



THE PILBARA
REGIONAL TOURISM
DEVELOPMENT STRATEGY
2023-2033

📍 MOUNT NAMELESS, THE PILBARA

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge Aboriginal people as the traditional custodians of Western Australia and pay our respects to Elders past and present. We celebrate the diversity of Aboriginal West Australians and honour their continuing connection to Country, culture and community. We recognise and appreciate the invaluable contributions made by First Nations peoples across many generations in shaping Western Australia as a premier destination.



CONTENTS

Introduction	4
Part 1: RTDS Vision, Goals & Priorities	6
10-Year Vision	8
10-Year Tourism Goals & Priorities	10
Part 2: Understanding The Region	12
The Pilbara Regional Overview	14
Part 3: Strategy & Implementation	18
The Pilbara Action Plan	20

INTRODUCTION

The Pilbara Regional Tourism Development Strategy (RTDS), together with the overarching Australia's North West (ANW) Tourism Destination Management Plan (TDMP), will guide decision-making, investment and capacity development for tourism in the ANW region over the next 10 years.

The RTDS has been informed through comprehensive engagement with industry and stakeholders across the region to understand opportunities and priority projects. These projects have been assessed at a regional and subregional level through an analysis of the region's tourism offering, to prioritise initiatives that will have the most impact on growing the visitor economy sustainably.

Both documents make recommendations on actions and priorities to support the management and growth of the destination in the following areas:

- Supply** including attractions, events, accommodation, access and connectivity and other visitor-related infrastructure.
- Demand** including the region's positioning, markets and destination marketing.
- Capability** including workforce and skills development, funding and partnerships.

This abridged RTDS outlines the key priorities and actions for tourism development in the Pilbara region, in alignment with the ANW TDMP.

It is important to note that many of the priorities identified in the document are aspirational and unfunded. Their inclusion will provide industry and government with the strategic direction to seek resourcing, if required, to deliver initiatives within their areas of responsibility.





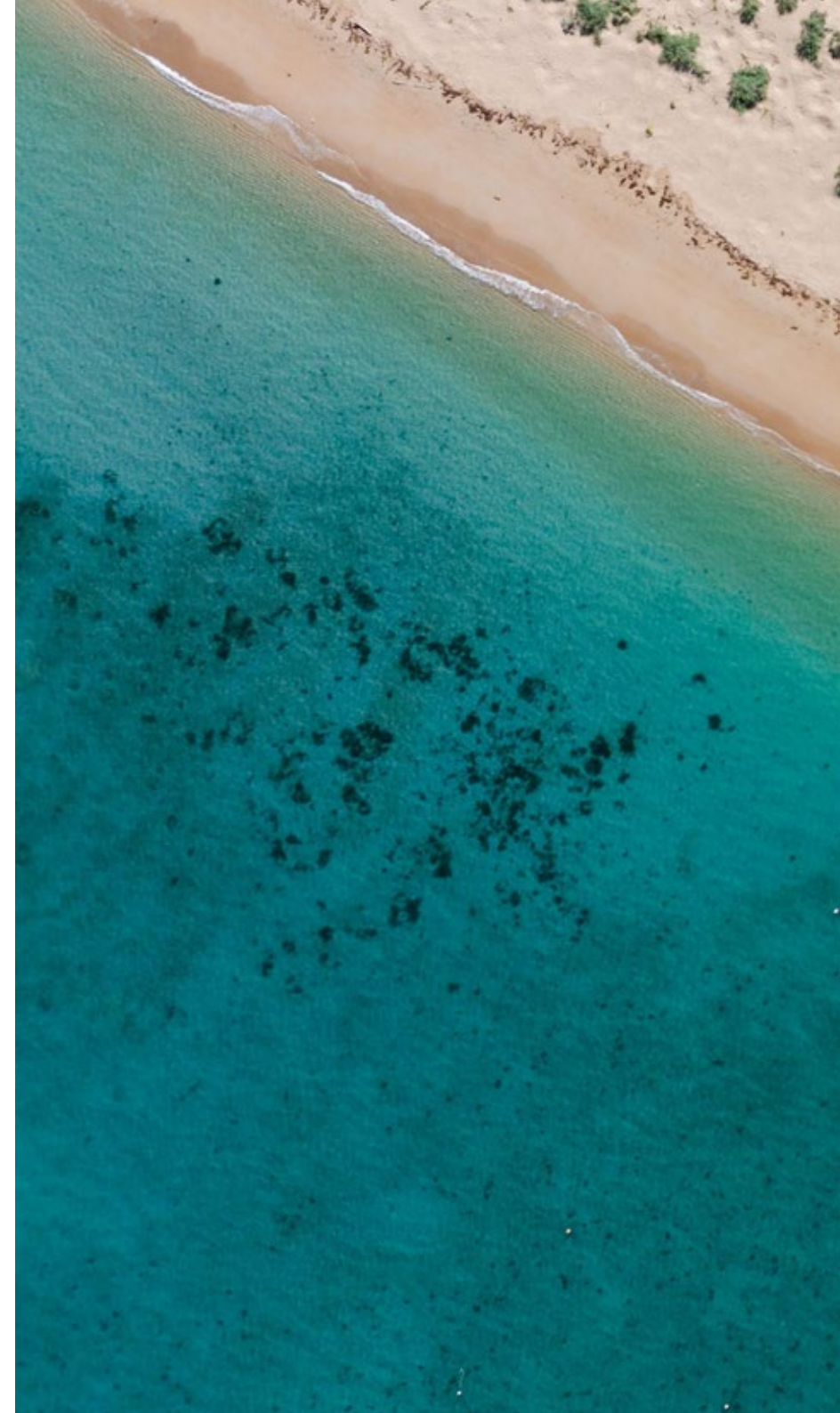
**PART 1:
RTDS VISION, GOALS & PRIORITIES**



