



Economic Development Plan 2025-2032



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EXECUTIVE SUMMARY

From our Council plan the Shires Economic Prosperity Aspiration is “Growing and thriving, Esperance is a great place to live, work, invest and visit”. In the main, we believe that we’re meeting this aspiration however were also facing some headwinds with the cost of living, interest rates, housing, labour supply and more broadly other geopolitical forces starting to impact our community and way of life.

Against this backdrop it is timely to outline the Shire’s Economic Plan and key projects which aim to ensure our economy is supported and can continue to grow whilst providing opportunities for our community now and into the future.

Along with private and government developments, we believe the actions in this plan will collectively help build and sustain

the Esperance economy and help the regions prosperity continue into the future.

Priority projects the Shire is developing and advocating for include the redevelopment of the Esperance Senior High School, Key Worker Accommodation Project, Esperance Airstrip Upgrade, James St Cultural and Tourism Hub, South Coast Highway Upgrade and Stage 2 of the Port Access Corridor.

With a great foundation to work from the Shire looks forward to continuing to collaborate with our partners, business and the community to solve the challenges and realise the opportunities for our current and future generations and ensuring we continue to grow and thrive and remain a great place to live, work, invest and visit.

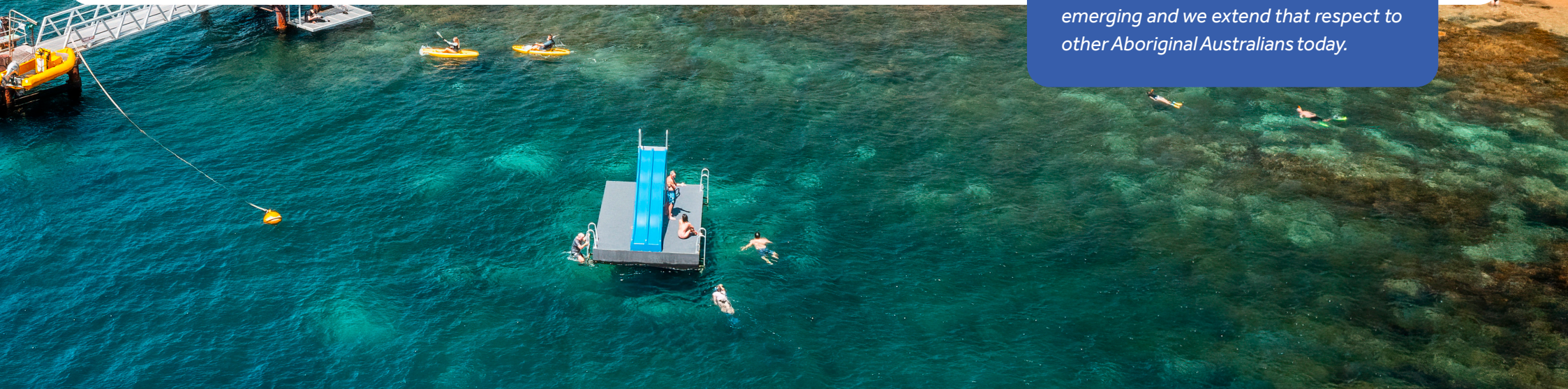


Ron Chambers
Shire President



Shane Burge
Chief Executive Officer

The Shire of Esperance acknowledges the Kepa Kurl Wudjari people of the Nyungar nation and Ngadju people, who are the traditional custodians of this land, and their continuing connection to land, waters and community. We pay our respect to their Elders past, present and emerging and we extend that respect to other Aboriginal Australians today.



SHIRE OF ESPERANCE

Esperance is a vibrant regional town situated on the stunning south coast of Western Australia, approximately 700km from Perth, accessible via a 90-minute flight or 7.5-hour drive.

Enjoying a Mediterranean climate and home to 14,000 people the region offer's a much sought-after safe and relaxed lifestyle for those who live and work here.

Home to the deepest port in the southern hemisphere and connected via road and rail with a regional airport, the town is a critical service hub for the wider Goldfields - Esperance region.

The region has a well-established and innovative agricultural sector, a developing tourism destination and expanding small and medium business sector.

The region is known for its world class coastline and the picturesque Recherche Archipelago with some 100 uninhabited islands, and iconic pristine white beaches which help to attract over 199,000 visitors annually.

The past decade has seen significant public and private investment in developing critical enabling infrastructure and community amenity including the Port Access Corridor, Esperance Residential College, Esperance Waterfront, Esperance Tanker

