

Economic Development and Tourism Strategy 2021



Town of
Port Hedland



Acknowledgment of Country

The Town of Port Hedland would like to acknowledge the Kariyarra, Ngarla and Nyamal people as the Traditional Custodians of the Town of Port Hedland lands. We recognise their strength and pay our respects to their Elders past and present. We extend that respect to all Aboriginal and Torres Strait Islander people of the local community and recognise their rich cultures and their continuing connection to land and waters.

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Mayor's Foreword



I am pleased to present the Town of Port Hedland's Economic Development and Tourism Strategy.

Our Port is one of the most significant pieces of economic infrastructure in Australia and plays a pivotal role in the current and future economic prosperity of the Town, State and nation.

In 2019-20, iron ore exports alone accounted for 25 percent of Gross State Product¹, with record iron ore prices driving a surge in export earnings and contributing significantly to Gross Domestic Product². A 2020 report on the economic significance of the Port of Port Hedland estimated that the Port's supply chain injected \$1.1 billion into the Town's economy in 2018-2019, was responsible for one in every 12 jobs in Western Australia and nearly 60,000 jobs outside the State.

The Town of Port Hedland has a significant role in economic development, through planning, advocating, and facilitating better conditions for growth and investment, to promoting the Town's competitive advantages.

The Town's Economic Development and Tourism Strategy establishes the vision for economic development in our Town, delivering a strategic action plan to guide targeted development activities that achieve economic sustainability and growth outcomes for the Town of Port Hedland.

The Strategy does not exist in isolation. It leverages the Town's local and strategic

planning framework, regulatory framework, unique assets and services, relevant data, and specialist local knowledge and people, to spur meaningful economic growth.

It acknowledges that we all play an important role in economic development, effective outcomes being contingent on cooperation, commitment and interaction amongst Government, businesses, community organisations and residents to inform and build a better economy. One that stimulates, supports, attracts and retains business activity in the region.

I would like to thank the community, industry, and other stakeholders for their valuable input in formulating the strategy. It is important that we acknowledge that the strategy is not a static document. As the COVID-19 pandemic and fluctuations in commodity pricing and demand demonstrate, the economic landscape is changeable. Understanding emerging economic influences, evaluating the effectiveness of actions, and consulting and partnering with key stakeholders, will be key to a thriving economy.

Peter T Carter
Mayor, Town of Port Hedland

¹ Government of Western Australia, Department of Jobs, Tourism, Science and Innovation, *WA Iron Ore Profile*, p4.

² Australian Government, Department of Industry, Science, Energy and Resources. *Resources and Energy Quarterly*, June 2021, pp7 and 10.



Executive Summary

Introduction

Port Hedland is located in the Pilbara region, approximately 1,800 km north of Perth and is a globally significant mining and resource hub. The Port of Port Hedland is the largest bulk export port in the world, generating \$64 billion in export value and 57% of resource exports, nationally.³

The Backdrop

While the Port, Port supply chain and associated mining operations deliver considerable wealth to the country and drive economic growth locally, Port Hedland faces a number of issues.

The Town has one of the highest rates of population churn in the country, with 20% of its population arriving and departing each year⁴. Young families consider several factors when leaving the area, including but not limited to, education, access to childcare, community infrastructure and essential services.

Housing availability and affordability has become a critical issue in Port Hedland given a current growth cycle in the mining sector, driving up costs and forcing employers into providing housing or housing subsidies to attract new staff. Housing shortages and/or associated financial incentives substantially increase the cost of doing business in Port Hedland and constrain business expansion and new business entry into the area.

Without housing development, which is necessary for population growth and workforce attraction, as well as general economic growth, the Port Hedland economy will be heavily constrained.

Despite marked increases in housing sale prices and rents, low levels of stock on the market and an almost 0% residential vacancy rate, there has been minimal residential development⁵. While a shortage of residential land constrained housing development in the previous mining investment boom, sufficient land sites have now been identified and significant structure planning completed. The primary impediments to housing development are now the elevated costs of development, particularly where land is heavily constrained, and hesitancy on the part of developers and funding institutions to invest in Port Hedland due to perceived financial risk associated with a fluctuating economy and associated housing prices.

Emerging mineral opportunities including lithium, manganese, magnetite, gold, copper and potash, are diversifying the economy to compliment iron ore which continues to increase, and provide considerable opportunities going forward as markets expand and/or demand for renewable energy increases in response to commitments by government and resource companies toward zero net emissions by 2050.

³ Town of Port Hedland Economic Development and Tourism Strategy Background Report (2021)

⁴ ABS Regional Population Growth, Australia (2021)

⁵ SQM Research (2021) and ABS Building Approvals, Australia (2021)

The tourism industry is relatively small in Port Hedland and is dominated by business related travel (associated with the local resource and export activities). Leisure visitation is a drive market with many visitors simply 'passing through' without stopping.

Future Growth Opportunities

The local economy is highly dependent on the resource industry, particularly mining and associated exports through the Port. Iron ore is the dominant commodity, comprising 98.8% of exports⁷.

The reliance upon resources and iron ore makes diversification to a more balanced economy (such as the Greater Perth region) impossible, as approximately 70,000 non-mining jobs would be required to rebalance the local economy⁸. However, in the context of Port Hedland, diversifying the minerals and metals mix as well as building local supply chain capabilities would reduce the reliance upon iron ore and provide for more diversity in local skills and employment. The new jobs realised would provide increases in population which would support greater diversity in local economic activities such as the retail offering, education, tourism and healthcare.

Reducing the reliance on iron ore is contingent on residential settlement for Town-based industry and supply chains as well as mining operations in relative proximity to the townsite. Sustained Government advocacy for legislative amendment that prohibits 100% FIFO workforce arrangements on operational large resource projects in proximity to a regional host community and incorporates anti-discrimination provisions to support local recruitment and social impact assessment requirements, may be necessary.

The Queensland Government enacted these changes under the Strong and Sustainable Communities Act 2017 in line with its economic development strategy targeted at delivering strong and sustainable resource communities.

In 2019, Port Hedland received almost 300,000 visitors that injected an estimated \$174.5 million into the local economy⁶.

Addressing house shortages will provide the skilled workforce necessary for more diversified growth in Port Hedland over the next decade.

A number of strategic opportunities exist that will deliver a more diversified local market:

- **Mining Equipment, Technology and Services (METS):** while the METS sector is represented in Port Hedland, considerable opportunities exist for expansion and further specialisation including automation, maritime services, maritime training, downstream processing and other new technologies. Growth in the local METS sector could also realise a mix of METS goods and services that could be exported from Port Hedland. The Town can lobby Government and support two key initiatives to unlock these opportunities:
 - **The Hedland Maritime Initiative (HMI):** HMI is the special purpose vehicle established to administer the Western Australian Government's Port Hedland Voluntary Buy-Back Scheme (PHVBS) and facilitate the planning and development of a Maritime Precinct, which represents a significant portion of the West End. The intent is to develop and activate the Maritime Precinct area into a vibrant precinct that provides for commercial, leisure, tourist, cultural, training, educational and other land uses. The Maritime Precinct provides considerable opportunities for the METS sector in Port Hedland.
 - **Boodarie Strategic Industrial Area (SIA):** The Boodarie SIA is a 4,000-ha industrial area adjacent to the Port of Port Hedland. While the land is currently zoned for strategic industrial uses (such as downstream processing and renewable energy projects), the area lacks infrastructure to support these projects. The recent decision by Hastings Technology Metals to develop its downstream processing facility in Onslow highlights the need for this infrastructure.