10-YEAR VISION

The ANW region is the destination of choice for travellers to Western Australia seeking outstanding natural experiences, Aboriginal culture and outdoor adventure, where:

- Access** Travel into and within the region is facilitated by improved air, road and water access.
- Visitors** The visitor planning experience is made as smooth as possible, with easy access to information for booking accommodation, experiences and services that meet their varied needs.
- Industry** Tourism is established as a sustainable element in the future of the Kimberley and the Pilbara regions and as a foundation for the diversification of the economy. Tourism is central to regional and local social and business communities and is recognised as a viable employment pathway.
- Government** Greater coordination is achieved across all government levels, aiming to ease the path for investment in the visitor economy. Government entities support, advise and facilitate investment in tourism-related activities, helping to create greater project viability.







10-YEAR TOURISM GOALS & PRIORITIES

1. **Prioritise increases in aviation, self-drive and cruise sector connections by growing capacity and infrastructure.**

- Pursue ongoing, long-term leisure aviation connections to intrastate and major east coast and key international markets, supporting airport capacity upgrades where required to grow the inbound visitor market.
- Support the increase and activation of road infrastructure to support visitor dispersal:
 - Finalisation of Manuwarra Red Dog (MRD) Highway sealing.
 - Pursue improvements to road quality within Karijini National Park.
 - Finalisation of sealing between Newman and Marble Bar.
 - Seal roads within Millstream Chichester National Park, including Millstream Road, Dawson Creek Road, Snappy Gum Way and Kanjenjie Road.

- Redevelop Warlu Way to be a tourism focused drive route (welcome rest stops, signage) and incorporate new sealed roads such as the Manuwarra Red Dog Highway (MRD Hwy) when completed.

2. **Broaden the range of accommodation across the region as relevant to market needs.**

- In line with consumer demand, grow the inventory and range of visitor short-stay accommodation, focusing on Karratha and in/around Murujuga, Millstream-Chichester and Karijini national parks.

3. **Increase the choice, quality and quantity of tourism attractions aligned to fundamental consumer interests.**

- Investigate opportunities for the development of a new signature experience (e.g. skywalk, glass-bottom bridge, unique experiential product) for the Pilbara and support its delivery, focusing on the Murujuga, Millstream-Chichester and Karijini national parks.
- Expand the range and number of tourism experiences throughout the region.



4. Work with Traditional Owners to increase the Aboriginal tourism offering, positioning ANW as the premier Aboriginal tourism region in Australia.

- Support the development of Murujuga Tourism Precinct and Living Knowledge Centre as an anchor Aboriginal tourism attraction for the region.
- Expand the range of Aboriginal-led tourism experiences and accommodation throughout the region — focusing on Murujuga and Millstream Chichester national parks.
- Implement priority actions from the Jina: WA Aboriginal Tourism Action Plan 2021-2025 (or future editions) related to the Pilbara, including the Custodians Program.

5. Clarify the regional and subregional brand propositions to maximise awareness and consideration of assets.

- Consolidate the branding and positioning of Warlu Way to maximise awareness of it as the major tourism drive route for the Pilbara.

6. Maximise the event program to support dispersal across the region.

- Elevate and grow the calendar of tourism events to support visitation, focusing attention on shoulder/off-season.
- Grow and expand the major events in the region.

7. Improve the long-term sustainability of the tourism sector.

- Support and facilitate training and development opportunities across the region to increase the pool of tourism workers.
- Encourage the development of worker accommodation.
- Increase the social and environmental sustainability of the tourism sector through best-practice approaches.

PART 2: UNDERSTANDING THE REGION





THE PILBARA REGIONAL OVERVIEW

The Pilbara region stretches from the Northern Territory border, across the Great Sandy Desert to the Indian Ocean, covering four Local Government areas. The Pilbara is Australia's resources powerhouse, with its iron ore and liquefied natural gas sector valued at over \$86 billion.

The Local Government Areas of Karratha and Ashburton account for most tourism jobs. This reflects the larger tourism attractions in these areas, with Murujuga National Park and Burrup Peninsula in Karratha, and Karijini National Park in Ashburton being central to visitation in the Pilbara. Karijini is the most visited location in the region, with its dramatic gorges, vistas, and established tourism facilities.

Averaged across the 2021 and 2022 period, the Pilbara attracted 1.05 million visitors, heavily boosted by intrastate business travellers (predominantly the resource sector). In 2020/21, the Shire of Ashburton saw over 66,000 domestic leisure travellers; Karratha recorded 87,000. Pre Covid-19 (2018/19), international leisure traveller numbers to Ashburton reached 19,000, with 9,000 visiting Karratha.

The main aviation access points for the region are consistent with the major resource locations. To the end of 2021, the aviation routes between Perth

and Karratha (420,900 passengers), Port Hedland (360,200), and Newman (318,100) ranked within Australia's top 20 for numbers of passengers carried (Australian Government Bureau of Infrastructure and Transport Research Economics). Other resource-linked airports provide air access at Paraburdoo and Onslow, providing opportunity for increased leisure access.

The visitation travel routes flow directly across the region, north/south between the West Kimberley and Coral Coast and between Karratha and Tom Price, incorporating the major national park sites. The Warlu Way is a drive route that connects parts of the region via Great Northern Highway, from Nanutarra to Paraburdoo, through Tom Price roads and parts of East Pilbara, linking to the Australia's Coral Coast (ACC) tourism region via the Northwest Coastal Highway. Some of the region's other major roads are yet to be incorporated into this drive route, highlighting the need for a complete review of its positioning, branding and itineraries.

