



**SHORT STAY TOURISM
ACCOMMODATION PLAN**
final

**Shires of Williams, Wagin,
West Arthur, Dumbleyung
& Lake Grace**

January 2023

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EXECUTIVE SUMMARY

The Shires of Williams, Wagin, West Arthur, Dumbleyung and Lake Grace (3WDL) sought to investigate short stay tourist accommodation (SSTA) options within each Shire. Desktop research, consultation and analysis was undertaken in preparing this *Short Stay Tourism Accommodation Plan*. The objective was to report on:

- Existing tourism accommodation facilities in each Shire (i.e. supply).
- The quality of existing short stay tourism accommodation facilities benchmarked against industry standards.
- Gaps in quality and/or quantity within short stay tourism accommodation.
- The potential overnight market if increased and/or improved quality accommodation facilities were established in each Shire (i.e. demand).
- The potential economic impacts (benefits), and
- The estimated cost to establish new or expanded short stay tourism accommodation (SSTA) in each Shire.

Tourism across 3WDL is an industry sector offering potential growth, economic benefit, and opportunity for communities and businesses. However, the low quality and limited capacity of the region's *existing* SSTA is restricting growth. Some areas of 3WDL are vulnerable to market failure, for example, where private investment is uncommercial or not supported by financial institutions. In these instances to increase SSTA capacity, creative approaches are required such as community enterprise, public private partnerships and grants. This report provides recommendations and an action plan to assist in advocating for investment and development of improved SSTA to grow tourism and the local economy.

Key Findings

Supply

- The five shires have a combined SSTA supply of 269 rooms and 434+ sites / bays, accommodating around 1426 visitors nightly.
- Of the SSTA capacity, Lake Grace has 31% (443 overnight visitor spaces), Wagin 26% (369), Williams 23% (321), Dumbleyung 11% (161) and West Arthur 9% (132).
- Around 63% of the overnight visitor capacity is within caravan parks & campgrounds, 25% within hotel-motels, and 12% within B&B / Lodges.
- Refurbishment and additions are *currently planned* to hotel-motel, caravan park and hosted accommodation. Further additions are required.

Quality

- Majority of SSTA within the five shires is 2-star rated. Exception being 2 or 3 newer facilities rated at 3 to 3.5 star. By virtue of age and older design, most Caravan / RV parks and hotel-motel facilities are 2-star. Planned upgrades are expected to add 3-star quality (or better).

Gaps in Supply & Quality

- The gaps in SSTA supply are in hotel-motel, park cabins, RV parks, B&B's, rental homes and campgrounds. Three-star SSTA facilities are in *acute* short supply. New and upgraded 3-star facilities would *significantly* improve quality standards, visitor choice and the visitor experience.
- To upgrade SSTA it is assumed the Shires will take responsibility to upgrade caravan / RV parks, park cabins and campgrounds, and private investors will upgrade hotels, motels & designer pods-tiny homes.

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- The community enterprise model has proven to be an effective and innovative approach to build capacity in similar rural towns and could be pivotal within the 3WDL region given constraints on finance.
- SSTA gaps in Wagin Shire include park cabins in the caravan park, activating unused / vacant homes, refurbishing old hotel-motels, and activating unused 'habitable' buildings (e.g. shops, banks, churches, sheds, etc). Shire investment: \$2.3M to add 114 visitor spaces (i.e. in CV/RV parks, cabins & campgrounds). Private Investment: \$4.98M
- SSTA gaps in Dumbleyung Shire include 25-50 room motel-hotel, campsites or eco-tents at Lake Dumbleyung, activating unused / vacant homes, and park cabins at the caravan park or close-by. Shire investment: \$1.7M to add 84 visitor spaces. Private Investment: \$2.89M
- SSTA gaps in West Arthur Shire include 15-25 room motel-hotel and/or upgrade of the Darkan Hotel, activating under-utilised & vacant homes, new RV / caravan park at the former Pony Club site, park cabins at the Darkan Caravan Park, activation of halls / sheds / dormitory style facilities, and additional B&B's. Shire investment: \$1.36M to add 72 visitor spaces. Private Investment: \$6.49M
- SSTA gaps in Lake Grace Shire include 20-25 room motel, 15-25 site caravan park in Lake Grace, one or more RV parks (Varley Chicken Ranch style), one or more Jam Patch type campgrounds, and a hospitality facility with accommodation adjacent (e.g. motel-hotel, park cabins or tiny homes next to a micro-brewery). Shire investment: \$1.90M to add 99 visitor spaces. Private Investment: \$3.49M
- SSTA gaps in Williams Shire include hotel / motel, caravan park, RV park, campground, and serviced facilities such as B&B and rental rooms (e.g. Airbnb). Shire investment: \$1.36M to add 72 visitor spaces. Private Investment: \$6.49M.
- Collectively, proposed investment by the five shires amounts to 921 new SSTA visitor spaces, a 64% increase on the existing capacity, at estimated cost of \$33.06M. Proposed additions to SSTA supply are expected to match forecasted growth in visitor demand during 2023-2032.

Demand & Growth

Forecasted growth in WA's visitor market suggests the five shires require 44 new visitor (bed) spaces annually or supply constraints may emerge. The SSTA plan proposes the addition of 441 visitor-bed spaces during 2023-2032 funded by LGA programs, grants and innovative approaches. A mix of RV / caravan park, park cabins and campground capacity are proposed for each Shire. It is recommended the Shires also adopt initiatives to support private investment in hotels & motels, and 15 tiny homes / eco-pods established at remote, picturesque sites to help reposition 3WDL as a bespoke *rural recharge* destination.

Economic Impacts

Potential economic impacts from *LGA investment* in SSTA are significant. Over 10 years *each Shire* could potentially benefit from 2-4 new tourism jobs, 1-2 new non-tourism jobs, 2,000~4000 additional visitors and \$2M-\$3M additional visitor spend. Preliminary analysis indicates investment in SSTA could deliver a positive benefit-cost ratio and a positive net present value, which supports advancing the initiative to business cases, grant applications and preliminary land planning.

Recommendations

The five shires work collaboratively at increasing the quality and quantity of SSTA to stimulate growth in visitation, enterprise development, and re-positioning 3WDL's tourism offering. Action plans for each Shire and 3WDL are presented for implementation commencing 2022-23.

INTRODUCTION

Background

This study is based on an underlying premise that the region has a shortage of quality short stay tourism accommodation (SSTA). It is expected improvements or additions to short stay accommodation will grow short stay visitation and benefit the local economy. The study sought to identify the types and estimated cost of short stay accommodation required within each Shire and recommendations to improve and increase short stay tourism accommodation infrastructure.

Project scope:

- Outline the existing short stay tourism facilities in each Shire.
- Determine the quality of existing tourism accommodation facilities benchmarked against industry standards.
- Identify the gaps in quality and/or quantity within SSTA.
- Estimate the potential overnight market if increased and/or improved quality accommodation facilities were established in each Shire.
- Quantify the potential economic impacts (benefits), and
- Estimate the cost to establish new or expanded SSTA in each Shire.

METHODOLOGY

The initial study was undertaken April to July 2022 with the Shire of Williams added during December 2022 to January 2023. The study included the following tasks.

Desktop Review: Identify implications and insights from published reports, Shire strategic plans, visitor statistics and construction cost estimates.

Consultation: Phone a selection of shire staff and tourism stakeholders within each shire to verify short stay accommodation quality, supply, gaps and opportunities.

Analysis: Review the supply, demand and quality of short stay accommodation across the five shires. Estimate the cost to increase or expand short stay accommodation quality & supply; quantify the potential economic impact of increased short stay accommodation in each shire, and estimate the potential overnight market for short stay visitation.

STUDY AREA

Location

The study area includes the Shires of Wagin, West Arthur, Williams, Dumbleyung and Lake Grace (3WDL). The five shires occupy 23,816km² and host a resident population of around 5,533 people (ABS 2021). The major industries are farming, agri-business and services. The closest 3WDL town to Perth is Williams (170km, 2.2hrs drive) and the furthest town from Perth is Lake King (440km, 5hrs drive). The study area has an extensive network of sealed and unsealed roads. A main route through the region is travelled by 212 - 402 vehicles daily¹ and provides an alternative route from Perth to Esperance via Hopetoun and WA's south coast (i.e. popular holiday destinations).

The region's tourism is based on a mix of events, unique attractions, lakes, nature reserves, Ocean to Outback self-drive trail (route 107), heritage, astro-tourism, and Visiting Friends and Relatives (VFR). Overnight visitor estimates are shown below.

Population & Visitors

Shire	Population (ABS)	Overnight Visitors (p.a.)	VFR Visitors (p.a.)	Non-VFR Visitors (p.a.)
Dumbleyung	674	7400	970	6430
Lake Grace	1286	30100	1850	28250
West Arthur	782	5900	1125	4775
Wagin	1776	21600	2550	19150
Williams	1015	10100	1462	8638
TOTAL	5533	75200	7957	67243

VFR visitor estimate is based on TRA (2022) and resident population (ABS 2021). Overnight visitor estimate is based on TRA (2022) and a 'visitor index' comprising short stay beds, tourism product, resident population and land area.

7-A's of Tourism

The focus of this report is tourism accommodation. Tourism is a multi-faceted system that works best when all seven 'elements' (i.e. 7-A's) are present and work together to deliver a quality visitor experience and sustainable benefits to the host region. Upgrading tourism accommodation can lead to increased visitation and longer stay, and in turn this can require improvements or expansion across the tourism elements. The 7-A's include:

¹ Main Roads Traffic [Digest](#).

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7A's of Tourism

	Description	Key Elements
Attractions	What brings visitors to the region	Iconic, unique, seasonality or diversity
Activities	What can visitors do after they arrive	Iconic, unique, seasonal experiences
Access	How do visitors get to the region	Route, time, cost, maps, itineraries, stopovers
Amenity	What conveniences & services are on offer	Variety, standard, reliability, value, appeal
Accommodation	Where can visitors stay	Options, quality, cost, value, convenience
Awareness	What is the region's tourism profile	Iconic, popular, unique, diverse, seasonal
Administration	How is tourism organised in the region	LGAs, Tourism Alliance, local operators

Tourism & Growth

The Shires are aiming to increase visitors interested in heritage, nature, adventure, rural living and events. The main 'gap' is quality short stay accommodation. Given the region is at an early developmental stage of the tourism lifecycle the emphasis is on investing in infrastructure to grow visitation. Investment in quality accommodation within towns, on private land, or at popular sites can bring multiple benefits such as growth in visitors, higher demand for hospitality services, dispersal of visitors across the region, and new enterprise. Staged, incremental growth is the most manageable and recommended approach when pursuing sustainable tourism.

Visitor [forecasts](#) for WA's domestic visitor market during 2022-26 indicate 3.2%p.a. growth in demand. To match forecasted growth in demand 3WDL's existing supply of 1426 short stay 'bed' spaces require similar growth or around 46 new bed-person spaces annually. Fewer increases in SSTA supply could potentially lead to shortages, visitor dissatisfaction, loss of visitation (i.e. market share) or reduced stopover expenditure.

Across WA, there is *sustained growth* in trails & trail hubs, events, nature (wildflowers, geotourism, national parks), astro tourism, and visitors staying in designer pods / luxury cabins / eco tents. Established tourism regions are also focusing on growing *off-peak visitation* to extend the visitor season. For example, Margaret River is using 'winter treats' (themed with indoor fires, gourmet food & socialising with friends) to grow visitation in winter. In comparison, 3WDL could use 'rural recharge' (themed with pub & sport club hospitality, tiny homes / eco-pods, nature & heritage drives, seasonal lakes & natural features). 3WDL could target niches such as LGBTQI, solo travellers or special interest groups (astronomy, birds, wildflowers & heritage) to grow tourism.

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'General observations' about tourism, trends and short stay accommodation.

- Digital detox (i.e. wi-fi free holidays), wellness, nature, off-grid-remote and gourmet experiences are attracting strong demand, especially in areas offering views, flora/fauna, tranquillity and distinct natural features.
- High-end glamping, eco camps and designer studios are experiencing strong demand among medium-high budget couples, families and friends.
- Visitors staying in hotels & motels spend more per trip than visitors staying in caravan parks & national parks. This group are generally interested in wineries, breweries, tours, entertainment and socialising.
- Visitors staying in caravan parks, cabins and nature reserves are accustomed to travelling-driving to visit attractions, activities and experiences. This group are generally interested in drive-walk trails, heritage sites, astro-tourism and natural features (flora, fauna, lakes, ecology & geology).
- Nature-based attractions and outdoor activities are patronised by most visitors regardless of accommodation used.

