

IMAGE: AUSTRALIA'S CORAL COAST

SHARK BAY

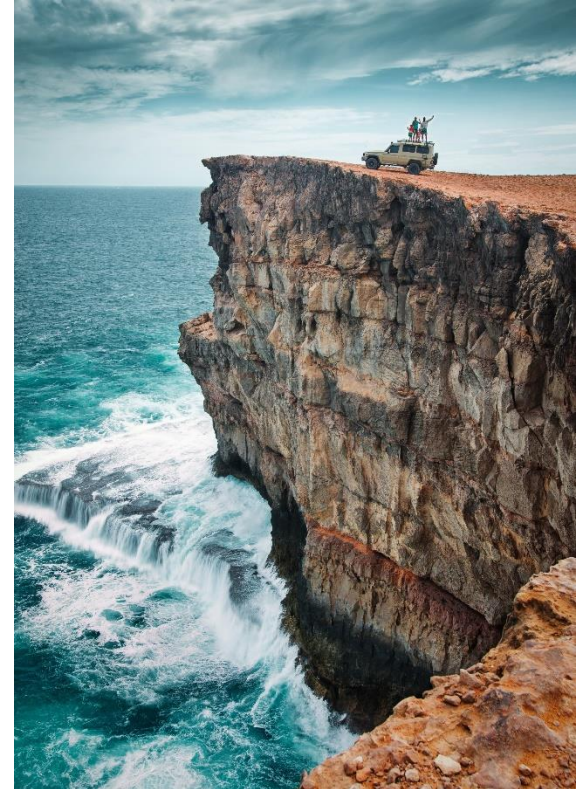
BUSINESS & ECONOMIC CONDITIONS SURVEY

PREPARED FOR
SHIRE OF SHARK BAY
JUNE 2019



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KEY FINDINGS AND RECOMMENDATIONS

KEY OBSERVATIONS AND RECOMMENDATIONS

Context

- The survey of Shark Bay Businesses and Organisations was developed and implemented by Urbis emerged out of the Shire of Shark Bay's requirement to better understand how business confidence and economic conditions in Shark Bay are trending over and above anecdotal reports.
- The purpose of the survey and the associated analysis is to provide the Shire with an evidence base to inform its planning and investment decisions around community infrastructure and service provision.
- The project was funded through the Federal Government's Building Better Regions Fund – Community Investment Stream.
- The survey methodology was to email a 25 question on-line survey (through Survey Monkey online survey tool)
- The survey methodology is intend to be repeatable at (nominally) two year intervals to enable the develop a longitudinal analysis of business confidence and conditions in Shark Bay into the future.

Survey Results and Key Findings

- Of the survey respondents, 74% had some exposure to Accommodation and / or Tourism Services.
- The substantial majority were small businesses that had a long association with Shark Bay and which operate all year round.
- 76% of respondents had 12 month revenues below \$1.5 million with more than half below \$500,000. This underscores the importance of small business to the Shark Bay community.
- Profit margins are slim, particularly at the lower end of the revenue range. Slim margins can often equate to the proprietor's wage and can constrain reinvestment options for small businesses.
- The surveyed respondent employed 259 people, equivalent to about 62% of the Shark Bay local government area reported in the 2016 census.
- There is an average of 4.9 employees per business (including the business owner) with a strong bias towards part time employment.
- While conditions over the past 12 months have been relatively volatile compared to three year period prior to the survey, 43% of businesses reported an increase in revenue. There has been a general medium term improvement in business

conditions with a strong 69% reporting an increase in revenues of at least 10% over the past three years.

- There is no overarching single reason cited for the improvement in business conditions although it is notable that the improvement in conditions has coincided with the investment in the foreshore redevelopment and other infrastructure investments by the Shire.
- **The outlook for business and economic conditions, visitor activity and employment intentions reported by the survey respondents is strongly positive.**
- Air services provided by Regional Express Airlines were generally viewed favourably more than 42% of respondents rating the service as good to excellent.

Implications and Recommendations

- Analysis of the respondent reported revenue bands and rates of change in business revenues over the past three years points to an approximate 70% increase in Shark Bay business revenues over the past three years. This is a very positive result.
- The positive environment of the past three years appear to reverse the 2011-2016 contraction in employed people and labourforce reported in the 2016 census.
- The positive three-year outlook suggests a continuation of a growth trajectory (barring major shocks), although individual businesses may face challenges.
- Respondent feedback, and the imperatives of economic development, suggest that the Shire (and by association, the Shire community and businesses) should, going forward, focus on capacity building and supporting business in Shark Bay. This extends to exploring options of further developing tourism related infrastructure and events designed to generate both community cohesion and ownership, and visitor activity.

PROJECT BACKGROUND AND CONTEXT

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Introduction

- The survey of Shark Bay Businesses and Organisations was developed and implemented by Urbis emerged out of the Shire of Shark Bay's requirement to better understand how business confidence and economic conditions in Shark Bay are trending over and above anecdotal reports.
- The purpose of the survey and the associated analysis is to provide the Shire with an evidence base to inform its planning and investment decisions around community infrastructure and service provision.
- The project was funded through the Federal Government's Building Better Regions Fund – Community Investment Stream.
- The Shire secured funding through the **Building Better Regions Fund – Community Investment Stream** to undertake this study.

Project Objectives

- Specifically, the study is designed to help the Shire understand:
 - To Historical and current business conditions (in terms of revenue, staffing levels and profitability);
 - Outlook for business conditions over the next 12 months, and the next three years
 - Drivers of change in business conditions (both historically and projected);
 - Economic implications of changes in conditions.
 - Key business growth challenges and opportunities.
 - Implications for future Shire planning & investment activities

SURVEY METHODOLOGY

SURVEY METHODOLOGY

KEY OBSERVATIONS

- The Shark Bay Business & Economic Conditions Survey used an online Survey Monkey format which was emailed to a data base of Shark Bay businesses and government and community service providers provided to Urbis by the Shire of Shark Bay.
- The key target audience for the survey were local private businesses, accommodation providers and government / community service providers.
- Respondents included:
 - 18 private businesses
 - 10 accommodation providers
 - 5 government / community service providers

SURVEY METHODOLOGY



Survey Monkey Online Survey Tool



25 question survey link emailed to 124 recipients across Business, Government and (Community Service Providers in Shark Bay)



Survey Covered respondent history and profile, business and economic performance, expectations and outlook, opportunities and perceptions of air services



41 Responses, 83% survey completion rate



Feedback used to inform economic analysis & future investment

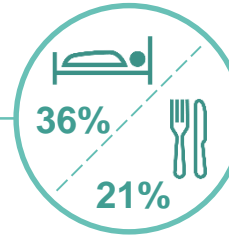
ANALYSIS OF SURVEY RESPONSES

PROFILE OF RESPONDENTS

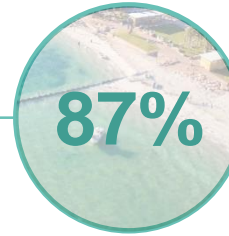


“Not much growth possible without town growing” – survey respondent

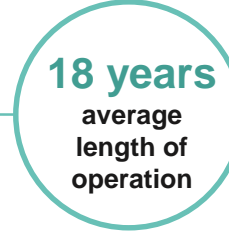
“Our products are unique and targeted at a broad market” – survey respondent



Accommodation and food/beverage key business types surveyed



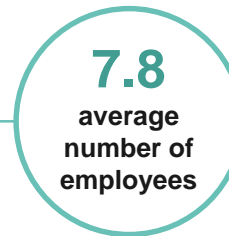
Majority of respondents in private sector



Local businesses are long-term operators



Vast majority operate year round



Largely small businesses

SUMMARY OF BUSINESS PERFORMANCE



70%

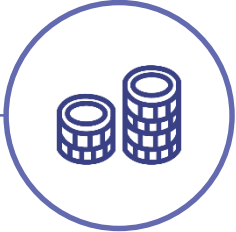
Business profitability increased / stabilised in last 12 months

42%

Improved management / marketing the key reason for better performance

61%

Most businesses are positive about the next 3+ years



Public and private investment were key reasons cited for the positive tourism outlook



Introducing new tourism products / infrastructure was the key focus for improving local business prospects

“Shark Bay should see growth due to increased marketing and marketability due to a strong environmental brand.” – survey respondent

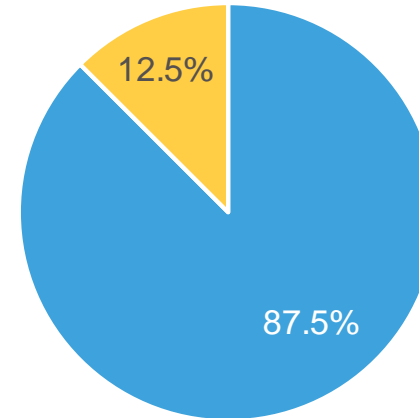
SECTION 1 – RESPONDENT BACKGROUND INFORMATION

BUSINESS AND ORGANISATIONS BACKGROUND

KEY OBSERVATIONS

- 88% of responses identified their organisation.
- Of these 88% were private businesses
- The median length of operations in Shark Bay is just over 14 years with some very long established operations. The minimum length was just over 12 months.
- 92% of organisations year round with just over 5% operating on as demanded basis.
- 74% of responses indicated some exposure to Accommodation & Tourism Services, whereas 21% of responses had some exposure to Food & Beverage Services.
- The survey responses indicate, as expected, the strong dominance and importance of the tourism sector to the Shark Bay economy.

DISTRIBUTION OF SURVEY RESPONDENT TYPES



■ A private sector business ■ A government or not for profit organisation



74% of responses indicated some exposure to Accommodation & Tourism Services



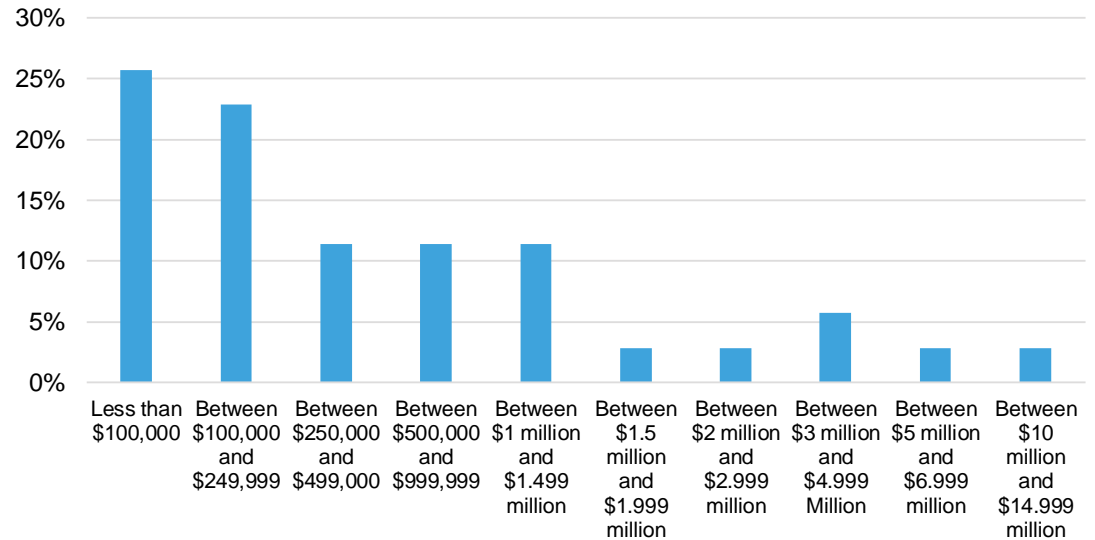
21% of responses had some exposure to Food & Beverage Services

BUSINESS AND ORGANISATIONS 12 MONTH REVENUES

KEY OBSERVATIONS

- We asked: *Which band most accurately reflects your business / organisation revenue for the past 12 months?*
- Aggregate median revenues from the 38 organisations that responded to this question totalled \$41.8 million.
- Of the businesses that responded, more than 76% had 12 month revenues below \$1.5 million with 55% showing revenues under \$500,000.
- 70% of respondents reported that their organisations revenue was derived solely from their Shark Bay operations.
- Of the small number of business who reported deriving business revenue external to their Shark Bay operations estimates ranged from 10% to 100%.
- We note that as the community grows we would reasonably expect more businesses to be in the \$1 million to \$3 million bands.

12 MONTH REVENUE DISTRIBUTION



12 month business revenues - \$42 million *
* From survey respondents



55% of businesses had revenues under \$500,000

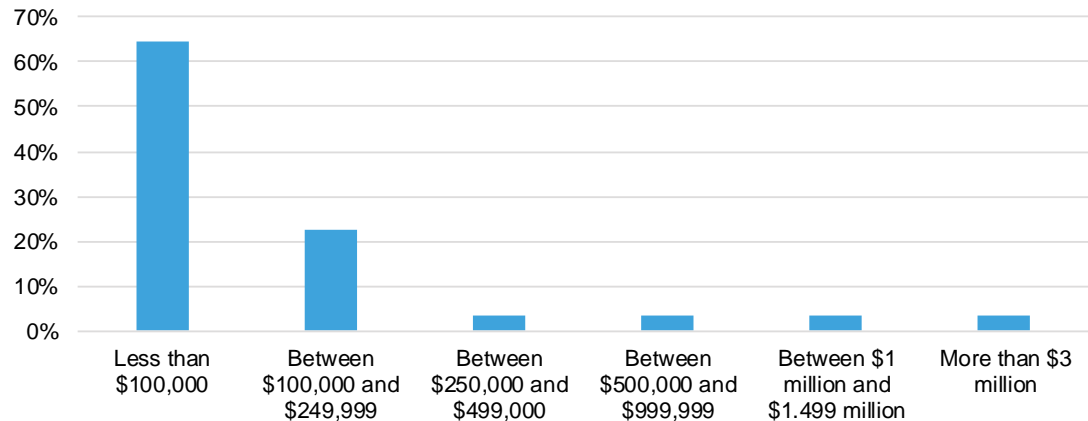
Source: Urbis and Survey Monkey

BUSINESS AND ORGANISATIONS 12 MONTH PROFITABILITY

KEY OBSERVATIONS

- In terms of profitability, 64% reported profitability under \$100,000 and a further 23% reported profitability between \$100,000 and \$250,000.
- We note the concentration of small businesses operating on thin margins and observe that small profit margins could in many cases equate to a proprietor's wage.
- We also note that narrow margins illustrate the exposure to changes in circumstances that can negatively impact business viability and constrain reinvestment for small business.

12 MONTH PROFITABILITY



64% of business profit under \$100,000



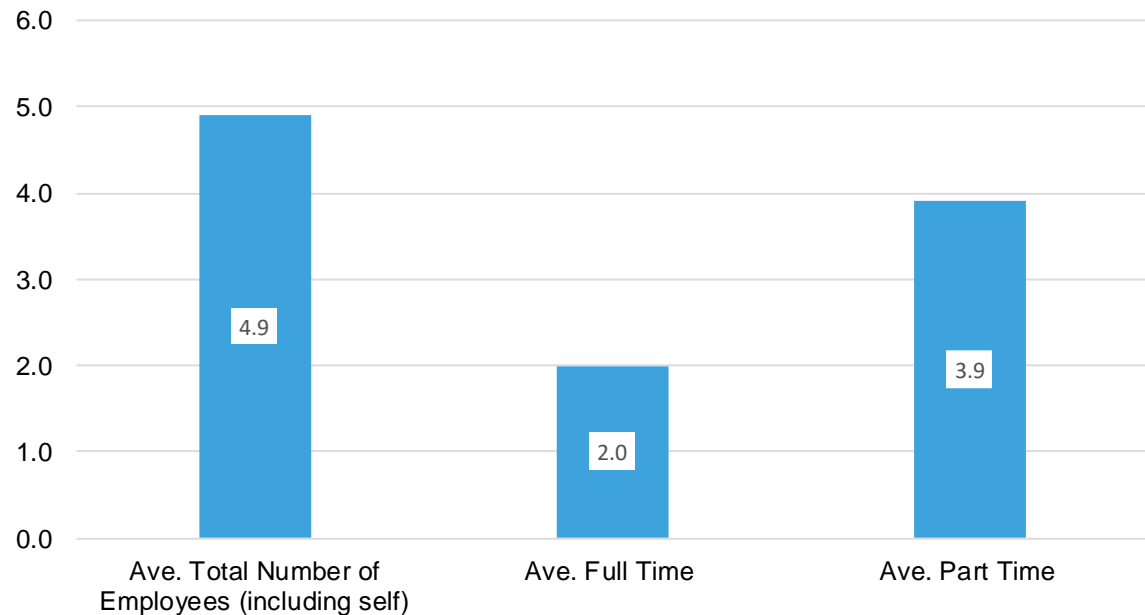
23% of business had revenues between \$100,000 and \$250,000

BUSINESS AND ORGANISATIONS EMPLOYMENT

KEY OBSERVATIONS

- 37 survey respondents reported a total direct employment of 259 people in Shark Bay.
- Of these 27% were full time and 63% were part time.
- Excluding employers of more than 20 employees, the average number of employees (including proprietor) was 4.9.
- Average full time employment was 2 whereas the average number of part time employees was 3.9.
- Employment levels for small businesses broadly translate to the proprietor, one other full time staff and a small, part-time staffing roster.

BUSINESS AND ORGANISATIONS EMPLOYMENT (EXCLUDING EMPLOYERS OF 20+ WORKERS)



Ave. 4.9 employees per organisation



Ave. 3.9 part time employees per organisation

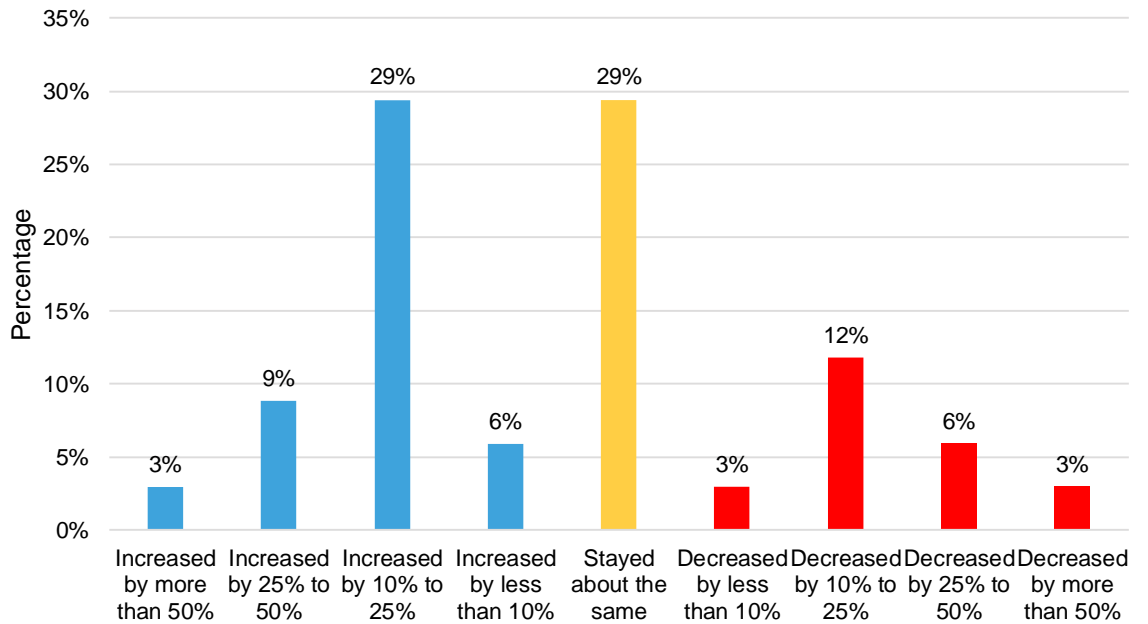
SECTION 2 – PAST PERFORMANCE AND ACTIVITY

12 MONTH COMPARISON REVENUES

KEY OBSERVATIONS

- Questions 11 and 13 asked businesses to rate their revenue performance over the past 12 months and the past 3 years. 37 Respondents answered this question.
- Over the past 12 months 43% of businesses have reported an increase in revenue of at least 10%.
- 22% have reported contractions in revenue over the past 12 months. With just over a quarter reporting no change.
- Business conditions over the past 12 months look to be more volatile when compared with the 3 year comparison.

12 MONTH REVENUES COMPARISON



70%

Of business derive revenue solely from Shark Bay Operations

10% - 100%

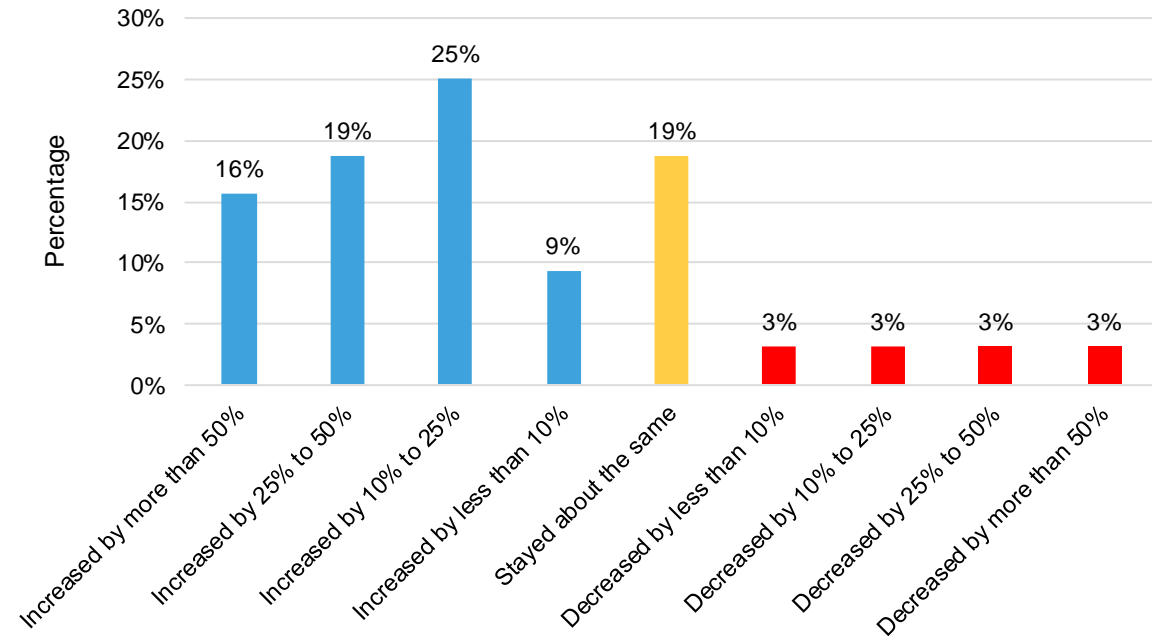
Of business revenue derived from external operations

3 YEAR COMPARISON REVENUES

KEY OBSERVATIONS

- When compared with conditions 3 years ago 69% of businesses have reported an increase in revenue of at least 10%.
- 12% have reported contractions in revenue over the past 12 months, with just 19% reporting no change.
- As a general comment, business conditions would appear to have improved over the past three years but some businesses have reported declines.
- Four businesses reported a decline but we owing to the small sample size we cannot comment on individual business performance for reasons of confidentiality.

3 YEAR REVENUES COMPARISON



REASONS FOR BUSINESS PERFORMANCE CHANGE

KEY FINDINGS

- The survey response revealed no overriding factors cited for changes in business performance. The table to the right is a paraphrasing of verbatim survey responses.
- Importantly, a key reason cited is the extent of the business owner's hard work around management, marketing and development.
- 'Air Bnb' is used as a catch-all for private holiday rental properties that operate in competition with licenced accommodation providers.

REASONS FOR CHANGE IN BUSINESS CIRCUMSTANCES

Positives

Individual business management, marketing and investment - 'hard work'

Increase in tourism activity in Shark Bay

Monkey Mia upgrade

Tourism product development

Negatives

Air BnB

Economic downturn

Increased operating costs & resource constraints

Flight costs

Council planning, approvals / regulations

Increased competition

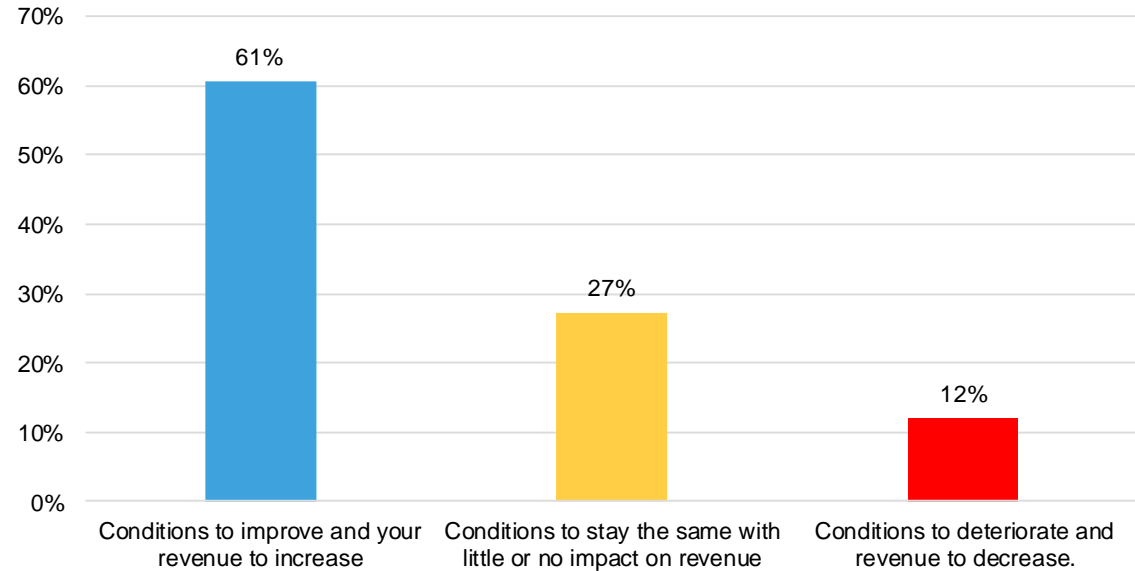
SECTION 3 – VISITOR ACTIVITY AND BUSINESS OUTLOOK

3 YEAR ACTIVITY AND BUSINESS OUTLOOK

KEY OBSERVATIONS

- The survey asked about the general outlook for business and economic activity in Shark Bay over the next three years.
- 80% of respondents answered this question point to a generally positive outlook with 61% of respondents expecting conditions to improve and revenues to increase.
- Just over a quarter expect there to be no change with a small number of businesses having a negative outlook for the future.

3 YEAR BUSINESS & ACTIVITY OUTLOOK

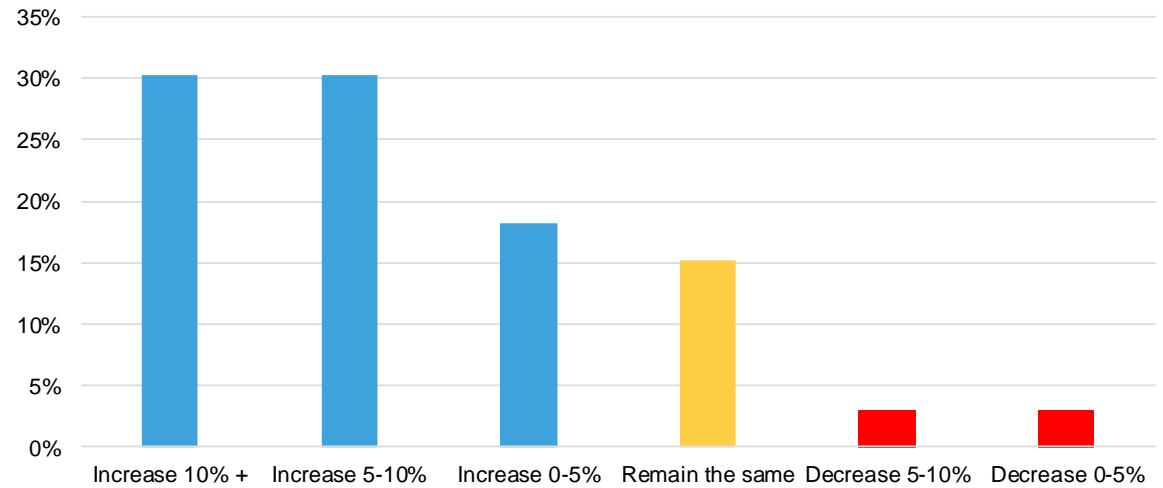


3 YEAR VISITOR OUTLOOK

KEY OBSERVATIONS

- When asked about the outlook for visitor activity, nearly 80% expected an increase in visitor activity with 60% expecting increases of more than 5%.
- A small number of business expected visitor activity decrease whereas 15% of business expect no change in conditions.

12 MONTH REVENUES COMPARISON

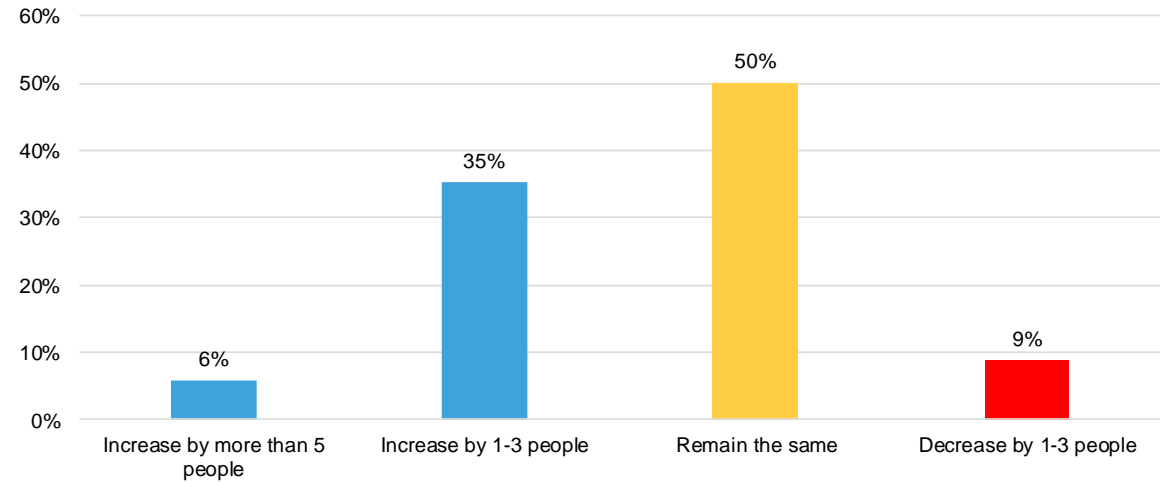


EMPLOYMENT OUTLOOK

KEY OBSERVATIONS

- When asked on the employment outlook for their business / organisation, this question attracted an 80% response rate.
- A small minority expected their business employment to contract.
- Half expected no change, but, optimistically, 41% expected to be employing more people.

EMPLOYMENT OUTLOOK



REPORTED OUTLOOK

KEY FINDINGS

- A common theme amongst respondents is that, in view of a generally positive outlook, the motivation and drive of individual businesses will be the main factor for business success in Shark bay over the near term.
- Economic activity is closely linked with macro economic factors like the strength of the Australian dollar which influences international visitor activity.
- There was a general view that Shark Bay could benefit from tourism product development in the region, with particular emphasis on the development and marketing of a tourism brand based on the pristine environmental and heritage values of the region.

OUTLOOK POSITIVES AND NEGATIVES - CONSISTENT THEMES

Positives

Individual business motivation - 'Hard work'

General economic growth

Increase in tourism activity in Shark Bay

Fall in Australian dollar, making WA more appealing

Tourism product development

Promotion of environmental brand

Negatives

Insufficient Tourism WA support

Personal business circumstances

Uncertain economic conditions

Council & government planning, approvals / regulations - 'Red tape'

Uneven accommodation playing field

OPPORTUNITIES FOR INCREASING VISITOR / ECONOMIC ACTIVITY

KEY FINDINGS

- Consistent with the previous comments on the reported outlook for Shark Bay, the key opportunities cited appear to be around tourism related infrastructure and capacity building.
- This extends to concepts like the introduction of a marina, trails, the development of more tourism products and services, increasing cultural tourism and the attraction of branded car hire operators.

CITED OPPORTUNITIES FOR INCREASING VISITOR ACTIVITY

Better promotion of the natural environment / world heritage status
Attraction of branded car hire operators
Marina Development
Development of high end tourism experience product
Better advertising and promotion of the Area by Tourism WA
Extended activities offerings like kite surfing / wind surfing
more general retail and population services (e.g. permanent doctor)
Reducing council related business costs
Relaxation of national park restrictions and costs
Increased outdoor shelter in Denham
Cycle paths ways and walk trails
Increased cultural tourism offering

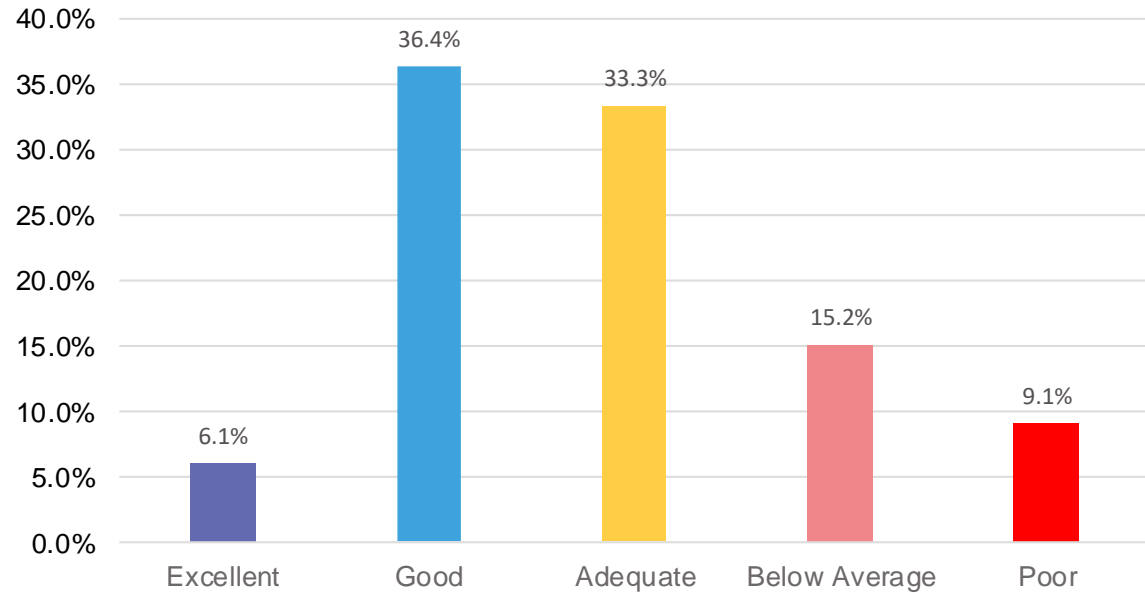
SECTION 4 – AIR SERVICES

SHARK BAY AIR SERVICES ASSESSMENT

KEY OBSERVATIONS

- 42% of respondents rated the current level of air servicing to Shark Bay as good or excellent.
- A further 33% rated it as adequate whereas 24% considered the service to be below average or poor.

SHARK BAY AIR SERVICES ASSESSMENT



REASONS FOR AIR SERVICE RATING

KEY OBSERVATIONS

- There was no uniform messaging but positive comments marginally outweighed the negatives.
- On balance, the respondents views were generally positive with flight frequency viewed as the most obvious positive.
- Perceptions of costs were mixed, although there was a perception that higher costs could be partially avoided with planning.

SURVEY RESPONSES

Positives

Flight Frequency (6 flights / week)

Generally low cost and on time

More flights offered than previous operators

Cheaper flights if booked in advance

Negatives

Lack of connectivity to other locations like Geraldton and further north

Flight delays and poor notifications

Insufficient flights

Return flight travel time

Other areas for Improvement

Cheaper flights

Better airline promotion of Shark Bay and the region not just Monkey Mia

Connecting flights to other parts of the state for tourists

SHARK BAY AIR SERVICES ASSESSMENT

KEY OBSERVATIONS

- 42% of respondents rated the current level of air servicing to Shark Bay as good or excellent.
- A further 33% rated it as adequate whereas 24% considered the service to be below average or poor.

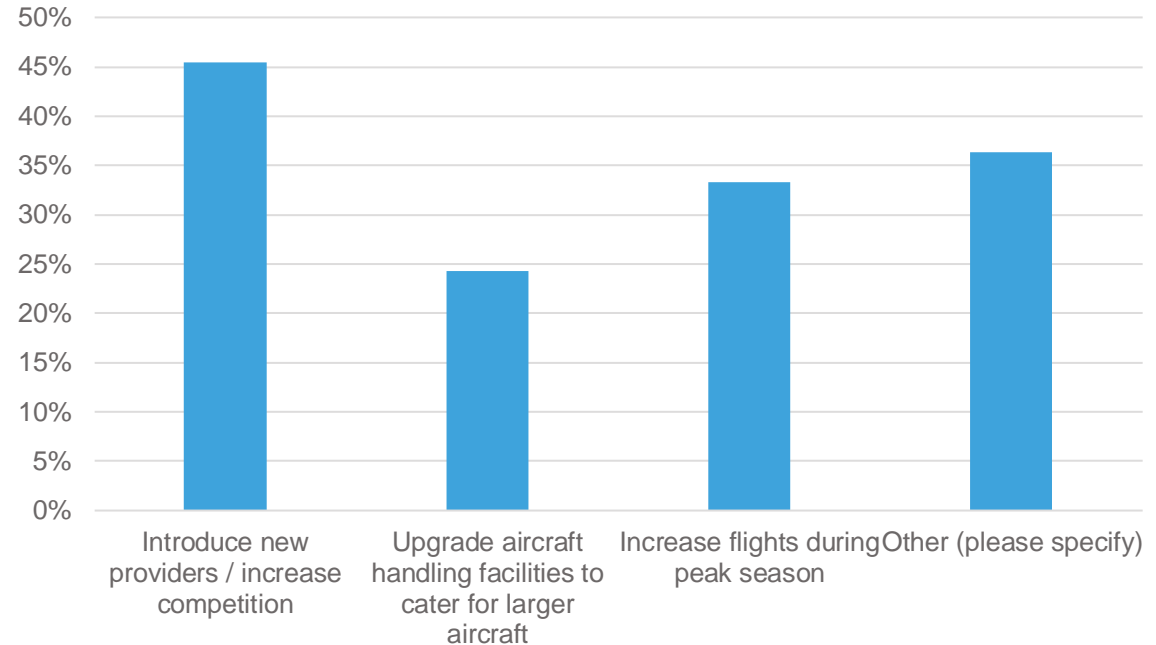
Other Areas for Improvement

- The most common stated area for improvement was the availability of cheaper flights
- Other suggestions included:
 - More connecting flights to other tourism destinations such as Broome and Exmouth without the need to return to Perth.
 - Better promotion of Denham as a location / destination rather than just Monkey Mia.

Implications for Shire of Shark Bay

- Work with the air services to better brand Shark Bay and the region as a broader destination.
- Look at air service infrastructure to explore potential for improved carrying capacity.
- Work with providers and Tourism WA to explore opportunities for better flight connectivity with other destinations.

SUGGESTIONS FOR IMPROVING SHARK BAY AIR SERVICES



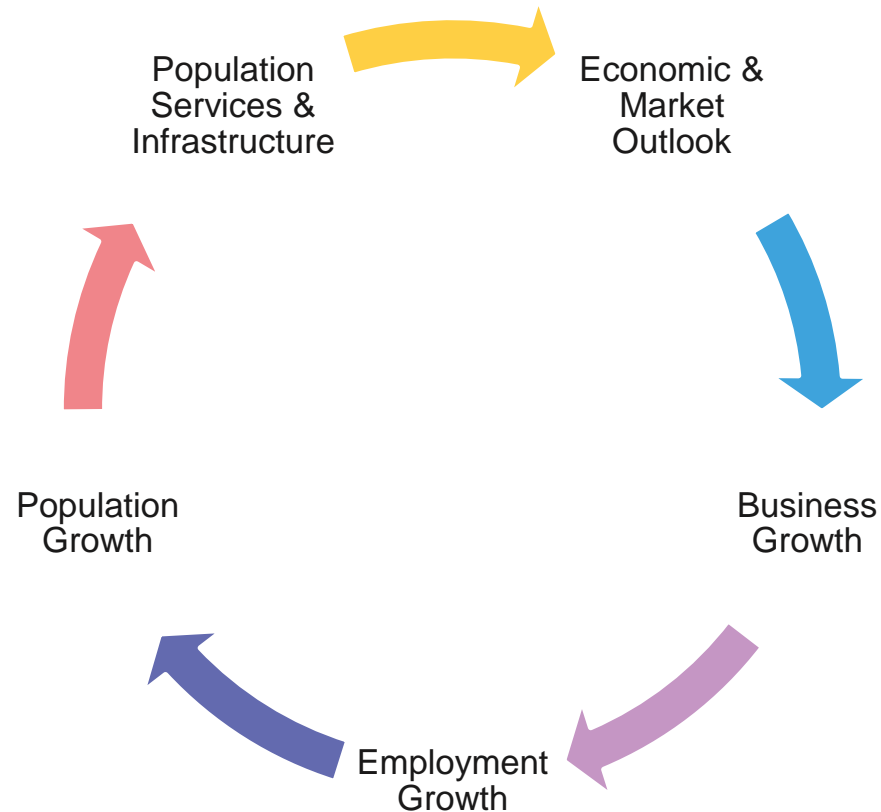
ECONOMIC IMPLICATIONS

ECONOMIC IMPLICATIONS

KEY FINDINGS

- Analysis of reported revenue bands by respondents and the reported increase in turnover over the past three years (where information has been offered) suggests that there has been 70% increase in business revenues over the past three years.
- This is a broad estimate and assumes the midpoint of the revenue bands along, the number of businesses reporting to be in each band and the midpoint of the reported rate of increase bands over the past three years.
- This is a very positive result and indicates a level of economic buoyancy in Shark Bay that can be built on going forward.
- The reported growth over three years and the optimism around Shark Bay's growth potential for the next few years suggest that a growth trajectory could continue (barring external shocks like exchange rates rises and geopolitical factors)
- The perceived improvement in business and economic conditions over the past three years has coincided with the Shire's public works program to improve Knight Terrace and the general visitor offerings.
- Appears to reverse the 2011-2016 contraction in employed people and labourforce.
- Respondents survey workforce equates to 62% of the 2016 census workforce.

ECONOMIC DEVELOPMENT CYCLE



WHAT CAN THE SHIRE DO?

KEY FINDINGS

- The introduction of new / expanded tourism related infrastructure is the most favoured suggestion for Shire actions.
- This may include a range of options including fishing jetties, walk and bike trails, dive trails, outdoor art and so forth.
- Implied in these response is the preference for specific activity generating investment as opposed to 'conventional' civic infrastructure and facilities like lighting, shade and footpaths.
- There was also solid support for promotion and management of events and festivals as a way of generating visitor interest in Shark Bay.
- Respondents also favoured the Shire taking a more active role in advocating for increased services in Shark Bay.
- A key point here is the extent to which the Shire can control or influence elements to stimulate economic and visitor activity in Shark Bay. While the Shire has limited capacity to determine the resource allocation decisions of state agencies, it can extend it's relationships with external stakeholders to lobby for resource allocation in Shark Bay.

Suggestion	Level of Support
Introduce new tourism products / infrastructure (e.g. dive / snorkel trails, fishing jetties etc.)	71%
Support / project manage community events / festivals	55%
Advocate for other agencies to establish / extend a presence in Shark Bay (e.g. health, education, police, research organisations etc.)	52%
Other (See below)	45%
Improve streetscape infrastructure (e.g. lighting, signage, footpaths)	26%
Improve facilities in public areas (e.g. toilets, barbeques, seating, shade etc.)	23%
Improve / expand public open space	6%

Other Suggestions
Develop a marina
Renaming Denham to Shark Bay
Working with tourism operators to see better coordination of key tourism elements
Introduction of a 4WD track from Kalbarri to Shark Bay
Attraction of permanent GP services
Develop outdoor art trails
Promote Shark Bay as a fishing and wilderness destination

APPENDIX A – SURVEY QUESTIONNAIRE

SURVEY DESIGN

SURVEY METHODOLOGY

- An online-only survey was conducted using SurveyMonkey over **14 days** from 29 April to 13 May 2019.
- Prospective participants were request to complete the survey via email.
- The mailing list was provided by the Shire of Shark Bay in consultation with the Shark Bay Business Association
- Out of **124** participants requested, **42** completed the survey – 83% of participants who started the survey.
- The original email was sent 29 April with a reminder email sent 4 May.
- The original text of the email is as follows:

The Shire of Shark Bay in partnership with the Shark Bay Business Association is looking to assess private and public sector confidence, conditions and investment in the broader Shark Bay area.

With a grant from the Federal Government's Building Better Regions fund, the Shire has engaged [Urbis](#) to undertake a confidential survey of businesses and organisations in Shark Bay to better understand how business conditions and confidence are trending. The outcomes from this research will inform the Shire's strategy to attract and direct funding to benefit the Shark Bay business and community into the future.

As a valued member of the Shark Bay business and services community, we invite you to participate in a brief survey of conditions in the region. Most importantly, we want to understand the opportunities and challenges facing your organisation and your views on the outlook for Shark Bay over the next 2-3 years.

Your responses will help the Shire of Shark Bay to make informed decisions around future infrastructure and investment planning that supports growth in employment through strong and sustainable businesses and services. This is a process which the Shire is hoping to repeat on a regular basis into the future.

The survey is an online survey and can be accessed here: [Take the Shark Bay 2019 Business Survey](#)

The survey should take approximately 10 minutes of your time and your responses are vital to helping us plan the future of Shark Bay.

The survey period will be held over a two-week period from now until 10:00am on Monday 13 May, 2019.

Individual survey responses are completely confidential and will not be released by Urbis to either the Shire or the public. The collated responses will be analysed and reported to the Shire by the end of June.

Thanks for your time. We value your input highly and hope that you are able to participate in this important research.

SURVEY QUESTIONS

Question No.	Survey Question	Answer Choices (if applicable)
1.	What is the name of your organisation?	Open-ended
2.	Is your organisation a private sector business or a government or not for profit organisation?	Private sector business Government / not for profit organisation
3.	Which category does your business / organisation fall into?	Agriculture Fishing Food Production Seafood Food Processing Manufacturing Construction Resources & Mining Electricity, Gas and Wastewater Services Fuel Retailing Food Retailing Other Store Retailing Accommodation Services Food and Beverage Services Transport Services Finance, Banking and Insurance Services Rental, Hiring and Real Estate Services Public Administration Public Order, Safety and Regulatory Services Education and Training Health Care and Social Assistance Arts, Culture and Heritage Services Repairs and Maintenance (including Motor Vehicle Repairs) Transport, Freight and Logistics Postal Services Travel and Tour Arrangement Services Scenic, Sightseeing and Charter Services Other (please specify)
4.	How long has your business / organisation operated in Shark Bay for?	Months / Years

SURVEY QUESTIONS

Question No.	Survey Question	Answer Choices (if applicable)
5.	Does your business / organisation operate...?	Year round 3-6 months of the year 6-12 months of the year As required
6.	Which band most accurately reflects your business / organisation revenue for the past 12 months?	Less than \$100,000 Between \$100,000 and \$249,999 Between \$250,000 and \$499,000 Between \$500,000 and \$999,999 Between \$1 million and \$1.499 million Between \$1.5 million and \$1.999 million Between \$2 million and \$2.999 million Between \$3 million and \$4.999 Million Between \$5 million and \$6.999 million Between \$7 million and \$9.999 million Between \$10 million and \$14.999 million Between \$15 million and \$19.999 Million \$20 million or above Not applicable
7.	Is your business / organisation revenue derived solely from Shark Bay operations?	Yes / No
8.	If no, approximately what percentage of your business / organisation revenue is derived from local operations?	Open-ended
9.	Which band most accurately reflects your business / organisation profitability (i.e. revenue minus costs) for the past 12 months?	Less than \$100,000 Between \$100,000 and \$249,999 Between \$250,000 and \$499,000 Between \$500,000 and \$999,999 Between \$1 million and \$1.499 million Between \$1.5 million and \$1.999 million Between \$2 million and \$2.999 million More than \$3 million Not applicable

SURVEY QUESTIONS

Question No.	Survey Question	Answer Choices (if applicable)
10.	How many people does your business / organisation employ in Shark Bay?	Total Number of Employees (including self) Full Time Numbers Part Time Numbers
11.	Thinking about your business / organisation's revenue to the same time 12 months ago has it...	Increased by more than 50% Increased by 25% to 50% Increased by 10% to 25% Increased by less than 10% Stayed about the same Decreased by less than 10% Decreased by 10% to 25% Decreased by 25% to 50% Decreased by more than 50% Question not applicable
12.	What do you attribute the change in performance / activity over the past 12 months to?	Open-ended
13.	Thinking about your business / organisation's revenue to the same time 3 years ago, has it...	Increased by more than 50% Increased by 25% to 50% Increased by 10% to 25% Increased by less than 10% Stayed about the same Decreased by less than 10% Decreased by 10% to 25% Decreased by 25% to 50% Decreased by more than 50% Question not applicable
14.	What do you attribute the change in performance / activity over the past 3 years to?	Open-ended
15.	Thinking about the outlook for your business / organisation for the next three years, do you expect...	Conditions to improve and your revenue to increase Conditions to stay the same with little or no impact on revenue Conditions to deteriorate and revenue to decrease
16.	Why do you think this about conditions into the future ?	Open-ended

SURVEY QUESTIONS

Question No.	Survey Question	Answer Choices (if applicable)
17.	Over the next 3 years, do you expect visitor activity to...	Increase 10% + Increase 5-10% Increase 0-5% Remain the same Decrease 10% + Decrease 5-10% Decrease 0-5%
18.	Over the next 3 years, do you expect the number of people your business / organisation employs to...	Increase by more than 5 people Increase by 3-5 people Increase by 1-3 people Remain the same Decrease by 1-3 people Decrease by 3-5 people Decrease by more than 5 people
19.	What do you consider will be the major constraints and challenges likely to influence the outlook for your business / organisation over the next 3 years?	Open-ended
20.	What opportunities do you believe there are for increasing visitor / economic activity over the next 3 years?	Open-ended
21.	What activities or investments do you think the Shire could undertake to realise these opportunities and improve the prospects for local businesses over the next 3 years? (Select 1 or more as appropriate)	Support / project manage community events / festivals Improve / expand public open space Improve facilities in public areas (e.g. toilets, barbeques, seating, shade etc.) Improve / create civic spaces Improve streetscape infrastructure (e.g. lighting, signage, footpaths) Introduce new tourism products / infrastructure (e.g. dive / snorkel trails, fishing jettys etc.) Introduce / codevelop essential worker accommodation Advocate for other agencies to establish / extend a presence in Shark Bay (e.g. health, education, police, research organisations etc.) Other (please specify)

SURVEY QUESTIONS

Question No.	Survey Question	Answer Choices (if applicable)
22.	Of the range of activities / investments (outlined in the previous question) that the Shire might make over the next 3 years to support business and visitor activity which do you think is the most important / valuable?	Open-ended

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Project code	P0009204
Report number	Final Report

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