- **Building Local Supply Chains:** a large quantity of goods and services consumed in Port Hedland derive from Perth and other markets even though some volumes would be sufficient to justify a local presence. Working together with major resource companies and State Government will be required in order to maximise local supply chains. The Town can also assist by working pro-actively with the Port Hedland Chamber of Commerce and Industry (PHCCI) and businesses to establish local facilities. The result will not only diversify economic activity but also help to minimise future disruption to local supply chains as had been seen during the COVID-19 Pandemic.
- **Renewable Energy:** in order for the resource industry to achieve net zero emissions, there must be an increase in renewable energy in Port Hedland. BHP, Roy Hill, FMG and Pilbara Minerals have committed to producing net zero emissions in the future. Government policy also supports achieving a new zero emissions position. Combined, these commitments will drive considerable investment into renewable energy in Port Hedland. The Town can support the development of local renewable energy projects through its planning system as well as assist to explore other local carbon offset opportunities.
- **Diversified Metals and Minerals:** there are a range of battery critical minerals (including lithium and manganese) that are in abundance in the region. Additionally, there are existing projects for new mines considering magnetite, copper, gold and potash. There is a considerable opportunity to diversify the minerals mix in Port Hedland, which would reduce the reliance on iron ore and provide a catalyst for new local supply chains, including the potential for downstream processing. The Town can seek to support these projects through pro-actively encouraging local supply chain development and working with individual businesses to establish in Port Hedland.
- **Tourism:** while relatively small, tourism is an important non-mining sector in the local economy and has significant opportunities for growth in Port Hedland. Leveraging the Port for industrial tourism, local Aboriginal tourism assets, and other infrastructure, a range of new visitor experiences and products could be developed that would increase visitor numbers and length of stay, including:
 - Development of an iconic Port focused visitor attraction
 - Relocation of the visitor information centre (potential co-location with the iconic Port related attraction)
 - Development of commissionable Indigenous tourism products/experiences
 - Development of trails linking places of interest, art and cultural experiences and providing recreational experiences for visitors and residents
 - Tours and experiences associated with the new Spoilbank Marina and the Arts and Cultural Precinct
 - Growing local events that champion local culture and community.
 - Eco tourism and dark tourism
- **Community and Social Infrastructure:** development of a range of community and social infrastructure to support on-going improvements to liveability. The South Hedland Integrated Sports Hub (SHISH), Aquatic Centre, JD Hardie Youth and Community Hub, an Arts and Cultural Precinct as well as the Integrated Civic & Community Hub and the Spoilbank Marina can all increase the community and social infrastructure that will make Port Hedland a more attractive place to live. Addressing other shortages such as housing, childcare and choices for secondary schooling will also assist in attracting and retaining staff and families.

⁶ TRA National and International Visitor Survey (2021) and Town of Port Hedland Economic Development and Tourism Strategy Background Report (2021)

⁷ Pilbara Ports Authority (2021)

⁸ Town of Port Hedland Economic Development and Tourism Strategy Background Report (2021)

Taking advantage of these opportunities will grow local jobs, which will then spur on population growth. Based on the existing major projects in the region, the volume of battery critical minerals in the region as well as future opportunities around hydrogen and renewable energy, Port Hedland has the opportunity and potential to significantly grow its economy and population over the next two decades.

This strategy aligns with the Local Planning Strategy's aspirational target of 27,085 (an increase of roughly 11,600 people above 2020). To support achieving this target, this strategy seeks to create 5,090 new locally based jobs in Port Hedland by 2041.

The following diagram outlines how the Town of Port Hedland can grow its economy and tourism sector to achieve these goals.

Figure E.1. Town of Port Hedland Economic Development and Tourism Strategy Overview

Aspirational Goals	Pillar	Priority Actions
<p>By 2041:</p> <p>Create over</p> <p>5,000</p> <p>new jobs</p>  <p>Facilitate the growth of</p> <p>11,600</p> <p>new residents</p> 	<p>1. Advocacy</p> 	<ul style="list-style-type: none"> ✓ Lobby State and Federal Government for Infrastructure ✓ Encourage and promote local procurement ✓ Lobby State Government and industry for policy change
	<p>2. Marketing & Promotion</p> 	<ul style="list-style-type: none"> ✓ Market and promote the area for business investment ✓ Market and promote the area for tourism ✓ Market and promote the local lifestyle
	<p>3. Infrastructure</p> 	<ul style="list-style-type: none"> ✓ Ensure future supply of housing and serviced land for development ✓ Invest and develop community infrastructure ✓ Support tourism infrastructure development
	<p>4. Facilitating Growth</p> 	<ul style="list-style-type: none"> ✓ Provide a supportive planning environment ✓ Support other local and regional growth initiatives

Source: Lucid Economics and RFF Australia

The strategy will be implemented by the Town of Port Hedland in partnership with the WA Government, the Australian Government, regional development bodies, business and industry and other supporting partners. Internal and external reference groups and working committees will be established when required and resourced to ensure ownership of the strategy and a commitment to its implementation.

An annual implementation plan accompanies this strategy as well as an on-going monitoring framework to track progress on the strategy. A key element to the implementation plan is building the longer-term model and associated requirements to meet the aspirational targets for the Town of Port Hedland.

The implementation plan, key deliverables and reporting framework will be developed to ensure adherence with the plan and identify where divergence from the initial plan is required due to market and environmental variabilities over time.



Table of Contents

Mayor's Foreword	ii
Executive Summary	iv
Table of Contents	x
1. Introduction	1
1.1 Background	1
1.2 About this Strategy	2
1.3 Council's Role in Economic Development	3
2. The Context	5
3. What Stakeholders Said	13
4. Our Path to Growth	19
4.1 Future Opportunities	19
4.2 Aspirational Targets	24
5. Economic Development and Tourism Strategy	27
5.1 Partnerships	27
5.2 Strategy Overview	28
5.3 Advocacy	30
5.4 Marketing and promotion	31
5.5 Infrastructure	32
5.6 Facilitating Growth	33
5.7 Implementation	34
6. Monitoring Progress	37
References	38



1. Introduction

1.1 Background

The Town of Port Hedland is located in the Pilbara region, around 1,800 km north of Perth in the north west of Western Australia. The local government area is globally and nationally prominent in mining and resources sector and includes the largest bulk export port in the world. While iron ore is the main export product, other commodities such as salt and lithium are also produced from the region.



Figure 1.1. Town of Port Hedland

Unless otherwise noted, reference to 'Port Hedland' refers to the Town of Port Hedland local government area. Within the Port Hedland townsite boundary, there are a number of precincts including:

- Port Hedland (residential and commercial area adjacent to the Port)
- South Hedland (main residential and retail/commercial service area for the region)
- Wedgefield (light and general industrial area and transport depot)
- Airport precinct (area encompassing the airport and surrounding activities)

- Kingsford Smith Business Park (accommodates service industry and bulky goods)
- Port and surrounds (main industrial area encompassing the Port and related stock piling areas)
- Boodarie Strategic Industrial Area (designated heavy industrial area south of the Port where multiple rail lines service the Port and land exists for future industrial activities)
- Remainder of the local government area

These areas are unique and each provides a different role and function for the local region.