For the self-drive market convenient regional connections and a reliable supply of overnight facilities are essential elements for their journeys. This market typically travels to the Pilbara through the east Kimberley from the Northern Territory (via the Savannah Way/Great Northern Hwy) or from the westerly locations of Ningaloo.

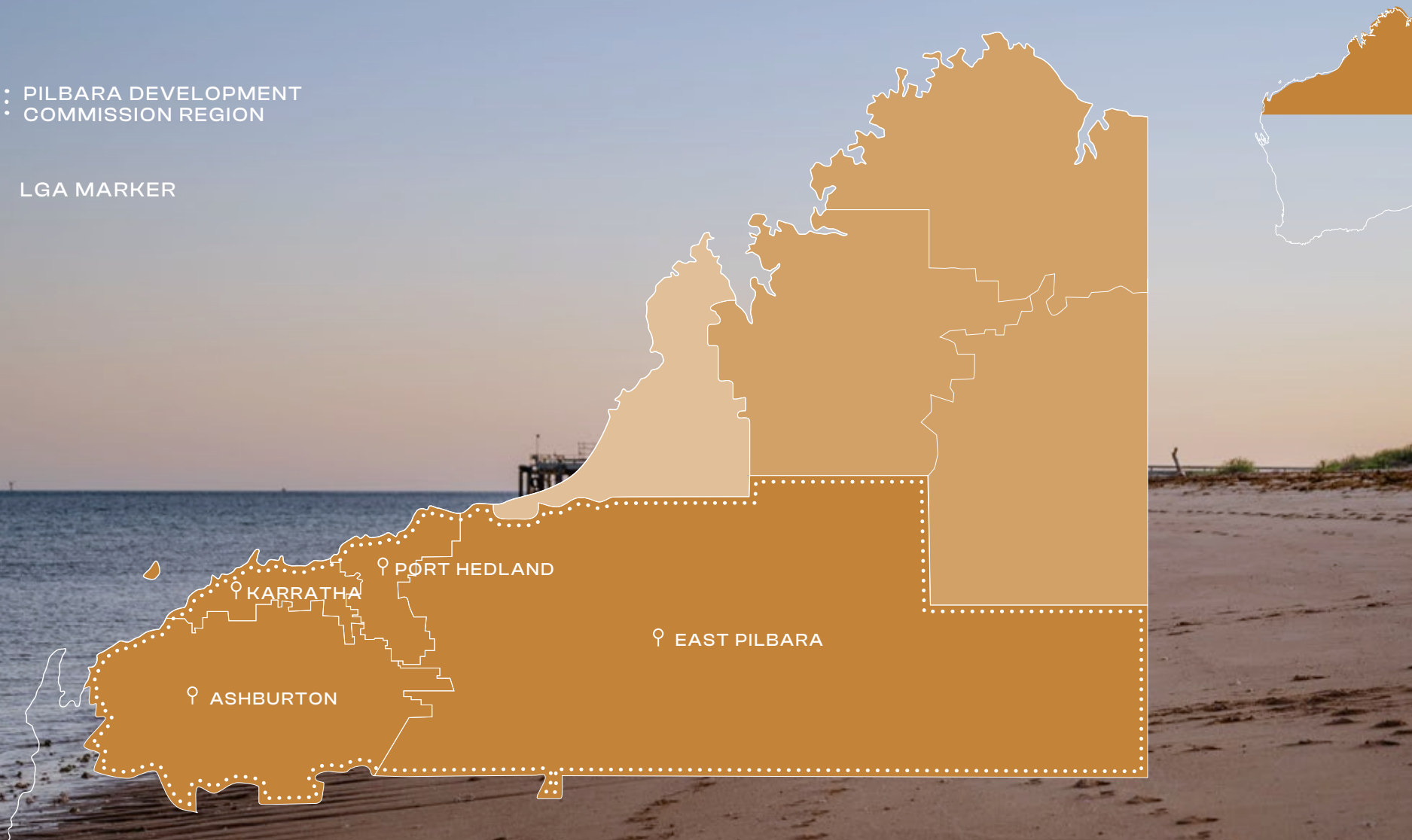
The Inter-Regional Flight Network, connecting regional locations, also presents a growth opportunity for the dispersal of visitors if effectively activated with appropriate transportation and experiences, including one-way car hire, ground transportation and activation of the network through product development. Airstrip upgrades are required in the Karijini and Millstream Chichester national parks to allow direct access, enhancing their appeal for high yield travellers (HYTs).

In a region dominated by the business travel segment, the long-term ambition for tourism in the Pilbara is to build a sustainable, leisure visitor economy. Achieving this goal requires a cross-industry approach focusing on improving visitor access opportunities, infrastructure, visitor attractions, customer service and strategic marketing of the region's destinations.

Whilst natural attractions form a significant element of the Pilbara's tourism offer, with coastal and island destinations a growing market, Aboriginal tourism is increasing in prominence, complimenting themes such as dark sky tourism, adventure trails and the arts.

⋯⋯⋯ PILBARA DEVELOPMENT
COMMISSION REGION

📍 LGA MARKER



The Pilbara region's tourism sector is still in the development phase (Figure 2: Pilbara Tourism Destination Lifecycle). While there are well-established offerings in some areas, there is a clear opportunity to grow the range of tourism products to add products such as industrial tourism and to the existing natural experiences.

There is an opportunity to refocus the marketing message of the region, with the range of natural attractions and the new tourism products providing a centrepiece for consumer messaging. Similarly, there is scope for other initiatives — such as an earlier start to the tourism season, which could make industry investment more attractive and increase visitation.

Karratha — future hub for tourism

At the heart of the Pilbara's growth as a dynamic region, Karratha sits on the doorstep of some of the region's most dramatic tourist attractions. Located on the Northwest Coastal Highway between Port Hedland and Onslow, it is central to the Warlu Way road connection system around the region, especially with the finalisation of the sealing of the Manuwarra Red Dog Highway, linking up the major national park attractions of Murujuga, Millstream-Chichester and Karijini.