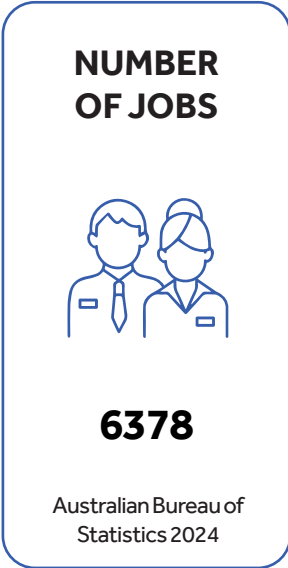
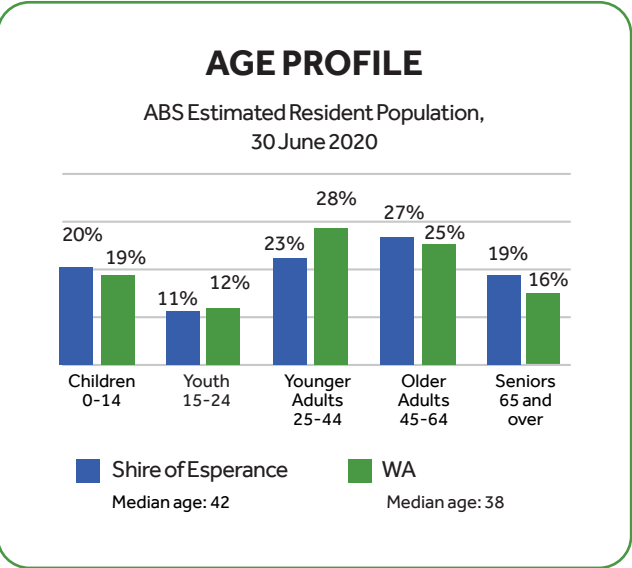
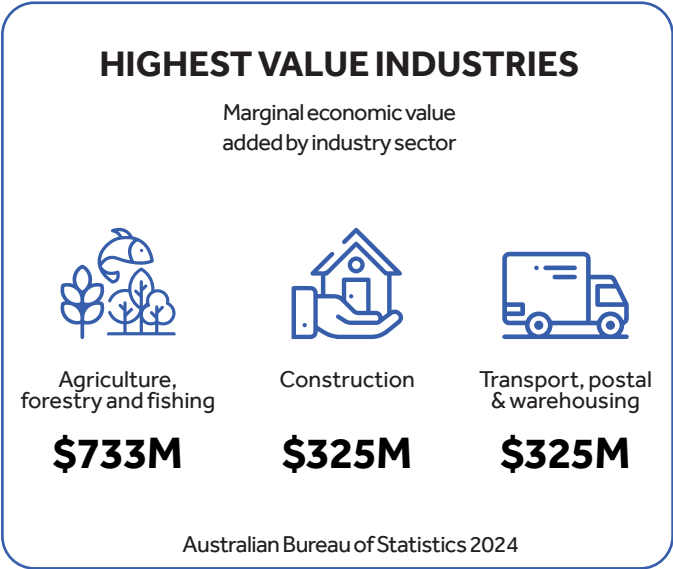
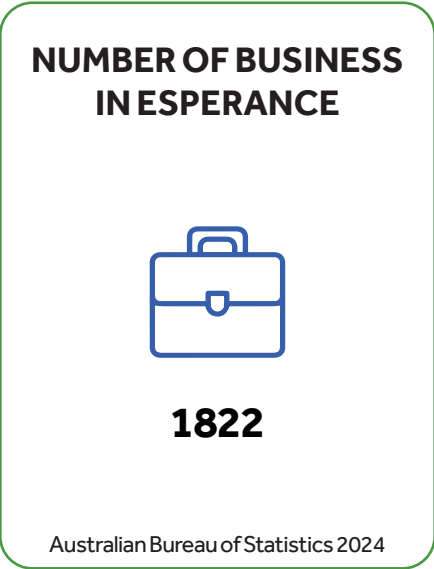
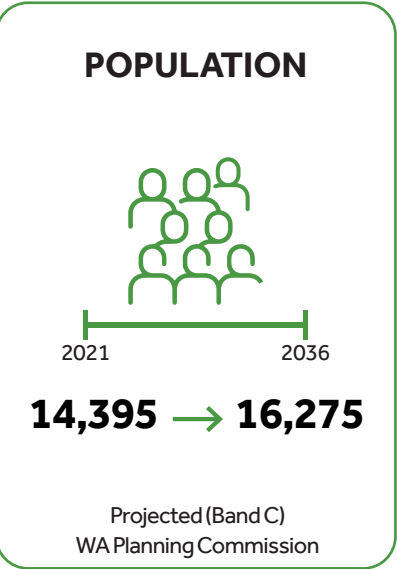
Jetty, Esperance Sports Stadium and the Hospital Redevelopment.

The next decade is about continuing to build on this strong foundation and continuing to deliver high class urban realm, attractive public spaces and excellent community amenities whilst expanding our economic opportunities.

A high priority will be on housing and ensuring there is enough supply to help our residents have a safe place to live, and helping to attract and retain workers to ensure the town and community continue to grow and prosper.



ECONOMIC INDICATORS



COMPARATIVE ADVANTAGES

The Esperance Region possesses a number of competitive strengths which can be further leveraged for economic development. These include:



Productive and Innovative Agricultural Industry

The Esperance Region boasts vast, fertile land ideal for diverse primary production enterprises, supported by a forward-thinking farming community.



Established and Expanding Export Supply Chain Infrastructure

Robust industry-standard road and rail links to Esperance Port, with strong connections to WA's mining and agriculture sectors. Significant potential for infrastructure expansion.



Frequent Flights

Multiple daily flights to and from Perth, ensuring seamless connectivity.



Extensive and Pristine Natural Assets

Home to stunning beaches, national parks, and the Recherche Archipelago, positioning the region as a premier tourist destination.



Largely Self-Sufficient Economy

The region's isolation from major Australian population centres fosters a self-sufficient

economy, offering compelling incentives for new ventures due to the high cost and complexity of servicing from larger centres.



Outdoor Lifestyle

The safe, relaxed rural and beach lifestyle, coupled with excellent social infrastructure, makes the Esperance Region an attractive and desirable place to live and conduct business.



Southern Ocean

The Southern Ocean provides the Esperance Region with significant economic opportunity through commercial fishing, aquaculture, tourism and recreational fishing.



