

# Arts, culture, sport and recreation



WA is one of the most culturally diverse states in Australia. It is home to **people from over 190 countries who speak approximately 240 languages and dialects** (including around 50 Aboriginal languages), and around 32% of the population was born overseas.<sup>1</sup>



## What IWA heard

During consultation on the draft strategy, clear feedback was received that sport and recreation infrastructure should be given greater consideration, resulting in new content and sub-recommendations.

There was significant feedback on the tourism strategy, 4 'jewels in the crown' and the destination management plans. Clearer links and explanations are now provided, including acknowledging that investment in the jewels does not preclude investment elsewhere.

Stakeholders suggested that an arts and culture fund is required to enable improvement of community infrastructure managed by third parties. This may be a consideration of the planning activities recommended for action. The need to acknowledge and consider the roles and responsibilities of local government was also raised and is now referenced.

**A rich, diverse and vibrant arts, culture, sport and recreation (ACSR) sector is critically important to community wellbeing and the liveability of WA's cities and towns.**

This sector brings the community together – challenging, inspiring, celebrating and creating opportunities for all people to participate, connect, develop new skills and enjoy new experiences. The availability, accessibility and quality of ACSR assets that enable participation in sporting, cultural and leisure activities positively contribute to economic diversity and growth. These assets are key to increasing the vibrancy and cultural depth of the state and nurturing, retaining and attracting talented people.

As well as being one of Australia's most culturally diverse states, WA's excellent lifestyle, climate and natural recreation assets have shaped the community's appetite for ACSR activities. The sector makes a significant contribution to the community's quality of life, creativity, innovation and inclusiveness. It brings positive flow-on benefits to a range of industries, including tourism, international education, creative industries, entertainment and hospitality. Each industry, in turn, contributes to the state's competitive positioning, brand characteristics and desirability as a global location of choice, and in serving the emerging consumer class.

Perth consistently features in The Economist Intelligence Unit's Global Liveability Index as one of the world's most liveable cities and was ranked sixth globally in 2021.<sup>2</sup> A safe, prosperous

location with a high-quality lifestyle, combined with a sunny climate and natural beauty, are key contributing factors. While scoring very well in most measures, lower scores in components of the culture and environment category, which includes cultural and sporting availability, have impacted Perth's global ranking over the decade to 2021.<sup>3</sup>

In September 2021, the Bankwest Curtin Economics Centre released *Creativity at the crossroads? The creative industries in Western Australia*.<sup>4</sup> The report identified 3 areas of strategic potential (Aboriginal culture and art, creative activities and innovations that use emerging digital technologies, and the music industry) and concluded the creative industries in WA are at a significant juncture.<sup>5</sup> While there is a high level of interaction with arts and cultural activities in WA, the state lags and is potentially falling behind in creative output compared to other Australian jurisdictions.<sup>6</sup> Reaching consensus on what infrastructure is required to address these gaps is challenging. Throughout the state, there is a lack of a shared vision and coordinated approach to building liveable cities to attract residents and tourists. Views on the long-term strategic direction for the ACSR sector and its relationship to infrastructure needs and delivery vary significantly.





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The COVID-19 pandemic has **greatly impacted tourism, culture and arts**, but the sector has demonstrated flexibility and innovation in its response by developing new audience experiences and leveraging technology. **The state's natural assets, public spaces and recreation facilities** have been highly valued for **relaxation, connection, exercise and wellbeing**.

Sport is the only ACSR sector component that has a long-term plan for major infrastructure (the State Sporting Infrastructure Plan), which establishes the methodology and staging for investment in existing and new state-level facilities.<sup>7</sup> Long-term strategic outcomes have been collaboratively set for the arts sector through the Arts Leadership Group's *Strategic directions 2016–2031*, but this document lacks clear implementation responsibilities, actions or a plan for future infrastructure investment.<sup>8</sup> The Department of Local Government, Sport and Cultural Industries' Cultural Infrastructure Framework 2030+ also establishes focus areas for further action but stops short of identifying infrastructure responses.<sup>9</sup> The associated Western Australian Cultural Infrastructure Investment Guidelines can assist in prioritising and measuring investment benefits once responses are identified. The diverse nature of the recreation element of the sector means that there is not a coordinated strategic direction set for its evolution. The Department of Biodiversity, Conservation and Attractions' Plan for Our Parks and master plans for Rottnest Island and Perth Zoo are the closest equivalents.<sup>10</sup>

