



# SHIRE OF CHITTERING Economic Development Strategy

2021 - 2031

Including **Chittering's Tourism Strategy**



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0.1	Council, CEO	19-May-21	Raw, early draft for input to Budget, LTFP discussion
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# THE SHIRE OF CHITTERING

Covering an area of 1222km<sup>2</sup>, and stretching over 65km from north to south, Chittering is diverse in its offerings.

Broadacre farms feature predominantly in the north, whilst boutique agriculture, rolling hills, and higher density rural lifestyle lots are more frequent towards the metropolitan fringes in the south - with Muchea now home to a large, new industrial precinct.

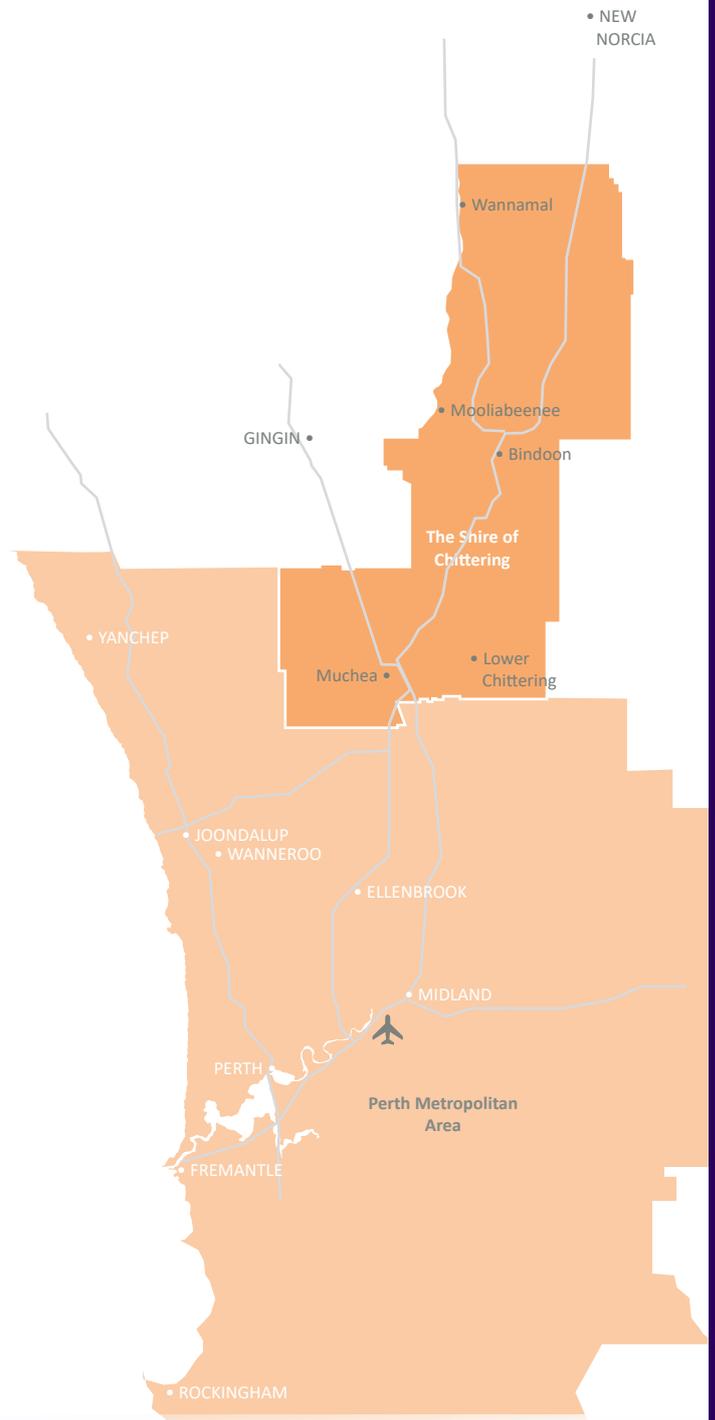
Strong natural and physical assets in topography, flora, fauna, and strategic location provide attractive features for tree-changers, visitors and future business growth.

Adjoining the north-east boundary of the Perth Metropolitan region, Chittering enjoys some of the highest rates of peri-urban population growth in Western Australia.

Between 2009 and 2019 Chittering's population increased by over 40% to 5,900 residents and is on track to reach over 7,000 by 2031 (WA Tomorrow Population Report, REMPLAN).

The opening of the Tonkin Highway in 2020, part of the greater Perth to Darwin National Highway, has placed the Shire of Chittering strategically closer to the metropolitan area, and critically, for future growth in the Muchea Industrial Park (MIP), at the junction of crucial national and state road networks.

Chittering's Gross Regional Product, its measure of wealth generated by the local economy, has grown in line with those expansions, from \$250m in 2011 to \$397m in 2019 (Economy.id, REMPLAN).





# INTRODUCTION

Economic growth is a key strategic area of the Shire of Chittering's major guiding document; the Strategic Community Plan 2020 (SCP).

The SCP outlines three major objectives in this area; economic growth, local business growth, and increased visitors.

Economic development has a wide range of interpretations.

In a broad sense, the World Bank explains that;

*"...the purpose of local economic development is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation."*

The Economic Development Strategy 2021-2031 is intended to consolidate a multitude of existing active Shire strategies and plans that sit within the sphere of Economic Development.

It will address the three main economic objectives outlined in the Strategic Community Plan (Economic Growth, Local Business Growth and Increased Visitors). Furthermore, it will include a



sub-strategy on tourism development in the Shire, and expanded detail on major project delivery and trails network development plans.

Through analysis of the existing documents and consultation with local business and stakeholders, the Strategy highlights the perceived challenges ahead for economic growth in Chittering, whilst providing strategic direction to address them and capitalise on opportunities. This is distilled down into a trackable, achievable implementation plan for the short to medium term.



An excerpt from the Shire of Chittering's Strategic Community Plan 2020

# LOCAL GOVERNMENT'S ROLE

At a macro level State and Federal Governments have the power to make the biggest impact on the economy. However, at a local or regional level Local Government is best placed to prepare economic action to suit the needs of a region.

*"(Local Government Economic Development) has a significant impact on the economic landscape. It has a broad range of responsibilities and functions which affect the economic and business environment, and oversees hundreds of local laws which influence the behaviour of businesses and consumers."*

*WALGA. Local Economic Development, Research Findings and Future Directions, 2019.*

Actions such as facilitation, advocacy, support, promotion, stimulus, collaboration, policy adjustment, infrastructure development, and investment attraction can be undertaken to help develop Chittering's economy. These actions can be adapted to suit local needs and the changing economic environment.

Benefits of economic development in the region include;

- Employment diversity and availability
  - Increased financial returns
- Growth and retention of population
  - Local amenity improvement
  - Skill and wage level growths
  - Improved land valuations
- Economic resistance to impacts
  - Increased quality of living
- Development in line with community expectation



# OBJECTIVES

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The Shire of Chittering is guided by the Strategic Community Plan. Established in 2016, and last reviewed in 2020, the Strategic Community Plan outlines a vision of Chittering that places an emphasis on working, playing and living in a thriving, diverse community in harmony with the natural environment.

The growth of the economy features in the Strategic Community Plan as a major strategic pillar, focusing on three outcomes; Economic Growth, Local Business Growth and Increased Visitors.

## ECONOMIC GROWTH

- Investment attraction
- Population attraction
- Jobs growth
- Infrastructure

## LOCAL BUSINESS GROWTH

- Skills development
- Connected economy

## INCREASED VISITORS

- Stakeholder engagement
- Successful Marketing
- Business support & development
- Investment attraction & infrastructure implementation
- Visitor satisfaction

# COMPETITIVE ADVANTAGES

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Chittering's main competitive advantage comes from its major access points and strategic location to Perth-, and expanding northern suburbs, intersected with other advantages that are usually found in regional areas further afield.

For example; Chittering has large, flexibly-zoned agricultural resourced blocks within an hour of Perth's CBD, and half an hour's drive from the airport- closer than premium urban areas to the south of Perth.

## POPULATION ATTRACTIVENESS

- Space to live, space to develop – large blocks for both
- Attractiveness to Metropolitan Perth, tree-changers- a growing population segment.
- Diverse range of rural residential from 4 hectares to half hectare blocks
- Agriculture Resource (or Rural)-zoned blocks with multi-use allowances create opportunities for developments in tourism, recreation, and commerce

## ROAD NETWORK

- Throughput from several of Australia's most significant major road networks, with soon-to-be-established RAV10 access to WA's north-west and Darwin via Tonkin and the Great

Northern Highways, both parts of the Perth to Darwin Highway. Tonkin Highway and Brand Highway currently offer travel through the Shire and continue onwards to key strategic destinations like Perth Airport, Fremantle and Kwinana Ports, Australia's Coral Coast tourist region, Wildflower Country tourist region, industrial regions like Malaga and Forrestfield, and major population centres like Ellenbrook.

- Muchea Industrial Park (MIP) offers value-for-money, pre-developed opportunities for business, and is beginning to attract large developments with BP, Elders, Bitutech, and Lester Group first off the mark.
- The MIP sits at the gateway to Perth for regional industries such as Mining, Oil and Gas, Agriculture, and Logistics services

## NATURAL ARABLE VALLEY SURROUNDINGS

- The region's picturesque green valleys, rambling drives, precious wildflowers and wildlife, preserved country-community society, clean sprawling farmlands, and boutique producers that provide food and drink, make Chittering an attractive location to develop food, and tourism businesses.



# INDUSTRY

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## PRIMARY INDUSTRIES

Of all the industries that operate in Chittering, three main industries are most prominent in size; Agriculture, Mining, and Construction.

Agriculture provides 19.9% of Chittering's Gross Regional Product (GRP) and crucially, employs just under a quarter of the shire's workforce at 23.5% of jobs. Chittering is host to broadacre farms in the north with wheat, beef and sheep production, and further southward towards the metropolitan boundary is more frequently home to boutique agriculture with citrus, vegetable and honey production more prevalent.

Mining and extractive industry provides 15.5% of Chittering's GRP and 6.8% of the jobs in region, whilst Construction follows closely behind with 15.4% of GRP and 14.2% of the workforce.

## EMERGING INDUSTRIES



### TRANSPORT AND LOGISTICS

The transport and logistics industry is a growing regional strength to Chittering due to the completion of new road networks like the Tonkin Highway (accessing ports, the city and airports), the upgrade of the existing Perth-Darwin Highway (to include RAV 10 triple-road train transport access), rail access, and the recent opening of the Muchoa Industrial Park all offer a competitive advantage over surrounding regions in the state.