Mining Deposits

Esperance is within close proximity and has vital transport routes connecting to significant, world class mining activities in the Goldfields, as well as known and potential deposits of resources within the Esperance-Ravensthorpe region.

These competitive advantages position the Esperance Region as a prime location for living, visiting and investing, providing a robust foundation for future economic development.



EXTERNAL DRIVERS AND TRENDS

Megatrends are significant transformative processes with global reach, broad scope and dramatic impact shaping the world in the 21st Century. Some drivers and trends will present

opportunities whilst others will have a direct negative impact. Identifying these trends early and understanding their impacts is important so regional businesses and communities can prepare and

operate today and into the future.

The following drivers and trends have been outlined as they present key challenges and opportunities to the Shires economy.



HOUSING SUPPLY

Nationally there are currently significant challenges in delivering housing in urban and regional areas.

Access to affordable and diverse housing is crucial to the development of diverse, vibrant and sustainable communities. It allows people to establish roots within the community and contribute to the economic development of their communities by providing a workforce for business and industry and delivery of essential community and support services.

Regional housing markets are however influenced by a range of factors such as population and economic trends, the cost and availability of labour and capital, policy controls, investment returns and others. As such issues of affordability and the supply of quality housing in the required locations can inhibit the economic and social development of the regions.

These challenges are currently heightened in Esperance and this is leading to a number of

economic and social challenges, with significant knock on impacts. Severe housing shortages are occurring which has the potential for long-term adverse impacts in decades to come.

A range of housing interventions and actions as outlined in the Esperance Land, Housing and Accommodation study are required to improve the future housing supply in Esperance and will require the full support of all levels of government, business and the community.



TECHNOLOGY CHANGES

Technology Changes are transforming many aspects of business operations and consumer behaviour. This shift driven by increased mobility, competition and new business models will continue to be a major factor influencing business level success and regional prosperity. Potential

opportunities and challenges for Esperance include;

- Increased opportunity for local businesses to expand through online business models
- Potential for greater access to services (health care, professional, financial) through online delivery.

- Increased competition from businesses servicing the region remotely.
- The need for adequate infrastructure, training and innovative processes to keep the workforce and business a pace with technological advancement.



IMPACT OF CLIMATE CHANGE

Climate change is an urgent and complex global issue that creates both challenges and opportunities for the Shire of Esperance. The Esperance community and environment are at risk from increases in climate volatility associated with climate changes.

Key risks to Esperance include:

- Increased risk of reduced rainfall effecting our major industry agricultural and support businesses.

- Increased frequency of extreme temperatures and emergency service responses.
- Increased risk of coastal erosion and inundation.

All levels of government along with business and the community have a role to play in responding to the challenge. The Shire's economy will also need to respond to changes in State, national and global responses to climate change and the impacts this has on energy and trade.

The State government aspiration of net zero emissions by 2050 will require a transformation of energy generation and use, the promotion of new clean low emissions industries, increased resilience in regional communications and the promotion of lower carbon transport

Esperance must therefore be flexible and ready to respond to changes in global economic and regulatory settings in response to climate change.



AGEING POPULATION

Australia's population is ageing, primarily as a result of increased life expectancy. The population aged 75 or more years is expected to rise by 4 million from 2012 to 2060, increasing from about 6.4% to 14.4% of the total population (Productivity Commission, 2013).

The ageing population will mean significant additional spending on health and aged care, while creating significant market niches servicing an older demographic.

Implications for Esperance include:

- Additional need and market for aged and health care and reskilling older workers.

- Older persons to represent a growing proportion of the demographic and labour force.
- Increasing propensity for consumption of health care and associated allied services.



WHAT IS ECONOMIC DEVELOPMENT?

“Economic Development” is a phrase that characterises any activity, initiative, investment or policy that seeks to improve the economic and social wellbeing of people. This recognises that we all live in a community, not an economy, and that economic activity should make people’s lives better. Successful economic development activities seek to grow and enhance the capacity of a local economy to

generate wealth and prosperity in the long-term to underpin improvements in the lives of residents. The concept of economic development has evolved over time, shifting from a focus on headline economic growth and employment figures to more nuanced and meaningful objectives such as sustainability, wellbeing, quality of living, resilience, social cohesion and integration.

WHO IS RESPONSIBLE FOR ECONOMIC DEVELOPMENT?

Economic development of the Esperance region is a shared responsibility. It represents the collaborative and collective effort of key economic development stakeholders across all three levels of Government, Traditional Owners and other indigenous groups and communities, local and national businesses, major economic asset owners, investors, workers and residents. Each organisation and person in

Esperance have an important role to play in realising positive economic development outcomes in the shire.

Every dollar spent, invested and earned in the shire represents an opportunity to foster economic development and enhance quality of life of our residents.

WHAT IS THE ROLE OF LOCAL GOVERNMENT?

In recent years, local governments have played an increasingly central role in achievement of economic and social development objectives across Australia. Local government has a distinct advantage over

other levels of government in the implementation of economic development initiatives because of its closer connection to both business and households in the community.



SHIRE OF ESPERANCE AS AN ECONOMIC DRIVER AND CATALYST

Whilst the Shire plays an important role in setting the land use frame work for economic and social development it is also a key economic driver and business in its own right, employing over 250 people with average annual expenditure of \$50 million, and an asset value of \$750 million.