There have been historical challenges in prioritising and integrating ACSR infrastructure into government decision-making, which can lead to under-investment, constraints in community access and limits on the potential of related economic opportunities. While work is being done within the ACSR sector to address these challenges, such as the recent Western Australian Cultural Infrastructure Investment Guidelines and the Economic Value of Cultural Infrastructure project, it will take some time before embedding better practice becomes routine.

The Economic Value of Cultural Infrastructure project is currently being undertaken by the Department of Local Government, Sport and Cultural Industries in consultation with the Department of Treasury. The project will articulate a methodology that facilitates the determination of the non-market value of WA's cultural infrastructure and assets, in line with the department's Public Value Measurement Framework and Cultural Infrastructure Framework 2030+ and the Department of Treasury's recommended methods.<sup>11</sup>



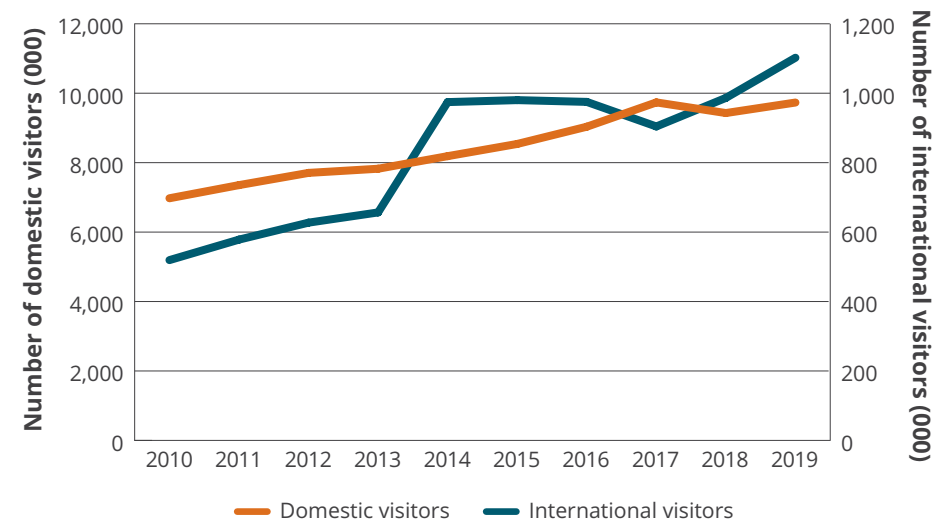
The most significant ACSR investment in the 11 years since 2010 has been focused on sporting infrastructure, including the State Football Centre (for soccer) (construction commenced in 2021), Optus Stadium (2017), State Netball Centre (2015), Perth Rectangular Stadium (HBF Park) (2013), WA Basketball Centre (2012) and RAC Arena (2012) in Perth, which is designed for mixed use but routinely hosts basketball and netball and has hosted tennis tournaments. The new WA Museum Boola Bardip (2020), Kalbarri Skywalk (2020) and State Theatre Centre of WA (2011) are some of the most significant arts, cultural and recreation investments made over the past decade. At a more localised level, the WA Government's Community Sporting and Recreation Facilities Fund has been an important source of financial assistance for community groups and local government authorities to improve infrastructure.

In 2021–22, the ACSR sector received a proportionately small budget of \$233 million (3%) of the total \$8 billion Asset Investment Program.<sup>12</sup> The WA Recovery Plan includes some additional investment; however, a significant long-term funding shortfall for asset management and new facilities across WA is a legacy of intermittent and lower levels of investment over many years.

Much of WA's ACSR infrastructure is aged, costly to maintain or due for major upgrade or replacement. The size and range of the infrastructure asset base, which includes state and culturally significant buildings, venues and spaces (many of which are heritage-listed), presents many challenges for organisations that are responsible for their management. Shortfalls in maintenance budgets and less-mature asset management practices have resulted in some assets no longer being fit for purpose and/or having higher than necessary operational costs. A drying climate and an increasing severity of natural disasters associated with climate change may result in impacts that are more prevalent for ACSR assets, particularly sporting and recreation infrastructure. This will need to be considered as part of future asset management practices.