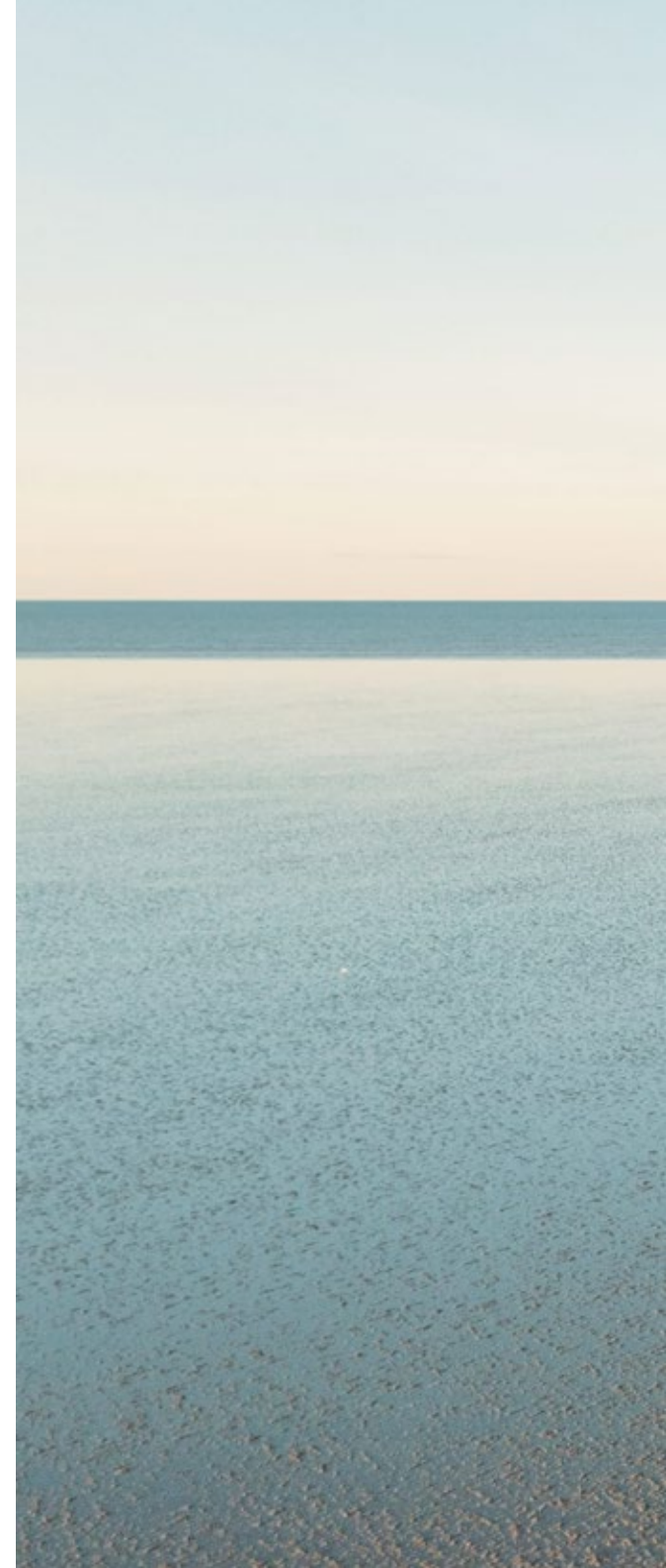
As the only city in the north west, Karratha has benefited from considerable investment in infrastructure over recent years. The airport

went through upgrades to support larger aircraft and improve the visitor experience and, prior to COVID-19, was ready to receive international charter flights. Frequent air connections to Perth, with the potential for greater regional interconnectivity and interstate access, support the long-term potential for Karratha to become the hub for tourism activity in the Pilbara region.

With the high value placed on the self-drive market that underpins much of the ANW region's visitation, a growing Karratha also stands to benefit from the upgraded Manuwarra Red Dog Highway which will add to the existing Warlu Way tourism route. The dramatic gorges of Karijini will be within easy driving time, with further development of Millstream Chichester offering a greater reason for tourists to connect through Karratha itself. The planned changes could be integral to boosting the local visitor economy.

The planned Murujuga Tourism Precinct and Living Knowledge Centre at Murujuga National Park will become a significant tourism asset for the area. The World Heritage-nominated site is home to one of Australia's most substantial Aboriginal petroglyph sites, containing more than a million pieces of rock art.

A planned centre at Conzinc Bay will complement the existing site at Ngajarli (Deep Gorge) with additional educational and accommodation opportunities and, in the long term, enhanced facilities that will vastly increase the visitor experience and visitation.





PART 3: STRATEGY & IMPLEMENTATION







THE PILBARA ACTION PLAN

The Pilbara RTDS has been informed by the regional priorities developed through industry consultation. The following tables outline actions and projects and the partner agencies/stakeholders responsible.

KEY AGENCIES AND PARTNERS FOUND WITHIN THE ACTION PLAN

These agencies/organisations have been identified as having a role to play in leading and/or coordinating the implementation of the project within the confines of their remit but may not be solely responsible for delivery. The recommendations are aligned with the core functions of the individual agencies. The expectation is that these agencies will work together to ensure the recommendations are implemented and pursued to a measurable conclusion. A glossary of the agencies is listed in the Legend below.