In addition to this direct expenditure impact, the Shire of Esperance is responsible for owning maintaining and operating a number of critical services, infrastructure and facilities which support economic activity. Some examples include;

- Maintaining the regional road network (the largest regional road network in the State)
- Waste collection and management, footpaths, bridges and public toilets.
- Operating and maintaining the Esperance Airport.
- Managing and operating the Esperance Visitor Centre.

- Provision of recreation facilities such as parks and sporting fields, Esperance Indoor Sports Stadium and Esperance Bay of Isles Leisure Centre.
- Operating and maintaining camping grounds and facilities.
- Operating and maintaining cultural facilities and services such as the Esperance Library, Esperance Civic Centre, Esperance Museum and Esperance Visitor Centre.
- Operating community services such as Esperance Home Care.

A large proportion of the expenditure and workforce is focused on delivering this essential infrastructure and services which are fundamental to supporting economic activity, business development and attracting and retaining people to Esperance and the region.



SHIRE OF ESPERANCE LED PROJECTS AND KEY ADVOCACY PROJECTS

Esperance is home to significant economic and social opportunities. Council has and will continue to play a central role in the advocacy of projects

attraction of funding, the facilitation of investment, and the implementation and delivery of key major projects across the Shire.

PRIORITY PROJECTS

ESPERANCE KEY WORKER ACCOMMODATION PROJECT

Value: \$10.23 million

Status: Seeking \$7.73 million Funding

The Esperance Key Worker Accommodation Project is designed to help provide a sustainable, long term solution to the ongoing lack of, key worker accommodation in the Shire of Esperance.

The lack of required housing and accommodation availability is contributing to a range of economic and social challenges within the Shire of Esperance. These include:

- Business viability - with many businesses having to reduce operating hours due to lack of housing for staff;

- Workforce attraction and retention - with rising rents and lack of housing encouraging critical service workers to leave the region; and

- Social pressures - with community and government service needs increasing as access to affordable housing and accommodation is constrained.

The project seeks to develop 20 units on Council free hold land valued at \$1m. The Shire will contribute \$1.5m cash to the project and is seeking \$7.73m from the State or Federal Government to complete the project.



ESPERANCE AIRPORT AIRSTRIP REDEVELOPMENT

Value: \$35- \$40 million

Status: Business Case Development

This project is for the reconstruction and extension of the Esperance Airstrip main runway and associated infrastructure to meet current and future useage. The proposal also includes the upgrade of the gravel cross strip to ensure regulated air passenger services, RFDS, emergency services and other chartered flights can continue whilst the main airstrip is closed for 12months, to complete the upgrade.

Two independent assessments of the airstrip have deemed that the main runway subgrade and

pavement needs to be reconstructed and as part of this work, Council is seeking to also lengthen the airstrip to cater for larger planes to open up the route to other destinations, and allow larger emergency services planes to access the airport.

As a remote location and with over 55,000 RPT passengers, 250 RFDS flights per annum, commercial flights and emergency services planes including water bombers, using the Airport, it's a critical piece of infrastructure for Esperance and the State of Western Australia.

The estimated cost to develop both airstrips is \$35 - \$40m and the Shire is contributing a third of the total costs and seeking Federal and State funding support for the remaining amount.



ESPERANCE SENIOR HIGH SCHOOL REDEVELOPMENT

Value: TBC

Status: Seeking Funding

The redevelopment of the Esperance Senior Highschool is a high priority project for the Shire.

Esperance senior Highschool was built in the 1960's and designed for 400 students. With over 800 students currently enrolled and limited maintenance and upgrades occurring over the past

60 years, the school is no longer fit for purpose.

The deplorable state of the high school is having a massive impact on students and teachers, plus impacting people's decisions to relocate to Esperance, or move away for better education opportunities.

The Shire is seeking funding for a masterplan, detailed design and capital works program as part of the State budget.



James St Cultural & Tourism Hub

Value: \$30 million

Status: \$22.5 million confirmed, seeking \$7.5M

This proposal is for the development of a new Cultural and Tourism Hub, including new interactive, library and visitor centre and retail and commercial facilities to create a unique visitor experience in the Esperance town centre. The hub is Stage 1 of the redevelopment of the wider James St Cultural Precinct in Esperance.

The development of the James St Cultural and Tourism Hub is the centre piece of activating this area of Esperance town centre and the Waterfront into vibrant cultural spaces and a tourism and

commercial hub, bringing the outside indoors and integrating the buildings into the heritage of the hub and within a green parkland setting and culturally appropriate way.

The total cost to deliver the full masterplan is estimated at \$60 million, with Stage 1, estimated at \$30 million. The Shire of Esperance has committed \$7.57 million to the project and received \$14.93 million from the Federal Governments Growing the Regions and Regional Partnerships and Precincts funding programs.

The Shire is seeking the remaining \$7.5 million to complete Stage 1 from the WA State Government.



South Coast Highway Improvements

Value: TBC

Status: Main Roads WA to seek funding for the upgrades

The South Coast Highway is a strategic freight and tourism route in the south east region of Western Australia, servicing the ports of Albany and Esperance and connecting a number of regional towns.

A large proportion (75%) of the South Coast Highway consists of pavement that is more than 40 years old, the oldest in WA.

The age, design and condition of the highway is causing significant safety issues, and high operating and maintenance costs.

With population growth and increases in freight volumes and tourism activity, continued decline in road condition will further exacerbate the effects of these problems in the future.

The Shire is seeking Federal and State funding support for the upgrade of the Highway to ensure this critical piece of infrastructure continues to allow our regional communities, visitors and businesses safe and reliable access whilst traversing the region.