IWA recognises the important relationship between tourism and the enabling role of ACSR infrastructure. High-quality, accessible, fit for purpose infrastructure is essential to attract increased domestic and international visitation. Tourism makes a vital contribution to regional economic growth, diversification and employment. Prior to the COVID-19 pandemic, WA's share of international and domestic visitors had continued to increase since 2010 (Figure 53).<sup>13</sup> This demonstrated the state's potential to grow visitation from around Australia, and globally into the future, as demand for tourism offerings grows. Tourism WA's *Jina: Western Australian Aboriginal Tourism Action Plan 2021–2025* provides further potential for growth through an agreed approach to align and collaborate cross-agency activities to grow and diversify a sustainable Aboriginal tourism sector. A sustainable Aboriginal tourism sector can help to support Aboriginal empowerment and self-determination, which has many flow-on impacts (see the Aboriginal cultural heritage, wellbeing and enterprise chapter).

**Figure 53: Domestic and international visitors to Western Australia, 2010 to 2019<sup>14</sup>**



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The creative industries have been very effective in the **inventive and dynamic use of underused and unusual spaces**. The Perth Festival and the associated FRINGE WORLD Festival have indeed made an art of this. However, this does not replace the need for suitable high-quality facilities that allow people to hone and share their craft.



## Governance

The ACSR sector has a complex range of asset ownership, management and governance models. The fragmentation arising from multiple organisations operating at different levels can contribute to uncertainty about roles, responsibilities and funding.

The Department of Local Government, Sport and Cultural Industries strengthens the vibrancy of the WA community and economy by supporting industry and providing ACSR policy, programs and activities. It manages a wide range of cultural, sporting and entertainment venues, land and 5 recreation camps. It also works closely with the statutory authorities within the cultural portfolio, including the Art Gallery of Western Australia, State Library of Western Australia, Western Australian Museum, Perth Theatre Trust and State Records Office of Western Australia. In addition, the department manages the maintenance of 65 buildings, 23 of which are vested with the Minister for Culture and the Arts.<sup>15</sup> The Sport and Recreation division works in partnership with more than 135 local government authorities, 5,000 clubs and 90 state sporting associations who also deliver, manage and use sporting facilities and recreational tracks, trails, paths, campgrounds and picnic spots.<sup>16</sup>

VenuesWest owns and manages 13 sport and entertainment venues on behalf of the WA Government, including the RAC Arena and Optus Stadium. VenuesWest is governed by a board that is responsible to the Minister for Sport and Recreation.

The Department of Biodiversity, Conservation and Attractions conserves the state's biodiversity and wildlife; manages parks, forests, reserves and an extensive 36,000 km road network; provides sustainable recreational and tourism opportunities; and protects communities and assets from bushfire.<sup>17</sup> Its governance structure includes 3 statutory authorities (Botanic Gardens and Parks Authority, Rottnest Island Authority and Zoological Parks Authority) that report to their Ministers via their boards, and the Swan River Trust and Conservation and Parks Commission. In addition to land, parks and reserves, other assets include buildings, visitor facilities and essential infrastructure.

Tourism WA, within the Department of Jobs, Tourism, Science and Innovation, works with partners across government and industry to promote and grow WA as a destination of choice, domestically and internationally. Tourism WA is governed by an independent board.

The WA Government provides significant funding to the state's premier art and cultural organisations, such as Screenwest and major performing arts companies, including the West Australian Ballet, West Australian Symphony Orchestra and West Australian Opera.

Local governments are responsible for providing a wide range of ACSR activities, funding and infrastructure, including planning, events, and facilities and land management. The Australian Government also provides funding and support to the ACSR sector.





