

URBIS

CABLE BEACH WORKSHOP OUTCOMES REPORT

PREPARED FOR

SHIRE OF BROOME

NOVEMBER 2019



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1.0 INTRODUCTION

1.1 PROJECT CONTEXT

The Shire of Broome has engaged Urbis to prepare a business case for the Cable Beach Foreshore Master Plan. The business case will allow the Master Plan to be implemented with certainty by:

- supporting and guiding investment decisions over time
- helping to determine when the various elements of the Master Plan should be actioned
- Illustrating an optimal staging plan
- Demonstrating to potential funding partners the strong merits of redevelopment

The business case will be informed by an analysis of need, economic and social benefit, and funding opportunities. Stakeholder workshops were undertaken with local businesses and organisations, and the Shire of Broome to gather information in relation to these project aspects.



1.2 WORKSHOP AND REPORT PURPOSE


The purpose of the workshops was as follows:

**WORKSHOP 1:
BUSINESSES AND ORGANISATIONS**



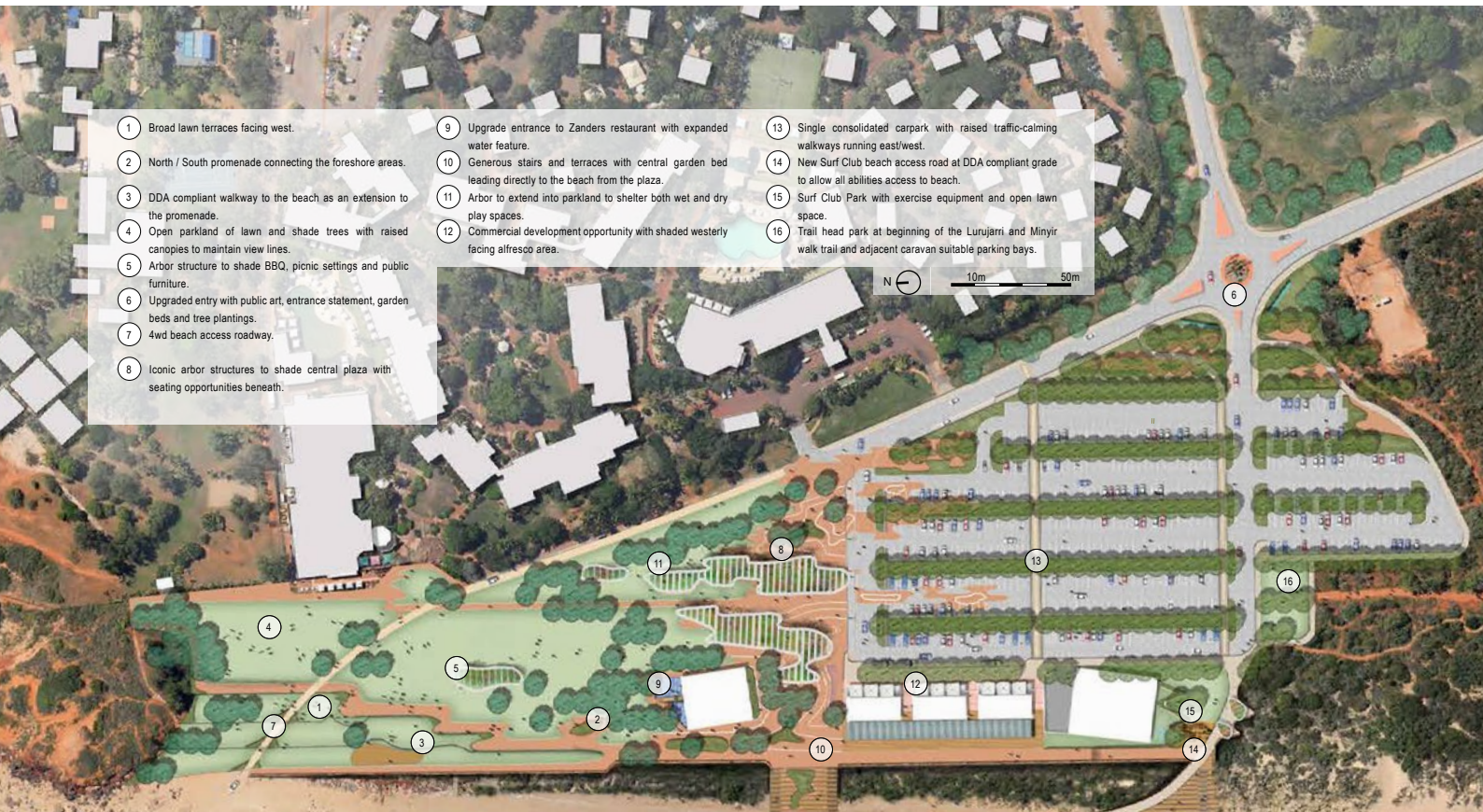
- A
- B
- C

**WORKSHOP 2:
SHIRE OF BROOME**



- A
- B
- C

This report summarises the findings of the workshops, which were undertaken by Urbis on behalf of the Shire on 16 September 2019. The report utilises the descriptions and numbering of the Master Plan as shown on the following plan:






2.0 WORKSHOP METHODOLOGY

The workshops were held at the following times with the following participants:

Table 1 Workshop 1 details

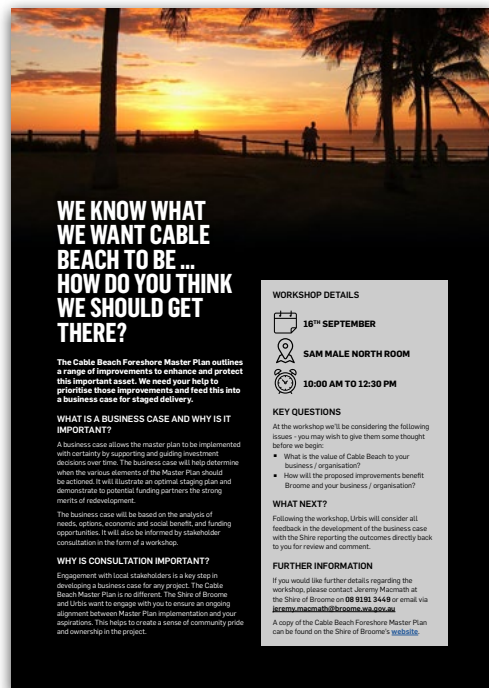
