



## **VISION OF COUNCIL**

*"A thriving and friendly community that recognises our history and embraces cultural diversity and economic opportunity, whilst nurturing our natural and built environment."*

# **AGENDA**

**FOR THE**

**SPECIAL MEETING OF COUNCIL**

**2 JULY 2020**

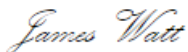
# NOTICE OF MEETING

Dear Council Member,

The next Special Meeting of the Shire of Broome will be held on Thursday, 2 July 2020 in the Council Chambers, Corner Weld and Haas Streets, Broome, commencing at 5:30 PM for the purpose of considering:

- SHINJU MATSURI FESTIVAL 2020 - FUNDING REQUEST
- 3-YEAR BROOME COVID-19 RECOVERY PLAN
- PROPOSAL FROM THE BROOME TOURISM GROUP FOR DESTINATION MARKETING FUNDING

Regards,



J Watt  
**Acting Chief Executive Officer**

30/06/2020

## OUR MISSION

***"To deliver affordable and quality Local Government services."***

## CORE VALUES OF THE SHIRE

***The core values that underpin the achievement of the mission will be based on a strong customer service focus and a positive attitude:***

**Communication  
Respect  
Transparency**

**Integrity  
Innovation  
Courtesy**

## **DISCLAIMER**

The purpose of Council Meetings is to discuss, and where possible, make resolutions about items appearing on the agenda. Whilst Council has the power to resolve such items and may in fact, appear to have done so at the meeting, no person should rely on or act on the basis of such decision or on any advice or information provided by a Member or Officer, or on the content of any discussion occurring, during the course of the meeting.

Persons should be aware that the provisions in section 5.25 of the *Local Government Act 1995* establish procedures for revocation or rescission of a Council decision. No person should rely on the decisions made by Council until formal advice of the Council decision is received by that person. The Shire of Broome expressly disclaims liability for any loss or damage suffered by any person as a result of relying on or acting on the basis of any resolution of Council, or any advice or information provided by a Member or Officer, or the content of any discussion occurring, during the course of the Council meeting.

*Should you require this document in an alternative format please contact us.*

**SHIRE OF BROOME**  
**SPECIAL MEETING OF COUNCIL**  
**THURSDAY 2 JULY 2020**  
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<b>1. OFFICIAL OPENING</b>
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<b>2. ATTENDANCE AND APOLOGIES</b>
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Attendance:

Leave of Absence:

Apologies:

Officers:

Public Gallery:

<b>3. DECLARATIONS OF FINANCIAL INTEREST / IMPARTIALITY</b>
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<b>4. PUBLIC QUESTION TIME</b>
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<b>5. MATTERS FOR WHICH THE MEETING MAY BE CLOSED</b>
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Under section 5.23 (2)(d) of the Local Government Act 1995 Council may resolve to move the meeting behind closed doors.



## 6. REPORTS FROM OFFICERS

### 6.1 OUR PEOPLE

#### 6.1.1 SHINJU MATSURI FESTIVAL 2020 - FUNDING REQUEST

<b>LOCATION/ADDRESS:</b>	Nil
<b>APPLICANT:</b>	Nil
<b>FILE:</b>	FIS10
<b>AUTHOR:</b>	Director Development and Community
<b>CONTRIBUTOR/S:</b>	Nil
<b>RESPONSIBLE OFFICER:</b>	Director Development and Community
<b>DISCLOSURE OF INTEREST:</b>	Nil

#### SUMMARY:

Council has previously provided funding towards the Shinju Matsuri Festival and, in May 2019, resolved to enter into a Three-Year Funding Agreement to continue the provision of funds.

With the advent of the COVID-19 pandemic, and the unlikely possibility of being able to run the Festival in 2020, Council resolved to reallocate the funds towards other initiatives designed to provide additional community support.

With the easing of COVID-19 State Government Restrictions, there is a desire from local and state agencies to ensure the 2020 Festival occurs.

This Agenda Item requests Council reconsider the resolution made in April 2020, which repurposed the previously agreed 2020 Shinju Matsuri Festival funding towards COVID-19 related support, and to now reinstate previously agreed funding of \$130,000 (ex GST) to Shinju Matsuri Inc. to assist in the delivery of the 2020 Shinju Matsuri Festival.

#### BACKGROUND

Council considered the most recent funding agreement with Shinju Matsuri Inc. for the Shinju Matsuri Festival (**the Festival**) at the May 2019 Ordinary Council Meeting and resolved to enter into a three-year funding agreement for the delivery of the 2019, 2020 and 2021 events, with funding broken down as follows:

- 2019 - \$104,000 (ex GST);
- 2020 - \$130,000 (ex GST);
- 2021 - \$104,000 (ex GST).

Noting the significance of the 2020 festival as the 50<sup>th</sup> anniversary, Council resolved in relation to the 2020-21 financial year, to financially support the Festival with an additional allocation as outlined below:

*“For 2020/21, \$130,000 to be made as a cash payment for the cost associated with venue hire of the Broome Civic Centre fees, Banner Hire sites and event application fees (\$30,000) and the costs associated with marketing and promotions and specified events infrastructure (\$80,000) and an additional allocation of \$20,000 for*

*the purpose of acknowledging the 50th anniversary celebration (e.g. civic events or ceremonies)."*

Within this same item, Shire officers considered the allocation of in-kind services as part of the application review process and, based upon the review, recommended all funding allocations are 1) made as cash payments to the recipients, 2) clearly outline the portion of funds being allocated to cover the cost of Council fees and charges and 3) clearly outline the portion to be used for other activities.

The Council agenda item also recognised the application for the Festival as scoring the highest possible criteria assessment score and noted:

*"This application strongly aligns with the strategic documents of the Shire of Broome and has demonstrated the capacity to deliver tourism, events and economic development outcomes for Broome. The application also provides evidence of an exceptional contribution, and officers have assessed this as being eligible for an increased sponsorship allocation.*

*The applicant has demonstrated extensive knowledge and experience in the delivery of large events over a sustained period and has demonstrated a substantial organisational financial contribution to these projects.*

*Officers recommend the support of this application over and above the standard terms of the funding program."*

In late-2019 / early-2020 the COVID-19 pandemic began negatively influencing the global economy and caused significant changes in travel and health arrangements to the extent the WA Minister for Emergency Services made a *Declaration of State of Emergency* on 15 March 2020.

Subsequent to the above Declaration the WA Minister for Health declared a public health state of emergency in respect of COVID-19 on 23 March 2020.

Following on from these Declarations a series of State Government Directions were issued targeting health, travel restrictions, personal hygiene and other measures designed to mitigate the spread of the virus.

Included in these measures were very tight restrictions on the number of people being permitted to gather in any one location and the closure of parts of the state of WA to other people, with the Kimberley region effectively being separated from other parts of WA, Australia and the world.

At the time of the Declarations it was uncertain how long restrictions, and the subsequent economic impacts, would continue and, consequently, many organisations commenced making radical changes to operations, including the Shire.

Broad and sweeping changes were requested of Council, by the Premier and through Members of Parliament, to provide relief to families and businesses from the impacts of the spread of COVID-19, and legislative changes were implemented to assist local governments better undertake these requests.

Council undertook to adhere to these requests and, amongst other initiatives, sought to freeze all local government household rates, fees and charges in the 2020-21 financial year.

Also undertaken by Council was the implementation of COVID-19 Support Packages with the primary outcome often being to redirect funds from one initiative to another based on the information available at the time and any reasonably foreseeable actions and / or outcomes.

On 28 March 2020, Shire officers received advice from the Director of Project3 (the Festival event management organisation) as below:

*"Hello friends and supporters of Shinju Matsuri*

*The attached announcement will be released in the coming days to the general public regarding the very unfortunate but necessary postponement of Shinju Matsuri's 50th Anniversary celebrations to May 2021.*

*Over the coming months as we gain a little more clarity on timeframes and as we see how the current situation develops, we will be in contact to recommence the planning. Please rest assured the Shinju Matsuri board and the Project3 team will be doing everything we can to ensure that as soon as we can progress with planning we will. When we are through the current crisis, we believe that Shinju Matsuri's 50th Anniversary event has a great role to play in providing much needed support to local businesses and the tourism industry while uniting the community in celebration.*

*Please don't hesitate to call or email with any questions and I look forward to your ongoing support and understanding.*

*Stay safe and stay at home if you can!"*

Council, at the April 2020 Ordinary Council Meeting, considered the position of several initiatives previously approved for funding assistance, and now impacted by State Government restrictions driven by responses to the COVID-19 pandemic, and were advised of the following regarding the Shinju Matsuri Festival:

*"The Shire of Broome has been advised the 2020 Shinju Matsuri event has been cancelled due to the COVID-19 situation. This will mean the 50th Anniversary will be postponed to 2021. Event Management has raised the option of holding two events in 2021 (May and September), however the Shire of Broome has a preference to financially support one event only in 2021 during the regular scheduled period of August / September. As per the region's event calendar, there are major events already scheduled in Broome and the Kimberley during May 2021, including the Discovery Festival (and potential Chinatown Revitalisation Stage 2 opening) and the Ord Valley Muster 20th Anniversary in Kununurra. The August / September schedule also preserves the community and historical ties of the Shinju Matsuri brand focused on the end of the pearl harvest season. The Shire of Broome will continue discussions with Event Management, Tourism WA and Australia's North West Tourism on 2021 scheduling. There is the opportunity to review the level of funding from the Shire of Broome for the 2021 event in recognition of the 50th Anniversary celebrations."*

Council resolved to withdraw funding for the 2020 Festival due to the impacts of the COVID-19 pandemic and were advised the funds would be repurposed to assist in the delivery of Council's COVID-19 Support Packages.

Noting the 2020-21 financial year would be a fiscally sensitive year, Elected Members and Shire officers commenced reviewing and reducing expenses being considered for

inclusion in the Draft 2020-21 Annual Budget during the later months of the 2019-20 financial year.

During this same period, as a result of reductions in COVID-19 cases in WA borne through the existence of strong health, gatherings and travel measures, the Premier began lifting restrictions through the announcement of the *WA Roadmap*.

This *Roadmap* is designed to ease Western Australia's COVID-19 restrictions to benefit community and businesses and has been developed in conjunction with the National Cabinet principles and based on the best health advice for WA.

Whilst welcomed by the community and businesses, the easing of restrictions was initially linked to behavioural and COVID-19 positive case number outcomes, and not dates, resulting in many community groups and businesses (including the Shire) being unsure of what future initiatives could be undertaken and when they could occur.

During June 2020, due to positive case numbers reducing faster than predicted, the Premier implemented each of the next steps of the *Roadmap* earlier than anticipated.

As at the time of writing this Agenda Item, the second-last phase of the *Roadmap* (Phase Five) was planned to be introduced on 18 July 2020.

The next phases of the *Roadmap*, as referenced on the State Government website ([www.wa.gov.au](http://www.wa.gov.au)), state:

*"Phase Five ... will result in the removal of the 2 square metre rule.*

*It is also expected to see the removal of all gathering restrictions, other COVID-related rules introduced by the WA Government, and the 50 per cent capacity limit for major venues.*

*Phase Six was going to include the removal of WA's hard border with the rest of the country and travel restrictions currently in place for remote Aboriginal communities.*

*A tentative date for the removal of WA's hard border was planned to be included as part of Phase Six, however, this was put on hold due to the rapidly evolving situation in Victoria.*

*When an indicative date is set in the future, it will be contingent on locally acquired infection rates in the eastern states.*

*The WA hard border will only be removed when the WA Chief Health Officer is confident the spread of infection is controlled in the eastern states."*

Following the announcement of the Phase Four lifting of restrictions and just prior to the announcement of the Phase Five lifting of restrictions, the Board of Shinju Matsuri Inc. met by virtual means on 23 June 2020, with the Shire Director of Development and Community present, to discuss the possibility of holding a smaller Festival as the easing of restrictions meant some degree of Festival was now likely to be able to be held.

The Shire Director advised those at the meeting the funding for the Festival had been reallocated to other initiatives and was not available, with general acceptance from the members of the meeting of this situation.

All parties agreed to continue to work together towards the hosting of a Festival to mark the traditional end of the pearling season in 2020, regardless of the relative size compared to prior year Festivals.

Soon after the Premier announced the date for Phase Five of the *Roadmap* to be implemented, the President of Shinju Matsuri Inc and the Director of Project3 requested a meeting between themselves, Shire officers and other agencies, with the purpose of the meeting being to discuss the possibility of a full Shinju Matsuri Festival now occurring.

Organisers of the Festival have indicated the change in direction to consider hosting a full-scale event was as a result of contact and requests made from Tourism WA and the Premier's office.

A virtual-Teams meeting was held on 24 June 2020, with the following in attendance:

- Acting Chief Executive Officer, Shire of Broome;
- Director Development and Community, Shire of Broome;
- President, Shinju Matsuri Inc.;
- Director, Project3;
- Director Regional Planning and Projects Delivery, Kimberley Development Commission;
- Event Development Manager, Tourism WA;

Shire officers were made aware of the desire for the State Government to proceed with the 2020 Shinju Matsuri Festival and were notified of several funding bodies already committed to ensuring the Festival occurred, in full.

The Shire was officially requested, during the meeting, to honour the previous arrangement of the \$130,000 (ex GST) cash contribution (as resolved by Council in May 2019 as part of the Three-year Funding Agreement).

Attending Shire officers informed the members of the meeting the funds were no longer available for disbursement (through the resolution of Council made in April 2020) and a Council Resolution would be required to make those funds available again.

This Agenda Item requests Council reconsider the resolution made in April 2020, which repurposed the previously agreed 2020 Shinju Matsuri Festival funding towards COVID-19 related support, and to now provide \$130,000 (ex GST) to Shinju Matsuri Inc. to assist in the delivery of the 2020 Shinju Matsuri Festival.

## **COMMENT**

The Shinju Matsuri Festival is the longest running Arts and Cultural event in the Kimberley region, with 2020 representing the 50<sup>th</sup> anniversary of the Festival.

The Festival is considered a significant community and tourism event with many community members and local businesses reporting high satisfaction levels and business uplift as a result of the event.

During discussions with the organisers of the Festival it was requested consideration be given to a reduction in the programme to reduce the overall budget allocation.

The organisers have advised this was considered, however have highlighted all sponsors have specific deliverables and outcomes attached to the various funding agreements thus making it difficult to feasibly reduce the programming.

Some of the specific deliverables and outcomes attached to the programming are shown below, as supplied by the Festival organisers –

#### Tourism WA

- Tourism WA detail in their funding proposal their funds are to primarily go towards funding a professional event management agency to deliver the festival. Although noting regional centres aim to retain funds within the region, Tourism WA recognises there may be insufficient events to retain an event management agency within the region and the utilisation of Perth-based agencies may be required and / or preferred.
- Tourism WA also fund the Sunset Long Table Dinner, Floating Lantern Matsuri and a variety of the cultural events as they see these are the key drivers of tourism from outside the region.
- Tourism WA have key milestones in their funding agreement attached to the contracting of profile chefs and agreed marketing campaigns.

#### Lotterywest

- Lotterywest prioritise the large free community events such as the Finale and Mardi Gras within their funding agreement.
- Also included in their funding agreement is the volunteering efforts associated with the delivery of Sammy the Dragon, with some funds directed to this event as well.
- Lotterywest require the Festival organisers to give the broadest positive benefit to the community and to bring free community content that would not otherwise be delivered.

#### Healthway

- Healthway require the Festival organisers provide naming rights opportunities on the events for their chosen health message, which for last year and this year is "Livellighter" and previously Make Smoking History.
- Festival organisers are also required to provide certain activations for the community centred around the Float Parade, Mardi Gras and Finale to encourage engagement and interaction with the health message.
- It is also a requirement the Festival organisers work closely with all food vendors to ensure compliance with their healthy school canteens traffic light policy.

Below is a summary of some of the Shire of Broome requirements to be met by the Festival organisers as part of the current funding agreement:

- All Festival collateral is to recognise the Shire of Broome as a Presenting Partner, with the Shire of Broome logo having priority placement.
- Shire of Broome signage is to be displayed at key locations throughout the event as well as being included as a Presenting Partner on official Festival signage.
- Festival organisers are to promote the Shire of Broome in various media publications and mediums.
- Festival organisers are required to acknowledge the contribution of the Shire of Broome through acknowledgement statements, speaking and presentation opportunities and radio, print and photography promotions.
- Festival organisers are to provide regular reporting to Shire officers and Council prior to each Festival, and to also provide acquittal information highlighting community participation, tourism flow-on and economic benefits.

Below are some points to note, as taken from the *Shinju Matsuri 2019 Partnership Report* prepared for the Shire of Broome, which may assist Council:

- A survey of major stakeholders and general participants identified over 50% were from outside the Kimberley region (approximately split as 42% from WA, 10% from outside WA).
- Of those from outside the region, the primary purpose for attending Broome in the first half of September 2019 was to attend the Shinju Matsuri Festival.
- Of those from outside the region, 55% stayed in Broome for longer than a week, with a vast majority of them using resorts and hotels as their primary form of accommodation during the period (interestingly the next highest accommodation form was 'staying with friends', closely followed by 'caravan parks').
- Nearly all respondents reported taking part in activities outside of the Shinju Matsuri Festival.
- 41% of respondents spent an average of over \$100 per day on tourism activities, with 32% of respondents spending on average between \$50-\$100 per day on tourism activities.

## CONSULTATION

Regarding this latest request from Shinju Matsuri Inc., the following agencies have been consulted:

- Tourism WA
- Kimberley Development Commission
- WA Local Government Association

## STATUTORY ENVIRONMENT

The request represents a change in the 2020-21 Annual Budget to incur expenditure from the municipal fund for an additional purpose not currently included (refer section 6.8 of the *Local Government Act 1995*).

The provision of funding towards the 2020 Shinju Matsuri Festival (for \$130,000 (ex GST)) is not included within the Annual Budget.

The decision to vary the budget, under section 6.8, requires an Absolute Majority decision of Council.

## POLICY IMPLICATIONS

Council's Tourism Administration Policy (Policy 3.4.9) states, as the objective:

*"To realise the benefits from tourism, promote coordination, infrastructure sharing opportunities and integration of tourism with other business sectors to optimise benefits and minimise any adverse impacts to the community and other industries. Ensuring a sustainable tourism industry that has balance between environmental, cultural and heritage values, and community lifestyle."*

This Policy identifies Council will, amongst other items;

- Work collaboratively with organisations for the promotion and development of Broome as a visitor destination;
- Lobby State and Federal Government departments to ensure the Shire of Broome is receiving its fair and appropriate allocation of available funds for industry development; and

- Encourage Local Business Associations and Tourism Associations to actively engage with Tourism WA and other industry stakeholders as a means of increasing the profile of the Shire of Broome as a tourism destination.

Funding for the Festival is sourced from the Economic, Events and Tourism Development Fund, which is guided by this Policy.

Shinju Matsuri Inc. have demonstrated, through previous agreements held with the Shire of Broome, they meet Council's objectives and general requirements under the Policy.

## FINANCIAL IMPLICATIONS

The request is for a reinstatement of the originally agreed Festival funding amount of \$130,000 (ex GST), being for:

- \$30,000 - Venue hire of the Broome Centre fees, Banner Hire sites and event application fees;
- \$80,000 - Marketing and promotions and specified events infrastructure; and
- \$20,000 - Acknowledgement of the 50<sup>th</sup> anniversary celebration (e.g. civic events or ceremonies).

A general allocation of \$250,000 is contained within the 2020-21 Annual Budget for the funding of initiatives, such as the Festival, although funding directly towards the Festival was withdrawn by the Council resolution in April 2020, as referred previously.

The funding request is within the current budget allocation with the only discerning fact being the request for funding for the 2020 Festival previously being withdrawn by Council, hence the requirement for this Agenda Item.

Organisers of the Festival have indicated:

- The full value of the funding request is required in order to host the Festival;
- There is the possibility of fewer attendees this year than in previous years, mainly due to the impacts associated with the COVID-19 pandemic;
- Other government agencies have indicated funding will be provided to ensure the full Festival can proceed; and
- Other bodies have been approached to assist in sponsorship, with positive levels of success thus far.

Council has contributed approximately \$1.0 million to the Festival, in various agreements, since 2009-2010.

The Special Purpose Financial Report, as audited by Australian Audit, provided to the Shire for the purposes of the funding acquittal for the 2019 Shinju Matsuri Festival identifies total revenue of \$808,000, as per the following summary:

- \$104,000 Shire of Broome
- \$148,000 Ticket sales, merchandise and other income
- \$556,000 State Government agencies and other funding bodies

Slightly more was expended on the Festival than received.

Additional financial information supplied by the Board can be found in the confidential attachments.



## RISK

Risks associated with the provision of reinstating the funding for the 2020 Shinju Matsuri Festival are divisible into three defined options:

1. To provide full funding;
2. To provide partial funding; or
3. To provide no funding.

Risks and mitigation matters associated with each of the above options include, although are not limited to the following:

### To provide full funding

- The fact the Festival could fail to attract enough numbers, be of limited success and fail to meet required outcomes provides a reputational risk to Council due to association. The use of an Event Management company, who also has a reputation to uphold, is seen as a mitigating measure regarding this possible eventuality. It is also important to recognise the State Government agencies also share the same risk, in this regard, as Council.
- The fact the Festival could fail to sell enough tickets to the programme of events may provide a financial risk to Council due to the possibility of further requests for funding. The use of the Three-Year Funding Agreement, with clearly defined funding amounts, assists to minimise this risk.
- Community perception around the financial support of this event, and not others, may lead to additional financial and reputational risk. Discussion with other event holders, and consideration of their current arrangements may assist in the mitigation of this risk.
- Financially, the 2020-2021 financial year is expected to be very difficult to deliver on all requests and initiatives due to the likelihood of reduced rate payments, and the freezing of fees and charges, with any additional funding requests posing some financial risk. Continual review of the Annual Budget, through Finance and Costing Reviews, will help mitigate this.