### TOURISM

Recognised as a key sector for growth in the region (Wheatbelt Development Commission), the tourism sector is made up of many industries.

Every tourist-dollar spent is spread across multiple industries within the Shire. Over a quarter of Chittering's young adults (28%) are employed in this sector, an age demographic that is less prevalent than others in the Shire.

Chittering's newfound closeness to Perth due to the recent construction of the Tonkin Highway Extension, its inherent agritourism and ecotourism potential, and an abundance of land compatible with tourism purposes put Chittering in strong position to grow in this sector into the future (Shire of Chittering COVID-19 Economic Recovery Plan, RDA Wheatbelt Tourism Briefing Paper 2021).

# CHALLENGES

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Growing pains and lingering catastrophic threats feature amongst the biggest economic challenges to the region.

Economic growth is improving in line with population growth, but the direction and degree to which the economy grows could be improved through active encouragement and enablement.

Expansion of infrastructure and amendments to State policy to allow more flexibility in the development of business and construction are key enablers.

Additionally, the Shire of Chittering's economy, like the rest of the world, is challenged by threats from global circumstances like climate change, pandemics and economic downturns.

## GROWING PAINS

- An inadequate range of available commercially-zoned sites, with limitations from a lack of supporting infrastructure.
- Supply chain gaps- Recent surveys identified a lack of accommodation, eateries, and labour hire.
- Lack of local job diversity- For the 3,793 in Chittering's working-age population there were only 1,391 local jobs in Chittering (REMPPLAN). That's 1 job for every 2.7 working-aged persons. Coupled with a low unemployment rate of 1.3%, this suggests that much of Chittering's population travel outside the Shire for work.
- Missing young adult workforce- Only 101 or 7% of the workforce employed in the Shire are aged 15-24; echoed by a low young adult resident population (REMPPLAN).

## INFRASTRUCTURE

- Sewerage and Water- The availability of sewerage and water in key areas could increase residential development by 3.3 times the current capacity and enable further commercial development.
- Bindoon Heavy Haulage Route- A new route around Bindoon set to improve North South travel time for heavy haulage holds the potential to deviate a significant volume of current patronage away from the town centre (Bindoon Deviation Strategy, 2016).

## GLOBAL THREATS

- Effects of climate change have affected the availability of water and created drier conditions, amongst others. Economic failure due to the potential disaster of bushfires is an ever-present threat and has already destroyed communities across the State. Additionally, necessary planning measures against this has resulted in further mitigations for development to adhere to.
- For tourism operators in regional areas there have been some silver linings with higher-than-normal WA tourists travelling intrastate, but the closure of business due to threats from pandemic's like COVID-19 have proven difficult to manage and are expected to trouble economies into the future.



## OUTCOME 1:

# ECONOMIC GROWTH

Benefits of a strong economy in Chittering include the creation of local jobs, improved availability of local services and products, greater commercial opportunities, reduced crime levels and increased revenue for improved Shire service delivery to the region.

In 2016 a WA Government report forecasting population growth estimated that Chittering was due to reach an average of 5,750 residents by 2021. In 2021 ABS now estimates that Chittering is home to 5,898 residents, suggesting that Chittering may be on a higher growth trajectory, reaching 7,000- 8,000 residents by 2031. Chittering's Gross Regional Product (GRP) has grown in line with this population growth, increasing by 59% in the eight years leading up to 2019.

### OPPORTUNITY

The Shire of Chittering has an opportunity to help shape the direction and degree to which Chittering's economy will develop in the coming decade.

### THE MUCHEA INDUSTRIAL PARK

In 2020 the first new business built in the initial stage of the newly formed industrial park opened it's doors. Property developer, *Harvis* have developed the first stage of market-ready land, and estimate spending around \$1bn to develop both the industrial park in Muchea and another in Bullsbrook by 2036. (*Harvis*)

As the decade progresses, there will be up to 1,150Ha land available for development in the industrial-zoned site and up to 2,500 additional jobs.

The MIP is strategically placed to cater for the mining, transport and logistics industries with its access to major highways and RAV10 road upgrades, allowing access for 53m long road trains.

A potential for education and training facilities in the area exists; an opportunity for increased jobs for a steadily rising population, and for young adults to be trained close to home.

### ATTRACTION OF NEW BUSINESS

Improved road access to the region, low property overheads, flexible agricultural zoning, and a growing local workforce to choose from provides an opportunity to market Chittering as an advantageous place to develop a business.

Improved commercial activity in townsites Residents and businesses in southern shire localities are drawn to consume goods and services from commercial hubs outside of the Shire, due to an existing lack of local availability and ease of access to the metropolitan area. Conversely, Bindoon has an existing commercial strip, but is hampered by development restrictions on, and a deficit of readily developable commercial blocks.

Each locality has a different dynamic and in 2021 work is underway to develop masterplans for each of these population centres. Identification of land to provide local commercial opportunities has featured in this planning.



Image: Muchea Industrial Park has half of Perth's road freight traffic pass by each day (*Harvis*)

<b>Economic Growth</b>	
<i>Activity</i>	<b>How we'll do it</b>
<b>Strategic land use</b>	Highlight investment opportunities by matching industry openings with strategic land use. Work with Wheatbelt Development Commission to identify opportunity hotspots using their <i>RAPID</i> mapping tool to identify opportunities for land use with specific industry targets.
<b>Investment Attraction</b>	<p>Develop a plan for investment attraction and job creation. Identify and attract industry to Chittering, exploring opportunities to integrate and assist the growth of existing businesses. Advocate for more employment-generating zoned land outside of the Muchea Industrial Park where appropriate – e.g. Feasibility studies for the possibility of light industrial zones around Bindoon and commercial blocks in Lower Chittering. Consider targeting diverse industries to build resilience against single industry failures.</p> <p>Explore and identify possibilities for potential tertiary education and training facilities to be located within the Shire.</p> <p>Prepare industry investment profiles and marketing collateral.</p>
<b>Infrastructure Development</b>	<p>Identify and advocate for infrastructure development to improve the productive capacity of the region. Prepare a plan to identify needs, opportunities and weighted outcomes.</p> <p>E.g. NBN, Sewerage, water, etc.</p>
<b>Efficient Development Processes</b>	Where frequently occurring, produce informative material to help potential investors navigate planning guidelines and processes in Chittering.
<b>Place-Centred Development</b>	<p>Support hub development around town centres to assist and create industry, increasing amenity and vibrancy, whilst encouraging new commercial and housing development. Build on existing social capacity of communities and existing groups.</p> <p>Activate Council land within town centres with externally organised events and experiences.</p> <p>Facilitate a night-time economy that provides activation of town centres and attractiveness for current and future populations.</p>
<b>Muchea Industrial Park</b>	<p>Supporting private development in marketing activities for the Muchea Industrial Park, and providing fast and efficient information to potential developers. Highlight opportunities in investment attraction planning.</p> <p>Advocacy for Neaves Road Upgrades to connect East West heavy haulage routes to Muchea Industrial Park</p>
<b>Shire-owned Recreation Land</b>	The Shire owns many blocks of land vested for recreation. Many have been left undeveloped or unused. Maximise utilisation of these near residential hubs during the master planning process to increase amenity for locals and encourage development and visitation.
<b>Food Industry Development</b>	Explore exporting options and the possibility of creating a local cross-regional brand with regional neighbours with similar offerings, such as Gingin, Toodyay, Dandaragan, Moora (See 2015 Toodyay Economic Development Strategy). Also, opportunities for an investigation into industry targeted agriculture investment attraction are present (Perth's Northern Growth Outlook 2050)

## OUTCOME 2:

# LOCAL BUSINESS GROWTH

Chittering is home to 516 businesses and 1,391 local jobs (REMPPLAN). The majority of businesses are sole traders or non-employing, with only nine employing 20 or more staff; shared equally amongst the retail, education, and administration sectors (ABS).

### OPPORTUNITY

The Shire of Chittering has the opportunity to assist and encourage local business development through promotion, exposure, upskilling, connection, and financial and professional support.

- New businesses are emerging in Chittering in line with the growth in new residents. The Shire can support local businesses and growth in the local economy by providing stimulus assistance in the form of development grants or incentive schemes. This way strong commercial ideas can be nurtured to develop strong local businesses, more jobs and more services for the local area.
- By supporting and facilitating networking events and training workshops the Shire can encourage business development. The Chittering Chamber of Commerce and the Chittering Tourist Association are a couple of active local associations that the Shire supports in these roles. In the past, these connections have led to successful new business relationships and collaborations.

- Being seen can be challenging for any business trying to take advantage of highly competitive marketing channels. Developing a reliable, effective local services directory and jobs portal will help to increase the visibility of local business to connections and customers, both inside, and outside of the region. By refining this database of businesses, the Shire can begin to effectively disseminate relevant information to the appropriate businesses.



*Image: Innovative products and services are often a byproduct of successful collaboration. Businesses like the Bindoon Bakehaus often shine a spotlight on local food and beverage producers with products featuring their ingredients.*



Local Business Growth	
Strategy	How we'll do it
<b>Local Business Directory Upgrade</b>	Upgrade the local business directory to be more user friendly, promoting when complete.
<b>Grants for Local Business</b>	Develop a competitive grant program to assist in the development of industry that will provide exponential returns by assisting in developing local businesses and growing the local economy.
<b>Business Information</b>	Regular dissemination of information to assist local business growth, such as accessing external grants and markets, timely announcements, and upskilling opportunities through an email list.
<b>Encourage Collaboration Through Association Support</b>	Continued support of Chamber of Commerce and Chittering Tourist Association, working collaboratively where appropriate.
<b>Business Upskill</b>	Utilise available State Government programs such as Business Local and Tourism Council training to assist businesses to increase their knowledge and skills base.
<b>Signage Upgrades</b>	Through a signage plan, identify current signage offerings and potential upgrades to provide better messaging and potential opportunities for identification of local business throughout the region.
<b>Night Time Economy</b>	Develop activities that foster a 'night-time economy' around town-centre hubs.
<b>Business Innovation Network</b>	Working with the NGA, create a platform for businesses from across the regions to engage and share ideas and solutions to shared challenges and opportunities.
<b>Increased Self-Sufficiency</b>	Investigate the creation of a local jobs portal to connect local employers with local workers.
<b>Incentive Scheme</b>	Investigate an incentive scheme to encourage spend on local business. E.g. " <i>Why Leave Town Gift Cards</i> "



## OUTCOME 3:

# INCREASED VISITORS

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The strategic community plan recommends action on increasing visitors to the region, with a focus on ecotourism, aligning with the natural and built offerings of the region.