Esperance Port Access Corridor – Stage 2

Value: TBC

Status: Main Roads Planning underway

Whilst Stage 1 of the corridor has improved access to the port and surrounding suburbs, serious safety concerns still remain with the interaction of heavy and light vehicles and pedestrians at the Pink Lake road intersection which is the main route to the Esperance Senior High School Nulsen Primary School, Esperance Port and town centre.

Safety concerns and congestion problems also exist at the South Coast Highway and Harbour Road intersection and the Coolgardie - Norseman Road roundabout. These areas are key entry and exit points to Esperance and the interaction of heavy and light vehicles is high, creating serious safety concerns for the community.

The Shire is advocating to both the State and Federal government to fund this critical piece of infrastructure to ensure the town continues to grow in a safe and planned way.



Esperance Waste Transfer Project

Value: \$26 million

Status: Construction underway

– expected to be completed mid 2027

With the required closure of the Wylie Bay Landfill operations, the new Myrup Waste Management Transfer Facility will deliver a fully integrated facility with a range of modern recycling and waste management services to meet the needs of the Esperance community, as well as the wider region.

The Waste Transfer Station will consolidate the mixed/putrescible waste material collected from

the Shire's kerbside collections and commercial operators, and compact it into custom built trailers to be road-trained to a remote Landfill site.

The Materials Recovery Facility will provide a modern, best-practice complex to continue diversion of recyclables from ending up in landfill. One integrated facility will manage the recycling collected from the Shire's kerbside collections, commercial operations and the Community drop-off area. With upgraded, state of the art equipment, safety for staff and recycling efforts will be improved.



ROLES AND RESPONSIBILITIES TO MEET LOCAL NEEDS

The Shire of Esperance exists to meet the local needs of current and future generations through an integration of environmental protections, social

advancement and economic prosperity. We fulfill our purpose through the following roles;



Advocate

We lead and represent the community on key issues.



Review

Inspecting or looking at or discussing.



Lead

Owning and undertaking actions directly (e.g. developing, maintaining or improving something.)



Partner / Connect

We collaborate with other organisations to deliver services and projects.



Inform/Promote

Giving or distributing knowledge and information.



Regulate

Specific role in response to legislation and compliance.



Invest/Provide

Contributing financially or in kind including through purchase, interest, or income to achieve something.



Support

Provide assistance using existing resources to develop, maintain, or improve, bring together stakeholders to collectively pursue a shared interest, service or resolve an issue.



Research

Undertaking inquiries, investigation or evaluation.

KEY PARTNERSHIPS

The role of local government in economic development is also dependent on other institutions and success is best achieved through partnerships. The main key partners the Shire works with include;

Esperance Chamber of Commerce and Industry

Peak industry body representing and advocating for the business sector in Esperance.

Goldfields -Esperance Development Commission

The Goldfields-Esperance Development Commission works across government and industry to capture and deliver positive social and economic initiatives and opportunities.

Australia's Golden Outback

Regional Tourism Association responsible for marketing and promotion of the region. The Shire and AGO have an agreement in place which supports the employment of a Tourism Development Manager in Esperance.

Esperance Tjaltjraak Native Title Aboriginal Corporation

ETNTAC is the first point of contact for government and other parties who want to conduct business with traditional owners in Esperance.

Goldfields -Esperance Regional Development Australia

Regional Development Australia (RDA) is a national network of federally funded committees made up of local leaders who work with all levels of government, business and community groups to support the economic development of their regions.

Goldfields Voluntary Regional Organisational Council (GVROC)

GVROC supports and advocates for the continued investment in regional infrastructure that assists individual community needs and aspirations across the region.



ACTION PLAN OVERVIEW

The Action Plan is closely linked to the Council's Plan, supporting our Prosperity Aspiration: "Growing and thriving Esperance is a great place to live, work, invest and visit."

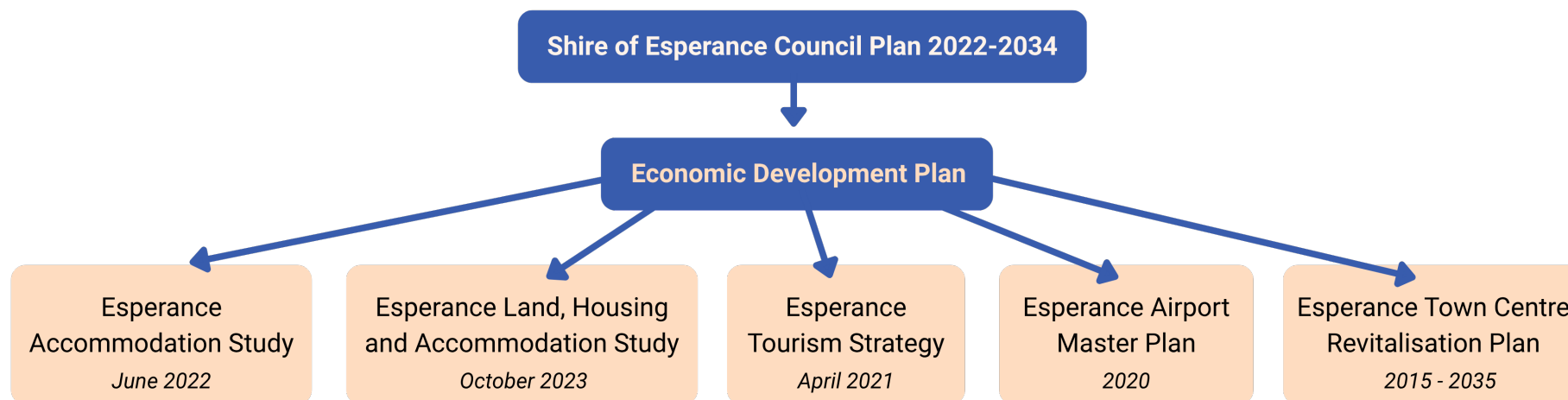
Key objectives and priority projects from the plan critical to economic development form the basis of the action plan and where Council can directly play a lead role or actively contribute to initiatives and projects that support the region and community.