ACs – Aboriginal Corporations

ACMA – Australian Communications and Media Authority

ANW – Australia’s North West Regional Tourism Organisation

BEP – Business Events Perth

CoK – City of Karratha

DBCA – Department of Biodiversity, Conservation and Attractions

DLGSC – Department of Local Government, Sport and Cultural Industries

DPLH – Department of Planning, Lands and Heritage

DoT – Department of Transport

DTWD – Department of Training and Workforce Development

LGA – Local Government Authorities

MRWA – Main Roads WA

PDC – Pilbara Development Commission

PPA – Pilbara Ports Authority

RDA – Regional Development Australia

SoA – Shire of Ashburton

SoEP – Shire of East Pilbara

TOs – Traditional Owners

TWA – Tourism Western Australia

WAITOC – Western Australian Indigenous Tourism Operators Council

WALGA – Western Australian Local Government Association

WAPC – Western Australian Planning Commission

1. PRIORITISE INCREASES IN AVIATION, SELF-DRIVE AND CRUISE SECTOR CONNECTIONS BY GROWING CAPACITY AND INFRASTRUCTURE

INITIATIVE	PARTNERS	ACTION
ADDRESSING SUPPLY ISSUES		
Increase aviation services through coordinated planning.	TWA, DoT, DBCA, ANW, PDC, TOs, LGAs, Private sector	Establish seasonal, short-term incentivisation programs to boost domestic leisure travel into the region.
		Collaborate with key State government bodies and industry to prove the long-term viability of increased leisure RPT services from domestic east coast markets.
		Prioritise the attraction of new services from east coast domestic destinations, either directly from capital cities or via a location such as Alice Springs, to leverage future investment in tourism infrastructure at Murujuga, Millstream Chichester and Karijini national parks.
		Coordinate and create priorities around the Inter-Regional Flight Network to align with LGA airport development strategies and connect with other intrastate flight destinations.
		Investigate opportunities for larger leisure aircraft to access Karijini National Park or Millstream Chichester National Park via nearby airstrips.
		Investigate locations where a new airstrip could be developed in Karijini National Park to service the park, that facilitates larger capacity planes.
		Facilitate small planes into Paraburdoo via larger airports in the Kimberley.
		Pursue improved intrastate aviation connections throughout the region to encourage intrastate travel.
		Improve visitor support structures for self-drive visitors (hire car availability, tour services etc.) including establishing one-way car hire options throughout region and campervan hire.
	TWA, DoT, PDC, LGAs, Private sector	Leverage UNESCO World Heritage listing of Murujuga (once ratified) and new tourism development (attractions/accommodation) to explore viability of direct international flight routes into Karratha.
Leverage marine infrastructure to improve cruise ship access into the Pilbara.	TWA, PPA, ANW, LGAs, JTSI	Maximise new marine facilities for leisure purposes (including small ships), such as Beedon Creek in Onslow.
		Support Dampier as an expedition cruise destination and focus on improving the land side experience options, ground handling and centralising visitor management.
		Assess opportunities to attract large cruise vessels to Port Hedland.

INITIATIVE	PARTNERS	ACTION
<p>Support the increase in road upgrades and signage to support visitor dispersal throughout the region and improve the sustainability of leisure drive routes.</p>	MRWA, PDC, DBCA, SoA, TWA, ANW	Continue to support the resurfacing of Manuwarra Red Dog Highway to its completion.
		Seal Snappy Gum Drive, Dawson Creek Road, Millstream Road and Kanjenjie Road within Millstream Chichester National Park to enable better access to an agreed site for commercial development
		Upgrade road from MRD Highway to Python Pool to improve access.
		Seal Marble Bar Road to Nullagine and Newman.
		Pursue improvements to all roads within Karijini National Park, to enable better access to visitor infrastructure.
		Pursue upgrades to critical visitor infrastructure for Warlu Way — signage, rest stops, interpretation, ensuring consistent application of existing branded assets such as Welcome Rest Stops. Ensure delivery of consistent identity for Warlu Way program signage.
	TOs, TWA, PDC, Private Sector	In partnership with relevant Native Title Holders, support the development of new tourism products to align with the Manuwarra Red Dog Highway using Tourism Investment Opportunities for Pilbara National Parks (2023) research as a guide.
		Encourage the development of a commercial tourism transport service between key visitor sites.
	Main Roads, PDC, TOs	Update tourism signage throughout the region, focusing on tourism routes that encompass main sub regional access points and popular tourism itineraries, e.g. Manuwarra Red Dog Highway, upon completion of sealing.
		Work with TOs to prioritise the use of Aboriginal place names in a culturally appropriate manner.
<p>Pursue improvements in mobile connections in key tourism locations to overcome inconsistent service across providers in some areas of the region.</p>	PDC, RDA, LGAs, ACMA, Mobile Coverage Providers	Advocate for improved mobile communications services in high visitation areas.



INITIATIVE	PARTNERS	ACTION
ADDRESSING DEMAND ISSUES		
Develop and deliver marketing and communications campaigns tailored to relevant markets.	ANW, TWA	Identify a consumer-focused approach that reflects market insights to maximise awareness and recognition of the tourism attractions and experiences in the Pilbara.
		Generate awareness of the Warlu Way and Manuwarra Red Dog Highway as the primary visitor access routes through the region to encourage wider dispersal.
		Review the practicalities and options for visitor dispersal at Onslow and Marble Bar through campaigns and activities linked to nature, dark sky, marine, heritage, arts and culture and geotourism interests.
		Work with the resource sector to develop industrial tourism/mining tourism opportunities and awareness to the right markets.
		Communicate the variety of cross-regional itineraries — single-day visits and multi-day tour options.
		Drive awareness of knowledge sources for further access to information — i.e. websites, apps, and Visitor Centres.
		Continue to support Dampier as a small-ship expedition destination by promoting products to cruise operators.
ADDRESSING CAPABILITY ISSUES		
Improve coordination and management of shore-side cruise tourism operations.	CoK, PPA, TWA	Locally coordinate ground handling and shore excursions to ensure a cohesive visitor experience.



