



Shire of **EAST**
Pilbara
THE HEART OF THE PILBARA

SHIRE OF EAST PILBARA
ECONOMIC DEVELOPMENT
AND TOURISM STRATEGY

2021 - 2026



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1 MESSAGE FROM THE SHIRE PRESIDENT

The Shire of East Pilbara is the heart of the Pilbara, the gateway to the Western Desert and some of Australia's most beautiful National Parks, unique heritage and indigenous culture and is Australia's largest Shire. Economic development is a core area of responsibility for Council. The purpose of this Economic Development and Tourism Strategy is to provide a strategic framework for Council to support the sustainable development of the local and regional economy. This includes particular reference to the needs of the existing community, as well as to support opportunities to promote investment, business and Industry growth, liveability, local employment opportunities and a unique visitor experience within our Shire.

In creating this strategy, Council acknowledges the input and involvement of many individuals, groups and organisations throughout the Shire that have contributed to the extensive consultation. It was very clear as the consultation unfolded that there was a high level of unanimity on the type of economic future our local businesses and residents are seeking for East Pilbara

Our Economic Development and Tourism Strategy has been developed to ensure that economic and tourism development is recognised as an integral part of an enhanced quality of life for the people within the Shire and that we value enterprise, creativity and opportunities for business and tourism as we work toward a prosperous, optimistic and successful future.

We will achieve our vision through four strategic focus areas:

1. Infrastructure and Towns
2. Skills and Education
3. Tourism
4. Business support

This Economic Development and Tourism Strategy aligns directly with our Corporate Plan and sets out the priorities and actions to achieve our strategic objectives. Council's ultimate aim is to support and facilitate the sustained long-term growth, diversity and resilience of the economy that is imperative for continued improvement, diversification and quality of life in the Shire of East Pilbara. We look forward to working with Industry, business and the community in support of the future economic and tourism development of our Shire, whilst continuing to enhance the economic prosperity, social stability, educational and employment opportunities and visitor experience.

Anthony Middleton

Shire President,

Shire of East Pilbara



2 BACKGROUND

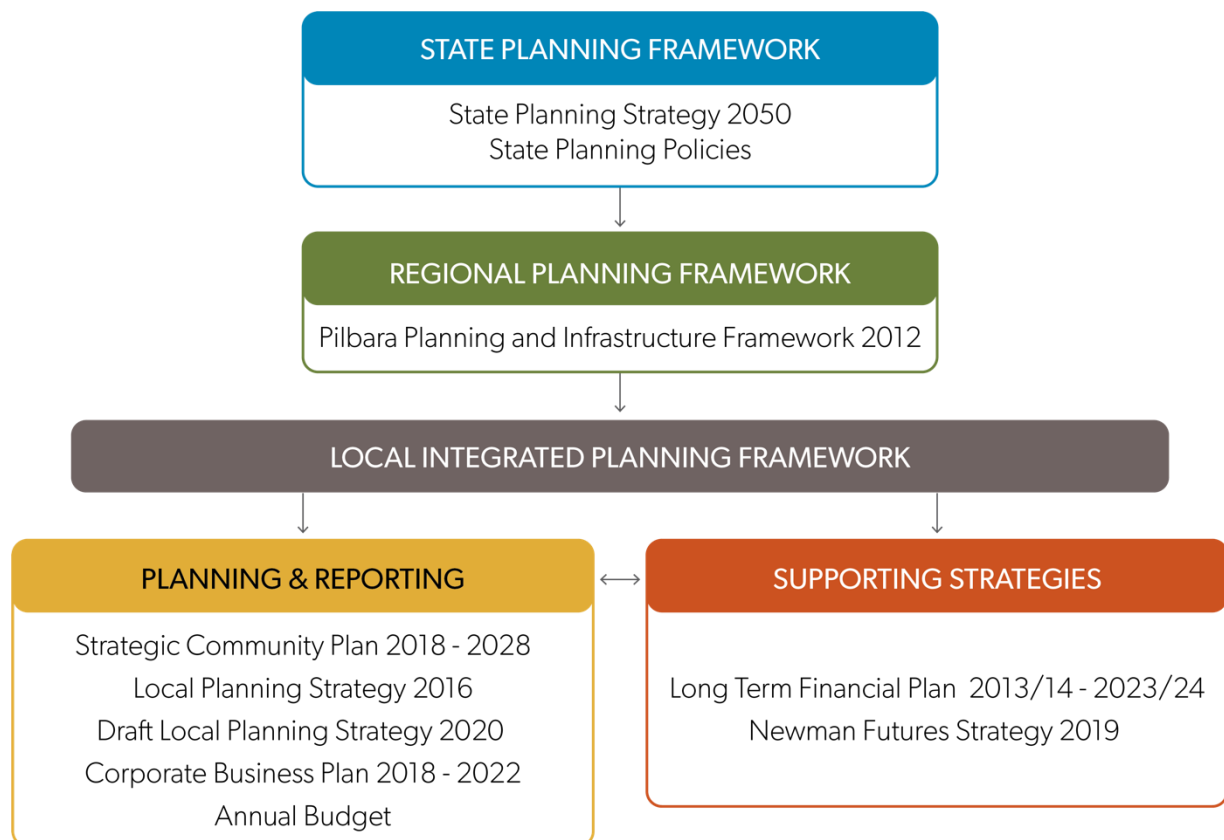
2.1 Purpose

The Shire of East Pilbara Economic Development and Tourism Strategy (the Strategy) has been prepared to establish the guiding principles, goals and actions that will be applied to encourage economic sustainability and liveable community in the Shire, supporting the success of local businesses and delivering economic and social benefits for the community.

The Strategy establishes a sound framework for the ongoing consideration of economic impact across all Shire activities and interactions and guides the allocation of limited resources in a way that creates measurable benefits for residents and businesses.

2.2 Strategic Planning Framework

The Strategy builds on the significant body of strategic planning undertaken at the local, regional, and state levels. In doing so, it lays out the Shire's role in achieving an integrated approach to economic development in the context of broader strategic planning frameworks.



2.3 Development Process

Since resource activity increased considerably in the mid 2000's, significant effort has been channelled into building sustainable cities in the Pilbara - to build the new Pilbara. The Western Australian State government through the Pilbara Development Commission and the Department of Regional Development have developed strategic initiatives in support of its aims of unleashing the economic potential of the region, build local capacity, and create vibrant communities. Plans for economic activity and business investment in the region have been developed with mining companies preparing 50 to 100-year strategic plans for mining exploration and expansions.

The Shire has produced a considerable body of work in strategic planning including Newman Futures project that provides a roadmap for Newman's development, Corporate Business Plan and Strategic Community Plan. The Economic Development and Tourism Strategy aligns with both established strategic objectives and regional level strategies and actions.

The Strategy has been informed by a thorough development process including a detailed review of the current socio-economic performance of the Shire and consultation workshops conducted with local businesses and the local community. Consultation including workshops, surveys and community listening post were conducted in June and July 2020 with additional consultation occurring via phone interviews. The economic background review and consultation provided an understanding of the current opportunities, constraints and potential growth drivers for the Shire and has guided the development of the Strategy's goals and actions.

2.4 Strategy Structure

The Strategy considers the Shire's role in supporting local economic development and seeks to leverage current economic strengths and opportunities to achieve a clear future vision. The core elements of the Strategy are:



LOCAL ECONOMIC DEVELOPMENT

Role of the Shire of East Pilbara in local economic development



WHERE WE ARE NOW

A review of recent trends across a range of socio-economic indicators



OUR FUTURE

Opportunities and challenges for the Shire of East Pilbara in achieving success



OUR STRATEGY

Defining our aspirational future, actions and measures of success



3 LOCAL ECONOMIC DEVELOPMENT

“ **Local Economic Development is a way to build up the economic capacity of an area in order to improve quality of life.**

World Bank

Local economic development is a transformative process that focuses on job and wealth creation to improve quality of life outcomes for the local community. It therefore encompasses much broader goals than narrow economic growth or simply growing the size of the economy.

In defining the future goals and actions of the Shire it has been recognised that economic development is an industry-led process. Decisions made by Local Government can influence the local economy and business operating environment and it is the responsibility of the Shire to ensure that its actions improve the opportunities for economic outcomes for the benefit of the local community.

In any Local Government activity, there must be a clear justification for active participation or intervention that is guided by the needs of businesses and the broader community. Successful economic development creates significant benefits for the local community through job creation, skills development and the creation of vibrant places. Economic development is not only about financial prosperity, but about lifestyle, environment, social wellbeing and connectivity both internally within and externally outside the region.

KEY BENEFITS OF A STRONG LOCAL ECONOMY

- A diverse range of employment opportunities and options for local residents
- Industry and Business diversification including retained existing businesses, increased viability, and increased opportunities for expansion.
- Population attraction and retention
- Improved amenities, community services, and local offerings
- Higher levels of skills and wages
- Improved land values and increased resilience to external shocks

3.1 Economic Development Principles

The Strategy is based on the following principles established to ensure strategically aligned and measurable outcomes:

- 1) All activities should create outcomes that link to long term strategic goals of the Shire of East Pilbara, described in the Strategic Community Plan 2018 -2028.
- 2) All activities should be prioritised based on the sound assessment of business needs, available resources and value for money, considering both economic and social benefits.
- 3) Activities should be supported by collaboration and partnerships with local businesses and alliances with other regional stakeholders.