The plan ensures that Council focuses on the priorities which the community identified through the consultation process whilst allowing for projects and initiatives that will be achieved in collaboration with our key partners, business, community and government.

Reflecting the collaborative nature of the Plan, relevant strategic documents have been considered, including:

- Shire Council Plan 2022-2034
- Esperance Tourism Strategy
- Esperance Airport Master Plan
- Esperance Housing and Accommodation Study
- Esperance Events Discussion Paper 2022-2027
- Esperance Town Centre Revitalization Plan 2015

These documents guide the Council's role in assisting and supporting economic development in the region.



MONITORING AND EVALUATION

The Council plan and its projects and initiatives are linked to the performance indicators of officers responsible and are reported monthly and quarterly through the Council's pulse reporting.

The performance is tracked by managers and executive and reported in the annual report.

The Shire also has a community scorecard which it undertakes every two years to measure and

benchmark community perceptions of performance levels. The Prosperity pillar is part of this review and will be used to help guide the role of Council in economic development and future economic initiatives and actions.



Esperance.
In your element.



Objective 1

Facilitate access to quality education, training and development opportunities.

Priority Projects	Current and continuing actions.	Outcomes
Advocate for South Regional TAFE to develop and promote specialist courses in relevant areas.	- Engage with local business and community regarding relevant skills required. - Support annual workforce development forums between business, recruitment agencies and education providers. - Engage with and connect businesses with existing training providers and skills development programs. - Participate in local education, training and skills development working groups	Education and training offerings are matched with skills required in current businesses and industries in the region.
Youth Retention and Engagement.	- Support youth development and innovation initiatives that foster talent and skills for the future. - Support an extensive range of subjects, courses and training options within the Shire of Esperance to support individual choice, strengths and career paths. - Support learning and development for all young people and their varying capacities, challenges and strengths.	- Greater youth education and employment pathways. - Build capacity and confidence in young people so that they are work ready, are motivated proactive employees and are sought after by employers. - Retention of our youth to support the workforce requirements of Esperance.
Advocate for a rebuild of Esperance Senior High School.	\$650,000 has been committed to undertake detailed design work for the redevelopment of the high school. Once the design and final costings are completed the project will be considered by Cabinet and WA Treasury - Council to continuing advocating for the redevelopment and funding commitment by the State government.	- Funding committed to redevelop the High School. - Facilities which are fit for purpose and encourage students to strive and achieve best learning. - Attraction and retention of student's, families and teachers for Esperance.
Facilitate discussions with stakeholders to explore options for a remote student services facility in Esperance.	- The Shire is seeking to work with Goldfields Esperance Development Commission and local stakeholders to develop a feasibility study for the proposal. - Subject to feasibility of the project, work with stakeholders and GEDC to develop a business case and prepare a funding application to the Federal government.	Regional University Hub established to provide study support and study spaces to assist remote university learning.
Facilitate an annual review of the Goldfields Designated Area Migration Agreement to ensure it remains relevant to the community.	- Continue promoting DAMA to business and industry and undertake a review of the program on annual basis. - The Shire and ECCI in partnership with the Kalgoorlie based regional coordinator to promote the program and work with local business to support their workforce needs.	DAMA program supports local businesses with employing migrants to fill skilled job vacancies.

Objective 2

Attract and retain diverse industries and enterprises to grow the economy and local jobs.



Priority Projects	Current and continuing actions	Outcome
Support proponents in priority industry sectors to establish businesses and develop projects in Esperance.	- Provide information around land use zoning, utilities, services and infrastructure to help businesses determine feasibility of establishing or expanding in Esperance. - Create a welcoming environment to new businesses and industry. Provide contacts and introductions to key stakeholders to help prospective businesses and industry setting up in Esperance. - Increase communication, regional awareness and understanding of the contribution and importance of local business.	- The Shire is seen as encouraging local business and industry to thrive and expand. - Through enhanced relationships with local businesses and industry opportunities for growth can be leveraged and key constraints identified and overcome. - Additional and new employment opportunities in the region.
Developing the Green Energy and Circular Economy.	- Support and encourage research and development in circular economy activities. - Investigate public and private investment opportunities in clean energy production. - Support the Department of Primary Industry and Regional Development Low Carbon Liquid Fuels strategy development.	- Greater recycling and regeneration of materials and products to value add to materials, creating economic value and conserving natural resources. - Maximising the economic and industrial benefits of the international move to net zero. - Diversification of industry and reducing carbon emissions and potential long-term fuel efficiency.
Digital Economy and Innovation.	- Support the development and of the Goldfields -Esperance Digital Connectivity Plan with Goldfields- Esperance Regional Development Australia. - Advocate for upgrades and fit for purpose telecommunications infrastructure to ensure digital and mobile connectivity to address impacts on safety, social remoteness, access to health services and ability for business to operate efficiently. - Support and deliver local digital inclusion training and education programs.	- Enhanced, fairer and more accessible connectivity and digital services across the Goldfields-Esperance Region. - Greater uptake of digital solutions, increased productivity in workplaces and increased jobs and export opportunities. - Ensure everyone is able to make full use of digital technologies and the benefits they bring, while avoiding their potential negative consequences.