WORKSHOP 1: BUSINESSES AND ORGANISATIONS		
 MONDAY, 16TH SEPTEMBER	 10.00PM – 12.30PM	 SAM MALE ROOM, CABLE BEACH CLUB
Workshop 1 Participants		
Peter Yu	Chief Executive Officer	Nyamba Buru Yawuru
Natasha (Tarsh) Maher	Chief Executive Officer	Australia's North West
Krissie Dickman	Manager Kimberley	Department of Sport and Recreation
Martin Pritchard	Executive Director	Environs Kimberley
Jael Napper	Chief Executive Officer	Broome Chamber of Commerce and Industry
Rob Aristei	President	Broome Surf Lifesaving Club Incorporated
Stuart Voce	Operations Director	Zanders
Stuart Kentish	Resort Manager	Cable Beach Club
John Geappan	Managing Director	Red Sun Camels
Alison Bird	Proprietor	Broome Camel Safaris
Steve Madden		Sundowner Camels
Chris Maher	President	Shinju Matsuri
Liz Hatton		Disability Services Commission
Valerie Douglas		Malcolm Douglas Crocodile Park
Michelle Teoh	Secretary	Dinosaur Coast management Group
Tim Bray		Kimberley Development Commission
Peter Taylor		

Table 2 Workshop 2 details

WORKSHOP 2: SHIRE OF BROOME		
 MONDAY, 16TH SEPTEMBER	 3.00PM – 4.30PM	 SHIRE OF BROOME
Workshop 2 Participants		
Sam Mastrolembro		Shire of Broome
Mark Davis		Shire of Broome
Kirsten Wood		Shire of Broome
Andre Stuyt		Shire of Broome
Andrew Graffen		Shire of Broome
Jacqui Jankowski		Shire of Broome
Peter Colins		Shire of Broome
Craig Coluson		Shire of Broome
Alvin Santiago		Shire of Broome
Jeremy McMath		Shire of Broome
		Pritchard Francis

Participants were invited via direct email and prior to Workshop 1 an information sheet was distributed via email.