3.2 The Role of the Shire of East Pilbara

The role of regional Local Governments within the economic development process is to provide enablers for growth and diversification. Central to local economic development activities should be a focus on creating a positive and supportive 'business friendly' environment and improving productivity – which is essential to delivering sustained improvements in standards of living.

It is important to recognise that Local Governments have a limited sphere of influence in shaping economic outcomes and must work within these limitations, such as available resources, to achieve targeted outcomes.

The role of the Shire of East Pilbara in promoting economic developing is as follows:

- **INFLUENCE AND ADVOCATE**
Advocacy on behalf of business and community indicates a partnership approach where the Shire understands its stakeholder and customer's needs, displays leadership, and facilitates the process.
- **FACILITATE**
Provide strategic leadership and direction in attracting new businesses, investment and assisting and developing existing business.
- **PLAN AND REGULATE**
Clear and transparent regulatory framework that is business friendly, attracts investment and supports business and community growth.
- **CONNECT**
Promote and influence internal and external connections especially in regional and remote areas. Connectivity includes all stakeholders including government, community, business, and visitors to the Shire.

Examples of key avenues for economic development available to the Shire therefore include:

- Through planning, infrastructure and service delivery functions, the Shire can have a direct impact on economic activity and business confidence.
- The Shire can influence the local economic environment through the creation of vibrant and liveable communities.
- Enabling and facilitating – creating a positive and enabling local business environment and acting as a catalyst for and facilitator of economic development projects.
- Creating a business-friendly culture – integrating economic development into the Shire's 'business-as-usual' activities with support from the wider organisation.
- Collaboration – working in partnership with the community and business to create a clear direction for the future. Working in a collaborative way with surrounding areas and regional stakeholders.
- Work cooperatively with all tiers of government to maximise Shire recognition as well as opportunities for future economic development, jobs, business growth and investment.



4 WHERE ARE WE NOW

4.1 Economic Overview

The Shire of East Pilbara is a global powerhouse exporting minerals that largely contributes to the local, state and national economy. It is estimated that within the Shire of East Pilbara there are more than 30,000 mining related jobs (local and FIFO). Mining within the Shire produces half of Western Australia's iron ore and the total dollar value of commodities mined within the Shire, represent over 20% of the Australian resource and energy exports market. The significance of the Shire on the world scale is represented through the following statistics:

10,591

Population in 2016



\$20 billion

Gross output



38%

Growth since 2006



3.6%

Of Western Australian economic output



Transient population



29.7%

Of Pilbara region output

214

Tourism related jobs



1,579

Businesses



6,630

Local jobs in 2016



\$219 million

Tourism spend within the Shire incl. business travel



Top employing industries:



Mining
(iron ore & gold ore)



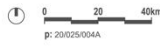
Construction (other heavy and civil engineering construction, site preparation services)



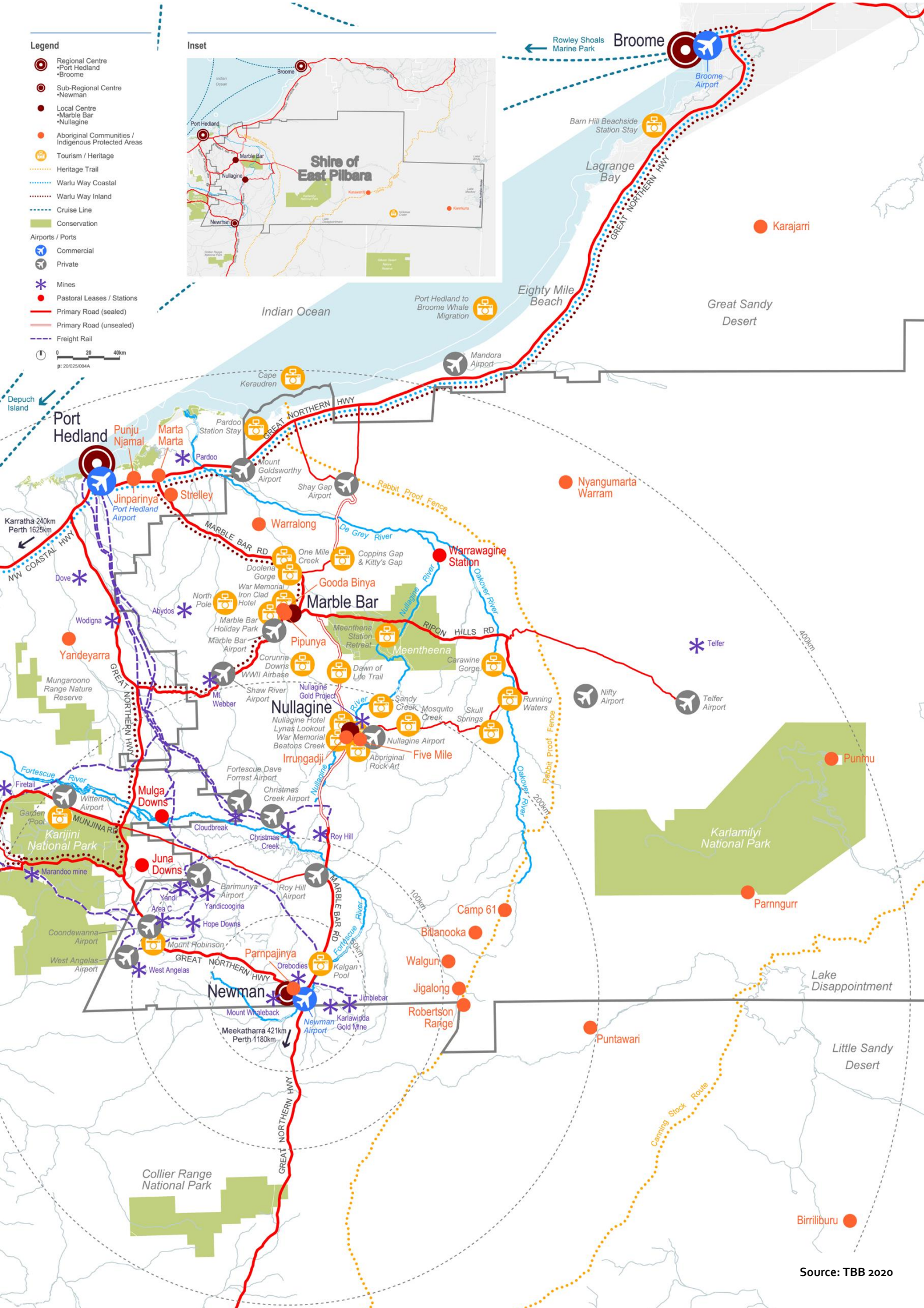
Accommodation and Food Services (catering services, labour supply services)

Legend

- Regional Centre
•Port Hedland
•Broome
- Sub-Regional Centre
•Newman
- Local Centre
•Marble Bar
•Nullagine
- Aboriginal Communities / Indigenous Protected Areas
- Tourism / Heritage
- Heritage Trail
- Warlu Way Coastal
- Warlu Way Inland
- Cruise Line
- Conservation
- Airports / Ports**
- Commercial
- Private
- Mines
- Pastoral Leases / Stations
- Primary Road (sealed)
- Primary Road (unsealed)
- Freight Rail



Inset



4.2 Key Advantages & Opportunities

Understanding the characteristics of the local economy is a critical step for local economic development and ensures that resources are targeted towards activities that will deliver the greatest benefit and outcomes for the community.

The review process has identified a number of key findings that highlight the unique opportunities, constraints, and aspirations for the Shire. Summarised below:

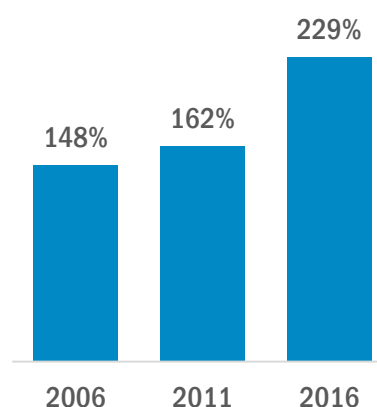
- Strong economic growth due to the increase in resource sector activity creates employment opportunities within the Shire. However, apparent skill shortages in many key industries result in local residents missing out on these opportunities through not being appropriately 'job ready'.
- Strong future economic potential with \$40 billion in mining and energy industry construction planned or underway. This ensures the sustainable economic development within the Shire, and an opportunity to establish supply chain industries and a potential major service hub for the Pilbara.
- Projects within the eastern areas of the Shire including an extensive upgrade of the Marble Bar Airport, a potential Agricultural Production Centre as well as impending additions to the Light Industrial Area (LIA) and a significant development of a 36 hectare General Industrial Area (GIA) as well as a planned key Services Hub adjacent to the existing Newman Airport. These significant developments will potentially provide employment opportunities and accessibility to the areas for the local community as well as visitors.
- There is a clear opportunity to improve towns liveability by increasing the provision of the population-driven essential services. This will assist in retaining population, and potentially attract some of the current FIFO workers to relocate within the Shire.
- The Shire's significant contribution to the State and Federal economies and its diverse cultural identity supports a strong case for State and Federal recognition and a prioritisation of funding to assist and support sustainable economic development.
- The Shire has a high level of household income, well above the Regional WA average, however, the income inequality is increasing.
- High population concentration around Newman allows good access to services for those located within the town that in turn creates business opportunities for diversification and growth.
- Renewable energy is an important opportunity for economic diversification and utility cost reduction due to a favourable environment, and the interest from resource companies.
- There is an opportunity to position the Shire as a future major agriculture production centre. Agriculture is a clear emerging industry with stable growth, owing to the strong demand for agricultural products.
- Tourism is a growing industry with significant business opportunities for domestic tourism especially in consideration of COVID-19 effects.