1.2 About this Strategy

The Town of Port Hedland Strategic Community Plan 2018-2028 establishes the community's long-term vision, aspiration and priorities and commits to *'building prosperity for all – enabling sustained economic growth'*. The Economic Development and Tourism Strategy provides the framework for the Town to lead an integrated and collaborative approach to achieve the community's vision.

A staged approach was adopted in the formulation of the strategy (Figure 1.2) and incorporated detailed research, analysis, and stakeholder consultation. The strategy will guide the Town of Port Hedland in supporting future economic development and tourism growth within the district.

This strategy should be read in conjunction with the Background Report and Consultation Summary completed for this project.

Figure 1.2. Strategy Development Process



Source: Lucid Economics

Council's leadership is focused on achieving results that help make Hedland a better place to live, work and play which requires collaboration between community, business, and government. By building strong relationships, creating connections, and growing trust, we can create an environment that supports business growth, injects vibrancy into our communities and drives the visitor economy.

Priorities in this Strategy have been developed with input from relevant stakeholders and align with strategic findings and directions in key strategic documents targeting economic growth in the town.

The Town's Corporate Affairs team will lead the implementation of this strategy in partnership with the WA Government, the Australian Government, regional development bodies, business and industry and other supporting partners. Internal and external reference groups and working committees will be established, when required and resourced to ensure ownership of the strategy and a commitment to its implementation. The Town will report on the outcomes of the Strategy through its Integrated Planning and Reporting Framework.



1.3 Council's Role in Economic Development

The Town of Port Hedland understands the critical role it plays in the development of a strong and stable economy through effective performance of its day-to-day operations and specific targeted strategies. Core operational functions include strategic planning, land use planning, design of public spaces, efficient and effective development assessment and approval processes, procurement, public asset investment and management as well as environmental management.

The Town of Port Hedland therefore has a number of key roles including:

- Leadership
- Facilitation
- Statutory approvals
- Advocacy
- Project development and execution, and
- Partnerships.

The realisation of economic growth and resilience requires a comprehensive and collaborative approach incorporating strong partnerships with business, State and Federal agencies, industry organisations and neighbouring councils. The Town is cognisant that constraints and challenges will be faced in the delivery of economic development and tourism outcomes, particularly in terms of resourcing and scope of influence.

Leadership and targeted actions will create genuine opportunities for business across the region, building capacity, facilitating employment opportunities, and increasing the well-being of the resident population. Understanding challenges and priorities will facilitate genuine proactive partnerships that support a resilient economy, a vibrant local business sector and active investment. The focus will be on opportunities that provide the strongest return on investment for our community.



2. The Context

Port Hedland hosts the largest bulk export port in the world, exporting 538 million tonnes in 2020 and achieving growth in exports 17 out of the last 18 years. Port Hedland is home to major mining companies BHP, Rio Tinto, FMG and Roy Hill, as well as numerous small to mid-tier miners. Port Hedland generated \$64 billion in export value for Australia in 2020 and exported 57% of all resource exports from Australia.

Port Hedland is a globally significant resource and mining hub.

The economy of Port Hedland is dominated by the mining and resource sector, directly contributing 84% to local Gross Regional Product and a much higher proportion indirectly. As noted, iron ore is currently the dominant resource, representing 99% of all exports through the port. However, **the region has a rich diversity of metals and minerals**, including one of the largest hard rock lithium deposits in the world. Other significant resources in the region include magnetite, manganese, gold, copper, potash and others.

The strength of the local mining and resource sector also means that **Port Hedland is one of the wealthiest communities in Australia**, ranking as the 13th highest personal income amongst all local government areas (LGAs), above every capital city. Unlike most other parts of regional Australia, Port Hedland also has a relatively young population (median age of just 31 compared to 36 for WA) and the local community comprises a high proportion of young families. Despite the high level of income, Port Hedland is absent many of the amenities and services that other towns in regional Australia have. **Pockets of high socio-economic disadvantage** also exist, primarily associated with the local Indigenous population.

As a result of some real and perceived issues regarding local education and liveability, there is an extremely high rate of 'population churn', with **around 20% of the population leaving and arriving every year**. This churn provides a significant cost to business in terms of recruitment and training. The annual loss of population also means that population growth is not consistent with the level of new arrivals each year. Growing the population locally would lead to an increase in residential services, retail offerings and a variety of educational and essential services (including healthcare).

A significant contributory factor to population churn and sustainable population growth in Port Hedland is a lack of housing. Residential accommodation was a major issue during the mining investment boom a decade ago and significantly hampered opportunities to capitalise on economic growth to generate further investment, economic and population outcomes. While land has now been identified and created, a housing shortage remains and continues to be the main barrier for economic and tourism growth in Port Hedland. In the context of Port Hedland, the impediment to almost any growth opportunity is housing. Unless strategic and sustainable approaches

to housing are addressed, this will remain a significant impediment to workforce attraction and retainment and economic growth. **The housing** shortage and affordability must be addressed for Port Hedland to grow.

While a relatively small industry locally, **tourism contributes positively to the local economy**, injecting \$175 million in 2019 (pre-COVID). Many locally owned, small businesses are often the main recipient of visitor expenditure into town. **Port Hedland welcomed almost 300,000 visitors in 2019**, with nearly two-thirds of visitors travelling for business purposes. From a **leisure perspective, Port Hedland is a drive-through destination** with many visitors simply passing through on their way between the Coral Coast and the Kimberley. Many of the leisure visitors are traditional 'grey nomads', who often

assemble at various river crossings (i.e. the De Grey River north of town and the Yule River south of town) and many may not travel into town at all with the **Town missing out on the economic benefits that visitors can bring.**

The recent growth of domestic tourism in 2021 within Western Australia is expected to continue and grow as Australian internal and external borders open into 2022 and beyond.

A review of visitor activities **shows a general lack of visitor products or experiences in Port Hedland.** 'None of these' was the second most cited visitor activity in Port Hedland. More tourism product, including an iconic visitor experience, and other 'attractions' or experiences, accompanied by facilities to support additional visitors is required.



Economic Data Points:



Population:

Churn 20% every year, one of the most significant in Australia.



Young families:

Median age comparisons.



High Income levels:

Compare median income levels.



Exports of national significance:

In terms of export values and % contribution to national exports.



Port numbers showing growth:

Biggest in the world.



Discuss shallow supply chains:

Low levels of local businesses when compared to other mining regions.



Very high reliance on resource activity:

Iron ore particularly (99% of exports is iron ore.)



Other metals and minerals around:

Gold, Copper, etc.



Housing:

Median prices – South Hedland fastest growing regional market in WA, Port Hedland fifth – availability, stock on market, vacancy rate.

Tourism Data Points



Overall visitors by type / purpose of visit:

Show dominance of business travel.



Leisure visitation:

Show drive-through nature of the area and reliance upon grey nomads.



Discuss length of stay



Expenditure and economic contribution:

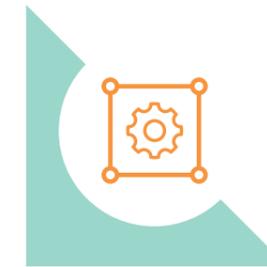
Jobs and GRP.