3WDL Tourism Profile

An overview of 3WDL's tourism and visitor demand for short stay accommodation follows:

- Visiting attractions & experiences across the 3WDL region involves driving between sites and towns; elements such as way-finding, time travelled, road conditions, scenery, stopovers, and safety would be important when visitors form their post-visit evaluation of 3WDL (i.e. in determining satisfaction & likelihood of revisiting).
- Activities across 3WDL include aquatic (Dec-Mar), nature (Apr-Oct), heritage, astro-tourism (Feb-Nov), and outdoor-adventure (year-round); 3WDL has a year-round 'visit-ability' and more so if itineraries were tailored, or further developed, to suit each of the four seasons.
- Hospitality across 3WDL is limited, of a varied quality, and distinctly town-based, and could at times be problematic for visitors. Where possible new or improved accommodation should be encouraged to provide hospitality offerings; existing hospitality-based sports clubs, pubs & venues should be leveraged and included in tourism promotions, itineraries and wayfinding. Pop-up food vans could also be encouraged.
- 3WDL's 'built' short stay accommodation facilities are mostly located within the towns along with a small selection of accommodation and camping outside of the towns; much of the 'built' short stay accommodation is aged and of varying quality; additions & improvements within towns would grow critical mass and help sustain existing hospitality services (e.g. help grow patronage to existing establishments). Conversely, locating new accommodation facilities at remote sites would help disperse visitors and help grow visitor hubs nearer to natural features.

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3WDL Tourism Features

Features in **red font** could potentially be leveraged to help grow tourism.

SHIRE	EVENTS	ATTRACTIONS	ACTIVITIES	AMENITIES ²	AWARENESS
Dumbleyung	Taste of Dumbleyung Bluebird Festival & Triathlon Cambinata Extravaganza Kukerin Creekbed Championships	Wuddi Cultural Tours Bee Tours & Food Cambinata Yabbies Bluebird Interp Centre Bluebird Replica Town historic walk Mini Mall (shop) Emu Essence tours Farm Tours Kukerin Bouncing Pillow Lake Dumbleyung Pussy Cat Hill Lookout Art Studio & Gallery	Walk trails Picnics Canoe/SUP/Swim Wildflowers Heritage displays Cultural & Heritage Tours (cultural, bees, farm, emu's)	Tavern Supermarket(2) Roadhouse Hotels-Pubs(2) General Store(2) Café(2) District Club	Shire website Self-drive Maps Walk trail maps Tourism brochure Trail app Social Media
West Arthur	Sheepfest Australia Day Breakfast Speed Boat race days Birdy's Backyard	Lake Towerinning Heritage buildings Arthur River Betty Brown HC Boronia Reserve Hillman Rock/Dam Nature Reserves Darkan Shed Pump Track & Trampolines Kylie Dam Reserve Hillman Skydiving Arthur Shearing Shed	Astro tourism Walk trails Rail trail Canoe/SUP/Swim Skate park Nature play area Wildflowers Picnics Skydiving Heritage displays Farm Tours	Darkan roadhouse General store Café(1) Fuel in Darkan Light Ind. area. Arthur River Roadhouse fuel Sports Club	Shire website Tourism brochure Trail Guide Tourism Maps Itineraries Social Media Self-drive tour app
Wagin	Woolarama	Giant Ram Water Gardens Mount Latham Classic Cars Norrington Lake Badgarning Lookout Wagin Historical Village Puntapin Rock Wait-Jen Trail Parkeyerring Lake	Wagin Trots Wesjets Golf club Walk trails Yonga Self-drive Trail Dirt Kart Track Canoe/SUP/Swim Tours (heritage) Nature walks	Supermarkets Hotels-Pubs(1) Restaurants(3) Café(1-2) Ovals-Parks Sports club Local radio stations	Visitor Centre Maps Shire Website Social media Trail brochures Tourism video
Lake Grace	Newdegate Field Day	Historical Museums Art displays John Holland Track Nature Reserves Silo Art Trail Regional Art Space Skate Park Mosaic Garden Gallery Walkers Hill Winery Heritage Buildings Namma Rock Dickman Rock Lake Bryde Roe Heritage Tail Nature Reserves	Wildflower walks Walk Trails Astro Tourism Lookouts (views) Canoe/SUP/Swim Self-drive trails Wildflowers 4WD trail Art gallery/viewing Nature walks Picnics Heritage displays	Supermarket(2) Hotels-Pubs(3) Cafés(2) Sports Club Winery Tavern Town Wi-Fi	Visitor Centre Maps Tourism Brochure Shire website Tourism website

² Amenities can include shops, fuel outlets, visitor services, information nodes, laundrette, hospitality & entertainment venues, cultural / heritage facilities, sport-rec facilities (e.g. pool, gym, oval, golf, skatepark, playgrounds, etc), conference & event facilities, toilets, dump points, water outlets and gathering sites.

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SHIRE	EVENTS	ATTRACTIONS	ACTIVITIES	AMENITIES ²	AWARENESS
Williams	<p>Repertory Club - Amateur Theatre Shows.</p> <p>Gateway Expo.</p> <p>Trotting Club.</p> <p>Monthly Markets</p> <p>Australia Day Breakfast.</p> <p>Williams Campdraft.</p> <p>Quindanning Picnic Race Day.</p>	<p>Jesse Martin Museum</p> <p>Millbrook Art Gallery</p> <p>Dryandra Woodlands</p> <p>Lions Park</p> <p>Williams Nature Reserve</p> <p>Williams River.</p>	<p>Nature Walks</p> <p>Wildflower viewing</p> <p>Heritage Trail Walk</p> <p>Heritage Drive</p> <p>BBQ - Picnic</p> <p>Riverside Cycleway</p> <p>Bowling Club.</p> <p>Golf</p> <p>Social Tennis</p>	<p>Recreation Centre & Pool</p> <p>Williams Woolshed</p>	<p>Shire website</p> <p>Shire & Townsite maps</p> <p>Heritage Trail Brochure</p>

DESKTOP REVIEW

Each Shire's strategic community and corporate plans highlight initiatives relating to tourism and short stay accommodation. A summary follows.

Shire of Williams

Strategic Community Plan 2017-32 and Corporate Business Plan 2021-25.

Primary Focus: The agricultural industry, agri-business, tourism and service industries. Priorities: Support industry and business development, respect natural assets and the built environment, whilst retaining lifestyle values, making Williams a safe and welcoming community.

Tourism initiatives: Support the Marradong Self-Drive Trail, business groups and tourism opportunities; continue to support Williams as a strategic gateway to the Great Southern.

Shire of Wagin

Strategic Community Plan & Corporate Business Plan 2018 - 2022

Primary Focus: a greater emphasis on heritage, town presentation and economic development. Priorities - progression of economic development, business attraction, tourism enhancement, more entertainment / event / arts / culture opportunities, and progress a community recreation hub.

Tourism initiatives: upgrade caravan park, RV area and surrounds; encourage the growth of arts, entertainment and community events; continued support for tourism and related infrastructure development; establish (free) WiFi hotspots.

Shire of West Arthur

Strategic Community Plan 2021 - 2031

Primary Focus: Sustainable agricultural industry; growing and diversifying business sector; Priorities - Investigate tourism opportunities; enhance existing assets to encourage visitation; improve communication facilities;

Tourism initiatives: maintain and develop walk trails³; maintain Lake Towerrinning as a main iconic natural asset; ensure night skies retain their dark sky rating; protect and improve additional natural assets; investigate opportunities to develop historical assets;

Shire of Dumbleyung

Strategic Community Plan 2022 - 2032

Primary Focus: Transform the Shire economy to deliver jobs & population growth. Priorities - economic diversification; smart farming (digital wireless connectivity); alternative water access; SME business enhancement; mining partnership approach;

Tourism Initiatives: Dumbleyung Lake Masterplan; Dumbleyung Streetscape Masterplan; Kukerin Entry Statement; Dumbleyung Aboriginal Tourism Support Plan; Dumbleyung Short Stay Accommodation Plan.

Shire of Lake Grace

Strategic Community Plan 2017 - 2027

Primary Focus: A prosperous agriculturally based economy, supporting diversification of industry; protecting and enhancing the natural and built environments; with a valued, healthy and inclusive community and life-style.

Tourism initiatives: Promote and develop tourism as part of a regional approach; maintain and enhance local iconic attractions and infrastructure; provide and maintain visitor support services; further develop walking trails, parks and recreation facilities.

SHORT STAY ACCOMMODATION QUALITY STANDARDS

The features underlying quality standards used to rate short stay accommodation are outlined below.

QUALITY STANDARDS

Minimum features (i.e. industry standards) required within short stay accommodation facilities to meet rating requirements and visitor expectations are as follows.

Hotel⁴

24/7 support service; reception area and/or service desk; bedding; shower and toilet; 1 towel per guest and 1 bath mat per room; Soap; daily housekeeping available.

³ Collie to Darkan Rail trail, Nangip Creek walk trail, Hillman walk trail, Duranillin to Bowelling Rail trail.

⁴ <https://www.starratings.com.au/info/category-outlines>

Motel

24/7 support service; reception area and/or service desk; bedding; shower and toilet; 1 towel per guest and 1 bath mat per room; Soap; daily housekeeping available; minimum one car space per unit (for 75% of rooms).

Hosted Accommodation

Resident host; reception service (check-in/check-out); 24/7 support service; full and/or continental breakfast included in the rate; bedding; shower and toilet may be shared with other guests (but not the resident host/manager); clean wardrobes, drawers and cupboards (clear of owner/manager's belongings); 1 towel per guest and one bath mat; Soap; daily housekeeping available.

Caravan Park

Shower and toilet facilities; 24/7 support service; reception and/or service facility; park manager or representative visits the property daily (if not in residence); displays certificate of 'Approval to Operate a Caravan Park'; communal male and female shower and toilet facilities with lockable cubicle doors; minimum requirements in Park cabins include: bed(s); fridge and sink; dining setting (table and chairs); crockery, cutlery and glassware; microwave or one hot plate or electric frypan, cooking utensils; dustpan / brush & broom or vacuum cleaner.

STAR RATINGS

Features required to attain star ★ ratings within short stay accommodation facilities are outlined below. In some cases an additional half STAR is awarded where an establishment offers a similar standard to the full STAR rating, but provides *additional* facilities and/or features.

Caravan Park⁵

★ Basic facilities with clean amenities, limited number of sites and minimum parking areas.

★★ Moderate facilities with clean, comfortable amenities and furnishings, average number of sites, and above-minimum parking.

★★★ Quality facilities in attractive grounds with clean, comfortable amenities and furnishings, large number of sites, limited number of cabins / park homes, and ample parking (well above minimum).

★★★★ Excellent quality facilities, amenities, furnishings and setting, large number of sites, above-average number of cabins / park homes, extensive parking, and a select range of guest services (e.g. shop, tour desk, ice/gas supplies, etc).

★★★★★ Excellent quality facilities, amenities, furnishings and setting, with a wide range of accommodation types, ample parking, wide range of guest

⁵ <https://www.legislation.gov.au/Details/C2015Q00331>

services, and supplementary offerings to guests (e.g. creche, entertainment room, store-shop, hires, pool, playground, tennis, mini golf, seminar venue, event area, etc).

Guest Lodge, Guest House, Bed and Breakfast⁶

- ★ Clean basic accommodation with simple furnishings and facilities.
- ★★ Moderate accommodation with comfortable furnishings and facilities.
- ★★★ Well-appointed establishment offering good comfortable accommodation & facilities.
- ★★★★ Excellent quality accommodation, furnishings and facilities. Must provide either individual or ensuite facilities for each bedroom.
- ★★★★★ International quality appointments, furnishings and decor with an extensive range of first-class guest services and facilities. Provision of ensuites to all bedrooms plus communal areas and bedrooms must have alternative to air-conditioning.

Self-Catering Units, Cottages & Houses

- ★ Clean basic accommodation with simple furnishings and facilities.
- ★★ Moderate accommodation with comfortable furnishings and facilities.
- ★★★ Well-appointed establishment offering good comfortable accommodation and facilities.
- ★★★★ Excellent quality accommodation, furnishings and facilities.
- ★★★★★ International quality appointments, furnishings and decor with an extensive range of first-class guest services and facilities.

Hotel

- ★ Establishment offers a basic standard of accommodation. Simply furnished. Basic amenities. Resident manager.
- ★★ Well maintained establishment offering an average standard of accommodation with average furnishings, bedding, and floor coverings. Average range amenities.
- ★★★ Well-appointed establishment offering a comfortable standard of accommodation, with above average furnishings and floor coverings. Attractive range of amenities and complementary services.
- ★★★★ Exceptionally well-appointed with a high level of facilities, plus quality furnishings, offering a high degree of comfort. High standard of presentation, amenities and guest services.