### OPPORTUNITY

Agritourism is a major focus area with farms and farm-gates opening their doors to tourists (like *Little Eeden Honey Farm*, and *The Orchard*). There is capacity to build on with many boutique farms and diversity in food production in Chittering with potential to pivot towards this value-adding sector.

Natural surroundings, and flora and fauna make Chittering an interesting and relaxing place to visit. Increasing walking and riding trails through the Shire provides a growing opportunity for tourists and locals to enjoy the best of the outdoors, and mixing these experiences with agritourism and dark sky tourism offerings. The planned Bindoon Mountain Bike Park has an opportunity to economically activate Bindoon, and further walk trails in Djidi-Djidi Ridge and Avon National Park will provide drawcards for the southern parts of the Shire.

The region's picturesque green valleys, rambling drives, precious wildflowers and wildlife, preserved country-community society, clean sprawling farmlands, and boutique producers that provide food and drink, makes Chittering an attractive location to develop food- and tourism businesses.

Agricultural Resource-zoned land parcels are in abundance in Chittering and provide an opportunity for tourism and value-adding; with permitted planning uses including tourism opportunities, agri-business, hobby farms, and other uses related to primary production.

Dark Sky Tourism is beginning to be recognised as an increasingly popular tourism driver. Recent research undertaken by Tourism WA noted that there is a high interest in Dark Sky Tourism and dining under the stars, viewing wildlife at night and stargazing. As the closest Astrotourism Town to Perth in the Astrotourism Network Perth has a competitive advantage with its dark skies and closeness to market.

A domestic tourist spends \$85 a day in Chittering, though an overnight visitor will spend \$216 per day (TRA 2021). Chittering is known for quick day trips, which is partly due to a shortage of quality and range of accommodation in the Shire. During Chittering's peak season in winter and spring it is reported that a large percentage of Chittering's accommodation offerings are booked out. There is room for a range of further accommodation offerings in the Shire to match market demand.

For a deeper dive into the Shire's future plans for tourism please read Appendix I Chittering's Tourism Strategy.

*Image: Tiny Cabins / Heyscape developed a prototype cabin set amongst the natural surroundings of Chittering in 2019 and 2020. This proved so popular that it was booked to capacity, six months in advance. Fire mitigation issues halted the trial but the business is set to resume and expand operations in Chittering.*



## Increased Visitors

### Strategy

### How we'll do it

#### Stakeholder Engagement

- Collaborate with industry bodies & neighbouring regions
- Increase tourism value understanding
- Uncover Chittering's Indigenous history
- Utilise Chittering Tourism Advisory Group
- Increase political and tourism industry awareness of Chittering as a quality tourism destination

#### Marketing Chittering

- Create branding guide
- Develop marketing and social media plans
- Help tourism vendors engage their market
- Visitor surveys and metric capture

#### Tourism Business and Product Development

- Share suggested itineraries with tour providers
- Increase skills & knowledge- run tourism development workshops
- Make planning processes more user-friendly
- Quarantine portions of the local business grants for tourism development
- Facilitate the Development of products such as Agritourism and Dark Sky Tourism in Chittering
- Improve Visit Chittering website to better engage with businesses and potential visitors

#### Investment Attraction & Infrastructure Implementation

- Conduct a signage audit & signage plan
- Investor marketing plan
- Support place-making activity
- Increase Chittering's reputation as a desirable food growing region
- Event attraction
- Develop products / activities to drive tourism
- Trail infrastructure
- Roadside valley pullover bays



# IMPLEMENTATION, MONITORING & EVALUATION

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Strategic actions will be implemented on a needs and feasibility basis, with respect to advice from Shire-led Advisory Groups and directives from Council.

Timelines have deliberately been omitted from each economic objective's strategic action plans. This has been done in order to allow for flexibility in the ordering of administration, allowing for focus on actions that are pertinent to the period, given that the strategy focuses on a long, ten-year timeline.

A review of this strategy and Chittering's economy will be undertaken every two years at a minimum. The review will focus on the activities of the previous period and acknowledge resultant outcomes and challenges. It should also acknowledge economic factors outside of the control of the Shire, and attempt to make an evaluation on their impact on both the activities undertaken, and the local economy.

There are metrics for each of the strategic objectives that can be monitored to assess the effectiveness of the activities from the Economic Development Strategy. These may include measurements that reflect upon the following desirable outcomes:

## **ECONOMIC GROWTH**

- Gross regional product increase
- Low unemployment
- Local jobs increase, including increased young adult proportion
- Development of industrial land
- New business attraction

## **LOCAL BUSINESS GROWTH**

- Key economic sectors growth
- High self-sufficiency
- Increase in average FTE's per business
- Increased spend per visitor
- Maintain local businesses in Bindoon when town bypassed

## **INCREASED VISITORS**

- Increased visitation
- Increased number and range of accommodation
- Strong marketing and social media engagement
- Increased and diverse tourism product
- Trail network establishment and traffic

These metrics are suggested. Others may become apparent, or more relevant following further investigation.

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- 28 Tourism WA





# APPENDIX I. TOURISM STRATEGY

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## VISION

- To develop Chittering as a thriving, sustainable and diverse tourism destination. (Interpreted from Chittering's Strategic Community Plan 2016)

## GOALS

- Become the premier agritourism or country experience destination in the Destination Perth RTO region, by positioning Chittering as 'Perth's Countryside'; a high quality tourism destination for visitors from, and to, Perth.
- Become a premier destination for trails; cycle, walk and drive trails intersected with other key offerings such as agritourism and dark sky tourism
- Encourage investment in Chittering; maximising product diversity, increasing carrying capacity and employment opportunities

## STRATEGIC PRIORITIES

The plan aims to identify Chittering's opportunities to maximise economic growth through practical activities that will lead to results in key strategic priority areas of:

- Stakeholder Engagement
- Marketing
- Business Support & Development
- Investment Attraction & Infrastructure Implementation
- Visitor Satisfaction

## TOURISM DEFINED:

*"Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which involve tourism expenditure*

UNWTO

## THE VALUE OF TOURISM

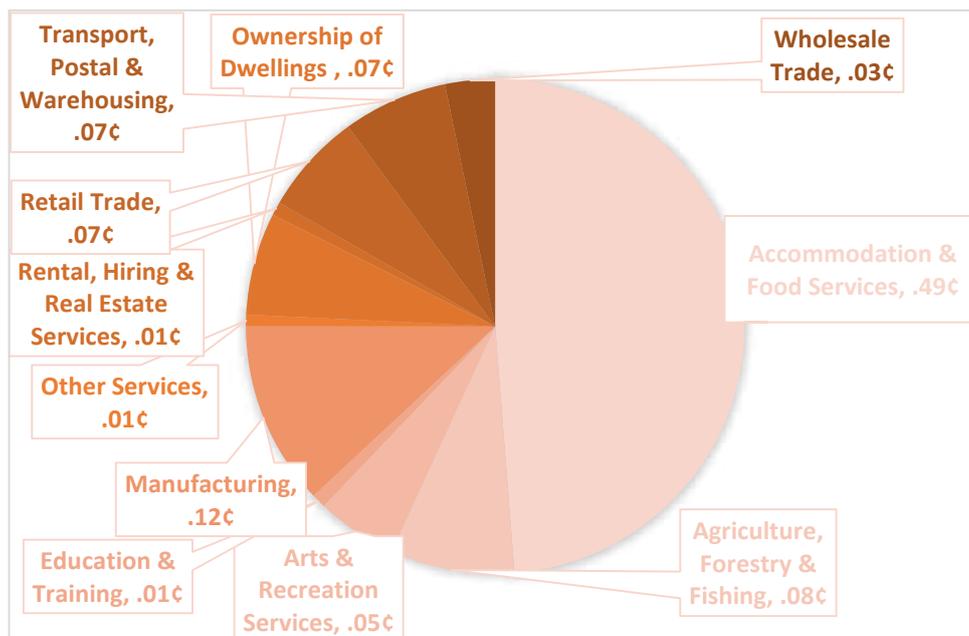
Growth in tourism has a significantly positive economic and social effect across a region like Chittering. Tourism supports industry and employment across a number of sectors from agriculture and construction through to food, retail, and accommodation.

The Tourism Industry creates a significant ripple effect which contributes towards multiple sectors across the community. Businesses gain from tourism spend, ultimately increasing economic returns, and subsequently resourcing community infrastructure and enterprises.

In 2013 the Department of Resources, Energy and Tourism investigated the value of tourism spend on the Australian economy over the previous 15-year period. They found that the multiplier for the sector was 1.91 per dollar; that is for every dollar tourism earns in the Australian economy, it value-adds an additional 91 cents to other parts of the economy. At 1.91, tourism's multiplier was larger than Mining (1.67), Retail trade (1.80), and Education and Training (1.38) (RET 2013).

In 2020 tourism contributed \$12,021,000 to Chittering's economy (REMPPLAN), and has been recognised by Wheatbelt Development Commission as a key sector for growth in the region.

The below data shows how, on average, a dollar spent by a visitor to Chittering benefits local industries:



REMPPLAN: Tourism contribution to industry per dollar spent



## LOCAL GOVERNMENT'S ROLE IN TOURISM

*"Tourism will increase as a key economic driver at all levels of government, with expectations that, as an economy, tourism will continue its exponential growth into the next decade". (Haerberlin – the future of visitor centres in WA, 2014).*

Local Governments assist with supplying infrastructure, planning strategies and policies, project implementation, and facilitate and communicate with individuals and organisations across tourism and associated sectors. This key involvement allows Chittering's best interests to be actioned and economic goals to be realised.

Visitor and investment attraction resides in a highly competitive environment. Facilitated by Local Government, this necessitates cooperation and collaboration to present a region as an attractive prospect; ensuring action is taken to encourage businesses to choose to invest, and visitors to visit Chittering over other, similar destinations.

The construction of high-value developments in the region contributes to the local economy including generating funds for the local government to spend on the community; developing community infrastructure and further development of the visitor economy. Additionally, a thriving tourism industry in the region creates a greater quality of living for residents with an increased availability of local jobs, careers, and training without having to journey further afield.

8.

**WILDFLOWERS - 2,000 VARIETIES**  
*Wilderness abound on "Peace be Still".  
At least 2,000 varieties occur and there  
will be some flowering very close to this  
spot because there are so many different  
habitats close by!*

## COMPETITIVE ADVANTAGES

- The region's picturesque green valleys
- rambling drives
- dark sky
- precious wildflowers
- wildlife,
- preserved country-community society
- clean sprawling farmlands
- boutique producers that provide food and drink
- – all within an hour's drive of Perth's city centre



## CHITTERING'S BRAND - PILLARS OF EXPERIENCE

A survey was conducted in March and April 2019 by the Chittering Tourist Association and the Shire of Chittering in an effort to develop Chittering's tourism brand, by finding out what local people and stakeholders thought made Chittering unique.