Top 10 visitor activities



Airport passenger traffic



Strategic Alignment

The Town of Port Hedland's Strategic Community Plan (SCP) guides forward planning and resourcing across four long-term objectives, our community, our economy, our built and natural environment and our leadership, incorporating strategic responses and measures. The Economic Development and Tourism Strategy recognises the collective contribution of these objectives to economic growth and resilience, whilst giving particular emphasis to strategic responses outlined under 'our economy'.

The Town of Port Hedland Local Planning Strategy (LPS), endorsed by the WA Planning Commission in May 2021, provides the strategic framework for future land uses, densities and development in the Town of Port Hedland. It establishes planning objectives and actions across urban and rural land use and design, population and housing, economy and employment, community facilities and public open space, heritage and culture, transport and access and other key planning elements. The LPS ensures the requisite balance is achieved for economic and social development and preservation of biodiversity. It informs other relevant regulatory planning instruments such as the Local Planning Scheme, local planning policies and structure planning for land development. The Economic Development and Tourism Strategy, which was a recommendation of the LPS, includes strategies and actions to leverage economic opportunities and key focus areas within the LPS.





Regional and State Alignment

The following strategic documents for the Pilbara region and the State of Western Australia have been considered in the development of this strategy to ensure alignment:

- Diversify WA (July 2019)
- Western Australian Renewable Hydrogen Roadmap (November 2020)
- Western Australia's Future Battery and Critical Minerals Industries, Strategy Update (November 2020)
- Economic Complexity Report for Western Australia (May 2020)
- Growth Perspective Report for Western Australia (May 2020)
- Pilbara Development Commission Strategic Plan (2019-21)
- Pilbara Regional Investment Blueprint (2015)

They have provided considerable background knowledge as well as identified a number of key future economic opportunities for Port Hedland. This Strategy aligns to these strategic documents and will support achieving the desired outcomes highlighted in them.



Net Zero Emissions

A number of local major mining companies have made a commitment to achieving net zero emissions in the future:

- **BHP:** net zero emissions by 2050
- **FMG:** net zero emissions by 2030
- **Roy Hill:** net zero emissions by 2050
- **Pilbara Minerals:** net zero emissions by 2040

Given the strength of mining locally and the individual and collective impact of these companies, these commitments to net zero emissions will have an impact on Port Hedland.



3. What Stakeholders Said

Stakeholder Engagement

Interviews were conducted with over 60 stakeholders from industry, business, associations and government. Stakeholders were asked what they thought were the key competitive advantages and issues in the region, key opportunities for growth and the role the Town should play in terms of economic development and tourism.

The following strengths to facilitate economic growth and tourism were identified from stakeholder interviews.



Importance of the Port and Resource Industries.
The critical importance of the Port and associated mining and resource activities to the Port Hedland economy.



Land and Infrastructure to Support Growth.
The availability of residential and industrial land for development was cited and needs to be leveraged to support growth. Equally, leveraging the future capability of key infrastructure projects such as the new Spoilbank Marina and the Maritime Precinct will also contribute positively to future growth.



Existing and Emerging Resource Projects and Operations.
Beyond iron ore, the wealth of other metals and minerals in the region, particularly those associated with new battery technologies, such as lithium, cobalt and manganese and the need to leverage these resources and existing logistics and export capabilities for economic growth going forward.



Tourism Potential.
Industrial tourism associated with the presence of the largest bulk export port in the world was highlighted as the biggest opportunity, as well as local Indigenous culture, cultural heritage, camping and fishing.

Role of the Town of Port Hedland

Stakeholders identified the role of the Town in economic development and tourism as:



Advocacy:

Advocating and lobbying on behalf of the community for State and Commonwealth infrastructure investment and effective policy changes.



Marketing and promotion:

Marketing and promoting the area for new residents, new visitors and new businesses.



Infrastructure:

Supporting the community through the development of a range of community infrastructure.



Planning and regulations:

Facilitating a range of outcomes through the Town's planning and regulatory role.



Supporting tourism:

Supporting the development of the tourism industry through facilitating catalytic infrastructure, new tourism experiences and destination marketing.



4. Our Path to Growth

4.1 Future Opportunities

The background research, stakeholder engagement and analysis of local competitive advantages identifies the following strategic opportunities.

Housing

As highlighted above, housing is the most critical need in the Port Hedland economy. Given the degree of the housing shortage, economic growth is limited in the absence of additional housing stock being delivered. Recent rental and sale price increases and low level housing stock on the market coupled with an almost 0% residential vacancy rate, demonstrates strong market demand for housing.

However, the housing market is complicated in Port Hedland and the Pilbara given volatility in housing demand and pricing associated with commodity pricing and market fluctuations in an economy substantially reliant on a singular commodity, iron ore. Furthermore, premium local construction costs, a 'boom and bust' past and negative perceptions from lenders (which triggers higher lending costs) have created an environment that is not attractive to most housing investors. As sales figures show over the last 2-3 years, investors that understand the local market have been purchasing existing properties, however, due to the high cost and other unique local factors, these investors have not been able to invest in new housing.

In Port Hedland during the mining investment boom, a significant number of owner-occupiers and investors lost money due to significant decline in value after the boom. These marked price fluctuations occurred in the context of a chronic shortage of land with land sites subsequently identified. The net effect has been a level of wariness about investment by both purchasers and financial institutions due to perceived or actual risk.

As a significant investment risk, it is unlikely that housing can be delivered in the short-term without Government intervention.

Housing availability is key to residential settlement, economic growth and investment in the local economy. Housing availability can also support a potential shift away from FIFO practices to a more residential based workforce.

Without new residential housing development, there will be limited growth opportunities for Port Hedland and substantial constraints on achieving opportunities identified in this strategy.

Mining Equipment, Technology and Services (METS)

The METS sector is already well represented in Port Hedland. The sector includes many of the Tier 1 mining suppliers and transport providers that enable Port Hedland to be the largest bulk export terminal in the world. However, there is considerable scope for future growth. Beyond the typical mining services supply chains, the METS sector also includes mining and logistics automation, maritime services, maritime

training, and a plethora of new technology that is often piloted in the Pilbara.

A focus on the METS sector not only embraces local competitive advantages but aims to value-add to the sector to deliver new and diversified economic activities. Research and training are likely to be a significant focus for the METS sector in Port Hedland moving forward, which can leverage the Maritime Precinct.

Hedland Maritime Initiative

The Hedland Maritime Initiative (HMI) is the special purpose vehicle established to administer the Western Australian Government's Port Hedland Voluntary Buy-Back Scheme (PHVBS) and facilitate the planning and development of a Maritime Precinct.

The Maritime Precinct represents a significant portion of the West End and creates a considerable opportunity for redevelopment

and specialisation. The Maritime Precinct is a long-term project with maritime links. The intent is to develop and activate the Maritime Precinct area into a vibrant precinct that provides for commercial, leisure, tourist, cultural, training, educational and other land uses.

The Maritime Precinct provides considerable opportunities for the METS and other sectors and users in Port Hedland.

Building Local Supply Chains

The opportunity to build local supply chains was a consistent theme during the consultation phase. Many local businesses felt that a significant quantity of goods and services are being sourced from outside the region, particularly from the Perth region.