⁶ <https://www.legislation.gov.au/Details/C2015Q00331>

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★★★★★ International standard establishment offering a high degree of facilities, out-standing appointments, furnishings and decor with an extensive range of first-class guest services and amenities. A variety of room styles and/or suites available. Choice of dining facilities, 24-hour room service, housekeeping, concierge and valet parking. Porterage and concierge services available 24/7 as well as a business centre, conference and meeting facilities.

EXISTING SHORT STAY ACCOMMODATION

Existing short stay accommodation in each Shire is summarised below. Further details for each Shire follow.

WWDL SHORT STAY ACCOMMODATION SUPPLY (2022)								
Shire	NUMBER OF BEDS (1 person spaces)						TOTAL	%
	Hotel	Motel	B & B & Serviced Rooms	Lodge / Pavillion	C'Van / RV Park	Campground		
Wagin	34	30	15	20	240	30	369	26%
Williams	39	40	12	60	52	118	321	23%
West Arthur	-	-	6	6	60	60	132	9%
Dumbleyung	28	-	34	-	59	40	161	11%
Lake Grace	40	144	18	-	191	50	443	31%
TOTAL	141	214	85	86	602	298	1426	
%	10%	15%	6%	6%	42%	21%		

Abbreviations used to describe room configurations in the tables that follow:
 Q - Queen bed; Q+S - Queen & Single bed; KS - King Single bed; D - Double bed; S - Single bed; TS - Twin Singles (or bunks);

The assessment that follows is indicative and neither definitive or exhaustive.

Williams Shire

SHORT STAY ACCOMMODATION
Williams Hotel internal rooms (12), <i>offline, not operating</i> . Rear Motel units x 10, 6 x D, 4 x TS, ensuite, TV, kettle. Public use Mar-Oct. Worker use Nov-Feb.
Quindanning Hotel, 17 rooms, 3 x Triple, 3 x Q, 10 x D, 2 x TS, shared bathrooms, restaurant, bar, beer garden, pool, 24hr camping
Williams Motel, 10 rooms, 8 x D, 2 x TS, ensuite, TV, aircon, microwave, toaster / kettle. Public use Mar-Oct. Worker use Nov-Feb.

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Dwarda Downs Country Hideaway, self-contained cottage, 2 x Brm (Q), living room, kitchen, laundry, bathroom & BBQ area. Temporarily Closed
Williams River Farmstay, Boraning Cottage, 2 Brm, 1 x Q, 1 x TS, kitchen, living room, laundry, bathroom, BBQ.
Gelfro Farm Stay, 3 x Brms, 1 x Q+TS, 1 x D, 1 x TS, shared ensuite, living room, laundry, meals available. Closed during COVID & remains temporarily closed.
Lions Dryandra Woodlands Village, 6 x self-contained large huts (4-6 pax each), 2 x small self-contained huts (2-4 pax each), Currawong Dormitory (25+ pax).
Springhills Farmstay (& Function Centre), 3 cottages, bathroom, laundry, kitchen, living room. School Groups Only.
Williams B & B, 2 x ensuite rooms, 2 x DB, dining room, living room. Closed
Kieve Farm Lodge, 10 Rooms, 6 x D, 4 x D+TS, shared ensuites. Closed.
Williams Farmstay, recent addition, plus proposed sites for self-contained caravans.
Shady Acres Caravan Park, 26 sites, 14 pwrd & 12 unpwr, toilets, camp kitchen, BBQ, laundry
Congelin Dam Campground, 12 unpwr camp sites, 6 tent sites, ablutions, camp kitchen, BBQ's
Gnaala Mia Campground, 27 unpwr van sites, 8 tent sites, ablutions, camp kitchen, BBQ's
Non-commercial free campgrounds (2), 6 sites, no facilities, no amenities.
Total rooms: 67
Total sites: 85
Est. Total Pax: 321

Wagin Shire

SHORT STAY ACCOMMODATION
Wagin Motel, 25 rooms, 2 x Q, 8 x KS, 2 x K+S, 4 x Q+S, 9 x S, ensuites
Palace Hotel, 19 rooms, 7 x TS, 6 x S, 1 x D, 4 x D+S, shared bathrooms & continental breakfast included.
Mitchell Hall Hotel-Motel, 21 rooms, shared bathrooms, currently not operating . Possible re-invention in future.
Morans Hotel, 23 rooms, shared bathrooms, currently not operating . Possible refurbishment & re-purposing in short-medium term.
Eric Farrow Pavilion, amenities & parking, capability to host RV's & caravans, & groups with swags (overnight inside the pavilion). Multi-purpose facility.
Wagin Cottage Garden, B&B, 2 rooms, 1 x Q+S, 1 x D, shared bathrooms, breakfast.
Rainbow Cottage, B&B, 2 rooms, 2 x Q, shared bathrooms, breakfast included.
Monish Cottage, B&B, 2 rooms, 1 x Q, 1 x S, shared bathroom, breakfast included.
Wagin Country Retreat, B&B, 2 rooms, 1 x Q, 1 x S, shared bathroom, breakfast.
Wagin Caravan Park, 40 sites, 20 powered, 20 unpowered, amenities, BBQ, sealed sites.

SHORT STAY TOURISM ACCOMMODATION PLAN

Wagin RV Park, 80+ sites, powered & unpowered, amenities, dump point		
Norrington Lake & Little Norrington Lake campgrounds, unpowered sites, amenities, boat ramp, reception/host		
Non-commercial, free campsites, Lime Lake, Smith Road, Warup - Old Grain silo site		
Total rooms: 52	Total sites: 150+	Est. Total Pax: 369+

West Arthur Shire

SHORT STAY ACCOMMODATION		
Darkan Hotel, 4 rooms, 3 x D, 1 x S, shared bathrooms, currently not operating		
Darkan Caravan Park, 25 sites, 20 pwrd, 5 unpwr, Nissen hut (campers), 2 chalets (2brms [Q+S], ensuite, kitchen & linen each), amenities, BBQ / camp kitchen, laundry		
Marrahbella Cottage, self-contained house, 3 x brms, 6 Pax max.,		
Darkan Mill Cottages, 4 self-contained cottages, 4 Pax in each, currently not operating		
Stoneham Backpackers, self-contained cottage, 3 x brms,		
Caro Telfer's and Geraldine King's Rooms, 2-4 rooms, double / single beds, 4-6 Pax max., Proposed additions		
Lavender Farm, eco tent / tiny home, 2-4 Pax. Proposed addition		
CWA Building, camper style overnight accommodation, 2-6 Pax. Proposed addition		
Lakeside Camping, 18 sites, 14 pwrd & 4 unpwr, camp kitchen, toilets, caretaker, kiosk, potable water, BBQ's, picnic tables, boat launching, parking		
Non-commercial, free campsites: Trigwell Bridge, Minding Rest Area, Bokal Rest Area		
Total rooms: 18	Total sites: 43	Est. Total Pax: 132

Dumbleyung Shire

SHORT STAY ACCOMMODATION		
Dumbleyung Inn (hotel), 7 rooms, 2 x Q, 2 x TS, 2 x S, 1 x family [Q+2S], shared amenities, rooms have fridge, TV, tea & coffee, breakfast not included.		
Kukerin Hotel, 8 rooms, 4 x Q, 2 x TS, 2 x S, shared bathrooms, restaurant, bar		
Campbell Cottages, self-contained duplex, 2 units, each 2 x 1 Brm (Q), living area, kitchen TV, bathroom		
Dumbleyung Holiday Cottage, 3 Brm, kitchen, living room, laundry, bathroom, aircon, TV		
Mary's Farm Cottages, 1 x 1Brm (2xQ), 1 x 2Brm (Q+S in each), 1 x 1Brm (1 x D), kitchen, living room, laundry, bathroom, aircon, TV, fridge, dishwasher		
Taylor Street B&B, 1Brm + ensuite, breakfast included		
Dumbleyung Caravan Park, 18 sites, 12 pwrd & 6 unpwr, 2 x 2Brm cabins (new) proposed for 2022-23.		
Kukerin Caravan Park, 10 sites, 6 pwrd & 4 unpwr, ablutions, laundry, camp kitchen, BBQ's, water, dump point		

SHORT STAY TOURISM ACCOMMODATION PLAN

Non-commercial free 72hr campsites near Dumbleyung Sporting Clubs		
Non-commercial free camp sites: nature reserves, rest areas, car parks (14+ sites)		
Total rooms: 28	Total sites: 48	Est. Total Pax: 161

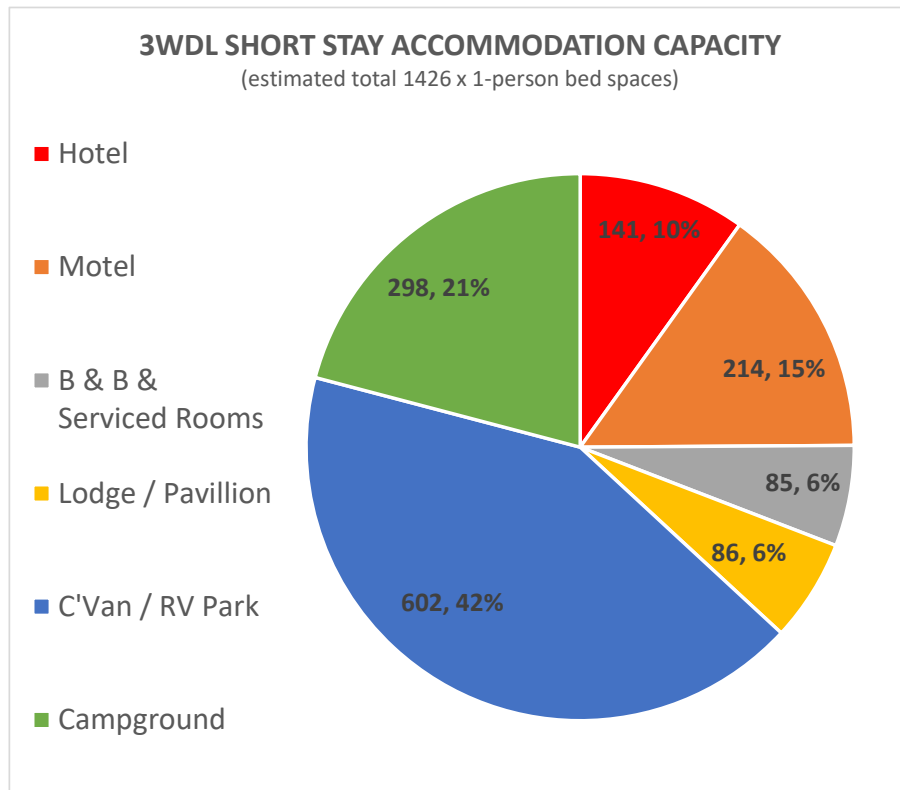
Lake Grace Shire

SHORT STAY ACCOMMODATION		
Lake Grace Hotel, 8 rooms, 2S, 4 TS, 2 D+S, ensuites + shared bathrooms, TV, kitchenette; old motel at rear of site, 10-12 rooms, S and/or D, ensuites.		
Lake Grace Roadhouse Motel, 26 rooms, 12Q, 8Q+S, 6 TS, 4 of 26 rooms self-contained, ensuite, AC, TV; some rooms recently refurbished.		
Lake Grace Saltbush Inn (motel), 9 rooms (4Q+S, 2D, 2 D+S, 1 TS), ensuites, AC, TV, kitchenette, wifi,		
Newdegate Hotel, 6 rooms, Q + twin S, ensuites, AC, shared TV - lounge room		
Lake King Motel, 17 rooms, 6Q, 6KS, 5Q, 2S, semi-self-contained, TV, AC, wifi		
Newdegate Myriadena Motel, 8 rooms (refurbished), Q+S, ensuite, TV, AC, kitchenette,		
Omeo Farmstay, 4Brm house, self-contained, AC, 6 pax max.		
Holland Track B&B Farmstay, 6 rooms, shared bathrooms, BBQ's, microwave, breakfast		
Newdegate Myriadena Caravan park, 12 sites, pwrd & unpwr, camp kitchen, amenities, laundry, BBQ's, 1 x 2Brm cottage (self-contained), 3 x cabins (Q + 2S, kitchenette), 4 on-site vans		
Lake King Caravan Park, 15 sites, pwrd & unpwr, laundry, camp kitchen, amenities, BBQ's (tavern adjacent)		
Varley Chicken Ranch, 5 sites, pwr + unpwr, amenities, water, camp kitchen, BBQ's, dump point, laundry		
Lake Grace Caravan Park, 28 sites, pwrd & unpwr, camp kitchen, laundry, BBQ's, amenities, water, 2 x 2brm cabins+ensuite, 5 on-site vans, 5 x backpacker single rooms		
Non-commercial free camp sites. 12+ Nature reserves, gravel pits & lakes. 50+ sites.		
Total rooms: 104	Total sites: 108	Est. Total Pax: 443

