan and camping accommodation in Western Australia is most popular with the domestic market. In 2011 domestic visitors spent 4.6 million visitor nights in caravan or camping accommodation. This was 19% of the total market.</p> <p>Approximately half domestic camping or caravan visitors were aged 35-59 years. The largest growth segment is visitors aged 55-64. This segment has grown at an average annual rate of 3% over the last ten years. The redevelopment will be targeted at capturing this growing market.</p> <p>There is also a demand of a residential facility for the training of caravan park personnel in nationally accredited courses. This has been identified by the State Hospitality Training sector. There is demand for both certificate and diploma level training.</p>
Target markets	<p>The primary target market is Australian families and active retirees.</p> <p>A high growth secondary market is international visitors seeking experiential travel opportunities.</p>
Action plan	<p>1) Review of caravan park</p> <p>A full review of the existing caravan park facility is required. The review must:</p> <ul style="list-style-type: none"> • establish the requirements of the redevelopment including product mix and amenities needed • seek an alternative location for the establishment of long-stay sites • investigate regulatory compliance • investigate the condition and capacity of infrastructure services. <p>2) Develop Master Plan</p> <p>A master plan for the entire site is required. This would provide for the future staged redevelopment of internal roads, amenities and uniform sites. Priority consideration should be given to better utilisation of the superb riverfront location as a tourist caravan park, with high yield tourist accommodation.</p>

	<p>3) Feasibility assessment</p> <p>Undertake feasibility assessment to develop the business case for the redevelopment. The business case should outline:</p> <ul style="list-style-type: none"> • the best options for development of the site • development costs • viability of proposed models • funding requirements • Management options. <p>4) Evaluation of preferred options</p> <p>The redevelopment options presented in the business case would then be evaluated by the Council. The preferred development option would be identified.</p> <p>5) Redevelopment of the tourist park</p> <p>The redevelopment of the tourist park could be undertaken once the earlier processes are complete. The redevelopment may also involve the separate construction of a long-stay caravan park/village elsewhere in the town to accommodate the existing permanent residents at the caravan park.</p>
Success factors	<p>Factors which will dictate the success of the tourist park redevelopment include:</p> <ul style="list-style-type: none"> • The caravan park design must focus on maximising site yield • Inclusion of a range of appropriate self-contained accommodation • Suitability of sites for larger caravans and motorhomes • A proportion of drive through sites • Quality ablution facilities • Recreational facilities that enhance river location • Child-safe road layout • Camper facilities (camper's kitchen) • Appealing landscape • Separation of long-stay sites to alternative location • Quality management and systems.
Management options	<p>The management options for the proposed caravan park include:</p> <ol style="list-style-type: none"> 1. Council owned and operated <ul style="list-style-type: none"> • Council would be responsible for the development and management of the facility. 2. Council owned and leased to a private operator <ul style="list-style-type: none"> • The Council would undertake the design and construction of the resort park. It would then lease the facility to a private operator under set terms and conditions. 3. Privately owned and operated. <ul style="list-style-type: none"> • Council would privatise the caravan park and sell asset to the private sector. This should be done after the redevelopment.
Resources required / funding	<p>As a general rule it is estimated that the development cost of a new caravan park (60 - 150 sites) is around \$45,000 to \$55,000 per powered site. This includes; civil works (site works roads etc.), hydraulic and electrical works, and construction of built form</p>

opportunities	<p>facilities (reception office, manager’s residence, ablutions blocks, recreation room, children’s playground, camp kitchen).</p> <p>However, this estimate is dependent on a number of factors including the availability of infrastructure services and size of the caravan park.</p> <p>Using these assumptions the estimated cost of redeveloping the existing caravan park at Boddington to 60 sites is approximately \$3 million. This would be less if some of the existing services infrastructure and amenities could be retained.</p> <p>Potential sources for funding include:</p> <ul style="list-style-type: none"> • Tourism industry Regional Development Grants • T-Qual grants • Supertown program (economic development funding)
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7.8 Williams significant attraction