- Existing services that support the mining industry can be expanded to meet increasing demand from tourism. Car rentals, car servicing, and food and accommodation are well provided for within the main towns.
- There is both a demonstrated, crucial business need as well as an opportunity to provide industrial land to support current and future business growth, particularly the mining sector at both a local and a regional level. There is currently an acute shortage of industrial land supply.

The demographic and socio-economic indicators discussed below provide additional insights into the current and recent trajectory of the local economy, highlighting key strengths and potential opportunities for capacity building, liveability, and industry support in the Shire.

EMPLOYMENT SELF SUFFICIENCY (ESS)

ESS has steadily increased between 2006 and 2016 indicating that the number of jobs within the Shire has increased at a significantly higher rate than the population. Despite high ESS, in 2016 only 35.5% of all roles in the Shire of East Pilbara were filled by local residents. Whilst the Shire has a core population of around 10,000 residents, this does not represent FIFO employment with in excess of 32,000 Mining FTE jobs based within the Shire.

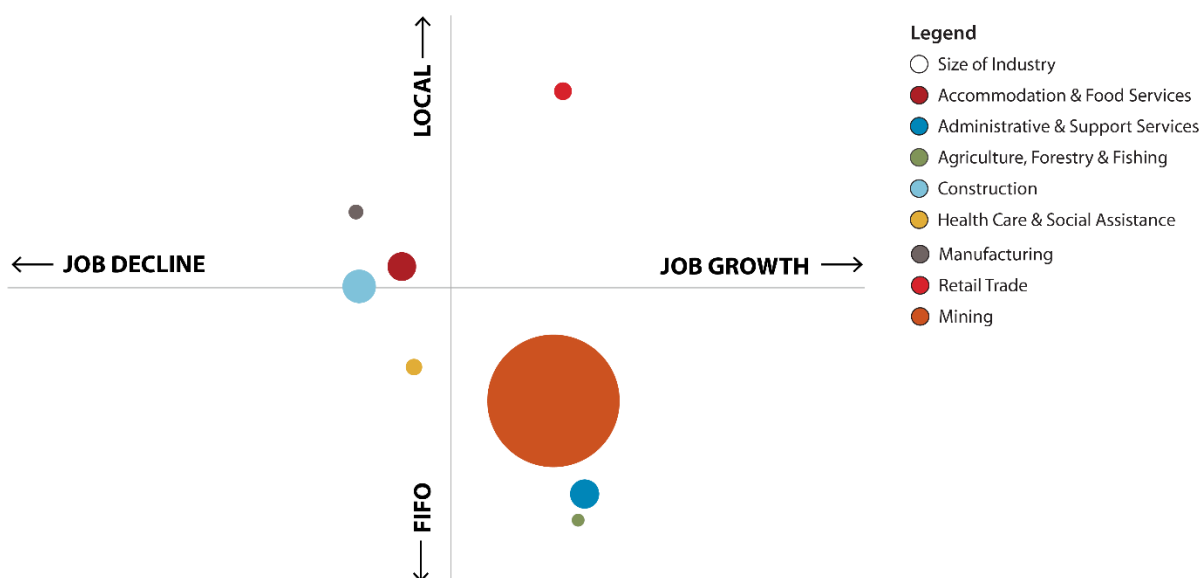


Strength: Increasing local employment opportunities

Opportunity 1: Alignment of local skills to local industry requirements and emerging employment opportunities

Opportunity 2: FIFO workers attraction to relocate to the Shire

LOCAL EMPLOYMENT CHANGES



Key job opportunities within the Shire are becoming consistently more FIFO. Employment increased substantially in Mining Industry between 2011 and 2016, however, only 1 in 10 of those roles have been filled by local residents. There was an increase in FIFO share of employment even in stagnant industries, such as Health Care & Social Assistance. This trend resulted in a fall in non-mining employment of 10% and a net decrease in resident non-mining employment of 21%.

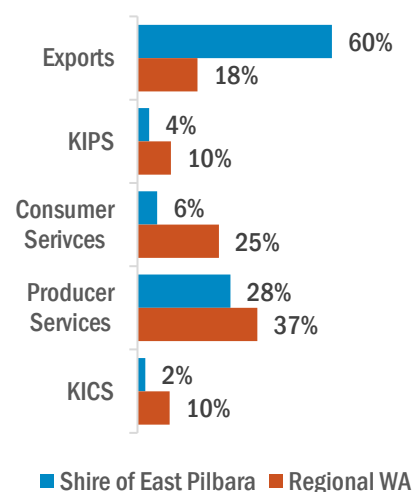
Opportunity: Alignment of local skills to local current and emerging industry requirements

EMPLOYMENT QUALITY

Exports are the main driver of employment growth within the Shire spurred on by the Mining industry. The Shire has a very low provision of Knowledge Intensive Consumer Services (KICS) (medical care, education etc.) and Consumer Services (retail, food and beverage), reflecting the need for additional population-driven services to support the local population.

Strength: High proportion of exports

Opportunity: Increase local population-driven services



WHAT IS EMPLOYMENT QUALITY?

Employment can broadly be understood in terms of knowledge requirements and industry uses. Strategic employment combines exports and supporting knowledge intensive producer services (KIPS). Strategic employment is termed so as it does not rely on a local population catchment, and is sustained by income sources outside of the local economy. As strategic employment tends to be subject to greater competition it is also an area where focussed efforts to improve business conditions can have the largest impact. High knowledge employment is also desirable as it is less prone to automation and is associated with higher levels of education, qualification and income.

Population-driven employment reflects the level of local services available within the area to support local population such as medical support, retail, cafes and restaurants. It is synonymous to the quality of life and area liveability.



Five employment categories have been defined to assist in understanding the target industries.

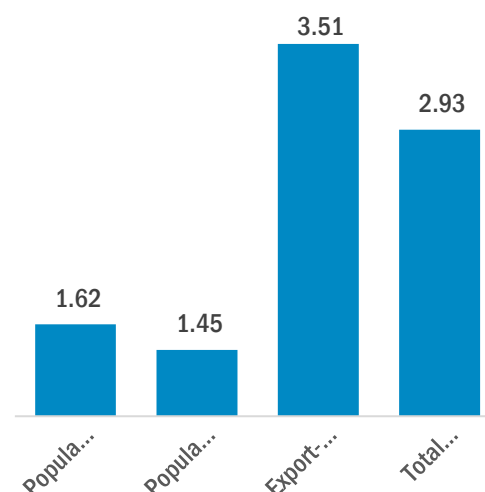
Consumer Services: Basic business-to-consumer activity essential to supporting local residents (retail)
Producer Services: Basic business-to-business activity in support of strategic activities (printing)
Knowledge Intensive Consumer Services (KICS): Business-to-consumer activity with high knowledge requirements (hospitals and universities)
Knowledge Intensive Producer Services (KIPS): Business-to-business activity with high knowledge requirements (professional services)
Export: Direct export related activity (mining)

EMPLOYMENT GROWTH

Export-oriented employment has outpaced both population and population-driven employment growth. For residents of the Shire, population-driven employment lagging population suggests that the provision of services has decreased per capita.

Strength: Increasing employment opportunities

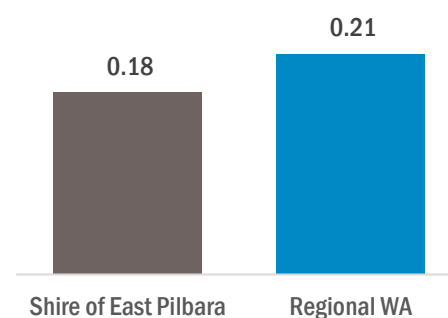
Opportunity: Increase local population-driven services



POPULATION DRIVEN SERVICES

There is a significant under-employment in important population-driven services when compared to Regional WA. This results in residents importing goods and services from outside the Shire or foregoing the good or service. The 2013 *Living in the Regions* survey found that 58% of respondents from the Pilbara were considering leaving the region citing access to better shopping, health services, family support, professional development opportunities and social activities as the main contributors. By the 2016 'Living in the Regions' survey the 'cost of living' as a major reason for leaving regional and remote areas had decreased overall, however still remained high for the Pilbara at 58% but lower than the Kimberly at 67%.

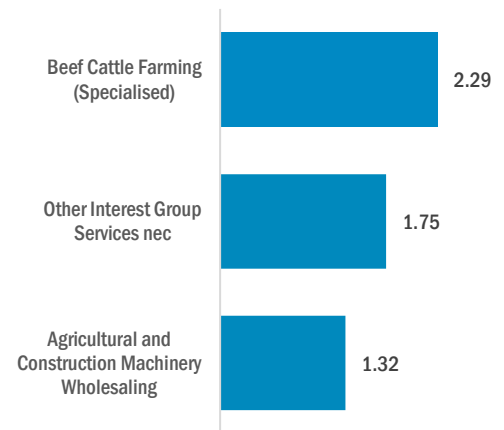
Opportunity: Increase local population-driven services



NON-MINING EMPLOYMENT CONCENTRATION

Many industries are following the same pattern as population change in the Shire. However, agriculture is a clear emerging industry with stable growth, owing to the strong demand for beef cattle products. The grazing industry has long been the backbone of the Shire of East Pilbara agricultural sector providing employment opportunities across the Shire. The Pilbara Food Bowl initiative and Pilbara Produce Arid Agriculture Research Project provides an opportunity for the Shire to conduct further research and development into irrigation-based agriculture as well as strengthen its beef cattle farming.