5 Shires - Total

TOTAL SHORT STAY ACCOMMODATION CAPACITY (EST.)		
Total No. Rooms: 269	Total Sites: 434+	Est Total Pax: 1426

SHORT STAY TOURISM ACCOMMODATION PLAN



Observations on 3WDL's Existing Supply of Short Stay Tourism Accommodation

- 63% of 3WDL's bed capacity is in caravan parks & campgrounds; this is consistent with 70% of the tourism activities-attractions being free, low cost, self-discovery. Much of the existing SSTA capacity supports low budget visitors. The central drive route to Esperance / South Coast and Great Southern destinations should be leveraged by expanding capacity in upmarket eco-tents / tiny homes and BnB's as well as Caravan-RV parks, campgrounds and day use sites to encourage additional stopovers and to increase visitor spend.
- 25% of the bed capacity is hotel-motel; this is consistent with 18% of 3WDL's activities-attractions being commercial tours & hospitality services (i.e. fee-paying activities). 3WDL's existing hotel-motel capacity is limited in its ability to attract medium-high budget visitors. Adding new or improved 3+star hotel-motel facilities, or 'boutique' 3+star tiny homes / designer pods would increase the appeal for medium-high budget visitors to grow visitor expenditure, enterprise and employment across the region.
- **Lake Grace** and **Wagin** host 57% of the region's short stay bed spaces. However, their number of attractions-activities are similar to West Arthur and Dumbleyung, suggesting the towns of Lake Grace and Wagin may have more gravitas (i.e. drawing power, appeal) in attracting visitors. Adding or expanding park cabins, hotel-motels, B&B's and holiday homes

SHORT STAY TOURISM ACCOMMODATION PLAN

- would help increase medium-high budget visitation and increase expenditure, enterprise and employment in Lake Grace & Wagin townships.
- **West Arthur** and **Dumbleyung** have comparatively lower bed capacity, dominated by caravan parks-campgrounds, and limited hotel-motel capacity. Adding new or refurbished 'quality' hotel-motel, park cabins, B&B's and lodge-backpacker facilities would grow visitation to the towns and improve support for hospitality and services.
 - **Williams** has 23% of the region's short stay bed spaces. A majority (52%) of the Shire's SSTA capacity is in Dryandra. Excluding Dryandra, the Shire has 155 short stay bed spaces, similar in capacity to Dumbleyung and West Arthur. Williams has seasonally-limited motel beds (due to workers occupying rooms during harvest season Nov-Feb). Williams has a 'full complement' of short stay accommodation types, however, much of the 'built' capacity is aged and of lower quality. Expansion opportunities include hotel, motel, B&B and caravan park / RV capacity.
 - **Wagin** has a 'full complement' of short stay accommodation types, however, much of the 'built' capacity is aged, needing refurbishment. Additional 'quality' hotel-motels, park cabins, B&B and campgrounds would complement its ability to host more visitors across all budgets.
 - **Lake Grace** has a '*near-full* complement' of short stay accommodation, with a distinct gap in lodge / backpacker facilities. It does have 'newer' accommodation facilities affording higher standards to visitors. The addition of 'quality' lodge-backpacker (e.g. worker facility), expanded caravan park with cabins, more holiday homes / B&B's and campgrounds would enable *significantly* higher growth in visitors.
 - **3WDL** could potentially add a collection of tiny homes / designer pods spread across the region, located at picturesque or tranquil sites, and leverage natural 'high quality' facilities to attract a larger share of medium-high budget visitors, while dispersing visitors across the region (i.e. showcasing natural advantages such as lakes, rocks, vistas & serenity).

Suggested additions for 3WDL to address gaps in SSTA are outlined below and explored in detail in the next section.

SHORT STAY TOURISM ACCOMMODATION PLAN

ESTIMATED CONSTRUCTION COST SHORT STAY TOURISM ACCOMMODATION GAPS BY SHIRE								
PRIVATE INVESTMENT			LOCAL GOVERNMENT INVESTMENT					
Shire	Motel	Hotel	Designer Pod	Park Cabin	RV/Van Park	Nature-Based Campground	Total Cost	Additional Overnight Capacity (bed spaces)
Dumblenyung								
Quantity	1x20 rooms	0	3x1 Brm	6x2 Brm	1x10 sites	1x10 sites		
Est. Cost	\$2,412,000	\$0	\$478,080	\$806,400	\$539,000	\$424,000	\$4,659,480	150
West Arthur								
Quantity	1x20 rooms	1x20 rooms	3x1 Brm	3x2 Brm	1x10 sites	1x10 sites		
Est. Cost	\$2,412,000	\$3,601,920	\$478,080	\$403,200	\$539,000	\$424,000	\$7,858,200	198
Wagin								
Quantity	0	1x25 rooms	3x1 Brm	6x2 Brm	1x20 sites	1x10 sites		
Est. Cost	\$0	\$4,502,400	\$478,080	\$806,400	\$1,078,000	\$424,000	\$7,288,880	195
Williams								
Quantity	1x20 rooms	1x20 rooms	3x1 Brm	3x2 Brm	1x10 sites	1x10 sites		
Est. Cost	\$2,412,000	\$3,601,920	\$478,080	\$403,200	\$539,000	\$424,000	\$7,858,200	198
Lake Grace								
Quantity	1x25 rooms	0	3x1 Brm	6x2 Brm	1x25 sites	0		
Est. Cost	\$3,015,000	\$0	\$478,080	\$806,400	\$1,096,500	\$0	\$5,395,980	180
Total	85 rooms	65 rooms	15 x 1 Brm	24 x 2 Brm	75 Sites	40 Sites	\$33,060,740	921
Private Investment	85 rooms	65 rooms	15 x 1 Brm	0	0	0	\$24,347,640	480
Local Govt Investment	0 rooms	0 rooms	0 pods	24 x 2 Brm	75 Sites	40 Sites	\$8,713,100	441

GAPS IN SHORT STAY ACCOMMODATION

Potential 'quality and/or quantity' gaps in short stay accommodation within each Shire are outlined below (based on desktop research & phone consultation). 'Gaps' for each Shire to address are highlighted in the tables (below).

Gaps - Dumblenyung Shire

Motel	Park Cabins	C-Van Park	Campground	Small Pods
1 x 20 rooms	6 x 2 Brm	1 x 10 sites	1 x 10 sites	3 x 1 Brm

Quality Assessment - Short Stay Accommodation in Dumblenyung Shire:

Overall: 2-3 star, facilities are a mix of old and semi-aged / semi-new; some facilities could be 'refreshed'; existing visitors would experience a varied type & standard of facilities in a country-rural setting similar to comparable facilities near Perth or in similar regional towns; prices are comparatively low and with varied quality standards this is likely to contribute to limited-moderate 'value for money'.

Gaps in short stay accommodation in Shire of Dumblenyung:

SHORT STAY TOURISM ACCOMMODATION PLAN

- Accommodation for groups (e.g. special interest groups, teams, tour groups, event participants) staying in motels-hotels, serviced rooms, lodges and grouped dwellings (e.g. cabins & park homes with ensuite)
- Couples & solo travellers staying in B&B's and serviced rooms (AirBnB style), with & without hospitality, ideally within walking distance of pubs, restaurants & cafes.
- Commercial campgrounds with amenities for tours (stopovers) and travellers staying 1-4 nights, with linkages to local features and services.
- Non-commercial campgrounds, nature-based (bush) camping, with or without amenities, within Shire-managed nature reserves, bush-setting on private land, or within close proximity to main features (e.g. lakes, lookouts, wildflowers, walk trails).
- Tiny homes, designer studios / pods and unique modular facilities with self-contained amenities & fittings, located at tranquil, nature-intensive sites, ideally within proximity of views, wildlife, walks trails or activities.

Gaps - Williams Shire

Motel	Hotel	Park Cabins	CV/RV Park	Campground	Small Pods
1 x 20 rooms	1 x 20 rooms	3 x 2 Brm	1 x 10 sites	1 x 10 sites	3 x 1 Brm

Quality Assessment - Short Stay Accommodation in Williams Shire:

Overall: 2-star, most facilities are 'old' and need to be 'refreshed'; visitors would experience mostly 'aged facilities' in a country-rural setting with standards below similar aged facilities near Perth or in comparable regional towns; prices are comparatively low with low-to-average quality standards and this is likely to contribute to limited-moderate 'value for money'.

Gaps in short stay accommodation in Shire of Williams:

- 2.5 - 3.0 star hotel-motel accommodation is limited to Quindanning Hotel and 2 x 2.0 star Motels in Williams; both of the motels are fairly old, mostly patronised by business visitors and workers (i.e. during harvest season Nov-Feb), and to a lesser extent holiday visitors (Mar-Oct); Williams could encourage investment in new or upgraded 3-3.5 star hotel-motel rooms to improve the overall quality of short stay accommodation and to increase capacity (variety) for short stay visitors.
- Accommodation to house seasonal workers *and* overnight visitors could be added such as homes with vacant rooms (AirBnB), 3-star motel / hotel, quality park cabins, on-site vans and grouped dwellings.
- Some of the existing B&B's and farm stays have temporarily or recently closed; capacity is limited; new B&B's / Farm Stays or additional rooms in existing houses could be encouraged to accommodate short stay workers, business professionals and seasonal short stay visitors;

SHORT STAY TOURISM ACCOMMODATION PLAN

- Unique accommodation such as tiny homes, eco-cabins, off-grid chalets and small ‘designer’ studios on private land (e.g. acreage) would help broaden accommodation variety to entice visitors seeking a ‘rural escape’.
- Shady Acres Caravan Park could be upgraded with improvements to amenities & facilities, an increase in powered & unpowered sites, and a larger area for self-contained RV’s & campervans (i.e. self-contained travellers).
- Additional cabins & park homes in the Shady Acres Caravan Park would improve capacity (& appeal), especially families on a limited budget; this would also improve capacity for seasonal workers.
- Farms and private landholdings⁷ could be encouraged to host tiny homes, off-grid cabins and nature-based campsites for families, couples and solo travellers. This would improve the choice available to higher budget visitors, and grow expenditure to support tours, shops, jobs, etc.
- Nature-based campgrounds could be established in / on nature - crown reserves managed by the Shire. For example, by establishing 3-4 camp sites with waterless / self-composting toilets, and limiting stays (e.g. maximum 4-6 days during peak periods).

Gaps - Wagin Shire

Hotel	Park Cabins	CV/RV Park	Campground	Small Pods
1 x 25 rooms	6 x 2 Brm	1 x 20 sites	1 x 10 sites	3 x 1 Brm

Quality Assessment - Short Stay Accommodation in Wagin Shire:

Overall: 2-star, most facilities are ‘old’ and need to be ‘refreshed’; visitors would experience mostly ‘aged facilities’ in a country-rural setting with standards below similar aged facilities near Perth or in comparable regional towns; prices are comparatively low with low-to-average quality standards and this is likely to contribute to limited-moderate ‘value for money’.

Gaps in short stay accommodation in Shire of Wagin:

- 2-star hotel-motel accommodation is limited to Palace Hotel and Wagin Motel; both are fairly old but reasonably well patronised by workers & business visitors, and to a lesser extent holiday visitors; Wagin could encourage new or upgraded 2-3 star hotel-motel rooms⁸, to improve the overall quality of short stay accommodation across the Shire.

⁷ This may require changes to town planning schemes; further, a the VROC may want to lobby WALGA or WA Planning Minister to enable extra short stay accommodation on rural-farm land.

⁸ Morans & Mitchell Hall are currently not in use; Morans may be upgraded & re-purposed into a micro-brewery / hotel / restaurant; Mitchell Hall is being upgraded & in the medium-long term could offer 2-3 star rooms and a restaurant / cafe.