Respondents were asked questions about Chittering's rituals, uniqueness, character, and what they like about the region. Around 50 responses were provided, assisting in building a strong collective narrative.

Common themes emerged around Chittering's experiences, and equate to four major pillars; natural surroundings, food and fresh produce, flora and fauna, and the country life - so close to Perth.

Tourism WA reassesses their brand on a regular basis. Though the brand rollout has been affected by the COVID-19 pandemic, in 2021 they presented stakeholders with their latest brand development; "Our Story: The Spirit of Adventure". This branding contains pillars of experience that align with the elements of Chittering's brand, such as "barefoot luxury", "full of characters" and "majestic landscapes and big sky country".



## OPPORTUNITIES

### LOCATION

Chittering skirts the greater Perth region to the northeast. It is within close proximity to the large tourism market of Perth and directly connects to Perth Airport and Perth's Eastern suburbs via a newly completed Tonkin Highway.

There is an opportunity for Chittering to capitalise on the increased visitation that has come with its new connectedness to Perth. Furthermore, this will extend to a broad range of interstate and international markets, when post-COVID service returns to business as usual.

Connection times from Chittering Shire to Perth Airport have been drastically reduced to 30 minutes upon the completion of Tonkin Highway in 2020. This has resulted in direct access from Australia's fourth-largest airport linking Chittering to 50+ plus destinations nationally and internationally (pre-COVID-19). With the airport set to be upgraded to facilitate more visitors, the Shire is strategically positioned to offer an authentic Australian country experience within half an hour of the airport.

Day-trips have been a major marketing focus for Tourism WA looking to promote intrastate travel. In 2018 Tourism Research Australia recorded that 22 million day-trippers spent \$2.1 billion in WA\*. With its proximity to Perth, Chittering is placed perfectly for a day trip. To encourage visitation, the creation of itineraries and packaged tours has become increasingly important in providing would-be visitors with a pre-planned journey whilst activating tourism businesses across the Shire that may otherwise be hard to find. It would be equally as important to ensure that this is followed up with targeted marketing.

### REGIONAL COLLABORATION

Chittering has formed a collaborative alliance with Dandaragan and Gingin to its west, called the Northern Growth Alliance. This has been set up to maximise opportunities in these connected fast-growing and under-developed regions, through facilitation from the Wheatbelt Development Commission. The Northern Growth Alliance Tourism Strategy was completed in 2019 by Economic Transitions, following a range of consultation processes across the regions and noted the opportunity to develop product, a brand and market together to capture a bigger market share of tourism in Western Australia.

Wanneroo has signed a MOU to work cooperatively with the Northern Growth Alliance and the Wheatbelt Development Commission. Similar to Chittering, Wanneroo has areas to its north and east bordering Chittering that are zoned for agriculture, with several agritourism based businesses. These include a lavender farm, mango farm, and chocolate-producing tearooms. In 2019, the Shire of Chittering collaborated with City of Wanneroo to develop a trail called *"Eat, Pick, Grow"* highlighting the linkages between the two council areas. The City of Wanneroo's population is forecast to grow to around 228,000 this year – a large market in close proximity to the Shire of Chittering. (City of Wanneroo – Forecast ID)

The Swan Valley has been a focus of the State Government, with the awarding of \$165,000 for a four-year period to Destination Perth to increase the promotion of this region. There are opportunities to build multi-day itineraries to increase the length of stay of visitors in the Swan Valley vicinity by combining them with activities in the Chittering Region. This is reinforced by the extension of the Tonkin Highway which shortens this convenient north-south linkage.

Additionally, the Shire of Toodyay has many overlapping similarities to Chittering both in topography and their offerings, whilst New Norcia, located a short drive outside the northern border of Chittering, in the Shire of Victoria Plains, is a major tourism drawcard as Australia's only monastic town. In addition, the Shire is a member of Discover Golden Horizons; a group of Shires to the northeast that promotes visiting the wildflowers and rural attractions of its section of the Wheatbelt.

## INCREASING PRIVATE INVESTMENT INTEREST

Taking advantage of the natural surroundings and the proximity to Perth, several new tourism businesses have set up in the region:

- Previously known as Golden Grove, 'The Orchard' is under development to become Perth's primary agritourism stop for domestic and international tourists, with interactive experiences like tractor tours, fruit picking, cuddly animal farm and more in the planning.
- Tiny Cabins / Heyscape, an initiative of RAC subsidiary BetterLabs, is finding success in the trial of their immersive, miniature accommodation options in natural settings. They are looking to roll out the initiative further across Chittering, using the region as a prototype for the rest of the State.
- Little Eeden Farm Honey and Apiary has set up a large cafe and tasting shed in Mooliabeenee. They too have plans to expand their offerings to include honey treatments and accommodation.

Several major developments from private enterprises are in late stages of planning to be developed in the region, including;

- a \$500m, six-star eco-resort that will be attractive to the Asian market, and is estimated to provide 350 full and part-time positions, and
- a large multi-recreation facility featuring a 12,000m<sup>2</sup> lagoon with beach, replica Formula One track and high tech golf driving range. This facility will be marketed towards the Southeast Asian and domestic markets - estimated to bring 20,000 additional guests to the Shire each year.

Tours and itineraries can be developed as tourism product ("Attractions": see below) in the region increases, making them more viable for tour operators, and accessible for drive-trail tourists.

The four A's refers to the essential components of tourism infrastructure used to determine the attractiveness of a destination to a visitor (Cooper et al., 2008);

- Attractions (e.g. natural or man-made like mountains or museums)
- Accommodation (the number and quality of overnight stay facilities)
- Accessibility (the position and physical access to the region, e.g. roads, trains, airports)
- Amenities (the physical infrastructure supporting a visit to the region; food, shops, wifi)

Although Chittering is beginning to build on these attributes, to be competitive with other tourist markets it needs to continue to strengthen by focusing on attracting further investment in the region.



## AGRITOURISM

Agritourism can be defined as the intersection of agriculture and tourism. Regional Tourism Australia describes this as the act of going to a region to visit a farm or food-related business (including restaurants, markets/events, produce outlets and natural attractions) for enjoyment, education, or to participate in activities and events.

In many ways, Chittering has an advantage in this market due to the number of food stalls, small farms and wineries scattered around the region, with fresh, tasty food and award-winning wines. It has enjoyed success with agritourism based products and events such as *Amazing Co's Farmgate Experience*, *Chittering's Farm Flavour Trail* and the Shire's flagship agritourism event, *A Taste of Chittering*.

According to the *World Food Travel Association*, food tourism has become one of the main motivators for travellers when choosing their destination, and describes it as "the act of travelling for a taste of place in order to get a sense of place".

In recent times, food provenance has been front of mind for many consumers and this curiosity has extended back to the farm as people learn about growing practices, meet the makers, and taste raw ingredients straight from the source.

In particular, this is seen as attractive to high value travellers from Malaysia, Singapore, China, Japan, Germany, and India. There will be a major opportunity to expand upon this, and appeal to those markets when the restrictions of the COVID-19 pandemic begin to ease, and international travel can resume.

Chittering is home to a broad range of farming businesses that, with the appropriate support, could begin to develop their offerings towards tourism, adding value in the agritourism sector,

## DARK SKY TOURISM

With foundations in ecotourism and crossing into Indigenous tourism, dark sky or astro-tourism is a developing sector that has been growing in popularity over recent years. Astrotourists travel to observe the night sky, take photos, or dine under the stars, amongst other activities.

Direct economic opportunities are available in astrotourism with tours, guided demonstrations and value-added experiences like stargazing dinners, whilst the indirect expenditure from visitors benefits local communities.

Chittering has been a founding member of the Astrotourism WA "Astrotourism Towns" network since 2019. With continuing State Government support Astrotourism WA is investigating product development, Aboriginal astronomy, marketing support and advocacy. As the closest Astrotourism Town to Perth, Chittering has an opportunity to attract the astrotourist with its clear night skies.

## PILGRIMAGE TOURISM

Chittering is home to historical churches of different denominations, which has been enriched with recent additions of a Buddhist monastery, and a newly built impressive stone-church called "Divine Mercy". Whilst there has been little local research undertaken into this sector, there are opportunities present that require further investigation.

Some of the State's biggest religious attractors are located nearby, or through Chittering with New Norcia, a Benedictine Community, located just beyond the Shire's northern border and the Camino Salvado; a pilgrimage tour from Subiaco to New Norcia passing through the Shire regularly.

## TRAILS

Trails hold benefits not only in sport and recreation, but in many other sectors, including strong returns for the economy. For more on the opportunities for trails in Chittering see Appendix II "Trails"

## CHALLENGES

### PRODUCT DEVELOPMENT

Chittering has been limited in its range and diversity of quality tourism products despite the region's recent growth in attractiveness for tourism development. Additionally, the distance between existing attractions in the region is comparatively larger than neighbouring tourism regions like the Swan Valley. More tourism products would provide linkages between businesses, and encourage further patronage from visitors or tour companies looking to build an efficient itinerary.

Some businesses looking to add value by pivoting towards the tourism sector, particularly those venturing from agriculture into agritourism, can struggle to develop. Many require assistance in developing their product and understanding their market to produce offerings that will generate sustainable returns. Shire-led initiatives, like training or mentoring, can provide the help that these businesses need to enter the tourism market.

### ACCOMMODATION CHALLENGES

Carrying capacity for overnight stays is low at present. With intrastate day-trippers spending on average \$85 per day per person, and overnight visitors spending an average of \$216 per day, per person (TRA 2021), it would be of greater economic benefit for overnight visitors to stay, especially if that equates to two or more days in the region. Accommodation range and quality varies throughout the region. Only a handful can accommodate more than a family or two, and some are in need of renovation. Education on market segment expectations may need to be explored here in order to assist current providers to match the needs of the potential consumers.

### SHIRE INFRASTRUCTURE DELIVERY

Quick scale-up to rapidly meet demand will add pressure on the Shire to progress internal projects for more public infrastructure, amenities and accommodation (e.g. camping or caravan parks). The Shire of Chittering has an opportunity to anticipate this growth, and be proactive in finding the right balance of delivering beneficial infrastructure when required.