MURUJUGA NATIONAL PARK, THE PILBARA

2. BROADEN THE RANGE OF ACCOMMODATION PRODUCTS ACROSS THE REGION, AS RELEVANT TO MARKET NEEDS

INITIATIVE	PARTNERS	ACTION
ADDRESSING SUPPLY ISSUES		
Increase accommodation options for visitors.	PDC, DBCA, LGAs, TWA, ANW, TOs, Private sector	Support delivery of an eco accommodation offering in Millstream Chichester National Park.
		Support the development of low-impact and sustainable accommodation options to align with Murujuga Tourism Precinct and Living Knowledge Centre in Murujuga National Park.
		Support the addition of new commercial/bookable accommodation offerings in Karijini National Park.
		Prioritise development of tourist-focused accommodation at major townsites to provide upmarket accommodation options at the beginning and end of trips.
		Explore opportunities to develop unique accommodation facilities in/around high visitation national parks throughout the region.
		Explore opportunities to grow the inventory of Camping with Custodians campgrounds, subject to review of demand, viability and capacity, such as at Cossack.
		Pursue delivery of new campsites and improved facilities for the self-drive market. Work with private sector operators and LGAs on upgrading existing campsites (such as Port Hedland and Karratha) to cope with seasonal demand and combat illegal campsites near major tourism locations.
		Support the development of eco accommodation in alignment with the Spoilbank Marina development.
		Facilitate the development of tourism workers accommodation in alignment with an expansion in the tourism workforce.
	Advocate for new tourism developments to incorporate or consider workers accommodation requirements.	
		Support the growth of station stay/agritourism opportunities in suitable locations.
	TWA, PDC, TOs, WAITOC	Explore partnership opportunities with Native Title Holders interested in engaging in tourism accommodation developments throughout the region.

INITIATIVE	PARTNERS	ACTION
Utilise tailored market testing to identify customer needs in the accommodation supply sector.	TWA, ANW, LGAs, PDC, Private sector	Utilise Tourism Investment Opportunities for Pilbara National Parks (2023) research to assess gaps in key locations to identify current, and future consumer needs in accommodation and guide investment opportunities, considering: <ul style="list-style-type: none"> • high-end and luxury hotels/resorts; • experiential accommodation, such as Aboriginal sites, station stays, agritourism and glamping; • family-style facilities; • self-contained accommodation, such as self-catering and serviced apartments; and • self-drive facilities (caravan and camping grounds).
ADDRESSING DEMAND ISSUES		
Explore marketing partnership opportunities to target private investors with development opportunities.	TWA, PDC, ANW, LGAs, TOs	Develop a prospectus or campaigns targeting potential new accommodation providers to showcase regional development opportunities, including developments by Traditional Owner groups.
ADDRESSING CAPABILITY ISSUES		
Promote greater consideration of tourism in formal planning processes.	TWA, LGAs, WAPC, DPLH, WALGA	Advocate for greater consideration of tourism in local planning strategies and policy frameworks.

3. INCREASE THE CHOICE, QUALITY AND QUANTITY OF TOURISM ATTRACTIONS ALIGNED TO FUNDAMENTAL CONSUMER INTERESTS

INITIATIVE	PARTNERS	ACTION
ADDRESSING SUPPLY ISSUES		
Identify and address product gaps and opportunities to enhance the visitor experience in Pilbara's national parks.	TWA, DBCA, ANW, ACs	<p>Utilise tailored market research (ANW Consumer Insights Research 2022, Tourism Investment Opportunities for Pilbara National Parks 2023) to assist in identifying product gaps and opportunities, focusing on the areas of:</p> <ul style="list-style-type: none"> • camping in national parks; • nature tourism; • Aboriginal culture/arts trails; • adventure tourism; • agritourism; • dark sky tourism; • geotourism; • industrial tourism; and • water-based tourism. <p>Work with industry, TOs and government bodies to address product gaps and encourage new experience development.</p>
Deliver new tourism assets and experiences for the region.	ANW	Progress itineraries for food and art trails that bundle key experiences and drive awareness of existing products. Weave the product trails into the Warlu Way trail and app.
	TWA, ANW, PDC, DBCA, TOs, Private sector	<p>Investigate and deliver new tourism assets that encourage increased length of stay and regional dispersal and align with consumer demand and product pillars for each subregion.</p> <ul style="list-style-type: none"> • Investigate opportunities for new signature tourism assets in the Pilbara (such as skywalks, zip lines, multi-media story experience etc.). • Facilitate investment in the tourism product and services development opportunities identified in the Tourism Investment Opportunities for Pilbara National Parks (2023) research. • Investigate epic new four-wheel drive adventure trail opportunities to ensure the longevity of authentic four-wheel drive outback experiences in the region. <p>Support improved tourism facilities, infrastructure and amenities to facilitate new product development and an enhanced visitor experience.</p>
	ANW, DBCA, TWA, LGAs, TOs, WAITOC, Private sector	Promote the Mackerel Islands as a tourism destination through the higher-end development of Thevenard Island (new cabins, restaurant, bar and meeting facilities).
		Expand recreational fishing and associated activities by supporting industry development and promotion.
		Support the development and delivery of high-quality Aboriginal cultural experiences to optimise the attraction of coastal expedition cruising in the Dampier.
	Identify and deliver new tourism experiences aligned with the Pilbara Inshore Islands.	