SHORT STAY TOURISM ACCOMMODATION PLAN

- Accommodation to house seasonal workers *and* overnight visitors could be added such as homes⁹ and homes with vacant rooms (AirBnB), motel / hotel, cabins, on-site vans and grouped dwellings.
- Existing B&B's have sustained over time; additional or new B&B's would help accommodate more short stay workers, professionals and visitors;
- Unique accommodation such as tiny homes, eco-cabins, off-grid chalets and small 'designer' studios on private land or acreage would diversify choice to help entice visitors, especially those seeking a 'rural escape'.
- Additional cabins & park homes in Wagin Caravan Park would improve capacity (& appeal) to host families, especially on a limited budget.
- Wagin Caravan Park could be upgraded with improvements to amenities & facilities, increase in powered & unpowered sites, and a larger area for RV's & campervans (i.e. self-contained travellers).
- Farms and private landholdings¹⁰ could be encouraged to host tiny homes, off-grid cabins and nature-based campsites for families, couples and solo travellers.
- Nature-based campgrounds could be established in / on nature reserves managed by the Shire. For example, by establishing 4-6 camp sites, installing waterless / self-composting toilets, and limiting stays (e.g. maximum 4-6 days outside of school holidays).

Gaps - West Arthur Shire

Motel	Hotel	Park Cabins	CV/RV Park	Campground	Small Pods
1 x 20 rooms	1 x 20 rooms	3 x 2 Brm	1 x 10 sites	1 x 10 sites	3 x 1 Brm

Quality Assessment - Short Stay Accommodation in Shire of West Arthur:

Overall: 2-star, most facilities are 'old' and need to be 'refreshed'; visitors would experience 'old facilities' in a country-rural setting with standards below similar aged facilities near Perth or in comparable regional towns; although prices are comparatively low so too is the range & quality of the facilities and this is likely to contribute to limited or low 'value for money'.

Gaps in short stay accommodation in Shire of West Arthur:

- Group accommodation, for example, for 10-20 people, staying in lodge-backpacker facility, motel (i.e. twin S & Q+S rooms), ensuite-cabins in a caravan park, or re-purposed / refurbished (unused) homes with 2-4 bedrooms; ideally near CRC, Shire office, Darkan town centre.

⁹ Could include for example unused / empty homes on farming properties, which may require refurbishment; refurbished surplus rooms in homes close to town; or the removal - relocation of unused homes on farming properties to vacant land in/near town.

¹⁰ This may require changes to town planning schemes; further, a consortium of VROC's may want to lobby WALGA or WA Planning Minister to enable extra accommodation on rural-farm land.

SHORT STAY TOURISM ACCOMMODATION PLAN

- 2-3 star hotel-motel accommodation, for example, Darkan Hotel refurbished¹¹ or a newly built hotel-motel with 15-20 rooms; ideally a newly-built hotel-motel would have a commercial kitchen to supply meals and/or offer DIY cooking facilities (e.g. BBQ's, microwaves, ovens) and a range of DIY food for sale (e.g. frozen prepared meals, BBQ packs, bread, milk, etc); suitable for contractors, professionals, tourists & shire guests.
- B&B's in / near Darkan, including unused rooms in existing houses or resident properties with land & zoning to allow an on-site caravan, granny flat or tiny home operated as a B&B or serviced room.
- Non-commercial (free) camp sites, for example, with facilities for travellers-tourists; located in nature reserves; suitable for RV's, caravans, camper trailers, campervans, swags, rooftop tents.
- Unique accommodation such as tiny homes, eco-cabins / off-grid chalets and small 'designer' studios on private properties & acreage to improve the range of options to entice and accommodate more visitors.
- Commercial campground, nature-based or farmstay-style, on private acreage, with toilet / amenity; suitable for tourists, travellers and short stay visitors (i.e. with campers, camper trailers, tents, swags, etc).

Gaps - Lake Grace Shire

Motel	Hotel	C-Van Park	Park Cabins	Small Pods
1 x 25 rooms	nil	1 x 25 sites	6 x 2 Brm	3 x 1 Brm

Quality Assessment - Short Stay Accommodation in Shire of Lake Grace:

Overall: 2-3 star; mix of old & semi-aged facilities; some older facilities need 'refreshing'; visitors are likely to experience fair-average quality in a country-rural setting; standards may be similar to comparable facilities near Perth or in similar regional towns; prices are comparatively low and with fair-average quality this is likely to contribute to medium level 'value for money'.

Gaps in short stay accommodation in Shire of Lake Grace:

- 15-25 room motel, 2-3-star, for workers, contractors, travellers - tourists and Shire guests; ideally with meals / food / supermarket within close proximity.
- Rooms in houses (e.g. AirBnB), on-site vans, park cabins and mobile / modular accommodation (i.e. with ensuite, kitchenette, TV, living area).
- An additional caravan park facility could increase choice-variety, increase capacity in powered / unpowered sites, and enhance capacity to host events & groups in town.
- New cabins / studios in a caravan park setting, or on vacant under-utilised land, to host workers & visitors, and help grow visitor levels and demand for hospitality services in town.

¹¹ For example, driven by Darkan Progress Association as a social-community enterprise modelled on Nyabing Hub project (pub, offices, shop, meeting place) funded by community, grants & Gov't.

- Unique accommodation such as tiny homes, off-grid eco-cabins / chalets and small 'designer' studios on private land/acreage, in shire-managed nature reserves or on vacant land in/near town to diversify range & choice to help entice visitors; and potentially re-position 3WDL as a destination with a selection of innovative, boutique style accommodation.

In most destinations and towns, private investors are responsible for developing and operating hotels, motels, backpacker lodges and caravan parks. Conversely, where private investment is uncommercial or unavailable then where possible local government can facilitate caravan/RV parks, campgrounds and niche accommodation facilities. This SSTA Plan identifies opportunities for private investment and local government investment in SSTA.

POTENTIAL OVERNIGHT MARKET

This section presents a ‘general analysis of the *potential* overnight market for visitation’. If additional and/or higher quality short stay accommodation facilities were established in each Shire the growth in 3WDL’s ‘potential’ overnight market would mostly bring growth in five visitor types as outlined below.

	Segment	Characteristics	Accommodation Used
	Holiday Makers	Solo's, couples, families and groups on a 'short getaway' or holiday for 3-21 days (e.g. long weekends, school holidays, events & festivals, seasonal attractions). Domestic mostly intrastate origin.	Hotel, Motel & Serviced rooms. Rented Home / Rooms (AirBnB). B & B, Farmstays & Eco/Studios. Caravan Park & RV sites. Commercial & free campgrounds (private, Nat'l Park or bush sites).
	Extended Travellers (incl. Grey Nomads)	Solo's, couples, families and groups travelling around WA & Australia on an extended trip (e.g. 3-12 months duration). Domestic & International origin.	Caravan Park & RV sites. Free & commercial campgrounds (e.g. private, Nat'l Parks, bush sites). Hotels, Motels, B&B's & farmstays.
	Visiting Friends & Relatives	Solo's, couples, families and groups visiting friends & relatives. Typically 2-14 days stay. Domestic mostly intrastate origin.	Private homes or on private land in caravans, camp-trailers, tents, etc. Hotel, Motel, B&B's & AirBnB rooms.
	Business & Corporate Travellers	Travelling for 'work' purposes. Visiting clients & suppliers. Typically staying 1-2 days 'midweek'. Domestic mostly intrastate origin some interstate.	Hotel, Motel & Serviced rooms. Rented Home / Rooms (AirBnB). B & B, Farm stays & Caravan Park Cabins.
	Groups	Groups of solo's, couples, families, friends, workers & sport teams; travelling for social, sport, personal & work purposes; Domestic mostly intrastate origin.	Hotel, Motel, Lodge - Dorm, Caravan / RV park, Park cabins & commercial camp sites.

Due to budgetary, lifestyle or safety-security reasons and-or personal preferences, some self-drive visitors choose to stay in campgrounds rather than commercial caravan & RV parks. Similarly, some self-drive visitors choose to stay in hotels or motels rather than a park cabin or onsite van (e.g. preferring not to self-cater). 3WDL's self-drive visitor market hosts a collection of visitors with varying needs. Each Shire should aim to satisfy *most* of the aforementioned visitor segments (types) & their respective needs by offering a variety of accommodation to help maximise market appeal and minimise 'market failure'.

Key influences when visitors are deciding which regional area to visit include:

- ❖ The variety of attractions, activities & experiences on offer in the region.
- ❖ The presence of new or unique features & events to visit.
- ❖ The cost & time required and information available to access the region.
- ❖ Availability of accommodation & hospitality (i.e. meals & provisions).
- ❖ Ease of access to multiple sites, attractions & experiences in the region.
- ❖ Linkages to farther destinations, for example, via a shorter, safer route.

*Experiences*¹² that help visitors determine which destinations to visit include:

- ❖ visiting food markets.
- ❖ having good restaurants, café and dining options.
- ❖ shopping at food, clothing and craft markets.
- ❖ experiencing nature in unique & novel ways.
- ❖ walk, bike & sculpture trails.
- ❖ food, wine & cultural festivals.
- ❖ wildlife experiences and outdoor adventure activities.
- ❖ outdoor performances & movies.

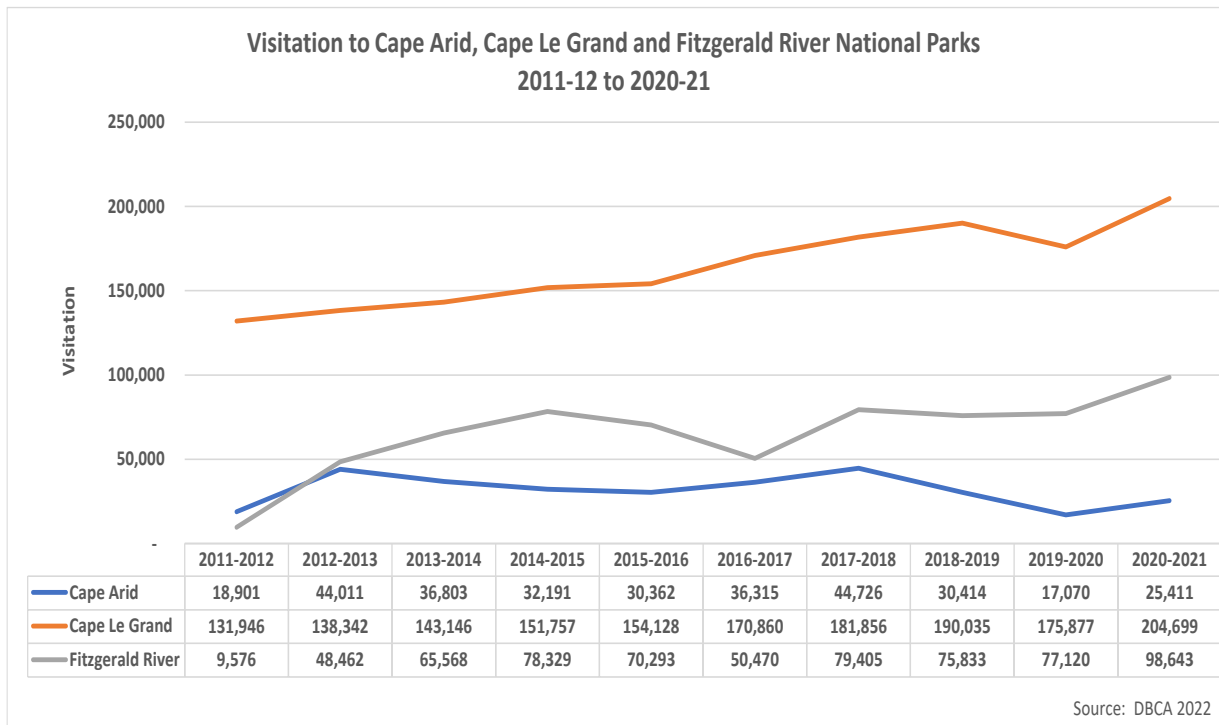
Tourism Research Australia's 2019 study of regional visitor dispersal concluded:

- ❖ Visiting friends & relatives is a key motivation for regional dispersal.
- ❖ Domestic travellers often go to great lengths to reconnect with their friends and relatives around Australia, and are motivated by the convenience and affordability of regional areas.
- ❖ Nature based offerings bring visitors from far and wide.
- ❖ Australia's varied natural landscape, unique fauna and flora, and its unique nature-based experiences are key drivers of regional visitation.
- ❖ Time and money (i.e. cost) are often the top constraints for domestic travellers *not visiting* regional Australia.