## Recommendations

### Long-term planning

#### State arts and culture strategy

A unified and compelling strategy for arts and culture is required, with a clear link to program and infrastructure needs. There is an opportunity to review and refresh the current strategic planning in the face of the severe impacts on the sector from the COVID-19 pandemic. Given the intersection of arts and culture with so many other sectors and industries, this process should seek to identify and harness synergies relating to infrastructure. Flexibility to respond to changing societal attitudes and demands should be built into the strategy framework. The strategy must define responsibilities and the funding and resourcing for implementation required to meet the intended outcomes. Stakeholder collaboration during development of this strategy will strengthen a unified vision. This should include Aboriginal people, regional representatives, local government authorities, the arts, culture and leisure industries and other relevant stakeholders.

#### Recommendation 86

**Guide priorities, including infrastructure and investment needs by developing and publishing a 10+ year state arts and culture strategy.**

#### Regional-level sporting infrastructure

The WA Government funds and delivers sporting infrastructure suitable for hosting state, national and international level competitions and events. Organisations (except VenuesWest) that are responsible for the day-to-day management of these facilities are eligible for funding through the State Sporting Infrastructure Fund. In addition, funding support is provided to community-based organisations for improvement of local facilities through the WA Government's Community Sporting and Recreation Facilities Fund. These programs are important to ensure fit for purpose sporting infrastructure and should be commensurate in value with the role they are expected to provide. However, there is a gap in the planning and delivery of regional-level sporting facilities, which will be required to provide for population growth in the metropolitan area and major regional centres. Regional-level sporting facilities are defined as typically being 20 hectares or larger and have the capacity to accommodate junior and adult sporting competition and various concurrent uses.<sup>18</sup> In September 2021, Infrastructure Australia recognised 'there is limited provision of regional-level sporting facilities in the outer metropolitan areas of Perth'.<sup>19</sup>

The catchment areas for these facilities are large and often cross local government boundaries, and the infrastructure can be expensive to build, operate and maintain. This can make it difficult to translate the need into the planning, acquisition, funding and delivery of sites. The Department of

Local Government, Sport and Cultural Industries has assessed the statewide need for public open space for the purposes of sport and recreation, with the next step being a gap analysis to determine the need for future provision in the sporting landscape. This work can then inform the targeted effort that is required to plan for and detail what the regional-level sporting facility infrastructure needs are and their best locations, primary functions and ongoing operational responsibilities.

This information can then cascade to land use and community infrastructure plans, and ultimately investment decisions. Opportunities for shared spaces, including multi-use and co-located spaces, should also be explored, for instance, with libraries, education facilities and activity centres. Local governments have a significant role to play in the planning, development and maintenance of regional-level sporting facilities. Collaboration with stakeholders will be necessary to secure land, plan for and deliver these multipurpose facilities.

#### Recommendation 87

**Ensure equitable access to regional-level sporting infrastructure and inform investment priorities in the Perth and Peel regions and major regional centres by:**

- identifying gaps in the current provision of regional-level sporting and recreation facilities
- developing and publishing a 10+ year regional-level sporting facilities plan.



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Tourism WA research shows **81% of visitors to WA** are interested in **participating in an Aboriginal tourism experience**. However, fewer than 1 in 5 visitors (17%) access this type of experience, demonstrating an opportunity for the sector to respond to increasing demand.<sup>20</sup>

## Targeted investment

Investment in the maintenance of existing ACSR infrastructure is a priority to optimise its use and accessibility for all Western Australians. Consistent, sustained funding is required to ensure the sector's large and diverse asset base is well maintained, fit for purpose and of sufficient quality into the future. Recommendations to improve asset management and funding for the state's infrastructure are contained in the Asset management chapter.

## Aboriginal cultural centre

A nationally relevant and internationally recognised flagship Aboriginal cultural centre will provide a much-needed opportunity to showcase and celebrate WA's world-renowned Aboriginal culture and improve cultural understanding for Western Australians and visitors to our state. Through art, performance, experiences, tours, food and creative industries, this flagship centre would play an important role as the genesis of Aboriginal cultural journeys across the state – connecting approximately 50 existing Aboriginal cultural centres – and would respond to significant demand for cultural tourism experiences and create tangible pathways for Aboriginal enterprises.