Williams - significant attraction	
Product description	<p>The concept is to develop a themed playground and public recreation space that reflects the Shire of Williams. The preferred location is the Lions Park redevelopment site. The concept is to develop this space into an attraction that provides a quality, regionally-significant experience for visitors.</p> <p>Suggestions for the site included:</p> <ul style="list-style-type: none"> • Water and entertainment park • Adventure and recreational park – flying foxes, exercise courses, rock climbing walls etc... <p>This proposal is focused on the development of the water and entertainment park option. The park would be open to the public and admission would be free. It would provide a range of water-based activities for children. Features could include:</p> <ul style="list-style-type: none"> • Water slides and tunnels • Fountains • Splash pads and water jets • Giant TV screen to telecast major events e.g. sports, film festivals • Stage with roof and connections for audio-visual capability • Amenities • Manicured gardens, trees and open space • Picnic areas and barbecues • Free wifi zone • Kiosk. <p>The park would be accessed directly off the highway and provide easy access to the town centre as well.</p> <p>The park could also include the 'best public toilets in WA'. This would also become an attraction and compelling reason for people to pull off the Albany Highway. The toilets would be themed and architecturally designed to be unique, inspiring and an experience in themselves. The design could be undertaken through a nation-wide competition.</p> <p>Features of the deluxe public toilet facilities would include:</p> <ul style="list-style-type: none"> • Original theme – must be unique and more than just a toilet block • Quality construction with a real 'wow' factor • The toilets would of course still need to serve a practical purpose and be suitable for large groups on tour buses.
The opportunity	<p>The construction of a new Williams Bridge and section of Albany Highway in Williams is scheduled for construction in 2013 by the WA Main Roads Department. This new road will result in the highway by-passing the Williams town centre. Local businesses that rely on the constant flow of traffic through Williams along Albany Highway may be adversely affected due to a potential significant decrease in passing street-front</p>

Williams - significant attraction

traffic.

The proposed bypass also goes through the existing Lions Park. The opportunity is to recreate the Lions Park at a new site on a much improved scale. A site has been identified by the Shire of Williams. This is illustrated in the figure below.



The site is 3 hectares in size and is visible from the proposed new route for the highway. It is State Government owned and the opportunity is to acquire the site off the State Government in compensation for Lions Parks being taken over for the bypass. The new site is referred to as the Lions Park redevelopment site.

The site could be used to develop an attraction that would draw visitors off the Albany Highway and into town, as well as attract visitors from the surrounding region in its own right. This would help to mitigate the impact of the bypass on local businesses and trade.

There are no comparable parks in the region and the water and entertainment park would provide a point of difference for Williams. The 'best toilets in WA' would also support the park and act as an attraction and reason to stop over in their own right.

Target markets

The primary target market is families with children.

However, the park and 'best toilets in WA' would also appeal to the broader market. In particular it would be motorists that are travelling along the Albany Highway and need a short break.

According to Williams Shire around 2500 cars pass through the town a day. Williams is located around two hours south of Perth. This is a suitable distance south for a short break. Travelling north there are also limited options for a break. Therefore, the location of Williams is well-placed to service people travelling along the Albany Highway to or from Perth.

Action plan

1) Negotiate land parcel with Main Roads WA.

Williams - significant attraction	
	<p>2) Evaluate the suitability of the site for a water and entertainment park. Other options should also be considered.</p> <p>3) Further scoping of the facility including demand, financial and regulatory assessment.</p> <p>4) Development of proposal outlining resources, responsibilities and timing for construction of the park. (This could include launching of a competition for the concept and design of the toilets.)</p> <p>5) Construction of the park and toilet facilities.</p> <p>6) Operation of the park.</p>
Success factors	<p>The success factors of the park include:</p> <ul style="list-style-type: none"> • Must provide a wide range of quality amenities and facilities that will appeal to passing travellers • Park must be unique for the region and provide an experience people cannot get elsewhere • Must create an entrance statement for Williams with clear signage to the rest of the township and local businesses • Park and facilities must be safe, clean and well-maintained • Effective marketing and promotion of the attraction • Toilets must be totally unique and have a real ‘wow’ factor. They must also be maintained at a pristine standard. • Quality management and systems are in place to ensure sustainability.
Management options	<p>It is envisaged that the facility would be owned and operated by the Council. However, a contracted may be assigned to manage the facility on the Council’s behalf.</p>
Resources required / funding opportunities	<p>The construction costs of the park have not been estimated at this preliminary stage. The project is also likely to have significant operational costs that must be considered and assessed to determine sustainability of the project.</p> <p>Potential sources for funding include:</p> <ul style="list-style-type: none"> • Tourism industry Regional Development Grants • T-Qual grants • Other regional, recreation or tourism funding programs.

7.9 Boddington foreshore enhancement

Boddington foreshore enhancement	
Product description	<p>The Shire of Boddington recently completed the Boddington River Foreshore Enhancement Project which improved infrastructure and surroundings on the Hotham River foreshore.</p> <p>The concept is to build on the work already completed and further enhance the river foreshore in Boddington making it more of an attraction and place for recreational activities.</p> <p>Features of the enhancement include:</p> <ul style="list-style-type: none"> • Develop a sculpture walk (or similar) <ul style="list-style-type: none"> ◦ Include interpretation using new technology • Upgrade of existing amenities at Hotham River Picnic Area <ul style="list-style-type: none"> ◦ E.g. showers, change rooms, baby change area, disabled access facilities and security lockers • Better display existing interpretive mosaics (currently at the toilet block) • Cafe / bar • Outdoor fitness stations / exercise circuits • Canoe hire and tours from Ranford Pool to Boddington <ul style="list-style-type: none"> ◦ (Improvements at Ranford Pool may also be required) • Enhance CWA children's playground and sand pit • Improved landscaping of the river foreshore <ul style="list-style-type: none"> ◦ Extend manicured gardens, trees, picnic areas and open space. • Free wifi zone • Enhanced parking and access. <p>These activities would need to be integrated together to ensure their financial viability. For example the café could operate the canoe tours or other events.</p>
The opportunity	<p>There are few areas in the region that have a river foreshore so close to town. The Hotham River provides the backdrop to an area that could potentially be an important visitor attraction and recreational area.</p> <p>In particular the sculpture walk would blend recreation with an art experience. It is known that there are several artists across the district. They could be involved to develop the walk and its interpretation. The success of other sculpture activities such as the 'Sculpture by the Sea' in Cottesloe demonstrates the demand for this type of experience.</p> <p>There are also no known canoe tours in the immediate region. Although there are existing canoe tours in Dwellingup and also tours offering the more adventurous white water rafting experiences. A canoe tour from Ranford Pool to Boddington would provide an ideal way for visitors to experience the natural environment and take in the sculptures from another perspective at a leisurely pace.</p>

Boddington foreshore enhancement

Target markets	<p>The primary target market would be existing visitors as well as day trippers out of Perth and the surrounding region. It is expected that visitors in the caravan park would also use the area extensively.</p> <p>Local residents are also expected to use the area for recreation.</p>
Action plan	<ol style="list-style-type: none"> 1) Undertake research and a feasibility study into the concept and design of enhanced foreshore facilities. 2) Development of proposal outlining resources, funding opportunities, responsibilities and timing for development of the precinct. 3) Identify potential operators of a canoe hire, tour and kiosk business. 4) Construction and development. 5) Management, maintenance and promotion.
Success factors	<p>The success factors of the foreshore enhancement include:</p> <ul style="list-style-type: none"> • Access to refreshments e.g. caravan park kiosk or food caravan on weekends • Canoe tour must be operated by an experienced tour operator and be supported with significant promotion • Suitable recreational area for walking and swimming • The sculpture walk needs to have a short (15 minute) and longer (30min) options. It must provide a pleasant walking experience on a flat trail suitable for infrequent walkers. Interpretation would also enhance the experience. • Suitable swimming area • Infrastructure is multipurpose and activities are integrated with each other • Adequate picnic areas and other amenities • Must be adequately signposted • Must be safe, clean and well-maintained
Management options	<p>The river foreshore will remain an asset of Boddington Council. It is recommended at the Council outsource the operation of the kiosk and canoe hire / tours to an independent operator.</p>
Resources required / funding opportunities	<p>Further study into the concept of the river foreshore enhancement is required to estimate an accurate budget for the improvement.</p> <p>There will also be additional maintenance costs of the foreshore. These may be offset to some degree by revenue received from the tour operator via a leasing agreement or similar.</p> <p>Potential sources for funding include:</p> <ul style="list-style-type: none"> • Tourism industry Regional Development Grants • T-Qual grants • Supertown program (economic development funding)