Self-drive visitors destined for national parks at Cape Le Grande (Esperance) or Fitzgerald River (Hopetoun) can travel via Hyden, Lake Grace, Lake King or alternate routes. The 700km or 8-hour drive from Perth to Esperance via the 3WDL region lends itself to an overnight stop in the region - *for some visitors*. Visitor levels at national parks in Esperance and Hopetoun have been growing at an average 12%p.a. since 2012. Combined, the two national parks attracted over 300,000 visitors in 2020-21. An increase in accommodation within 3WDL that captured 5% of the Parks self-drive visitors translates into an extra 15,000 overnight visitors staying in 3WDL annually (i.e. \$1.8Mp.a. *additional* expenditure within 3WDL). Park visitation trends are shown in the chart below.

¹² *Australian Tourism Demand for Domestic Travel Experiences: Insights for the Gold Coast.* Gardiner & Scott, Griffith Institute for Tourism Research, August 2015

SHORT STAY TOURISM ACCOMMODATION PLAN

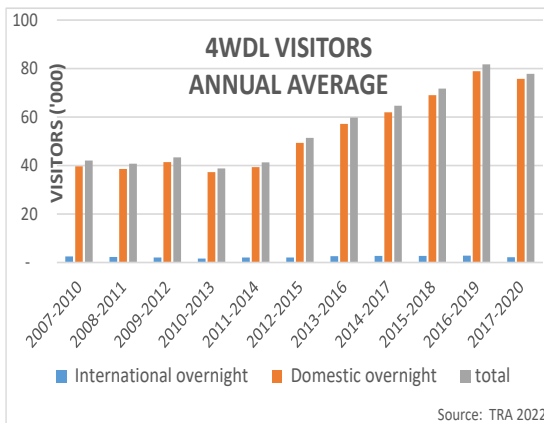


3WDL Tourism Visitation

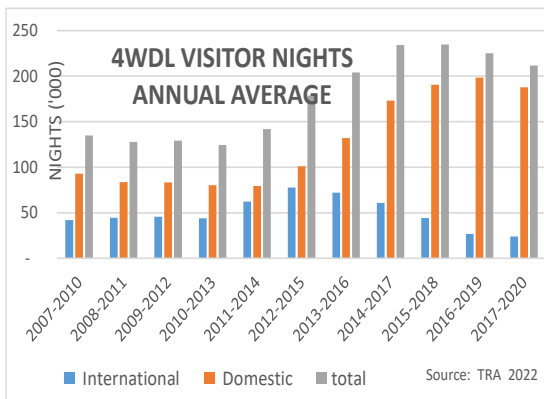
Estimating tourism visitation to the 3WDL region is difficult given limited *reliable* data at Shire level. To improve data quality¹³ this study uses TRA’s visitor data at the broader 4WDL-level, which includes the shire of Woodanilling as well as the study area of West Arthur, Wagin, Williams, Dumbleyung & Lake Grace (3WDL). A summary of tourism visitor estimates across the ‘broader’ 4WDL region is presented as an indicator of demand for short stay accommodation in recent years.

¹³ Data source: Tourism Research Australia 2022. Limitations: Woodanilling is included to reduce sampling error & improve data quality. Due to small sample sizes the confidence interval could be up to 50% (e.g. an estimate of 50,000 visitors could be as low as 25,000 or high as 75,000). Running 4-year averages are also used to further improve data quality.

SHORT STAY TOURISM ACCOMMODATION PLAN



- Since 2007, annual visitation has increased from 42,000 to 82,000.
- 10-yr average annual growth in visitors of 6.8%; average growth in *domestic* visitors 7.2%p.a.
- 10-yr average visitation 56,000p.a. with 53,000p.a. domestic visitors.
- Total visitors across 4WDL could exceed 100,000p.a. by 2025.



- Since 2007, annual visitor nights have increased from 135,000 to 212,000.
- 10-yr average annual growth in visitor nights of 5.1%; average growth in *domestic* visitor nights 8.3%p.a.
- 10-yr average of 177,000 visitor nights p.a.; 127,000 *domestic* visitor nights annually (10-yr avg.)
- Total visitor nights could exceed 250,000p.a. by 2025.

4WDL Visitor Estimates

As at 2022 the broader 4WDL region is estimated to attract around 78,000 overnight visitors annually, staying 212,000 nights, with an average length of stay of 2.7 nights. Visitor and visitor night estimates for *each of the five 3WDL Shires*¹⁴ is based on a weighting of resident population and land area (i.e. each Shire's % of 4WDL) with adjustments for scope-scale of existing tourism product and the tourism experiences offered by each respective Shire.

¹⁴ Reliable Shire-level data on visitor & visitor nights was not available from Government sources.

SHORT STAY TOURISM ACCOMMODATION PLAN

4WDL Visitor & Visitor Night Estimates (2022)¹⁵

Shire	Visitors	Nights	Trip Spend ¹⁶	Daily Spend ¹³
Dumbleyung	7,400	20,100	\$304	\$121
Lake Grace	30,100	81,800	\$304	\$121
Wagin	21,700	58,900	\$304	\$121
West Arthur	5,900	16,000	\$304	\$121
Williams ¹⁷	10,100	27,600	\$304	\$121
Woodanilling	2,800	7,600	\$304	\$121
TOTAL	78,000	212,000	-	-

Visitor Projection

The potential overnight visitor market *for the five shires* is presented below as a 10-year 'scenario' where the five Shires *may potentially* add caravan / RV sites, park cabins and campground sites funded by grants and available sources.

SSTA type to be added by the LGA's:	Caravan Park / RV sites, Park cabins & campground sites.
Visitor spaces to be added by 5 LGA's:	441 (or approx. 165 rooms / bays)
Time period for development:	10 years commencing 2023
Annual increase in person-spaces:	Average 35-45p.a.
Visitor estimate 2022 (at beginning):	78,000
Visitor estimate 2032 (at end):	110,000 (refer to the following page)
Annual avg. increase in overnight visitors:	3,600
Average annual visitor growth required:	4% - 5%
Average annual visitor growth forecasted:	3% - 6% (TRA 2020)

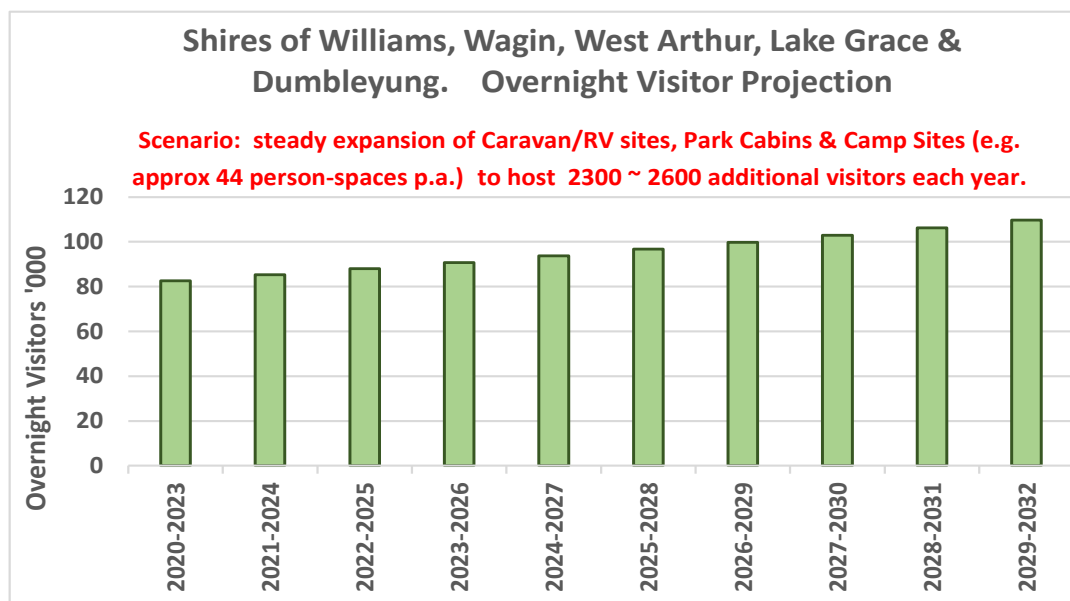
The 'planned' addition of 441 bed spaces in LGA-operated or managed caravan / RV sites, park cabins and campground sites over 10 years will closely match forecasted growth in the overnight visitor market. Benefits will accrue from increases in visitation and expenditure on accommodation, fuel, supplies, tours, services, etc. Private sector investment in hotels, motels and designer pods would bring *additional* visitors generating *additional* expenditure and benefits.

¹⁵ Source: Tourism Research Australia (2022); weightings applied by Marketrade. Estimates could be 50% more or less because of poor quality data.

¹⁶ Combined domestic *and* international visitor trip spend & visitor daily spend (TRA 2022)

¹⁷ Some of the short stay beds are currently - seasonally offline, and not available for tourists.

SHORT STAY TOURISM ACCOMMODATION PLAN



Regional Demand for Rental Accommodation

Rental data on AirBnB properties¹⁸ across southern WA indicates strong growth and high demand across six towns (shown below).

Implications: there is a high number of properties (3,103) dedicated to short term rental across the six towns; highest rental growth is outside of 'typical' tourism towns; rental demand is highest in two great southern towns; data confirms high demand for short stay rental accommodation across southern WA (i.e. in towns where short stay room / home accommodation is available).

Rental Demand is based on how often rentals are booked throughout the year, plus annual occupancy and listing growth rate. High score = high demand.

Revenue Growth is based on the revenue of Airbnb listings this month compared to the same month last year, comparing year-on-year change in RevPAR (i.e. revenue per available room). High score = high growth.

AirBnB Short Stay Rental Demand

Shire - Location	No. AirBnB Listings	Rental Demand	Revenue Growth
Plantagenet	34	75	100
Esperance	136	94	88
Denmark	206	95	86
Bunbury	55	81	82
Busselton	1695	78	78
Aug-Marg. River	977	82	79

¹⁸ Source: <https://www.airdna.co/blog/airbnb-australia-best-places-for-investment-property> Report date: 4th March 2021. Access date: 13 May 2022

CAPITAL COST ESTIMATES

'Estimated costs for constructing new or expanded tourist accommodation facilities in each shire' are based on published sources¹⁹ and are inclusive of GST, delivery, site preparation, construction, utilities connection, furnishing, landscaping, access and regional allowances. Costs are as at 2022 with no escalation.

SST Accommodation Construction Cost Estimates

Type	No. Rooms	Room Size (M ²)	Med Qlty	High Qlty	Med Qlty	High Qlty
			\$ / M ²	\$ / M ²	Est. Cost	Est. Cost
2-3 Star Motel	25	30	4020	5100	\$3,015,000	\$3,825,000
2-3 Star Hotel (inc. Hosp.)	25	40	4502	5712	\$4,502,400	\$5,712,000
	No. Bedrooms	House Size (M ²)	\$ / M ²	\$ / M ²	Est. Cost	Est. Cost
Dbl Brick Project Home	4	210	1403	1909	\$294,630	\$400,890
	No. Bedrooms	Cabin Size (M ²)	\$ / M ²	\$ / M ²	Est. Cost	Est. Cost
Park Cabin (with ensuite)	2	30	4480	5620	\$134,400	\$168,600
Park Cabin (with ensuite)	2	40	4480	5620	\$179,200	\$224,800
Designer Studio / Pod	1	32	4980	5890	\$159,360	\$188,480
Designer Studio / Pod	2	44	4980	5890	\$219,120	\$259,160
	No. Sites	Site Size (M ²)	\$ / M ²	\$ / M ²	Est. Cost	Est. Cost
Powered C-van/RV Site*	10	70	770	960	\$539,000	\$672,000
Unpowered Tent/RV Site*	8	60	480	640	\$230,400	\$307,200
Nature-based Campground*	10	80	530	710	\$424,000	\$568,000

* Inclusive of amenities, facilities, utilities, access, signage, site clearing, approvals, etc

Cost estimates (shown above) are used to gauge construction costs to address SSTA gaps identified within each shire (refer to the following page).

¹⁹ Including online cost calculators, online price lists, published studies and previous-recent quotes.