Culturally appropriate, meaningful collaboration with Aboriginal communities across WA is required, starting with the Whadjuk Noongar people as the Traditional Owners and Custodians of the land on which the centre would stand.

This engagement should continue throughout the project, covering all facets with a focus on co-design, from concept development to site selection, design, delivery, operation and programming.

The WA Government committed \$50 million of seed funding towards this project in 2021–22 and stated it would seek matching funding from the Australian Government as well as contributions from the private sector.<sup>21</sup>

## Perth's convention and exhibition facilities

Attracting convention activity is very competitive and relies on being able to provide high-quality delegate experiences in world-class facilities. Since it opened in 2004, the Perth Convention and Exhibition Centre (PCEC) has fallen behind national and international competitors in attendee capacity and floor space. It is one of only a few major centres in Australia that are unable to host simultaneous conventions and is now the oldest facility across the country (Table 5). The lack of major investment is linked to PCEC's unique and complex operating model in which the state plays a very limited role in event attraction and funding. While the WA Government funds Business Events Perth as the organisation responsible for promoting the PCEC and other venues, it has no direct involvement in facility management or investment. With PCEC subject to a 35-year lease, government has limited levers to encourage major investment from the private sector head lessee and operators.



Business events, including **conferences, conventions and exhibitions**, provide **direct economic benefits to WA**. Between 2014–15 and 2018–19, the average spend by international visitors of this type in Australia was 2 times that of a regular business traveller and 3.5 times that of a leisure traveller.<sup>22</sup>

**Table 5: Overview of Australia's convention and exhibition facilities market**

Location	Initial cost and cost of major redevelopment (year)	Exhibition space (m <sup>2</sup> )	Number of other rooms	Maximum plenary capacity
Sydney	\$1,500 million (2016)	33,000	55	8,000
Melbourne	\$129 million (1996) \$413 million – expansion (2009) \$305 million – expansion (2018)	39,000	60	5,564
Gold Coast	\$127 million (2004) \$40 million – expansion (2009)	6,000	15	6,000
Brisbane	\$170 million (1994) \$140 million – expansion (2012)	20,000	44	4,000
Adelaide	\$39 million (1987) \$400 million – expansion (2017)	13,000	24	3,500
Perth	<b>\$225 million (2004)</b>	<b>16,632</b>	<b>23</b>	<b>2,500</b>
Canberra	\$50 million (1989) \$30 million – upgrade (2007)	2,400	13	2,460
Cairns	\$80 million (1996) \$30 million – expansion (1999) \$176 million – expansion (2022 scheduled completion)	4,560	22	5,000
Darwin	\$110 million (2008)	4,000	13	1,500

For WA to improve its standing when a more stable conference and event market resumes after COVID-19, increased capacity is needed to enable at least 2 major events to be hosted concurrently. Among other benefits, the value of expansion also flows through to increased precinct activation and programming in the city, as well as better use of hotel capacity.

Investment in the expansion of conference and event facilities (whether on the current site or elsewhere in the Perth CBD) must be coupled with a comprehensive review of ownership and operational arrangements to ensure that optimum value is derived from infrastructure investment and wider economic benefits are maximised. Ongoing participation by the WA Government in asset investment and event attraction will likely be required, in line with interstate models.

### Perth Convention Precinct

The Perth Convention Precinct includes a range of major civic, service and transport infrastructure and facilities, including the PCEC, major corporate head offices, hotels, Elizabeth Quay bus and train stations and significant public car parking. It falls well short of a legible, comfortable and connected destination to support world-class convention experiences. Regardless of potential expansion of convention facilities at the current PCEC site, the Perth Convention Precinct requires an agreed redevelopment framework and a funded program of works to address complex tenure issues, improve integration and connectivity with the Swan River, Elizabeth Quay and Perth CBD, and address the suitability and capacity of existing infrastructure.





## Perth Cultural Centre

The Perth Cultural Centre is home to several of WA's most significant cultural assets, including the Art Gallery of Western Australia, State Theatre Centre of Western Australia, State Library of Western Australia and the new WA Museum Boola Bardip. Established in the early 1980s, the Perth Cultural Centre's concentration of major cultural institutions in proximity to the CBD and major transport links is unique among Australian capital cities. Despite attracting an average of 4.5 million visitors a year, its ageing facilities, poor urban design and ongoing public safety concerns are major asset management issues.