7.10 Mountain bike trails

Mountain bike trails	
Product description	<p>The concept is to develop a series of mountain bike tracks across the District.</p> <p>The tracks would suit both beginners and experienced riders. Preferably the trials will be single track and include a variety of terrain.</p>
The opportunity	<p>Mountain biking participation is growing across Australia. The region has an existing association as a mountain biking region through the Munda Biddi Trail that passes through the western side of the District.</p> <p>There is an opportunity is to capitalise on the growth in mountain biking, leverage off the identity of the Munda Biddi trail and utilise the large proportion of protected areas in the Park to develop some mountain bike trails.</p> <p>However, other regions have already invested heavily in mountain biking trails and there is likely to be strong competition for this market.</p> <p>There are also many existing trails located closer to Perth such as the Kalamunda Circuit which get an estimated 10,000 visitors over a weekend' (Paul de Klerk – Peel Region Mountain Bike Club).</p>
Target markets	<p>Mountain bike riders from Perth or the surrounding district.</p> <p>It is also believed that advanced riders are more accommodating to travelling longer distances than beginner riders. Therefore, the location of the district makes it better suited for advanced riders (more than likely travelling from Perth).</p>
Action plan	<ol style="list-style-type: none"> 1) Identify areas to develop suitable mountain bike trails. Also evaluate the potential of existing trails in the region. 2) Design new trails or upgrade existing trails 3) Construction 4) Operate, promote and manage trails
Success factors	<ul style="list-style-type: none"> • Need to have a range of trails that vary in terrain • Single track is preferable • Need to be well marked.
Management options	<p>The preferred option is to develop the mountain bike trails on protected areas such as state parks and reserves.</p> <p>The management of the trails would then remain with the Western Australia Department of Environment and Conservation.</p>
Resources required /	Commercial rates for the construction of mountain bike tracks can be as high as

Mountain bike trails	
funding opportunities	<p>\$30 per metre when infrastructure is required. However, some other similar projects have used volunteer and community support to significantly reduce costs.</p> <p>Funding options include:</p> <ul style="list-style-type: none"> • Department of Environment and Conservation • T-Qual grant funding • Tourism Industry Regional Development Grants

7.11 Walking the Bibbulmun Track

Walking the Bibbulmun Track	
Product description	<p>This concept is to develop a range of walking itineraries along the Bibbulmun Track from Sullivans Rock. This would include 1, 2 and 3 day walks</p> <p>Whilst these trails exist they are underutilised. It is proposed that the following development be undertaken to increase the popularity of the walks:</p> <ul style="list-style-type: none"> • Accessibility of the trail heads via public transport. • Improved campsites and facilities along the trail • Better marketing and promotion of the walks. <p>The walking options identified include :</p> <p>Day walks:</p> <ul style="list-style-type: none"> • Sullivan Rock to Mt Cooke Campsite (11.2km return) • Sullivan Rock to Mt Cuthbert (8.8km return) • Sullivan Rock to Monadnocks campsite (14.2km return) <p>1 night / 2 day walks:</p> <ul style="list-style-type: none"> • Sullivans Rock to North Bannister. Campsite options include Nerang or White Horse Hills (approx. 36km). • Sullivans Rock to Monadnocks campsite (14.2 return) <p>2 night / 3 day walks:</p> <ul style="list-style-type: none"> • Sullivans Rock to North Bannister. Overnight stays in Mt Cooke and Nerange (approx. 36km).
The opportunity	<p>The large number of state and national parks across the Boddington District provide an area for nature-based recreation. The most prominent walking trail in the region is the Bibbulmun Track. It has a national-wide profile, although most participation on the Track is further south.</p> <p>There is scope to leverage off the Bibbulmun Track brand and develop a number of walking options along the track to suit different people and different time schedules. This can be achieved through improvement to facilities along the trail as well as access.</p> <p>Currently there is no public transport to the trail heads. Existing users are required to take two cars and shuttle vehicles from the starting point and finishing point of the walk. However, there is the opportunity to use public transport from TransWA to access the trails.</p> <p>This would involve establishing bus stops along the highway at the access points to the trail. Infrastructure improvements may be required for this to be permissible. Using public transport options along the highway would enable people from Perth to easily do the walk and return without needing to drive or car shuffle.</p> <p>Implementing these improvements and undertaking promotion of the walks will</p>

	increase their popularity and participation.
Target markets	The primary target market is independent bushwalkers. These are people that are equipped to undertake a bush walk unsupported (i.e.e have all their own supplies and equipment).
Action plan	<ol style="list-style-type: none"> 1) Determine walking itineraries 2) Negotiate with TransWA over the access points to the trail 3) Construction and development <ul style="list-style-type: none"> • May required additional infrastructure along Albany Highway for buses to stop • Improvements undertaken to track infrastructure such as campsites and signage 4) Marketing and promotion of the track 5) Work with businesses at North Bannister to improve visitor services and capitalise on an increase in bush walkers.
Success factors	<ul style="list-style-type: none"> • Trail heads are accessible by public transport • Walks are well promoted • Trail facilities are maintained to an appropriate standard
Management options	No ownership or management changes to Bibbulmun Track are required.
Resources required / funding opportunities	<p>Resources are required to develop infrastructure on the Albany Highway at the access points for buses to be able to pull over. Other improvements to the track infrastructure such as campsites and signage are also required.</p> <p>An estimate of these costs has not been undertaken at this stage of the project.</p>

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