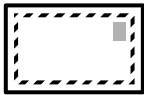
Figure 1 Workshop 1 Information Sheet



Information on the business case was shared with participants via presentations from Tim Connoley (Urbis) and Jeremy McMath (Shire of Broome). The presentations included an explanation of the following:

- Project context and background
- The process so far
- Details of the Master Plan
- The purpose of the business case
- The information needed to support the business case (including opportunities and benefits – the purpose of the workshops)
- Next steps

Feedback from participants was collected through the following:



A 'Postcard from the Future' which asked participants to write a postcard from their future self to their current self, a loved one or friend. The postcards assumed the Master Plan had been implemented successfully and explained what Cable Beach would look and feel like in such circumstance



A written response to the question: 'What are some of the flow-on opportunities that different elements of the Master Plan might create for your business/ organisation?'



Written and photographic records taken by team members during discussion, including the ranking of outcomes



3.0 ENGAGEMENT FINDINGS

3.1 WORKSHOP ONE – BUSINESSES AND ORGANISATIONS

3.1.1 POSTCARDS FROM THE FUTURE

Participants wrote a 'postcard from the future' to their present selves, a friend or family member, describing of what the successful implementation of the Master Plan would look and feel like.

Some key, representative quotes from the postcards (reflecting aspirations for Cable Beach) are presented below.

**'NEW CABLE BEACH HAS
SOMETHING FOR EVERYONE'**

**'EVERYONE MUST COME HERE
– IT'S THE PLACE TO BE'**

**'IT'S A GREAT EXPERIENCE
AND EDUCATIONAL AREA'**

**'A GOOD PLACE TO SIT
AROUND WITH FRIENDS'**

'MISSED OPPORTUNITY NO MORE!'

'ACCESS ALL THROUGH THE WET SEASON'