The opening of the new WA Museum Boola Bardip in 2020 and AGWA Rooftop (the Art Gallery

of Western Australia's rooftop activation) are catalysts for further transformation of the precinct. The Cultural Precinct Taskforce, established by the Department of Local Government, Sport and Cultural Industries in 2019, is charged with supporting development of the precinct as a tourism hub for WA's cultural diversity, as well as considering immediate and short-term maintenance and activation to maximise the visitor experience. A \$20 million investment announced in September 2020 for precinct improvements and visioning as part of the Perth City Deal will enable planning of the redevelopment to continue; however, significant further funding, estimated to exceed \$150 million, will be required to achieve the project vision.

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In 2018–19, **tourism generated 100,900 jobs and injected \$12.2 billion into WA's economy**, measured by gross state product.<sup>23</sup> In the year ending December 2019, 24.2 million day trips were taken within the state and 12 million overnight (domestic and international) visitors came to, or travelled within, WA.<sup>24</sup> **Together, these visitors spent \$11 billion in the state, of which \$5.2 billion (48%) was spent in regional WA.**<sup>25</sup>

## State sporting infrastructure

Sport provides direct social and economic benefits to WA. Sporting clubs and activities bring people and communities together and the positive impact of an active lifestyle on physical and mental health is widely understood. The State Sporting Infrastructure Plan is reviewed every 5 years, with the last comprehensive review occurring in 2019. Each review is conducted in consultation with industry and considers trends, issues, future facility requirements and alignment with state and national objectives. The plan provides a planning framework with principles that align with the Strategic Asset Management Framework, a hierarchy of needs and prioritised



proposed state-level capital works over the short, medium and long term. Delivery of the plan's priorities, subject to further planning and business cases, will ensure the WA Government continues to maximise its investment in sport infrastructure for state, national and international level competition.

### Recommendation 88

**Optimise use, improve accessibility and ensure facilities are fit for purpose by increasing investment in existing and new arts, culture, sport and recreation infrastructure, including:**

- a. delivering an internationally significant flagship Western Australian Aboriginal cultural centre in Perth, subject to a business case
- b. improving the capacity and quality of convention and exhibition facilities in the Perth CBD to attract high-capacity national and global events, subject to a business case
- c. completing planning to redevelop the Perth Convention Precinct
- d. redeveloping the Perth Cultural Centre to improve civic infrastructure and the public domain, subject to a business case
- e. delivering priority capital works proposed in the State Sporting Infrastructure Plan, subject to business cases.

## Tourism

### Long-term state tourism strategy

Tourism WA currently works on a 2-year strategic planning horizon, with its most recent Two-Year Action Plan concluding in 2019–20. Historically, these plans have focused on major event attraction and destination marketing. While these functions are vital, there is a need for a more holistic picture of how the industry is, or should be, evolving over the longer term, together with the governance, infrastructure and policy settings to enable this.

Despite uncertainty generated by the COVID-19 pandemic, a significant opportunity exists to develop a new state tourism strategy that not only focuses on WA's recovery in the short term but ensures the state is ready to harness growth when more regular travel patterns resume after the COVID-19 pandemic. A 10+ year strategic planning horizon would guide sound development of future public tourism attractions, provide clarity for private and public investment priorities and set a cross-government approach for tourism growth. In doing so, it would establish a shared agenda for a range of enabling infrastructure that is planned and delivered across various state agencies, including the Department of Biodiversity, Conservation and Attractions and Main Roads WA.

Nature-based activities and adventure tourism are major attractors for tourists within and to WA. Expansive land and marine assets contain the recreation infrastructure through which these activities are enjoyed. While outdoor recreation infrastructure projects tend to cost less to establish or build, they have a significant ongoing maintenance requirement. Consideration of recreational infrastructure will be an integral component of the tourism strategy and destination management planning and activation.

As the key mechanism to identify the state's tourism infrastructure needs, the tourism strategy will guide and inform planning activities (such as destination management plans for identified locations) and subsequent investment decisions.

