



SHIRE OF

**Chapman Valley**

*love the rural life!*

# Shire of Chapman Valley Economic Development & Tourism Strategy

## 2026 - 2036

## Acknowledgement of Country

The Shire of Chapman Valley would like to respectfully acknowledge the Naaguja peoples who are the traditional owners and first people of the land on which we stand. We would like to pay our respect to the Elders past, present and emerging for they hold the memories, the traditions, the culture and hopes of the Naaguja peoples.

## Acknowledgements

The Shire of Chapman Valley acknowledges the time and expertise contributed by key stakeholders, local businesses and residents to the development of this Economic Development and Tourism Strategy. Your input will help ensure this Strategy reflects the needs and aspirations of Chapman Valley now and into the future.

# WELCOME FROM THE SHIRE PRESIDENT AND CHIEF EXECUTIVE OFFICER

*“Chapman Valley is entering a pivotal decade for economic development and tourism, building on its strong agricultural base, natural beauty and close-knit community.*

*With a clear strategic direction, the Shire is focused on nurturing a resilient local economy, welcoming more visitors to experience its “rural escape”, and protecting the landscapes and lifestyle that residents value.”*

On behalf of Council and staff, it is a pleasure to welcome you to the Shire of Chapman Valley’s Economic Development and Tourism Strategy (EDTS) 2026-2036. This Strategy sets out a practical blueprint for how our community will grow and prosper over the coming decade, grounded in detailed economic analysis and extensive engagement with residents, Traditional Owners, local businesses, community groups and regional partners.

Chapman Valley’s economy is anchored by high-performing agricultural enterprises, supported by construction, transport and a growing number of small businesses, many home-based. At the same time, the Shire is increasingly recognised for its rural lifestyle, coastal and inland landscapes, and nature-based and agritourism potential, with tourism already contributing to local output, jobs and wages. The EDTS recognises that strengthening and diversifying this economic base, particularly through tourism, arts and recreation, value-add primary production and services, will be essential to long-term resilience.

Like many regional communities, Chapman Valley faces challenges including limited local services, digital connectivity gaps, road and infrastructure pressures, and vulnerability to climate change and natural disasters such as Cyclone Seroja. This Strategy focuses effort where it will have the greatest impact for local jobs, investment and liveability, outlining how targeted investment, improved infrastructure, better wayfinding and visitor servicing, and enhanced disaster resilience can support residents, businesses and visitors.

A core feature of the EDTS is its emphasis on partnership between Council, the Naaguja peoples as Traditional Owners, local businesses, community groups, neighbouring local governments and other tiers of government. The Strategy outlines a clear vision and practical actions across key themes, from supporting local businesses and industry, strengthening community connection and enhancing natural and cultural assets, to growing the visitor economy, improving essential infrastructure and services, and guiding advocacy and investment.

This document is more than a plan on paper; it is a shared commitment to Chapman Valley’s future. It is a living Strategy that will be monitored, reviewed and refined as projects progress, funding opportunities emerge and circumstances change. Council and staff look forward to working with the community and our partners to bring the EDTS to life, building a resilient local economy, welcoming visitors to our “rural escape”, and ensuring Chapman Valley remains a thriving, connected and sustainable place to live, work, invest and visit.

Nicole Batten  
President

Jamie Cridde  
Chief Executive Officer

# TABLE OF CONTENTS

ABOUT THIS STRATEGY .....	1
OUR ECONOMY.....	8
DEVELOPING OUR ECONOMY .....	23
ACTION PLAN .....	37
INDEX.....	48

Version \_

All images Shire of Chapman Valley; BlueSalt Consulting

Strategy prepared by BlueSalt Consulting





# ABOUT THIS STRATEGY

## Introduction

The Shire of Chapman Valley (Chapman Valley) is located in the Mid West region of Western Australia and covers around 3,965km<sup>2</sup>. The Naaguja people are the traditional custodians of the area, which falls within the Yamatji nation. Chapman Valley currently has over 55 registered sites in the Aboriginal Cultural Heritage Register, with many located near waterways. Nabawa is the administrative centre, located approximately 450kms north of Perth and just 40kms north-east of Geraldton, the Mid West region's major population and service centre. Chapman Valley adjoins the City of Greater Geraldton.



Chapman Valley is bounded by coastline to the west, featuring ideal conditions for kite and wind surfing, through to stunning inland landscapes including the iconic flat top Moresby Range, vibrant agricultural land, rivers and nature reserves. Agriculture is a long standing and dominant feature of our local economy, along with developing opportunities such as tourism, and future opportunities with the Oakajee Strategic Industrial Area and Port.

The Shire of Chapman Valley Economic Development and Tourism Strategy (the Strategy) is the culmination of research, community and stakeholder engagement and detailed analysis of key opportunities. It outlines a vision and key actions for our Shire over the next 10 years. An Action Framework including a focus on external investment, identifies initiatives that can leverage opportunities and strengths, using an approach built on partnership and collaboration.

Supporting tourism development is prominent in this Strategy, with our aim to build our Shire as a destination of interest for those seeking authentic rural and nature-based travel through investment in visitor infrastructure, strategic experience development, and collaboration with regional tourism partners.



---

**“Local Economic Development is a way to build up the economic capacity of an area in order to improve its economic future and the quality of life for all.” World Bank**

---

# Our Role in Economic Development

As a small regional local government, our Shire plays a more intensive role in economic development compared to larger or metropolitan areas. Our key role is to enable and facilitate economic outcomes by:

- Maintaining services to meet current and future community needs
- Attracting new businesses
- Retaining existing businesses
- Encouraging development of existing businesses
- Attracting investment in our Shire
- Diversifying the local economy
- Enhancing infrastructure
- Attracting visitors
- Reducing barriers to commercial activity.

Given our available human and financial resources, a key strategy for our Shire is to deliver targeted priority actions in a cost-effective manner, and to leverage external funding and investment wherever possible.

## Strategic Context

This Strategy sits under our Shire's Strategic Community Plan (SCP) 2022-2032, which has a vision of:

**"A thriving and diverse community, embracing our coastline, ranges and rural settings to support growth and prosperity, while enjoying our peaceful and quiet lifestyle."**

***Shire of Chapman Valley Strategic Community Plan 2022-2032***

Economy and Population is one of five key themes in the SCP, with outcomes to:

- Build population and business activity through targeted strategies.
- Provide support for business development and local employment.
- Embrace local tourism and regional strategies and trails.
- Ensure town planning compliments economic and business development, population retention and growth strategies.
- Develop marketing plan to promote Chapman Valley as place to live, invest, work or visit.

Recognising the cross-cutting nature of economic development, this Strategy also considers how to deliver against the other SCP key themes of community, environment, infrastructure and governance.

This Strategy also interacts with key documents such as the Local Planning Strategy, as well as Structure Plans in place over specific areas in our Shire.

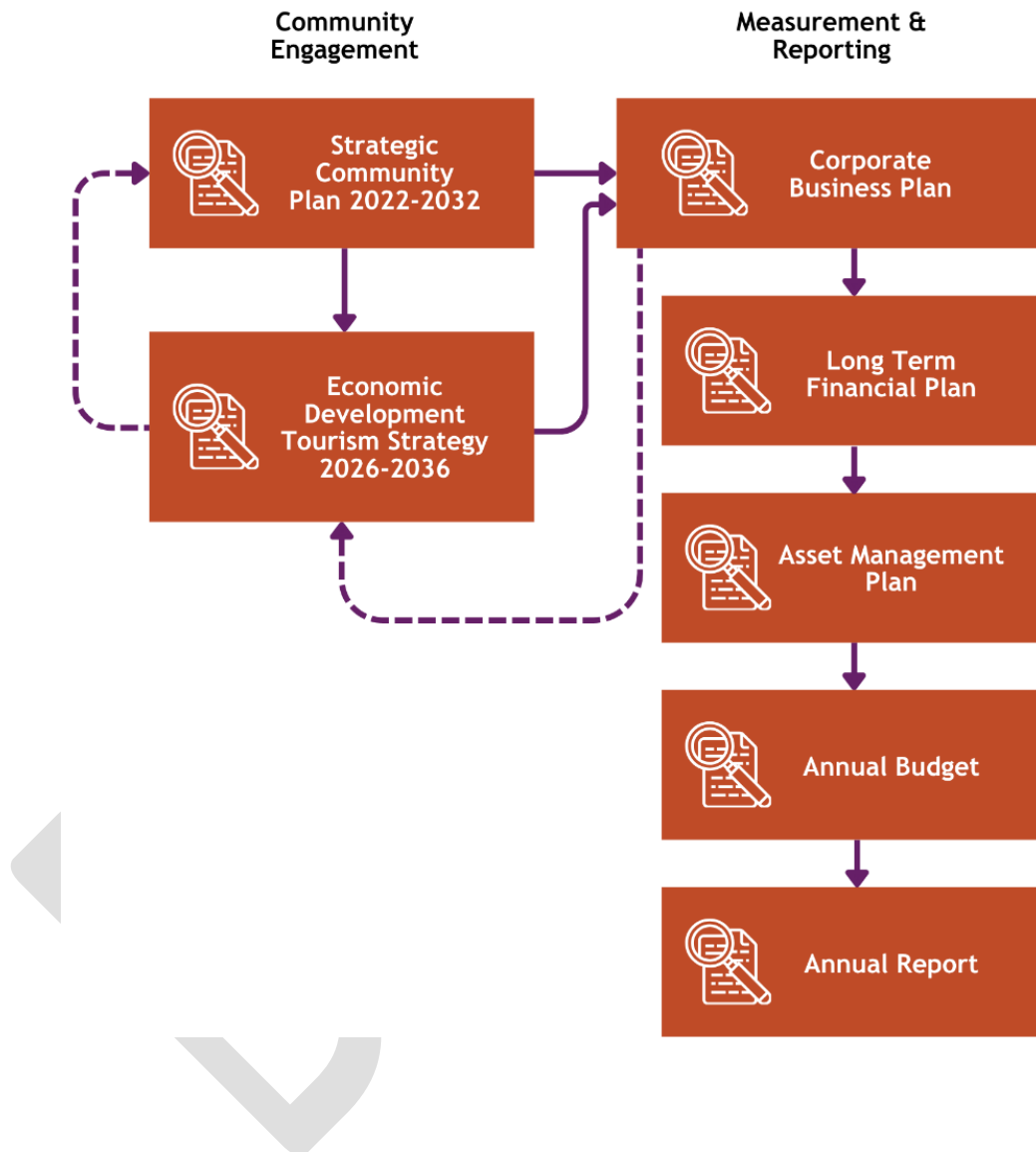
Implementation of the Strategy is supported by, and responds to, a range of topic-specific plans including:

- Moresby Range Management Strategy and Plan
- Oakajee Industrial Estate Structure Plan
- Nabawa Townsite Revitalisation Plan
- Wokarena Heights Structure Plan
- Mills Lookout Plan

- Public Health Plan
- Disability Access and Inclusion Plan.

While this Strategy sets the direction for the next 10 years, it will be reviewed periodically as part of our Shire's integrated planning and reporting framework.

*1: Connection between this Strategy and the Shire's overarching planning*





## Broader Alignment

This Strategy has been developed in alignment with broader national, state and regional policy and priorities. This ensures that recommendations align with areas of importance at a broader scale, while also reflecting local strengths and the priorities of our local community and key stakeholders.



### National

This Strategy aligns with all four priority focus areas of the **Australian Government Regional Investment Framework**, specifically:

- Putting people at the forefront of growth, with local voices influencing decision making.
- Targeted and place-based investment that enables communities to thrive.
- Investment in regional services with a focus on improving quality and accessibility.
- Ensuring regional industries and economies are positioned for sustainable growth.

Three of the four key regional growth industries for the Mid West Gascoyne identified in the Infrastructure Australia **Regional Strengths and Infrastructure Gaps** are also relevant within our Shire and are integrated into this Strategy: Tourism, Agriculture, and Energy (Oakajee Strategic Industrial Area).

## State

This Strategy aligns with several key WA Government priority areas.

**Diversify WA** identifies nine priority sectors that WA has a competitive advantage and significant growth opportunities. Of these, this Strategy relates closely to:

- Primary Industries (and the potential for value-add).
- Tourism and events (regional tourism destinations).
- Energy (in particular future opportunities at Oakajee).
- Space Industries (potential flow on effects into our Shire).

Under the **WA Government Visitor Economy Strategy 2033 (WAVES 2033)**, this Strategy aims to align closely with, and help deliver on, the goal areas of:

- Accommodation and Attractions (a need for improved access, greater choice of accommodation options and more tourism experiences).
- Events (showcase the regions and natural beauty to visitors and community).
- Aboriginal Tourism (food, exploration, understanding and education).
- High Performing Industry (improved tourism outcomes for operators, visitors and improved social outcomes for communities).

This Strategy also aligns with all five Strategic Goals in the **WA State Planning Strategy 2050**:

- Global competitiveness (particularly in relation to agriculture).
- Strong and resilient regions.
- Sustainable communities.
- Infrastructure planning and coordination.
- Conservation (biodiversity, landscapes and natural environments).

**Foundations for a Stronger Tomorrow** (the State Infrastructure Strategy) outlines the key infrastructure directions for the Mid West region are to support agriculture and food, renewable energy and hydrogen industry (with mention of Oakajee) and to support and capitalise on space science infrastructure.

This Strategy aligns with three of the six priorities in the **Western Australia 10 Year Science and Technology Plan 2025-2035** of:

- Clean energy and decarbonisation (particularly through Oakajee Strategic Industrial Area).
- Environment and sustainability (conserving unique ecosystems, restoration, climate change adaptation).
- Sustainable and secure food production (innovative farming, drought tolerant crops, climate resilient, land and water optimisation, value added food supply).

Critical and emerging technology with radio astronomy is also a priority and may have flow-on effects into our Shire.

## Regional

Our Shire sits within the Batavia Coast subregion of the Mid West which also includes the City of Greater Geraldton, Shire of Irwin and Shire of Northampton.

Regional priorities in the broader **Mid West** include:

- Economic participation for Aboriginal people (including through cultural tourism development).
- Critical economic infrastructure (economic infrastructure required to facilitate industry growth and diversification such as existing and new industries and for Oakajee Strategic Industrial Area and Port).
- Industry growth and diversification (develop new and existing industries in the region including green energy production and transmission, sustainable development of the tourism industry, digital solutions, industrial land, agricultural development, water security).
- Enhance liveability (job creation, workforce development, housing investment, quality of life, creative industry development).

In the area of tourism, our Shire has the potential to contribute towards all six of the product development focus areas outlined in **Australia's Coral Coast Tourism Destination Management Plan**:

- Adventure Tourism.
- Agritourism.
- Arts, Culture & Heritage.
- Dark Sky Tourism.
- Nature & Biodiversity.
- Aboriginal Tourism.



## OUR ECONOMY

Our Shire's population has been growing at a steady rate since 2019, particularly in the White Peak area. Overall, our Shire offers a high quality of life, and our community has strengths in key domains such as income, education levels, occupations, and housing.

Gaps and areas to improve do exist in health services and achieving the critical mass to support services such as education and childcare, as well as environmental challenges. Given the small population size, some measures are only available at the broader SA2 region of Northampton-Mullewa-Greenough and therefore have been supplemented with local knowledge through the engagement process.

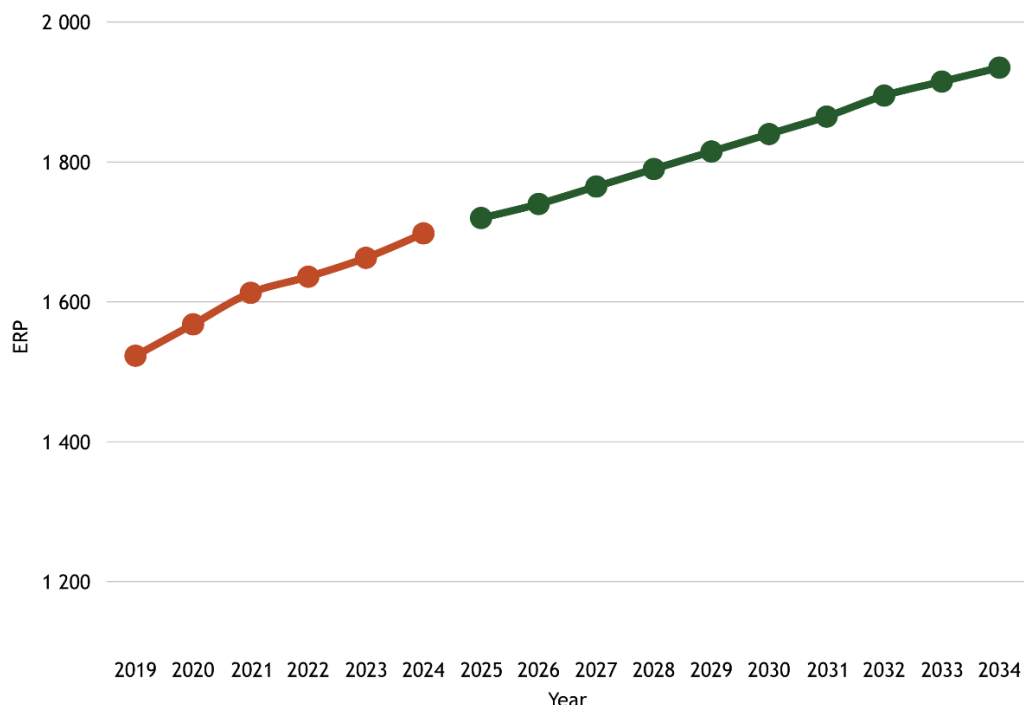
## Local Snapshot

### Population

With an estimated resident population of 1,698 people (2024), our Shire's population experienced growth of 11.49% from 2019 to 2024.<sup>1</sup> Population projections show a continued and steady increase in population. If these projections are realised, our Shire's population will grow to 1,935 by 2034,<sup>2</sup> a 14% increase from 2024 and an average of 1.4% per annum.

Around one third of the population live in White Peak in the peri-urban western part of our Shire, with the remainder in rural Nabawa, Nanson and Yuna. Nabawa is also the administrative centre of our Shire.

*2: Estimated Resident Population (ERP) 2019-2024 & Projected Population 2025-2034*





## Areas of Advantage and Disadvantage

Overall, our Shire has a SEIFA Australia quartile ranking (index of relative socio-economic advantage and disadvantage) of four, with five being the most advantaged. Variables that contribute to SEIFA scores include income levels, education, occupation, and housing.

Overall, key strengths in our Shire relate to access to employment, low financial stress and high rates of volunteering / civic participation. Statistics from WA Police also show low crime levels in Nabawa, Nanson and Yuna over the past 10 years, with only minor fluctuations from year to year.

### 3: Areas of advantage / strengths in our Shire



**HIGH  
SOCIOECONOMIC  
RANKING**



**LOW  
UNEMPLOYMENT**



**HIGH CIVIC  
PARTICIPATION**



**LOW CRIME RATE**

Areas of disadvantage in our Shire are more broadly spread across social, economic and environmental indicators and are based on the broader SA2 region of Northampton-Mullewa-Greenough. They include people with low family income (<\$650 week), lack of internet access at home, limited access to parks, high suicide rate, high rate of family violence, unskilled work, early school leaving, poor air quality (due to particulate matter), low green canopy coverage and high heat vulnerability (number of days over 38 degrees).

### 4: Areas of disadvantage / vulnerability in our Shire



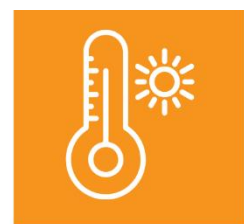
**14.5%  
PROTECTED  
LAND AREA**



**UNSKILLED WORK**



**LACK OF HEALTH  
SERVICES**



**HIGH HEAT  
VULNERABILITY**

## Environment

Chapman Valley is located in a warm temperate climate (zone five) along the coast and hot dry summer, cool winter inland (climate zone four).<sup>3</sup> Key projections for our Shire into the future are for increasing average and extreme temperatures and reduced winter and spring rainfall. The Geraldton Hills subregion<sup>4</sup> is rich and diverse and includes rare plant communities in the Moresby Range as well as threatened mammals, birds and reptiles. There



are at least 20 ecosystem types which have at least 85% of their total extent confined within the subregion. Only 14.5% of Chapman Valley is a protected land area.

Chapman Valley has been affected by three natural disasters in the past 11 years, with Cyclone Seroja in 2021 causing extensive damage and a prolonged need for recovery resourcing. According to the Australian Disaster Resilience Index<sup>5</sup> Chapman Valley (as part of the broader SA2) currently has low capacity for disaster resilience, particularly in the areas of information access, governance and leadership and economic capital. Areas that contribute positively to local resilience include social character, community capital and social and community engagement.

## Services

Our Shire has two primary schools, Chapman Valley and Yuna Primary School. The Shire also operates library services in Nabawa and Yuna. There are no permanent health services in Chapman Valley.

Chapman Valley is considered a car dependent area, due to a lack of public transport (with the exception of school buses) and a need to access many basic services outside the area. Geraldton has a range of transport modes, including public and private coach services and commercial air travel; however, onward transport connections to Chapman Valley are still required. Availability of travel and transport options is also noted as a key success factor for local tourism businesses.



# Economic Profile

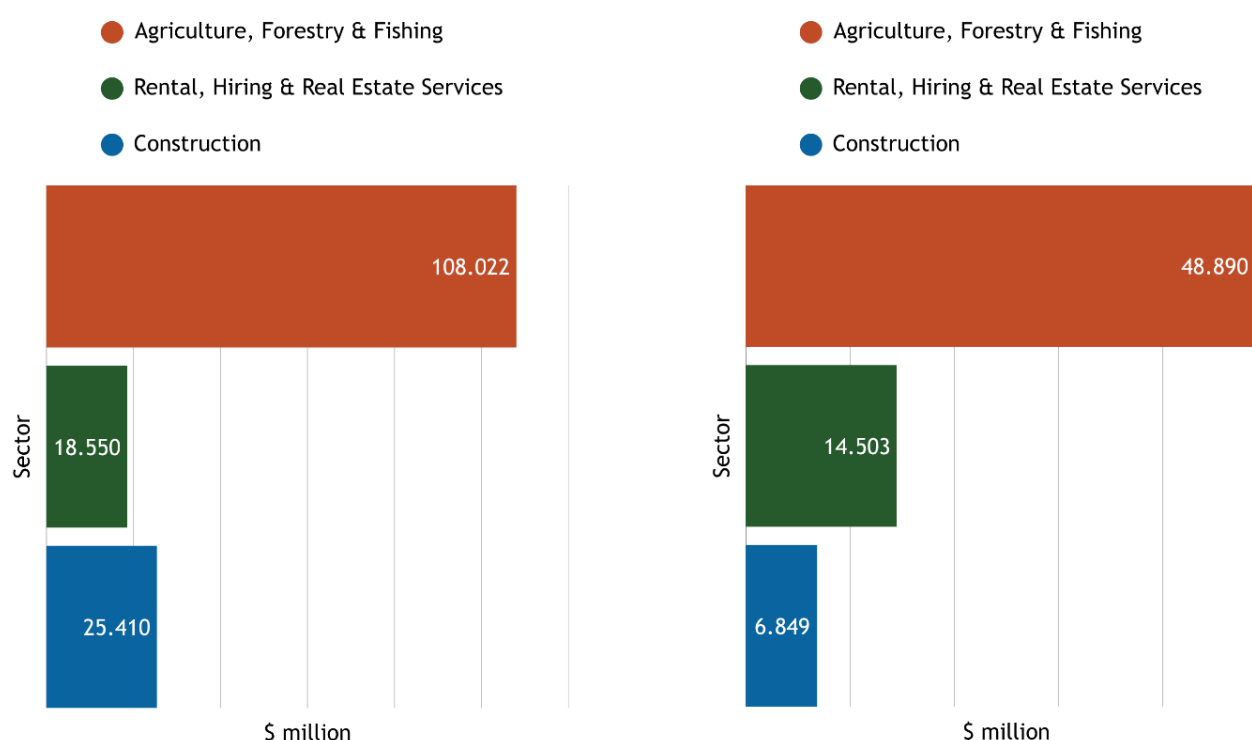
## Output and Value Added

Agriculture, construction and rental, hiring and real estate services are the three largest industry sectors in Chapman Valley, by both output and value added.

Industries within Chapman Valley have a total economic output of \$170.97 million with agriculture accounting for 63.18% of this output. By output, the top three industries are:

1. Agriculture, Forestry & Fishing - \$108 million output.
2. Construction - \$25.45 million output.
3. Rental, Hiring and Real Estate Services - \$18.55 million.<sup>6</sup>

5: Largest Industry Sectors by Output (\$m) and Largest Industry Sectors by Value Added (\$m)



Industries in Chapman Valley also produce \$79.84 million in value added, with agriculture also the largest contributor at 61.23%. By value added, the top three industries are:

1. Agriculture, Forestry & Fishing - \$48.89 million value added.
2. Rental, Hiring and Real Estate Services - \$14.5 million value added.
3. Construction - \$6.84 million value added.<sup>7</sup>

The tourism sector in Chapman Valley currently generates approximately \$5.87 million in output and contributes \$2.66 million in value added.<sup>8</sup> Tourism is an amalgam of activities across various sectors such as retail, accommodation, cafes and restaurants, cultural and recreational services.

## Employment

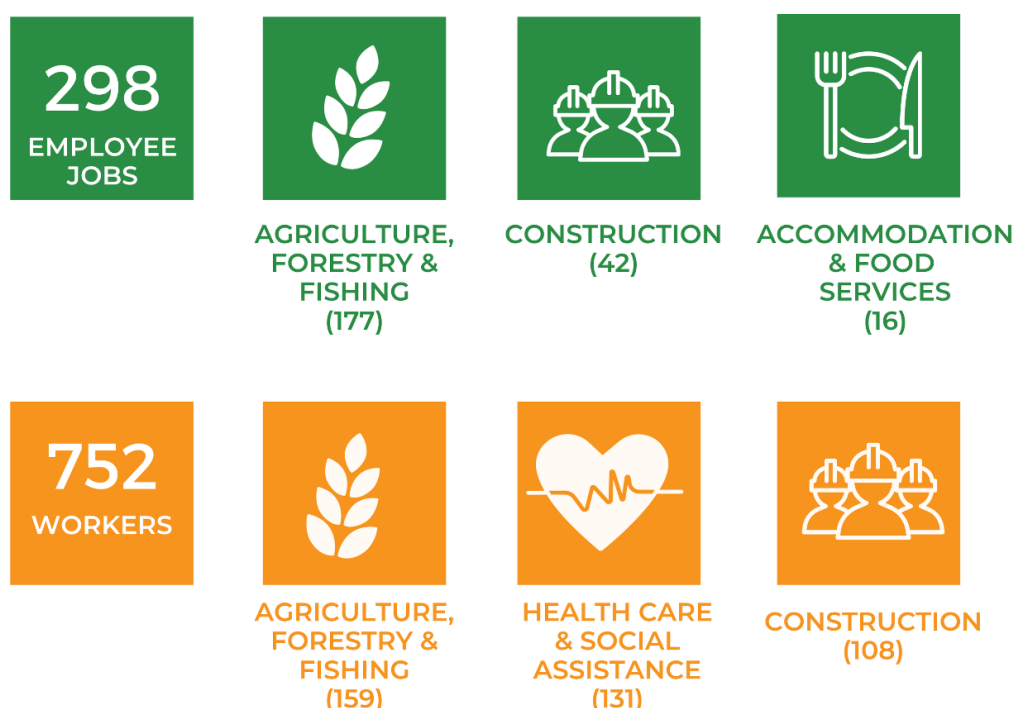
In 2021, the unemployment rate in Chapman Valley was 4%, below the WA rate of 5.1% and the labour force participation rate of 63.9% was the same as WA.



The agriculture sector is the largest employer in Chapman Valley, accounting for 13.81% of employment by sector. By contrast, agriculture makes up 6.78% of employment in the Mid West region, 2.17% in WA and just 2% nationally. From 2016 to 2021, employment in agriculture in Chapman Valley grew, against the trend of declining employment in the industry in WA and nationally.<sup>9</sup>

Despite this growth, employment in the agriculture sector is relatively low given it accounts for 63.18% of economic output in Chapman Valley. This is consistent with an overall trend of declining labour inputs in the sector. Employment in broadacre operations can also vary due to annual seasonal conditions as well as peak labour requirements during seeding and harvest times.

#### 6: Employee Jobs and Workers, Shire of Chapman Valley



There are just under 300 employee jobs in Chapman Valley, with agriculture and construction key employing industries. Employment in accommodation and food services reflects the emerging tourism sector in Chapman Valley. The tourism sector supports \$1.15 million in wages and salaries locally.<sup>1</sup> Of the approximate 750 workers resident in Chapman Valley there is a large workforce in the health care and social assistance industry who work elsewhere. This larger resident workforce shows both untapped workforce potential and a need to diversify where possible to provide more employment opportunities.

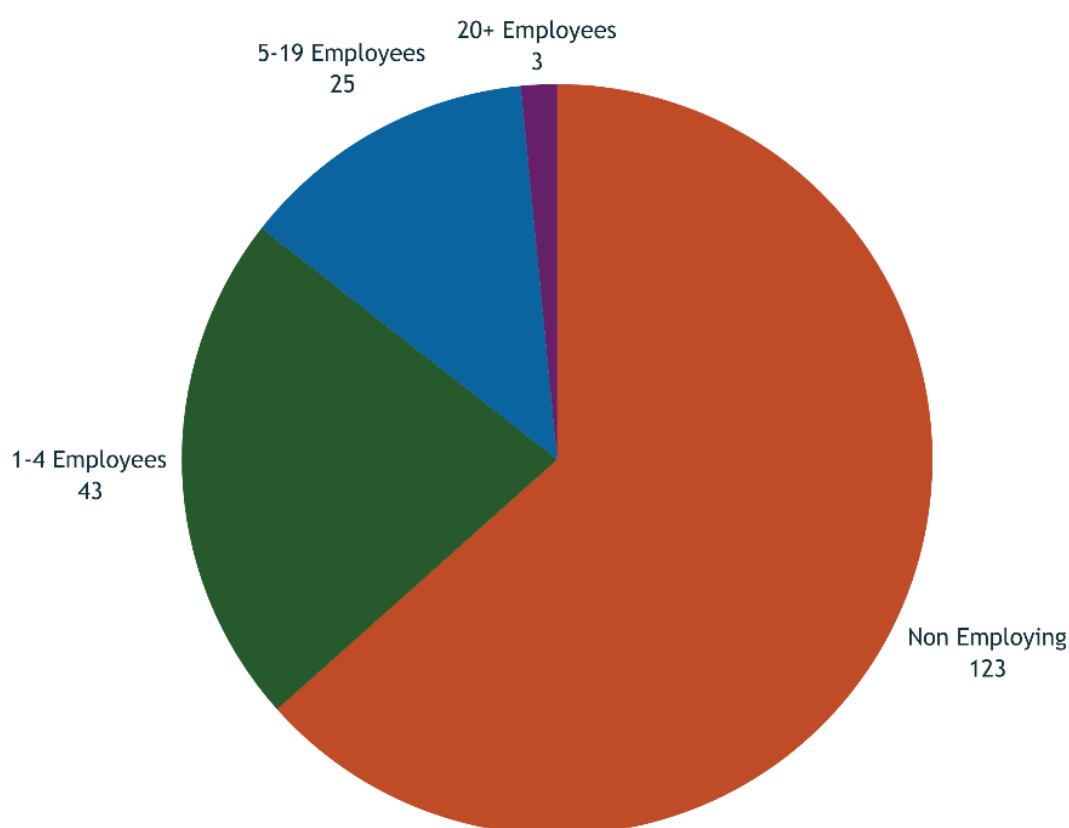
## Local Business

There are approximately 192 businesses in Chapman Valley, with 64% of these non-employing businesses (e.g. sole operator or similar). Around half of all businesses are turning over less than \$200,000 per annum (as of 30 June 2024).



Agriculture makes up the largest number of businesses by sector at around half of all businesses, with numbers declining in this sector from a high of 106 in 2021 to 94 in 2024. The number of administrative and support services businesses doubled from a small base of six in 2020 to 12 in 2024, despite an overall decline in employment in this industry in Chapman Valley. Based on community engagement this has been attributed to small home-based businesses in the western component of Chapman Valley where almost all recent housing development has taken place.

*7: Businesses (number) by Employment Type (30 June 2024)*



Non-employing businesses have relatively volatile entry and exit rates. Between 2021 and 2024, there were 74 entries and 63 exits in this business type. As Chapman Valley has a large proportion of these businesses, additional analysis has been undertaken of employing businesses only. For employing businesses, there were 18 entries and 11 exits over the same period and entries exceeded exits in all years up until 2023. In 2024, eight employing businesses exited Chapman Valley, including five businesses with 5-19 employees.

## Tourism

Chapman Valley is part of the Australia's Coral Coast (ACC) tourism region, and part of the Greater Geraldton destination. In 2023-2024, the ACC tourism region (which stretches from Cervantes to Exmouth) attracted over 1 million visitors,<sup>11</sup> and the neighbouring City of Geraldton over 289,000 visitors.<sup>12</sup>

Tourism data specific to Chapman Valley is not available due to sample size limitations, therefore the broader Northampton-Mullewa-Greenough Statistical Area 2 (NMG SA2) has been used as a proxy for understanding regional tourism performance. Note that this SA2 includes Kalbarri but not Geraldton.

Within the broader SA2, visitor motivations vary by market. International visitors are drawn to outdoor and nature-based experiences, followed by interest in local attractions and cultural activities. Domestic visitors are motivated by social reasons, particularly visiting friends and relatives, with nature-based tourism also serving as a strong secondary driver.

While tourism output and employment in Chapman Valley is currently modest compared to the wider region, it remains a valuable contributor to the local economy and a platform for targeted growth. Particular target areas are growing the percentage of employment and wages within the region.

*Table 1: Visitor Economy Comparison, Shire to Region*

Region	Tourism Output \$million (%)	Tourism Value Added \$million (%)	Tourism Employment number (%)	Tourism Wages & Salaries \$million (%)
Mid West (Total)	\$226.81	\$192.65	1,732	\$96.55
Chapman Valley	\$5.86 (2.6%)	\$2.66 (1.4%)	18 (1%)	\$1.14 (1.2%)

Tourism in Chapman Valley supports the viability of small and emerging enterprises such as boutique food producers, rural event venues, hospitality operators, and nature-based attractions including the Chapman Valley Fishing Park.



## External Drivers and Trends

A range of broader economic, social, and environmental forces shape the performance of our local economy. While most of these sit outside the direct control of local government, understanding and responding to them where possible is essential for maximising economic benefits and ensuring Chapman Valley remains competitive and resilient. Derived from the Global Risks Report and Future of Jobs Report,<sup>13</sup> some macro key trends impacting on our Shire are:

- Geopolitical Shifts and Uncertainty
- Climate Change and Sustainability
- Digital Technology
- Shifting Demographics.

### Geoeconomic Uncertainty

Globally, governments have been responding to geoeconomic challenges by imposing trade and investment restrictions, increasing subsidies, and adjusting industrial policies. The World Trade Organization report that trade restrictions doubled between 2020 and 2024. Further protectionist measures could pose a medium-term economic risk by reducing opportunities for innovation and technology transfer.

Industry sectors with a high dependence on global markets are most affected by this macrotrend. In Chapman Valley the agriculture industry has the potential to be impacted by changes in the import and export landscape, as well as industries in the broader agriculture supply chain such as transport, postal and warehousing.

### Climate Change and Sustainability

Extreme weather events were ranked as the second highest economic risk in the 2025 Global Risk Landscape and are anticipated to become an even larger concern in the future. Key projections for Chapman Valley into the future are for increasing average and extreme temperatures and reduced winter and spring rainfall.<sup>14</sup> Our Shire has been affected by three natural disasters in the past 11 years.

Chapman Valley's economy has above average dependence on nature, with 92.35% of economic output and 90.9% of value added considered moderate to highly directly nature dependent. This represents direct impact and does not account for broader supply chain impacts. This high reliance in part reflects our economic reliance on agriculture, however nature-based tourism can also be significantly affected.

Visitors are placing growing emphasis on environmental sustainability, climate resilience, and low-impact travel. This presents risks and opportunities for Chapman Valley, particularly in protecting landscapes, promoting eco-conscious experiences, and embedding sustainability in tourism branding.<sup>15</sup>

Coupled with this, increased efforts and investments to mitigate and adapt to climate change include a demand for green and renewable energy, increased resource efficiencies and adaptation planning.

### Digital Technology

This broad area encompasses Artificial Intelligence (AI) and information processing technologies, robots and autonomous systems and energy generation, storage and distribution. Of these, AI is quickly shaping the nature of work, impacting on jobs suitable for automation and information processing, while generating new jobs.



Visitors are increasingly influenced by technology at all stages of their experience, from trip planning to experiences and during / post-trip reviews. This highlights the importance of online searches, booking platforms, user-generated content, and digital storytelling. Tourism operators and destinations must meet visitor expectations around digital presence, reviews, and seamless experience planning.<sup>16,17</sup>

## Shifting Demographics

High income countries such as Australia are undergoing a shift with an ageing and declining working age population, largely due to declining birth rates and longer life expectancy. As a result, dependency ratios are rising which will potentially put greater pressure on a smaller pool of working-age individuals and raising concerns about labour availability.

This demographic shift can also be associated with increased demand for healthcare and hospitality workers, as well as shop salespersons, wholesale and manufacturing sales representatives, food and beverage serving workers and food processing and related trades workers. The largest growing jobs by 2030 are expected to be agricultural workers, delivery drivers, software and app developers, trades workers and shop salespersons.

For Chapman Valley, it is essential to maintain or grow our young and working age population to maintain the viability of population services. Our dependence on car travel and reliance on retail, services and healthcare outside Chapman Valley also present a vulnerability for retaining our older population in the future.





# Our Strengths and Challenges

## Achieving Change

Chapman Valley's economy has a major specialisation in agriculture, however the lack of diversification also makes the local economy structurally vulnerable. With more than 60% of economic output concentrated in a single industry and a small, dispersed population base, Chapman Valley faces a narrow economic foundation, risks with workforce retention, and rising pressure on delivering essential services.

While population growth is occurring, the majority of employment opportunities remain outside Chapman Valley. While residents choose to live in Chapman Valley many are working, and therefore also spending, elsewhere. This leakage in local spending has flow on effects to the viability of local services and community participation.

Emerging opportunities exist in tourism, agritourism, arts and recreation, and small business development. However, these sectors require improved digital readiness, clearer visitor experiences, infrastructure, and more consistent servicing. Without action, Chapman Valley risks missing opportunities and investment linked to Oakajee, declining competitiveness, limited diversification, and reduced capacity to attract new residents, workers and small enterprises, particularly in eastern parts of our Shire.

Over the next decade, Chapman Valley must strengthen our population services, improve liveability, diversify in a prioritised way and capitalise on our natural and cultural assets. Doing so should build resilience, attract private investment, increase local employment, and ensure Chapman Valley remains a thriving rural community with a strong identity and sustainable future.

## Our Strengths

Both a Location Quotient (LQ) Analysis and a Shift-Share Analysis (SSA) were undertaken to reveal industry specialisations, comparative and competitive advantages within Chapman Valley. The LQ measures the concentration of a specific industry in Chapman Valley compared to a larger reference area (Mid West region, WA or Australia) at a single point in time. As the LQ gives a point in time snapshot (2021), an SSA was undertaken to determine shifts over the time period 2016 to 2021.

Identified strengths are industries where Chapman Valley has a competitive advantage or specialisation, either major ( $LQ > 2$ ) or significant ( $LQ 1.2 - 2$ ). These industries, businesses and workforces can be leveraged to attract further investment and to support economic development.

Four industries showed a regional competitive effect relative to WA between 2016 to 2021:

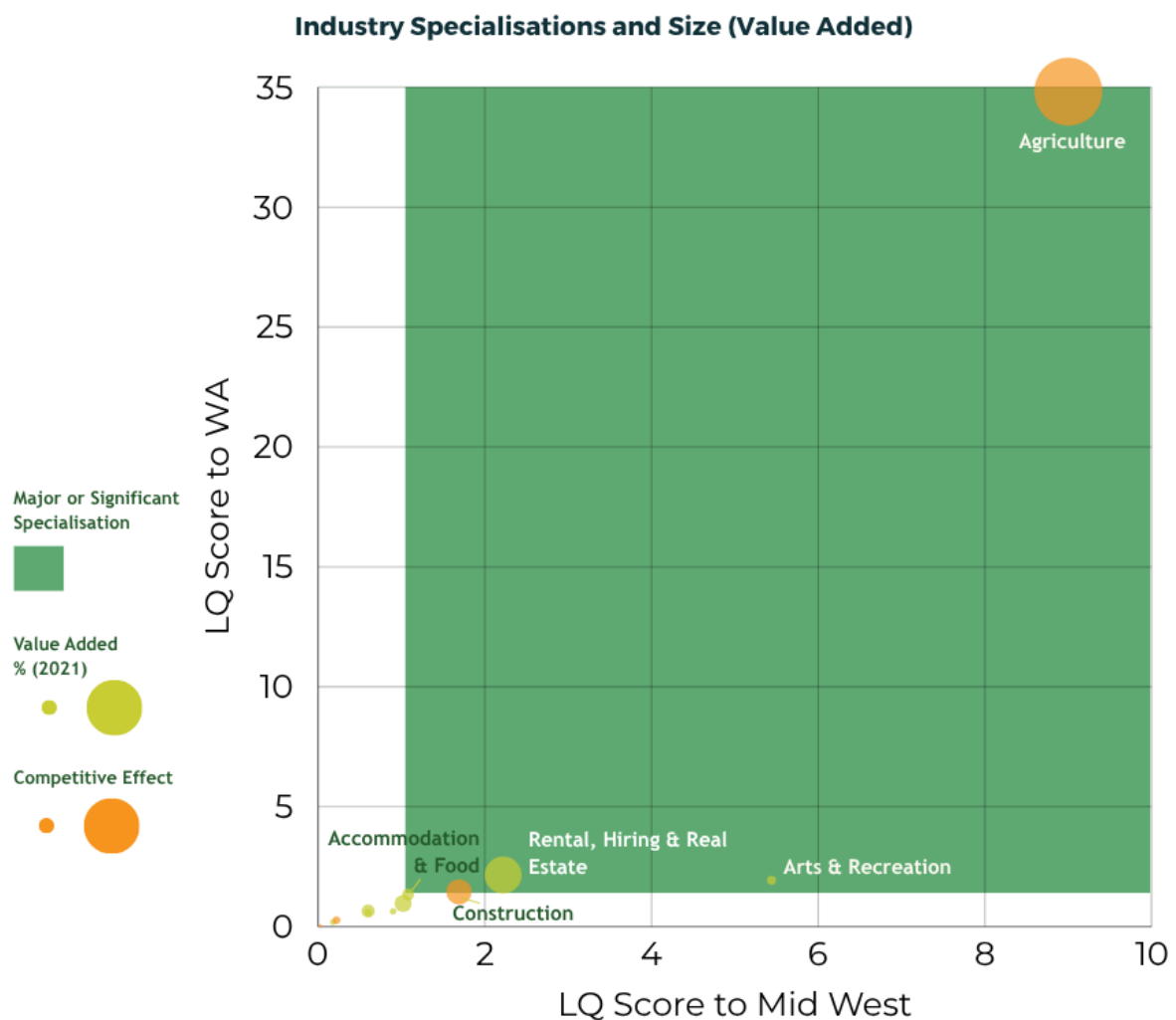
- Agriculture, Forestry & Fishing
- Health Care & Social Assistance
- Transport, Postal & Warehousing
- Construction.

Competitive effect suggests Chapman Valley has unique advantages in these sectors such as a skilled workforce, infrastructure, natural advantages and/or favourable policy settings. While this does capture local workers that may be employed outside our Shire, it is helpful to identify local workforce potential. In particular, Chapman Valley has a local workforce that includes many occupations listed as in national shortage.

The results of the LQA in both employment and value add, compared to the Mid West region and WA, showed that agriculture is our dominant industry with a major specialisation compared to both the region and WA, in both employment and value added.

Other industries consistently noted as a specialisation are:

- Transport, Postal & Warehousing
- Arts & Recreation
- Rental, Hiring & Real Estate
- Construction
- Accommodation & Food.





## Our Challenges

Chapman Valley's economy is highly concentrated with one dominant industry. There are 15 industries where there is no employment and/or no specialisation in employment or value added ( $LQ < 0.8$ ), when compared to either the broader Mid West region or WA. This means the industry is more important in the broader region or state and can be both a weakness and a growth opportunity.

Given the limited resources available to our Shire, potential growth areas need to be carefully assessed to determine if, and how much, resourcing their future development is feasible based on broader barriers that may exist which are outside of the Shire's control. A stepped approach can also be considered, with incremental actions in this Strategy improving the viability of flow-on industries and guiding priorities in future. In this Strategy, the monitoring framework will be used to assess progress and adjust as needed.

As well as retaining current key industries, four industries that are currently under-performing but warrant further support and development are arts and recreation, tourism, health care and social services as well as administration and support services. These are outlined in further detail in 'Developing Our Economy'.

Ongoing recovery efforts post Cyclone Seroja, a lack of digital connectivity and the capacity, connectivity and quality of road infrastructure are all identified gaps in our broader region.<sup>18</sup> Chapman Valley relies on road transport for both its key industries and the emerging area

of tourism, and a lack of wayfinding signage is a missed opportunity to capitalise on visitors. Increasing visitor numbers will further increase the need for safe, well maintained and signed road infrastructure.

## Industry Specific Focus

### AGRICULTURE, FORESTRY & FISHING (AGRICULTURE)

Agriculture is the largest industry by local employment, local workforce, output and value add. It demonstrates a Regional Competitive Effect and is a major specialisation for Chapman Valley in both employment and value add, compared to both the broader Mid West and WA. Key employment areas within this industry are grain growing and mixed enterprise. By gross value, wheat is the largest output in Chapman Valley, followed by canola, lupins and sheep/lamb.

A number of agricultural occupations are listed in the National Skills Shortage,<sup>19</sup> commonly due to issues with worker retention. In comparison to its size, Agriculture is a low employing sector. A high reliance on agriculture also presents risks, particularly with the industry subject to significant macroeconomic and global influence such as export markets, policies, seasonal conditions and climate change. Changes in this industry also have the potential to impact on other industries which operate as part of the supply chain.

### CONSTRUCTION

Construction is the second largest employing industry locally and has the third largest workforce. It demonstrates a Regional Competitive Effect. It showed a significant specialisation in employment compared to WA and a significant specialisation in value added compared to both WA and the Mid West. Many trades occupations are listed on the National Skills Shortage list.

This industry includes:

- Trades providing services direct to consumers, other building and construction businesses and government.
- Businesses providing small and large construction services to individuals and government.
- Businesses engaged in large construction projects and infrastructure projects.

### TRANSPORT, POSTAL & WAREHOUSING

This industry shows major specialisation in employment, but not in value added. It demonstrates a Regional Competitive Effect. This industry includes businesses that are involved with:

- Transporting passengers.
- Postal, courier pick-up and delivery services.
- Scenic and sightseeing transport.
- Warehousing other storage activities.

### RENTAL, HIRING & REAL ESTATE

This industry has the third highest output and second highest value added. It has a major specialisation in value add compared to both the Mid West region and WA but no specialisation in employment. It is currently a small employer in Chapman Valley and is likely to be highly reliant on the agriculture industry. This industry includes businesses providing:

- Motor vehicles.



- Transport equipment.
- Farm animals and bloodstock.
- Video and other electronic media.
- Heavy machinery.
- Scaffolding.
- Furniture and appliances.
- Intangible assets (e.g. patents and trademarks).
- Property services such as real estate agencies, management, auctioning and valuing.

## **ARTS & RECREATION**

This industry has shown a major specialisation in value add against both the Mid West and WA, and significant specialisation in employment, compared to the Mid West region. It is currently a small total employer.

This industry includes:

- Live performances, events or exhibitions.
- Sporting and recreational activities (sports, gym, clubs, amusement park, horse racing).
- Preservation and exhibition of historical, cultural or education objects (museums, zoos, nature reserves, botanic gardens, parks).
- Gambling activities.

## **HEALTH CARE & SOCIAL ASSISTANCE**

This industry has no local specialisation but has a large local workforce (working outside Chapman Valley) that could be leveraged. It demonstrates a Regional Competitive Effect. There may be increased demand for these services locally as population increases and demographics change, such as an ageing population. Child care is also a key service for population retention.

This industry includes:

- General and specialist medical services.
- Pathology and diagnostic imaging services.
- Aged and residential care services.
- Allied health services, such as dentists, optometrists, physiotherapists and chiropractors.
- Child care services.
- Disabilities assistance services.

Many allied health professionals as well as aged and disable carers and child carers are listed occupations in the National Skills Shortage due to either a retention gap or long training gap.

## **ACCOMMODATION & FOOD SERVICES**

This is the fifth largest employing industry but is not a local specialisation for employment compared to either the region or WA. It has shown a significant value add specialisation in Chapman Valley compared to WA. Tourism could generate increased employment and value add in this industry.

This industry includes:

- Hotels, motels, serviced apartments.
- Other short term accommodation.
- Cafes, restaurants, takeaway, pub, bar.
- Other snacks and beverage businesses.

### **ADMINISTRATIVE & SUPPORT SERVICES**

Total employment in this industry contracted between 2016 to 2021, however the number of small businesses in this industry has grown. This industry has no specialisation compared to either the region or WA, with a negative result for all.

Rather than focus on building this industry as a specialisation, efforts should focus on normalising the industry into the LQ 0.8-1.2 range. This industry will rely on digital connectivity and tourism may also generate increased local demand as this industry includes a range of activities aligned with tourism operations such as administration, cleaning and gardening.

This industry includes:

- Employment agencies.
- Administrative services.
- Domestic and commercial cleaning.
- Pest control.
- Gardening services.
- Packaging services.
- Debt collection.
- Call centres.
- Other support activities for the day-to-day operations of other businesses or organisations.



## DEVELOPING OUR ECONOMY

### Community and Stakeholder Engagement

Engagement for this Strategy commenced with stakeholder mapping, designed to capture the broad range of organisations and community members involved in economic development in Chapman Valley.

Various participation methods were used, including an online survey, a community workshop in Nabawa and stakeholder interviews with Traditional Owners, local event organisers, businesses, government departments and organisations focused on agriculture, value add, natural resource management.

A pop up promotion at the Chapman Valley Show increased participation and awareness, and the opportunity was advertised on the Shire website, social media and via flyers. Local businesses and broader organisations were also invited to participate in the process.

The local community, businesses and stakeholders all highlighted the range of assets and strengths Chapman Valley has to build on. Key priority areas emerged that were consistent with a broad range of stakeholders across the survey, workshop and interviews:

- **Tourism Development** - This is a clear opportunity for Chapman Valley with the emphasis on auditing assets, improving signage and wayfinding, improving digital presence and leveraging natural attractions, events and culture.



- **Economic Diversification and Business Support** - While agriculture remains the core industry, there needs to be a focus on diversification through Oakajee, tourism and addressing supply chain gaps.
- **Infrastructure and Services** - Improvements to roads, internet and telecommunications, water, energy, population services and housing are needed to underpin development of the local economy.
- **Community and Population** - Maintain and grow Chapman Valley's population without ruining its peaceful appeal, and support community connection within and outside the Shire.
- **Environmental Management and Natural Assets** - Chapman Valley's natural beauty, agricultural land, waterways and coastal areas are important.
- **Collaboration and Partnerships** - These are necessary to successfully develop and leverage our assets.
- **Oakajee** - This is a large, albeit uncertain, future driver of economic development for Chapman Valley.

These key priority areas were further refined into overarching themes for this Strategy.

## Priority Projects

Chapman Valley has four priority projects over the next decade that will build on our assets and deliver economic development, with a range of benefits for both locals and visitors.

### Nabawa Community and Recreation Precinct

The Nabawa Community and Recreation Precinct is a major community infrastructure project to upgrade the existing 1970s facility in Nabawa into a modern, accessible and multi-purpose centre. This project aims to address long-standing issues with the ageing building, including limited accessibility, inadequate changerooms and amenities, and a lack of capacity to support our growing sporting and community participation needs.

The redevelopment will deliver a fit-for-purpose facility that supports community sport, recreation and social connection, while also serving as a designated disaster recovery and emergency response hub, a critical function identified following Tropical Cyclone Seroja.

Proposed works include new men's and women's changerooms, medical and officials' rooms, universal access features, a commercial kitchen, and major electrical and plumbing upgrades. The project will create an inclusive community and resilience hub in the Mid West, enabling Chapman Valley to enhance its events, volunteering, emergency response and regional cohesion. The project is part of broader place activation improvements such as streetscape improvements, signage and shade.







## Midwest Adventure Trail

The Midwest Adventure Trail Development proposes the establishment of a regional gravel cycling trail linking Geraldton and Nabawa through the Shire of Chapman Valley. The concept aims to provide a safe, off-road route that connects key recreation and tourism nodes while promoting active lifestyles and regional visitation.

The proposed trail is approximately 50-60 kilometres in length and would follow a combination of existing gravel roads, rail reserves and public land corridors. It is intended to cater primarily to leisure and enthusiast riders, complementing the region's growing interest in gravel cycling and nature-based tourism, and supporting large events such as the Backroads Gravel.

The draft Midwest Adventure Trail Development Report (2024) was prepared with support from the Shire of Chapman Valley, DLGSC (now Department of Creative Industries, Tourism and Sport) and the Geraldton Cycling Advocacy Group. This report outlines preliminary route options, trail classification and design considerations.

The project has progressed through early concept and feasibility stages of the Department of Biodiversity, Conservation and Attractions Trail Development Process, but has not yet advanced to detailed design or environmental and heritage approvals.

Further work is required to confirm route alignment, obtain necessary approvals and develop a detailed design and cost plan. Once complete, the Midwest Adventure Trail will enhance recreation opportunities for residents, support tourism growth and contribute to our Shire's objective of strengthening the local economy through nature-based and adventure tourism.





## Coronation Beach Improvements

The Coronation Beach Masterplan aims to establish a long-term vision for the future use, management and development of the Coronation Beach coastal precinct, located just north of Geraldton. The project seeks to balance recreation, tourism and environmental values while providing a framework for future investment in facilities and infrastructure. Coronation Beach boasts internationally renowned windsurfing and kitesurfing conditions.

A Steering Group was established in 2019 to guide planning for the site, supported by the Shire of Chapman Valley and a landscape architect. The process identified both immediate operational improvements and longer-term options for redevelopment. Four concept scenarios were prepared to explore possible futures for the precinct, ranging from reconfigured campground layouts and modest day-use upgrades to more extensive redevelopment or transition to day-use only.

Several short-term improvements have already been completed, including road realignments, upgrades to rigging areas and toilet facilities, a new playground, and safety and security improvements.

The Masterplan Steering Group will re-examine future options in the context of the new Strategic Community Plan 2024-2034. This will provide an opportunity to reassess the role of the site, its relationship to nearby private campground development, and potential service enhancements that may become viable if Oakajee infrastructure proceeds. The updated masterplan will guide future investment, provide a framework for environmental management and ensure that Coronation Beach continues to meet community and visitor needs.



## Nanson Showgrounds Improvements

The Nanson Showgrounds Improvement project aims to establish a clear long-term vision for the future use, management, and development of the Nanson Showgrounds as a versatile, multipurpose community facility. It is intended to comfortably host major agricultural, equestrian, music, and caravan events throughout the year, enabling groups such as the Chapman Valley Agricultural Society, Chapman Valley Country Music Festival Committee, Western Riding Club, Stud Breeders Association, rodeo organisers, caravan clubs, and general musical or community events to use the site without the need for costly temporary infrastructure such as toilets, bar facilities, kitchens, stages, and lighting.

To support this vision, the proposal focuses on practical reconfigurations and upgrades to the Showgrounds to ensure it functions as a well-served, bookable regional venue rather than a site reliant on one-off hire items. Key elements include rationalising internal roads and drainage to improve access and event layout, establishing defined areas for activities such as showjumping and caravanning, and progressively installing permanent amenities, starting with toilets and showers, to reduce annual hire costs and enhance the experience for users and patrons.

The reactivation of the Masterplan Steering Group will re-examine future options for the Nanson Showgrounds and guide investment priorities, identify opportunities for Council support, and strengthen grant applications aimed at delivering the permanent infrastructure required for a high-quality, multipurpose facility that meets the needs of community groups and visitors, while generating wider community and economic benefits.



## Key Opportunities

Key opportunities for Chapman Valley were developed based on community and stakeholder engagement and a strengths and gaps analysis. These opportunities build on foundational industries, industries of specialisation and industries with growth potential. These have been divided into three main areas: retain and support, grow and leverage, and attract.

### Retain and Support

Chapman Valley must ensure that these industries are supported by maintaining the conditions that enable their continued operation and growth:

- Agriculture
- Transport, Postal and Warehousing
- Construction
- Rental, Hiring & Real Estate Services.

These industries are well established in Chapman Valley, providing an economic foundation and contributing significantly to employment and value added. All industries except rental demonstrate local competitive advantage which indicate unique advantages such as a skilled workforce, infrastructure, natural advantages and/or favourable policy settings. The favourable conditions that support these industries need to be retained and supported. The majority of their advantages are expected to relate to natural assets and favourable agricultural conditions, which are then supported by a local skilled workforce, road infrastructure enabling import of input and export of goods, and access to land.

Shaping the local economy, community and landscapes, agriculture is considered the cornerstone of Chapman Valley's economy. As a well-established industry, agriculture can be used to attract further investment and to support economic development and growth. It can also support growth of tourism activity, particularly in food, beverage and agritourism, with activities such as farm stays, local food tastings and events. As an export-oriented industry, agriculture can be influenced by broader macroeconomic forces to a greater extent than other industries.

As part of the broader agricultural supply chain the transport, postal and warehousing industry and the rental, hiring and real estate services industry may also be prone to macroeconomic forces and flow-on effects from agriculture. Rental has the third highest output, second highest value added and a major specialisation in value add but is a small employer.

The construction industry is the second largest local employer in Chapman Valley, with an additional local workforce working outside of our Shire. It has the second largest output, the third highest value added, and is also an industry with significant specialisation in Chapman Valley. Many trades occupations are listed on the National Shortage list, representing a significant advantage for our Shire to have this local workforce.

#### RETAIN AND SUPPORT: KEY FOCUS

The key focus for these industries in Chapman Valley is on retaining and encouraging development of existing businesses. Small businesses are a prominent feature of the local economy.

Resourcing should focus on ways to generate additional employment, less so than output, as despite its size and growth, employment in the industry is relatively low (13.81%) given it accounts for 63.18% of economic output in Chapman Valley. Opportunities that may



generate employment include value adding enterprises and connections to tourism, food services and retail. This includes looking to diversify existing businesses. Likewise, the rental, hiring and real estate industry is a small employer relative to its output.

Based on the current 2.7 people per dwelling, approximately 87 dwellings will be required to meet the projected population demand to 2034. In addition, local business is constrained from growth by a lack of affordable and diverse housing stock for their employees. While Census data indicates 98 unoccupied dwellings as of 2021, this does not reflect the situation accurately as many of these are unliveable homes on rural properties or damaged structures from Cyclone Seroja. The need for more housing in the Shire also presents opportunities for use of localised supply chains for trades.

All of these industries are also aligned to the future Oakajee Strategic Industrial Area and Port. While the timing of Oakajee is outside the control of the Shire, retaining key industries will enable Chapman Valley to capitalise on this opportunity when it arises.

## Grow and Leverage

These industries would benefit from investment of targeted resources with the objective of growing and leveraging them:

- Arts & Recreation
- Tourism (Accommodation & Food Services)

These creative, leisure and visitor economy (tourism) industries already exist to some extent in Chapman Valley and show promise for further growth due to unique local advantages.

Arts and recreation has shown a significant specialisation in Chapman Valley, which indicates unique advantages such as a skilled workforce, infrastructure, natural advantages and/or favourable policy settings. Our Shire has an existing program of events which can be leveraged, and opportunities exist for creative use or re-use of Shire buildings for events, exhibitions and cultural use. Existing assets such as nature reserves and cultural heritage offer opportunities to grow this industry to generate employment, economic output and value add.

Accommodation and food services is the third largest employing industry in Chapman Valley and has shown a significant specialisation. Tourism presents a significant opportunity for economic diversification in our Shire, particularly as the region seeks to build resilience beyond a traditional reliance on agriculture. Tourism is a stated strength of the Mid West Gascoyne region and a priority industry.<sup>18</sup>

Emerging enterprises ranging from boutique food producers and rural event venues to nature-based attractions and farm tourism experiences, demonstrate growing interest in visitor-driven activity and provide a strong foundation for future development. However, additional experiences and clustered attractions are required to entice increased visitation. Existing businesses with links to hospitality, food production, and local services are also well-positioned to pivot or expand into tourism.

There is currently no public transport (e.g. TransWA) services available in our Shire and private vehicles are the predominant access method for tourists, either self-drive with own car or self-drive via hire car from Geraldton. Chapman Valley's visitor offering is currently best aligned with intra-state travellers. We have close proximity to Geraldton and access from the North West Coastal Highway, an established tourism route with volumes of over 1,250 cars (2,500 both ways) daily. Chapman Valley Road has comparable traffic volumes at

its western edge, dropping to 325 one way near Nanson (similar to Mullewa) and 90 at Nabawa. Count data shows low traffic volume between Northampton (which has around 1,100 one way daily) to Nabawa, with only around 50 cars one way using this route.

### **GROW AND LEVERAGE: KEY FOCUS**

The key focus for these industries is targeted support and market development. A coordinated approach to product packaging, promotion, and service enhancement in the visitor economy could help unlock latent potential across our Shire.

Experience development will be based around our natural, landscape, heritage and cultural assets and is closely aligned with the established Tourism WA market segments of Relax and Recharge (short breaks for couples), Simple Nature (road trippers seeking quiet nature) and Family Time (family coastal holidays). Building on this, our Shire's tourism focus will be to consolidate assets into three core experience themes:

- Range and Skies: Nature, trails, flora, dark sky.
- Coastal Escape: Coronation Beach camping, family facilities, water activities.
- Heritage and Harvest: Nanson-Nabawa heritage, local produce, small scale agritourism.

Existing events and activities such as Backroads Gravel Race, Music Festivals, Wave Rally (Coronation Beach) and the Chapman Valley Show can be leveraged. Offering opportunities for local spend through accommodation, food services and retail will provide the option for visitors to stay longer and spend more.

Strategic investment in destination infrastructure, such as more diverse accommodation, signage, wayfinding, visitor interpretation, and trail development, will play a key role in improving the visitor experience and building a distinct and cohesive regional identity. Gaps also exist in retail and service, hire and transport.

With a reliance on car travel important assets and services are roads, parking, signage and wayfinding, fuel and EV charge points. Improved tourist signage and development of example itineraries will help Chapman Valley both capitalise on already passing road traffic and make planning a trip easier. This needs to be developed in a collaborative and coordinated approach. As mobile phone is now the predominant booking and planning method, use of QR codes and dynamic mobile-friendly digital information is a priority, with a move away from large downloadable documents.

Infrastructure that can serve visitors while also improving liveability for the local community will deliver win-win benefits. For example, the Nabawa Community and Recreation Precinct offers potential for adaptive reuse of the community centre (visitor information, coffee/produce hub, small retail) and inclusion of broader economic outcomes.



## Attract

The following industries have been identified as opportunities to attract to our Shire:

- Health Care & Social Assistance
- Administration & Support Services

These industries have potential for growth but face barriers to establish or grow in Chapman Valley, some of which may be outside the control of local government. While they may be more resource intensive to establish and grow, they should still be considered as part of future planning.

If population projections are realised, the Shire's population will grow to 1,935 in 2034, a 14% increase from 2024 and an average of 1.4% per annum. This brings opportunities for rising demand in population services such as health, education, and community services, as well as a need for housing and transport.

Local strengths to leverage to attract and retain local residents include relative affordability and low financial stress, safe communities and a unique natural environment in close proximity to a major regional centre.

Chapman Valley has a large local workforce in health care and social assistance that can be leveraged with local employment opportunities. A growing and ageing population creates demand for health care services, and these services, along with access to childcare, are also crucial to population retention.

While administrative and support services employment has declined in Chapman Valley, small businesses in this industry have experienced growth, relative to the local economy size. These services are also required in most businesses. In addition, this industry includes domestic and commercial cleaning and both visitors (tourism) and population growth and increased visitors may increase local demand for these services.

### **ATTRACT: KEY FOCUS AREAS**

By maintaining and improving Chapman Valley's liveability and further promoting our relative affordability, low financial stress, safe communities and a unique natural environment in close proximity to a major regional centre, our Shire can realise its expected population growth. An emphasis on local procurement and supporting local services, providing access to work spaces and amenities (such as consulting rooms or hot desks), and effective promotion across the Shire's communities are just some ways to support and attract these industries.

# Our Vision and Outcomes

## Vision and Themes

Our Shire's vision for economic development and tourism is built on the foundation set by the Strategic Community Plan.

Our vision is delivered through six theme areas, which were developed based on community and stakeholder engagement and identified local needs.

"A thriving, resilient economy that supports growth while preserving our landscapes and local identity."			
THEMES	 <b>Local Business &amp; Industry Development</b>	 <b>Community Wellbeing &amp; Liveability</b>	 <b>Sustainable Natural Assets</b>
OUTCOMES	A resilient local business sector that supports local jobs, encourages innovation and attracts new enterprises aligned to the Shire's strengths.	A connected and inclusive community with opportunities to participate, contribute and thrive.	Natural assets are protected and sustainably shared to strengthen economic resilience, community wellbeing and visitor experience.
THEMES	 <b>Visitor Economy &amp; Place Activation</b>	 <b>Essential Infrastructure &amp; Services</b>	 <b>Governance, Collaboration &amp; Partnerships</b>
OUTCOMES	Chapman Valley is recognised as a destination with market-ready experiences that encourage longer stays, higher visitor spend and community pride.	The local community and businesses have access to the core services, digital connectivity, housing and infrastructure needed for resilience and growth.	Strategic partnerships and collaborative delivery models support efficient and effective investment and sustained positive outcomes.

## Theme Details and Focus

### THEME ONE: LOCAL BUSINESS & INDUSTRY DEVELOPMENT

Chapman Valley's economy is strongly shaped by agriculture, however new opportunities to increase local employment are required. The local workforce is currently larger than available jobs, with many residents travelling outside our Shire for work.

Our Shire's industries contribute to sustainable and secure food production through innovative farming practices, drought tolerant crops, climate resilience and value adding in the supply chain.

In addition to retaining and supporting our core industries, predominantly agriculture and the broader supply chain, target areas to grow, leverage or attract include creative, leisure and visitor economy (tourism) as well as population and support services such as health care, social and administration.

There are 189 small businesses in our Shire (20 or fewer employees), which are an important feature of the local economy. Supporting business capability, enabling value-adding activity and fostering industry collaboration will help retain population, grow jobs and strengthen economic resilience.



Actions in this area also closely align to theme four, particularly agritourism.

## **OUTCOME**

A resilient local business sector that supports local jobs, encourages innovation and attracts new enterprises aligned to our Shire's strengths.

## **FOCUS AREAS**

- 1.1 Support and promote local small business development.
- 1.2 Support value adding and resilience in the local Agriculture industry.
- 1.3 Attract and grow target industries.

## **THEME TWO: COMMUNITY WELLBEING & LIVEABILITY**

Strong community networks and access to local services underpin quality of life and population stability. Targeted and place based investments with an emphasis on developing legible 'places' in Chapman Valley will help to anchor community life and visitor servicing.

The local community (including local businesses) are at the forefront of decision making and by supporting local clubs, volunteers and community-led events the community can maintain and enhance its identity, connection and a sense of belonging. Emerging areas such as agritourism can also strengthen community identity by showcasing local businesses, knowledge and people, while reducing social isolation by encouraging connections within and outside our Shire.

Chapman Valley offers both peri-urban areas close to the ocean and Geraldton, and rural properties (including rural, smallholding and residential) inland. Liveability underpins population growth, and boosting awareness and use of existing services is key to improving quality of life and retaining economic benefits. While the majority of population growth is occurring in the peri-urban area, over two thirds of the Shire's rate revenue is from its rural locations. Actions in this area also closely align to themes one, three and four.

## **OUTCOME**

A connected and inclusive community with opportunities to participate, contribute and thrive.

## **FOCUS AREAS**

- 2.1 Maintain services to meet current and future community needs.
- 2.2 Support events and programs that contribute to community connection and participation.
- 2.3 Develop attractive places to anchor community life.

## **THEME THREE: SUSTAINABLE NATURAL ASSETS**

Protecting Chapman Valley's natural assets while enabling low-impact access and experience development will ensure long-term benefit for both residents and visitors.

The Moresby Range, a unique and ancient landscape which was once a seabed, has pockets of significant biodiversity. The land in the Range is currently all privately owned, with the exception of a parcel of land on the western side of Wokatherra Hill that is managed by the Department of Biodiversity, Conservation and Attractions as a nature reserve. Currently the only way to experience the Range is from Mills Lookout, or as a drive through experience. Improved access and interpretation is required to leverage greater awareness, understanding and appreciation of this landscape. There are numerous small nature reserves across Chapman Valley.

Chapman Valley's natural landscapes are central to our identity, economy and visitor appeal and this social significance is currently under-developed. The Chapman River is one key

highlight and the 1km Chapman River Nature Trail in Nanson, which was constructed to highlight the ecological and social significance of the river, is one example of how we can better highlight this significance.

With the high nature dependency of our economy, particularly agriculture, effective climate change adaptation and resilience is necessary. Key projections for Chapman Valley into the future are for increasing average and extreme temperatures and reduced winter and spring rainfall. The Shire has been affected by three natural disasters in the past 11 years. As part of the broader SA2 Chapman Valley is considered to have low capacity for disaster resilience, particularly in the areas of economic capital, information access and governance and leadership. Protection of Chapman Valley's natural assets is also strongly linked to theme two community wellbeing and visitor aspects contributes to theme four, visitor economy.

## OUTCOME

Natural assets are protected and sustainably shared to strengthen economic resilience, community wellbeing and visitor experience.

## FOCUS AREAS

- 3.1 Protect and improve reserves and natural assets in the Shire.
- 3.2 Maintain and enhance cultural connections.
- 3.3 Effective planning for disasters and climate change adaptation.

## THEME FOUR: VISITOR ECONOMY & PLACE ACTIVATION

Tourism is an emerging opportunity for Chapman Valley, built on our landscapes, dark skies, agricultural heritage and rural character. Targeted place activation initiatives will deliver benefits to both visitors and locals. The visitor economy focus is on developing a small number of distinctive and connected 'places' and visitor experiences aligned to three themes: Range and Skies, Coastal Escape, and Heritage and Harvest.

To grow the visitor economy, local operators need a clear pathway for developing and promoting visitor experiences. Chapman Valley will apply a simple stepped approach to readiness:

1. **Emerging:** basic concept; informal offerings; limited online visibility.
2. **Developing:** consistent operations; social media presence; storytelling emerging.
3. **Market-Ready:** ATDW listing, professional imagery, online booking, clear visitor information.
4. **Export-Ready:** collaboration with regional partners; packaging into itineraries; seasonal programming; suitability for intrastate and interstate promotion.

This framework will help operators understand expectations, identify gaps and progress toward higher-value visitor experiences that attract longer stays and increased spend.

Chapman Valley competes in the Mid West visitor landscape with locations such as Geraldton, Northampton, Irwin and inland destinations such as Mullewa and Carnamah. While these destinations offer coastal activity, wildflowers, history or rural touring, Chapman Valley occupies a distinctive niche that is not currently captured elsewhere in the region. Chapman Valley's competitive position is built on three points of difference:

- It is Geraldton's rural escape - a quiet, countryside experience less than 40 minutes from the coast.
- It blends ranges, heritage and working agricultural landscapes in a way that feels authentic, spacious and uncommercialised.
- It offers short-break and day-trip experiences aligned with nature, stargazing, creative events, heritage and small-scale agritourism.

Chapman Valley sits in the visitor pathway as a complement to Geraldton, not a competitor, offering inland experiences that extend stays and diversify regional spend. Our aim is to capture short-break intrastate travellers, day-trippers, family coastal campers, and visitors seeking peaceful rural landscapes, nature-based experiences and heritage stories. This positioning provides the foundation for the Shire's three experience themes and guides future activation, marketing and investment decisions. Actions in this theme also deliver against local business and industry development (theme 1), community wellbeing and liveability (theme 2), sustainable natural assets (theme 3) and essential infrastructure and services (theme 5).

## **OUTCOME**

Chapman Valley is recognised as a destination with market-ready experiences that encourage longer stays, higher visitor spend and community pride.

## **FOCUS AREAS**

- 4.1 Establish an Experience Framework for the Shire's Visitor Economy
- 4.2 Strengthen Visitor Journey and Asset Connectivity
- 4.3 Improve Distributed Visitor Servicing Model
- 4.4 Establish key 'places' in the Shire to deliver on each experience
- 4.5 Support Accommodation and Agritourism Development

## **THEME FIVE: ESSENTIAL INFRASTRUCTURE & SERVICES**

Reliable infrastructure and access to essential services are critical to liveability, business growth and tourism development. Gaps in digital connectivity, basic retail, housing, transport and community services can risk population retention and act as barriers to realising economic opportunity.

Chapman Valley's ability to grow its economy is closely tied to the availability of workers, housing, childcare and population services. The resident workforce is larger than local job availability, and many residents travel to Geraldton for employment, reducing local economic activity.

As tourism, construction, agritourism and small business activity expand, demand for local labour is an opportunity area. However, limited availability of rental housing, workforce accommodation and childcare poses constraints. Ensuring that workers can live locally, and that young families can access, and choose to use, local services, is essential to maintaining population growth, supporting local business and unlocking opportunities associated with Oakajee.

Strengthening local procurement pathways, enabling small-scale infill development, supporting trades and small enterprises, and advocating for housing investment will be critical to delivering the Strategy's economic outcomes. These actions closely link to local business and industry development (theme 1), community liveability (theme 2) and servicing the visitor economy (theme 4).

## **OUTCOME**

The local community and businesses have access to the core services, digital connectivity, housing and infrastructure needed for resilience and growth.

## **FOCUS AREAS**

- 5.1 Improve digital connectivity to improve access and competitiveness
- 5.2 Advocate for local infrastructure and local workforce delivery, including housing
- 5.3 Improve access to key utilities

## THEME SIX: GOVERNANCE, COLLABORATION & PARTNERSHIPS

As a small local government, our ability to deliver on our economic development goals relies on clear priorities, strong partnerships and effective coordination across government, community and industry. Working collaboratively will enable us to achieve positive impact within capacity constraints.

The successful delivery of this Strategy will rely heavily on the capabilities and focus of specific roles within the Shire. Many areas of the Shire play some part in economic development actions, at either a strategic level or in the delivery of services related to events, development, communications, parks and gardens, roads, environmental health and ranger services

Other stakeholders responsible for leading, delivering, supporting or advocating for economic development and tourism activities in our Shire include:

- Australia's Coral Coast (ACC)
- Department of Energy and Economic Diversification (DEED)
- Department of Biodiversity, Conservation & Attractions (DBCA)
- DevelopmentWA (DevWA)
- Department of Creative Industries, Tourism and Sport (CITS)
- Geraldton Cycling Advocacy Group
- Main Roads WA (MRWA)
- Mid West Chamber of Commerce and Industry (MWCCI)
- Mid West Development Commission (MWDC)
- Mid West Food Industries Alliance (MWFIA)
- Mid West Ports (MWP)
- Northern Agricultural Catchments Council (NACC)
- Regional Development Australia Mid West - Gascoyne (RDA)
- Small Business Development Corporation (SBDC)
- Tourism Mid West Geraldton (TMWG)
- Yamatji Southern Regional Corporation (YSRC)
- Naaguja Warangkarri Aboriginal Corporation (Aboriginal tourism development)
- Yuna Farm Improvement Group (YFIG)
- Heritage Council of WA
- Department of Fire & Emergency Services
- Project specific stakeholders identified in the planning process.
- Local clubs, sporting groups and volunteer groups.
- Local businesses.

The actions in this theme closely deliver on the visitor economy, theme four.

### OUTCOME

Strategic partnerships and collaborative delivery models support efficient and effective investment and sustained positive outcomes.

### FOCUS AREAS

- 6.1 Maintain effective representation of Chapman Valley with key external stakeholders
- 6.2 Strengthen tourism governance and capability
- 6.3 Unlock access to external funding sources



# ACTION PLAN

The actions in this Strategy have been developed carefully considering our available human and financial resources. The Shire of Chapman Valley, in line with many small regional local government entities, faces inherent resourcing challenges. The successful delivery of this Strategy will rely heavily on the capabilities and focus of specific roles within the Shire.

## FOUNDATION ACTIONS

Taken from the detailed implementation below to follow, 14 foundational actions have been selected that can be achieved within the Shire's current capacity:

- 1 Implement structured Community Development Officer onboarding plan with tourism focus modules.
- 2 Develop partnership with Australia's Coral Coast.
- 3 In conjunction with local tourism groups, adopt the three core themes for Chapman Valley tourism: Range and Skies, Coastal Escape, Heritage and Harvest.
- 4 Map existing and potential products under each theme to identify early activation opportunities.
- 5 Engage Traditional Owners early to identify future cultural tourism pathways.
- 6 Register the Shire (or a specific location) as an Astrotourism Town.
- 7 Develop simple themed itineraries for intrastate visitors built around the themes and address the need for better signage.
- 8 Join the SBDC Small Business Friendly Local Government program and implement practical support initiatives.
- 9 Map existing business advisory and mentoring services (e.g. Business Local, free SBDC resources) and promote local access and uptake.
- 10 Develop a Welcome Pack for new residents including local services, attractions and businesses, particularly focused on promoting greater internal patronage across suburbs and towns within the Shire.
- 11 Make individual contact with all 'large' businesses in the Shire (businesses with 20 or more employees) to understand their needs and any key projects.
- 12 Provide clear, streamlined information for new or relocating businesses (e.g. "How to start or grow a business in Chapman Valley").
- 13 Update and finalise documentation to support the four priority projects: Nabawa Community and Recreation Precinct, Midwest Adventure Trail, Coronation Beach Improvements and the Nanson Showgrounds Improvements.
- 14 Adopt the EDTS Investment Framework to guide economic development and tourism investment decisions.

## Implementation

Focus areas and priority actions have been identified against each of the six themes. For each action group, an indicative timeline is provided as either short (0-12 months), medium (1-5 years) or longer term (5 years+).

Resourcing is defined as Low (existing resources), Medium (additional project resourcing or partnership deliver) or High (capital project or substantial external funding).

Delivery of this Strategy requires coordinated action across multiple agencies, partners and regulatory bodies. Several priority initiatives depend on external approvals, funding pathways, or multi-agency collaboration. These success conditions do not alter our commitment to progressing actions, but they clarify the factors that influence timing and deliverability.

Key external dependencies include:

- Main Roads WA (MRWA): Road upgrades, wayfinding, visitor signage, traffic management and safety works.
- Australia's Coral Coast (ACC) and Tourism Geraldton Mid West: Joint marketing, ATDW visibility, regional packaging and visitor servicing alignment.
- Oakajee Strategic Industrial Area (SIA): Timing of infrastructure investment, workforce requirements, industrial land activation and supply chain readiness.
- Environmental and Heritage Approvals: Trail development, coastal works, reserve activation / access and nature-based tourism enhancements.
- Funding Bodies: Access to State and Federal grants for capital works, digital connectivity, community precincts and tourism infrastructure.
- Traditional Owners: Cultural knowledge sharing, interpretation, Aboriginal tourism partnerships and approvals for works on Country.

These dependencies will be monitored through the annual EDTS review process. The Shire has a dedicated Monitoring and Evaluation Framework with identified targets which will be used to ensure that any benefits and outcomes can be effectively measured and demonstrated, which is also critical to external funding access.

This framework also provides a structured approach to reviewing and adjusting the Strategy in the future based on the success of economic interventions.

## THEME ONE

A resilient local business sector that supports local jobs, encourages innovation and attracts new enterprises aligned to the Shire's strengths.



## Local Business & Industry Development

Focus Areas	Actions	Delivery time frame	Resourcing
1.1 Support and promote local small business development	<ul style="list-style-type: none"> <li>Join the SBDC Small Business Friendly Local Government program and implement practical support initiatives.</li> <li>Map existing business advisory and mentoring services (e.g. Business Local, free SBDC resources) and promote local access and uptake.</li> <li>Facilitate local small business advisory and mentoring where gaps identified (e.g. guest speakers, workshops).</li> <li>Maintain online local business directory.</li> <li>Include list of local businesses in Shire Welcome Pack (see Theme 2).</li> <li>Connect businesses to Mid West digital economy initiatives to increase digital skills.</li> </ul>	S	L
1.2 Support value adding and resilience in the local Agriculture industry	<ul style="list-style-type: none"> <li>Facilitate or support peer networking and collaboration opportunities between local businesses and producers.</li> <li>Encourage value-adding in agriculture (e.g. small-scale processing, paddock-to-plate experiences, local product branding).</li> <li>Promote organisations and initiatives that encourage adoption of farming practices that boost climate resilience and business sustainability (e.g. farming systems and NRM groups and events, grower groups, government initiatives and programs).</li> </ul>	M	S M
1.3 Attract and grow target industries	<ul style="list-style-type: none"> <li>Make individual contact with all 'large' businesses in the Shire (businesses with 20 or more employees) to understand their needs and any key project/s.</li> <li>Identify and support priority growth industries - tourism (accommodation and food services), construction, arts and recreation.</li> <li>Provide clear, streamlined information for new or relocating businesses (e.g. "How to start or grow a business in Chapman Valley").</li> <li>Develop an Industry Attraction Scheme to encourage investment within the Shire. This could offer incentives in the form of funding, fee waivers, access to land or in kind resources.</li> </ul>	S (contact)  M (actions)	S (contact)  M (attraction scheme)

## THEME TWO

A connected and inclusive community with opportunities to participate, contribute and thrive.



## Community Wellbeing & Liveability

Focus Areas	Actions	Delivery time frame	Resourcing
2.1 Maintain services to meet current and future community needs	<ul style="list-style-type: none"> <li>Continue to provide timely and proactive building, planning and development approval functions.</li> <li>Maintain community buildings to support economic and social activities.</li> <li>Maintain consistent community engagement to regularly test and improve (as needed) service delivery and facility provision.</li> <li>Maintain streetscapes, parks and public facilities to encourage usage and social benefits.</li> </ul>	S  M  L	S
2.2 Support events and programs that contribute to community connection and participation	<ul style="list-style-type: none"> <li>Explore community events or pop-ups at Yuna and Naraling, to also test visitation potential.</li> <li>Continue to support and promote the Chapman Valley Show as the Shire's annual flagship event.</li> <li>Reactivate the Nanson Showgrounds Management Committee to prioritise infrastructure improvements at the site.</li> <li>Provide an event-friendly Shire to maintain large events such as gravel bike racing and wind / kite surfing.</li> <li>Develop a Welcome Pack for new residents including local services, attractions and businesses, particularly focused on promoting greater internal patronage across suburbs and towns within the Shire.</li> <li>Investigate providing a loan library or community trailer for local residents and community groups for low scale events to increase connection and participation.</li> </ul>	S  M	S
2.3 Develop attractive places to anchor community life	<ul style="list-style-type: none"> <li>Progress Nabawa Community and Recreation Precinct (see Theme 4).</li> <li>Improve walkability between existing facilities and services to encourage usage and activation, through well maintained paths, shade, shelter and wayfinding signage.</li> <li>Provide pop up, enterprise and activation opportunities for local businesses in the above precinct.</li> <li>Provide or enhance playgrounds, shaded picnic areas and public toilets to encourage longer stays in the Shire.</li> </ul>	M	M  L



### THEME THREE

Natural assets are protected and sustainably shared to strengthen economic resilience, community wellbeing and visitor experience.



## Sustainable Natural Assets

Focus Areas	Actions	Delivery time frame	Resourcing
3.1 Protect and improve reserves and natural assets in the Shire	<ul style="list-style-type: none"> <li>Support and contribute to future updates of Moresby Range Management Plan.</li> <li>Support sustainable access to Moresby Range.</li> <li>Support and cross-promote sustainable use of Coronation Beach and coastline to balance visitor access with protecting biodiversity.</li> <li>Implement and review Coastal Management Strategy and Action Plan.</li> <li>Support local Indigenous Ranger programs.</li> <li>Develop waste-wise event guidelines for event organisers, possibly supported by a loan library with low waste event equipment (portable water refill stations, bin toppers, reusable washing stations and mugs) - also see focus area 2.2.</li> </ul>	S  M  L	M
3.2 Maintain and enhance cultural connections	<ul style="list-style-type: none"> <li>Invest in interpretation projects that highlight the social significance of attractions and places.</li> <li>Reinvest in heritage attractions including wayfinding and interpretation.</li> <li>Promote the unique conditions at Coronation Beach for water sports.</li> <li>Renew focus on healthy waterways (such as the Chapman River) and their cultural significance.</li> </ul>	M  L	M
3.3 Effective planning for disasters and climate change adaptation	<ul style="list-style-type: none"> <li>Provide fit for purpose evacuation / welfare centre/s.</li> <li>Support volunteer organisations where possible to improve community resilience to minimise economic shocks.</li> <li>Adequate bushfire planning and hazard minimisation is in place.</li> <li>Heat wave alerts from external agencies are shared and Shire has working in heat guidelines.</li> <li>Progress at least one public EV charging station.</li> <li>Future Shire buildings and their surrounds prioritise thermal and energy efficiency to suit the future climate.</li> <li>Retrofit existing Shire buildings for climate resilience in a staged approach.</li> <li>Advocate for improved telecommunications and internet access, including network hardening.</li> </ul>	S  M  L	M  L

## THEME FOUR

Chapman Valley is recognised as a destination with market-ready experiences that encourage longer stays, higher visitor spend and community pride.



## Visitor Economy & Place Activation

Focus Areas	Actions	Delivery time frame	Resourcing
4.1 Establish an Experience Framework for the Shire's Visitor Economy	<ul style="list-style-type: none"> <li>In conjunction with local tourism groups, adopt the three core themes for Chapman Valley: Range &amp; Skies, Coastal Escape, Heritage &amp; Harvest.</li> <li>Embed the core themes in tourism messaging, planning and project prioritisation, with a focus on intrastate travellers.</li> <li>Map existing and potential products under each theme to identify early activation opportunities.</li> <li>Develop simple themed itineraries for intrastate visitors built around the themes.</li> <li>Register the Shire (or a specific location) as an Astrotourism Town and map available night time economy.</li> <li>Work with Traditional Owners and cultural organisations to enable Aboriginal heritage interpretation and cultural tourism offerings.</li> </ul>	S	M (use existing marketing and ACC co-promotion channels)
4.2 Strengthen Visitor Journey and Asset Connectivity	<ul style="list-style-type: none"> <li>Develop staged signage and wayfinding plan for Nanson-Nabawa-Coronation Beach.</li> <li>Establish consistent digital information points (QR-linked maps/itineraries).</li> <li>Improve visibility of opening hours, access and amenities.</li> <li>Consider small-scale equipment hire (bikes, surfboards, camping gear) to improve access for fly-in visitors.</li> <li>Support or provide shuttle bus services from Geraldton during large or major events.</li> </ul>	S  M	S (digital)  M (signage, assets)
4.3 Improve Distributed Visitor Servicing Model	<ul style="list-style-type: none"> <li>Identify suitable touchpoints for visitor information (e.g. Nabawa Community Centre, Tavern, Burnt Barrel, Fishing Park).</li> <li>Develop and maintain simple information displays and local product retail options.</li> <li>Establish version control for information and schedule for check and updates of information.</li> <li>Ensure all local operators list on Australian Tourism Data Warehouse (ATDW) as standard practice.</li> </ul>	S	S  M

Focus Areas	Actions	Delivery time frame	Resourcing
4.4 Establish key 'places' in the Shire to deliver on each experience	<ul style="list-style-type: none"> <li>• Confirm Nabawa Community and Recreation Precinct direction and function mix (community, visitor, retail, events) and update business case. Explore relocation of some services in current Community Centre.</li> <li>• Finalise Nabawa Community and Recreation Precinct Stage One delivery.</li> <li>• Define Nabawa Community and Recreation Precinct Stage Two scope.</li> <li>• Trial visitor servicing functions in Nabawa (coffee, produce shop, visitor information hub).</li> <li>• Begin staged activation trials (e.g. coffee vendor, local produce stall, event support).</li> <li>• Establish Nanson as a hub for heritage and harvest experiences. Strengthen Nanson heritage streetscape, signage and interpretation.</li> <li>• Investigate increased opening hours and /or potential funding for extended opening for Chapman Valley Heritage Centre.</li> <li>• Explore pop-up retail and food / beverage at Chapman Valley Heritage Centre.</li> <li>• Implement improved small scale amenities, signage and shade at Coronation Beach.</li> <li>• Finalise Coronation Beach Masterplan; structure into costed stages; confirm maintenance and management model.</li> </ul>	<p>S</p> <p>M</p>	<p>M (planning)</p> <p>L (delivery, investment)</p>
4.6 Support Accommodation & Agritourism Development	<ul style="list-style-type: none"> <li>• Identify suitable operators and landholders interested in small-scale stays/ agritourism.</li> <li>• Identify opportunities for investment in small scale accommodation (eco-cabins, farm stays).</li> <li>• Provide guidance on approvals and Tourism WA readiness standards.</li> <li>• Promote farm/ garden events and seasonal experiences.</li> </ul>	M	Staff guidance only; consider small facilitation grant applications for operator enablement.



## THEME FIVE

The local community and businesses have access to the core services, digital connectivity, housing and infrastructure needed for resilience and growth.



### Essential Infrastructure & Services

Focus Areas	Actions	Delivery time frame	Resourcing
5.1 Improve digital connectivity to improve access and competitiveness	<ul style="list-style-type: none"> <li>Advocate for improved mobile and telecommunications coverage in the Shire.</li> <li>Cross-promote or run (depending on services and program audit) digital skills workshops and classes.</li> <li>Provide public access to internet / wifi at key places.</li> </ul>	S M L	S M
5.2 Advocate for local infrastructure and local workforce delivery, including housing	<ul style="list-style-type: none"> <li>Advocate for improved workforce housing to support small business and service industry employment.</li> <li>Map local trades businesses and workforces and advocate for local delivery of infrastructure projects.</li> <li>Strengthen wrap-around services (fuel, groceries, cafés) to support visitor needs and extend stays.</li> <li>Advocate for safe fit-for-purpose road infrastructure via state delivery or funding.</li> </ul>	S M L	S (advocacy)  M-L (services)
5.3 Improve access to key utilities	<ul style="list-style-type: none"> <li>Shire maintains and communicates a clear position on key community and economic outcomes expected from Oakajee to guide advocacy.</li> <li>Advocate for improved local energy options as part of Oakajee.</li> <li>Advocate for improved local access to water, including for local producers, as part of Oakajee.</li> </ul>	M L	S

## THEME SIX

Strategic partnerships and collaborative delivery models support efficient and effective investment and sustained positive outcomes.



## Governance, Collaboration & Partnerships

Focus Areas	Actions	Delivery time frame	Resourcing
6.1 Maintain effective representation of Chapman Valley with key external stakeholders	<ul style="list-style-type: none"> <li>Continue to link local projects to Regional Drought Resilience Program / Future Drought Fund.</li> <li>Maintain advocacy for local needs and local workforce use in Oakajee planning and development process.</li> <li>Position Chapman Valley to complement, not compete, with Geraldton and strengthen provision of visitor information within Geraldton.</li> <li>Economic Development Investment Framework, key projects and priorities are shared with external stakeholders to improve understanding and visibility of local needs.</li> <li>Represent the Shire's needs at a region level.</li> </ul>	S M L	S
6.2 Strengthen tourism governance and capability	<ul style="list-style-type: none"> <li>Implement structured Community Development Officer onboarding plan with tourism focus modules.</li> <li>Develop partnership with Australia's Coral Coast.</li> <li>Maintain support for Shire Tourism Events Committee.</li> <li>Investigate forming a Tourism &amp; Economic Partnerships Working Group (quarterly coordination).</li> <li>Engage Traditional Owners early to identify future cultural tourism pathways.</li> <li>Support Traditional Owners and cultural organisations to tell their stories through Aboriginal heritage interpretation and cultural tourism offerings.</li> </ul>	S M L	S
6.3 Unlock access to external funding sources	<ul style="list-style-type: none"> <li>Adopt the Investment Framework to guide economic development and tourism investment decisions.</li> <li>Identify key projects on an annual basis and maintain current project synopsis material.</li> <li>Ensure the Shire has clear funding priorities, capacity and capability to apply in-house or externally to prepare funding applications.</li> <li>Monitor grant funding opportunities and engage funders early to identify suitability.</li> </ul>	S M L	S

# Investment Framework

This Investment Framework is intended to guide decision making internally and externally to ensure that efforts are prioritised in line with community and visitor needs and expectations.

<b>VISION</b>	A resilient economy that supports growth while preserving our landscapes and local identity.
---------------	--

THEMES & OUTCOMES					
Local Business and Industry Development	Community Wellbeing and Liveability	Sustainable Natural Assets	Visitor Economy and Place Activation	Essential Infrastructure and Services	Governance, Collaboration and Partnerships
A resilient local business sector that supports local jobs, encourages innovation and attracts new enterprises aligned to the Shire's strengths.	A connected and inclusive community with opportunities to connect, contribute and thrive.	Natural assets are protected and sustainably shared to strengthen economic resilience, community wellbeing and visitor experience.	A recognised destination with market-ready experiences that encourage longer stays, higher visitor spend and community pride.	The local community and businesses have access to the core services, digital connectivity and infrastructure needed for resilience and growth.	Strategic partnerships and collaborative delivery models support efficient and effective investment and sustained positive outcomes.

PRIORITISATION CRITERIA				
Strategic Alignment	Impact & Resilience	Feasibility & Readiness	Financial Sustainability	Stakeholder Support
Ensure investments have strong potential to enhance public good (including equity considerations) and generate shared benefits across the Shire, aligning tightly with local, regional and State strategic priorities/plans.	Prioritise investments that have the highest potential to deliver positive economic outcomes and also contribute to environmental and social resilience.	Funded projects should have demonstrated feasibility and have an identified project lead, clear timelines, available resources, acceptable risk assessment and clear stakeholder support.	Preference should be given to projects that can demonstrate financial viability in the long term. For projects addressing existing inequalities or vulnerable populations, viability could be demonstrated through public good or other evidence-based benefits.	Ensure investments are informed by, and/or tightly align with, previous and ongoing stakeholder engagement. Prioritise projects that have broad support from local communities, Traditional Owners, and industry groups.



INVESTMENT CATEGORIES				
Strategic Infrastructure	Seed Funding & Activation	Resilience & Mitigation	Capacity & Skills	Planning & Feasibility
Investments in new or upgraded physical assets that are critical enablers for economic or tourism growth (e.g. roads, digital connectivity, visitor hubs).	Targeted grants, waivers or in-kind support equity for new or expanding business/tourism ventures, small-scale pilot programs, or community initiatives that generate immediate economic activity.	Investment in specific assets, processes, or plans that proactively mitigate economic shocks such as climate change risks, natural disasters, or unexpected events. This can involve physical or non-physical measures.	Investment in training, skills development, business mentoring, and initiatives that build the capability of local businesses, tourism operators, and the Shire's workforce.	Funding for necessary strategic studies, master plans, detailed feasibility assessments, or business cases required to "de-risk" a larger future investment.

## MONITORING & EVALUATION

Projects must have clear metrics to assess the performance of investments in terms of their contribution to the achievement of economic development and tourism objectives of the Shire of Chapman Valley EDTS. Monitoring and Evaluation Plans should be provided with specific indicators aligned with the in relevant EDTS outcomes, data collection methods and evaluation timelines.

## ADAPTIVE MANAGEMENT

This framework adopts an adaptive management approach that allows for adjustments to the investment strategy based on ongoing monitoring of projects, stakeholder feedback, and changing contextual conditions.



# INDEX

## Figures

1: Connection between this Strategy and the Shire's overarching planning .....	4
2: Estimated Resident Population (ERP) 2019-2024 & Projected Population 2025-2034 .....	8
3: Areas of advantage / strengths in our Shire.....	9
4: Areas of disadvantage / vulnerability in our Shire .....	9
5: Largest Industry Sectors by Output (\$m) and Largest Industry Sectors by Value Added (\$m) .....	11
6: Employee Jobs and Workers, Shire of Chapman Valley .....	12
7: Businesses (number) by Employment Type (30 June 2024) .....	13

## Tables

Table 1: Visitor Economy Comparison, Shire to Region .....	14
--	----

## Information Sources

- 1 ABS (2025) Estimated Resident Population: Shire of Chapman Valley, Australian Bureau of Statistics
- 2 DPLH (2024) WA Tomorrow Population Report No. 12: Shire of Chapman Valley, Department of Planning, Lands and Heritage
- 3 Australian Building Codes Board
- 4 Interim Biogeographic Regionalisation of Australia
- 5 NHRA (2025) Australian Disaster Resilience Index: Northampton-Mullewa-Greenough
- 6 ABS (2021) Census Place of Work Employment (Scaled), ABS 2022 / 2023 National Input Output Tables, and ABS June 2024 Gross State Product.
- 7 ABS (2021) Census Place of Work Employment Scaled, (2022/23) National Input Output Tables, June 2024 Gross State Product.
- 8 Australian Bureau of Statistics National Accounts Tourism Satellite Account.
- 9 Jobs in Australia is compiled from the Linked Employer-Employee Dataset (LEED), which is built using Australian Taxation Office (ATO) administrative data linked to ABS Business Longitudinal Analysis Data Environment (BLADE)
- 10 Australian Bureau of Statistics National Accounts Tourism Satellite Account.
- 11 Tourism Western Australia (2025) Australia's Coral Coast Overnight Visitor Factsheet 2024
- 12 Tourism Western Australia (2025) City of Geraldton Overnight Visitor Factsheet 2024
- 13 Both are World Economic Forum releases, 2025
- 14 CSIRO (2025) Climate Change in Australia: Sub Cluster Projections
- 15 Australian Government (2023) Australia's Strategy for Nature 2023-2030
- 16 Tourism Western Australia (2025) Western Australia Visitor Economy Strategy (WAVES) 2033
- 17 Australia's Coral Coast & Mid West Development Commission (2021) Mid West Regional Tourism Development Strategy
- 18 Infrastructure Australia (2022) Regional Strengths and Infrastructure Gaps: Regional Analysis WA, December 2022
- 19 Australian Government (2025) National Skills Shortage: Occupation Shortage List



SHIRE OF

**Chapman Valley**

*love the rural life!*

[www.chapmanvalley.wa.gov.au](http://www.chapmanvalley.wa.gov.au)

[cso@chapmanvalley.wa.gov.au](mailto:cso@chapmanvalley.wa.gov.au)  
3270 Chapman Valley Road, Nabawa