Opportunity: Agriculture as an avenue for diversification



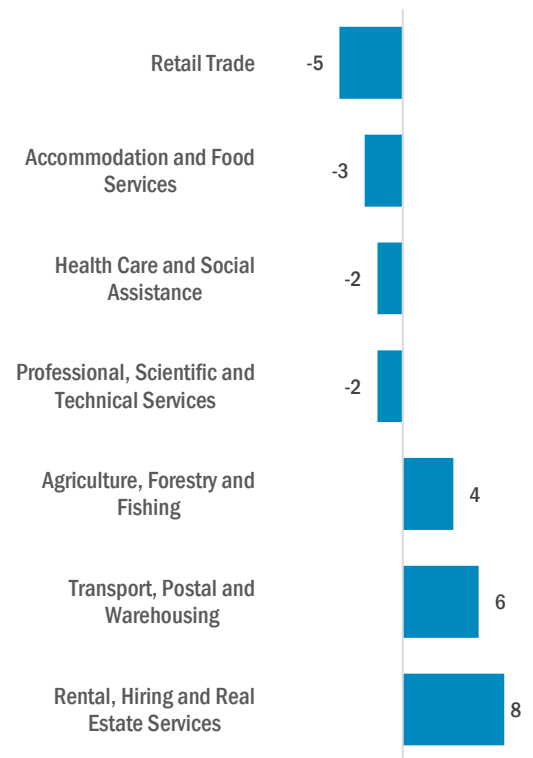
BUSINESS ENTRIES AND EXITS

Business-to-consumer companies struggle with cyclical changes in the Shire's economy. Retail Trade, and Accommodation and Food Services suffered a net business reduction between 2016 and 2019 - a reflection of high operating costs and low demand from a declining population.

The Shire and the Pilbara region as a whole, is an expensive place to conduct business as evidenced by the highest Regional Price Index in WA. The high wages within the mining industry and the Shire's isolated location inflate the cost of labour. Similarly, Pilbara region has the highest cost index for housing, electricity and health and personal care services in WA. The Shires long term strategic planning has identified infrastructure and service needs which will assist to meet the essentials for mining growth as well as community growth moving forward.

Longer term trends confirm a reduction in population services such as Health Care and Public Safety and knowledge-intensive business like Professional and Financial Services. Agriculture, Forestry and Fishing and Hiring Services continuously grow within the Shire, highlighting emerging opportunities.

Opportunity: Support business sensitive to population change through relevant advice on cost-effective strategies and innovation

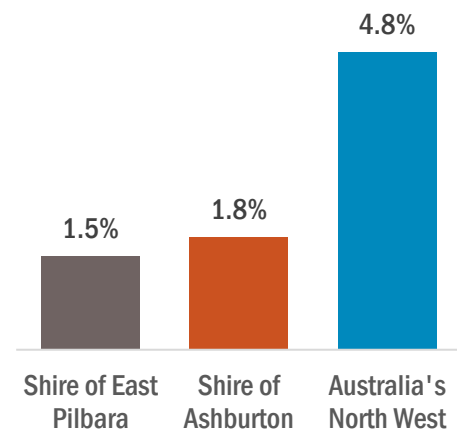


TOURISM

In 2018, an estimated 5,000 international visitors and 292,000 domestic overnight visitors stopped at the Shire. Of this, 40% of international and 5% of domestic visitors were for holidays.

Most tourism employment is related to the accommodation and food services sector. Although tourism is an important industry in Australia's North West, the Shire lags the neighbouring Shire of Ashburton in tourism employment despite having a similar industry make up. With Newman's strategic location along Great Northern Hwy, Newman airport's frequent flights to Perth, and Newman's proximity to Karijini National Park and other natural attractions, visitor increase in spend as well as extension of stay are clear business growth opportunities for the Shire.

Opportunity: Tourism sector as an avenue for diversification and increased local employment



4.3 Consultation Outcomes

Achieving the desired economic and employment outcomes requires ongoing communication and cooperation between the Shire, local businesses, the broader community and key partners including government. An extensive consultation process included stakeholder meetings, online surveys, and community drop-in sessions. It was used in developing the Strategy to ensure industry and community needs and concerns are understood and addressed. The consultation process focussed on:

- Developing an understanding of the key factors that are influencing business decision making within the Shire.
- Establish priorities and opportunities for business development
- Identifying local government activities that could contribute to the development of the Shire's economy

The results of the consultation identified a set of high importance factors influencing local businesses in the Shire. Factors within the local infrastructure provision and the labour market were highlighted as critical. The high cost of living and doing business was universally featured as a challenge by local businesses and residents. The education gap and skills alignment is a missed opportunity that needs to be addressed to ensure local employment and economic sustainability. Quality of local places and spaces, signage and wayfinding are important to the local resident's quality life of and for visitor industry growth.

Many of the factors are outside of the direct control of the Shire, however, there are some key areas where economic development actions can be best targeted to support businesses and residents. Where the factors

are outside the Shires direct control, the Shire can play an important facilitation and connectivity role with business, government and community.

KEY AREAS OF INFLUENCE:

- Supporting local business access to the key infrastructure particularly appropriately zoned commercial and industrial land and high-quality roads.
- Facilitation of suitable Light Industrial and General Industrial land to support growth industries and business opportunities within the Shire. Also the facilitation of the development of a planned and serviced mining services hub to be located adjacent to the existing Newman Airport
- Facilitating tourism development through local tourism brand promotion and product refinement as well as product development and improved supporting infrastructure such as wayfinding and signage.
- Working towards retaining existing population as well as attracting skilled employees to the area by improving liveability, lifestyle and skill re-alignment.
- Supporting emerging key industries in agriculture and renewable energy as well as complementary service industries as an important avenue of diversification.
- Facilitating local population-driven businesses through activation strategies and opportunities to reduce the cost of doing business.
- Working with local indigenous business intenders, existing businesses and artists to increase their internal capacity and explore business, tourism and population-driven opportunities.



5 OUR FUTURE

The changing economic landscape and the path of higher diversification will require skilled local labour force, stable population, and resilient business. If the Shire is to achieve its economic goals, improved liveability through higher service provision and support for emerging agriculture, renewable energy and tourism related industries will be critical.

STABLE POPULATION AND LIVEABILITY

300 

population-driven
jobs required

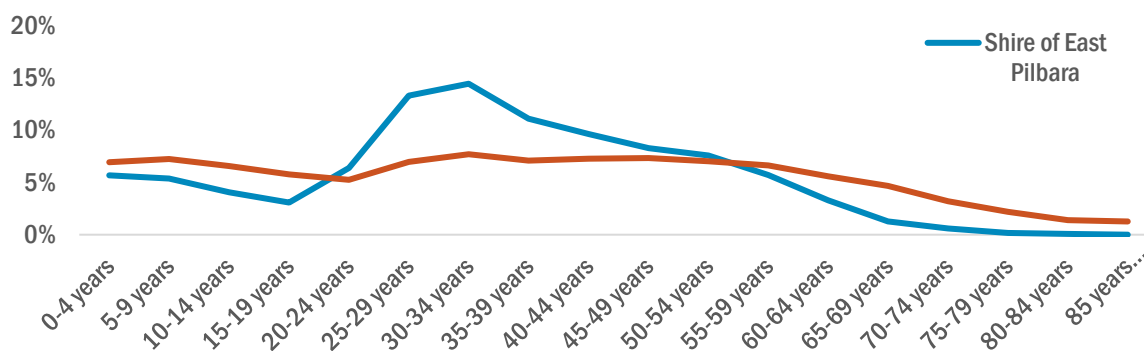
When we think about how people make decision about where to live – employment liveability and lifestyle are three key factors that influence their decision.

The transient nature of the population is one of the key challenges that the local economy faces. It is a widespread issue for remote and regional communities in Australia. Within East Pilbara, the lack of services and opportunities for social activities along with the high cost of living are key drivers of residents leaving the area. The attraction and retention of the population is associated with several opportunities, including the reduced risks for business and government associated with the expansion, planning and community services provision. A larger population base will allow for improved service provision and in turn, increased liveability.

It will be necessary to address to support population-driven industries development that will provide the required level of diversified services to the local population. As highlighted in Newman Futures as well as the Shire of East Pilbara's ongoing comprehensive community and business surveys, limited access to health care, in particular specialist medical services, remains a key barrier to staying in town long-term. The requirement to leave town for maternity care, for example, is considered a barrier particularly for young families.

Increased access to medical and education services and diversified hospitality offerings, will improve the level of amenity for locals (and visitors alike) assisting in retention and liveability. If the level of services to be increased to achieve similar to regional WA levels, at least 300 additional local jobs should be created within population-driven industries.

SKILLED LABOUR



Suburb lifecycle theory suggests that sustainable communities have a flatter age profile and can maintain a range of services and facilities useful to all age groups. When comparing to the Regional WA average, the Shire has a deficit in young and older demographics resulting from limited education and healthcare services and a higher cost of living. This suggest that residents see the Shire as a place to work rather than a place to live and that results in the lack of locally raised skilled labour.