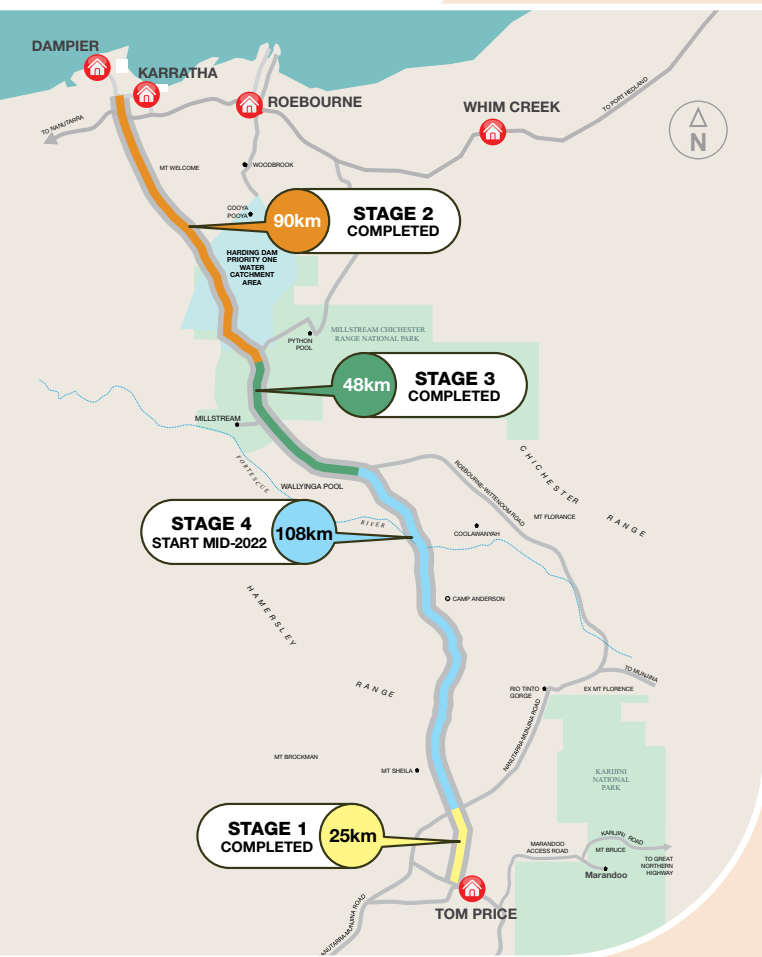
### Recommendation 89

**Guide tourism precinct and infrastructure development and investment by developing and publishing a 10+ year state tourism strategy that sets a vision and targets for tourism growth and the associated infrastructure requirements.**

## Case study

# Manuwarra Red Dog Highway

Figure 54: Stages of sealing of Manuwarra Red Dog Highway<sup>26</sup>



Main Roads WA is sealing 271 km of the Manuwarra Red Dog Highway between Karratha and Tom Price.<sup>27</sup> Stages 1 to 3 are complete, with work on the final 108 km (Stage 4) due to commence in mid-2022 (Figure 54).<sup>28</sup>

This project delivers many benefits, including improved connectivity, safety and reduced travel time. It also presents an opportunity to grow the tourism industry in the Pilbara and leverage the richness of the region's unique cultural and environmental features through provision of greater access to 2 of WA's premier national parks – Karijini and Millstream Chichester.

Karijini National Park, with its many gorges, is well-known and visited. In 2020–21, total visitor numbers significantly increased to over 510,000.<sup>29</sup> The WA Government recently made a \$16 million investment commitment to improve access and visitor facilities. Most of those funds will upgrade access roads, with around \$2 million spent on new or upgraded visitor facilities.<sup>30</sup> The Department of Biodiversity, Conservation and Attractions estimates that an additional \$4 to \$5 million is required to improve Karijini's access roads and car parks.<sup>31</sup> It has also identified over \$6.2 million in unfunded future infrastructure required to support increased visitation, such as new campgrounds, paths and trail upgrades, interpretation shelters and signs.<sup>32</sup>