INITIATIVE	PARTNERS	ACTION
ADDRESSING DEMAND ISSUES		
Using the Tourism WA Domestic Segmentation model, identify Pilbara's target markets for existing and proposed tourism product offerings.	ANW, TWA	<p>Focus marketing activity on high yield markets for the Pilbara, identified by the product testing of opportunity areas:</p> <ul style="list-style-type: none"> • nature tourism; • Aboriginal culture/arts trails; • adventure; • niche tourism — dark sky/geotourism/industrial/station stays; • events and festivals; and • coastal/aquatic/fishing.
Identify priorities for tourism trade initiative programs targeted at intrastate, interstate and international markets.	TWA, ANW	Consult with industry to develop a planned pathway to improve involvement in trade initiative programs.
ADDRESSING CAPABILITY ISSUES		
Work with industry providers and key tourism bodies to raise operational standards within the overall tourism sector.	TCWA, TWA, ANW	<p>Continue to deliver workshops engaging best-in-class industry operators to conduct knowledge sharing to upskill the capability levels of regional providers.</p> <p>Identify industry training and development programs with regional groups or through online industry development programs.</p>
Elevate the importance of key tourism operations.	TWA, DBCA, Private sector, ANW, WAITOC	<p>Maximise the provision of visitor services in high-demand national park locations.</p> <p>Seek increased investment in visitor facilities and amenities to manage demand and increase visitors' safety, including access, camping and day-use facilities, signage, trails, interpretation via displays or stories</p> <p>Explore private sector partnerships to prioritise introducing new tourism assets and services.</p>

4. WORK WITH TRADITIONAL OWNERS TO INCREASE THE ABORIGINAL TOURISM OFFERING, POSITIONING ANW AS THE PREMIER ABORIGINAL TOURISM REGION IN AUSTRALIA

INITIATIVE	PARTNERS	ACTION
ADDRESSING SUPPLY ISSUES		
Grow the Aboriginal tourism product offering.	TWA, WAITOC, ANW, TOs, ACs, PDC	Leverage relevant regional opportunities of the Jina Plan to support existing and new businesses. <ul style="list-style-type: none"> Encourage the expansion of the Camping with Custodians program to grow beyond current offerings. Investigate new offerings through the Walking with Custodians initiative. Support the representation of Aboriginal-owned tourism businesses in events planning and programming.
		Identify gaps in the Aboriginal tourism product offer and facilitate a strategic response.
		Support delivery of Aboriginal cultural centres and visitor assets throughout the region, including proposals for: <ul style="list-style-type: none"> Murujuga Tourism Precinct and Living Knowledge Centre at Conzinc Bay, plus potential day use and camping amenities; and Eco-resort in Millstream Chichester National Park.
ADDRESSING DEMAND ISSUES		
Address key market interests through targeted marketing for Aboriginal tourism experiences.	WAITOC, TWA	Target awareness-raising of existing Aboriginal-owned tourism operators and products in a collaborative manner.
		Integrate and communicate Aboriginal cultural experiences and tourism offerings as central pillars of the overall destination offering.
		Elevate Aboriginal culture and tourism representation in regional marketing and communications activity by updating the website, social media and digital activities.
		Create alignment with campaigns promoting Aboriginal tourism and ensure every visitor is informed of the opportunities available throughout the region to have an Aboriginal tourism experience.
ADDRESSING CAPABILITY ISSUES		
In conjunction with Traditional Owners, work within the guidelines of the Jina Plan to facilitate the development of the region's unique Aboriginal tourism experiences.	TWA, WAITOC, ANW, PDC	Encourage the engagement of Aboriginal people in the tourism and hospitality industry through their direct employment.
		Support Traditional Owners to educate the tourism sector on how to understand better and respect country and culture to strive for more culturally sustainable protocols in the tourism industry.
		Encourage mainstream tourism operators to engage existing Aboriginal tourism business owners to deliver cultural experiences.
		Support Aboriginal people with an aspiration to start their own tourism business.
Support government programs that seek to increase Aboriginal employment opportunities.	DBCA, TWA, ANW, TOs, PDC	Support the delivery of employment opportunities through activities such as Aboriginal Ranger Programs or subregional level programs.

5. CLARIFY THE REGIONAL AND SUBREGIONAL BRAND PROPOSITIONS TO MAXIMISE AWARENESS AND CONSIDERATION OF ASSETS

INITIATIVE	PARTNERS	ACTION
ADDRESSING SUPPLY ISSUES		
Utilise consumer insight testing to inform the creation of a brand framework for ANW in the context of Tourism WA's brand communications and marketing activity.	ANW, TWA	Reassess outputs of consumer impact research on the resonance of regional, subregional and destination brands.
		Segment markets according to Pilbara's offer and consumer interests: dark sky, geotourism, coastal/island locations, recreational fishing, and adventure tourism.
		Improve awareness of and actively promote Warlu Way as a key tourism drive route through and within the region. Deliver a consistent identity for the Warlu Way program, ensuring new MRD Hwy leg is incorporated.
		Identify the key messaging for the subregions, building on existing subregional brand assets i.e. Welcome Rest Stops, Warlu Way.
		Establish a clear direction on brand identity and positioning of the region, reflecting the key attributes of natural beauty, space and Aboriginal culture.
		Connect with Tourism WA's brand platform, toolkits and key pillars: Time, Space, Connection and Freedom.
Reposition Pilbara's digital presence to better reflect market needs.	ANW	Ensure ease of access to destination information that enables increased visitor experience and engagement, focusing on locations, itineraries and facilities.
		Align with the recommended brand framework and product pillars.
		Focus on key regional attributes of nature and biodiversity, Aboriginal culture, adventure, heritage and events.
ADDRESSING CAPABILITY ISSUES		
Share marketing plans with relevant tourism bodies to assist with collaboration on marketing activity for identified target markets.	ANW, Visitor Centres, TWA, WAITOC, LGAs	Improve knowledge sharing through cross-regional marketing activities and tourism industry familiarisation programs.
		Facilitate visitor dispersal across the region, and encourage greater 'shoulder' season visitation.
		Increase visibility of the visitor economy as a key element of the future of the state's business growth.
		Explore marketing partnership opportunities to deliver targeted marketing, utilising insights from consumer research, the Tourism WA Domestic Segmentation model and other relevant data.