### INDIGENOUS HISTORY

A lack of known history or culture pre-colonisation has resulted in the Shire currently having little to offer in Indigenous tourism. Uncovering this history through consultation with local Aboriginal groups may lead to an understanding of this, and possibly pave the way for an Indigenous tour operator to trade, or at least provide more information to visitors.

### PLANNING RESTRICTIONS

The effects of climate change; fire risk, changing weather patterns, and scarcity of water are among those constraints that affect Chittering. The Shire's Development Services Department and State Government planning organisations look for the balance between economic progress and sustainability when assessing new developments, though it remains a challenge with the aforementioned threats and constraints. Investigation of procedural optimisation may, however, assist in uncovering efficiencies that would enable development.



## TARGET MARKETS

In order to effectively target the most desirable and appropriate consumers for visitation to Chittering, it is important that that target audience is identified and defined.

In selecting target segments, consideration is given to suitability of available products to market segment, potential for growth, and economic return. In 2019 Tourism WA developed six domestic market profiles to assist in better targeting tourism consumers. Of these profiles, two main segments connect with the tourism offerings in Chittering and have the potential to provide high-value returns to tourism businesses: "Escape and Connect" and "Off the Beaten Track".

## DOMESTIC SEGMENTATION

### ESCAPE & CONNECT

*"I am looking to disconnect to reconnect"*



Personality:

- Value relationships and are socially active
- Like to challenge themselves and be creative
- Passionate and busy with hobbies/interests
- Have a strong interest in food, at home and out
- Are motivated in their careers
- Value fashion and style

"Escape and Connectors" are less conscious about spending money. They enjoy a chance to switch off and be immersed in the romance and convenience of Chittering's countryside. There they would soak up quality time with their friends and/or loved ones in the beautiful surroundings of the region, tasting the fresh produce, drinking wine and passively sharing some quality content on social media.

### OFF THE BEATEN TRACK

*"I enjoy the simple pleasures in life, getting away from crowds and back to nature"*



Personality:

- Love the outdoors, especially hiking and camping
- Seek the best value for money
- Are practical and make decisions carefully
- Have a bit of free time but keep active with hobbies
- Are not too fussed about socialising/shopping/restaurants
- Are environmental and love the simple life

In Chittering's current state it offers "Off the Beaten Trackers" a place to get outdoors and explore without the high costs associated with hotels and long distance travel. Many of the walk trails in the Shire provide a place for this segment to explore a new place and not see anyone else. They can also learn more about the region through the produce, wineries and agribusiness.

Target segments should be reviewed periodically should new, attractive product begin to increase the offering to another particular segment. Additionally, check to ensure alignment with changing Tourism WA and RTO target segments.

## MARKETING CHITTERING

Further developing a distinctive new branding that appeals to the target audience and reflects Chittering's products and culture. Market Chittering through traditional and modern channels to targeted market segments.

### Strategy

#### DEVELOP MARKETING CAMPAIGN

Develop an annual Tourism Marketing Plan and Campaign. Identify target market segments and target by telling the story of the region through the appropriate channels. Identify potential markets to increase day trip capacity. Targeted marketing activity to identified potential markets to build visitation. Develop itineraries for those travelling through Chittering that encourages extra stops. Ensure that seasonality is addressed. Leverage Destination Perth to match advertising funding and ensure alignment with both their activities and Tourism WA's activities into the future.

#### CREATE A BRANDING DOCUMENT

Finalise a new marketable brand for Chittering that resonates with the proposed audiences. Create a Brand Guide document including digital assets to maintain cohesiveness and allow for stakeholders to use resources. Upload to Australia's Tourism Data Warehouse (ATDW) portal.

#### HELP TOURISM VENDORS UNDERSTAND MARKET EXPECTATIONS

Co-ordinate a familiarisation tour through Shire tourism vendors and hold a market expectations workshop to understand target market segments.

#### DEVELOP A SOCIAL MEDIA PLAN IN LINE WITH MARKETING OBJECTIVES

Develop a social media plan that identifies campaigns, seasonality, ad-hoc posts, curated content and the personality to communicate with.

#### DEVELOP MARKETING METRICS THAT ASSIST MARKETING

Develop a Visitor Survey to establish who is coming, why they are coming, what they would like to see.

## TOURISM BUSINESS DEVELOPMENT

The success of Chittering's tourism industry over the long term will require an ongoing investment in the development and expansion of Chittering's tourism products and experiences, whilst ensuring that they meet the anticipations of high-yield visitors. It is, therefore, important that Chittering carefully builds a reputation for quality experiences that cater to the expectations of the targeted segments of high-value travellers - essential for building a sustainable tourism sector in Chittering.

### Strategy

#### SHARE SUGGESTED ITINERARIES WITH TOUR PROVIDERS

Encourage tour operators to visit the area by offering suggested itineraries / scripts. Build capacity with existing and new operators in the Shire to attract and retain visitation.

#### INCREASE SKILLS & KNOWLEDGE - RUN TOURISM DEVELOPMENT WORKSHOPS

Facilitate tourism development workshops (e.g. Experience Development) to turn dormant tourism opportunities into operational tourism destinations / experiences. In addition to this develop an agritourism transition program for farmers looking to capitalise on tourism.

#### MAKE PLANNING PROCESSES MORE USER-FRIENDLY

Improve support to potential investors or developers. Economic Development to work with the Shire's Planning Department (Development Services) to streamline processes and deliver agile responses to those struggling to navigate the regulatory framework. Additionally, investigate non-essential arbitrary policies, such as the 6-chalet maximum placed on local accommodation in agriculturally-zoned lots.

#### ESTABLISH TOURISM DEVELOPMENT GRANTS

Investigate the possibility of establishing grants for operators looking to develop their tourism product and increasing the tourism experience in Chittering.

#### IMPROVE VISIT CHITTERING WEBSITE

Optimise the Visit Chittering website to provide engaging content that promotes local tourism businesses

## INVESTMENT ATTRACTION & INFRASTRUCTURE IMPLEMENTATION

To solidify Chittering as a sound place to visit and invest in, the Shire must coordinate projects that improve its amenity and attractiveness.

### Strategy

#### CONDUCT A SIGNAGE AUDIT & SIGNAGE PLAN

Audit the current signage in the Shire and develop a tourist signage plan to attract travellers off the major highways and remove obsolete signage.

#### INVESTOR MARKETING PLAN

Develop an investor prospectus marketing plan. Highlight growth and potential in the area.

## Strategy

### SUPPORT PLACE-MAKING ACTIVITY

Continue to implement Chittering's streetscape and place making programs, with a view to strengthening the sense of place, particularly at key gathering points such as Bindoon, Muchea, Wannamal, and Lower Chittering.

### INCREASE CHITTERING'S REPUTATION AS A DESIRABLE FOOD-GROWING REGION

Seek ways to maximise tourism outcomes by developing and promoting Chittering's clean, small-scale food-growing reputation. Partnering with ethically-driven organisations such as *Slow Food Movement*, showcasing individual food-producers as examples and encouraging chefs and peers to recognise the benefits of the produce should help solidify Chittering as a primary food destination in Western Australia.

### EVENT ATTRACTION

Investigate the potential for identifying and attracting marquee events to Chittering that would increase visitation and bolster the Chittering brand. For example, food festivals or long-distance style cycling events in the Chittering Valley.

### DEVELOP PRODUCTS / ACTIVITIES TO DRIVE TOURISM

Investigate key products for the Visitor Centre that would attract and service visitors, whilst providing exciting new tourism activities for the region. A picnic basket trail, kayak hire on Spoonbill Lake, a kids stamp card or a regional tour are examples that may encourage visitation further afield and provide an exciting day in the region for potential visitors.

### EQUINE INFRASTRUCTURE

Investigate the current offering of Bridle Trail circuits in Chittering for both local visitation and for tourism. Taking notes on current demand and the requirements to improve.

### ROADSIDE VALLEY PULLOVER BAYS

Investigate the potential of a scenic pullover bay in the Chittering Valley and other potential areas in the Shire. Chittering Valley is a beautiful, winding scenic drive and has some breathtaking viewpoints. Similar locations in northern Bindoon and Wannamal would also lend itself to a scenic viewpoint that would provide drivers the chance to stop in the area and take a picture of a green vista, iconic to the Shire.

### INCREASE CARRYING CAPACITY

With accommodation hard to come by in peak seasons the Shire could assist local businesses by providing a place for people to stay, whilst also collecting income to fund further community services. A caravan park and camping ground in Bindoon has been highlighted as a necessity to maximising visitor spend with the Mountain Bike and Adventure Park. However, further investigation may find a similar requirement in Lower Chittering to develop the visitor economy in the south of the Shire. A feasibility study would provide data on this. Additionally, an investigation into the creation of a guide for private investors, assisting to develop a range of accommodation; from glamping to resorts, could encourage further accommodation development.

### DARK SKY TOURISM DEVELOPMENT

Making the most of Chittering's clear, dark night skies. Investigate developing stargazing infrastructure and tourism products within the Shire. Spoonbill Lake and the Bindoon Mountain Bike Park are some potential public stargazing sites, whilst there are numerous tourism businesses across the Shire that could benefit from astrotourism product additions to their offerings.

### PILGRIMAGE/RELIGIOUS TOURISM

Investigate the potential of developing or attracting religious tourism products in the Chittering Region.

## VISITOR SATISFACTION

Providing the visitor with enough service and information to make sure they have a meaningful, rewarding trip to the area is vital to return visitation and word-of-mouth promotion. The Shire of Chittering can provide this through information dissemination through various channels and through the Visitor Centre.

### Strategy

#### **ENCOURAGE ACTIVITY IN THE REGION WHILST CREATING A REVENUE OPPORTUNITY**

Investigate the possibility of adding a Central Booking Platform to the Visit Chittering website for accommodation, products and tours. This may also require vendors to understand the potential in adding bookable experiences, integration into their current setup and education on how to use the created platform.

#### **VISITOR CENTRE AS A DESIRABLE DESTINATION INCREASING INFORMATION DISSEMINATION**

Upgrade the Visitor Centre to be an interactive destination in itself. Tell the story of the region such as the growers and producers farms and encourage visitors to visit the farms and farm gates of the region.

#### **DEVELOP A 'REGIONAL AMBASSADOR' ATTRACTION CAMPAIGN**

Develop a marketing campaign designed to encourage skilled volunteers to assist at the Visitor Centre, maximising the availability and quality of information dissemination.

#### **DEVELOP PRODUCTS THAT PROMOTE AND RAISE REVENUE FOR TOURISM PROMOTION**

With its unique position as an information hub and centre for visitors to the region, the Visitor Centre has the opportunity to develop products of its own in order to promote local business and raise revenue that can be put back into tourism in the region. Options that could be explored, for example; a local gift hamper, a picnic rental or a bus tour.