The COVID-19 pandemic highlighted disruption to supply chains to the Pilbara and opportunities for locally delivered products and services. The requirement exists to better understand import replacement opportunities in Port Hedland based on rigorous assessment of the viability of demand and supply (current and forecast) within the local market and willingness of industry and producers to engage in buying and selling. Additionally, scope exists to advocate

for regulation or policy that progresses targets and reporting around local procurement by large projects in proximity to host communities.

With an international seaport, and airport, Port Hedland has direct access to international markets, for both imports and exports, of people, freight, and commodities.

Approximately \$10 billion in major iron ore projects are currently under construction or committed and a strengthening investment pipeline in a more diversified metals and minerals base is currently evolving. In conjunction with existing projects, this will likely provide further market demand to support local procurement.

Renewable Energy

Mining is a significant contributor to global emissions and Port Hedland affords several critical success factors for renewable energy generation and export including, abundant land, a skilled workforce, mineral wealth and established export markets. Renewable energy is an existing growth area in Port Hedland and the broader Pilbara region, and a strategic investment pillar for State Government.

The State Government aspired to achieve net zero emissions by 2050 through a number of initiatives, principally outlined in the *Western Australian Climate Change Policy* (November 2020). Strategies have been developed aimed at achieving investment in renewable energies and export markets, coupled with investment in research. Going forward there will be considerable expectation, regulation and collaboration between Government and industry to achieve net zero emissions targets.

All local large mining companies have committed to net zero emissions generation in the future, which creates a significant local opportunity. If these opportunities do not materialise locally, these businesses will seek other means to meet these commitments.

The aforementioned Climate Change Policy acknowledges the 'exciting' opportunity that a low-carbon future presents for jobs, manufacturing and export industries in renewable energy such as 'hydrogen, future batteries and hydrogen intensive commodities like 'green' steel.' Additionally, the potential to support regional development and economic diversification to support sustainable communities, able to be resilient in the face of global finance and policy trends.

Diversified Metals and Minerals

The cyclical impact of iron ore pricing and demand has a fluctuating effect on the local economy and the viability of small-to-medium sized businesses. The Federal Government has released *Australia's Critical Minerals Strategy* (2019) to capitalise on Australia's large reserves of critical minerals and global demand for new metals, non-metals and minerals (primarily due to new technologies), and expertise in resource extraction, processing, engineering and renewables. The State Government also has a strong policy and research focus on leveraging this sector in line with its policy pillar, *DiversifyWA* and an intended *Mineral and Energy Resources and Development Strategy*.

A range of current projects exist that include lithium, magnetite, manganese, gold, copper and potash. Large reserves of cobalt also exist.

Diversification of the local economic activity can be borne out of diversification of the region's metals and minerals base (utilising the Port, which is the area's main competitive feature). The mining activity for these metals and minerals as well as the potential for renewable energy projects, development of hydrogen hubs and downstream processing (at Boodarie) could greatly enhance the local economy.

Tourism

Tourism is a critical contributing sector to the local economy with visitor expenditure supporting locally owned, small businesses. Increasing tourism in Port Hedland will provide opportunities for growth and expansion of this sector.

Research and consultation identified that there are a lack of tourism experiences and attractions in Port Hedland, including a signature, iconic tourism attraction. As the destination of the largest bulk export port in the world, an iconic attraction could persuade people to stop in Port Hedland (instead of driving by), greatly enhancing visitor numbers. If the attraction was designed and developed to be an immersive experience that embraced 'all things Port Hedland', it could become a significant visitor attraction in Australia's North West. Stakeholders also highlighted the

need for the current visitor information centre to be relocated so that it is more visible and accessible for visitors.

Additionally, consultation identified various opportunities to promote the local culture, specifically through Aboriginal Art and galleries such as the redeveloped Spinifex Gallery. Other enhanced visitor experiences included interaction with the local Flatback sea turtles as well as celebrating a range of cultural events and festivals.

These combined with expanded tourist accommodation options, will facilitate greater visitor numbers and length of stay in Port Hedland, with subsequent expenditure in the local economy and employment opportunities.

Tourism Priorities

Engagement with local tourism stakeholders found a number of key assets as well as future growth opportunities.

Key tourism assets identified include:

- The largest export port in the world and existing port tours
- Woodstock-Abydos protected area
- Redeveloped Spinifex Hill Studio, Courthouse Gallery and Studio and Wangka Maya Language Centre
- Fishing, camping and outdoor adventure activities
- Local flathead sea turtle nesting
- International airport and access to the Great Northern Highway.

Top tourism priorities include:

- Development of an iconic Port focused visitor attraction
- Relocation of visitor information centre (and potential co-location with iconic attraction)
- Development of commissionable Indigenous cultural tourism products/experiences
- Tours and experiences associated with new Spoilbank Marina and Arts and Cultural Precinct
- Greater promotion of existing (and future) tourism opportunities
- Growing existing and new local events that champion local culture and community
- Development of additional tourist accommodation
- Engagement with PHIA for longer term domestic and international tourism
- Diversify experiences including Trails, Eco, and Dark tourism.



Community and Social Infrastructure

Stakeholders identified liveability as a critical issue for Port Hedland's growth. Beyond the provision of high quality and affordable housing, a variety of community and social infrastructure is required in Port Hedland, including:

- Childcare
- Choice of quality secondary schooling
- JD youth hub
- South Hedland integrated sports hub
- Port Hedland sports/community hub
- Integrated civic & community hub
- Marina and boating facilities
- Arts and cultural precinct
- Expanded range of retail offerings

While many of these opportunities would benefit from population growth, many depend on population growth taking place in order to facilitate the opportunity. All of these community and social infrastructure areas can support an increase in the liveability of Port Hedland, which will in turn support an increase in the local population that will then also reinforce the commercial opportunities surrounding this infrastructure.

4.2 Aspirational Targets

The Port Hedland Local Planning Strategy (LPS) has identified two potential future population projections. The first estimates approximately 18,500 people by 2041 using historical averages and past long-term performance. The second scenario considers an aspirational forecast to reach a resident population of 27,085 by 2041. This Economic Development and Tourism Strategy has set out to achieve this aspirational

population through the provision of local jobs. Detailed modelling by Lucid Economics and RFF Australia has determined that Port Hedland will need an **additional 5,090 locally based jobs by 2041** to support the population of 27,085 people.

If the housing and liveability issues could be addressed effectively, achieving these aspirational goals is possible.

Consider this...



Throughput through the Port Hedland Port is expected to increase by another

160 million tonnes by 2025

when considering existing major projects (which excludes some future potential projects that would add to this total)...



There is an investment pipeline of

\$55 billion in major projects

considering Port Hedland...



There is considerable funding going into

renewable hydrogen, renewable energy

and other sustainability initiatives in the Pilbara...



There is

\$170 billion in battery critical minerals

in the Pilbara...



WA State Government, BHP, FMG and other major mining companies have

committed to net zero emissions

in the future, creating considerable future potential demand for investment and jobs...

The figure below (Figure 4.1) shows the two potential future outcomes, i.e. the status quo and the aspirational targets. As the figure shows, under the status quo scenario, the population shows very little growth over time, resulting in 18,500 people by 2041. Under this scenario, due to the prevalence of fly-in/fly-out (FIFO) and increases in technology and automation, local employment actually decreases over time.