6. MAXIMISE THE EVENT PROGRAM TO SUPPORT DISPERSAL ACROSS THE REGION

INITIATIVE	PARTNERS	ACTION
ADDRESSING SUPPLY ISSUES		
Strengthen and grow the regions event offer, focusing on driving visitation in low/shoulder season.	TWA, PDC, LGAs, ANW, Event operators, TOs	Engage with Traditional Owners, local governments and Pilbara event providers for input and potential collaboration on event development opportunities.
		Utilise Pilbara product development modelling to focus event development and funding in the areas of: <ul style="list-style-type: none"> • food and produce — including expansion of trade opportunities to meet wider government aims; • Aboriginal cultural festival — growth of existing events or creation of new concept; • annual Dark Sky Festival; • adventure activities; • fishing events; • adventure/mass-participation events; and • heritage and arts.
		Assess existing criteria for assessment and funding of events to determine their strategic alignment with product development modelling and ability to lengthen tourism season.
		Apply criteria to identify and assess event opportunities from within the existing regional events calendar and identify any gaps in the offer.
		Identify and assess existing major event growth opportunities for the regions, e.g. Karijini Experience, Billfish Shootout, Roebourne Reflections etc.
		Assess other visitation-driving events for elevation in ANW's event program, e.g. Cossack Art Awards, Red Earth Arts Festival etc.
	Work with stakeholders to understand the positive impact on the local economy and the importance of their support of events.	
TWA, PDC, LGAs, ANW, Event operators, TOs	Identify culture-based opportunities to activate existing built infrastructure, e.g. Karratha Red Earth Arts Precinct and Hedland Arts and Culture precinct.	
	Examine the possibility of securing other low or shoulder season mass participation events — particularly ones that may appeal to key target groups, e.g. Masters events, Adventure events — trail running, mountain biking, orienteering, fishing, etc.	

INITIATIVE	PARTNERS	ACTION
ADDRESSING DEMAND ISSUES		
Assess business event market opportunities for the region.	ANW, TWA, PDC, LGAs, BEP	Identify suitable host locations with the capacity to support business event requirements.
		Understand and leverage existing conferences to promote tourism opportunities to attendees.
		Explore possible spin-off activities for Perth-based events or pre and post-event familiarisation visits.
		Organise regular business event-focused familiarisation programs.
Strengthen and grow the events offer as a demand driver.	TWA, LGAs, ANW	Improve positioning of events assessed as being a core visitation driver for the region, with capacity for growth.
		Partner with event organisers to identify, develop and implement suitable product packaging models.
Assess event marketing communications to maximise awareness and visitation.	TWA, Industry	Optimise event branding to align with Tourism WA initiatives, whenever feasible.
ADDRESSING CAPABILITY ISSUES		
Develop industry capability to maximise event opportunities.	ANW, TWA, LGAs	Develop event-based packages that offer visitors accommodation and experiential opportunities.
		Establish a knowledge and skills-sharing program amongst local event operators to enhance the sustainability of the event industry.

7. IMPROVE THE LONG-TERM SUSTAINABILITY OF THE TOURISM SECTOR

INITIATIVE	PARTNERS	ACTION
ADDRESSING SUPPLY ISSUES		
Increase the environmental sustainability of the Pilbara tourism industry.	TCWA, ANW, TWA, PDC, Private sector	Educate the industry on the increasing importance consumers place on a destination's approach to the sustainability of their tourism offer.
		Create awareness of the National Sustainability Framework and support tourism operators to become more sustainable and consider engaging with an ecotourism accreditation program.
		Pursue increased availability of EV charging stations across the Pilbara, and increased utilisation of electric vehicles and helicopters to improve access and support sustainable tourism.
Facilitate the development of tourism workers accommodation in alignment with an expansion in the tourism workforce.	TWA, PDC, LGAs, DPLH	Advocate for new tourism developments to incorporate or consider workers accommodation requirements.
		Assess the planning requirements for tourism workers accommodation, and identify where the barriers exist to workers accommodation development.
		Advocate for LGA planning policies to facilitate tourism worker accommodation development.
ADDRESSING DEMAND ISSUES		
Maximise awareness of tourism and hospitality as employment options.	TWA, DTWD, PDC, ANW	<p>Support and facilitate training and development opportunities across the region to increase the pool of tourism workers:</p> <ul style="list-style-type: none"> • Seek a closer connection to the regional workforce through tourism and hospitality job portals, programs, incentives and campaigns. • Support industry involvement in raising the profile of career opportunities in tourism. • Develop recognised pathways to support career opportunities in tourism. • Position Aboriginal tourism as a significant employment avenue.
Formalise ongoing cross-regional forums of relevant key stakeholders to identify and prioritise increased activity, awareness, communication and knowledge sharing.	PDC, TWA, ANW, LGAs, RDCs	Continue to engage in the Regional Development Commission working group and Pilbara tourism forum to identify and prioritise tourism activity, awareness, communication and knowledge sharing.
Raise awareness of the impact of social and environmental issues on the tourism industry.	TWA, PDC	Explore cross-government opportunities to advocate for social and environmental impacts on the tourism industry.
Increase Aboriginal tourism employment.	TWA, WAITOC, PDC, ANW	Implement Aboriginal tourism workforce initiatives from the Jina Plan (and its future iterations) and the Tourism WA workforce development program initiatives for mainstream tourism/hospitality issues.
		Position Aboriginal tourism as a significant employment opportunity.