Visitation to Millstream Chichester National Park has remained steady for some years, with over 40,000 visitors in 2020–21.<sup>33</sup> Further increases are expected when the sealing of the highway is complete.<sup>34</sup> The Department of Biodiversity, Conservation and Attractions has estimated that over \$5.8 million in additional facilities is needed to support an expected rise in visitor numbers.<sup>35</sup> However, to 2022–23, the Department of Biodiversity, Conservation and Attractions has only planned for \$600,000 in capital investment for infrastructure improvements within the park.<sup>36</sup>

It is crucial that investment in tourism-related infrastructure in Karijini and Millstream Chichester national parks is commensurate with the expected additional visitation enabled by the sealing of the highway. Delivery of this infrastructure by the time highway upgrades are complete will not only ensure that access and attractiveness of the destinations to visitors are sustained, but that the natural environment is protected from the impacts of increased patronage.

For further information, refer to [www.mainroads.wa.gov.au](http://www.mainroads.wa.gov.au).





## Tourism destination infrastructure

State government investment should be focused primarily on WA's 4 established and successful 'jewels in the crown' tourism destinations. While funding and opportunities should not be limited exclusively to these locations, the 4 jewels listed below are proven drawcards for inbound visitation (international and domestic) and have the largest potential return on investment:

- the Perth region (including Rottnest Island)
- the South West region
- the Ningaloo Coast (including Exmouth)
- the Kimberley region (including Broome).

While other locations and regions across WA offer varying degrees of tourism opportunities, these 4 destinations are the state's major tourism attractors for domestic and international visitors.<sup>37</sup> This analysis is based on historical data and does not necessarily capture potential aspirations that other locations or regions may have in the future.

The state's natural and cultural attractions are critical in supporting ongoing tourism success and economic diversification. Delivering a network of well-connected, high-quality attractions and destinations will help cement WA's position as an attractive tourism destination and improve visitor access to its many natural wonders, cultural icons and built facilities. Identifying statewide tourism destinations for investment will capitalise on regional strengths and signal to the public and private sector where government intends to focus future

infrastructure funding, in turn enabling private sector investment, such as accommodation, hospitality venues and key worker housing.

Tourism-related infrastructure is delivered by a range of state agencies and for purposes that may not be primarily driven by facilitating a tourism outcome. At present, investment decisions in one form of tourism-related infrastructure (for example, road upgrades) often overlook the flow-on impacts of increased visitation, and funding is not provided to fully realise wider infrastructure requirements (for example, car parks, visitor facilities, signage and information). As outlined in Recommendation 36d in the Planning and coordination chapter, early cross-agency engagement and integrated business cases are required to ensure access and activation coincides with investment in essential and critical infrastructure.

Destination management plans, developed in collaboration with relevant stakeholders (for example, Traditional Owners and Custodians, industry and local government authorities) for each of the 4 jewels, should align detailed needs across all infrastructure types (for example, housing, utilities, transport and ACSR), taking into consideration the capacity and constraints of current infrastructure. These plans would assist the WA Government to identify opportunities for cross-agency engagement and coordinated provision of infrastructure. Depending on the timing of implementation of other recommendations within this Strategy, they should demonstrate

alignment with the proposed 10+ year tourism strategy (see Recommendation 89) and be informed by the proposed regional development strategic framework (see Recommendation 19 in the Regional development chapter) and integrated regional plans (see Recommendation 28 in the Planning and Coordination chapter).

### Recommendation 90

**Drive increased international and domestic visitation prior to the release of a 10+ year tourism strategy by investing in the 4 jewels in the crown of WA's tourism offering, including:**

- a. preparing destination management plans that expand on existing clusters of attractions and enabling infrastructure; consider long-term supply, demand and capacity goals; and detail a program of new or upgraded infrastructure, amenities and attractions for the:
  - Perth region (including Rottnest Island)
  - South West region
  - Ningaloo Coast (including Exmouth)
  - Kimberley region (including Broome)
- b. investing in the infrastructure program detailed in the destination management plans for the 4 jewels, subject to business cases
- c. consistent with Recommendation 36d in the Planning and coordination chapter, capturing the wider impacts of investment decisions on tourism-related infrastructure.