#### **TRAINING VOLUNTEERS**

Update the Visitor Centre volunteer attraction and retention pack including induction process, training, expectations and roles/responsibilities.

# APPENDIX II. TRAILS

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Trails hold benefits not only in sport and recreation, but in many other sectors including strong returns for the economy.

The WA Strategic Trails Blueprint 2017-2021 highlights the many benefits of trails for a region;

- Increased mental and physical wellbeing (whilst reducing medical costs)
- Improved lifestyle
- Low cost accessible facilities for recreation
- Improved awareness, appreciation and support of the natural environment
- Employment and business opportunities
- Economic stimulus through tourism growth
- Adding property value
- Showcasing of cultural or historic areas
- Improving liveability and attractiveness of a region
- Social participation opportunities

The Chittering Trails Network Master Plan 2013 -2023 outlines the vision for trails within the Shire; "A trails network which will cater for the community and visitors, with quality trails that are well promoted and linked. Use of the network will be an enriching natural and historical Shire experience".

Whilst trails were growing in popularity beforehand, the use of trails and the desire to be surrounded by nature has only increased since the beginning of the COVID-19 pandemic in 2020. Long term data shows an overall increase of 1.2% for adult participation in bushwalking over the past 20 years in Australia, and nationally in 2019, around 32% of adults participated in non-sports related activities compared to 19% in sport-related activities.

Economically, Adventure and Nature-based tourism is forecast to become a \$1.3T global tourism segment by 2023. The combined socio-economic value of sport in WA has been estimated to be \$9.2 billion in 2017, including economic, health and education benefits. This represents a return of \$7 for every dollar invested.

Additionally, trail users become advocates for the preservation of natural areas, aligning with the protection of "Our Natural Environment", as highlighted in Chittering's Strategic Community Plan.

The Chittering Region has a range of existing trails including;

- walk trails (like those at Djidi-Djidi Ridge, Moondyne Nature Reserve and Bindoon Tale Trail),
- a small number of equine trails,
- cycle trails (in construction around Lake Needonga); and
- drive trails (like the *Farm Flavour Trail* and *Eat, Pick, Grow*).



## TRAILS CONTINUED

Mountain biking has been identified as a focus for Chittering with the undertaking of the 2016 Mountain Bike Trails Master Plan, and more recently with the progression of a project to build a Mountain Bike Park in Bindoon, estimated to yield strong economic and social returns for the community.

Mountain Biking is an increasingly popular recreation, and similar mountain bike infrastructure has provided a huge economic stimulus to struggling regions elsewhere in Australia (See Derby and Dungog).

### THE OPPORTUNITY FOR CHITTERING

Chittering's Strategic Community Plan places importance on its natural surroundings, landscapes, flora and fauna. Whilst there are a number of small trails located throughout the Shire, there is an opportunity to create networks of trails throughout the region, not only for residents to enjoy, but for visitors from the nearby Perth area and beyond.

Trails are beginning to be marketed to broader audiences by state and international tourism organisations. Chittering has the natural assets to cement itself as a premium trail destination, showcasing the best of Western Australia's wilderness to visitors from, and arriving to, Perth. Alignment and integration with national and international campaigns would deliver high value travellers to Chittering.

The Chittering Valley Tourist Drive (Route 359) provides a connection between Moondyne Nature Reserve and Avon National Park in Lower Chittering and Bindoon in the north, with Djidi-Djidi Ridge centred between the two.

### CHITTERING

Djidi-Djidi Ridge was vested to the Shire for recreation and remains a popular walking trail for locals and visitors to enjoy up to an hour's walk to the northern lookout and back, taking in the flora and fauna. There is a second lookout to the south of the facility that is unused and unlinked to any present trails. An opportunity exists to utilise the whole of the reserve, revitalising the lookouts and adding interpretive signage throughout the trail to create a more immersive and educational experience.

Carty Reserve runs from Spoonbill Lake through recreation reserves parallel to Great Northern Highway. Whilst partially developed in the 2013, an opportunity exists to link multiple connected reserves alongside the dams and creek through a single-tracked looped creek trail for mountain bikers, adding to the potential network.

### CHITTERING VALLEY

Tourist Route 359 is a popular connecting drive trail route through the Chittering Valley with its winding roads and picturesque valley views. Other than Djidi-Djidi Ridge there are few places to stop and admire the views. Pull-over bays could provide a place for road-trippers to pull over and enjoy the view while having a place to have a picnic.

### LOWER CHITTERING

Moondyne Reserve connecting to Avon National Park already has several walk trails along fire trails. Access to the Park from Chittering is currently difficult. It can either be accessed privately from Peace Be Still Guesthouse (with their permission) or through an easement on Yozzi Road that hasn't had trail works to clearly mark the route. A short upgrade to the access road here would provide a more readily accessible entrance to the park for the public, providing extensive recreation opportunities throughout the National Park.



# TRAILS CONTINUED

## WANNAMAL

Udumung Nature Reserve and nearby neighbour Rica Ericson Reserve are wildflower hotspots during wildflower season. Currently managed by DBCA, the Shire could advocate or assist in the provision of signage to encourage education and visitation.

## BINDOON TRAIL TOWN

At the top of the Valley lies Bindoon. Bindoon has the basic attributes to become an attractive trail town destination; services, supplies, amenities, a small amount of accommodation and attractions amongst others. As the town develops into a trail destination there will be further opportunities and requirements to fulfil, particularly with accommodation demand.

Bindoon's Mountain Bike Park will provide a desirable destination for mountain bikers with multiple gravity-driven trails, whilst also catering for the casual user with walk trails and attractive views of the countryside from the top of the hill.

There are further opportunities to cater for broader audiences with the establishment of cross-country cycling and walking trails similar to the Munda Biddi Trail in the State's south-west through natural woodlands to Julimar Reserve and Moondyne Reserve, and on to Toodyay and the Swan Valley.

In Western Australia trail opportunities for local people and visitors are enhanced by the development of clusters of linked trails in localities. The different categories of trail clusters are:

### Trail Town:

A population centre which has been assessed and accredited as a destination for its trails offering through the provision of high quality:

- Trails (single or mixed use);
- Outdoor experiences that encourage extended visitation;
- Trail-user related facilities and services (including accommodation);
- Trail-related businesses; and
- Trail branding and signage.

### Trail Centre:

A managed multiple trail facility with dedicated visitor services supported by high quality:

- Trails (single or mixed use);
- Outdoor experiences that encourage single day visitation;
- Trail-user related services; and
- Trail branding and signage.

A Trail Centre can stand alone in an individual location or may be positioned within a Trail Town.

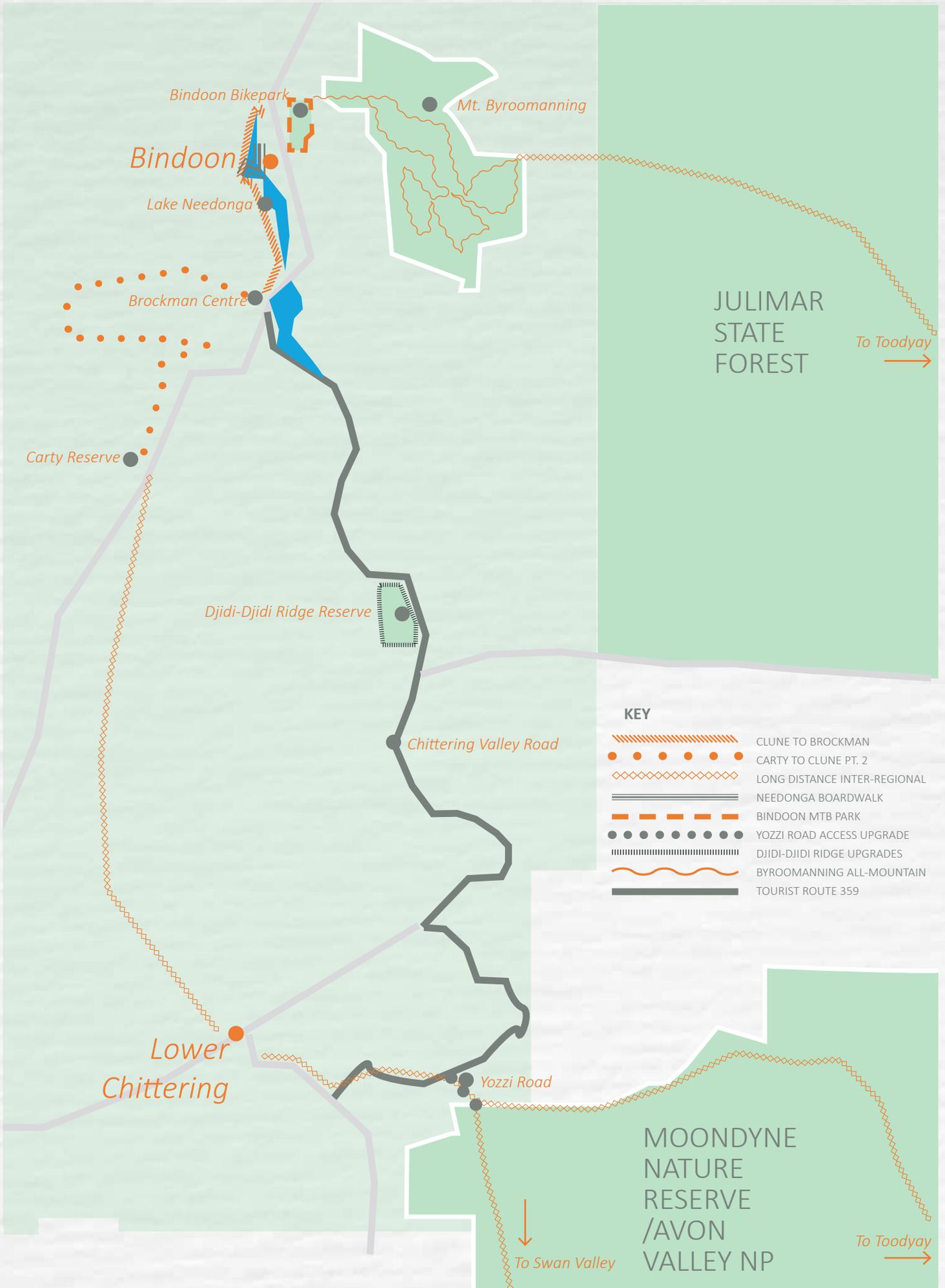
### Trail Network:

A multiple trail facility with limited or no visitor services, supported by high quality:

- Trails (single or mixed use);
- Outdoor experiences that encourage single or part day visitation; and
- Trail branding and signage.