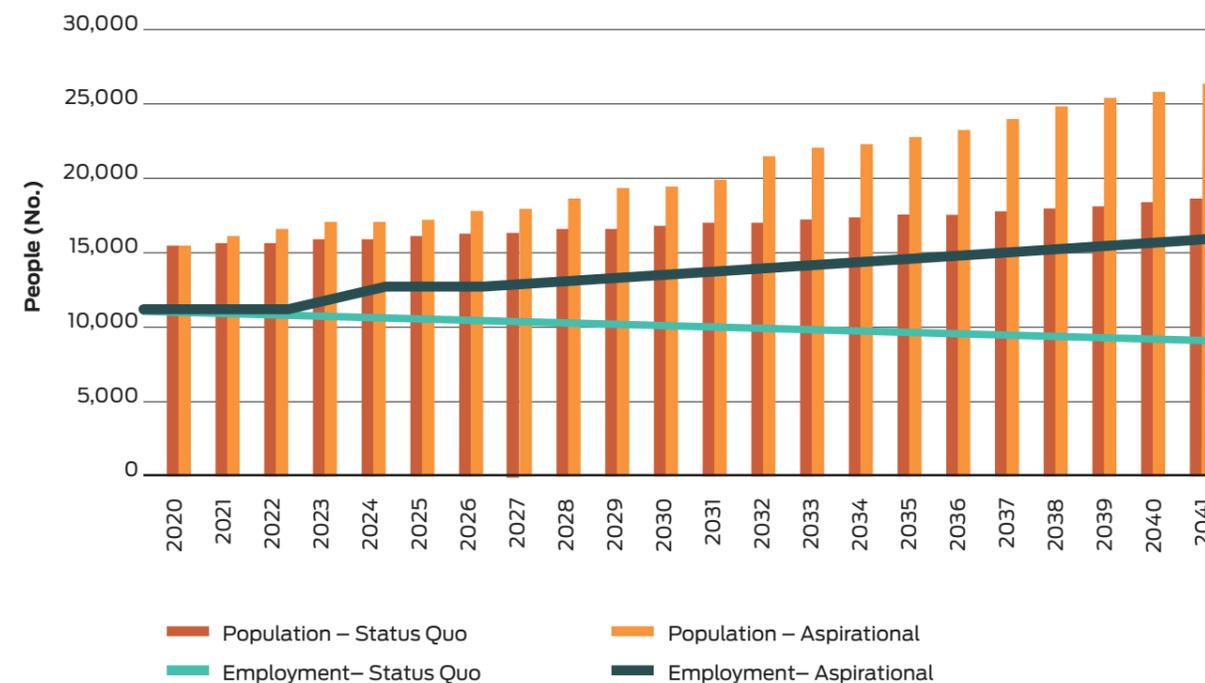
Alternatively, under the aspirational targets, major projects spur considerable employment and population growth over the next five years, which continues over time as the local economy builds diversification in its metals and minerals mix and develops more sophisticated local supply chains. The other opportunities identified (i.e. METS, Maritime Precinct, renewable energy and tourism) will also contribute to future employment (and population growth).

Given the size and the scale of future opportunities around hydrogen, renewable energy and other future technologies (including the METS sector), local employment growth could exceed the identified aspirational target.

As identified throughout this document, housing and liveability are critical gaps that need to be filled in order to reach these aspirational targets.

This Strategy embraces the mining and resource nature of Port Hedland and seeks to further develop this competitive advantage, supporting diversification through varied metals and minerals and renewable energy projects, building local supply chains, encouraging tourism and delivering housing and community infrastructure. This Strategy seeks to deliver on the aspirational targets of adding more than 5,000 local jobs and over 11,600 new residents to the region by 2041.

Figure 4.1. Status Quo vs. Aspirational Targets



Source: Lucid Economics and RFF Australia



5. Economic Development and Tourism Strategy

5.1 Partnerships

Encouraging economic development and tourism is a collaborative process involving a number of stakeholders. As highlighted through stakeholder engagement, there are a multitude of important organisations that promote and support economic development and tourism in Port Hedland, including:

Local Level

- **Town of Port Hedland:** the Town has an important role to play in local economic development including advocacy, planning and regulation, marketing and promotion, infrastructure and supporting tourism.
- **Port Hedland Chamber of Industry and Commerce:** the Chamber provides a voice for business and industry in the Hedland region, driving towards the growth and success of local commerce and working to build the economic strength of the region.
- **Local Community and Indigenous Groups:** Engaging with and alongside the local community and indigenous groups ensures longer term collaboration in areas that support and enhance the liveability of Port Hedland.

Regional Level

- **Pilbara Development Commission:** to coordinate and promote economic development in the Pilbara to maximise prosperity and well-being for the region, and for Western Australia
- **Regional Development Australia (RDA) Pilbara:** RDA Pilbara works in partnership with the Australian, state and territory and local governments to support the growth and development of Australia's regions. RDA committees build partnerships between governments, regional development organisations, local businesses, community groups and key regional stakeholders to provide strategic and targeted responses to economic, environmental, and social issues affecting the regions of Australia.
- **Pilbara Ports Authority (PPA):** The PPA is a Western Australian Government Trading Enterprise and operates the Ports of Ashburton, Dampier, Port Hedland, and Varanus Island. The PPA's role is pivotal in the on-going economic growth of Port Hedland.
- **Australia's North West (ANW):** ANW is the peak tourism body for the Kimberley and Pilbara regions of Western Australia and is responsible for the promotion of the North West as a premier tourism destination.

State Level

- **DevelopmentWA:** DevelopmentWA is the State Government's central development agency, operating across Western Australia with a diverse portfolio of industrial, commercial and residential projects. DevelopmentWA is the main land developer in Port Hedland across industrial, commercial, and residential property.
- **WA Dept of Planning, Lands and Heritage:** the Department is responsible for all planning and managing land and heritage across the State. The Department includes the previous WA Planning Commission which is responsible for the strategic direction of government on urban, rural and regional land-use planning and land development matters throughout the State.
- **WA Dept of Jobs, Tourism, Science and Innovation:** the Department leads Western Australia's economic development, international trade and investment, and tourism, and promote the defence, international education, science and innovation sectors. The Department includes Tourism WA, who is responsible for destination marketing for the State across both domestic and international markets.
- **WA Dept of Communities:** the Department works in partnership with the private, government and not-for-profit sectors to deliver affordable housing across the State, including in Port Hedland.
- **Water Corporation:** Water Corporation is the principal supplier of water, wastewater & drainage services across the State, providing infrastructure to support growth.
- **Horizon Power:** Horizon Power is a State Government-owned, commercially focused corporation that provides safe and reliable power for residents and businesses across the State.

5.2 Strategy Overview

An overview of the Port Hedland Economic Development and Tourism Strategy is provided in the figure below (Figure 5.1). **The purpose of the strategy is to reduce population churn, increase local employment and increase the local population. In such a way, the strategy seeks to address the identified housing issue and improve the liveability of the region. At the same time, it seeks to leverage the existing strengths and future opportunities of the area.**

The Strategy has been developed based on research, analysis, and stakeholder engagement. The Strategy embraces the role of Council (as highlighted in Section 3) and focuses on four pillars:

- Advocacy
- Infrastructure
- Marketing and Promotion
- Facilitating Growth

Each pillar is supported by individual priority initiatives that seek to provide further direction to the Town of Port Hedland regarding future activities and actions.