**'FANTASTIC FOR ALL THE FAMILY
– SHOWCASES THE PRISTINE
CABLE BEACH ENVIRONMENT'**

**'THE DINOSAUR TRACKS ARE EXCITING.
LOTS MORE PARKING IS A BONUS
WHEN THERE ARE EVENTS ON'**

**'REMAINED TRUE TO WHAT HAS
MADE THE AREA SO ICONIC'**

**'THERE IS NO LIGHT SPILL TO DETRACT
FROM THE VISITING TURTLES'**

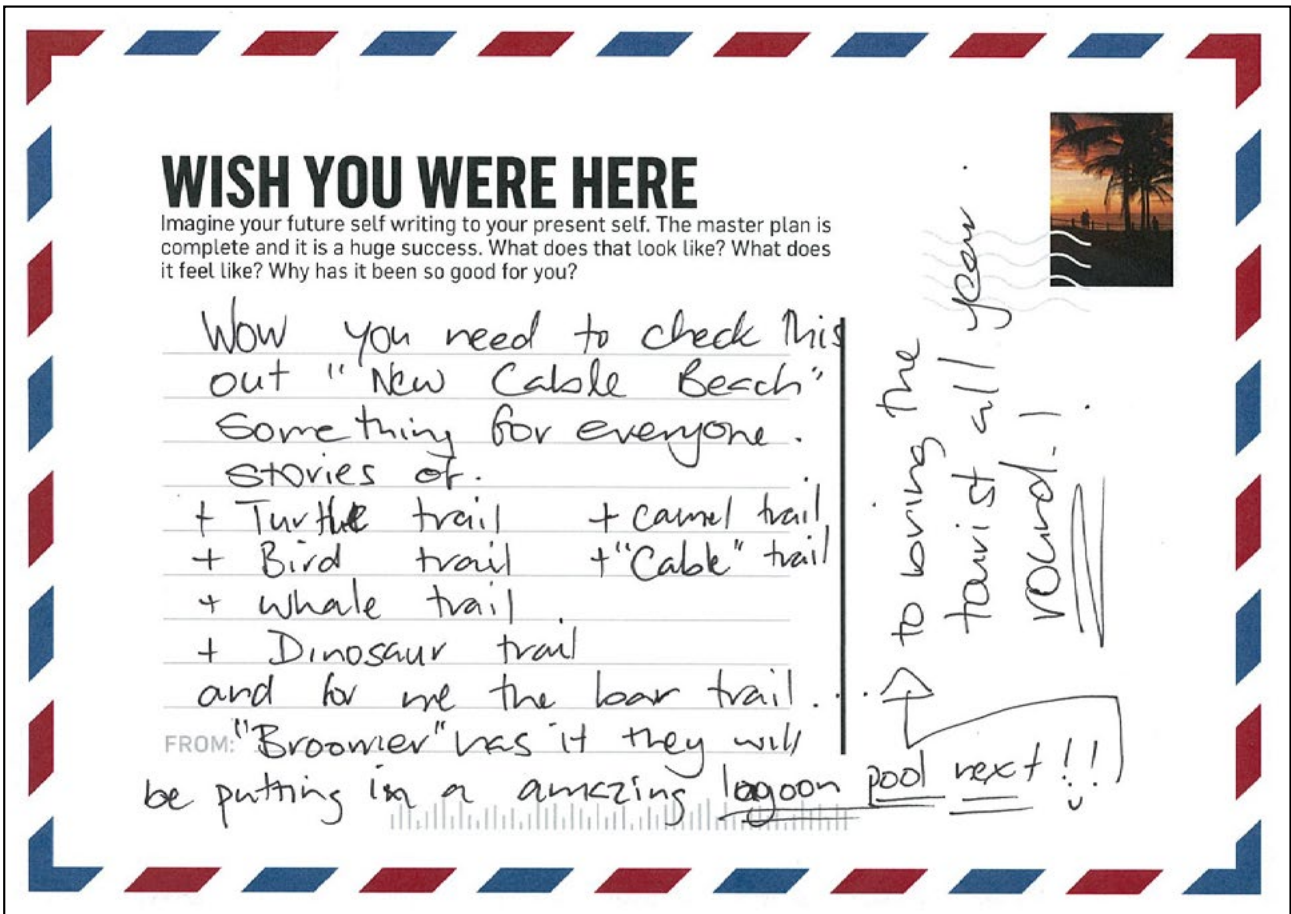
**'ENHANCING THE OVERALL EXPERIENCE
WITHOUT AFFECTING THE NATURAL
BEAUTY AND ENVIRONMENT'**

**'A KIDS' WATER PLAY AREA THAT'S
BETTER THAN CAIRNS! A BLEND
OF CABLE BEACH'S STORIES'**

'SLOW DOWN. STOP. STAY AWHILE'



























































**'AWESOME PLACE TO HOLD EVENTS
AND CONCERTS – A GREAT PLACE
TO UNDERSTAND CULTURAL
STORIES AND SIGNIFICANCE'**

Figure 2 A Postcard from the Future



At a more quantitative level, the table below summarises the range of issues raised in the 'postcards' exercise and ranks them according to the frequency of response:

Table 3 Postcard from the Future Outcomes

"POSTCARD" THEMES (21 RESPONSES IN TOTAL)	NUMBER OF RESPONSES	RANKING
Car parking – plentiful / appropriately located away from the beach	9 	1 
Variety of use / activities / people: "Something for Everyone"	8 	2 
Improvements to grassed area	7 	3= 
Sunsets / Something to do at sunset	7 	3= 
Turtles / Birds / Whales – preservation / trails	6 	4= 
Natural Environment / Integration	6 	4= 
Food and Beverage	5 	5 
Playground/Water Park	4 	6= 
Tourism	4 	6= 
Commercial opportunities / sustainable business options	4 	6= 
Vibrancy	4 	6= 
Beach Promenade / Boardwalk	3 	7= 
Beach Access	3 	7= 
Expanded tourist season	3 	7= 
No high rise	3 	7= 
Aboriginal Culture	3 	7= 
Heritage "Broome's Story" / Cable Beach's Iconic status	3 	7= 
Dinosaur trail	3 	7= 
Destination/infrastructure for events	2 	8= 
Lagoon Pool	2 	8= 
Bar trail	2 	8= 
No artificial lights	1 	9= 
Beach markets	1 	9= 
Active and passive recreation	1 	9= 
Cable Beach trail	1 	9= 
Attractive	1 	9= 
Educational Experiences	1 	9= 
Surf Club	1 	9= 
Public amenity i.e. toilets / changing rooms	1 	9= 

The outcomes of the exercise confirm that while there is a variety of views on precisely how to achieve Master Plan implementation (i.e. it might include a lagoon pool, beach markets, bar trail etc.), the components of the Master Plan that can tell a variety of authentic, local stories while maintaining the iconic characteristics of Cable Beach are strongly supported. Improvements to parking, the open grassed area and food/beverage offerings were identified as the main Master Plan components to enable this.

Figure 3 Tim Connoley presents at Workshop 1



3.1.2 BENEFITS OF THE MASTER PLAN TO INDIVIDUAL BUSINESS AND ORGANISATIONS

Participants were asked to identify benefits that would potentially flow for their individual business and organisations from the 16 different components of the Master Plan. The results of the exercise are displayed in the table below. Please note that 17 responses were received and that non-specific responses/dis-benefits have been excluded as they did not provide data relevant to this exercise.

Table 4 Summary of Benefits to Individual Businesses and Organisations

QUESTION: WHAT ARE SOME OF THE FLOW-ON OPPORTUNITIES THAT DIFFERENT ELEMENTS OF THE MASTER PLAN MIGHT CREATE FOR YOUR BUSINESS/ORGANISATION?		
BUSINESS OR ORGANISATION NAME	KEY OPPORTUNITIES AND BENEFITS	ASSOCIATED MASTER PLAN COMPONENT NUMBER.
Dinosaur Coast Management Group	<ul style="list-style-type: none"> Address that dinosaur footprints often difficult to access Somewhere to show the Dinosaur Story 	10
Kimberley Development Commission	<ul style="list-style-type: none"> Pop up shops / food and beverage 	12
Shire of Broome	<ul style="list-style-type: none"> Increased event and activation space Improved amenities Commercial lots = more leases Consolidated parking = safer public spaces 	1, 2, 4, 12, 13
Broome Chamber of Commerce and Industry	<ul style="list-style-type: none"> Opportunities for micro-businesses Increase visitor nights Extending tourist season into summer Surf Club will increase use of Cable Beach Increase fossil-related development and visitation 	9, 11, 12, 14
Cable Beach Club	<ul style="list-style-type: none"> Consolidation of retail, beach, event and family activities in a precinct Semi-permanent infrastructure (i.e. toilets and power) for events and functions due to set up costs 	1, 2, 11,12,
Anon	<ul style="list-style-type: none"> Improved facilities will result in activation and increased commercial spend Opportunity to create events / markets Encourages a larger range of visitors (i.e. elderly and families) Opportunities for multi-functional commercial spaces (pop ups / functions) 	4,10,11,14
Nyamba Buru Yawuru	<ul style="list-style-type: none"> Enhance the experience of visitors Additional visitors may make development of land more attractive Opportunity for Yawuru culture/ story/history/values to be embedded in Cable Beach 	-