A Trail Network may be a stand-alone facility or form part of a Trail Town or Trail Centre.

# TRAIL PROJECT LINKAGES



UT AND BACK

OUT AND BACK

TO THE  
PARK

# APPENDIX III. PROJECT BREAKDOWN

From the actions identified in the action plans for the three main economic objectives, significant major projects have been identified, some with significant capital spending.

Projects have been sorted by the primary strategic objectives they relate to, whether that be Economic Growth, Local Business Growth and Increased Visitors. However, most projects satisfy multiple strategic objectives.

Trails related projects have been separated also as they cross into other strategic pillars from the Strategic Community Plan (Our Community: "S1.1.2: Develop and enhance existing recreational facilities and social facilities for local communities", Our Natural Environment: S2.1.2: "Develop an integrated network of walking and cycling trails", S2.1.3: "Explore opportunities for other eco-based recreational activities", S2.1.4: "Support ecotourism", Our Built Environment S3.1.4: "Balance urban development with a focus on natural environment protection and open spaces".

Project	Need identified in previous plan / strategy?	Project description (Or detail in strategic document)	Economic outcomes (PRIMARY, Secondary)
<b>ECONOMIC GROWTH PROJECTS</b>			
Commercial Industrial Block Development	Ec Dev Strategy 2015 - 2025	Ec Dev Strategy 2015 - 2025, p23 In addition to the recognition of this need in the 2015 ED Strategy, planning around new planned hubs in Lower Chittering and a trails tourism precinct in Bindoon require exploration. The Shire could investigate the possibility of developing commercial buildings to lease to private industry into the future in order to encourage growth and draw an income to fund further community activities.	EC GROWTH
Investment Attraction Marketing	Ec Dev Strategy 2015 - 2025	Ec Dev Strategy 2015 - 2025, p21, Perth's Northern Growth Outlook 2050, p23 and 24	EC GROWTH, Local Business Growth
Tertiary Education Opportunities	Ec Dev Strategy 2015 - 2025, Perth's Northern Growth Outlook 2050	Perth's Northern Growth Outlook 2050, p22	EC GROWTH, Local Business Growth
Infrastructure Development Plan	Ec Dev Strategy 2015 - 2025	Ec Dev Strategy 2015 - 2025, p20, Perth's Northern Growth Outlook 2050, p2 and 25. Preparing a report and an action plan to address infrastructure deficits impeding the optimisation of growth in the Shire. As identified in the Economic Development Strategy 2021 - 2031 sewerage should also be considered in this report as it is a major limiting factor for development in the region.	EC GROWTH, Local Business Growth, Increased Visitors
Development Process Efficiencies	Ec Dev Strategy 2021 - 2031	Ec Dev Strategy 2021 - 2031, p12	EC GROWTH, Local Business Growth
Place-centred Development - Night Time Economy	COVID-19 Economic Recovery Plan, Ec Dev Strategy 2021 - 2031	COVID-19 Economic Recovery Plan, p13, Ec Dev Strategy 2021 - 2031, p12	EC GROWTH, LOCAL BUSINESS GROWTH, Increased Visitors
Muchea Industrial Park - Advocate for Neaves Road Upgrade	Perth's Northern Growth Outlook 2050	Perth's Northern Growth Outlook 2050, p20	EC GROWTH, Local Business Growth, Increased Visitors
Recreation Development	Chittering Strategic Community Plan 2107 - 2027, Sport and Recreation Plan	Ec Dev Strategy 2021 - 2031, p12. Also, identification in upcoming masterplans and sport and recreation reviews	EC GROWTH, Local Business Growth, Increased Visitors
Food Industry Development	Perth's Northern Growth Outlook 2050, Northern Growth Alliance Tourism Strategy	Perth's Northern Growth Outlook 2050, p18, Northern Growth Alliance Tourism Strategy p143, Toodyay Economic Development Strategy p38,39.	EC GROWTH, Local Business Growth, Increased Visitors

Project	Need identified in previous plan / strategy?	Project description (Or detail in strategic document)	Economic outcomes (PRIMARY, Secondary)
<b>LOCAL BUSINESS DEVELOPMENT PROJECTS</b>			
Local Business Directory Upgrade	COVID-19 Economic Recovery Plan, Ec Dev Strategy 2021 - 2031	COVID-19 Economic Recovery Plan, p11, Ec Dev Strategy 2021 - 2031, p14 The current directory is in a format that is hard to use, unattractive and makes it hard to find local businesses. There are several new dynamic platforms available to use (e.g. Directorist), that will make the service easier to use and increase visibility for Chittering's local businesses to both residents and external consumers.	LOCAL BUSINESS GROWTH, Economic Growth
Grants for Local Business	Ec Dev Strategy 2021 - 2031	Ec Dev Strategy 2021 - 2031, p14 By providing grant development funding to businesses with projects with high potential, Council can assist in stimulating local the local economy and providing job opportunities. Awarded through a competitive process, a grant development funding pool would reward projects that would deliver the most returns for the local economy.	LOCAL BUSINESS GROWTH, Economic Growth, Increased Visitors
Signage Audit and Plan	Ec Dev Strategy 2015 - 2025	Ec Dev Strategy 2015 - 2025, p21	LOCAL BUSINESS GROWTH, Economic Growth, Increased Visitors
Place-centred Development - Night Time Economy	COVID-19 Economic Recovery Plan, Ec Dev Strategy 2021 - 2031	COVID-19 Economic Recovery Plan, p13, Ec Dev Strategy 2021 - 2031, p12	LOCAL BUSINESS GROWTH, ECONOMIC GROWTH, Increased Visitors
Business Innovation Network	Perth's Northern Growth Outlook 2050	Perth's Northern Growth Outlook 2050, p26	LOCAL BUSINESS GROWTH, Economic Growth
Business Upskill	Ec Dev Strategy 2021 - 2031	Ec Dev Strategy 2021 - 2031, p14 Utilising skilled trainers and professionals facilitate the holding of workshops to upskill local businesses in desired areas. A survey undertaken during the development of the Economic Development Strategy 2021 uncovered businesses desire to learn, in particular in the fields of: E-commerce, marketing and social media. At time of writing many workshops are delivered for free in regional areas through "Business Local" as contracted by the Small Business Development Commission.	LOCAL BUSINESS GROWTH, Economic Growth, Increased Visitors
Local Jobs Portal	Ec Dev Strategy 2021 - 2031	Ec Dev Strategy 2021 - 2031, p14 To encourage local people to look for local jobs (and vice-versa), a local job portal could be set up to advertise opportunities and set up alongside the local business directory. This would encourage self-sufficiency in the Shire and was suggested in the Economic Development Strategy 2021 survey.	LOCAL BUSINESS GROWTH, Economic Growth
Incentive Scheme	COVID-19 Economic Recovery Plan, Ec Dev Strategy 2021 - 2031	COVID-19 Economic Recovery Plan, p10, Ec Dev Strategy 2021 - 2031, p12	LOCAL BUSINESS GROWTH, Economic Growth

Project	Need identified in previous plan / strategy?	Project description (Or detail in strategic document)	Economic outcomes (PRIMARY, Secondary)
<b>INCREASED VISITORS</b>			
Branding Document and Digital Asset Pack	Ec Dev Strategy 2021 - 2031	Ec Dev Strategy 2021 - 2031, p29	INCREASED VISITORS, Local Business Growth
Industry and Vendor Familiarisation Tours	Ec Dev Strategy 2021 - 2031	Ec Dev Strategy 2021 - 2031, p29	INCREASED VISITORS, Local Business Growth
Tourism (inc. Agritourism) workshops	Ec Dev Strategy 2021 - 2031,	Ec Dev Strategy 2021 - 2031, p30	INCREASED VISITORS, Local Business Growth
Develop Products to Drive Tourism	Ec Dev Strategy 2021 - 2031	Ec Dev Strategy 2021 - 2031, p31	INCREASED VISITORS, Local Business Growth, Economic Growth
Tourism Business Product Development & Mentorship	COVID-19 Economic Recovery Plan, Ec Dev Strategy 2021 - 2031	COVID-19 Economic Recovery Plan, Ec Dev Strategy 2021 - 2031, p12	
Visit Chittering Website Upgrades	Ec Dev Strategy 2021 - 2031	Ec Dev Strategy 2021 - 2031, p30	
Museum Upgrades	Ec Dev Strategy 2021 - 2031, Bindoon Museum Concept Design	Bindoon Museum Concept Design	
Valley Roadside Viewpoint Bays	Ec Dev Strategy 2021 - 2031	Ec Dev Strategy 2021 - 2031, p31	
<b>TRAILS &amp; RECREATION DEVELOPMENT</b>			<b>MULTIPLE OBJECTIVES</b>
		<p>Bindoon Mountain Bike Park Project Plan, Northern Growth Alliance Tourism Strategy, p18</p> <p>As prepared for the BBRF grant the Shire is looking to install 13 kilometres of specialist trails and trail head facilities in Stage1;</p> <ul style="list-style-type: none"> <li>o Bike Showroom, Kiosk and Seating Area (Modus Custom Kiosk/ Showroom Building as in drawing – can provide more detail if required)</li> <li>o Toilet / Changeroom Facilities (Modus Noosa Tourist Village)</li> <li>o Bike Lockers (x10)</li> <li>o Bike Maintenance Stand with Tools and Tyre Pump</li> <li>o Bike Rack</li> <li>o Double Barbecues (x2)</li> <li>o Barbecue Shelters (Skillion Park Shelter 4x7m w louvres/lights/ balustrades from Exteria)</li> <li>o Public Benches (x2)</li> <li>o Bins</li> <li>o Signage – inc entry Statement (Design not required – will be completed externally)</li> <li>o Donation Point Tap Kiosk</li> </ul> <p>Still to be established - environmental studies, bushfire plan, trailhead design by landscape architect (possibly including Bindoon Caravan Park).</p> <p>Stage 2 &amp; Beyond</p> <ul style="list-style-type: none"> <li>o More trails</li> <li>o Skills Park</li> <li>o Visitor Infrastructure - Inclinator, Boardwalk &amp; Viewpoints, Further Amenities</li> <li>o Adventure Tourism Sublease Potential</li> </ul>	
Bindoon Mountain Bike & Adventure Park	Bindoon Mountain Bike Park Project Plan, Chittering Mountain Bike Trails Master Plan, Northern Growth Alliance Tourism Strategy		
Djidi-Djidi Ridge Upgrades	Chittering Trails Network Master Plan, Economic Development Strategy 2021 - 2031	<p>Chittering Trails Network Master Plan, p8</p> <p>Unlike the many Nature Reserves around the region where recreation is restricted, Djidi-Djidi Ridge was vested to the Shire for the purpose of recreation. It remains a popular walking trail for locals and visitors to enjoy up to an hour's walk to the northern lookout and back, taking in the flora and fauna. There is a second lookout to the south of the facility that is unused and unlinked to any present trails. There exists an opportunity to utilise the whole of the reserve, revitalising the lookouts and adding interpretive signage throughout the trail to create a more immersive and educational experience.</p>	