Shire of Esperance and Esperance Tjaltjraak (ETNTAC) Partnership Agreement.	• Support, engage and understand how to increase capacity for First Nations business opportunities. • Actively attract investment opportunities including resources and infrastructure for mutually beneficial outcomes. • Support First Nations participation in training and employment including for the Shire. • Support and promote the development of the Kepa Kurl Aquaculture Precinct.	• Partnering together we can secure resources and shape investment to increase and sustain prosperity for the Community. • Increased aboriginal businesses, jobs and employment supporting the Esperance economy. • Long term success and sustainability for the region as a whole.
Promote Esperance as a suitable centre for research and development and pilot projects.	• Meet with research and peak organizations regularly. • Identify prospective investors and developers and market Esperance to investors. • Develop suitable marketing material promoting Esperance and its competitive assets and strengths. • Attend and present at conference and events promoting Esperance and the opportunities. • Advocate for a research facility as part of the South Coast Marine Park.	• Esperance has a reputation as an investment friendly destination which will enhance the regions' competitiveness position.
Small Business Friendly Approvals Program (SBFA).	• The Shire of Esperance has been a participant in the SBFA program and has developed a range of initiatives and processes to streamline approvals to help small business start and grow in Esperance. • Seek feedback from local businesses to refine and improve council's processes and services. • Partner with ECCI to run information sessions on planning, building, health and compliance requirements for new and established businesses.	• Create an environment that encourages local business to thrive and expand in Esperance. • Streamline the process for obtaining licenses and trading permits from the Shire.
Advocate for a shared work space facility in Esperance where start-ups, small businesses and visitors can be co-located to network and support one another.	• A feasibility study into the development of a shared work space is required to consider this project. • The Shire will work with ECCI and relevant stakeholders to undertake the feasibility work. • Subject to feasibility seek funding for the development of the shared facility in partnership with ECCI.	• Development of a collocated shared work facility to assist small business and visitors' network and support one another.



Objective 3

Lead the promotion of Esperance as a destination of choices and improve tourism infrastructure, services and experiences.

Priority Projects	Current and continuing actions	Outcomes
Implement the Esperance Tourism Strategy.	- The Shire provides funding support to employ a Tourism Manager with a focus on implementing actions within the Tourism Strategy. - Implementation of the new Tourism Brand for Esperance. - Coordinate and administer the Esperance Tourism Advisory Working Group. - Implement initiatives from the events discussion plan.	- Coordinated approach to Tourism development, sustainable growth and yield improvement into the future. - Revised brand and positioning statement for Esperance supporting the tourism industry and the SoE. - Whole of Esperance approach to develop the visitor economy with shared responsibilities. - A diverse calendar of events through the year promoting and attracting people to Esperance.
Advocate for high end accommodation and refurbishment of existing accommodation.	The Shire has recently undertaken a site assessment and market sounding process for future development of premium high-end accommodation.	- Potential sites identified for future discussions with developers. - Improved accommodation offering attracting new high-end visitors to Esperance market.
Advocate for the development and promotion of tourism experiences.	- Work with business and industry to develop new product and experiences around Culture and People, Food and Wine, Aquatic and Coastal and Events. - As part of the South Coast Marine Park advocate for a study into the opportunities of the park regarding tourism opportunities, facilities and promotion of the park together with a support package to implement these opportunities. - Explore partnership with ETNTAC to develop and promote cultural heritage tourism activities.	- A range of new tourism experiences and products for visitors and the community is developed. - Community support package for tourism infrastructure to support the South Coast Marine Park and expected influx of visitors. - Increased Traditional Owner cultural heritage tourism activities.
Develop a Tourism Signage and CBD Pedestrian Wayfinding Strategy.	- A tourist and CBD pedestrian wayfinding signage strategy will be undertaken in FYR25/26. - Strategy to include audit of vehicular traffic, destination signage, CBD wayfinding and tourism infrastructure. - A strategy implementation plan based on audit recommendations.	- Tourist Signage and CBD Pedestrian Wayfinding Strategy - Improved directional and tourism signage in Esperance. - Improve CBD pedestrian wayfinding



Objective 4

Improve public and shared transport services

Priority Projects	Current and continuing actions	Outcomes
Implement the Esperance Airport Master Plan (including an upgrade to the main runway, replacement of the runway lighting system, and additional apron space).	- Design and costings work for the runway upgrades have been completed with 4 options being considered. - A business case is being developed to provide council with the preferred option, financial analysis and cost of the project. The business case will be used to seek funding for the project including state, federal and other external funding. - Additional funding opportunities with the Federal Government are also being pursued.	Provision of necessary infrastructure at Esperance Airport (both now and in the future), to support and grow RPT, support emergency services including another strategic site for the State to land large aircraft tanker water bombers, general aviation and medium to longer term potential east coast flights.
Esperance Port Access Corridor Stage 2.	- Partner with Main Roads WA to undertake a corridor upgrade plan for Harbour road from Mungan street to Barney Hill, including South Coast Highway intersection upgrade, Pink Lake Road intersection upgrade and the Barney Hill Realignment. - Design works have commenced through Main Roads WA.	- Improved transport linkages and access to Esperance Port. - Improved safety and better interaction between light and heavy vehicles.



Objective 5

Facilitate access to diverse housing options.

Priority Projects	Current and continuing actions	Outcome
Advocate for more social and low-income housing for vulnerable people (including seniors, people with disability and low-income earners).	The Shire is working with GROH, Development WA and other housing providers plus the private sector to look at all opportunities including using Shire land to develop more housing in the Shire.	- Increased housing mix for the community and people seeking to relocate or stay in Esperance. - Access to adequate, safe and affordable housing for everyone. - Allow residents to down size creating more housing stock for the town
Promote and facilitate development of a new lifestyle village for Esperance.	Identify sites and incentivise development.	- Additional mix of housing provision in Esperance. - Lower cost housing catering for middle to older residents.
Facilitate for greater availability of housing to meet community needs (e.g. land and property owners to build apartments, villas, units, and mixed-use developments) including engagement with State Government housing management practices (e.g. GROH housing).	The Shire is working with GROH, Development WA and other housing providers, plus the private sector to look at all opportunities including using Shire land to develop a greater housing mix in Esperance.	Increased housing mix for the community and people seeking to relocate or stay in Esperance.
Key Worker Accommodation Project.	The Shire is currently seeking funding for the project valued at \$10.23 million. The project will include the development of 20 units and cater for approximately 30 people. The Shire is contributing capital (\$1.5M) and land (\$1.0M) towards the project and is seeking the remaining shortfall from the State Government.	- Affordable Worker Housing which will support local community service provision and support local businesses and the economy. - Improve the diversity of housing and accommodation options in Esperance.



Objective 6

Enable access to land and development opportunities to meet local needs

Priority Projects	Current and continuing actions	Outcomes
Flinders sub division - develop new structure plan and report to Council.	- To address changed legislative requirements, community needs and best practice, the remaining Flinders Estate is being redesigned to ensure future residential expansion meets expectations for connected, safe urban environments. - Flinders Stage 4 (cottage lots) have been developed and are currently on the market. - Detailed design, costing and financial projections have been undertaken for Flinders Stage 3 and when development costs or land values improve council will look to develop this stage.	- Increased residential land supply. - Supply to assist in the retention and attraction of people to the region. - New contemporary design for the remaining Flinders Estate.
Advocate for provision of adequate, affordable utilities and communications infrastructure to support population and economic growth.	- Advocate for reliable, affordable and fit for purpose telecommunications infrastructure to ensure mobile and digital connectivity supports emergency services social remoteness, access to health services and ability for business to operate efficiently. - Advocate for affordable and reliable power. - Advocate for affordable and reliable water provision and waste water management. - Advocate to the Department of Water Environment and Regulations a new Public Drinking Water Source Protection Plan. - Support the Goldfields-Esperance Development Commission, GVROC and the Goldfields-Esperance Water Security Group to scope the implementation of priority water security actions in the Goldfields-Esperance Regional Drought Resilience Plan. - Work with Watercorp to support the development of the new wastewater treatment plant for 2030-31.	- Adequate, affordable and reliable utilities and telecommunications. - New wastewater treatment plant in 2030-2031.
Shark Lake Industrial Park sub-division Stage 2.	- Development costs for Stage 2 have been estimated and due to the high costs Council has placed the next stage on hold. - Council is liaising with Development WA about another site for industrial land which the State may develop if feasible.	Additional industrial land supply to support further business and industry development.
New Land Development Strategy.	Development of a land asset framework to guide the Shires decision making for future land development.	Provide Council with an informed approach to further land development.

Objective 7

Grow community involvement in arts and cultural activities.



Priority Projects	Current and continuing actions	Outcomes
Finalise design and pursue funding for James Street Cultural Precinct.	- Design work is complete together with a business case. - The Shire has been successful in obtaining \$14.93m million grant funding from the Federal Government and together with the Shire's \$7.57M contribution, Stage 1a, the Cultural and Tourism Hub can commence. - The tender for the detailed drawings is being developed and the Shire anticipates to commence construction in Q2 2026. - Additional funding \$7.5m is being sought to complete Stage 1b of the co located facility which entails the fit out of the second level. - The Shire is also exploring other partnership opportunities.	- Development of a landmark facility to accommodate a library, museum, Volunteer Centre Tourist Information centre and other flexible spaces. - Create a place of destination which is able to leverage the strong visitor market and emphasis Esperance as a place to visit stay and play. - Provide opportunity for complementary commercial integration and within a revitalised civic and landscaped precinct, encouraging greater utilization of the are and improving overall financial viability.
Develop an Events Strategy.	- An events plan was developed in 2023-2027 and the Shire and AGO has commenced implementation of the actions identified in the plan. - The Shire has allocated \$20,000 to seed fund events which will attract visitors to the town with a focus on building the event calendar in the off-peak tourism season (winter). - The Shire is developing a suite of event support documentation to support event holders in the region. This includes streamlining approvals including food and alcohol, inventory list for service providers and hiring equipment, venue spaces including contacts, capacities and restrictions. - The Shire provides concessions and support packages for events including assisting with traffic management, free bins for events, access to fencing toilets and other equipment the shire has readily available.	- A diverse range of events are offered in Esperance all year round. - Event coordinators are upskilled and their capacity and capability increase to deliver quality events. - Through a series of events the regions experiences and attractions are promoted to the broader region. - Increased visitation to Esperance and expenditure into the town.



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