SHORT STAY TOURISM ACCOMMODATION PLAN

Short Stay Accommodation - Estimated Construction Costs

ESTIMATED CONSTRUCTION COST SHORT STAY TOURISM ACCOMMODATION GAPS BY SHIRE								
PRIVATE INVESTMENT				LOCAL GOVERNMENT INVESTMENT				
Shire	Motel	Hotel	Designer Pod	Park Cabin	RV/Van Park	Nature-Based Campground	Total Cost	Additional Overnight Capacity
								(No. persons)
Dumblenyung								
Quantity	1x20 rooms	0	3x1 Brm	6x2 Brm	1x10 sites	1x10 sites		
Est. Cost	\$2,412,000	\$0	\$478,080	\$806,400	\$539,000	\$424,000	\$4,659,480	150
West Arthur								
Quantity	1x20 rooms	1x20 rooms	3x1 Brm	3x2 Brm	1x10 sites	1x10 sites		
Est. Cost	\$2,412,000	\$3,601,920	\$478,080	\$403,200	\$539,000	\$424,000	\$7,858,200	198
Wagin								
Quantity	0	1x25 rooms	3x1 Brm	6x2 Brm	1x20 sites	1x10 sites		
Est. Cost	\$0	\$4,502,400	\$478,080	\$806,400	\$1,078,000	\$424,000	\$7,288,880	195
Williams								
Quantity	1x20 rooms	1x20 rooms	3x1 Brm	3x2 Brm	1x10 sites	1x10 sites		
Est. Cost	\$2,412,000	\$3,601,920	\$478,080	\$403,200	\$539,000	\$424,000	\$7,858,200	198
Lake Grace								
Quantity	1x25 rooms	0	3x1 Brm	6x2 Brm	1x25 sites	0		
Est. Cost	\$3,015,000	\$0	\$478,080	\$806,400	\$1,096,500	\$0	\$5,395,980	180
Total	85 rooms	65 rooms	15 x 1 Brm	24 x 2 Brm	75 Sites	40 Sites	\$33,060,740	921
Private Investment	85 rooms	65 rooms	15 x 1 Brm	0	0	0	\$24,347,640	480
Local Govt Investment	0 rooms	0 rooms	0 pods	24 x 2 Brm	75 Sites	40 Sites	\$8,713,100	441

ECONOMIC IMPACT

This section presents 'the potential economic benefits if increased or expanded tourism accommodation facilities were developed by each respective Shire', for example, over a ten year planning horizon (2022-2032). Benefits from private investment in short stay accommodation are not included.

Economic Benefits Local Govt Investment Program	(10yr	Shire Dumbleyung	Shire Lake Grace	Shire West Arthur	Shire Wagin	Shire Williams	TOTAL
Short Stay Visitor Spaces Added		84	99	72	114	72	441
Number of New Additional Visitors		4,542	5,353	3,893	6,164	3,893	23,846
Visitor Spend on New Accommodation		\$735,840	\$867,240	\$630,720	\$998,640	\$630,720	\$3,863,160
New Visitor Spend per Trip		\$1,380,836	\$1,627,413	\$1,183,573	\$1,873,991	\$1,183,573	\$7,249,386
Additional Flow-on Spend in Region		\$721,123	\$849,895	\$618,106	\$978,667	\$618,106	\$3,785,897
New Indirect Non-Tourism Jobs		0.9	1.0	0.8	1.2	0.8	5
Additional New Tourism Jobs		2.8	3.1	2.3	3.8	2.3	14

Assumptions:

- Gradual additions to SSTA over a 10-year planning horizon.
- Annual occupancy 40% (i.e. 3WDL caravan parks, park cabins & campgrounds).
- 2.7 nights average stay (TRA 2022).
- Visitor spend on accommodation \$121 per night (TRA 2022).
- Visitor spend per trip \$304 (TRA 2022).
- Every \$1.00 of visitor expenditure (e.g. on new accommodation) results in an *additional* \$0.98 flow-on expenditure across the economy (TRA 2014).
- Every \$1,000,000 of new *tourism* expenditure generates 1.2 new non-tourism jobs indirectly, elsewhere in the broader economy (TRA 2014).
- Every \$1,980,000 of tourism flow-on expenditure generates 3.4 new tourism jobs (TRA 2014). New facility capex and-or visitor spend.

Economic analysis of private investment to upgrade-expand-develop hotels, motels or designer pods across the four shires follows.

SHORT STAY TOURISM ACCOMMODATION PLAN

Economic Benefits (10yr Private Investment Program)	Shire Dumblevun	Shire Lake Grace	Shire West Arthur	Shire Wagin	Shire Williams	TOTAL
Short Stay Visitor Spaces Added	66	81	126	81	126	480
Number of New Additional Visitors	5,353	6,570	10,220	6,570	10,220	38,933
Visitor Spend on New Accommodation	\$1,748,934	\$2,146,419	\$3,338,874	\$2,146,419	\$3,338,874	\$12,719,520
New Visitor Spend per Trip	\$1,627,413	\$1,997,280	\$3,106,880	\$1,997,280	\$3,106,880	\$11,835,733
Additional Flow-on Spend in Region	\$1,713,955	\$2,103,491	\$3,272,097	\$2,103,491	\$3,272,097	\$12,465,130
New Indirect Non-Tourism Jobs	2.1	2.6	4.0	2.6	4.0	15
Additional New Tourism Jobs	5.3	6.4	11.1	8.1	11.1	42

Benefit Cost Analysis

Estimated benefits from the development of SSTA undertaken by each Shire (i.e. excluding private investment) is presented in a benefit-cost analysis.

Assumptions are as follows:

- 20yr project life.
- 5%, 7% and 9% opportunity cost.
- Each Shire's capital investment is spread equally across 10 years.
- 2.5% of the construction cost is spent annually on repairs to new SSTA facilities (i.e. breakdowns, responsive maintenance).
- 3.5% of construction cost is spent annually to replace-upgrade new SSTA facilities (i.e. preventative maintenance, to optimise economic life).
- 3.5% of construction cost is spent annually to upgrade Shire tourism infrastructure given an increase in visitors and infrastructure usage.
- 4.0% of construction cost is spent annually on tourism marketing & promotion, communication, visitor information & visitor servicing.
- Benefits include visitor expenditure on new accommodation and new visitor trip expenditure (e.g. fuel, food, tours, events, repairs, etc).

Economic impact analysis indicates the development of new SSTA by the five Shires (i.e. 10yr investment in caravan / RV sites, park cabins and campgrounds) is a favourable proposition with positive benefit-cost ratios and positive net present values as shown below.

SHORT STAY TOURISM ACCOMMODATION PLAN

Dumbleyung \$1.76M - 10yr Investment in CV/RV Parks, Cabins & Campgrounds			
Economic Benefits & Costs at ..	5%	7%	9%
Benefit Cost Ratio	2.3	2.1	1.9
Net Present Value	\$2,853,234	\$2,103,047	\$1,563,626

Wagin \$2.3M - 10yr Investment in CV/RV Parks, Cabins & Campgrounds			
Economic Benefits & Costs at ..	5%	7%	9%
Benefit Cost Ratio	2.4	2.2	2.0
Net Present Value	\$3,986,142	\$2,954,606	\$2,211,479

Lake Grace \$1.9M - 10yr Investment in CV/RV Parks, Cabins & Campgrounds			
Economic Benefits & Costs at ..	5%	7%	9%
Benefit Cost Ratio	2.5	2.3	2.1
Net Present Value	\$3,586,374	\$2,675,863	\$2,018,411

West Arthur \$1.36M - 10yr Investment in CV/RV Parks, Cabins & Campgrounds			
Economic Benefits & Costs at ..	5%	7%	9%
Benefit Cost Ratio	2.6	2.3	2.1
Net Present Value	\$2,629,999	\$1,965,248	\$1,484,992

Williams \$1.36M - 10yr Investment in CV/RV Parks, Cabins & Campgrounds			
Economic Benefits & Costs at ..	5%	7%	9%
Benefit Cost Ratio	2.6	2.3	2.1
Net Present Value	\$2,629,999	\$1,965,248	\$1,484,992

CONCLUSION & RECOMMENDATIONS

This section provides 'recommendations and steps to progress the short stay tourism accommodation plan'.

Conclusion

- Quality, affordable accommodation, of varying types and styles, is critical in delivering positive tourism experiences and supporting investment and growth in regions such as 3WDL. Visitors stopping, staying and spending is pivotal in generating tourism's economic benefits.
- The existing low quality and limited capacity of SSTA across 3WDL is 'highly likely' to be restricting visitation and growth in tourism, enterprise development and hospitality services within each of the towns.
- The region has around 269 SSTA rooms and 434+ caravan/RV/camp sites, capable of accommodating 1426 visitors (nightly). The accommodation mix is skewed towards caravan/RV/camping (63%) with noticeably less hotel/motel capacity (25%) and the balance (12%) in B&B-Lodge facilities.
- 3WDL's SSTA facilities are mostly aged, older style, limited in size, and generally of a 2-star standard. Exception is 2 or 3 newer facilities that operate closer to a 3-star standard.
- Current users of 3WDL's SSTA are likely to experience 'a low standard' of quality matched with comparatively low prices resulting in fair to low value for money. Improving SSTA quality to 3-star or higher through refurbishment or renewal would *significantly* bolster value, appeal and competitiveness. Further, it could be leveraged to reposition the region.
- If the five Shires invested in additional capacity and higher quality SSTA it could increase overnight visitation from around 78,000p.a. to over 110,000p.a. by 2032 and generate over \$14.8M *additional* expenditure creating up to 19 new jobs across the five Shires.
- The region is host to lakes, nature reserves, heritage-culture activities, dark skies, trails, farm experiences and rural lifestyles, which are drawcard features (i.e. primary motivators) when visitors choose a regional holiday destination. Improvements in SSTA quality and capacity would greatly improve the region's tourism appeal and competitiveness.
- The five shires could potentially expand SSTA including caravan / RV parks, cabins and campgrounds. This is within their remit and forms the basis for this SSTA Plan.
- Private investors including landowners, community groups and developers - operators are responsible for upgrading-expanding hotels, motels and tiny homes / designer pods. Acknowledging precedents (e.g Katanning & Nyabing) where regional accommodation-hospitality-leisure facilities have proven successful, this forms a key part of the recommendations.
- The community enterprise model has proven elsewhere to be an effective and innovative approach to building supply and capacity in regional towns. Similar approaches suited to the 3WDL region should be explored.

Recommendations - 3WDL

- Investigate planning requirements to effect changes to zoning, permitted use of land, and SSTA development obligations that simplifies, encourages and facilitates investment in SSTA across the region; this may require the formation of a sub-committee within 4WDL or joint resourcing of a planning-development officer to drive SSTA initiatives.
- Investigate establishing a 'program'²⁰ that supports landowners, investors and developers to upgrade or re-purpose under-utilised facilities or to better utilise land that leads to an increase in SSTA capacity.
- Investigate and identify a financier willing to fund (or part-fund) upgrades to vacant or under-utilised properties (e.g. for seasonal & short stay).
- Identify sites where *existing* short stay accommodation can be upgraded, expanded or developed and work with stakeholders to improve quality and/or capacity of SSTA.
- Investigate removing barriers at a regional Shire-level that could increase SSTA investment and capacity; this may include zoning, density, building options, utilities-services, compliance requirements, envelope restrictions, easements, off-grid systems, alternative building systems, etc.

ACTION PLAN

3WDL

Re-Purposing

- Determine likely costs to refurbish a selection of unused & under-utilised houses, for example, located on remotely-managed farms, rural properties and town outskirts; determine the viability of operating as SSTA (e.g. on AirBnB, Stayz, etc).
- Investigate rezoning & re-purposing vacant-unused shops, banks, commercial buildings and places of worship as short stay accommodation.
- Investigate community - social enterprise initiatives (e.g. Nyabing & Bolgart) to re-purpose unused shops, banks & commercial buildings for SSTA (refer to the appendix for details).
- Investigate Shire heritage inventories and identify vacant-unused (suitable) properties for short stay (i.e. that have a toilet, water & power); seek grant funding or contra-labour arrangements (e.g. groups, clubs, NFP's) to make improvements and/or to manage upgraded facilities.
- Investigate re-purposing unused / vacant churches or places of worship, for example, as short stay dormitory for families and small groups, with or without camping on adjacent-surrounding land.

²⁰ For example the 'program' may include a designated 'planner' as a point of contact, recommended step-by-step development pathway, a list of potential support trades & staff (i.e. contractors & residents), list of endorsed pre-fab / transportable building suppliers, pre-feasibility on SSTA to support finance applications, a centralised online SSTA booking system.

SHORT STAY TOURISM ACCOMMODATION PLAN

- Investigate a program of acquisition-leasing / refurbishment / renting / selling under-utilised houses to improve housing stock for new residents and short stay guests; funded through community enterprise, donations, volunteers, grants and crowdfunding, etc.