BUSINESS OR ORGANISATION NAME	KEY OPPORTUNITIES AND BENEFITS	ASSOCIATED MASTER PLAN COMPONENT NUMBER.
Willie Creek Pearls	<ul style="list-style-type: none"> • Opportunity to link Cable Beach to Willie Creek to increase visitation and business 	-
Environs Kimberley	<ul style="list-style-type: none"> • Increased understanding of the natural environment through interpretation • Opportunities for expanded wildlife tours/talks • Opportunity for art space 	-
Kimberley Information and Travel Centre + Compare Kimberley Cruises	<ul style="list-style-type: none"> • Family friendly area and more shade 	-
Anonymous	<ul style="list-style-type: none"> • Opportunities to trade on the beach to get visitors to stay longer • Creates a retail, event and beach precinct 	-
Blue Seas Resort	<ul style="list-style-type: none"> • Increase in visitation will have a flow on for visitor spend – nights stayed, or activities undertaken 	-
Beach Hut	<ul style="list-style-type: none"> • Extended visitor stays at Cable Beach due to expanded activities and public facilities • Extended tourism season 	-
Seashells Resort Broome	<ul style="list-style-type: none"> • Upgrades to the entry make the area more inviting to tourists • Upgrading park areas (shade, play areas, BBQs) making the area more enjoyable and extending shoulder/ low seasons 	-

While not all the participants specifically linked the potential benefits to specific Master Plan components, an analysis of the results confirm that individual benefits are seen to most likely stem from improvements to the public parkland environment (components 1, 2, 4 and 11 for example), improved access (10) and commercial development (12).

Figure 4 The Questionnaire



What are some of the flow-on opportunities that different elements of the master plan might create for your business/organisation? Try to be as specific as you can.

Business/Organisation Name: *DINOSAUR COAST MANAGEMENT GROUP.*

*No comment re.
 ① 7 8, 9, 11 12,
 13, 14, 15, 16.*

*Comment,
 2/3, 14/5/6
 10.*

*The place to be able to show the
 Inoam story will be an
 important part of the future
 Inoam Trail.*

*Manatapu on Cable Beach is
 an important scientific & cultural
 site. That links with the future
~~the~~ Inoam Coast Interpretive
 Centre (refer to B Business Plan).*

3.1.3 IDENTIFICATION AND RANKING OF BENEFITS FOR CABLE BEACH AND BROOME (BY BUSINESSES AND ORGANISATIONS)

Participants were asked to work in groups, to identify the benefits and opportunities that the various Master Plan components would potentially bring for Cable Beach and Broome more broadly. They were then asked to, individually, rank those opportunities and benefits so that that outcomes with the most impact in terms of wider benefit/opportunity could be identified.

Table 5 Summary of Benefits and Opportunities for Cable Beach and Broome (by Businesses/Organisations)

MASTER PLAN COMPONENT/NUMBER	OPPORTUNITY/BENEFIT (IDENTIFIED BY PARTICIPANTS)	SCORE
Commercial Development (12)	Increased visitor numbers	5
	Boardwalk supporting small-scale businesses	5
	Improvements to amenity	3
	Activity Choice including opportunities for 'pop ups'	2
	Catalyst for the staging and enhancement of Surf Club Development	2
	Opportunity to remove current buildings	2
	Employment growth	1
Total		20
Open Parkland and Arbor Way (1, 4, 5, 8, 11)	Family/activated area i.e. water park	6
	Events and function area	5
	Interpretation and linkages to wider stories (e.g. culture, environment ...)	5
	All year/shoulder visitation	4
	Community space	0
Total		20
New Surf Club Beach Access (14)	Better and more – all-ability access/beach event access/emergency access	4
Total		4
Consolidated Car Park (13)	Reduce size of car park for other uses	2
	Reduce traffic impact while increasing walking	1
	Redirect backpackers' impact	0
Total		3
Upgraded Entry Statement (6)	Way finding	2
	Close the distance between uses – better integrate the offer of Cable Beach	1
	Social media	0
Total		3
Surf Club Activity (15)	Linger longer through activities such as a gym, cycling paths etc.	1
Total		1



Commercial development may include the opportunity for pop-up/temporary activity and markets



The Master Plan supports Cable Beach as a place for events and night time activity



The Surf Club has the potential to offer a broad range of activity and serve as a destination

SUMMARY

Commercial development and the parkland-related Master Plan components were clearly identified by participants as the most likely to produce benefits/opportunities for Cable Beach and Broome.