Attraction and retention of quality skilled staff are one of the key barriers across all sectors and all industries. Aligning local education and skills training to the current and future needs of the local economy will provide opportunities for residents to remain within the Shire, and if need be, re-skill and re-train within the Shire.

The focus on attracting and retaining population groups which are currently under-represented (young families) will create a more sustainable and diverse community.

TOURISM DEVELOPMENT

200 

additional jobs
required in tourism

Tourism and the visitor economy is an important opportunity for economic diversification and existing mining support businesses can be leveraged for expansion. Active promotion of local brand and tourism opportunities and development of local tourism offerings, signage and wayfinding within the Shire as well as opportunities for integration with other popular destination strategies within the North West will assist local tourism businesses to be viable and potentially grow. Bridging the opportunity gap in the local tourism industry to bring it to at least in line with the conservative Shire of Ashburton, (similar industry make up, and proximity to Karijini) level will result in the creation of over 200 FTE local jobs. Recently, significant government investment has been focused on the upgrade and revitalisation of Karijini, which will have a significant impact on visitor numbers as well as length of stay and visitor spend.

Improvements in tourism quality and customer service can encourage current visitors to stay one extra night. Just this would result in an additional \$29 million in tourism expenditure per annum, supporting over 175 additional jobs in retail, accommodation, food and beverage and over 330 jobs in the wider economy.

175 
through improved
quality of tourism product



6 OUR STRATEGY

6.1 Vision

The Vision: A diverse and sustainable economy

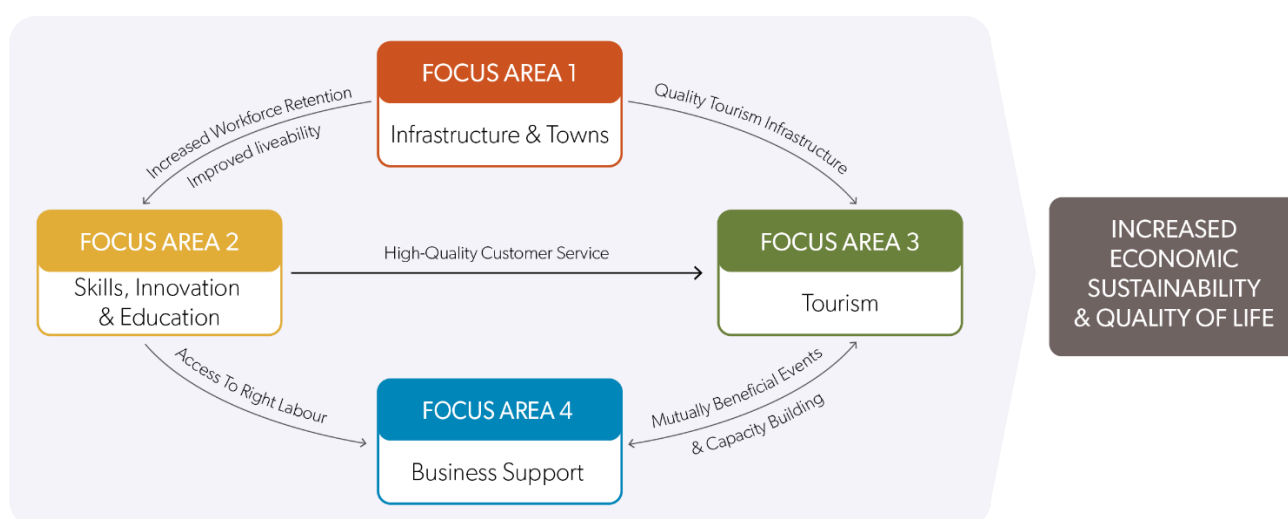
The overarching vision of the Shire’s economic development activities is to support sustainable economic growth for the benefit of the local economy as well as existing and emerging employment opportunities.

The Strategy sets out to promote collaboration and outcome ownership by all stakeholders, advocate for change, investment and employment opportunities and encouraging development, best practice and business confidence. The possible future is in commitment of all stakeholders to work together in partnership to embrace the opportunities and work collaboratively to resolve challenges.

Key strategic outcomes have been identified that provide clarity on what the Strategy aims to achieve:

- Improved liveability and the right staff retention and attraction.
- Local skills enhancement and training opportunities to satisfy local employment needs
- Enhanced viability and profitability of local businesses
- A diversified economy with a strong and stable small business sector
- A potential Industry Services Hub to support and align with acknowledged growth in the resources sector.
- High-quality tourism product development and customer focused delivery experience to capture tourism opportunities, increase visitor spend and increase reputation for quality.

In order to achieve these outcomes, specific actions have been developed. These actions have been categorised into four focus areas. All four focus areas are largely interrelated and interconnected and all focus areas work towards a shared vision and desired outcomes.



All four areas need equal focus to achieve the desired outcomes for the future. Access to skilled workforce (Skills and Education) and availability of land and infrastructure (Infrastructure and Towns) is a pre-requisite of successful business development, regardless of its target market (export-oriented, tourism or population-driven business). Essential population-driven infrastructure and high-quality customer service retain and attract population and visitors alike. Business support, facilitation of opportunities, building collaborative relationships and cooperative partnerships are essential to success in all four focus areas.

It is important to highlight that although this Strategy focuses on economic outcomes, social and economic trends are largely interrelated and interconnected. Partnership with the community, governments and businesses as well as progress on the social side will build the foundation of more sustainable economy.



The following sections cover each focus area and associated actions. Sections start with an overview of 'why it is important to undertake actions in the area'. Key benefits or potential outcomes are highlighted for each area, along with the potential delivery timeframes and links to other focus areas. Metrics for the progress towards the desired future are suggested along with potential partnership and collaboration opportunities.

6.2 Focus Area 1 – Infrastructure and Towns

Why important?

Provision of high-quality infrastructure is critical to economic development. Limited infrastructure results in missed economic opportunities and lost productivity. It affects both business operations as well as liveability and population retention, expansion and tourism visitation. Quality infrastructure enables expansion and diversification of local production capacity that leads to increased wealth, business viability and sustained growth and access to opportunities for employees. The Shire can play an important role in helping to drive infrastructure planning and development, town and regional improvement projects, and working to attract higher government recognition and investment, to enable the growth, development and positive reputation of the region.

One of the key economic drivers is to encourage major resource companies to utilise existing infrastructure such as Newman Airport and leverage new and proposed infrastructure such as Marble Bar Road that will benefit businesses operating in the area and local residents, as well as to facilitate tourism opportunities. Improved transport links and access to appropriate infrastructure will help attract industry to the Shire and foster business opportunities. This will create increased opportunities for strategic industries to invest, improve logistic efficiencies and reduce operating costs for existing local businesses.

Improved connectivity, quality of public spaces and provision of essential population-driven infrastructure such as access to healthcare, education and services will enhance the liveability of the Shire for residents and encourage more visitors to stay longer, thereby increasing visitor expenditure and circulation of money in the local economy



ACTIONS		TIMEFRAME	BENEFIT	LINKS
1.1	Work with regional partners and stakeholders to develop long term mutually beneficial relationships to support stakeholder aspirations and goals in the area of infrastructure development and towns diversification.	Ongoing	Alignment of resources and efforts, stakeholder buy in to agreed actions	Focus Area 2, 3 and 4
1.2	Advocate with state and federal governments for funding for the sealing of the Marble Bar Road between Newman and Marble Bar	1 – 3 yrs	Reduced costs for local businesses (VOC and VTT), increased safety, improved access to Marble Bar for tourists	Focus Areas 2 and 3
1.3	Ensure the availability of appropriately zoned industrial land	Ongoing	Essential requirement for business growth and start up	Focus Area 4
1.4	Continue to advocate to mining companies to use the Shire’s towns as logistics, transport and service hubs to reduce instances where mining supply chains bypass Shire towns.	Ongoing	Ensures economic sustainability of the Shire by proving local support services to the mining industry. Creates links between Shire’s towns and mines.	Focus Area 4
1.5	Promote the utilisation of currently vacant commercial spaces within the Newman Town Centre, in particular tenancies bounded by Hilditch Avenue, Salmon Way, Lee Lane and Iron Ore Parade.	1 -3 yrs	Reduces anti-social behaviour through continuous area utilisation. Provides consumer services to residents and tourists.	Focus Area 3 and 4
1.6	Identify and measure gaps in business products and services to identify opportunities for increased and diversified retail and service offerings within the Shire	1 -3 yrs	Improves liveability. Creates business opportunities and improves viability of local businesses.	Focus Area 2, 3 and 4
1.7	Investigate opportunities to activate commercial areas and reduce overhead costs through shop – top housing	4 – 6 yrs	Improves liveability. Creates business opportunities and improves viability of local businesses.	Focus Area 4
1.8	Investigate the requirement to introduce a potential ‘Tourist Zone’ into the local planning strategy. Investigate opportunities to support tourist accommodation and mixed uses of	4 – 6 yrs	Supports increased footfall and continuous activation of the area. Improves business	Focus Area 2, 3 and 4

	business and residential on upper levels within the town centre by introducing new zones within the Local Planning Scheme.		viability and passive surveillance.	
1.9	Advocate for suitable access to WIFI and video conferencing in remote communities for business and community transactions, health consultations and Department of Justice engagement	1 – 3 yrs	Improves liveability and retains residential population.	Focus Area 2
1.10	Prepare Newman town centre development strategy	Ongoing	Supports business development retention and expansion as well as population retention.	Focus Area 2, 3 and 4
1.11	Assist to deliver new Newman Hospital	1 – 3 yrs	Provides key population infrastructure that improves liveability and addresses key community priorities.	Focus Area 2
1.13	Roll out CCTV project to improve safety	Ongoing	Improves safety and reduces the likelihood of anti-social behaviour. Support liveability and tourism opportunities.	Focus Area 2, 3 and 4
1.14	Promote the activation of key spaces by holding pop-up events as appropriate	1 – 3 yrs	Supports local small and potential start-up businesses by providing opportunity to conduct business at a lower cost and lower risk. Improves viability by increased activation.	Focus Area 3 and 4
1.15	Assist and support the East Pilbara 'Asian Renewable Energy Hub' – low cost energy for local and export markets – wind turbine and solar voltaic cells.	1 – 3 yrs	Supports local and export capacity for competitively priced renewable energy with high capability.	Focus Area 1, 2 and 4
1.16	Leverage State Government strategies and work collaboratively with State Government to support FIFO workers to take up residence in the Shire. Advocate for infrastructure and appropriate housing availability for a projected increase in regional industry growth and associated employment opportunities	1 – 3 yrs	Increased local workforce employment. Retain wealth within the region	Focus Area 1 and 4