This structure will allow the Town of Port Hedland to focus on areas within its key role, including:

- **Advocacy:** advocating and lobbying for State and Commonwealth infrastructure funding
- **Marketing and Promotion:** marketing and promoting the area for residents, jobs and investment
- **Infrastructure:** the provision of community and social infrastructure to support future liveability, population growth and retention
- **Facilitating Growth:** using the existing role as a regulator and planner for the area to support and encourage new business locating to the area and new investments.

The Town of Port Hedland works in tandem with State and Commonwealth Governments, and the identified partners to deliver economic development and tourism outcomes in Port Hedland. The Town of Port Hedland can directly support new investments through facilitating the planning and development approval process and introductions to other local businesses and assisting the new businesses to establish local supply chains.

The Town of Port Hedland should lead the advocacy efforts and engagement with State and Commonwealth Governments, with support from the PHCCI. Equally, the Town of Port Hedland should take the lead role in the provision of community infrastructure and increasing the liveability in the area.

Figure 5.1. Town of Port Hedland Economic Development and Tourism Strategy Overview

Aspirational Goals	Pillar	Priority Actions
<p>By 2041:</p> <p>Create over</p> <p>5,000</p> <p>new jobs</p>  <p>Facilitate the growth of</p> <p>11,600</p> <p>new residents</p> 	<p>1. Advocacy</p> 	<ul style="list-style-type: none"> ✓ Lobby State and Federal Government for Infrastructure ✓ Encourage and promote local procurement ✓ Lobby State Government and industry for policy change
	<p>2. Marketing & Promotion</p> 	<ul style="list-style-type: none"> ✓ Market and promote the area for business investment ✓ Market and promote the area for tourism ✓ Market and promote the local lifestyle
	<p>3. Infrastructure</p> 	<ul style="list-style-type: none"> ✓ Ensure future supply of housing and serviced land for development ✓ Invest and develop community infrastructure ✓ Support tourism infrastructure development
	<p>4. Facilitating Growth</p> 	<ul style="list-style-type: none"> ✓ Provide a supportive planning environment ✓ Support other local and regional growth initiatives

Source: Lucid Economics and RFF Australia

5.3 Advocacy

Advocacy is a clear role for the Town of Port Hedland and was strongly supported by stakeholders. Given the considerable value that is generated for the State and the nation through Port Hedland, the State and Commonwealth Governments have a responsibility to invest into the region, particularly to assist with increasing the liveability in the region and to deal with other key issues.

Additionally, State and Commonwealth policies can have a dramatic impact on the local region, for example, in the creation of a Designated Area Migration Agreement (DAMA) for the Pilbara. Equally, policy change that required more locally based workers would create significant demand for population growth. Regular engagement with politicians and senior bureaucrats is required as well as the development of a sound business case to support advocacy efforts.

At the same time, the Town of Port Hedland needs to work together with the PHCCI to encourage local procurement outcomes, particularly by the large resource businesses in the region. The Town of Port Hedland can also demonstrate leadership in this space through ensuring its procurement supports local businesses.

Priority Actions

- **Lobby State and Federal Government for infrastructure:** the Town of Port Hedland, supported by the PHCCI, should lobby the State and Federal Government for support with various priority infrastructure projects (particularly where a financial contribution from them is required) including investment in land development, and infrastructure upgrades, as well as policy changes, such as the DAMA.
- **Lobby State Government and industry for policy change:** Lobby major mining companies to change FIFO work practices for their operational workforces and State Government for legislation that mandates housing a percentage of workers for new major projects in existing regional centres.

- **Encourage and promote local procurement:** the Town of Port Hedland should support the PHCCI in efforts to maximise local supply chains through the resource sector supporting local businesses as much as possible. In order to demonstrate leadership, the Town of Port Hedland should continue its local buy program and promote its own local expenditure.

Priority Infrastructure Projects

Through consultation with stakeholders, the following priority infrastructure has been identified and should be the focus of advocacy efforts, where the State and Commonwealth Government can provide support:

- Residential housing (including key service worker accommodation)
- Childcare
- Choice of high quality secondary education
- Iconic tourism attraction (that celebrates Port Hedland's economy, community and heritage, likely focused around the Port)
- Infrastructure and road servicing in Boodarie
- Woodstock Abydos Aboriginal Heritage (protected area)
- Range of community infrastructure (including aquatic centre, arts & culture precinct, integrated civic and community hub)
- Port Hedland Spoilbank Marina
- Port Hedland Maritime Precinct.

All of these projects have the ability (individually) to significantly enhance the local economy and tourism sector. Combined, they can act as a considerable catalyst for future change and assist in achieving the identified aspirational goals.



5.4 Marketing and promotion

The Town of Port Hedland has a role to play in marketing and promoting the local area, which was expressed by stakeholders through the consultation.

For Port Hedland, there are several different levels and avenues for promoting the local area, including:

- Marketing and promoting the area as a place of business investment
- Marketing and promoting the area as a tourism destination
- Marketing and promoting the area as a residential location (lifestyle and liveability)

The difference between these three streams is very significant in the messaging and way the area should be promoted is equally different.

For all marketing and promotional efforts, it will be important to develop bespoke marketing materials and then to conduct targeted campaigns, utilising the latest digital technology platforms, including formal advertising platforms as well as more organic platforms such as LinkedIn and Facebook.

Priority Actions

- **Market and promote the area for business investment:** In collaboration with PHCCI, conduct a targeted marketing campaign aimed at raising the profile of various investment and business opportunities in Port Hedland
- **Market and promote the area for tourism:** conduct marketing activities that promote the existing (and future) tourism experiences and products in and around Port Hedland
- **Market and promote the local lifestyle:** develop a range of materials to support and promote the local lifestyle as well as the future investments into community infrastructure.

5.5 Infrastructure

The provision of community and social infrastructure represents a central role for the Town of Port Hedland. The provision of community and social infrastructure is important to building liveability in Port Hedland and addressing the considerable population churn that is currently experienced.

The consultation highlighted the need for childcare, choice in high quality secondary schooling and a variety of additional community infrastructure.

Beyond community infrastructure, the development of tourism infrastructure can not only support future tourism growth but can also provide amenity for residents and assist in increasing the liveability of the region. The Spoilbank Marina and other tourism priorities will not only attract more visitors but will also greatly enhance local liveability.

Critical Need for Residential Accommodation

Engagement with stakeholders as well as historical analysis demonstrates that without an increase in residential accommodation stock, it will be impossible for Port Hedland to achieve the identified aspirational goals or grow much at all. Consultation identified that the lack of housing has driven up prices for housing to a point that employers must provide housing to attract employees, which greatly increases the cost of employing local people. While Port Hedland is not the only community in Australia to experience this scenario, it is likely the place in Australia where this situation plays out to the extremes that are currently present in the market.

Without access to relatively affordable residential accommodation (and an increase in residential housing), the local economy is constrained, and growth limited.

The housing issue is pervasive throughout the entire economy and almost all other issues experienced in the local economy link back (in some way) to the lack of housing.

The housing issue must be managed as a matter of priority.

Priority Actions

- **Ensure future supply of housing and serviced land for development:** ensure residential housing development is delivered and that all necessary infrastructure is available for 'shovel ready' sites for industrial and residential development
- **Invest and develop community infrastructure:** invest and develop a range of community infrastructure including integrated sports hub, arts & culture precinct, integrated civic and community hub
- **Support tourism infrastructure development:** encouraging and supporting a range of tourism infrastructure development will not only increase visitation but will also increase the liveability of the region
- **Support the Spoilbank Marina Precinct development:** Conduct EOI/RFP processes to identify development opportunities across the Spoilbank Marina and Maritime Precinct and drive the highest economic and community benefits.