Site Activation

- Identify LGA owned or managed sites where off-grid SSTA facilities could be established and use expression of interest (EOI) to develop new facilities such as tiny houses, designer pods, campgrounds, etc.
- Investigate sites that offer additional & temporary accommodation capacity for events, festivals & peak visitor periods, for example, overflow areas, community hall car parks, vacant shops, serviced under-utilised land or vacant sites to host self-drive campers and self-contained travellers; investigate site management by the Visitor Centre, a local community group or enterprising residents.
- Identify *remote* sites across 3WDL where off-grid ‘designer’ pods / tiny homes / eco-cabins²¹ could be installed; ideally at picturesque, tranquil sites; invite EOI from investors-developers-consortiums; aim to establish 10-15 small SSTA facilities across 3WDL; use to re-position 3WDL as a bespoke *rural recharge* destination.
- Investigate changes to Shire nature reserve management orders that allow sites to be upgraded with formal SSTA (e.g. eco-tents or designer pods near lakes, walk trails, lookouts, rail-nature reserves, etc); identify and promote prospective sites to community, investors & developers-operators.
- Investigate acreage sites that could be re-zoned or restrictions relaxed to allow flexible residential, seasonal or tourism use, inviting EOI’s, and-or resourcing a facilitator to drive growth in SSTA.

Facilitation

- Develop a guide for prospective stakeholders interested in upgrading or developing SSTA facilities (e.g. advice on planning approvals, licenses-permits, contractors, operating-marketing options, etc); aim to simplify and de-risk the process to encourage SSTA development inquiries and applications.
- Establish and promote a 3WDL policy that supports SSTA development that is compliant, safe, sustainable & beneficial; preferencing building approaches that provide fire resistance, low carbon, low energy, off-grid, light footprint, sustainable - green approaches, etc.
- Establish and promote a support network of accomplished builders, tradespersons, engineers, planners, architects, transport contractors, etc... for the benefit of prospective investors-developers-operators of SSTA facilities.
- Investigate and identify a financier willing to support *minor* refurbishment of unused, vacant, incomplete or under-utilised homes-buildings for use as SSTA.

²¹ For example, designer [sea-container based tiny homes](#), transported to site ready to inhabit.

SHORT STAY TOURISM ACCOMMODATION PLAN

- Investigate establishing a centralised website for booking private, community, heritage and seasonal SSTA properties across 3WDL; website managed by a Visitor Centre, volunteer or community group.
- Investigate a community progress association or similar being supported and resourced to pursue community enterprise initiatives such as Nyabing and Bolgart.

Action Plan - Williams

- Investigate Shire owned / managed sites suitable for development of a niche facility hosting caravan / RV sites and/or park cabins for short stay (visitor) use.
- Investigate Crown / Shire managed reserves-sites (e.g. nature reserve, vacant accessible land, disused road / rail reserve, public recreation areas, etc) suitable for development of a niche campground facility for short stay (visitor) use.
- Investigate and identify sites suitable for *self-contained* RV and caravans on short stay basis (e.g. 24-72hrs); Either Shire operated or provide support to private landowners - investors willing to develop.
- Investigate and identify unused - vacant sheds, halls and dormitory-like facilities for potential refurbishing into family or group accommodation; facilitated / operated by a community or not-for-profit group.
- Identify potential sites to support an EOI for a new upmarket Motel and/or Hotel; 3.0 - 3.5 star quality standard for SSTA use.
- Call EOI from landowners to host eco-pods / tiny homes for SSTA purposes; offer a program of support to help facilitate the development of 3-4 eco-pods / tiny homes within the Shire.

Action Plan - Wagin

- Actively support owners of 'old, unused & under-utilised' Hotels/Motels to re-furbish properties; consider temporary rate reduction, assist with grant applications, advice & assistance with compliance, *minor* landscaping support, VIC marketing support after re-opening, etc.
- Investigate and determine how many unused homes / houses exist on farming - rural properties; ascertain the cost and viability to refurbish priority facilities to a rentable SSTA standard;
- Investigate and determine a viable approach to adding new park cabins to Wagin caravan park.
- Investigate and identify vacant shire owned-managed land that could host cabins, eco-pods, tiny homes; determine viability across varying approaches to financing, partnering, community and shire involvement.
- Investigate under-utilised and/or vacant buildings (e.g. banks, shops, halls, churches, sheds, etc) for conversion or re-purposing into SSTA.

SHORT STAY TOURISM ACCOMMODATION PLAN

This includes reviewing 'steps involved' such as re-zoning, changing 'allowable uses' or removing restrictions limiting use for SSTA.

- Investigate the viability of establishing a program where the Shire co-funds and-or project manages refurbishment of low cost / low risk facilities and recoups the cost from rent.

Action Plan - Dumbleyung

- Investigate Stubbs Park to host 25-50 room motel-hotel and call EOI.
- Investigate and identify sites at Lake Dumbleyung to host SSTA facilities; including potential partnering/development approaches to activate SSTA.
- Investigate and identify sites suitable for self-contained RV and caravans on short stay basis (e.g. 24-72hrs);
- Investigate and determine how many unused homes / houses exist on farming-rural properties; ascertain the cost to refurbish each to a habitable (rentable) standard and the viability to operate as SSTA;
- Investigate the viability of establishing a program where the Shire co-funds and project manages refurbishment and recoups costs from rent;
- Seek Government financial grant funding to assist with delivery of SSTA infrastructure in areas where private investment is uncommercial.
- Seek government funding towards the cost of addressing SSTA infrastructure gaps especially where commercial investment is unviable or uneconomic e.g. cabins for Dumbleyung & Kukerin Caravan Parks.
- Investigate opportunities to establish an innovative and modern all-in-one accommodation, hospitality, meeting place for both Dumbleyung & Kukerin similar to [Nyabing Hub](#).

Action Plan - West Arthur

- Support the sale and upgrade of the Darkan Hotel including refurbishment of rooms and kitchen-restaurant facility; ideally incorporating a retail space hosting a mini-supermarket to service visitors and the community.
- Explore finance options with the community to invest in under-utilised farm houses, residential homes, vacant land or new SSTA facilities.
- Explore options to expand the Darkan caravan park (e.g. former pony club site adjacent) and/or a new caravan / RV park at Arthur River.
- Investigate upgrading/re-purposing Darkan Station Master's House for SSTA.
- Investigate and identify unused - vacant sheds, halls and dormitory-like facilities for potential upgrading and refurbishing into family or group accommodation and-or function centre. For example, Arthur River Shearing Shed-quarters, unused churches and vacant facilities-buildings.
- Investigate acquiring park cabins to upgrade capacity at the Darkan caravan park and/or identify an alternative site nearby.

SHORT STAY TOURISM ACCOMMODATION PLAN

- Investigate and determine how many unused homes / houses exist on farming properties; ascertain the cost & viability to refurbish 'low risk facilities' to a habitable (rentable) standard.

Action Plan - Lake Grace

- Establish 1 or 2 more facilities similar to Varley Chicken Ranch.
- Establish more facilities like the Jam Patch (e.g. managed by the VIC with 48hr-72hr stay limit during peak periods similar to Shark Bay).
- Investigate introducing a book/pay/receipt system for 48hr-72hr stays at Shire-managed campgrounds (i.e. policed by volunteer caretakers, managed-promoted by visitor centre); re-invest revenues in additional nature-based camp sites.
- Call EOI for a new upmarket Motel with self-contained rooms / facilities.
- Investigate acquiring Lake Grace Caravan Park, potentially operated as a community enterprise, administered by the Visitor Centre, or alternatively, establish a similar sized new facility on shire land near town; explore a community-facilitated program similar to Nyabing & Bolgart (refer to the appendix for details).
- Call EOI for backpacker - seasonal worker facilities in-near town.
- Investigate grants-investment in shire-managed nature reserves to host additional free camp sites. Ideally, several new sites that greatly increase overnight capacity and help create a 'network' of sites across the Shire.
- Within Lake Grace township explore development of a micro-brewery with accommodation adjacent (e.g. tiny houses, RV park, motel-hotel), for example, through an EOI, community enterprise project, or the Shire contributes a site and headworks in a partnership project.

SHORT STAY TOURISM ACCOMMODATION PLAN

SWOT

3WDL strengths, weaknesses, opportunities & threats, with a focus on short stay tourism accommodation.

<p>STRENGTHS</p> <ul style="list-style-type: none"> ▪ Located on a route linking Perth to Esperance and Perth to Albany (i.e. Great Southern) ▪ Extensive road network & access options ▪ Many nature reserves (potential camp sites) ▪ Sport clubs embedded in local lifestyle ▪ Comparatively low & safe traffic volumes ▪ Extensive tourism product across five shires ▪ Tourism integral in each Shires strategic plans ▪ Woolarama & Sheepfest; near-iconic events ▪ Low light pollution, strong astro-tourism offering 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ▪ No iconic attractions or experiences ▪ 6-8hrs return drive Perth-3WDL-Perth ▪ A driving-intensive destination ▪ Route options Perth to 3WDL & en-route itinerary options not conveyed well to visitors ▪ Data on visitors & visitation lacking; makes measurement & managing performance difficult ▪ Hospitality can be patchy; potential problem for visitors 'eating out' or getting supplies.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ VR/AR Donald Campbell 'Bluebird' experience ▪ Yabby dishes available across all 5 shires ▪ Sport clubs actively welcoming-hosting visitors ▪ Visitors 'experiencing' rural-community lifestyle ▪ Visitors buying local produce during visits (from markets, stalls, farms, shops, sheds, etc) ▪ Guiding-enticing visitors to live in the region ▪ Low-cost land made available for visitor-funded / crowdfunded short stay accommodation ▪ Centralised 3WDL website for visitors (& workers) to plan trips & book accommodation ▪ New events & entertainment formats / facilities to grow visitation ▪ Installing & promoting electric re-charging stations linked to renewable energy sources ▪ Leveraging Holland Track as 4WD adventure getaway (route) linked to other 4WD tracks & sites within the region. ▪ More camping, glamping, RV'ing & overnight staying in Crown or Shire 'managed' reserves. ▪ Making the drive-journey to 3WDL a key part of the trip experience (via creative routes, stopovers, experiences; app with offline map) ▪ Provide 4 seasonal programs of activities & experiences that inspires year-round visitation. 	<p>THREATS</p> <ul style="list-style-type: none"> ▪ Limited 'quality' short stay accommodation leading to low or no growth in visitation ▪ Steady decline in hospitality within towns ▪ Shires promoted as separate destinations rather than sharing-dispersing visitors ▪ Competitor regions attracting on-trend designer studios, tiny homes, pods etc. ▪ Slow uptake of e-charging stations across 3WDL keeping 'green' visitors away. ▪ Sustained high price of fossil fuels making 3WDL a high cost destination to visit. ▪ Home owners leaving the region once habitable homes fall into disrepair & become unusable.

COMMUNITY ENTERPRISE CASE STUDIES

The 3WDL region could benefit from community enterprise initiatives that develop and-or operate SSTA. The following case studies provide a 'glance' of two examples where communities have developed SSTA-hospitality facilities that benefit their town.

Bolgart

- Bolgart, 120km northeast of Perth, population of around 170 residents.
- Retiring publican-owners had difficulty finding a buyer for the Bolgart Pub, closure was imminent.
- A local resident was unable to secure finance to purchase the Bolgart Pub. Lack of support from financial institutions was a problem.
- Local residents explored the possibility of forming a syndicate.
- 12 local families signed up to the Bolgart Watering Hole Unit Trust.
- No member was allowed to own more than a 10% share in the Trust.
- Syndicate members had a diverse skill set. All pitched in differently.
- Of the unit trust members, a local couple stepped up to manage the pub on a day-to-day basis.
- Other syndicate members contribute to operations in their own unique way.
- Recent additions-improvements include a micro-brewery and upgraded commercial kitchen. A qualified chef has taken residency.
- Future plans include music gigs, paddock-to-plate meals, hotel refurbishment and room upgrades.
- The pub is not just about booze, it's also about community spirit, camaraderie and creating a stronger, more vibrant community.

Nyabing

- Nyabing, approximately 40km south-east of Dumbleyung, population of around 290 residents.
- Town was losing services. Sporting activities had ceased. Nyabing pub and general store were in decline. Nyabing town was slowing dying.
- Bigger farms, fewer people, and with no buyers, the pub was destined to close. The Community were concerned.
- Community Progress Association (CPA) rallied around to muster support.
- A community-run (800ha) cropping program was undertaken with community-volunteer input resulting in *consecutive* harvests raising around \$1.0M in grain sales for the Nyabing Hub revitalisation program.
- CPA bought the Pub and set about to re-build a multi-purpose 'hub'.
- A new 'hub' was built in the middle of town incorporating a shop, pub, accommodation, playground and amenities. The pub was leased to an operator.
- Community cropping, fundraising and grant applications continue to enable the CPA to invest in the town and help revitalise Nyabing.
- Hub patronage has grown. The pub hosts regular gatherings, meetings and socialising. Community spirit has an air of optimism for the future.

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