1.17 Work with landowners in the Shire's towns to advocate for the renewal of derelict houses and properties.

1 – 3 yrs Reduced housing cost, increased residential population

Focus Area 1,3 and 4

METRICS

- Number of infrastructure projects under investigation or development (project register)
- Area of available suitable developable land (residential, commercial and industrial)
- The vacancy rate in selected key areas and main streets
- Change in footfall and local business revenues
- Change in population
- Improvement in safety and reduction in anti-social behaviour
- Change in business exit rates

STRATEGIC PARTNERSHIPS AND ACTIVE COLLABORATION – KEYS TO SUCCESS

The Shire has finite resources and cannot deliver the infrastructure projects of such scale independently. However, the Shire can act as an important facilitator and expeditor of outcomes, building partnerships and creating connectivity between various stakeholders, as well as advocating for funding, Shire recognition and support. The Shire can work together with a range of partners including local industries, State and Federal governments, regional organisations and other local governments to encourage investment, diversification, project and service delivery.

Potential partners that contribute to economic prosperity and assist to deliver outcomes may include:

- Main Roads WA
- Infrastructure Australia
- Department of Mines
- Department of Transport

- Pilbara Development Commission
- Western Desert Lands Aboriginal Corporation
- Karlka Nyiyaparli Aboriginal Corporation
- BHP, Rio Tinto, FMG and other regional mining Companies
- Department of Industry, Energy and Resources
- Town of Port Hedland
- Small Business Development Corporation
- Western Australia Local Government Association.
- Development WA
- Department of Planning, Land and Heritage
- Regional Development Australia
- Tourism WA and Regional Tourism Associations / Visitor Centres
- Australia's Northwest (Tourism)
- Shire of Ashburton
- Infrastructure WA
- Department of Planning, Lands, and Heritage.
- Newman and Regional Chambers of Commerce
- Western Australia State Government

6.3 Focus Area 2 – Skills, Innovation and Education

Why important?

The attraction and retention of the quality, industry and business ready staff is a common issue for remote communities. Understanding of the current and future skill needs and requirements in key industry sectors and fostering those skills is critical to improving the balance between local residents' employment and FIFO, reducing the reliance on the outside workforce. By increasing the proportion of residential workforce within key local industries and being ready for emerging opportunities, a higher proportion of wealth will stay within the region and will circulate through local economy. It is therefore important to both attract and retain the quality staff as well as foster local skills base suitable for emerging Industry and business needs and trends.

To create a stable population growth that is resilient to economic shocks begins with creating a pathway to employment through developing the skills and education of residents. Education has a place to support and encourage innovation and business excellence. The focus should be balanced between supporting the continued growth of the well-established Mining industry and the growth of emerging potential export industries such as Agriculture and Renewable Energy and critical population services such as Retail, Accommodation and Food Services, and Tourism related operations. The Shire can play a role in monitoring this balance and working to attract, foster and support the growth of these industries and key associated education providers. Seeking and nurturing employment partnerships with business, industry and training providers is key to understanding current and emerging industry requirements and establishing pathways for local and regional employment.



ACTIONS	TIMEFRAME	BENEFIT	LINKS
2.1 Work collaboratively with regional partners and stakeholders to develop long term mutually beneficial relationships to support stakeholder goals in skills development	Ongoing	Alignment of resources and efforts, stakeholder buy in to take 'action'	Focus Area 1, 3 and 4
2.2 Facilitate partnerships between local education providers and key industry groups and businesses to leverage the existing facilities and improve connectivity between stakeholders	1 – 3 yrs	Improved local employment pathways. Streamlined approach to local workforce employment.	Focus Area 4
2.3 Work in partnership with resource companies and complementary businesses and build mutually beneficial partnerships to prioritise local residents to fill local employment positions	Ongoing	Increased local workforce employment. Retain wealth within the region.	Focus Area 4
2.4 Work with the CCI 's, Pilbara Development Commission and SBDC to provide information to business and residents on current industry needs, future skills and career pathways	1 – 3 yrs	Increased skills alignment. Retained local workforce.	Focus Area 4
2.5 Continue to work with existing educational institutions and local businesses to ensure there are pathways from education to employment that are targeted to both new and existing industries including agribusiness, mining, manufacturing and tourism	Ongoing	Retained local workforce and expanded opportunities for youth employment.	Focus Area 3 and 4
2.6 Support investment in education and training infrastructure, including vocational education to increase accessibility and choice for local residents. Advocate for appropriate and state-of-the-art skills and education options to support growth Industries as well as skills and staff shortages in identified industries.	4 – 6 yrs	Increased opportunities to pursue education locally. Increased opportunities for skill alignment and workforce retention.	Focus Area 1 and 4
2.7 Explore how distance learning through TAFE and Tertiary Education providers can be better utilised to retain youth and to re-skill within the Shire	1 – 3 yrs	Increased opportunities to pursue education locally. Increased opportunities for youth development and retention.	Focus Area 1 and 4
2.8 Encourage the provision of school-based trainee programs in Cert II in Automotive Electrical Technology, Cert II in Automotive Servicing Technology, Cert II and III in Information, Digital Media and Technology and Cert III in Business (from Newman Futures)	4 – 6 yrs	Local workforce is prepared and equipped for jobs of the future and are able to meet the needs of local industries.	Focus Area 4
2.9 Host targeted events with young people that build practical skills and knowledge related to the future of work (in partnership with Newman Futures)	1 – 3 yrs		

2.10 Implement upskilling programs for jobs of the future with internal teams (from Newman Futures) 4 – 6 yrs

- Growth in population and associated support services
- Growth in Agricultural and Renewable Energy and Innovation Projects
- Growth in Employment
- Increase in rate of those under 25 learning or earning
- School graduation rates
- The proportion of local residents employed in key industry sectors.

PARTNERSHIPS AND RESPONSIBILITY OF STAKEHOLDERS TO COLLABORATE - AN INTEGRATED APPROACH

In the area of skills development and education it is particularly important for the Shire to secure invested partners and to build bridges and alliances between educational institutions and Industry. Local population employment readiness is a common issue in Pilbara region and present an opportunity to encourage a cooperative approach. It is important to foster confidence in the local labour market and appropriate 'job ready' practical local skills.

Potential partners:

- BHP and other Mining and associated Industries
- Pilbara Development Commission
- TAFE WA
- Tertiary Education Providers
- Newman Senior High School
- Newman Futures
- Local Businesses
- Western Desert Lands Aboriginal Corporation and Karlka Aboriginal Corporation
- Group training, apprenticeship, and traineeship companies

6.4 Focus Area 3 – Tourism

Connecting Businesses and Creating Synergy

Why important?

Tourism can play an important role in boosting the local economy by providing an external source of income. Tourism has a broad impact that benefits specific tourism providers, but also other general retailers. Its activities are predominantly service-based and are therefore employment-intensive, providing a range of opportunities in the related industry. A collaborative and unified approach with tourism stakeholders is needed to identify and improve the quality and variety of key attractions and visitor amenities, filling gaps in regional tourism and meeting customer expectations.

The Shire has a number of unique natural assets that make the area appealing to potential tourists, however the tourism offer needs to be brought up to a competitive and high-quality service level to meet customer expectations. The key focus should be on the quality and uniqueness of the tourism product, understanding customer requirements and improving customer service. Providing high-quality service to tourists and visitors will allow a capture of higher visitor spend and aid in enhancing regional reputation whilst attracting repeat customers. A particular emphasis should be given to improving the quality-of-service standards that include customer experience, operator skills, knowledge and attitude. The Shire will support and advocate for the selling, marketing and interpersonal skills development for staff and volunteers to add value to the businesses and visitor experience. Operators should also seek out feedback, opinion and advice from visitors and use it to improve service delivery and enrich experiences.

The Visitor Centres are one of the first points of contact for visitors and should represent the spirit and essence of the area, showcase high-quality education and unique local experiences and offer regional area knowledge, options and advice.

The Shire has an important leadership role in facilitating communication between operators, visitor centres and regional tourism organisations to encourage cooperative marketing, promotions and packaging of products to suit the expectations of a range of customer needs. Working together with other operators and tourism organisations will deliver the full experience to visitors in all target markets and create a common and distinctive brand for the area based on a reputation of unique selling points, noteworthy attractions and quality service provision.



ACTIONS	TIMEFRAME	BENEFIT	LINKS	
3.1	Ongoing	Develop active collaboration in partnerships and cross marketing opportunities with the Newman and Marble Bar Visitor Centres, Shire of Ashburton, Town of Port Hedland and Australia's Northwest to integrate and orchestrate product development to be mutually beneficial in line with visitor expectations of quality and uniqueness.	Increased destination awareness, increase visitor spend and increase length of stay	Focus Area 1 and 4
3.2	1-3 years	Investigate the preparation of a "Customer Service Standards Action Plan" for training and product development in hospitality and tourism related industries within the Shire (including Visitor centres)	Improved tourist perceptions of Shire, increased customer service standards resulting in an increase of expenditure	Focus Area 2 and 4
3.3	1 – 3 yrs	Actively promote and market the unique selling points and unique experiences within the Shire - cultural experiences, geographic and environmental opportunities as well as regional Iconic events and noteworthy destinations	Increased destination awareness that will spark interest in the area for potential tourists	Focus Area 1 and 4
3.4	1 – 3 yrs	Support the Newman and Marble Bar Visitor Centres in development of visitor guides that provides information and showcases key attractions, activities & events and offers that can be made available via the Shire's website and at key tourism providers.	Promotes tourism within the Shire and supports local tourism operators and business	Focus Area 1 and 4
3.5	1 – 3 yrs	Advocate for, and educate operators on the importance of the provision of quality and uniqueness of existing and potential tourism products	Increased visitor spend and repeat customers that increase business viability and future growth potential	Focus Area 4
3.6	1 – 3 yrs	Engage with relevant stakeholders to include East Pilbara towns and attractions on the 'Regional Tourism Trails'. Document and market quality, exclusive and distinctive visitor experiences to suit potential target markets	Increased awareness of the variety and quality of tourism offerings across the Shire, increases length of stay and tourism dollars spent	Focus Area 1 and 4
3.7	4 – 6 yrs	Encourage and support the diversification of accommodation options and improved personalised quality experiences such as station stays and Aboriginal cultural opportunities to increase non-FIFO offerings and present a distinctive and exclusive variety of outback and cultural experiences	Increased tourism satisfaction and increased accommodation options. Increase in visitor stay in accommodation in the Shire	Focus Area 1 and 4
3.8		Facilitate and support, in partnership with Aboriginal Corporations and recognised groups (where culturally appropriate) to develop quality 'personalised' indigenous unique hands-on cultural tourism opportunities which leverage existing tourism, arts, and cultural infrastructure to feature important and distinctive Aboriginal cultural and social activities and provide long-term financial viability and opportunities for diversification and potential growth for businesses	Increased economic opportunity for Indigenous Australians. Increased opportunities for Aboriginal tourism.	Focus Area 2 and 4

3.9	Lobby State Government for the inclusion of additional National Parks within the Shire including the establishment of the Meenthenas National Park.	Ongoing	Increased awareness of attractions within the Shire	Focus Area 4
3.10	Improve signage for wayfinding between key destinations and cultural and heritage sites within the Shire. Improve signage for visitors within the town centre surrounds and beyond.	1 – 3 yrs	Improved accessibility for tourists within the Shire and the Towns, support for complimentary business and activities within the Shire. Improved customer experience.	Focus Area 1 and 4
3.11	Support the diversification and quality of retail, food and beverage and service options within the Shire. Facilitate and assist to support the revitalisation of the BHP Whaleback Mine tour in partnership with Newman Chamber, Newman Visitor Centre and BHP.	1 – 3 yrs	Improved amenity for tourists, improved liveability for residents	Focus Area 2
3.12	In partnership with local tourism operators and stakeholders, explore the suitability of promoting additional and unique tourism experiences within the Shire including: <ul style="list-style-type: none"> • Prospecting • Mine tours • Astro-tourism • Hiking and Mountain Bike trails • Cultural and personalised tours and experiences 	4 - 6 yrs	Improved range of products offered, increased length of stay for tourists	Focus Area 2 and 4
3.13	Support and assist the business planning process and the development of an agreed action plan for the Newman Visitors Centre	1-3 years	Improved brand, tourism perception, Shire recognition and customer experience	Focus Area 4

METRICS

- Tourism-related employment (using ABS Tourism Satellite Account)
- Visitor numbers and length of stay
- Visitor expenditure
- Analysis of market segmentation and associated 'satisfaction' levels
- Visitor perception score
- Tourism business expansion of products and services and increased revenues
- Visitation to Visitor Centres within the Shire and visitor satisfaction of information and services provided.

PARTNERSHIPS AND RESPONSIBILITY OF STAKEHOLDERS

It is important that tourism operators understand and appreciate customer needs, work on improved quality of service delivery and market a range of products and services aligned with customer needs and visitor expectations. . The Shire has a leadership responsibility to advocate and foster relationship between various tourism stakeholders, to encourage product package development and assist to facilitate a unified vision for the area. The Shire can also actively encourage businesses to join and utilise the services provided by the Pilbara Tourism Association, the Chambers of Commerce and Pilbara Business Centre. The Shire can support and guide local operators on their skills development and capacity building in partnership with private and government providers and regional stakeholders.

Potential partners:

- Tourism WA
- Newman Visitor Centre
- Marble Bar Tourism Association
- Australia's North West
- Chamber of Commerce and Industry
- Local tourism operators and accommodation providers
- Pilbara Development Commission and SBDC
- Tourism promotion organisations in the Shire of Ashburton, Town of Port Hedland, Shire of Broome and Shire of Meekatharra
- Mining companies and Industry

6.5 Focus Area 4 - Business Support

Why important?

The Shire has a considerable number of large resource companies providing opportunities for supporting supply chain businesses. Although this is a strength and an opportunity for the Shire, it also creates a high operating cost environment restricting small business development and investment in innovation. To support small businesses the Shire can play a central facilitator role in connecting local businesses with required resources in a cost-effective manner, encouraging innovation and technology adoption, and by encouraging local supply chain connections.

The Business Support focus area is closely interconnected to tourism and skills and education area. The actions in the area of identification and addressing leakage from local and regional business and improved customer service in the competitive environment where residents can shop online are paramount to the enhanced viability of local businesses.

The Shire can also support and encourage activities in human capital development by facilitating the provision of advice, training, mentoring and up-skilling of owners and staff, fostering business resilience and providing linkages to business professionals and government programs and opportunities.

It is important to work in close partnership and in a united approach with the Chamber of Commerce and Industry and business associations as well as government departments, RDA, SBDC and the Pilbara Development Commission to encourage and support business development collaboratively and cooperatively.



ACTIONS	TIMEFRAME	BENEFIT	LINKS
4.1 Investigate and foster active partnerships with local CCI, and Pilbara Development Commission, Regional Development Australia Pilbara, SBDC etc to support regional capacity building initiatives	Ongoing	Improved business capacity and viability, access to opportunities for businesses and staff	Focus Area 2 and 3
4.2 Partner with major industry to investigate the potential for the strengthening of local supply chain links and the development of a long-term Service / Support Hub within Newman. Facilitate the potential development of suitable Light Industrial and General Industrial land within the Shire.	1 – 3 yrs	Increased awareness of local capacity and capabilities	Focus Area 1, 2 and 3
4.3 In collaboration with CCI and other stakeholders, assist to develop a calendar of business-oriented networking and training events with the aims of: <ul style="list-style-type: none"> • Strengthening collaborative relationships between local businesses and stakeholders • Encouraging partnerships between small local business (SME's) and major regional operators. • Establishing links with researchers, education and knowledge providers • Providing opportunities to establish trade linkages and business cluster development where appropriate 	1 – 3 yrs	Increased business capacity, improved viability and business opportunities	Focus Area 2
4.4 Support potential innovative and renewable energy projects, including the Asian Renewable Energy Services Hub, that increase the adoption in both the commercial and residential setting.	4 – 6 yrs	Decreased costs for businesses and residents, diversified industry and employment, increased self-sufficiency for towns and communities, supports environment	Focus Area 1 and 2
4.5 Support Agriculture development, innovation and diversification within the Shire including the Transforming Agriculture in the Pilbara and Pilbara Food Bowl initiatives	4 – 6 yrs	Diversified industry and employment, increased self-sufficiency for towns and communities, development of local supply chains	Focus Area 1
4.6 Continue to support the adoption of technology and associated training and education opportunities for local businesses	Ongoing	Business resilience and best practice development	Focus Area 1
4.7 Continue to offer support to local businesses through small business support hubs and incubators at Newman House and The Square	Ongoing	Increased small business development, reduced business start-up costs	Focus Area 2 and 3

4.8	Assist to promote projects within the Shire to demonstrate business opportunities including recent state government COVID-19 infrastructure projects	1 – 3 yrs	Increased awareness of local capacity and capabilities, improve viability	Focus Area 2 and 3
4.9	Explore Entrepreneurs Business Adviser and other Federal and State support for potential local entrepreneurs and SME start-ups	4 – 6 yrs	Increased small business development, reduced business start-up costs, increased business resilience and flexibility	Focus Area 2 and 3
4.10	Assist with the preparation and ongoing mentoring of a Nyiyaparli/Martu business growth plan (i.e. institutional support, partnership development, networking, with an emphasis on business skills education enhancement and financial viability)	1 – 3 yrs	Increased business resilience, reduced operating risk, improved access to business opportunities	Focus Area 2 and 4
4.11	Engage with successful indigenous businesses (internally and externally to the Shire) to mentor individuals and industries on better engagement with Martu and Nyiyaparli people particularly related to business, cultural and tourism development.	1 – 3 yrs	Increased small business development, increased business resilience	Focus Area 2 and 3
4.12	Explore options for the launch of an Indigenous business incubator	4 – 6 yrs	Increased small business development, reduced start-up costs	Focus Area 2 and 3

METRICS

- Number of new projects announced and success of existing projects
- Number of businesses and business entry/exit rate
- Business and customer satisfaction rating
- Number of successful industry events
- Number of building licences issued
- Number of development applications
- Partnerships fostered and developed
- Number of businesses retained, trained and upskilled

PARTNERSHIPS AND RESPONSIBILITY OF STAKEHOLDERS

The Shire continues to have a strong impact on local and regional economic development through infrastructure provision, efficient planning and approval process, mentoring and advice. The Shire cannot and does not need to control private business or Industry, the expectation is that the Shire will instigate, foster and develop partnerships with business and Industry, facilitate networks and the connectivity between businesses, and create healthy environment for business to operate. Training, skills development commensurate with customers' expectations and innovative business collaborations, generate a positive investment environment, as well as create new business and employment opportunities. The individual businesses commitment to continuous improvement and quality service is critical to the success of these strategies.