A family/activated area (such as through a water park) was the most highly ranked outcome (6 votes), followed by an increase in visitor numbers; a boardwalk supporting smaller-scale businesses; interpretation and linkages to the stories of Cable Beach; and event/function space (each with 5 votes).

The results reflect the outcomes of the 'Postcards from the Future' qualitative exercise, in which the following factors were raised:

- Telling of authentic, local stories
- Maintenance of Cable Beach's iconic characteristics
- Support for open grassed areas and improvements to food/beverage outlets

3.2 WORKSHOP 2 – SHIRE OF BROOME

3.2.1 IDENTIFICATION AND RANKING OF BENEFITS FOR CABLE BEACH AND BROOME (BY THE SHIRE OF BROOME)

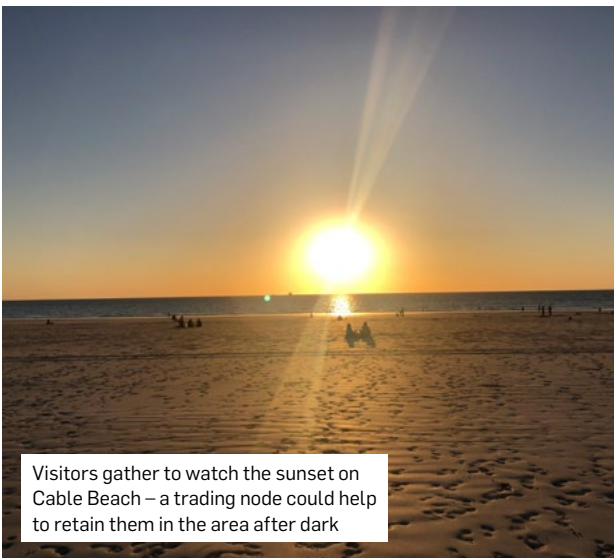
Shire of Broome participants undertook the same exercise described at section 3.1.3. A summary of results is provided below.

Table 6 Summary of Benefits and Opportunities for Cable Beach and Broome (by the Shire of Broome)

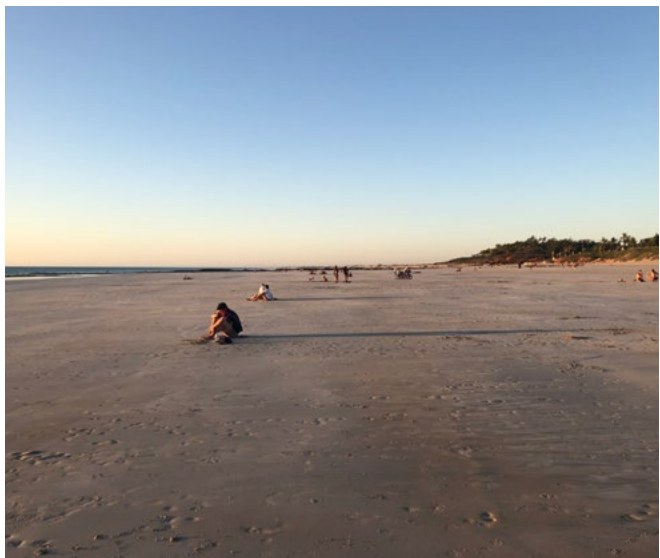
MASTER PLAN COMPONENT/NUMBER	OPPORTUNITY/BENEFIT (IDENTIFIED BY PARTICIPANTS)	SCORE
Commercial Development (12)	Create a trading node – including temporary/'pop up' and activating anchors that can change and respond to trends over time	5
	Enhance local community focus and attachment (like elsewhere in Broome – Gantheaume Point, BBQs/town beach/Chinatown etc. Facilitate more than an annual visit and activity for locals coming back from 'north of rocks')	3
	Create a variety of activity - more to do down the beach than just beach and sunset	2
	Food and commerce as destination in own right	2
	Smaller and more variety of commercial and food offerings – a 'critical mass'	1
	Provide for more spontaneous activity	0
	Facilitate return visits	0
Total		11
Open Parkland and Arbor Way (1, 2, 4, 5, 8, 10, 11)	Increase access to sunset/balance shade and views	4
	A place to 'just be'/relax – prioritise people over cars	2
	A sense of personal space	1
	Bridge the disconnect (visually and physically) between uses and activity	0
	Provide a choice of ways to experience the coast	0
Total		7
Stairs and terraces linking the plaza to the beach (10)	Maintain the iconic things about Cable Beach	1
	Create a 'reveal' and reinforce positive perceptions	0
	Create the 'bump' of people and activity, and serendipitous exchange	0
	People stay – not just come and go	0
Total		1