### To provide partial funding

- Organisers have indicated the provision of partial funding will mean the Festival will not proceed. This represents reputational risk to Council due to the perception it has 'stopped' the Festival from happening. Community members and local businesses have traditionally benefitted from a community participation and wellbeing perspective as well as from a financial perspective with the Festival occurring. Providing funding to the full value will assist in mitigating this.
- State government agencies willing to provide funding may also perceive Council is the reason the Festival did not occur. These agencies have a current mandate to spend money in the community and the regions, to boost local economies and support the tourism industry. Failing to fully support the Festival may have reputational and financial knock-on through a lack of future support to Council initiatives. Providing funding to the full value will assist in mitigating this.
- By not adhering to the originally agreed funding agreement a legal and reputational risk to Council may exist should the Festival organisers wish to pursue the matter legally. Although previous actions by Shire officers and Council to redirect allocated Festival funding to other initiatives were conducted in good-faith and due to the impacts associated with COVID-19, there still exists a risk this may be considered a departure from the original agreement. Providing funding to the full value will assist in mitigating this.

To provide no funding

- The level of future State Government agency support being lower than expected may occur if Council is not seen to fully support the Festival as these agencies are willing to provide funding assistance towards the Festival. Providing funding to the full value will assist in mitigating this.
- Organisers have indicated the provision of no funding will mean the Festival will not proceed. This represents reputational risk to Council due to the perception it has 'stopped' the Festival from happening. Community members and local businesses have traditionally benefitted from a community participation and wellbeing perspective as well as from a financial perspective with the Festival occurring. Providing funding to the full value will assist in mitigating this.
- By not adhering to the originally agreed funding agreement a legal and reputational risk to Council may exist should the Festival organisers wish to pursue the matter legally. Although previous actions by Shire officers and Council to redirect allocated Festival funding to other initiatives were conducted in good-faith and due to the impacts associated with COVID-19, there still exists a risk this may be considered a departure from the original agreement. Providing funding to the full value will assist in mitigating this.

**STRATEGIC IMPLICATIONS****Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:**

Affordable services and initiatives to satisfy community need

Accessible and safe community spaces

Participation in recreational and leisure activity

**Our Place Goal – Help to protect the nature and built environment and cultural heritage of Broome whilst recognising the unique sense of the place:**

A preserved, historical and cultural heritage of Broome

Retention and expansion of Broome's iconic tourism assets and reputation

**Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:**

Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees

**Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:**

Responsible resource allocation

Effective community engagement

**VOTING REQUIREMENTS**

*Absolute Majority***REPORT RECOMMENDATION:**

That Council;

1. Reinstates funding payable to Shinju Matsuri Inc, under existing funding agreement conditions as previously resolved for the 2020 Shinju Matsuri Festival, of \$130,000 (ex GST) being for;
  - a) \$30,000 - Venue hire of the Broome Centre fees, Banner Hire sites and event application fees;
  - b) \$80,000 - Marketing and promotions and specified events infrastructure; and
  - c) \$20,000 - Acknowledgement of the 50<sup>th</sup> anniversary celebration (e.g. civic events or ceremonies),
2. Note that the required funds are currently contained within the 2020-21 Annual Budget as a general allocation.

**Attachments**

1. Shinju Matsuri Audit Report 2019 (Confidential to Councillors and Directors Only)

***This attachment is confidential in accordance with section 5.23(2) of the Local Government Act 1995 section 5.23(2)((e)(ii)) as it contains “a matter that if disclosed, would reveal information that has a commercial value to a person, where the information is held by, or is about, a person other than the local government”, and section 5.23(2)((e)(iii)) as it contains “a matter that if disclosed, would reveal information about the business, professional, commercial or financial affairs of a person, where the information is held by, or is about, a person other than the local government”.***

2. Shinju Matsuri Profit and Loss Report 2018 (Confidential to Councillors and Directors Only)

***This attachment is confidential in accordance with section 5.23(2) of the Local Government Act 1995 section 5.23(2)((e)(ii)) as it contains “a matter that if disclosed, would reveal information that has a commercial value to a person, where the information is held by, or is about, a person other than the local government”, and section 5.23(2)((e)(iii)) as it contains “a matter that if disclosed, would reveal information about the business, professional, commercial or financial affairs of a person, where the information is held by, or is about, a person other than the local government”.***

## **6.2 OUR PLACE**

There are no reports in this section.

## 6.3 OUR PROSPERITY

### 6.3.1 3-YEAR BROOME COVID-19 RECOVERY PLAN

<b>LOCATION/ADDRESS:</b>	Nil
<b>APPLICANT:</b>	Nil
<b>FILE:</b>	EMS07
<b>AUTHOR:</b>	Economic Development Coordinator
<b>CONTRIBUTOR/S:</b>	Manager Community and Economic Development
<b>RESPONSIBLE OFFICER:</b>	Director Development and Community
<b>DISCLOSURE OF INTEREST:</b>	Nil

#### SUMMARY:

Council's endorsement is sought for the 3-Year Broome COVID-19 Recovery Plan developed by the Shire of Broome, Nyamba Buru Yawuru, West Kimberley Alliance, Broome Chamber of Commerce, and Cruise Broome. The Recovery Plan will be distributed to State and Federal Government Ministers and agencies as well as Local Members of Parliament. It seeks co-investment commitment to bring forward planned investment to stimulate the Broome economy.

#### BACKGROUND

##### Previous Considerations

OMC 26 March 2020	Item 12.2
SMC 9 April 2020	Item 6.1.1
OMC 28 May 2020	Item 9.3.1

The COVID-19 pandemic has interrupted a well planned and managed growth path in a region having areas of disadvantage. The long-term impact on product demand is yet to be fully determined. Due to Broome and the West Kimberley's seasonality, at-risk remote communities and prominence of tourism in our jobs profile, the social and economic consequences of the COVID-19 restrictions has been magnified.

Critical to our future success will be building the bridge between our achievements to date and the post COVID-19 environment where the world establishes a "new normal". Shire officers understand State and Federal Governments are currently investigating shovel ready projects for potential funding consideration as part of their COVID-19 recovery response.

While these decisions are being discussed at State and Federal Government level, the timing is critical to present a compelling and united case for Broome.

#### COMMENT

The Shire of Broome has partnered with the Nyamba Buru Yawuru, West Kimberley Alliance (formally Broome Future Alliance), Broome Chamber of Commerce and Industry, and Cruise Broome to develop a 3-Year Broome COVID-19 Recovery Plan (**Attachment 1**). The plan has also had input from the Kimberley Development Commission, Regional Development Australia Kimberley, and Office of Northern Australia.

The Recovery Plan will be presented to State and Federal Governments, and respective government agencies, seeking commitment to co-invest in Broome's major projects. To be active in recovery, Broome's key organisations have focused on projects to:

1. stimulate the economy;
2. benefit the region; and
3. assist in rebounding from COVID-19 impacts.

The document provides information on:

- setting the scene of Broome's unique context and existing planning framework;
- impacts of COVID-19;
- long-term planned private investment (e.g. Kimberley Marine Offloading Facility); and
- highlights where committing significant funds to immediate activity will contribute to local jobs and economic growth.

The Recovery Plan profiles major capital works projects seeking co-investment. It offers a range of project options across different sectors, scale and timeframes.

A summary of the projects profiled in the Recovery Plan is provided below.

**Table 1: Full Funded**

Project	Cost	Secured	Required	Completion	Lead
Kimberley Marine Offloading Facility	\$110m	\$110m	\$0	Late 2023	KMSB
Chinatown Revitalisation Project Stage 2	\$15m	\$15m	\$0	Mid 2021	Shire of Broome
Town Beach Project	\$17m	\$17m	\$0	Mid 2020	Shire of Broome
Broome Golf Club New Clubhouse and Restaurant	\$6.25m	\$6.25m	\$0	Late 2020	Broome Golf Club
Broome Surf Life Saving Club Refurbishment	\$3.22m	\$3.22m	\$0	Mid 2021	Broome Surf Life Saving Club
McDaniel Road Upgrade	\$4.3m	\$4.3m	\$0	Late 2021	Shire of Broome
Jetty to Jetty Trail	\$0.6m	\$0.6m	\$0	Mid 2021	Shire of Broome
Enhancing Access to the Dampier Peninsula: Sealing of the Broome-Cape Leveque Road	\$68.9m	\$68.9m	\$0	Late 2021	Main Roads WA

**Table 2: Seeking co-investment for delivery within 3-years**

Project	Cost	Secured	Required	Completion	Lead
Town Beach All-Access Fishing Jetty	\$7.1m	\$2.55m	\$4.55m	Mid 2021	Shire of Broome
Cable Beach Foreshore Redevelopment	\$36.5m	\$4.5m	\$32m	Late 2023	Shire of Broome
Enhancing Access to the Dampier Peninsula: Lateral Road Enhancements and Construction of Service and Community Infrastructure	\$23.8m	\$0	\$23.8m	Mid 2023	Main Roads WA
Regional Resource Recovery Park – Community Recycling Centre	\$12.3m	\$6.15m	\$6.15m	Mid 2021	Shire of Broome
Kimberley Centre for Arts, Culture and Story	\$41m	\$0	\$41m	Mid 2024	Nyamba Buru Yawuru
Broome Health and Wellbeing Campus	\$50m	\$7.5m	\$42.5m	Late 2023	Nyamba Buru Yawuru
Broome Recreation and Aquatic Centre Renewal	\$12.2m	\$5.6m	\$6.6m	Mid 2023	Shire of Broome
Hamersley Streetscape Upgrade	\$4.3m	\$1m	\$3.3m	Mid 2023	Shire of Broome
Broome Boating Facility	\$50m	\$0	\$50m	Late 2023	Department of Transport

**Table 3: Recovery Programs FY 2020-2023**

Program	Cost	Secured	Required	Duration	Lead
Broome Business Support Package	\$0.6m	\$0	\$0.6m	3yrs	Broome Chamber of Commerce

**Priority State Government projects requiring costing:**

1. Waste Water Reuse Project – Water Corporation
2. Broome Urban Renewal Project – Department of Communities (Housing Authority)

The Shire of Broome is not the proponent for all projects listed in the Recovery Plan. This is a joint document with other local organisations to present to potential funding bodies.

The Town Beach Redevelopment and Chinatown Revitalisation Stage 1 projects have demonstrated high local content results, which directly impact economic and jobs growth in Broome. If funding is committed to one or more of these listed major projects, the Shire of Broome is confident our Regional Price Preference procurement policy will have a significant impact towards businesses rebounding and overall community confidence in Broome's economic recovery post COVID-19.

Securing investment over this 3-year timeframe enables an engaged local business community to remain mobilised and therefore retain jobs in the period leading up to when the longer-term private capital investment is triggered. Aside from the direct injection of cash as part of the construction of these projects, they will also result in significant economic multipliers.

Importantly, the collective organisations signing this Recovery Plan have the shared vision, the people, the plan and the shovel ready projects to build the pathway to the post COVID-19 world.

Once finalised, the Recovery Plan will be distributed to State and Federal Government Ministers and agencies as well as Local Members of Parliament. The document can be tailored to use the individual project profiles as 'pull out' investment flyers depending on the targeted audience. It can also be updated for future election commitment discussions.

The Shire of Broome is working closely with the local governments in the Kimberley Zone to prepare a similar project bid for the Kimberley region. This document will be particularly important to the Kimberley Development Commission and Regional Development Australia Kimberley.

## **CONSULTATION**

The following organisations have provided input to the initiatives:

- Nyamba Buru Yawuru
- West Kimberley Alliance (formally Broome Future Alliance)
- Broome Chamber of Commerce and Industry
- Cruise Broome
- Kimberley Development Commission
- Regional Development Australia Kimberley
- Office of Northern Australia

Council has received briefings at the Council Workshop on 9 June 2020 on the 3-Year Broome COVID-19 Recovery Plan. Seven Councillors attended including Cr Tracey, Cr Male, Cr Taylor, Cr Foy, Cr Mitchel, Cr Wevers, Cr West (via videoconference). Two Councillors were apologies including Cr Matsumoto and Cr Rudeforth.

Following the Workshop, Council was also provided the draft 3-Year Broome COVID-19 Recovery Plan with the opportunity to provide feedback prior to the design publishing process.

## **STATUTORY ENVIRONMENT**

Nil.



**POLICY IMPLICATIONS**

Nil.

**FINANCIAL IMPLICATIONS**

The 3-Year Broome COVID-19 Recovery Plan draws attention to those projects having secured funding and are planned or underway. It also highlights high impact projects seeking co-investment from State and Federal Government.

Endorsing this Recovery Plan has no immediate financial implications.

**RISK**

<b>Risk</b>	<b>Risk Rating</b>	<b>Comments</b>
Reputation	Minor	Proposed support for the 3-Year Broome COVID-19 Recovery Plan is likely to receive positive feedback if it is demonstrated to be fair, consistent and meaningful to the local community and business sector. The listed major projects align with the Shire of Broome's Corporate Business Plan, Broome Growth Plan and Kimberley Regional Investment Blueprint. They are identified in these documents as having significant economic and employment impact for Broome and are at various stages of development (e.g. concept design, business case, feasibility, public consultation etc.).
Delivery	Minor	The projects are being presented collaboratively with several local organisations. These organisations have experience in their respective fields and have provided input to the development of the 3-Year Broome COVID-19 Recovery Plan.

**STRATEGIC IMPLICATIONS**

**Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:**

Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees

**VOTING REQUIREMENTS**

*Simple Majority*

**REPORT RECOMMENDATION:**

That Council:

1. Endorses the 3-Year Broome COVID-19 Recovery Plan developed in partnership with Nyamba Buru Yawuru, West Kimberley Alliance, Broome Chamber of Commerce, and Cruise Broome.
2. Requests the Chief Executive Officer to present the 3-Year Broome COVID-19

*Recovery Plan to State and Federal Government Ministers and agencies as well as Local Members of Parliament encouraging co-investment in Broome's major projects and inviting relevant representatives to Broome to discuss further.*

## **Attachments**

1. Attachment 1 - 3-Year Broome COVID-19 Recovery Plan FINAL



# 3 Year Broome **COVID-19** Recovery Plan

**BRINGING FORWARD PLANNED INVESTMENT  
TO STIMULATE THE BROOME ECONOMY**



# INTRODUCTION

Broome has evolved to become a dynamic, investment friendly location with its proactive leadership group focused on transforming the regional centre into a modern vibrant place to live whilst nurturing our natural environmental and cultural assets.

The 2018 Broome Growth Plan mapped an agreed pathway to sustainable, above trend regional growth. This promotes Broome as a diverse, inclusive economy that leverages our potential as a regional service centre and logistics hub, our significant primary industries sector and tourism opportunities whilst celebrating our cultural uniqueness.

The potential to be a major gateway for seaborne trade and airlinks to Asia and beyond is starting to be realised. Our agri-business sector is becoming increasingly diverse with our beef and pearling industry now being joined by a developing barramundi aquaculture industry and irrigated horticultural sector. This is creating jobs throughout the supply chain. Our connection to mining, oil, gas and extraction industries is strong with a growing support and logistics base operating from Broome.

The COVID-19 pandemic has interrupted a well planned and managed growth path in a region that does have areas of disadvantage. The long-term impact on product demand is yet to be fully determined. Due to Broome and the West Kimberley's seasonality; at-risk remote communities; and prominence of tourism in our jobs profile, the social and economic consequences of the COVID-19 restrictions has been very unique.

Critical to our future success will be building the bridge between our achievements to date and the post COVID-19 environment where the world establishes a "new normal". Success will be underpinned by adaptation, innovation and investment.

Key organisations in Broome have come together to have a united and aligned approach to Broome's COVID-19 economic recovery. Bridging the short-medium term gap (the next 3 years) by securing government co-investment in high impact projects is the focus of the Broome COVID-19 Recovery Plan. It leverages the extensive consultation already undertaken to develop our pipeline of initiatives that contribute to meeting Broome's economic, jobs and social targets.

To be active in recovery, Broome's key organisations have focused on projects that will:

1. Stimulate the economy
2. Benefit the region
3. Assist in rebounding from COVID-19 impacts

This Recovery Plan demonstrates that there is significant longer-term private investment planned in Broome for transformational infrastructure development (i.e. \$110 million for the Kimberley Marine Offloading Facility). It also highlights that in the immediate-term, funds have been committed for locally-led activity that will have regional contracting capability.

Securing investment over this 3-year timeframe enables an engaged local business community to remain mobilised and therefore retain jobs in the period leading up to when the longer-term private capital investment is triggered.

**We have the shared vision, the people, the plan and the shovel ready projects to build the pathway to the post COVID world and the leadership team with a proven record of delivery. We commend this Recovery Plan to you and encourage your investment in this dynamic and exciting region.**

Date: June 2020



**HAROLD TRACEY**  
President  
Shire of Broome



**PETER TAYLOR**  
President  
Broome Chamber of Commerce and Industry



**PETER YU**  
Chief Executive Officer  
Nyamba Buru Yawuru



**SHAYNE MURRAY**  
Chair  
Cruise Broome



**DENIS RYAN OAM**  
Chair  
West Kimberley Alliance

## BRINGING FORWARD PLANNED INVESTMENT TO STIMULATE THE BROOME ECONOMY



### Call to action

With a united voice, we are seeking commitment to co-investment to accelerate Broome's planned major projects.

This renewed pathway to a strong Broome economy will bridge the gap to future private sector investment.

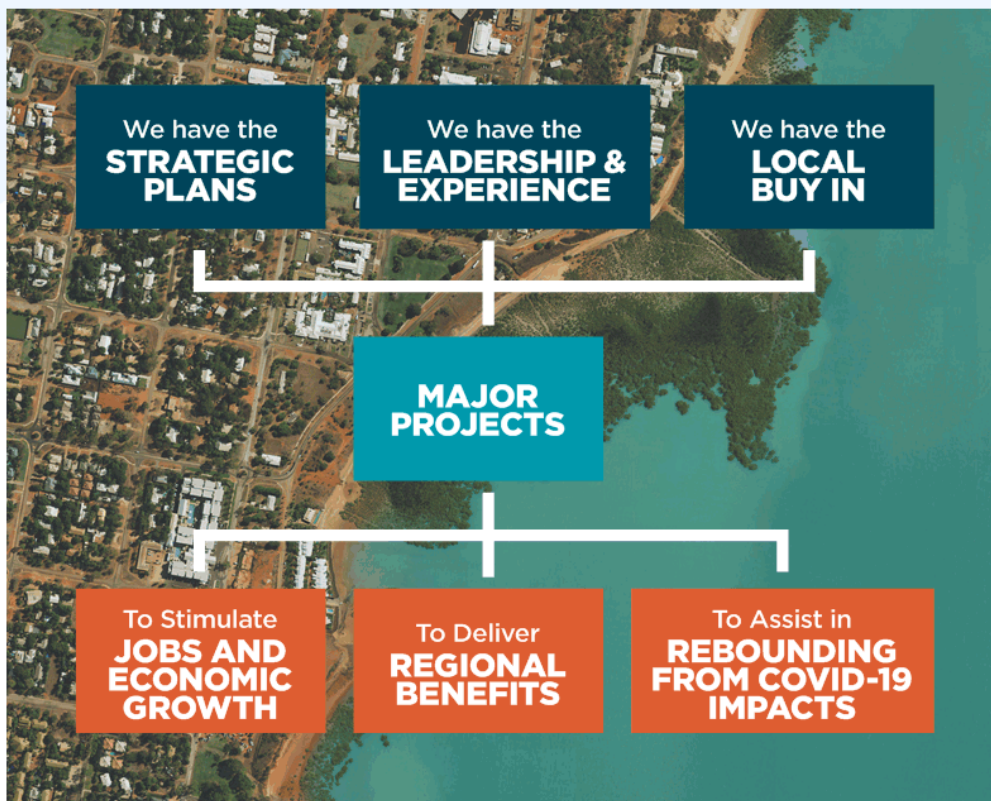


### Broome is unique

1. Seasonal dependent economy
2. Geographically spread supply chain
3. At-risk remote communities
4. Prominence of tourism in our jobs profile

These characteristics and the timing of COVID-19 measures have resulted in social and economic impacts that are unique to Broome. Additionally, our opportunity to recover compared to other communities in WA is hindered with a shortened peak earning season in 2020. Businesses face a long road of uncertainty until the next dry season in 2021.

Commitment is required NOW to retain jobs, skills and capital in the region.



**8**

Fully Funded Projects

**9**

Planned & Part Funded Projects

**RECOVERY PROGRAMS**  
at local & regional levels

Investment options range across different  
**SECTORS, SCALES & TIMEFRAMES**



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## PROJECTS

KIMBERLEY MARINE OFFLOADING FACILITY  
CABLE BEACH FORESHORE REDEVELOPMENT  
ENHANCING ACCESS TO THE DAMPIER PENINSULA  
REGIONAL RESOURCE RECOVERY PARK COMMUNITY  
RECYCLING CENTRE  
KIMBERLEY CENTRE FOR ARTS, CULTURE AND STORY  
CHINATOWN REVITALISATION STAGE 2  
TOWN BEACH PROJECT  
TOWN BEACH ALL-ACCESS FISHING JETTY  
JETTY TO JETTY TRAIL  
BROOME BOATING FACILITY

## RESILIENCE PROJECTS

COMMUNITY FACILITIES  
    Broome Health and Wellbeing Campus  
    Broome Golf Club New Clubhouse and Restaurant  
    Broome Surf Life Saving Club Refurbishment  
    Broome Recreation and Aquatic Centre (BRAC) Renewa  
INFRASTRUCTURE UPGRADES  
    Waste Water Reuse Project  
    Broome Urban Renewal Project  
    Hamersley Streetscape Upgrade  
    McDaniel Road Upgrade  
SUPPORT PROGRAMS  
    Broome Business Support Package



Red Sun Camels

## ABOUT BROOME

Broome is recognised as the gateway to the Kimberley and fast emerging as a logistics hub that has economic opportunities stretching into Asia and beyond.

The local government area of Broome is located in the West Kimberley in the far north of Western Australia and covers approximately 56,000 square kilometres. Broome is home to the iconic Cable Beach which continues to be a tourist mecca. The Kimberley rated in the top five locations in the 2020 New York Times global "must visit" list, which is testament to our destination recognition on a global scale.

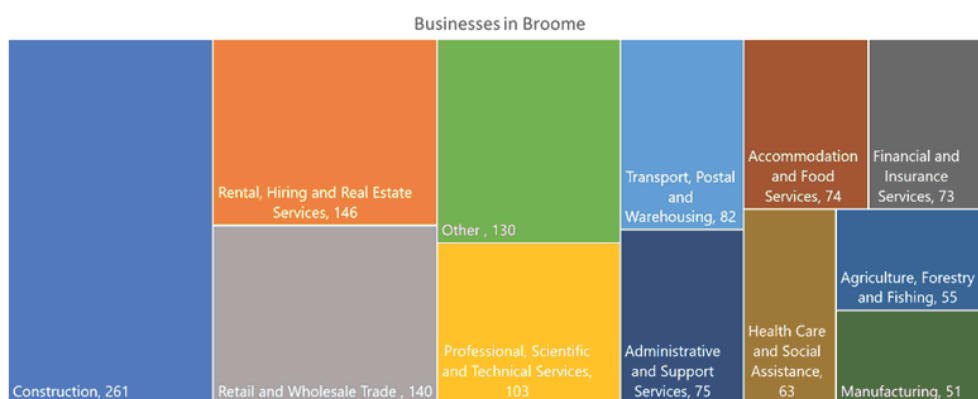
From a resident base of 17,500 people, Broome's population swells during the tourist season, welcoming 270,000 visitors between April and September each year. There has been recent investment in projects that continue to enhance the experience of both visitors, residents and businesses alike, including the award-winning Chinatown Revitalisation and the popular Town Beach Project.

Over half of Broome's local businesses are non-employing / owner-operator including a large cohort of trades qualified people. Agriculture, Forestry & Fishing along with Accommodation & Food Services have the highest number of businesses employing over 20 people. This is followed by Construction, Health Care & Social Assistance and Retail & Wholesale Trade.

The total number of businesses actually grew marginally (0.6%) in Broome despite a contraction in turnover and employment. The below graphic illustrates that construction businesses in Broome are the highest by number.

Targeting investment in high impact infrastructure projects, as put forward in this Recovery Plan, has the dual benefit of:

1. Contributing to Broome's pathway of achieving its economic and job targets.
2. Directly injecting local content opportunities to a large segment of Broome's business profile.



8165.0 Counts of Australian Businesses, including Entries and Exits, June 2015 to June 2019; ABS, February 2020

A study undertaken by ATEA Consulting in 2019 found that Aboriginal businesses across the Kimberley are also dominated by the construction sector with 41 percent of businesses in that sector compared to 21 percent of all Broome Aboriginal businesses. This is expected to continue with the successful civil contracting programs now operating through Main Roads WA, including the construction of the Broome-Cape Leveque Road on the Dampier Peninsular.

Broome businesses are also strongly involved in the wholesale and retail trade (including hiring and rental) with 21 percent of businesses operating in that sector however only 10 percent of Aboriginal businesses have their primary businesses activity in that sector.

Many Aboriginal tourism ventures are subsets of broad-based companies and are not readily identifiable, however they represent a growing component of the tourism offering in the region and may be more significantly impacted than other businesses due to the ongoing access control under the State Emergency Act.

Like most regional areas, Broome is sensitive to economic shocks and has experienced significant change over the last few years. Whilst the Gross Regional Product grew from \$0.7 billion in 2008 to \$1.4 billion in 2018, the rate of growth during that period varied from 25.5 per cent (2014) to -0.07 per cent (2015).

Unemployment rates have also fluctuated considerably, with a low of 6.2 per cent in March 2017, peaking in December last year at 9.7 per cent. This may reflect the considerable downturn in construction off a historical "boom period" with approvals falling from an estimated value of \$113 million in 2013-14 to \$65 million in 2016-17, contracting further in 2018-19 to just \$23 million.

**This dynamic of rapid growth and contraction highlights the need for a targeted investment stream to smooth the regional variations which will be exaggerated as we move into the post COVID-19 environment. The risk of not acting is a very long period of recovery which will exacerbate the issues of those that live in high levels of disadvantage.**





# PLANNING CONTEXT

The Broome Growth Plan was developed as a living and responsive statement that clearly articulates what the future could hold for the community and businesses of Broome.

The Broome Growth Plan fosters a triple bottom line approach which enables investment grade decision making, based on the best available evidence and analysis, combined with deep local knowledge of capacity and conditions. The plan recognises the approach of our Traditional Owners and brought it together in harmony our approaches. (Figure 2).

The aim of the Broome Growth Plan is to develop a sustainable and inclusive economy where all can participate and which is founded in a deep respect for Broome's community, culture and environment.

The Broome Growth Plan seeks to:

- Capitalise on the industries with comparative and/or competitive advantages.
- Seize the opportunity to address the areas of most disadvantage, by simultaneously planning and enabling the maximum potential engagement of Aboriginal people as full and equal participants in the economy.

- Provide the most beneficial and achievable combination of employment options and investment opportunities.
- Prepare Broome for the emergence of a high growth scenario by maximising and building local capacity.

Importantly the Broome Growth Plan sets explicit targets to direct effort and activity towards initiatives that can demonstrate the greatest contribution. Our 2036 strategic growth targets include:

- 4 per cent population growth (16,000 to 39,000 people)
- 5 per cent jobs growth (7,000 to 20,000 jobs)
- 6.7 per cent growth in regional product (\$1.06 billion to \$4.14 billion)

The Broome Growth Plan identified five major industry clusters being:

1. Agriculture
2. Aquaculture
3. Minerals and Energy
4. Arts and Culture
5. Tourism.

Figure 1: Triple bottom line approach to development



Figure 2: Yawuru approach



Source: Broome Growth Plan



**Each sector provides opportunities, however it is noted that minerals and energy currently contribute the greatest financial input to the local economy, whilst tourism delivers the largest number of jobs.**

Reaching the strategic targets requires activating:

1. The Traded economy including Minerals and Energy; Tourism; Agriculture; Arts and Culture.
2. Broome's Human Capital.
3. The Precincts of Broome including Cable Beach, Town Beach and Chinatown.
4. The Dampier Peninsula.
5. Economic Fundamentals.

Cognisant of the very different experiences of people in the area, the Broome Growth Plan imbedded the challenge of transforming economic outcomes for Aboriginal people by maximising their participation in the economy. The Broome Growth Plan has the vision to develop a sustainable and inclusive economy where all can participate and is founded in a deep respect for Broome's community, culture and environment (Figure 3). It is intended to be a living document to be assessed and re-assessed against current conditions, particularly in periods of rapid change such as those being experienced as part of the COVID-19 pandemic.

**While the vision and objectives remain extremely relevant, the staging of the initiatives identified in the Broome Growth Plan have now become time-sensitive and critical for the Broome community. Given the impact of COVID-19, this document puts Broome in a solid position to direct effort to those identified activities which will restore Broome on a positive pathway.**

## PLANNING FOUNDATION

- Broome Growth Plan: Strategy and Action Program 2018.
- 2036 and Beyond: A Regional Investment Blueprint for the Kimberley (Kimberley Development Commission, 2015), which is an aspirational plan to guide growth and development within the Kimberley region into the future.
- Strategic Community Plan 2015 – 2025 (Shire of Broome, 2015), which guides the delivery of services to the community.
- Planning for the Future: Yawuru Cultural Management Plan (Yawuru Registered Native Title Body Corporate, 2011), which is a guide for the joint management of the Yawuru Conservation Estate.
- Kimberley Regional Planning and Infrastructure Framework (Department of Planning and Western Australian Planning Commission, 2015b).
- Regional Development Strategy 2016-2025, The Department of Regional Development's strategy for shaping and guiding regional investment across the State including in the Kimberley (Department of Regional Development, 2016).
- Unlocking the Door – A Study into the Feasibility of Broome as a Commercial and Logistics Hub for the Kimberley Region, commissioned by Broome Future Ltd (Australian Venture Consultants Pty Ltd, 2015).
- State Planning Strategy 2050 – Planning for Sustained Growth and Prosperity (Western Australian Planning Commission, 2014).
- Resilient Families, Strong Communities – A Roadmap for Regional and Remote Aboriginal Communities (Government of Western Australia, 2016).
- Community Wellbeing from the Ground Up – A Yawuru Example (Yap and Yu, 2016).
- Dampier Peninsula Planning Strategy (Department of Planning and the Western Australian Planning Commission, 2015a).
- Shire of Broome Local Planning Scheme No. 6.
- Shire of Broome Local Planning Strategy.



Source: Broome Growth Plan

# ESTIMATING THE ECONOMIC IMPACT

Estimation of the economic impact of COVID-19 on Broome is challenging. Not only is there a considerable lag in the availability of economic data, early analysis on the Australian situation is only now becoming available. Deloitte has modelled the nominal national income in Australia and economic growth (Figure 1) and suggested their analysis suggested that COVID-19 will lead to the sharpest recession since the Great Depression of the late 1930's.

That said, it is unlikely that the experience will be homogeneous. Some sectors may continue to operate with limited interruption, some will be pushed towards bankruptcy whilst other businesses will potentially thrive. The variation of impact for each economic sector at a national level has been recently investigated by IBISWorld. The level of disruption depends on the degree of exposure to international trade, and the impact on business and consumer confidence. Accommodation and Food Services, subdivisions within Retail Trade, and Mining are forecast to experience the highest impact.

Business investment, underpinned by business confidence, is critical to the growth of the economy. Underlying business investment to Gross Domestic Product in Australia contracted post 2014 (Figure 2) however Deloitte's analysis indicated that recovery in CAPEX was likely until the COVID-19 pandemic changed business sentiment.

Predictions are that investment may not improve until 2022 and beyond, necessitating governments at all levels to take up the investment mantle and underwrite projects and programs that deliver jobs and provide a foundation for further growth. This need is likely to continue to at least the end of FY 2023.

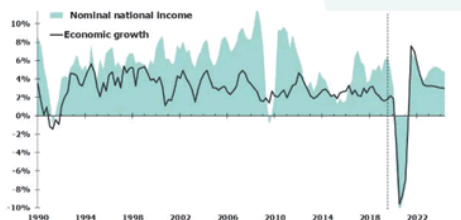


Figure 1: GDP Growth - Change on Year Earlier - Deloitte

The COVID-19 pandemic has delivered a level of disruption to communities across Australia unprecedented in recent decades. Regions that are highly diversified and have a smaller exposure to visitation expenditure are likely to be more resilient.

Regional economies across northern Australia that are highly reliant on dry seasonal tourism have already been deeply impacted due to the timing of the travel restrictions and social gathering limits. Other sectors of the economy in the region, such as construction, have also reported a contraction although the horizon for building works can be significantly longer so there is potential for a further delayed impact.

The intervention by lending institutions and Governments to support affected people and businesses is having a positive effect, however there is a growing concern of a potentially significant economic contraction when these, and other measures, eventually cease.

In the Kimberley the impact on some sectors has already been severe. A survey of members undertaken by the Broome Chamber of Commerce and Industry (noting that 80 per cent of respondents were involved in the Tourism, Hospitality and Retail industries) found the following:

- 76 per cent of these businesses have 1-10 employees to which 73 per cent of these businesses have had to reduce their workforce by 1-4 employees.
- 63 per cent of businesses have lost 50 per cent or more of their income in the past 5 weeks (to 14 May 2020) due to COVID-19 restrictions.
- 4 per cent of business are reporting no loss.
- 57 per cent of businesses surveyed derive 75 per cent or more of business from visitors.

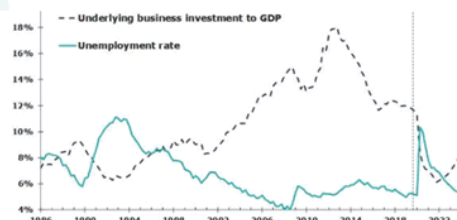


Figure 2: Business Investment/GDP and the Unemployment Rate



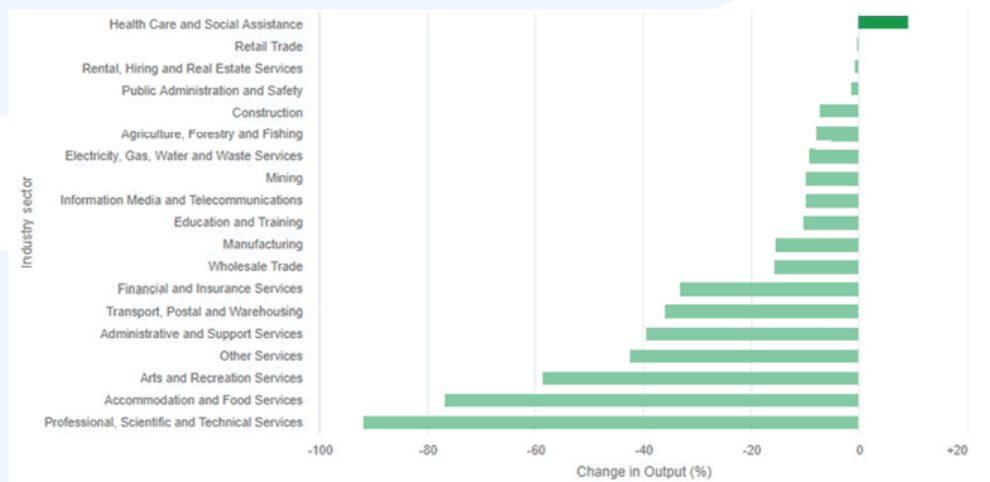


Figure 3: Percentage Output Impact on June Quarter 2020 (compared to 2018/19 quarter average in Broome).

98 per cent of businesses surveyed benefited from tourism and visitors. Some Kimberley businesses in the mining sector entered hibernation during the COVID-19 restrictions, triggered by workforce access and global market fluctuations.

The agriculture and aquaculture sector have been affected by a softening of beef, cattle and seafood prices as the restaurant and hospitality sector contracted globally due to COVID-19 restrictions, however the overall impact is thought to be relatively moderate at this stage.

The opening of the Kimberley to intrastate visitors commencing 5 June 2020 will help to sustain the tourism and hospitality sectors and extend the benefit across allied businesses such as retail and transport. It is likely that this sector, which reportedly generates \$344 million in the local government area of Broome, will still experience a sizeable contraction noting that approximately one third of the season has been lost and revenue per room night available falls to just 25 per cent of peak during the wet season.

The high volume cruise ship industry is unlikely to resume in the foreseeable future. This creates a deficit of thousands of day-tourists from the more than 30 international passenger ships that were scheduled to dock in 2020 with Cruise Broome estimating a contraction of \$17.4 million cruise ship visitor expenditure. The interruptions are likely to extend into the 2021 season. Ongoing interstate and international travel restrictions will have a considerable impact on the higher end tourist spend in Broome.

Major events such as the 50th anniversary of the Shinju Matsuri Festival of the Pearl,

Cable Beach Polo and the horse racing season (including Broome Cup), have been postponed until 2021. Regional Development Australia Kimberley commissioned Economic ID to undertake analysis of the impact of the COVID-19 on the region's economic outlook. This forecasted **a contraction of 11.7 per cent for Broome.**

Based on the latest figures available, that would translate into a contraction of \$164 million. Losses in local jobs in the Accommodation and Food Services (-208), Transport, Postal and Warehousing (-122) and Other Services (-78) will contribute to the forecast reduction of -8.6 per cent of local jobs. Real loss is potentially closer to 17.4 per cent when those on JobKeeper are factored in.

**This will reduce the employed resident population by -7.8 per cent.**

**It would be reasonably anticipated that contraction will occur in FY 2020 and 2021, with economic growth potentially not returning until FY 2023. To bridge the gap that is likely to occur in private sector investment, there needs to be a clearly articulated acceleration of planned investment which delivers against the established planning framework and the Broome COVID-19 Recovery Plan criteria.**

The following page provides on-the-ground case studies from Broome tourism and service businesses regarding their very real lived experience of the impact of the COVID-19 State of Emergency measures.

# BROOME BUSINESS IMPACTS - CASE STUDIES



to date that is all that has been guaranteed with regards to financial assistance. We believe the North West has been overlooked with its unique circumstances and just having come off the wet season things are looking grim.

At absolute bare minimum, we seek the JobKeeper to be extended until May 2021. We still have a lot overheads, bills, wages and living expenses to pay and no income. With the Kimberley looking to be the last place to open up to WA state visitors, and the possibility that we may not see interstate visitors at all this year, we have a very difficult road ahead to navigate."

## Outback Horizons



"Our annual turnover is received in 4 months. As a consequence of the lock down we have deferred our tours, monitoring the evolving situation. Our 330+ confirmed guests, the majority of whom are in the 'high-risk category' due to their age, are cancelling and asking for refunds.

The return of deposits is rapidly depleting the minimal cash flow on hand and draining our personal financial commitment. The majority of our guests promise that they will return 'when it is safe to travel', however, not this year, 'there is too much unknown' and 'fear of illness'.

They want the security of their money in their possession, rather than postponement. There is nobody untouched by COVID-19. Adventure Wild last earned income (other than deposits) in August 2019. We will not receive substantial cash flow before March 2021.

We are not in a financial position to support our personal lives or business for 18 months without income."

## Adventure Wild

"In a matter of 48 hours, everything was turned upside down and we experienced a 100% decrease in business. This has been devastating, personally and with the business.

We are very thankful that we are able to receive the JobKeeper from the federal government but



"If we were to be closed until September - this would effectively be an 18 month long wet season - a complete impossibility for almost all who live and breathe on a knife edge in the local business community. We are all war weary after many years struggling and if we don't open soon we will lose a great deal of the businesses that visitors need and want when they come.

Speaking with the restaurants, the coffee shops in Chinatown, the local barber - no one can afford to hold on much longer and once we lose more peripheral businesses we will lose the atmosphere and the amenity of the town completely.

Please believe me when I stress that the banks are not supportive because so many of us are already in debt and in constant conversation with them. At the end of this 6 month "holiday" we will all have more debt and they will be waiting for us like sharks circling a school of fish."

## The Billi

# BROOME COVID-19 RECOVERY PLAN

**To assure the resilience of Broome going forward the key stakeholders have come together to collaboratively find a renewed pathway forward to a strong Broome economy.**

It is the proposition of the group that timely, targeted co-investment in key projects will generate employment and cashflows for businesses and families that will serve to counter the potential severe contraction and loss of economic confidence over the next three years.

Investment through a three-year plan of shovel ready projects, future project planning and targeted programs will ensure that businesses can commit their own capital expenditure. This will in turn generate further jobs and investment multipliers.

Importantly, Broome will become more resilient and avoid the skills drain common in regional areas during periods of contraction. The resulting skills gap can significantly exacerbate an economic downturn and extend the recovery period.

It is for this reason that the Shire of Broome, West Kimberley Alliance, Nyamba Buru Yawuru, Broome Chamber of Commerce, and Cruise Broome have come together collaboratively to establish a COVID-19 Recovery Plan that has regard to the broad impacts of the pandemic on the community and regional economies. The Kimberley Development Commission, Regional Development Australia Kimberley and Office of Northern Australia have also provided input to the development of this Recovery Plan.

Rather than create new initiatives, the Recovery Plan is focused on expediting investment that was planned for the remaining seven years in the Broome Growth Plan. The rationale for this approach is that these investment opportunities are:

1. At a mature level of development.
2. Identified as important contributors to reaching Broome's economic, jobs and social targets.
3. Progressed through community consultation and planning processes.
4. Supported by the key stakeholders.

These factors will help to ensure that project investments with sound community and economic benefit can be deployed as quickly as possible whilst mitigating any implementation risk.

The group also considered programs that would increase resilience such as skills development and smoothing the transition out of the Recovery Plan period through progressing planning and detailed design for longer-term projects of regional significance.

There is deep concern that funded projects will be exhausted in early 2021, leaving a vacuum for local businesses with potentially catastrophic outcomes, compounding losses in the tourism sector.

The intent of this Recovery Plan is to feasibly compress the implementation window for key projects in the Broome Growth Plan to three years, being to the end of financial year 2023. It is anticipated that this will deliver strong economic opportunities to create a ripple effect to support Broome and the wider Kimberley until business confidence recovers and new private investment is generated.

The following criteria has been applied in prioritising projects and programs for the Broome COVID-19 Recovery Plan:

1. Deliver local jobs and business opportunities during construction and in the longer term.
2. Are shovel ready or facilitate projects of regional significance.
3. Support reconciliation through closing the gap, cultural recognition and/or Aboriginal employment and business opportunities.
4. Leverage existing projects and/or deliver investment growth.
5. Facilitate resilience (such as improved infrastructure, skills development programs, climate and environmental resilience).

Profiles for each project are outlined in the following section.



# ABOUT KEY PROJECTS

Projects included in this Recovery Plan comprise three categories outlined below. The Recovery Plan profiles significant projects that are secured and underway (to assist with immediate economic recovery) and also those projects that are seeking co-investment to address the short-medium (3 year) risk period.

## SIGNATURE PROJECTS

These are projects that are transformative on a generational scale, triggering long term further investment and jobs and attracting significant private investment.

- Kimberley Marine Offloading Facility
- Cable Beach Foreshore Redevelopment
- Enhancing Access to the Dampier Peninsula: Sealing of the Broome-Cape Leveque Road with addition of Lateral Road Enhancements for the Dampier Peninsula
- Regional Resource Recovery Park – Community Recycling Centre
- Kimberley Centre for Arts, Culture and Story

## ICONIC PROJECTS

Those projects that add to the Broome's attractiveness and stimulate tourism visitation are included in this grouping. These projects also enhance the capacity to attract and retain residents.

- Chinatown Revitalisation Stage 2
- Town Beach Project
- Town Beach All-Access Fishing Jetty
- Jetty to Jetty Trail
- Broome Boating Facility

## RESILIENCE PROJECTS

These are projects that provide the infrastructure to sustain a growing population and address gaps across key services.

- Broome Health and Wellbeing Campus
- Broome Golf Club New Clubhouse and Restaurant
- Broome Surf Life Saving Club Refurbishment
- Broome Recreation and Aquatic Centre Renewal
- McDaniel Road Upgrade
- Hamersley Streetscape Upgrade
- Waste Water Reuse Project
- Broome Urban Renewal Project
- Broome Business Support Package







## PROJECT SNAPSHOT

### FULLY FUNDED

	COST	SECURED	REQUIRED	COMPLETION	LEAD
Kimberley Marine Offloading Facility	\$110m	\$110m	\$0	Late 2023	KMSB
Chinatown Revitalisation Project Stage 2	\$15m	\$15m	\$0	Mid 2021	Shire of Broome
Town Beach Project	\$17m	\$17m	\$0	Mid 2020	Shire of Broome
Broome Golf Club New Clubhouse and Restaurant	\$6.25m	\$6.25m	\$0	Late 2020	Broome Golf Club
Broome Surf Life Saving Club Refurbishment	\$3.22m	\$3.22m	\$0	Mid 2021	Broome Surf Life Saving Club
McDaniel Road Upgrade	\$4.3m	\$4.3m	\$0	Late 2021	Shire of Broome
Jetty to Jetty Trail	\$0.6m	\$0.6m	\$0	Mid 2021	Shire of Broome
Enhancing Access to the Dampier Peninsula: Sealing of the Broome-Cape Leveque Road	\$68.9m	\$68.9m	\$0	Late 2021	Main Roads WA

## SEEKING CO-INVESTMENT FOR DELIVERY WITHIN 3-YEARS

	COST	SECURED	REQUIRED	COMPLETION	LEAD
Town Beach All-Access Fishing Jetty	\$7.1m	\$2.55m	\$4.55m	Mid 2021	Shire of Broome
Cable Beach Foreshore Redevelopment	\$36.5	\$4.5m	\$32m	Late 2023	Shire of Broome
Enhancing Access to the Dampier Peninsula: Lateral Road Enhancements and Construction of Service and Community Infrastructure	\$23.8m	\$0	\$23.8m	Mid 2023	Main Roads WA
Regional Resource Recovery Park – Community Recycling Centre	\$12.3m	\$6.15m	\$6.15m	Mid 2021	Shire of Broome
Kimberley Centre for Arts, Culture and Story	\$41m	\$0	\$41m	Mid 2024	Nyamba Buru Yawuru
Broome Health and Wellbeing Campus	\$50m	\$7.5m	\$42.5m	Late 2023	Nyamba Buru Yawuru
Broome Recreation and Aquatic Centre Renewal	\$12.2m	\$5.6m	\$6.6m	Mid 2023	Shire of Broome
Hamersley Streetscape Upgrade	\$4.3m	\$1m	\$3.3m	Mid 2023	Shire of Broome
Broome Boating Facility	\$50m	\$0	\$50m	Late 2023	Department of Transport

## RECOVERY PROGRAMS FY 2020-2023

	COST	SECURED	REQUIRED	COMPLETION	LEAD
Broome Business Support Package	\$0.6m	\$0	\$0.6m	3yrs	Broome Chamber of Commerce

## PRIORITY STATE GOVERNMENT PROJECTS THAT REQUIRE COSTING:

1. Waste Water Reuse Project – Water Corporation
2. Broome Urban Renewal Project – Department of Communities

## PROGRAM OPTIONS TO BE CONSIDERED ACROSS KIMBERLEY:

1. Traineeships in Local Governments – Trainee and apprenticeship opportunities could be enhanced to contribute to positive employment and professional development outcomes in regional communities. Local governments offer skills development in a wide scope of interest areas and for entry level and higher.
2. Asset Renewal in Local Governments – Local governments are well recognised for achieving high local content outcomes for regional businesses. The scope of asset renewal programs and contracting opportunities are often at the scale accessible for small to medium enterprise. Co-investment with local governments in the Kimberley to accelerate asset renewal plans will have immediate economic and job benefits for local businesses who have been impacted by COVID-19 State of Emergency. It will also provide regional business confidence and improved community facilities.



## KIMBERLEY MARINE OFFLOADING FACILITY

### PROPONENT:

KMSB Pty Ltd

### VALUE:

\$110 million

### STATUS:

Private funding secured

### PROJECT BENEFITS

- Estimated \$2.6 billion increase on GDP (FY 2000-FY 2043)
- Wages of \$47.6 million per annum.
- \$6.9 million increase in tourist expenditure through growth in cruise ship visitation.
- Supports increased investment in agriculture, mining, logistics, tourism.

The Kimberley Marine Offloading Facility (KMOF) at the Port of Broome has been approved by the State Government, pending complete environmental approvals, project and financial agreements and a final design and commissioning plan. This project will position Broome as the future service hub for the growing oil and gas industry.

The \$110 million facility will be constructed and funded by Kimberley Marine Support Base Pty Ltd, and comprise a floating wharf, along with associated on-shore terminal facilities. Construction and ongoing operation of the innovative facility will help stimulate both economic and employment opportunities in the Kimberley region and add further capacity at the Port of Broome.

KMSB will appoint an experienced operator to manage the facility, with the Kimberley Ports Authority to provide stevedoring services during construction and the first five years of operation.

The new facility will complement port upgrades already undertaken by the State Government including the \$15.3 million channel dredging project will enhance all-tide vessel access to the port, particularly for large cruise vessels and improve navigational safety within the Port.

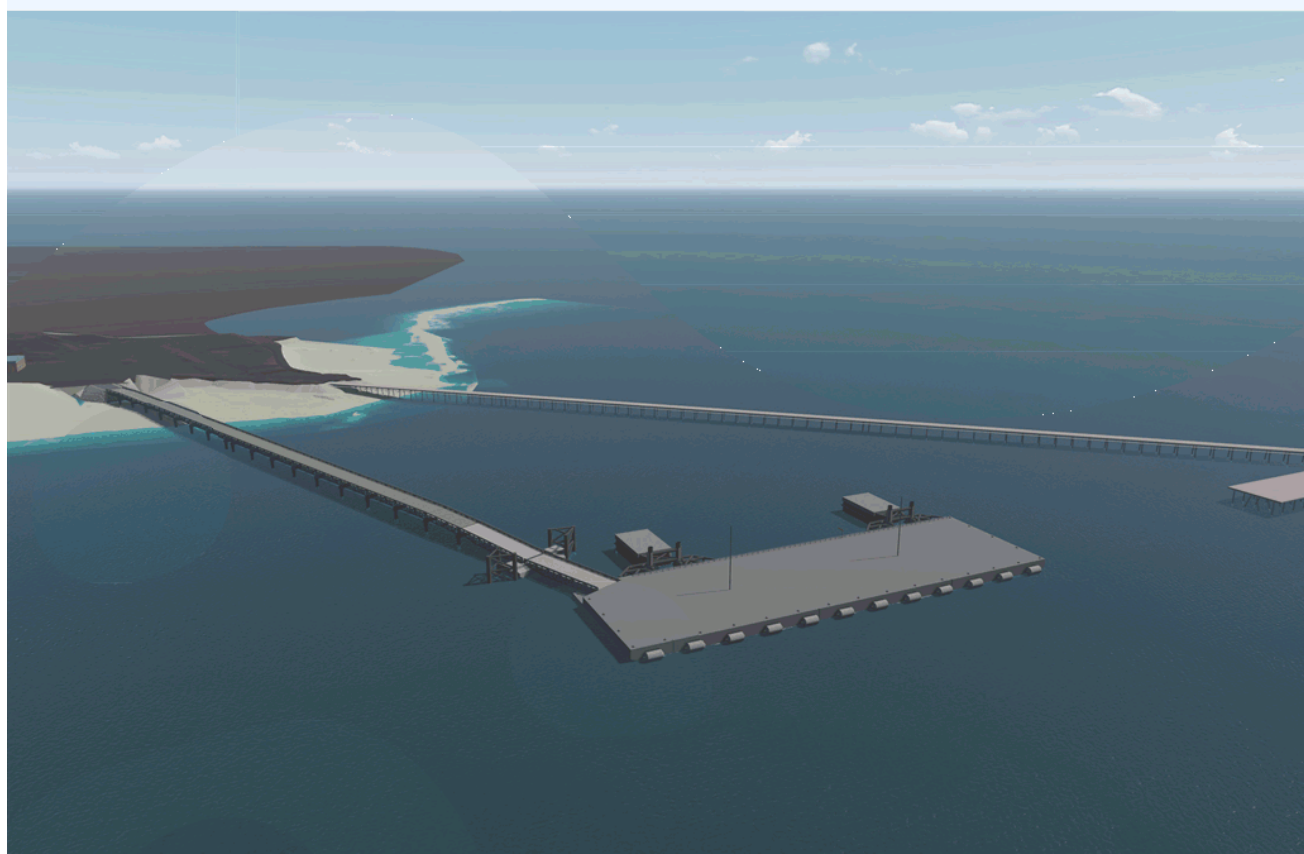
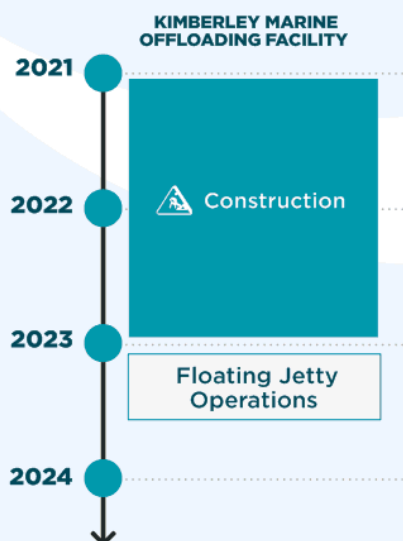
**\$110m**  
Private  
Investment

**260**  
Construction  
Jobs

**1650**  
Long-term Jobs  
(across WA)

**\$2.5b**  
Increase in  
WA GSP







## CABLE BEACH FORESHORE REDEVELOPMENT

### PROPONENT:

Shire of Broome

### VALUE:

\$36.5 million

### STATUS:

Business Case complete; Part Funded

### PROJECT BENEFITS

- Realising the opportunity for a globally recognised tourism location
- Leveraged investment and property development opportunities
- Environmental management (coastal erosion risk mitigation)
- Cultural connectivity
- \$10 million + Private Investment estimated to be leveraged
- 117 FTE Jobs through increased tourism activity
- \$13.4 million direct additional annual visitor expenditure
- \$99 million net present value

The redevelopment of Cable Beach Foreshore represents a golden opportunity to expand Broome's peak season by stimulating commercial and tourism activation and transitioning one of our high-quality natural assets into a global drawcard.

Elements include amphitheatre upgrade, foreshore enhancements and landform changes. A growth in commercial and small business opportunities enhanced by the promenade development linking together points of interest and include tourism, cultural and leisure attractions. The buried seawall will support coastal management and the reconfiguration of car parking will ease current parking and traffic flow issues.

The Shire of Broome received a Commendation from the Planning Institute Australia's Awards for Excellence for the Cable Beach Foreshore Masterplan.

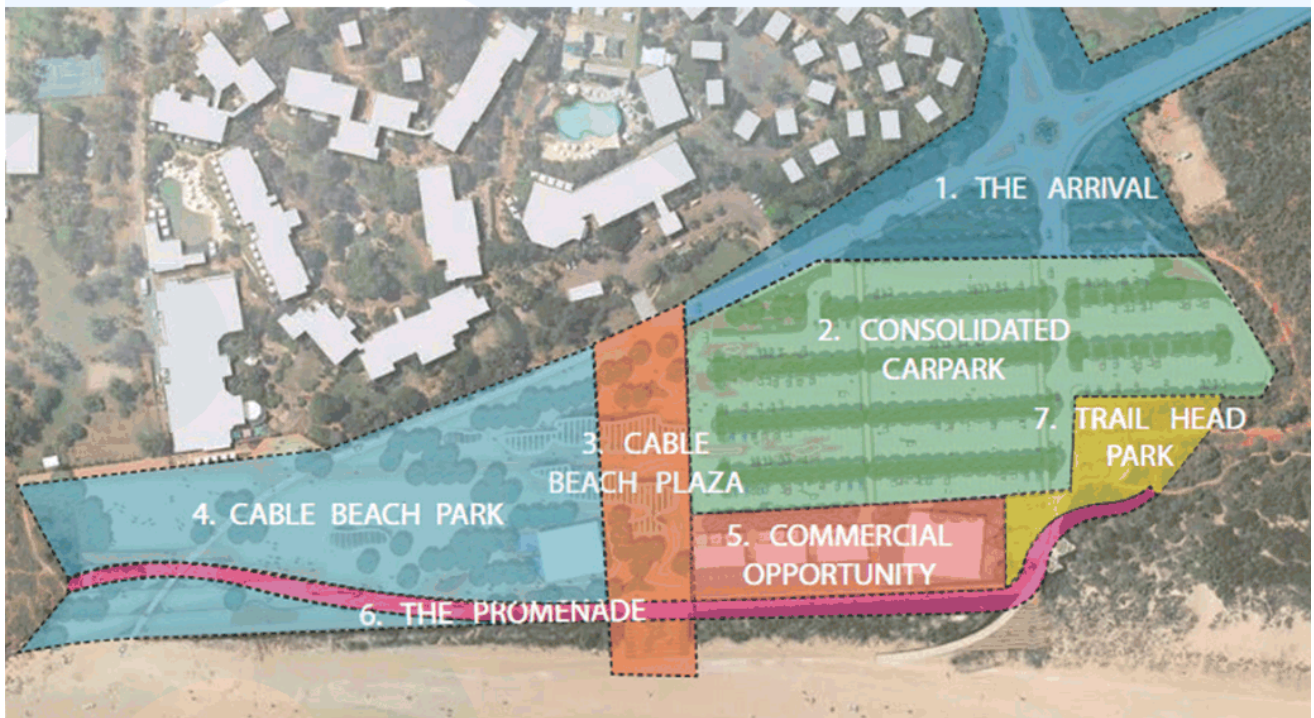
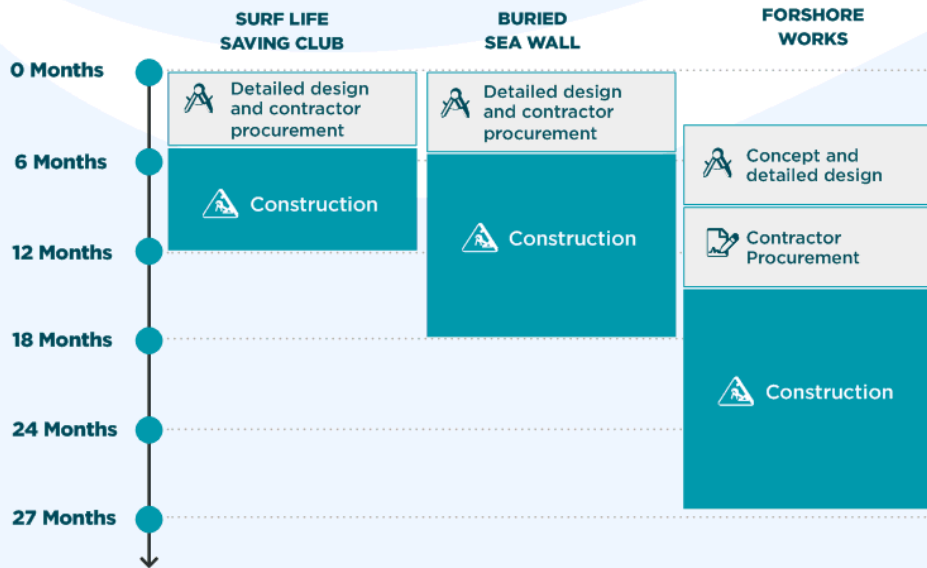
**\$32m**  
Investment  
Sought

**174**  
Direct and  
Indirect Jobs

**\$82.5m**  
Economic contribution  
to WA economy



## STAGING FOR SUCCESS





## ENHANCING ACCESS TO THE DAMPIER PENINSULA

### PROPONENT

Main Roads WA

### VALUE

Current stage has \$68.9 million fully funded; Next stage valued at \$23.8 million

### STATUS

Current stage nearing completion; Seeking funding for next stage.

### PROJECT BENEFITS

- \$6.5 million and 34 per cent of contracts going to Aboriginal businesses.
- Construction workforce includes 64% Aboriginal and 88 per cent local.
- 290 Construction jobs.
- Year-round connectivity of remote communities to essential services in Broome.
- Increased opportunities relating to tourism, agriculture, aquaculture, arts and culture, and small business
- Improved community safety.

The sealing of the Broome-Cape Leveque Road will improve safety and access for Aboriginal communities as well as reduce delays caused by road closures during the wet season. The more efficient road network will also support the growth in economic activity, including through tourism visitation. The project involves construction and sealing of the remaining unsealed sections, reconstruction and sealing of the 'narrow seal' section, upgrade of the Broome Cape Leveque Road and Broome Highway intersection, alignment/geometric and drainage improvements and installation of culverts, fauna underpasses and floodways.

Funding has also been provided for ablution, shade and picnic facilities at the 100-year old Beagle Bay Catholic Church; visitor facilities at Lombadina; improvements to the aquaculture hatchery access track at Ardyaloon Community; and upgrades to Kooljaman Resort access track.

The next stage that requires investment is to enhance the lateral roads that connect to the Broome-Cape Leveque Road on the Dampier Peninsular. This builds on the significant investment and project benefits already being achieved and also maintains mobilisation of already engaged local businesses and remote communities.

# \$6.5m

Value of contracts to Aboriginal businesses (34%)

# 290

Construction Jobs

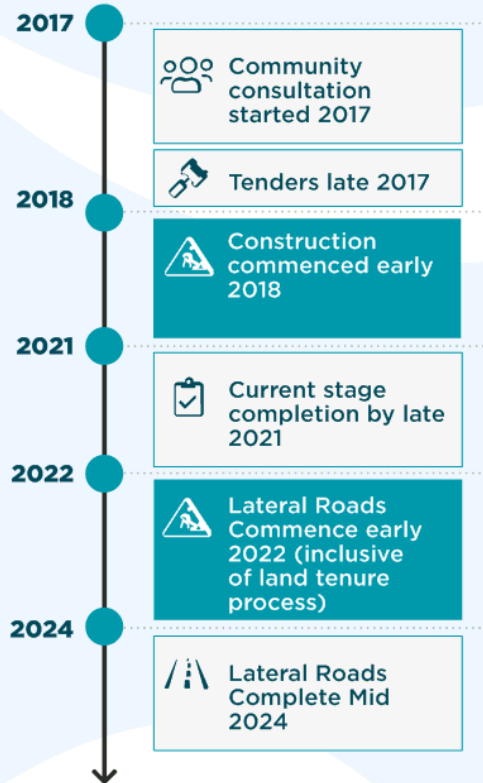
# 64%

Aboriginal workforce

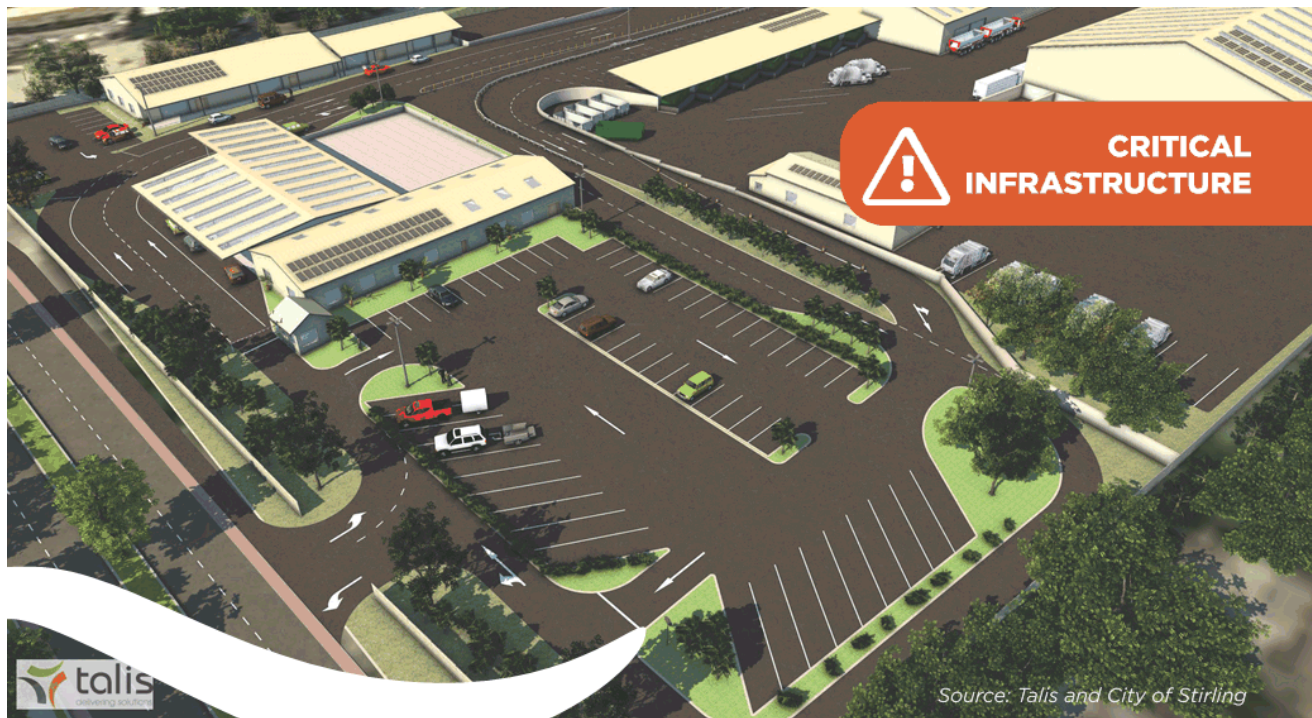
# 88%

Local workforce









## REGIONAL RESOURCE RECOVERY PARK COMMUNITY RECYCLING CENTRE

### PROPONENT

Shire of Broome

### VALUE

\$12.3 million

### STATUS

Site investigations underway; Part Funded

### PROJECT BENEFITS

- 100-year infrastructure
- Supports normalisation of services to Aboriginal Communities
- Enhances recycling and excellence in environmental management
- 59 direct construction jobs.
- 183 indirect construction jobs.

The relocation of Broome's waste management facility, which is approaching the end of operational life, is now time critical. The Shire of Broome aims to establish a facility that has the capacity to service the Broome community and the wider Kimberley for the next 100 years. This opportunity will drive significant improvements in waste management practices and see strong environmental outcomes.

The new public facing Community Recycling Centre (CRC) and Landfill component are anticipated to be located across two sites. The facilities will be designed and constructed to comply with best practice environmental management standards.

The project underpins the normalisation of municipal services in remote communities on the Dampier Peninsula and across the region. It also aims to service the mining sector through the proposed new liquid waste treatment facility.

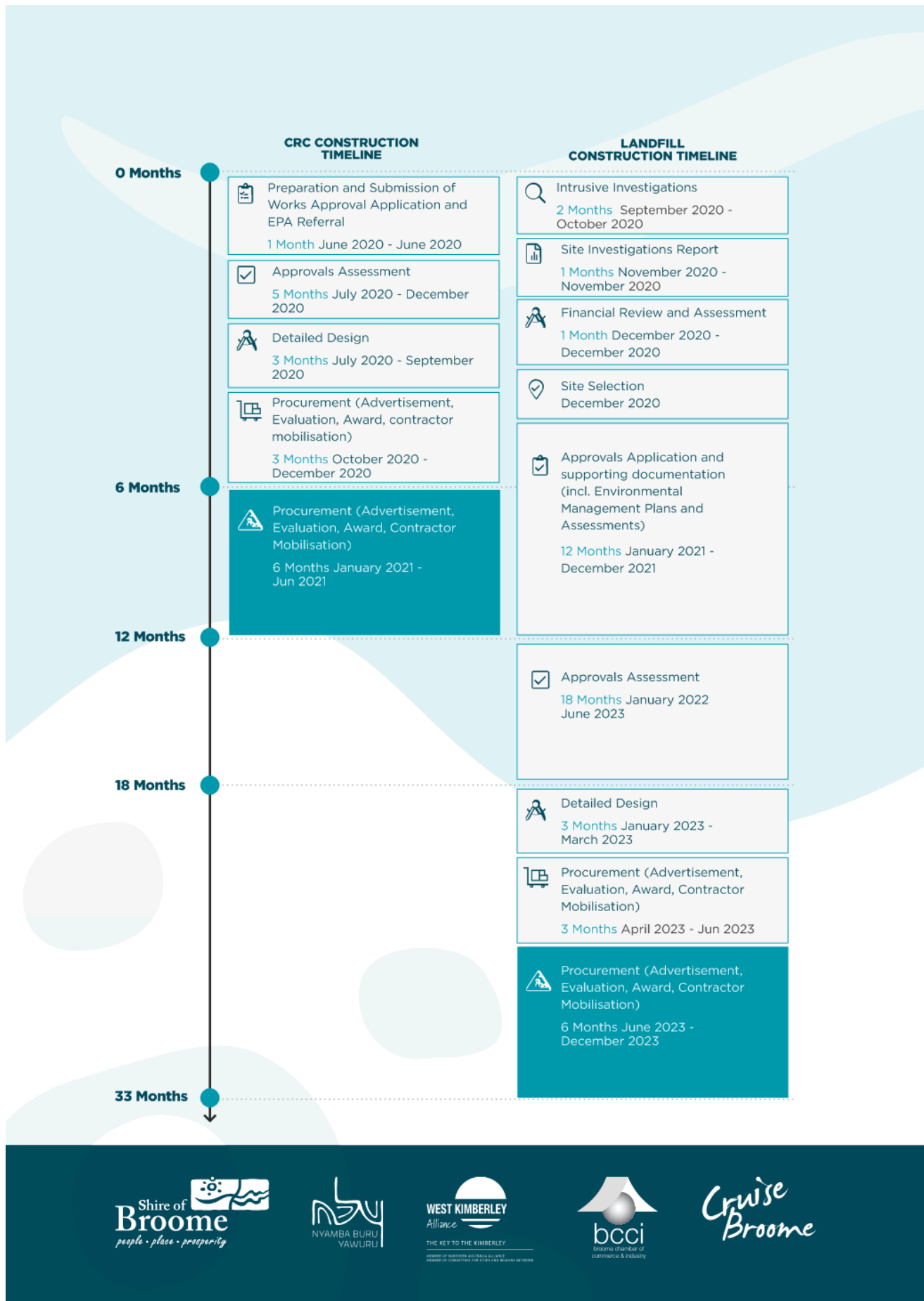
Site analysis and land negotiation is nearing completion with Stage 1: CRC construction scheduled from October 2020 – June 2021. Stage 2 referral of the Landfill site to Environmental Protection Authority expected by January 2021.

For the CRC component, 50 per cent of the \$12.3 million total project cost has been secured with **\$6.15 million investment required**. A further \$7.75 million is secured to-date for the Landfill component.

**\$6.15m**  
Investment  
Sought

**242**  
Direct and  
Indirect Jobs

**9**  
Permanent long-term  
jobs once operational





## KIMBERLEY CENTRE FOR ARTS, CULTURE AND STORY

### PROPONENT

Nyamba Buru Yawuru

### VALUE

\$5.5 million Stage 1;  
\$41 million Total Project

### STATUS

Seeking funding

### PROJECT BENEFITS

- Create a new, engaging and accessible way to share Aboriginal culture that will significantly enhance the understanding and respect by non-Aboriginal people.
- Help close the Aboriginal employment gap in a way that promotes cultural strength, good liyan (well-being) and strong economic outcomes, reducing Kimberley Aboriginal people's dependence on government support.
- Reduce the market gap between wanting to have an Aboriginal cultural experience and actually doing it through innovation.

The Kimberley Centre for Arts, Culture and Story will be of global significance because it will reconcile the history of Broome and the Kimberley in an honest, challenging but ultimately empowering way. The Centre will present to visitors the rich culture of the world's oldest living civilisation in an innovative and inspiring way that contributes significantly to the Kimberley economy, supports tourism, and enhances the sustainability of Indigenous culture through the region.

The Centre will serve as the regional embodiment of reconciliation and the Kimberley's own unique form of Makarrata (a Yolngu word meaning "Coming together after a struggle"). A business case has been developed for the full project. This stages the project for success with Stage 1 focusing on establishing the governance model, site selection and activation approach.

**\$41m**

Investment  
Sought

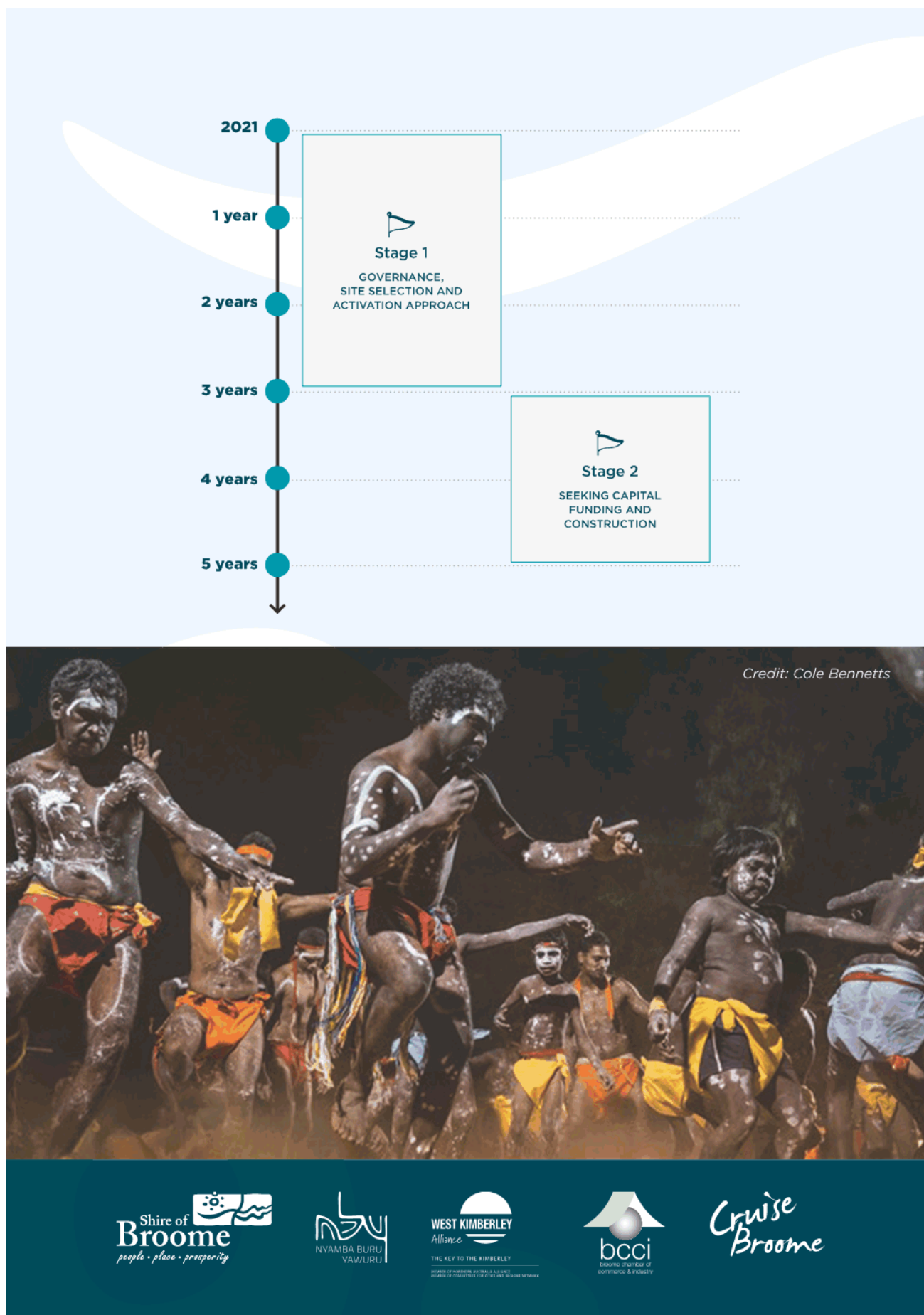
**35**

Post Construction  
Immediate Jobs

**324**

Jobs by 2034 including  
on country and regional







## CHINATOWN REVITALISATION STAGE 2

### PROPONENT

Shire of Broome

### VALUE

\$15 million

### STATUS

Fully funded; Construction commencing October 2020

### PROJECT BENEFITS

- Retail and tourism activation
- Leverages existing investment to generate greater value.
- Encourages greater tourism visitation and expenditure.
- \$15 million investment secured
- 87 direct and indirect jobs
- \$38.7 million economic contribution to the WA economy

The Shire of Broome is progressing with Stage 2 of the Chinatown Revitalisation Project, with construction scheduled to primarily occur during the wet season starting in October 2020 and finishing in May 2021.

The investment will increase the amenities of the commercial and retail streetscape. Stage 2 also includes a Transit Hub, refurbishment of Streeter's Jetty, new visitor amenities, Smart Cities technology and a continued focus on public art, interpretation and place activation.

This project is jointly funded and delivered by the Shire of Broome, Department of Primary Industries and Regional Development, Kimberley Development Commission, and Development WA.

**\$15m**

Investment  
Secured

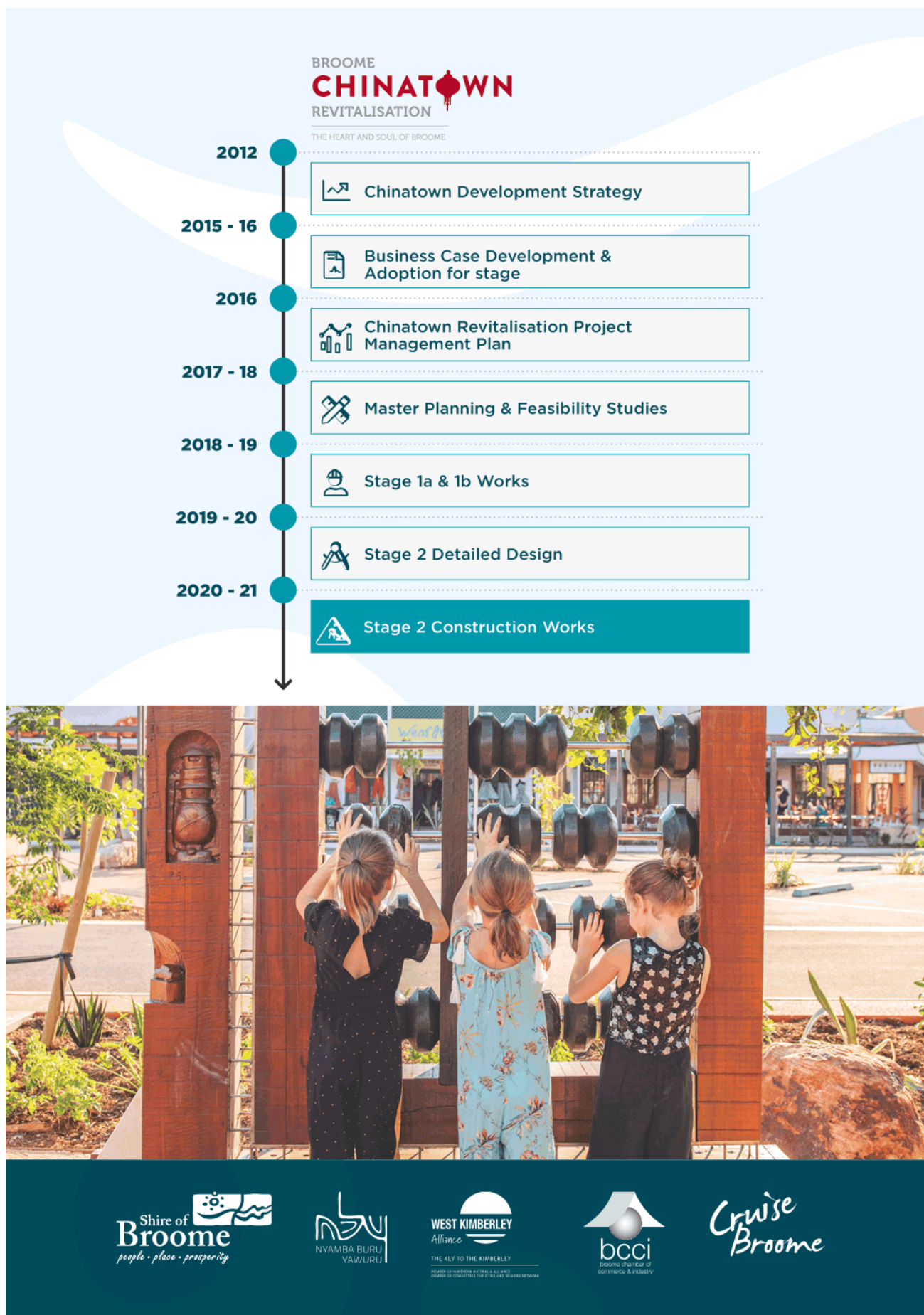
**87**

Direct and  
Indirect Jobs

**\$38.7m**

Economic contribution  
to WA economy







# TOWN BEACH PROJECT

## PROPONENT

Shire of Broome

## VALUE

\$17 million

## STATUS

Fully funded; Nearing completion

## PROJECT BENEFITS

- Expanded tourism
- Greater events capacity
- Environmental management (coastal erosion risk mitigation).
- Cultural connectivity
- Building on the recreational, cultural and historical values of the area
- 54 direct and indirect jobs during construction and operational phases

The greenspace enhancements, new nature play and water playground will provide a vital additional recreation area for Broome.

Along with the construction of the revetment wall, terraces and groyne upgrade the area will cater for high visitation associated with the Staircase to the Moon and night markets whilst recognising the important cultural and historical sites of Pioneer Cemetery, old jetty, Catalina Flying Boat wrecks and Broome Historical Society Museum.

This project is jointly funded by the Shire of Broome, WA State Government and Lotterywest.

**\$17m**  
Secured  
Investment

**54**  
Direct and  
indirect jobs

Triggering future  
private investment in  
cafe and caravan park  
infrastructure









## TOWN BEACH ALL-ACCESS FISHING JETTY

### PROPONENT

Shire of Broome

### VALUE

\$7.1 million

### STATUS

Funding commitment under negotiation with State Government

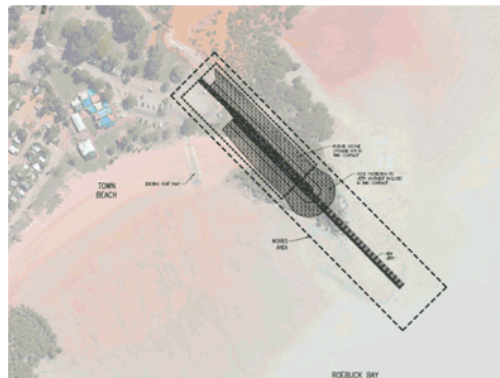
### PROJECT BENEFITS

- Expanded tourism.
- Improved boating safety.
- Recreational facility.
- Reduces conflict with the port.
- \$2.55 million investment secured.
- 35 construction jobs (direct and indirect).
- 12 peak jobs created post construction

Construction of a 120m-long and 4m-wide jetty extending from the newly Constructed rock groyne as part of the successful Town Beach Project.

Provides a safe land-based fishing option for community and visitors; Staircase to the Moon viewing point; and temporary small boat mooring.

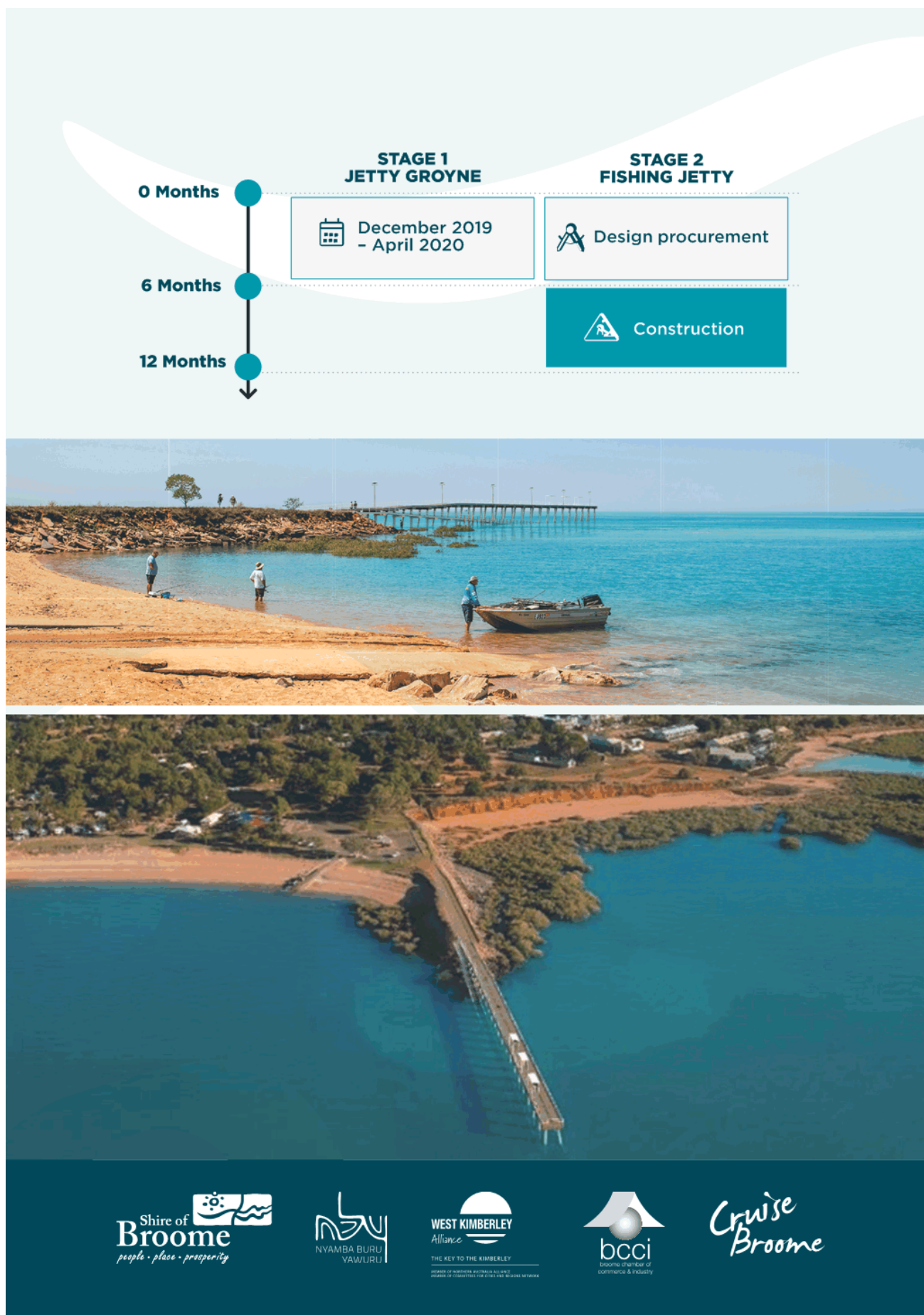
Construction is scheduled to be undertaken during wet season from September 2020 to April 2021.



**\$4.55m**  
Investment  
Sought

**47**  
Direct and  
Indirect Jobs

**\$19m**  
Economic contribution  
to WA economy







## JETTY TO JETTY TRAIL

### PROPONENT

Shire of Broome

### VALUE

\$0.6 million

### STATUS

Fully funded; Construction scheduled April 2021 - August 2021

### PROJECT BENEFITS

- Leverages existing investment to generate greater value.
- Provides diverse options during peak cruise ship visitation.
- Construction jobs (high local capability)
- Enhanced tourism asset which is widely promoted by Yawuru, Broome Visitor Centre, Australia's North West and Chinatown retailers.
- Encourages greater tourism visitation and expenditure.
- Cultural connectivity
- Community safety

The 3.4km one-way Jetty to Jetty trail will be a valuable addition for visitors and will showcase Broome's rich cultural history.

The walk is on mainly flat, mostly paved paths that take in important sites between Streeter's Jetty and the old Jetty. The next stage of this project is to pave the Conti Foreshore section between Matso's and Town Beach.

Whilst the capital costs of these works are comparatively low, they deliver connectivity between other larger investments such as Chinatown and Town Beach.







# BROOME BOATING FACILITY

## PROPONENT

Department of Transport

## VALUE

\$50 million

## STATUS

Design phase;  
Seeking funding

## PROJECT BENEFITS

- Community and visitor safety.
- Improved recreation amenity for attraction and retention of regional population.
- Minimised impacts to environment and culturally sensitive areas.
- \$35 million estimated in economic benefit (based on similar scale project for Bremer Bay Harbour)

Essential to address critical safety and access difficulties particularly associated with boat launching and retrieval and passenger transfer between vessels and shore. Large tides, strong currents, wind and waves can at times create hazardous conditions at the existing exposed beaches and boat ramps where conditions can change very quickly.

The boating facility will include four ramp lanes and up to two-finger jetties, sheltering arms and detached offshore breakwater screen, trailer parking, and access road.

Significant consultation has been undertaken and investigation completed to understand environmental and local cultural and heritage considerations. Computer modelling is underway to define the marine structure size, shape and cost.

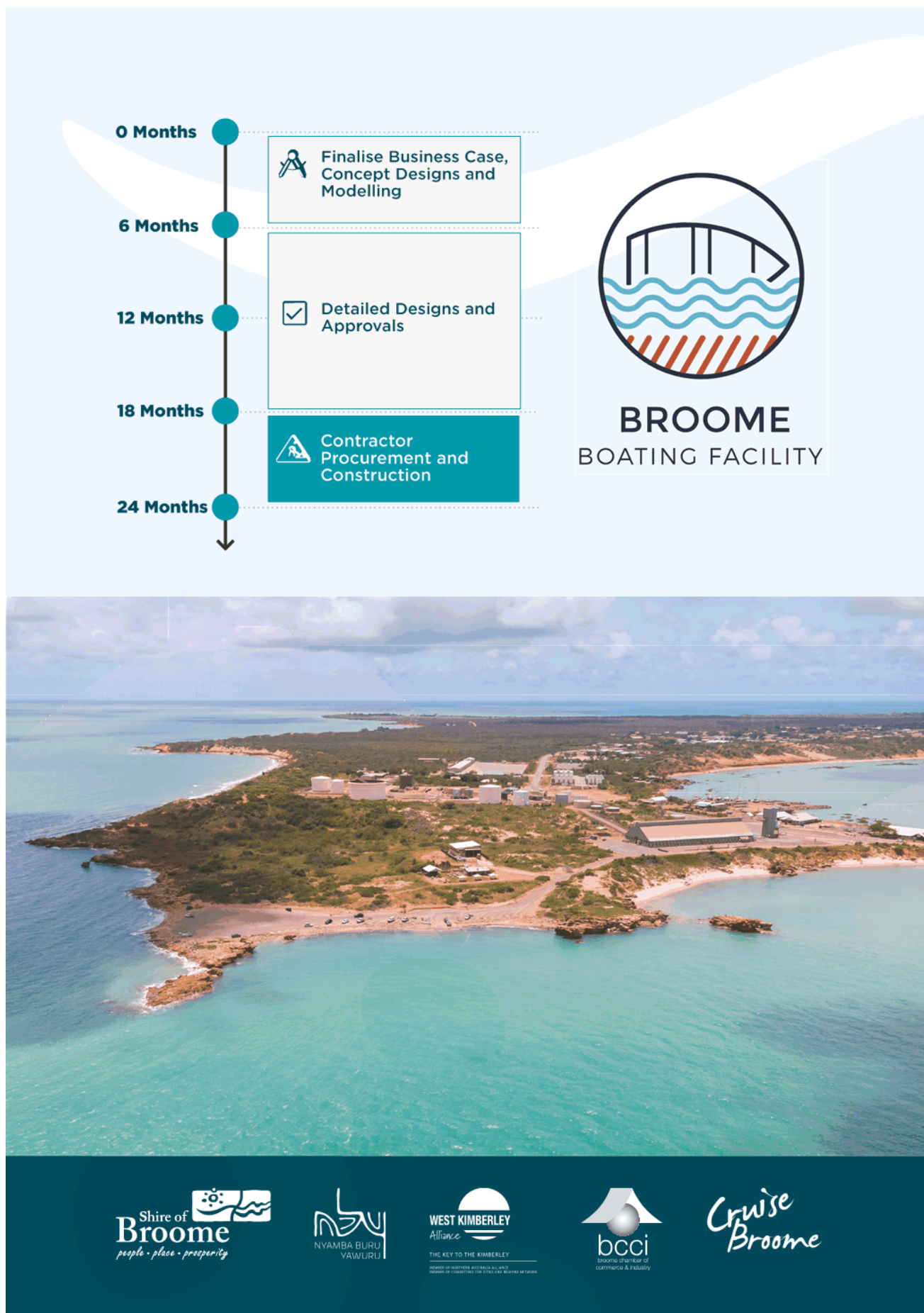
The business case is in development and expectations are that construction costs will be in the range of \$35-50million based on similar projects.

**\$50m**  
Investment  
Sought

**\$35m**  
Estimated in  
Economic Benefit



[broomeboatingfacility.com.au](http://broomeboatingfacility.com.au)





# RESILIENCE PROJECTS




- **COMMUNITY FACILITIES**
- **INFRASTRUCTURE UPGRADES**
- **SUPPORT PROGRAMS**

# COMMUNITY FACILITIES

## BROOME HEALTH AND WELLBEING CAMPUS

**PROPONENT:** Nyamba Buru Yawuru

### ESSENTIAL HEALTH PRECINCT DEVELOPMENT

	1	Existing Infrastructure	Broome Aboriginal Short Stay Accommodation
	2	Existing Infrastructure	Germanus Kent Aged Care Facility
	3	Seeking Funding	New purpose built clinic for BRAMS
	4	Seeking Funding	Campus infrastructure (roads, services etc) - funding submission made to Federal Department of Infrastructure and Regional Development.
	5	Funding Procured	WA Mental Health Commission 'Step up step down' facility
	6	Funding Procured	WA Country Health Services Renal Hostel
	7	Future Planning	Broome Hydrotherapy pool
	8	Future Planning	Broome Aboriginal Health Research Centre
	9	Future Planning	Future use eye, ear and allied health uses
	10	Future Planning	Allied health and specialist services

The Broome Health and Wellbeing Campus will be a health services hub that is designed as an indigenous led clinical and allied health service centre for Broome and the wider Kimberley region.

The project is being developed by Nyamba Buru Yawuru in partnership with a range of stakeholders, and will be an innovative hub of co-located, complimentary health service facilities that will operate and collaborate under the guidance of Yawuru's Mabu Liyan philosophy and Measurement Framework. The site for the project already accommodates the Bran Nue Dae Aged Care Facility and the newly constructed Broome Aboriginal Short Stay Accommodation project.

Nyamba Buru Yawuru has secured support and initial funding (\$750,000) from the State Government to support the procurement of consultants for the design of all infrastructure requirements for the site. There are existing commitments from the Western Australian Country Health Service (WACHS) for their proposed new 20 Bed Renal Dialysis Hostel to be located in the campus (approx. budget \$6.7 million). The estimated infrastructure cost is in the order of \$7.5 million.

Additional facilities and health service providers who are proposed to co-locate in the campus are:

- **6 bed Step Up, Step Down Facility** - WA Mental Health Commission (\$5.5 million)
- **New clinic** - Broome Regional Aboriginal Medical Service (approx. \$25 million)
- **Wrap Around Services**

**Facility** - assorted providers (approx. \$5 million)

- **Other providers** - sufficient space is available on site to accommodate the further health service needs of the Broome community into the

medium term. This potential includes Hydrotherapy facilities, an Aboriginal Health Research unit, and specialist facilities for eye, ear and other allied health professionals (cost to be determined).

# \$50m

Total Estimated Project Cost

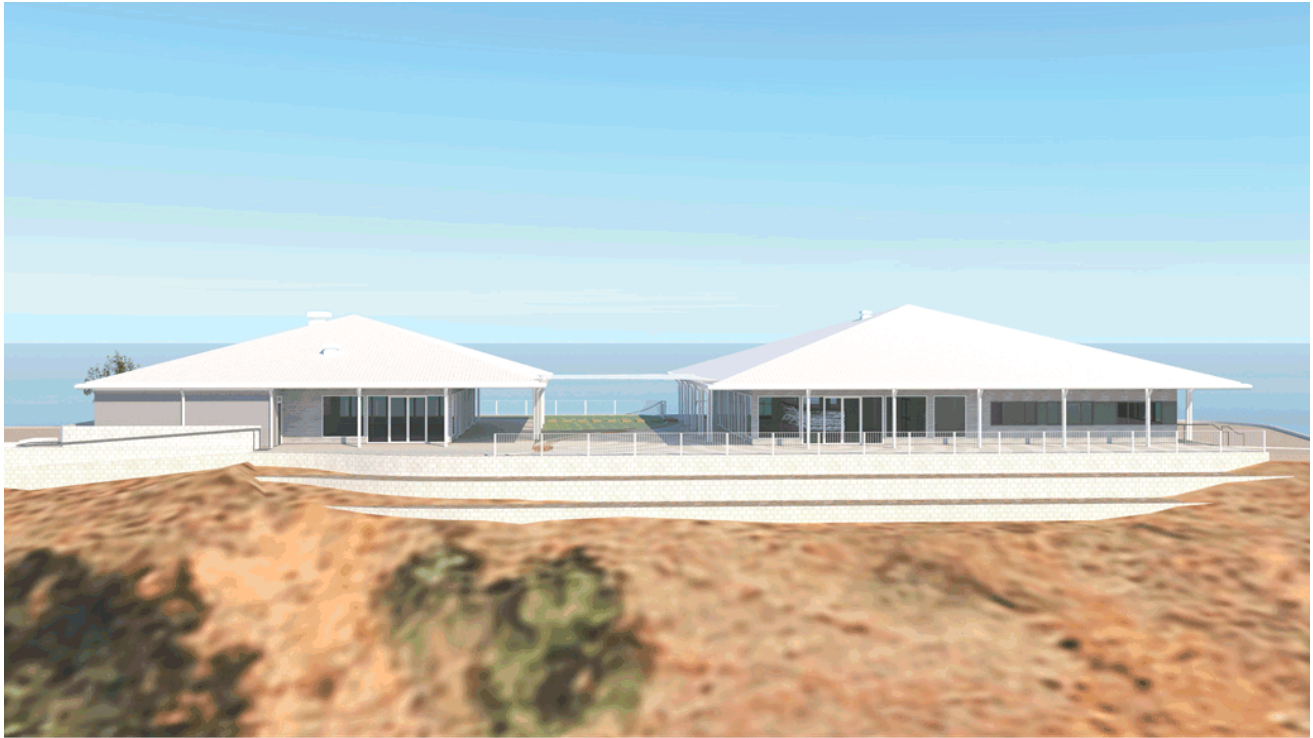
# \$7.5m

Investment Secured

# \$42.5m

Investment Sought





## BROOME GOLF CLUB NEW CLUBHOUSE AND RESTAURANT

**PROPONENT:** Broome Golf Club in partnership with the Shire of Broome

### FUNDED AND CONSTRUCTION COMMENCED

The major revamp incorporates two “pod-style” buildings, including a renovated clubhouse, new restaurant, and the pro-shop. The Golf Clubhouse and Restaurant will take advantage of the unique panoramic views of Roebuck Bay.

Once completed, the new amenities at the Broome Golf Club will be another excellent hospitality venue that will be able to host community and commercial events. With the spectacular views from the club, the venue will be another drawcard for locals and tourists alike.

Construction is occurring from May to December 2020 with **\$6.25 million** funding secured. The project will deliver:

- Construction jobs (high local capability)
- Improved tourism/hospitality asset
- Increased ongoing operational jobs
- Community recreation engagement

## BROOME SURF LIFE SAVING CLUB REFURBISHMENT

**PROPONENT:** Broome Surf Life Saving Club in partnership with Shire of Broome

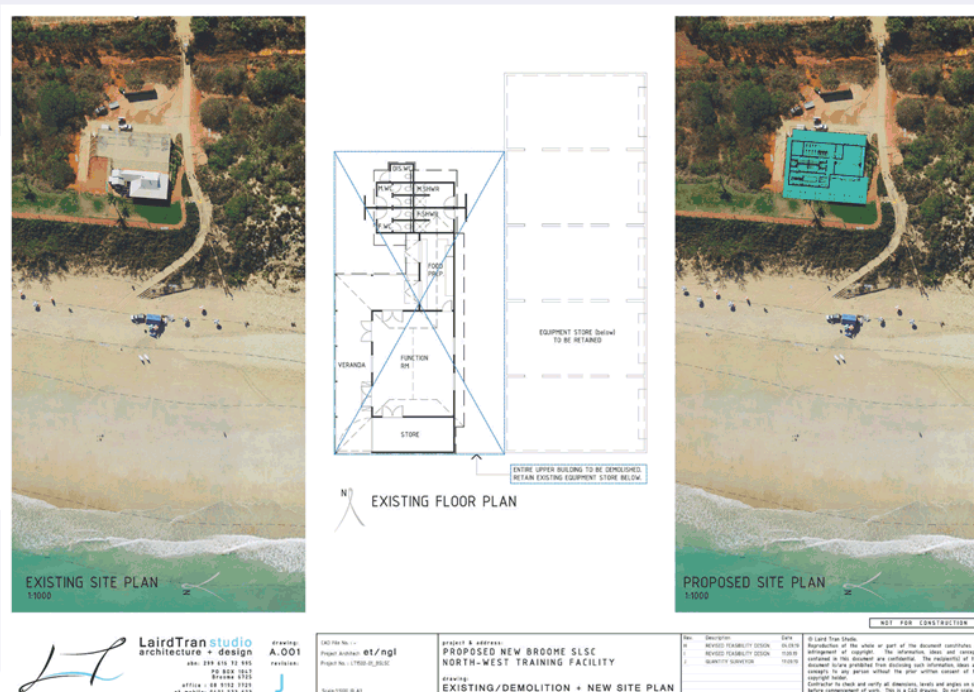
### FUNDED AND SCHEDULED

The Surf Lifesaving Club not only provides a vital function for visitors and residents alike on Cable Beach, the facilities are located with some of the best views in Broome. This refurbishment will modernise the facilities for the not-for-profit community organisation and provide function space on Cable Beach supported by a commercial kitchen and multi-use training rooms.

**\$3.22 million** has been secured with construction scheduled for July 2020 until June 2021.

This project has special significance as it not only delivers improved safety and a valuable tourism asset, it has a focus on youth and community recreational engagement making it an important resilience project.

The project will deliver 28 direct and indirect FTE jobs during construction, with five direct FTE jobs once operational (figures based on original higher budget so values may be slightly reduced).







## BROOME RECREATION AND AQUATIC CENTRE (BRAC) RENEWAL

**PROPONENT:** Shire of Broome

### STAGE 1 FUNDED AND COMMENCED

This important upgrade will deliver improved facilities for sport and activities and provide vital support for youth engagement. Stage 1 which is currently being constructed includes:

- Tracks and Trails at BRAC 1 site;
- Lighting at Pump Track;
- BRAC indoor court resurfacing; and
- BRAC outdoor court upgrades (cover, lighting, seating).

Stage 1 – is fully funded with \$2.7 million secured with construction due for completion by December 2020.

### STAGE 2 PART FUNDED AND IN DESIGN

- BRAC wet and dry facilities upgrade (including Aquatic Centre multi-purpose club rooms);
- Field lighting at Nipper Roe Sports Field;
- Skatepark, construction of multi-purpose Pavilion at BRAC sports fields;
- and car parking improvements.

**Stage 2 in design and costing phase with \$2.9 million secured of the total project cost of \$9.5 million with \$6.6 million required.**

### PROJECT BENEFITS:

- 28 direct and indirect FTE jobs during construction
- 5 direct FTE jobs once operational
- \$5.3 million estimated in employment benefits and \$7 million estimated in Gross Regional Product benefits over 10 years
- Above figures are based on a similar community facility construction project

# INFRASTRUCTURE UPGRADES

## WASTE WATER REUSE PROJECT

### REQUIRES COSTING

State Government has announced closure of the Broome South Waste Water Treatment Plant. Alternative infrastructure is required to maintain critical supply of 1.85ML/Day minimum recycled waste water to service BRAC, Haynes Oval, Saint Mary's College and the Broome Golf Club. Designs of alternative water supply options have been investigated and high-level costings have been prepared.

It is vital that cost effective maintenance of critical tourism, recreation and education services is facilitated. Recreation amenity is vital for attraction and retention of regional population. The use of recycled water also delivers sound environmental outcomes.

**PROPONENT:** Water Corporation

## BROOME URBAN RENEWAL PROJECT

### REQUIRES COSTING

This initiative will consider suitable responses across Dora Street, Anne Street, and Woods Drive Cable Beach precincts using the principles of rationalisation, redevelopment, revitalisation and regeneration. The strategy was adopted by the Housing Authority's Development Committee in January 2019 with the intention to improve community safety and support the attraction and retention of the regional population. It will also supply work for local contractors. Full costings have not yet been developed.

**PROPONENT:** Department of Communities (Housing Authority)

## HAMERSLEY STREETSCAPE UPGRADE

### PART FUNDED - IN DESIGN AND COSTING PHASE

This infrastructure upgrade is critical to improving connectivity between two major Precincts (Chinatown and Town Beach). The road also services essential hospitality businesses, historical memorial and government services. Upgrades includes underground power, additional on-street car parking, along with pavement, lighting and landscaping improvements. **\$1million of the \$4.3million required has been secured.** The project supports government service provision including WA Police and the Broome Regional Prison and supports connectivity between tourism and retail assets.

**PROPONENT:** Shire of Broome

## MCDANIEL ROAD UPGRADE

### FUNDED AND COMMENCED

This road upgrade is an adjunct to the Kimberley Marine Offloading Facility and is an essential precinct upgrade. Construction is scheduled from May 2020 to November 2021 and the **\$4.3million construction cost has been secured.**

**PROPONENT:** Shire of Broome



# SUPPORT PROGRAMS

## BROOME BUSINESS SUPPORT PACKAGE

### SEEKING INVESTMENT

The Broome Business Support Package is a targeted suite of initiatives which connect local businesses to the skills and information that they need to move out of the hibernation period and into the new way of doing business post COVID-19. The 3-year initiative is **valued at \$0.6 million**.

It targets a range of emerging skills gaps for businesses that find themselves left behind in the hyper-accelerated drive towards digital marketing and online business in the post COVID-19 world. The program is also designed to support established and emerging leaders whilst providing the collaborative work environment that ensures that both businesses, and the people that operate them, survive to thrive in the future.

**PROPONENT:** Broome Chamber of Commerce and Industry





## FEEDBACK

If you have a comment or questions about these Projects here's how to contact us

Web: [www.broome.wa.gov.au](http://www.broome.wa.gov.au)

Email: [shire@broome.wa.gov.au](mailto:shire@broome.wa.gov.au)

Telephone: 08 9191 3456

### 6.3.2 PROPOSAL FROM THE BROOME TOURISM GROUP FOR DESTINATION MARKETING FUNDING

<b>LOCATION/ADDRESS:</b>	Nil
<b>APPLICANT:</b>	Nil
<b>FILE:</b>	ECI05
<b>AUTHOR:</b>	Economic Development Coordinator
<b>CONTRIBUTOR/S:</b>	Manager Community and Economic Development
<b>RESPONSIBLE OFFICER:</b>	Director Development and Community
<b>DISCLOSURE OF INTEREST:</b>	Nil

#### SUMMARY:

The 'Broome Tourism Group' has written to the Chief Executive Officer requesting up to \$50,000 funding for a COVID-19 Recovery Marketing Plan for Broome. The 'Broome Tourism Group' has identified the need to assist the local tourism sector in recovering from the economic impacts of the COVID-19 restrictions.

Following consultation with the 'Broome Tourism Group', Australia's North West Tourism, and Tourism WA, Shire officers are recommending Council consider contributing funding to the value of \$20,000 (ex GST) to Australia's North West Tourism's Recovery Marketing activity, which is currently underway.

There is significant State and Regional funding committed to the current 'Wander Out Yonder' and 'Tick Off Your Broome Bucket List' featuring Broome as a hero destination to attract visitors. Utilising existing collateral and marketing assets that Australia's North West Tourism has developed will result in an immediate amplified 'call to action' to visit Broome (and the Broome Visitor Centre), consistent messaging, and value for money with leveraged State and Regional funding.

#### BACKGROUND

##### Previous Considerations

OMC 26 March 2020      Item 9.3.1

The tourism industry in Broome has been hard hit by the timing of State Government COVID-19 pandemic mitigation measures with restrictions coming into place at the start of the peak earning season. Border closures, social gathering limitations, event cancellations, and operating restrictions have impacted revenues and viability of tourism, hospitality, retail and support service businesses following the last six months of the low tourist wet season.

The Broome Tourism Recovery Group formed in response to the conditions facing the local industry in April / May 2020. It originally comprised of the:

- Broome Chamber of Commerce and Industry (**BCCI**)
- Cruise Broome
- Broome Visitor Centre (**BVC**)
- Australia's North West Tourism (**ANW**)
- Broome International Airport

During May 2020, the 'Broome Tourism Recovery Group' contributed to the efforts of many within the Kimberley to lift the regional border / travel restrictions. Following the Premier's announcement whereby the Kimberley border restrictions were to be lifted on 5 June 2020, ANW and the Broome International Airport withdrew from the 'Broome Tourism Recovery Group'.

ANW commented on the need to focus on their remit as a primary reason for their withdrawal and offered to continue to update all participating organisations on their marketing strategies.

BCCI, Cruise Broome and BVC have now renamed the collaboration to 'Broome Tourism Group' (**BTG**).

This group has requested Council consideration to fund up to \$50,000 towards a Broome marketing campaign (**Attachment 1**). The time sensitivity of current marketing efforts to maximise attraction of visitors to Broome in the remaining period of this shortened tourism season is recognised.

## COMMENT

Representatives of the BTG met with the Shire President, Deputy President and officers in June 2020 to discuss the funding request further. Several considerations were also raised including:

1. Criticality of attracting visitors to Broome for tourism business viability;
2. Financial reliance of the BVC on receiving booking commissions; and
3. Competition for limited resources between local organisations that are 'membership based'.

The BTG has also sought funding support from Tourism WA and the Kimberley Development Commission. Officers understand that no direct financial commitments have been provided by those agencies for the proposal.

The Council endorsed Tourism Administration Policy 3.4.9 States:

*'Council will work collaboratively with ANW for the promotion of the Broome local government area as a visitor destination to external markets and determining of associated high-level tourism priorities for the Shire of Broome.'*

Following questions being raised in the meeting regarding the role of ANW as the region's destination marketing organisation, the Shire invited ANW to present an update to Council on their current marketing approach on 9 June 2020. Seven Councillors attended including Cr Tracey, Cr Male, Cr Taylor, Cr Foy, Cr Mitchel, Cr Wevers, Cr West (via videoconference). Cr Matsumoto and Cr Rudeforth were apologies.

The presentation and further information on ANW's 'Tick Off Your Bucket List' campaign (valued at \$70,000) is included in **Attachment 2** and **Attachment 3** and summarised below.

Key ANW campaign assets include:

1. Influencer produced hero images of our iconic attractions.
2. Influencer produced video of our hero attractions.
3. Highlights video of Broome.
4. Highlights video of the Kimberley.
5. Shane Jacobson highlights video including new content.



## 6. Approved ANW member-generated content.

### Mediums engaged by ANW:

1. Print – 15-page feature on Broome, the Kimberley and the Pilbara's bucket list experiences in *The Sunday Times ESCAPE* on 28 June 2020.
2. Highly targeted and re-targeted paid social media content on Facebook, Instagram and Pinterest.
3. Radio advertising and advertorial targeting Perth Metro and the Pilbara.
4. Organic social media content on ANW's Facebook (65,000 followers) and Instagram (96,000 followers).
5. ANW email newsletter to 52,000 subscribers.
6. Conversion partner agreements.
7. Tourism WA assets for amplification.

### How the success of ANW's campaign is measured:

1. Bookings from conversion partners.
2. Clicks through to ANW members' pages on ANW website.
3. Increase in social media engagement.
4. Conversion clicks from paid social media.
5. Electronic Direct Mail (EDM) call to action link clicks.

The BTG and Shire officers have also received an update from Tourism WA regarding how the State Government's \$2.5 million 'Wander Out Yonder' campaign directly impacts Broome and links with ANW's regional efforts. The confidential presentation is included in **Attachment 4**. Tourism WA indicated it is focused on the following objectives:

- Broome, Margaret River, Exmouth and Perth as their 'hero' destinations.
- Extending the tourist season in the North West.
- Directly meeting with Qantas to discuss approaches to lower airfares to Broome.
- Phase 2 of the campaign in preparation for when the State border restrictions are relaxed to the East Coast of Australia. This acknowledges that interstate visitors generally spend more and stay longer when travelling to Broome.

Evaluation of the proposal and consultation with the BTG, ANW, Tourism WA and Councillors have highlighted the following:

- Bookings from the intrastate market are increasing, however there is a time lag associated with the opening of the Kimberley border this month and willingness to travel following the COVID-19 pandemic impacts. The high cost of airfares is also a contributing factor.
- The current messaging for ANW and Tourism WA's campaigns is for tourists to 'book now, travel now' or 'book now, travel later'.
- Tourism WA's State approach and ANW's regional approach do have a direct Broome impact (e.g. 'Tick Off Your Broome Bucket List').
- United messaging and collaboration from our local organisations will be the most effective for the urgent 'call to action' moving forward.
- There is a risk of duplicating efforts with multiple campaigns 'in market' at the same time as the television and radio companies proposed to be engaged by the BTG are already included in Tourism WA and ANW's funded campaigns.
- If the BVC, BCCI, Cruise Broome, ANW and Tourism WA can work together, there is greater chance that membership businesses across the board are informed and

aware of the timing and reach of the campaign. Encouraging Broome businesses to share the messaging and develop packages and partnerships will give Broome an important edge to see marketing convert into bookings.

- Joining with a conversion partner can stretch marketing spend to impact a broader reach, leverage additional corporate spend to specifically promote Broome, and to be able to trace results (through bookings and room nights). For example, from October 2019 to February 2020, ANW's campaigns with strategic conversion partners resulted in \$966,000 in bookings, 1,933 room nights, and 5.5 million social media impressions.

As of 29 June 2020, ANW has advised Shire officers of the following:

- ANW has secured an agreement with Expedia (conversion partner) for the 'Tick off Your Broome Bucket List' campaign which will run from 10 July – 7 November 2020.
- This Broome specific agreement has leveraged 2:1 matched funding (i.e. \$10,000 from ANW has resulted in a \$30,000 campaign value).
- Expedia also own wotif.com; hotels.com; and lastminute.com.
- The campaign is currently targeting the intrastate market but can be extended to the interstate market when the WA border restriction is lifted by State Government.
- There is an option to value add to the current 'Tick Off Your Broome Bucket List' assets and collateral by deploying a subset paid digital campaign with the 'call to action' directing visitors to the BVC. ANW and Tourism WA will communicate this option to the BTG in a meeting scheduled 30 June 2020.
- This option has a two-fold benefit:
  - a) Attract visitors to Broome by amplifying ANW's current Broome specific destination marketing material; and
  - b) Direct visitors to the BVC (and in so doing, to the BVC member businesses) to assist in increasing the BVC's booking commission revenue.

The evaluation and consultation process following the proposal from the BTG has taken into consideration which organisation is best placed to deliver strong outcomes for a Broome specific marketing campaign; existing level of activity; demonstrated contemporary experience and capacity; and value for money with limited Council funds available in the approved 2020-2021 Annual Budget.

The options assessed include:

1. Do not allocate funding to destination marketing at this time given the level of external funding that is already committed to this activity for Broome.
2. Fund up to \$50,000 to either the BCCI, BVC or Cruise Broome as the organisations of the BTG for television and radio marketing.
3. Fund up to \$20,000 (ex GST) to ANW to contribute to the 'Tick Off Your Broome Bucket List' campaign with a paid digital component directing visitors to the BVC – RECOMMENDED

At 14 per cent, the combined tourism sector is the second largest employing industry in Broome's economy in 2019 (behind Health Care and Social Assistance). The Shire of Broome recognises the need to support the rebound and recovery of one of the hardest hit sectors in our local economy due to the timing of the COVID-19 restrictions impacting our peak tourist season.

Destination marketing is one approach to supporting this major employing sector. Increasing visitor numbers and encouraging visitor spend will have a positive impact and

multiplier effect to the tourism, hospitality and retail sectors. A cohesive 'call to action' and united local message to 'Tick Off Your Broome Bucket List' is critical.

The Shire of Broome has funded ANW for many years to the value of \$175,000 (ex GST) annually. The annual contribution has not been supported to this value by Council at this stage. The \$20,000 (ex GST) funding under consideration is for a one-off contribution to a specific campaign directly promoting Broome. Funding is accommodated in the 2020-2021 Annual Budget through the Tourism Administration Policy.

ANW has confirmed that the value of support (\$20,000) will positively impact the 'Tick Off Your Bucket List' Broome specific campaign efforts and can leverage well from the committed funds from Tourism WA and ANW. The ability to directly partner with the BVC as part of this subset campaign will have additional value for Broome's tourism industry.

## **CONSULTATION**

The following organisations have provided input to the initiatives:

- BCCI
- Cruise Broome
- BVC
- ANW
- Tourism WA

Representatives of the BTG met with the Shire President, Deputy President and officers on 9 June 2020 to discuss the funding request for their proposed marketing campaign.

Council has received briefings at the Council Workshop on 9 June 2020 on ANW's destination marketing approach. Seven Councillors attended including Cr Tracey, Cr Male, Cr Taylor, Cr Foy, Cr Mitchel, Cr Wevers, Cr West (via videoconference). Two Councillors were apologies including Cr Matsumoto and Cr Rudeforth.

The BTG, ANW and Shire officers have also received a briefing from Tourism WA on 17 June 2020.

## **STATUTORY ENVIRONMENT**

### **Local Government Act 1995**

#### **6.7. Municipal fund**

- (1) *All money and the value of all assets received or receivable by a local government are to be held and brought to account in its municipal fund unless required by this Act or any other written law to be held in the trust fund.*
- (2) *Money held in the municipal fund may be applied towards the performance of the functions and the exercise of the powers conferred on the local government by this Act or any other written law.*

## **POLICY IMPLICATIONS**

Policy 3.4.9 Tourism Administration Policy

### **2. Destination Marketing**

*'Council will work collaboratively with ANW for the promotion of the Broome local government area as a visitor destination to external markets and determining of associated high-level tourism priorities for the Shire of Broome.'*

## FINANCIAL IMPLICATIONS

Option	Financial Implications
1. Do not allocate funding to destination marketing at this time given the level of external funding that is already committed to this activity for Broome.	This option will have no financial implications.
2. Fund up to \$50,000 to either the BCCI, BVC or Cruise Broome as the organisations of the BTG for television and radio marketing.	Proposed support for either the BCCI, BVC or Cruise Broome for Broome destination marketing was not included in the approved 2020-2021 Annual Budget. This expenditure would require a future budget amendment and identification through the Quarter 1 2020-2021 Finance and Costing Review.
3. Fund up to \$20,000 (ex GST) to ANW to contribute to the 'Tick Off Your <u>Broome</u> Bucket List' campaign with a paid digital component directing visitors to the BVC – <b>RECOMMENDED</b> .	\$20,000 (ex GST) funding can be accommodated in the approved 2020-2021 Annual Budget – Tourism Administration Policy (ANW Account 101320200).

## RISK

The risk analysis below is for the recommended option to contribute \$20,000 (ex GST) to ANW's 'Tick Off Your Broome Bucket List' campaign with a paid digital component directing visitors to the BVC.

Risk	Risk Rating	Comments
Financial	Minor	Proposed support for a Broome specific destination marketing initiative can be accommodated in the approved 2020-2021 Annual Budget. This expenditure is considered urgent given the current circumstances of Broome's tourism industry following the COVID-19 measures. The value of \$20,000 (ex GST) has been deemed enough to make a positive impact to existing campaign budgets from ANW and Tourism WA.
Reputation	Moderate	Proposed support for the initiatives is likely to receive positive feedback if it is demonstrated to be fair, consistent and meaningful to the local community and business sector (particularly for tourism, hospitality and



		<p>retail businesses in this instance).</p> <p>This option does provide direct benefit to the BVC, however based on feedback to-date, the BTG (which also includes BCCI and Cruise Broome) is likely to disagree with financially supporting ANW for this activity.</p>
Delivery	Minor	<p>ANW has experience, capacity and established networks to undertake a high exposure and contemporary destination marketing campaign. This leverages regional funding (\$70,000), corporate co-contribution from Expedia (\$20,000) and links to Tourism WA's state-wide expenditure on intrastate COVID-19 Recovery Marketing (\$2.5 million).</p> <p>This option aligns with Council's Tourism Administration Policy 3.4.9.</p>

## STRATEGIC IMPLICATIONS

### **Our Place Goal – Help to protect the nature and built environment and cultural heritage of Broome whilst recognising the unique sense of the place:**

Retention and expansion of Broome's iconic tourism assets and reputation

### **Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:**

Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees

## VOTING REQUIREMENTS

*Simple Majority*

### REPORT RECOMMENDATION:

That Council:

1. Does not support the funding request from the 'Broome Tourism Group' for up to \$50,000 for their COVID-19 Recovery Marketing Plan for Broome;
2. Supports the allocation of \$20,000 (ex GST) to Australia's North West Tourism in 2020-2021 for costs associated with the COVID-19 Recovery Marketing 'Tick Off Your Broome Bucket List' campaign being directed to:
  - (a) Boosting the immediate Broome marketing 'call to action' by adding to ANW's total campaign budget and not supplanting the ANW budget for the Broome component.
  - (b) Paid digital campaign subset specifically promoting Broome and directing visitors to the Broome Visitor Centre.

## Attachments

1. Attachment 1 Broome Tourism Group Letter Broome Shire - compiled
2. Attachment 2 ANW presentation to Council regarding COVID-19 Recovery Marketing
3. Attachment 3 ANW 'Tick Off Your Bucket List' factsheet
4. Attachment 4 Tourism WA presentation regarding COVID-19 Recovery Marketing activity (*Confidential to Councillors and Directors Only*)

***This attachment is confidential in accordance with section 5.23(2) of the Local Government Act 1995 section 5.23(2)((e)(iii)) as it contains “a matter that if disclosed, would reveal information about the business, professional, commercial or financial affairs of a person, where the information is held by, or is about, a person other than the local government”.***



1 June 2020

Sam Mastrolembro  
Chief Executive Officer  
Shire of Broome

Via email: sam.mastrolembro@broome.wa.gov.au

**RE: Assistance for Covid-19 Recovery Marketing Plan for Broome.**

Dear Sam

The is following up on our meeting last Friday requesting funding assistance from the shire to support an urgent six-week Broome Tourism Media Marketing Campaign. The purpose of this urgent campaign is to support the recovery of the Broome tourism community which forms such a large part of the local economy and has been very badly affected by trading restrictions and the travel bans during the first half of the tourism season and the ongoing uncertainty.

The Broome Visitor Centre, Cruise Broome and the Broome Chamber of Commerce are collaborating to form the Broome Tourism Group (BTG). The current priority of this group is to maximize visitation to Broome in the remaining period between the lifting of the intrastate borders and the end of his shortened tourism season and ensure the tourism and business sector in Broome is ready to welcome visitors. Survival of many tourism businesses and the ongoing viability of many business associated with tourism in Broome will depend on our ability to attract as many visitors to Broome as possible in the months ahead.

One of first tasks was to conduct a survey of Broome businesses and tourism operators to understand the current status of the sector. The key results of this survey are summarized as follows:

- 191 Tour and Business Operators completed the survey.
- 87% of responders rely on revenue from the tourism sector.
- 51% of these businesses have lost more than 75% of their revenue.
- 50% have not been able to adapt or change their business model under the Covid-19 restrictions.
- 51% are confident their business can survive the pandemic if borders open soon.
- 81% could scale their business to start operating by July 2020.
- 33% responded that they were unable to market their product and would require assistance with marketing and packaging.
- 96% supported the responsible lifting of Intra State Travel restrictions.

- 97% Support the advocacy and marketing from the Broome Tourism Group.

The response from 191 businesses demonstrates that 87% of them rely on the tourism sector for revenue suggests we have captured many tourism related businesses in our survey. Whilst the results confirm the devastating financial effect of the lockdown and travel restrictions, it also shows that 81% are currently able to recommence operations by July 2020, and in turn this increases the chances of survival for many businesses in this sector.

The opening of the Kimberley borders on the 5<sup>th</sup> of June potentially provides a cash flow lifeline for Broome tourism operators and the local economy.

**However, this lifeline depends entirely on our ability to attract as many tourists to Broome as possible in the time we have left this season.**

With the initial help of ANW and BIA, the BTG achieved some significant traction and results in communicating the dire state of the Broome tourism sector to all levels of government and leaders in a short period of time.

- Raised awareness about the need for the tourism sector to be ready for a reopening of the Kimberley in June.
- Understanding the state of readiness of the sector to open and welcome tourists.
- Advocating to government that Broome and the Kimberley should open when the rest of WA opens.
- To plug in and amplify ANW's northwest marketing recovery campaigns.
- Understand the airlines readiness to put extra flights on.
- To work closely with Tourism WA/ANW to ensure Broome and the Kimberley is mentioned in messaging about the opening of WA.
- To provide confidence and hope to Broome businesses that everything possible is being done to get Broome open for business.

Unfortunately, this Broome focussed marketing initiative did not fit into the scope and plan of the ANW marketing strategy of promoting the Pilbara and Kimberley in general, as there are many regional towns to cover.

The focus of the BTG now is to ensure Broome can attract as many visitors as possible from the limited WA market in the shortest possible time. We are clearly in competition with every other visitor destination in WA whose travel restrictions were lifted well before Broome's. This along with the ongoing uncertainty of flight schedules and pricing puts Broome at a disadvantage compared to our competition. For Broome to recover, it is vital that we immediately launch a significant Media Marketing Campaign specifically focussing on attracting people back to Broome this season.

Given the Covid-19 impacts on our operations and businesses in general the Broome Visitor Centre, Broome Chamber of Commerce and Cruise Broome are unable to fund or raise funds for this necessary marketing strategy which is an urgent call to action marketing campaign to drive bookings this season. Therefore, we are requesting funds from the Shire of Broome to implement this Broome focussed campaign to help Broome tourism businesses survive.



The Broome Visitor Centre has the systems and programs to take the lead in delivering this program under their **visitBroome.com.au** brand and would be the grantee and responsible for acquitting any funding.

Key messages be that Broome is ready to welcome you and directing potential bookers to VisitBrome.com.au and through to local tourism businesses.

The Media Marketing plan would consist of an intensive 30 second spots TV and Radio campaign with a budget of \$50,000 split with \$40,000 Television and \$10,000 radio over a period of six weeks.

**Television Recommendations:**

- Schedule has been targeted to a primary demographic of All People 25+ residing in the Western Australia.
- Regional TV Spend split is primarily based on commercial shares. With Nine and WIN TV, we have loaded WIN TV spend as this will balance up the number of spots to equal that of Nine WA.
- Perth TV spend was proposed to be a sole buy with Seven Perth providing the most cost effective deal between Seven, Nine and Ten. Seven Networks have confirmed they will be providing an additional \$40k in Bonus and billboard support. Total value of the Seven Perth campaign is \$195,000.

**Radio Recommendations:**

**Stage 1 Running Period:** Inline with TV campaign.

**Geographic Coverage:**

- *SCA Regional Media Kit* as per attached will have all insights for all commercial radio stations available in Regional WA.
- Attached are towns covered by Triple M and Hit FM WA Remote.
- Strongly recommend to select both Remote stations as Mine Sites swap between the two signals on a regular basis.
- **Perth Metro Station Choice:** Mix 94.5
- As a 'non for profit' organisation you qualify for a '1 for 1' offer, which means you will receive a total of **6 x 30 second commercials every day between 6am and 7pm Monday to Sunday** on each selected station over a 14 day period.

The economic devastation that Corvid-19 has left behind in the Broome business and tourism sectors requires an urgent call to action now!

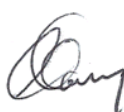
These businesses are on their knees and with the Job Keeper, Job Seeker, Loan deferrals coming off in September or October there will see a significant challenge of survival. It is imperative that Broome re-establishes economic activity to underpin regular flights as soon as possible. Economic activity in Broome means reigniting tourism as soon as possible.

It is with this a request that the Broome Shire Council consider assisting with funding to support this Marketing Media Plan for the Broome Community.

Attached for your reference;

BVC call to action social media digital draft flyer.  
RMS Media TV Programming schedule and costs.  
SCC Media Radio schedule and costs.

Regards



**Shayne Murray**  
**CHAIR - CRUISE BROOME**

Mob: 0418 922 657



**Peter Taylor**  
**PRESIDENT BCCI**



**Mel Virgo**  
**CEO BVC**



**Client:** Broome Tourism Recovery Group  
**Booking Period** June 2020

Day of month																															Total			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	AD's	Spot Rate	Spend	
	MO	TU	WE	TH	FR	SA	SO	MO	TU	WE	TH	FR	SA	SO	MO	TU	WE	TH	FR	SA	SO	MO	TU	WE	TH	FR	SA	SO	MO	TU	ex GST			
Triple M Karratha	3	3	3	3	3	3	3	3	3																					27	\$ 40	\$ 1,080.00	9%	
Triple M Port Hedland	3	3	3	3	3	3	3	3	3																					27	\$ 40	\$ 1,080.00	9%	
Triple M WA Remote	3	3	3	3	3	3	3	3	3																					27	\$ 35	\$ 945.00	8%	
Hit FM WA Remote	3	3	3	3	3	3	3	3	3																					27	\$ 50	\$ 1,350.00	12%	
Triple M Bunbury	3	3	3	3	3	3	3	3	3																					27	\$ 35	\$ 945.00	8%	
Triple M Busselton	3	3	3	3	3	3	3	3	3																					27	\$ 25	\$ 675.00	6%	
Triple M Albany	3	3	3	3	3	3	3	3	3																					27	\$ 30	\$ 810.00	7%	
Mix 94.5 - Perth Metro	3	3	3	3	3	3	3	3	3																					27	\$ 178	\$ 4,806.00	41%	
Total Spots	21	21	21	21	21	21	21	21	21	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	189	\$ 54	\$ 11,691.00	100%
Total Spots after 1 for 1																															378			



## BROOME CHAMBER OF COMMERCE & INDUSTRY

### PROPOSED TELEVISION CAMPAIGN ACTIVITY

**Product: Broome Tourism Recovery Group (Regional TV)**

**STATION COMPARISONS: GWN, Nine WA & WIN TV**

**Demographic: PPL25+**

**Potential: 1849100**

**Target Market: Western Australia**

	7Perth	GWN	WIN	Nine WA
<b>On Air Dates</b>	7/6/20 – 18/7/20	7/6/20 – 18/7/20	7/6/20 – 18/7/20	7/6/20 – 18/7/20
<b>Schedule Cost</b>	\$30000.00	\$5070.00	\$3500.00	\$1500.00
<b>No Spots</b>				
Paid	120	48	56	12
Bonus	-	282	300	360
Total	120	330	356	372
<b>TARPS</b>	345.00	482.40	147.9	372.30
<b>CPT</b>	\$86.96	\$10.50	\$23.66	\$4.09
<b>Length</b>	30 seconds	30 Seconds	30 Seconds	30 Second
<b>Ave Rate (incl Bonus)</b>	\$250.00	\$15.36	\$9.83	\$4.03

#### COMMENTS/RECOMMENDATIONS:

- Schedule has been targeted to a primary demographic of All People 25+ residing in the Western Australia.
- Regional TV Spend split is primarily based on commercial shares. With Nine and WIN TV, we have loaded WIN TV spend as this will balance up the number of spots to equal that of Nine WA. With Nine WA we have a deal in place for RMS clients to receive additional filler bonus etc.
- Perth TV spend was proposed to be a sole buy with Seven Perth providing the most cost effective deal between Seven, Nine and Ten. Seven Network have confirmed they will be providing an additional \$40k in Bonus and billboard support. Total value of the Seven Perth campaign is \$195000.
- All bonus is contract bonus and on top of this we will be including the Broome CCI onto the RMS Filler bonus list so hopefully we will get more spots of unsold airtime. This is only available to clients of **REGIONAL MEDIA SPECIALISTS**.

➤ **TOTAL COST: \$40070.00, TOTAL SPOTS:1178 , TOTAL TARPS: 1347.60, CPT: \$29.73, AVERAGE RATE: \$34.01.**

SCHEDULE DOES NOT INCLUDE COST OF GST





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*For the best offers - ask the locals*



**Call us on 08 9195 2200**  
**[www.visitbroome.com.au](http://www.visitbroome.com.au)**



**Now that the regional borders are open,  
let's get everyone to Broome in June!**

"We Can't Wait to Welcome You!" is Australia's North West (ANW) new social media campaign. It aims to bring as many people back to Broome, the Kimberley and Pilbara as possible. We are piggy-backing off this campaign, by making a similar campaign that is focused on promoting Broome as a destination.

We need your help!





## PROMOTING BROOME'S TOURISM RECOVERY

### Key messages

- We are ready to welcome you to Broome!
- Broome is open for business
- Book with the Broome Visitor Centre
- Promotion of the **#visitbroome** hashtag
- Come to Broome for the July school holidays?
- Book now and travel now **OR** book now and travel later



### Broome Tourism Recovery Group

Blurb about the BTRG and what initiatives you have planned to support this campaign

TVC

Radio

Social Media?



### How can I get involved?

- **Download the logo files** in the media kit [HERE](#) (link)
- **Create a special offer** or add-on for your customers and let the BVC, BCCI, and ANW know for inclusion on websites & social media.
- **Use the hashtag #visitbroome** on your social media posts so we can share your posts.
- **Send us an email** to let us know when you have posted (just incase we miss it!)
- **Follow the Broome Visitor Centre** on Facebook and Instagram
- **Create a simple video** of you, your staff or guests saying the words "We Can't Wait to Welcome you to Broome!" and upload it to Facebook or Instagram

## The Broome campaign media kit will include the following logo files

We Can't Wait to Welcome You to ...  
**BROOME**

We Can't Wait to Welcome You to ...  
**BROOME**

We Can't Wait to Welcome You to ...  
**BROOME**



If you have any problems downloading the logos, please email [membership@visitbroome.com.au](mailto:membership@visitbroome.com.au)

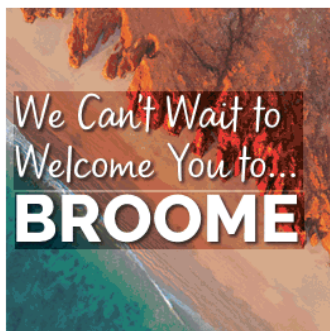


## **Customise your designs using the logo elements to suit your brand /product /service**

We will provide you with the different elements of the logo, so you can use them as overlays in your graphic design software (such as canva) to create instagram posts and facebook posts that tie in to this campaign, but allow you to customise!



Or, you can use the logos as they are!



### **BVC Contact Details**



**BROOME VISITOR CENTRE**

 [visitBroome.com.au](http://visitBroome.com.au)

Book online: [www.visitbroome.com.au](http://www.visitbroome.com.au)

Follow us on Facebook: **VisitBroome**

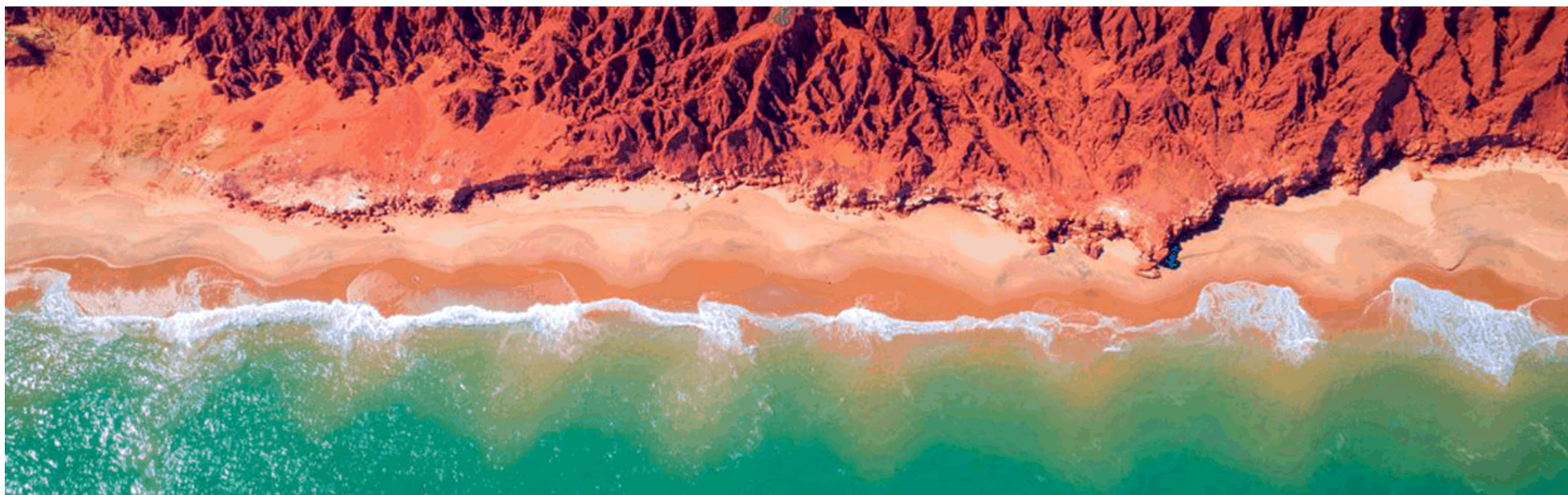
Call: **08 9195 2200**

Email our team: [enquiries@visitbroome.com.au](mailto:enquiries@visitbroome.com.au)



# AUSTRALIA'S NORTH WEST TOURISM

## SHIRE OF BROOME - UPDATE JUNE 2020





## WHAT'S A 'REGIONAL TOURISM ORGANISATION'?

Australia's North West Tourism (ANW) is the peak tourism marketing body for Broome, the Kimberley and Pilbara regions. We are key strategic marketing partners with Tourism WA.







## VISITOR NUMBERS

National Visitor Survey (NVS) and International Visitor Survey (IVS) research found the number of visitors to Broome and Australia's North West and spending increased significantly in 2019

### Broome - Leisure

Tourism for Y/E Dec 2019

**230,200** overnight visitors

 **14%** over  
previous year

### Broome – All Purpose

Tourism for Y/E Dec 2019

**301,600** overnight visitors

 **16%** over  
previous year

## HOW DOES A CAMPAIGN WORK?

CAMPAIGN OBJECTIVE, MARKET  
RESEARCH & CREATIVE DEVELOPMENT

+

ANW'S OWNED ASSETS

- Email database
- Website
- Social Media

= RESULTS

+

TRADITIONAL & NEW MEDIA

- Print
- Radio
- Influencers

+

CONVERSION PARTNERS

5

## 2020 CAMPAIGN ACTIVITY

### PRE COVID-19

#### BROOME TIME 2 – THE GREAT SHOE SEARCH

- Partner with QANTAS HOTELS

#### MAGIC KIMBERLEY: THE SEQUEL

- Partner with BROOME, KIMBERLEY & BEYOND

#### WINTER IN BROOME

- Partner with FLIGHT CENTRE, TOURISM WA

### POST COVID-19

#### “WE CAN’T WAIT TO WELCOME YOU!”

- Organic member-driven social media campaign

#### TICK OFF YOUR BROOME BUCKET LIST

- Paid social media and traditional media

#### ADVENTURE AWAITS, WANDER OUT YONDER

- Partner with TOURISM WA



## GETTING 'BUMS IN BEDS': STRATEGIC CO-OPERATIVE CONVERSION PARTNERS



LEVERAGING  
\$\$\$

Multiplying campaign funding  
and reach by working with  
co-operative conversion  
partners



## GETTING 'BUMS IN BEDS': STRATEGIC CO-OPERATIVE

## CONVERSION PARTNERS



### CAMPAIGN RESULTS

OCT '19 – FEB '20

BOOKINGS: \$966K\*

ROOM NIGHTS: 1933\*

SOCIAL MEDIA IMPRESSIONS: 5.54M\*

## TRADE RELATIONSHIPS

### NETWORK OF DOMESTIC & INTERNATIONAL RELATIONSHIPS WITH TRADE

Training trade partners on Broome:

- Wholesalers
- Inbound Tour Operators
- Travel Agents

Working with Tourism WA to educate the tourism trade industry through:

- Roadshows
- Webinars on product updates

Eg. working with Singapore trade partners to create packages for Broome



## ANW'S DIGITAL MARKETING REACH



**WEBSITE: 64K PAGE VIEWS PER MONTH**



**EMAIL: DATABASE OF 52K CONSUMERS**



**FACEBOOK: 66.5K FOLLOWERS**



**INSTAGRAM: 96.5K FOLLOWERS**



**PINTEREST: 15K MONTHLY VIEWERS**



**TWITTER: 3.3K FOLLOWERS**



Q: BUT WHY DON'T WE SEE  
YOUR CAMPAIGNS IN BROOME?

A: BECAUSE THEY'RE TARGETED  
TO REACH POTENTIAL VISITORS  
IN OUR KEY MARKETS!



## OTHER KEY HIGHLIGHTS – 2019/20

**'MAGIC KIMBERLEY'  
CAMPAIGN  
WA TOURISM  
AWARDS GOLD**



**AVIATION  
ROUTE  
DEVELOPMENT**

- MEL – BME
- SIN – BME

**3  
TV BROADCASTS  
FROM BROOME**

- Better Homes & Gardens
- Paul Murray Live
- Today Show

**3 BIG  
MAGAZINE  
FEATURES**

- Australian Traveller
- Women's Weekly
- Virgin Australia

**4 TRADE &  
CONSUMER  
EVENTS**

- Corroboree West
- Meeting Place
- Darwin 4WD
- USA

**3 MAJOR  
EVENTS**

- GoPro Creator Summit
- Broome Mardi Gras
- Shinju Matsuri

**4  
CAMPAIGN  
PARTNERS**

- Qantas Hotels
- Broome, Kimberley & Beyond
- Flight Centre
- Expedia

**#5  
NYTIMES  
TOP PLACES  
TO GO IN  
2020!**

## WHAT ANW DID THROUGH COVID-19

### TOURISM OPERATOR SUPPORT

- Worked with Tourism WA to contact every tourism operator
- Central point for information through newsletters, email, social media
- ANW Membership extended free of charge to June 2021
- Tourism Council WA members provided complimentary marketing benefits

### ADVOCACY FOR FINANCIAL SUPPORT, BORDER RE-OPENING

- Key role in securing WA Tourism Recovery Fund: **84 ANW members applied**
- Worked with Local Governments to secure border re-opening

### TOURISM INDUSTRY RESEARCH

- Surveyed tourism operators on COVID-19 impacts for advocacy to government

### AVIATION ROUTE RE-ESTABLISHMENT

- Working with Kimberley Development Commission to advocate for re-establishing aviation routes into Broome

### RECOVERY MARKETING CAMPAIGNS





# “WE CAN’T WAIT TO WELCOME YOU!”

## ORGANIC SOCIAL MEDIA CAMPAIGN

Showcasing tourism operators during COVID-19

- More than 30 tourism operators supplied campaign videos
- Published on ANW Facebook, and Facebook and Instagram Stories

Launched 18 May and ongoing:

- Video Views: 76K *and counting*
- Reach: 176K people *and counting*







## TICK OFF YOUR BROOME BUCKET LIST

### DRIVING VISITORS TO ANW WEBSITE TO BOOK WITH OUR OPERATORS

Showcasing Broome's iconic experiences and urging *immediate* consumer action – our operators have taken a big financial hit so we want people to ***book now and travel now***, or ***book now and travel later***:

- Radio campaign launches this week – *Mix94.5FM* in Metro Perth, *TripleM* in regional WA
- Paid social media campaign launches 15 June on *Facebook*, *Instagram* and *Pinterest*
- 10 page-plus feature on Broome and the North West in *The Sunday Times ESCAPE* on 28 June, underwritten by ANW

## STAIRCASE TO THE MOON LIVESTREAM

Partnership with Tourism Australia

Livestreamed Broome's 7 June 2020 Staircase to the Moon on:

- Tourism Australia Facebook – 8.5M Followers
- Tourism Western Australia Facebook – 811K Followers
- Australia's North West Facebook – 66.5K Followers



Broome,  
Western Australia  
**STAIRCASE  
TO THE MOON**





## KEY CHALLENGES

### RECOVERING POST COVID-19

\$300K INCOME SHORTFALL IN 2020/21:

- This will significantly impact the ability to undertake destination marketing specifically for Broome

ADDITIONAL FUNDING WOULD ALLOW:

- Broome 'Hero' campaign in 2021
- Engagement of a tactical conversion partner such as Qantas to improve flight affordability; leverage additional campaign funding; amplify reach and provide incentive to visitors to travel

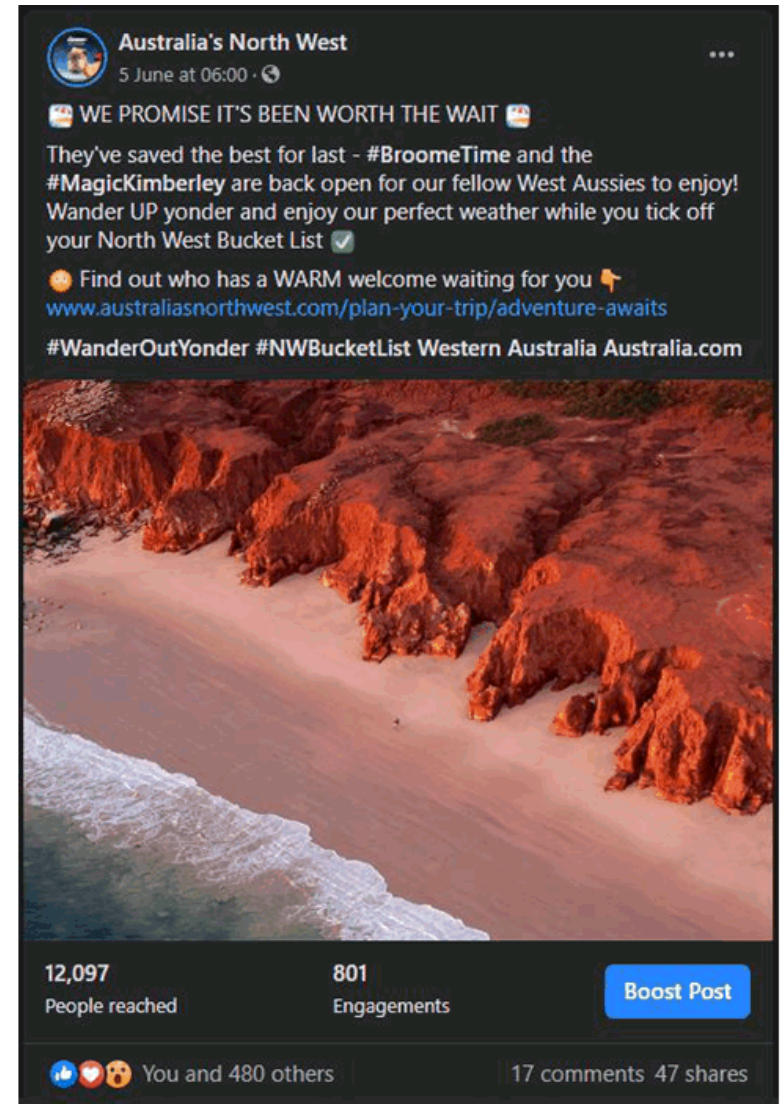


## WORKING TOGETHER

ANW is open to working collaboratively with other agencies, local governments and stakeholders to promote Broome if this opens doors for funding:

- Funding should be directed through ANW as 'one funnel' to ensure messaging is aligned and duplication is avoided;
- Utilises **tourism industry** marketing experts

**Messaging must be unified:**





## TICK OFF YOUR BUCKET LIST CAMPAIGN

### WHAT

A marketing campaign showcasing our region's iconic 'bucket list' experiences and attractions, using up-to-date market research, to evoke short-term action to travel to the North West – book now and travel now, or book now and travel later. The hero **Tick Off Your North West Bucket List** campaign has three elements:

- **Tick Off Your Broome Bucket List**
- **Tick Off Your Kimberley Bucket List**
- **Tick Off Your Pilbara Bucket List**

### WHEN

Bucket List is our major COVID-19 tourism recovery campaign and will be rolled out in phases, with phase 1 now underway. Phase 1 spend \$70K. Spending for Phases 2 and 3 TBC.

### KEY CAMPAIGN ASSETS

- Influencer produced hero images of our iconic attractions
- Influencer produced video of our hero attractions
- Highlights video of Broome
- Highlights video of the Kimberley
- Shane Jacobson highlights video inc. new content TBC
- Approved ANW member-generated content

### MEDIUMS

- Print – 15-page feature on Broome, the Kimberley and the Pilbara's bucket list experiences in *The Sunday Times ESCAPE* on 28 June 2020
- Highly targeted and re-targeted paid social media content on Facebook, Instagram and Pinterest
- Radio advertising and advertorial targeting Perth Metro and the Pilbara
- Organic social media content on ANW Facebook (65K followers) and Instagram (96K followers)
- ANW email newsletter to 52K subscribers
- Conversion partners – TBC
- TWA assets for amplification



## CONVERSION PARTNER – TBC

ANW is negotiating to leverage additional third-party campaign funding by working with a conversion partner such as Qantas Hotels, VIVA Holidays, Broome Kimberley & Beyond or Expedia (potentially more than one). This will enhance real results for tourism operators (more ‘bums in beds’) by magnifying the reach of the campaign through the partners’ marketing channels such as advertising, email databases and social media channels.

## CALLS TO ACTION FOR CONSUMERS

ANW website  
North West Visitor Centres through EDM  
Conversion partner websites  
Through Tourism WA ‘Wander Out Yonder’ marketing campaign web page

## HOW WILL WE MEASURE CAMPAIGN SUCCESS?

Bookings from Conversion Partners  
Clicks through to ANW members’ pages on ANW website  
Increase in social media engagement  
Conversion clicks from paid social media  
EDM call to action link clicks

## HOW DO ANW MEMBERS GET INVOLVED?

Utilise Bucket List messaging  
Create short videos around the Bucket List theme that ANW can amplify on our social channels  
Post incredible images utilising hashtags and tagging  
Utilise campaign logos and suggestions in Member Tool Kit  
Spread the news in your own EDMs

## HASTAGS TO USE

#NWBucketList  
#EpicPilbara  
#BroomeTime  
#MagicKimberley  
Tag @australiasnorthwest

#### **6.4 OUR ORGANISATION**

There are no reports in this section.



<b>7.       REPORTS OF COMMITTEES</b>
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There are no reports in this section.

<b>8.       MATTERS BEHIND CLOSED DOORS</b>
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<b>9.       MEETING CLOSURE</b>
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