5.6 Facilitating Growth

Through its regulatory and planning role, the Town of Port Hedland can facilitate investment and development. Engaging with investors and developers in a proactive manner can make the overall development approval process more efficient as proponents better understand the requirements and can discuss openly the planned development and any necessary amendments to ensure that the development is compliant and can be processed through to completion.

Priority Actions

- **Provide a supportive planning environment:** the Town of Port Hedland can play a key role in facilitating investment and development through dealing with developments and proponents in a proactive manner, ensuring they are aware of all development approval requirements and the information that is required
- **Support other local and regional growth initiatives:** the Town of Port Hedland can also facilitate growth through supporting other initiatives, such as the Hedland Maritime Initiative, major resource projects and associated business investment.



5.7 Implementation

This strategy should be implemented over the next five years and then a review should be conducted to ensure that the direction established by this strategy maintains its currency.

The following table provides an action plan for the first year of the strategy's implementation. This action plan should be reviewed annually and adjusted for changes in the market as well as to adjust for initiatives that have success as well as those that may not be delivering the expected level of value to the local community.

Table 5.1. Town of Port Hedland Economic Development and Tourism Strategy Implementation

Pillar / Priority Action / Task	Metric	Target
1. Advocacy		
1.1. Lobby State and Federal Government for infrastructure		
1.1.1. Lobby Government for infrastructure investment to unlock development in Boodarie	Meetings with politicians	4 / annum
1.1.2. Lobby Government for investment to fill gap in commercial feasibility for residential housing	Business case	1
1.1.3. Continually liaise with State and Federal Government funding agencies and monitor grants programs to ensure that business cases for priority projects are at the ready when project funding opportunities arise	No. of submissions	2
1.1.4. Formally engage with Pilbara Universities Centre, TAFE & industry groups to investigate opportunities and potential strategies (including government advocacy) to ensure training priorities address new and emerging industry needs	Meetings with PUC / TAFE	4 / annum
1.1.5. Lobby the Commonwealth Government to support the DAMA	Meetings with Ministers	4 / annum
1.1.6. Support local businesses with employment options including the Pilbara Region DAMA development and implementation, along with wider business engagement and understanding	Business engagement	4 / annum
1.2. Encourage and promote local procurement		
1.2.1. Together with PHCCI and partners, encourage major mining companies to buy local	Business engagement	4 / annum
1.2.2. Launch an annual procurement showcase event associated with Council's capital works program to assist local businesses with tendering opportunities	Launch event	1
1.2.3. Use Council's procurement policy to support new businesses which are developing innovative and sustainable building materials and techniques	Tender released	1
1.2.4. Identify and promote Council's local expenditure	Publish local buy report	1
1.3. Lobby State Government and industry for policy change		
1.3.1. Lobby State Government for policy change regarding new mine developments and requiring mining companies to leverage local workers	Submission to Government	1
1.3.2. Lobby large mining companies to utilise more local residentially based workers	Meetings with mining companies	3 / annum
2. Marketing & Promotion		
2.1. Market and promote the area for business investment		
2.1.1. Develop a Hedland place brand to increase exposure, consistency and brand reach across key economic development areas – Invest/Live/Visit/	Brand developed	1

Pillar / Priority Action / Task	Metric	Target
2.1.2. Promote opportunity for housing investment	Campaign conducted	1
2.1.3. Promote opportunities for downstream processing in Boodarie, together with DJTSI	Investment prospectus	1
2.2. Market and promote the area for tourism		
2.2.1. Support regional destination marketing campaigns	Campaign conducted	1
2.2.2. Develop a Destination Management Plan for the Town of Port Hedland, including product development	Plan Developed	1
2.2.3. Support local Aboriginal Groups to develop capacity to plan and hold culture-based events	Signature events	2
2.3. Market and promote the local lifestyle		
2.3.1. Support local events that build community pride and support local lifestyle	No. of events	2
2.3.2. Develop social media competition that celebrates local lifestyle	Competition conducted	4 / annum
3. Infrastructure		
3.1. Ensure future supply of housing and serviced land for development		
3.1.1. Develop an over-arching housing strategy for Port Hedland to support increases in residential development	Strategy developed	1
3.1.2. Encourage Development WA to bring serviced residential and industrial lots to market (target 50 lots)	Development WA engagements	6 / annum
3.2. Invest and develop community infrastructure		
3.2.1. Create partnerships with major industry to support community and social infrastructure	Partnership agreement	1
3.2.2. Continue to develop the South Hedland Integrated Sports Hub and Port Hedland Integrated Sports and Community Hub	Masterplan endorsed	1
3.2.3. Identify, and develop planning and business cases for Community projects	Planning completed	2
3.2.4. Identify land and development opportunities adjacent to the Spoilbank Marina	Project complete	1
3.2.5. Review the economic impact and job creation capacity of major infrastructure projects undertaken by the Town	No. of assessments	4
3.3. Support tourism infrastructure development		
3.3.1. Undertake a scoping study to identify and define an iconic, port-related visitor attraction, Aboriginal and cultural tourism, trails, and eco-tourism prospects	Study completed	1
3.3.2. Investigate the relocation of the current visitor information centre	Review completed	1
3.3.3. Undertake an assessment of Aboriginal tourism product development opportunities	Assessment completed	1
3.3.4. Investigate long term opportunities for additional visitor / tourism accommodation	Assessment completed	1
4. Facilitating Growth		
4.1. Provide a supportive planning environment		
4.1.1. Identify major projects and associated proponents to maximise potential economic and social gains for ToPH	No. of projects	3
4.1.2. Assist with information to support business case development for projects	No. of business cases	4
4.2. Support other growth initiatives		
4.2.1. Engage and align with the Hedland Maritime Initiative plan and provide support for the development	No. of meetings	6
4.2.2. Provide support activities and improve amenity and activation within the South Hedland town centre	No. of activations	6



6. Monitoring Progress

Progress towards the identified aspirational goals can be measured over time.

An annual Economic Development and Tourism Scorecard should be prepared to track both population and employment. At the same time, the Scorecard can track a number of economic and tourism indicators and will provide an annual update on important trends and changes within the local economy and tourism sector. In addition to this annual scorecard, the team should provide a quarterly briefing to Council regarding the state of the economy. This update could include:

- Unemployment
- Building approvals
- Visitation
- Port throughput
- Progression of major resource projects

Additionally, the implementation plan should be reviewed to understand the Town of Port Hedland's activities as well as to address the effectiveness of each identified activity and determine the future needs. As such, it can be adjusted on an annual basis based on the success of the previous year and/or based on changes in the marketplace. In this way, the Strategy provides long-term direction yet has the flexibility to adapt to changes and emerging trends.

It will also be important to realise that the Town of Port Hedland does not have control over the economy or tourism sector, nor regarding population and employment trends. However, through this strategy, the Town of Port Hedland seeks to deliver an environment that is conducive to achieving both population and employment growth. As such, it is important to review both the local economic environment (and progress towards the identified aspirational goals) as well as the implementation plan that the Town of Port Hedland does have control of.

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