Project	Need identified in previous plan / strategy?	Project description (Or detail in strategic document)
Visitor Centre Upgrades	Ec Dev Strategy 2021 - 2031	Ec Dev Strategy 2021 - 2031, p32
Bindoon Caravan Park & Campgrounds	Bindoon Caravan Park Feasibility Study, Bindoon Mountain Bike & Adventure Park Feasibility Study, Chittering Economic Development Strategy 2021 - 2031	<p>Bindoon Caravan Park Feasibility Study (whole document)</p> <p>When the Caravan Park Feasibility Study was undertaken in 2018 the idea of Bindoon becoming a trails town was not included in the calculations. The cost benefit analysis was slightly positive in favour of the development though this was based on the offerings available at the time. Skipping forward a few years and the Bindoon Mountain Bike &amp; Adventure Park is closer to realisation. In the feasibility study for the mountain bike park it was noted that to maximise the returns for the region there were few opportunities for visitors to stay overnight, and to get the most from the attraction there needed to be more accommodation options nearby. Further research is required to refine the idea based on stakeholder input and finalise the design of the facility before construction.</p>
Lower Chittering Caravan Park	Ec Dev Strategy 2021 - 2031	<p>Ec Dev Strategy 2021 - 2031, p32</p> <p>A feasibility study is required to see if this would improve the visitor economy in Lower Chittering</p>
Byroomanning Cross Country (XC) Trails Kyotmunga / Moondyne NR Access Trail Yozzi Road	Ec Dev Strategy 2021 - 2031 Chittering Trails Network Master Plan, Ec Dev Strategy 2021 - 2031	<p>Ec Dev Strategy 2021 - 2031, p6</p> <p>To the east of Bindoon there are several properties adjoining Mt Byroomanning Nature Reserve with remnant bushland suitable for a cross-country (XC) mountain bike and/or hiking course similar to the Munda Biddi trail or those found at Kalamunda. Cross country cyclists are a slightly different market to the downhill riders that will be found at Bindoon Mountain Bike Park and to provide a range of trails to appeal to a broad range of cyclists (both locals and visitors) this would provide an appealing addition to the burgeoning trail town.</p> <p>Adjoining the mountain bike park via Kay Road, Mt Byroomanning Nature Reserve could provide a gateway to this remnant bushland (and beyond into Julimar State Forest). Trail building is limited on Nature Reserves (see Western Australian Mountain Bike Management Guidelines.pdf), potentially only allowing fire trail access to the various bushland properties surrounding it. Those properties could be leased to the Shire to develop trails throughout the natural woodlands, opening them up for recreation and providing a reason for visitors to stay longer in the region.</p>
Bindoon Landscaping Project	Bindoon Placemaking Plan, Bindoon Landscaping Plan	<p>Bindoon Placemaking Plan, Bindoon Landscaping Plan.</p> <p>Originally done as part of a placemaking plan in 2018, these plans will be of assistance as Bindoon grows as a tourist destination and recommend some low cost, aesthetic upgrades within the town. When masterplans and place making work of other localities are finished it is expected that similar work will commence in those locations also.</p>
Carty to Clune Trail	Chittering Mountain Bike Master Plan, Carty to Clune Touring Trail Concept Plan	Chittering Mountain Bike Master Plan, p16., Carty to Clune Touring Trail Concept Plan
Long Distance Interregional Trail - Chittering - Toodyay - Swan	Chittering Trails Network Master Plan, Chittering Mountain Bike Strategy	Chittering Trails Network Master Plan, p24., Chittering Mountain Bike Strategy p26, 27.
Lake Needonga Boardwalk Udumung Nature Reserve Signage and Designated Trail	Chittering Trails Network Master Plan Chittering Trails Network Master Plan	Chittering Trails Network Master Plan, Attachment 1 p4,8., Attachment 2 Chittering Trails Network Master Plan, p9
Stargazing Infrastructure	Ec Dev Strategy 2021 - 2031	Ec Dev Strategy 2021 - 2031, p31 Astrotourism site development

# APPENDIX IV. LTFP EXTRACT

2021/2022	Synergy reference	Grant - DLSCI	Grant - Lotterywest	Grant - other	Municipal funds	Community Group	Plan Total	comments
Bindoon Mountain Bike Park STAGE 1	WT007			729,000	1,136,523	4,100	1,869,623	BRRF Infrastructure Grant
Chittering - Djidi-Djidi Ridge enhancement	WT002			52,000	50,000		102,000	Plan being finalised, deferred to next FY 22/23
Visitor Centre Upgrades	E025				13,685		13,685	Finish Visitor Centre interior and exterior
Tourism Business Product Development	E023				18,000		18,000	
Bindoon Mountain Bike Park Stage 1 and Caravan Park Design	WT007				75,350		75,350	Required Designs for MTB Park Trailhead (and Caravan Park)
		0	0	781,000	1,293,558	4,100	2,078,658	
2022/2023		Grant	Grant	Grant - other	Municipal funds	Community Group	Plan Total	comments
Bindoon MTB Park Access Infrastructure	WT007		200,000		200,000		400,000	Grant Lotterywest
Bindoon Caravan Park Infrastructure				100,000	100,000		200,000	RED Grant
Feas Study Long Dist XC Regional Trail					30,000		30,000	
Commercial Industrial Block Development Report					40,000		40,000	
Valley Roadside Viewpoint Bays - Design					10,000		10,000	
Tourism Business Product Development & Mentoring	E023				5,000		5,000	
Economic Development Grants					20,000		20,000	
Kyotmunga Walk Trail - Lower Chittering Yozzi Road Formalise - Design					7,000		7,000	
New Signage for Business Activation					10,000		10,000	
		0	200,000	100,000	422,000	0	722,000	
2023/2024		Grant	Grant	Grant - other	Municipal funds	Community Group	Plan Total	comments
Bindoon MTB Park - Stage 2 Trails - Design	WT007				40,000		40,000	
Bindoon Museum Upgrade Displays Part 1				30,000	33,500		63,500	Lotterywest or Heritage Grants
Byroomanning XC Trails Study & Design					50,000		50,000	
Bindoon Landscaping Project Part 1					20,000		20,000	
Regional NGA food brand study				40,000	10,000		50,000	WDC and NGA Shires Co-contribution
Economic Development Grants					20,000		20,000	
Valley Roadside Viewpoint Bays - Construction 1					20,000		20,000	
Visit Chittering Website Upgrades - Include Booking Features					10,000		10,000	
Kyotmunga Walk Trail - Lower Chittering Yozzi Road Formalise - Construct					20,000		20,000	
		0	0	70,000	223,500	0	293,500	
2024/2025		Grant	Grant LW	Grant - other	Municipal funds	Community Group	Plan Total	comments
Bindoon MTB Park - Stage 2 Trails - Construction	WT007		300,000		300,000		600,000	Lotterywest / Sport & Rec Grants
Lower Chittering Caravan Park - Feasibility and Design				35,000	35,000		70,000	RED Grants
Commercial Industrial Block Development Works					1,400,000		1,400,000	Long Term Returns to Shire via Private Leases
Economic Development Grants					30,000		30,000	
New Signage for Business Activation					20,000		20,000	
Tourism Business Product Development & Mentoring	E023				20,000		20,000	
Valley Roadside Viewpoint Bays - Construction 2					20,000		20,000	
		0	300,000	35,000	1,825,000	0	2,160,000	
2025/2026		Grant	Grant	Grant - other	Municipal funds	Community Group	Plan Total	comments
Bindoon Museum Upgrade Displays Part 2			20,000		20,000		40,000	Lotterywest or Heritage Grants
Regional NGA food brand - implement marketing				250,000	50,000		300,000	WDC and NGA Shires Co-contribution
Chittering - Djidi-Djidi Ridge enhancement 2	WT002		20,000		20,000		40,000	Lotterywest or Sport and Rec
Byroomanning XC MTB Trails - Construct				250,000	250,000		500,000	BRRF Infrastructure Grants
Economic Development Grants					30,000		30,000	
		0	40,000	500,000	370,000	0	910,000	
2026/2027		Grant	Grant	Grant - other	Municipal funds	Community Group	Plan Total	comments
Lower Chittering Caravan Park Construction				300,000	300,000		600,000	BRRF Infrastructure Grants / RED Grants
Economic Development Grants					40,000		40,000	
New Signage for Business Activation					20,000		20,000	
Brockman Centre to Carty Reserve Touring Trail Complete					50,000		50,000	
		0	0	300,000	410,000	0	710,000	
2027/2028		Grant	Grant	Grant - other	Municipal funds	Community Group	Plan Total	comments
Visitor Centre Refurbishment and Upgrade				50,000	50,000		100,000	RED Grants
Economic Development Grants					40,000		40,000	
Bindoon Landscaping Part 2					50,000		50,000	
Lake Needonga Boardwalk - Design					50,000		50,000	
		0	0	50,000	190,000	0	240,000	
2028/2029		Grant	Grant	Grant - other	Municipal funds	Community Group	Plan Total	comments
Bindoon Museum Displays Upgrade Part 2				30,000	30,000		60,000	Heritage Grants
Economic Development Grants					50,000		50,000	
New Signage for Business Activation					20,000		20,000	
Tourism Product Development	E023				20,000		20,000	
		0	0	30,000	120,000	0	150,000	
2029/2030		Grant	Grant	Grant - other	Municipal funds	Community Group	Plan Total	comments
Long Dist XC Regional Trail - Construction				1,700,000	300,000		2,000,000	Other Shires, State Govt, Federal Grants
Economic Development Grants					50,000		50,000	
Lake Needonga Boardwalk - Construct				250,000	250,000		500,000	BRRF Infrastructure or equivalent
		0	0	1,950,000	600,000	0	2,550,000	
2030/2031		Grant	Grant	Grant - other	Municipal funds	Community Group	Plan Total	comments
Bindoon Museum Displays - Part 3				10,000	10,000		20,000	Heritage or Lotterywest
Economic Development Grants					60,000		60,000	
New Signage for Business Activation					20,000		20,000	
		0	0	0	0	0	0	