Potential Partners:

- BHP
- Newman Chamber of Commerce and Industry
- Pilbara Development Commission and SBDC
- Department of Primary Industry and Regional Development
- Western Desert Lands Aboriginal Corporation and Karlka Nyiyaparli Aboriginal Corporation
- Development WA
- Department of Planning, Lands and Heritage
- C-RES

7 PROJECTS

Over recent years, the Shire has identified a portfolio of planned projects and economic development initiatives that are focused on supporting existing industry within the Shire, whilst supporting growth industries such as tourism and agriculture. It will be important to continuously update this portfolio as new opportunities arise and projects progress. Monitoring of performance and engagement with industry and community stakeholders will be critical in identifying and reducing barriers to project delivery where they exist.

The projects listed below provide additional investment opportunities with benefits accruing and a flow on effect to all towns throughout the Shire. Success begets success and the initiation of catalytic projects such as these, is a critical step in providing increased opportunity within the Shire and improved liveability for residents. The projects have been selected for their ability to meet the future vision for the Shire and support the actions of the focus areas being Infrastructure and Towns, Skills and Education, Tourism, and Business Support.

Looking to the future, the goal of economic development should not be to meet the short-term wants but to address long term needs of all Shire stakeholders. Existing and emerging industries within the Shire have identified long term plans for growth, economic activity and investment allowing for some certainty in planning. The projects identified should continue to be supported by the Shire with the support of State and Federal Government as well as local businesses, sought to ensure success.

Newman General Industrial Area and potential Regional Services Hub

	<i>Initial Development</i>	<i>Ultimate Development</i>
Estimated Project Output:	\$230 million	\$1,132 million
Estimated Project Employment:	643 Jobs (FTE)	3,164 Jobs (FTE)
Proposed Land Size:	7.5 ha	36.9 ha

Newman and the wider East Pilbara region is home to a significant mining sector, which acts as a driver for many related industries including service industries, transportation/logistics, heavy vehicle hire/manufacturing and more. The Shire has identified a gap in the capacity to accommodate these industries due to a lack of general industrial zoned land within the town of Newman, particularly for large-format mining services operations. There are several local businesses that have indicated they are constrained by the lack of suitable land. To overcome the identified barriers to industry expansion, the Shire is attempting to progress the rezoning of a parcel of land adjacent to the Newman Airport for general industrial uses. Delivery of the proposed Newman General Industrial Area will allow mining service industry operators to expand their operations in Newman and the wider East Pilbara region, delivering a range of direct economic impacts and induced benefits, and plays an important role in developing a Regional Service Hub for the Pilbara.



Marble Bar Road Upgrade

- Seal remaining sections of the road from Marble Bar to Newman
- Enable additional tourism to the towns and provide easier access for residents
- The existing road is prone to extreme weather events locking off access to towns

The Marble Bar Road is a key enabler of economic and social health for the region. Under this project, unsealed portions of the road between Newman and Marble Bar will be sealed. This will improve access between Newman, Nullagine and Marble Bar for residents as well as visitors and also for Industry and will provide a more direct route between Newman and Broome for tourists offering a route that bypassed Port Hedland. The roads serve as a vital link for residents to access health care and supplies and is often cut off due to severe weather and flooding. The Shire can assist to influence state and federal governments regarding the economic and social benefits and advantages of the completion of the sealing of the Marble Bar road.



East Pilbara - Asian Renewal Energy Hub

The Asian Renewable Energy Hub proposes to invest more than \$50 billion in establishing a massive renewable solar and wind farm energy export hub in the Pilbara region, which would include the export of wind and solar energy to Asia, through the production of renewable hydrogen fuels and ammonia.

The federal government has granted the massive renewable energy project 'major project status', which recognises the national significance of the project and this recognition will ensure the project developers are provided additional support to obtain project fast-tracking through the approvals process.

The project had already received environmental approval from the Western Australian state government for the first stage of the project, which approved the construction of 15GW of wind and solar capacity. The project would be built by about 3000 workers in stages over 10 years, according to the EPA report. It could then operate for more than 50 years employing about 400 workers from surrounding towns.

An enormous 1500 km of access tracks will link the wind turbines, solar farms and electrical transmission equipment. Only about 2% of the area will be cleared. More than half the Hub's power is planned for use in the Pilbara to power mines, mineral processing and the anticipated large-scale production of green hydrogen. Typically wind is strongest at night at the project site, allowing the wind and solar together to produce a more consistent power output. Opportunities for employment, economic diversification, training & education as well as tourism and export potential are significant.



Transforming Agriculture in the Pilbara Initiative

- Opportunity for increased inland irrigation to support agriculture and grazing
- Improvements to self-sufficiency and diversification of industries within the Shire
- Ongoing non-resource sector employment opportunities

The Shire has untapped water resources, an amiable climate, and conducive soils which allow for greater agricultural production than current levels. Large areas of unallocated land adjacent to existing pastoral leases provide an opportunity to increase improved irrigation techniques enabling additional agricultural production. The initiative is likely to reduce the Shire's maintenance liability, whilst increasing the total rates revenue that the Shire can derive from and further increase the diversity of employment within the Shire.



Development and Operation of The Yurlu Caravan Park in Newman

- Opportunity to increase the availability of tourist specific accommodation within Newman
- Project will provide for additional spend within Newman's retail offerings
- Caravan and camping accommodation will provide for specific targeting of tourism visitors

Newman currently has no publicly available caravan parks and limited short stay accommodation. Developments from COVID-19 have seen an increase in domestic tourism, however, access for tourists to accommodation has been limited by an increase in demand from the mining industry. Council has acquired the old 'Kurra Village' to provide accommodation targeted to tourists to remedy the accommodation shortage and increase accessibility.

Located on the northern extremity of the Town, the former mining accommodation village is to be converted into a Caravan Park with an expected operational commencement of September 2022. To fill the immediate need for basic tourist accommodation to support the tourism high season within the Shire, an interim camping facility will be provided with an estimated commencement of June 2021. These camping facilities will remain in operation until the new caravan park is opened and will be incorporated into the eventual caravan park.



8 GLOSSARY

Employment Self-Sufficiency (ESS)

ESS is a key indicator used in State Government planning. The indicator describes the ratio of available jobs to the resident labour force. High ESS levels are desirable as they reflect greater access to local employment opportunities.

Employment Self-Containment (ESC)

Employment Self-Containment (ESC) describes the ratio of local residents employed within the Shire to the total number of jobs available within the Shire. It indicates the level at which the resident workers meet the labour requirements of the local industries.

Employment Concentration Factor (ECF)

Employment Concentration Factors have been used to identify industries that are likely to export goods and services outside of the area or serve catchments broader than the local area. ECFs are a measure of the concentration of industry employment relative to the state average concentration, with a value of one representing the state average. An ECF of two indicates that employment in a particular industry is twice as high in the local areas compared to the state average. High ECFs indicating particular local specialisations.

Employment Quality & Strategic Employment

Employment quality can be described by considering industry uses and the required level of knowledge. Strategic employment combines exports and supporting knowledge-intensive producer services (KIPS), which serve the needs of businesses rather than consumers. Strategic employment is typically sustained by income sources outside the local economy and thus are important to growing the share of employment relative to the population within a region.

Knowledge Intensive Consumer Services (KICS)

Knowledge intensive consumer services are those specialist services that deal directly with consumers, yet typically have a higher productivity and lower transaction frequency. KICS provide a skilled service to consumers that usually requires a higher level of education or training. Depending on the scale of their catchment, KICS may choose to locate within major or regional centres, or larger business districts with greater soft infrastructure and amenity levels. Examples of KICS include general practitioners, accountants, veterinarians and legal services.

Knowledge Intensive Producer Services (KIPS)

Knowledge intensive producer services involve businesses dealing directly with other businesses, rather than consumers. Transactions are less frequent, however generally have a higher monetary value, due to the intellectual property or knowledge involved. KIPS businesses often locate near their client businesses, although

with low transaction frequency and good communications infrastructure, they are to an extent 'footloose'. This means they can choose to locate in places with relevant physical infrastructure, high retail amenity, or soft infrastructure such as access to a solid education base. Examples of KIPS are engineers, architects, medical scientists and computer software developers.