The indicative location for commercial development on the Master Plan



Visitors gather to watch the sunset on Cable Beach – a trading node could help to retain them in the area after dark



SUMMARY

The results mirrored the feedback from business as organisations with commercial development and the parkland-related Master Plan components clearly identified by participants as the most likely to produce benefits for Cable Beach and Broome.

In terms of specific benefits, the creation of a trading node received the most support with 5 votes. This was followed by better access to sunset and a balance of shade and views with 4 votes. Other benefits relating to authentic, iconic experiences also received support – for example, enhancing community focus and attachment (3 votes), a place to 'just be' and making food and beverage an attractor in their own right (2 votes each).

3.2.2 IMPLEMENTATION CONSIDERATIONS

Participants provided the following advice with respect to how the Master Plan might be implemented.

APPROVALS

Participants identified that formal approval may be required from the relevant government agency with respect to the following. (Note: in some cases surveys and reporting may already be prepared and they should be consulted to confirm whether the approvals are required, or to form part of a submission).

- Heritage survey including with respect to turtle dreaming and other stories followed by Section 18 approvals,
- Environmental approvals- EPA (State) and Federal referrals
- Clearing permits and offsets for the Monsoonal Vine Thicket
- Potential dinosaur footprints on rock under sand (may have implication for the proposed sea wall)

FUNDING

- BBRF
- Election promises
- Coastal improvement funding
- Blackspot and Roads to Recovery
- Lotterywest and the Department of Sport and Recreation (for green space)
- Leasehold revenue

STAGING

- The sea wall may be staged (limit to commercial area initially)
- The car park including temporary/event/seasonal/informal could occur as part of first stages

FURTHER CONSULTATION

- Traditional owners
- Camp school/Department of Education

3.3 KEY THEMES

Overall there was a strong sense that improvements to Cable Beach are necessary and that the Master Plan components are an appropriate means to achieve those improvements. However, participants highlighted that that the improvements must emphasise and enhance the iconic characteristics of Cable Beach. This includes telling the variety of stories relating to Cable Beach including its natural and cultural history. To remain iconic, Cable Beach must be distinctively and authentically Broome.

In prioritising the Master Plan components within this context, participants generally sought a greater variety of land use and activity at Cable Beach to attract return visitation, spontaneous activity and a destination that offers more than just sunset viewing. Variety may include temporary activity such as pop ups as well as small-scale stores/food and beverage outlets, and event space/markets. Variety of activity would also come from improvements to public areas through the creation of comfortable, interesting and enjoyable parkland.

Combined, these outcomes would expand the attraction of Cable Beach to a diversity of user groups, create a critical mass of sustainable businesses and expand the location's span of attraction to night and counter-season times.

Based on the above, the Master Plan components most aligned with benefits and opportunities for local businesses and organisations, the wider Cable Beach area and Broome as a whole are those associated with the creation of a high-amenity public parkland (1, 4, 5, 8, and 11) as well as the commercial development opportunity (12). These are recommended for prioritisation.

Figure 6 Participants at Workshop 1



4.0 CONCLUSION AND NEXT STEPS

The workshops clearly demonstrated a high level of interest and engagement into the future of Cable Beach.

The feedback received will provide a strong foundation for the preparation of the business case. Key next steps include:

