BUSSELTON JETTY

20 Year Strategic Masterplan

2026-2046



BUSSELTON JETTY

City of Busselton
Geographe Bay

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This report recognises the work of H&H, including the initial draft prepared by Julie de Jong, Peter Backshall, Emily Price and Sarah Moir. It also acknowledges the contribution of information gathered through the Busselton Jetty and City of Busselton workshops, community engagement sessions and other subsequent inputs. The report has since evolved in response to the $16 million funding, Atticus, and changing industry considerations and is now a live document.

Acknowledgement of Country

We acknowledge the First Nations People of the land and sea country on which we live, work and create. We pay our respect to Elders past, present and emerging. We celebrate and embrace their continuing connection to land, water and community. We acknowledge the Wadandi people of the Bibbulmun Nation on which this project is located.



This Strategic Masterplan was commissioned by the City of Busselton and Busselton Jetty Inc. to ensure the long-term sustainability of the Busselton Jetty. It is aligned with cross-government heritage, tourism, environment, community, economic, education and accessibility strategies.

Preparation of the Strategic Masterplan is a key deliverable for the Project Control Group established as a united working party to consider options for $16M in remaining Federal and State funding allocated to the Australian Underwater Discovery Centre project that had to be abandoned in 2021 due to increasing construction costs post-COVID.

The Strategic Masterplan is the culmination of several joint workshops between City of Busselton Councillors, Busselton Jetty Inc. Board members, and executive leaders from each organisation, as well as community engagement sessions and up to 25,000 customer surveys. It has been developed to highlight key initiatives, roles, responsibilities, and timeframes to ensure that Busselton Jetty can be enjoyed by future generations.

The workshop outcomes and early options analysis are included for reference in the Appendices of the technical report (page 102) as a record of the process.

Using a responsible tourism framework, this Strategic Masterplan provides a new high-level road map to guide the expenditure of the $16m funds, highlighting the priorities that will achieve the best outcomes for the long-term sustainability of the Busselton Jetty as a Western Australian tourist attraction, economic driver, community recreation facility and heritage-listed State asset.



EXECUTIVE SUMMARY



Vision - A resilient, adaptive Busselton Jetty that is a world-class heritage tourism and community asset, delivering social, environmental and economic value for future generations.



Busselton Jetty is a celebrated Western Australian heritage icon and a must-visit destination, welcoming more than one million visitors annually and contributing significantly to the regional economy. As both a tourism drawcard and a valued community recreational asset, the Jetty plays a critical role in shaping the identity and prosperity of the South West region.

Busselton Jetty is a $130m per year economic driver supporting 530 jobs and contributing $47m in gross value to Western Australia. The success of the Jetty directly impacts the success of local businesses that rely on tourism including retail, accommodation, restaurants, service stations and other associated businesses in the supply chain.

Busselton Jetty Inc also contributes 25% of its gross revenue, mostly from ticket sales, back to the Jetty Maintenance Reserve (JMR) managed by the City of Busselton. Successful Jetty operations support its longevity, ensuring the Busselton Jetty is able to be enjoyed by future generations.

Except for COVID years, Busselton Jetty continues to see an increase in visitation with 66% increase in numbers over the past 10 years. Peak seasons were historically the December/January school holidays and Easter/April school holidays when the existing Underwater Observatory, Train and Interpretive Centre assets were at capacity. In 2025/26 peak season has extended from December to April, all school holidays and long weekends and good weather days from 10am to 2pm for the rest of the year are also often sold out. Tourists often leave unhappy without being able to purchase a ticket resulting in lost income to the JMR and BJI.

KEY CHALLENGES

This Masterplan establishes this 20-year vision and roadmap to conserve the Jetty's heritage values, enhance visitor experiences, and ensure long-term sustainability in the face of increasing pressures. Key challenges include:

AGEING INFRASTRUCTURE

2 Toilets at the end of the Jetty

420,000
VISITORS TO THE END OF THE JETTY

Visitor numbers continue to grow while key assets age. UWO built in 2003, IC was built in 2001 and the Train in 2017

GROWING VISITOR DEMAND EXCEEDS CAPACITY

ESTIMATED LOST INCOME

$1M+

Per Year from people unable to purchase UWO or Train tickets during peak times.

With increasing maintenance and operating costs, this is a lost opportunity for the JMR and BJI

BALANCING COMMUNITY RECREATION WITH ENVIRONMENTAL OUTCOMES AND TOURISM



How do we protect what makes the Jetty special while delivering value for the people, place and future generations?

ESCALATING RISKS ASSOCIATED WITH A MARITIME STRUCTURE INCLUDING CLIMATE IMPACT

Can new forms of maintenance of the Jetty's structure strengthen and protect it?



To achieve this, the Masterplan is structured around four key objectives:

FOUR KEY OBJECTIVES

Conserve and sustain the heritage fabric and cultural significance of the Jetty

Activate and enhance the end of the Jetty as a demand-driving tourism destination

Strengthen community connection and engagement

Lead environmental stewardship and climate resilience

Priority actions have been identified and grouped under four corresponding themes:

PRIORITY ACTION THEMES

A Distinctive Place

A Sustainable Economy

A Connected Community

A Resilient Environment

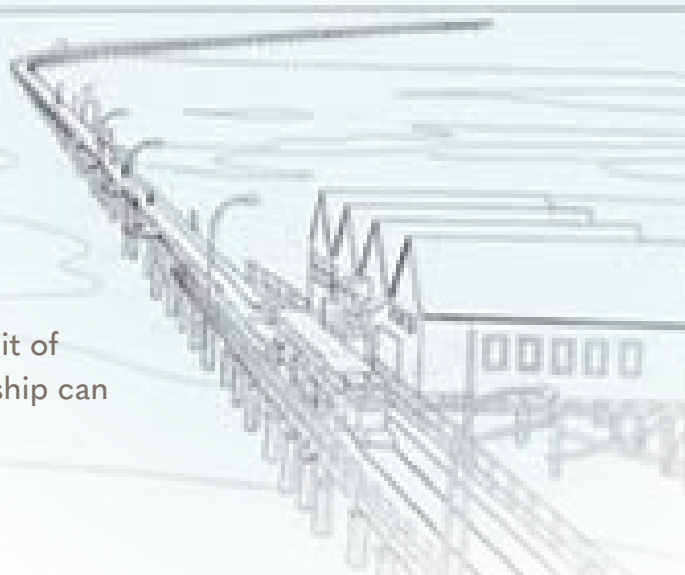
These actions provide a clear framework for investment, partnerships and delivery over the next two decades and will be reviewed regularly to ensure the sustainability of this WA heritage icon.

THE STORY



THE STORY

1.841 kilometres of belonging, walked into the sea.



How a working Jetty Became the heart of a community.

A Jetty is, in every other place, infrastructure. A bit of timber and steel reaching out into the water so a ship can come in or a person can fish. Useful. Replaceable. In Busselton, on Wadandi Country at the edge of Geographe Bay, a Jetty became something else.

The first 161 metres opened in 1865 because the colony needed a way to send timber and potatoes north and bring building supplies south. The colony grew, the trade grew, and the Jetty grew with them: eight extensions in three decades, until it stretched almost two kilometres into the calm water.

By 1911, a railway Jetty ran beside it carrying steam engines and timber, and the original Promenade Jetty became something more personal: a place to walk and talk, to fish, to meet someone, to wait for a ship, to think. In 1972, the working port closed. The government stopped maintaining it.

Six years later, Cyclone Alby came through and tore off the first 700 metres. The state proposed demolition. A community that had not been asked for its opinion gave one anyway.

A man named John Bussell walked 151 laps of what was left, in fourteen days, and raised $5,000, enough money, it turned out, to begin saving the Jetty. Other people raised more. They sold things in a second-hand shop. Meter maids collected donations in the main street, they also held meetings and then when the council took a vote to accept the Jetty as a gift from the state, it passed seven to six.

Half the room would have let it fall. The other half wouldn't. The other half won by a single vote.

A fire at the end of the Jetty in 1999 burned 65 metres of timber to the waterline. The community rebuilt. In the early 2000s, a few volunteers, with their own foresight and external funding , built an underwater observatory 1.7km out to sea eight metres below the surface, looking out into a forest of soft coral and 300 species of marine life that, by every rule of marine biology, should not be there. In 1996, two couples thought it would be fun to swim around the Jetty and 82 of their friends came.
In 2011, a $27 million refurbishment finally put the whole Jetty back together. Thirty years later, 5,000 people swim it every February.

None of this was inevitable. None of it was decreed from above. All of it came from a distinctly Australian community that, at every fork, declined to give up on something it loved.

THE STORY OF THE JETTY

The Jetty is now operated by a not-for-profit, Busselton Jetty Inc. Just over a hundred volunteers — proud and passionate Jetty Hosts, in blue shirts — walk it every shift. The not-for-profit pays the city more than a million dollars a year toward maintenance, all of it generated by tourism.

Forty seven million dollars a year flows into the local economy because of visitors the Jetty brings and many internationals have it on their bucket list. Five hundred and thirty local jobs depend on it. Researchers from the University of Western Australia are studying sponges that grow on the timber piles, looking for chemical compounds that may help treat cancer. A Jetty built to ship potatoes may end up saving lives.

If you live in Busselton, the Jetty is deeper and more personal. It is where you had your first kiss, learnt to fish, jumped in for the first time, learnt to swim, walked off a hard week, met a friend at six in the morning to go for a longer walk and not say much in the wind. It is where you took your grandkids and where, when you lost someone, their plaque went onto the railing.

People here describe the Jetty the way they describe a person. A friend. Family. The plaques read "beloved." Those who operate the Jetty describe her like an old, stubborn relative who keeps surviving things she shouldn't survive.

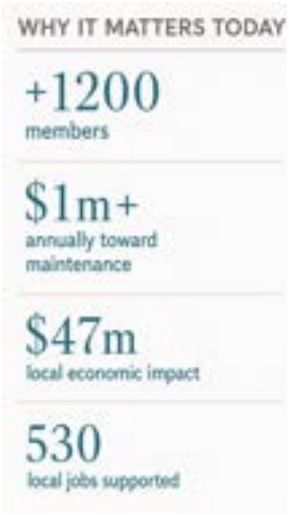
The Wadandi people have been here for forty thousand years and the Jetty has been here for one hundred and sixty-one. By any geological measure it is brand new. By any community measure, it is their history.

Some people worry the Jetty is too crowded now, too loved, too touristy. Five thousand people on it during the swim. Trains running full, observatory booked out, cruise ships in the bay, visitors from Singapore and Malaysia coming in winter to feel weather they don't have at home.
The next opportunity to save the Jetty is to help it evolve and grow in the most Busselton way possible, but not lose what makes it special.

Here is what we have accidentally taught Australia: a community that refuses to let go of something beautiful gets to keep it. And in the keeping, in the showing up — the walking, the volunteering, the fundraising, the swimming, diving, snorkeling, fishing, the playing, the celebrating, the mending — the community keeps itself.

Caring for something out loud, together, for decades, is one of the most meaningful things a person can do with a life. Stewardship is a form of belonging.
The Jetty is 1.841 kilometres of belonging, walked into the sea. You are welcome on it, to help save what saves you.





The Busselton Jetty Story developed by Atticus Consulting, LLC 2026

INTRODUCTION





GUIDING OUR NEXT 20 YEARS

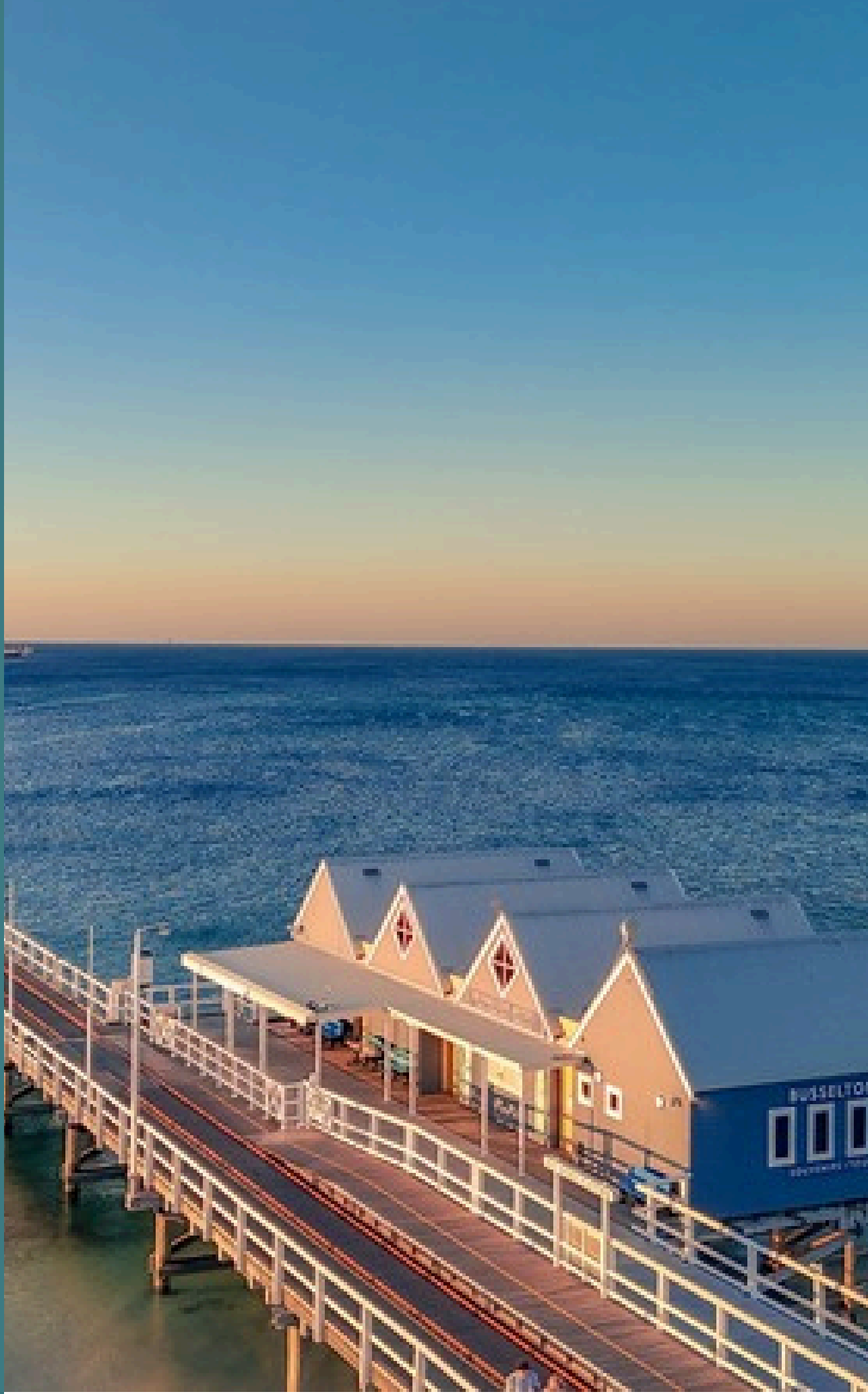
The Busselton Jetty is recognised as a key element in the evolving Busselton Foreshore Precinct, as well as being a significant driver of economic, social and cultural capital in the South West region of WA. Precincts must constantly change and respond to growth pressures, contextual issues, new trends and shifting forces in the market, as well as changing climate factors.

This Strategic Masterplan has been developed to guide investment in conservation, development and activation of the Busselton Jetty over the next 20 years. It aims to investigate and recommend ongoing use of the Jetty as a premier tourism experience and community asset and to maximise opportunities for the Busselton Jetty to demonstrate the principles of responsible tourism with its shared focus on economic, social, environmental and cultural heritage objectives.

The actions outlined in this Strategic Masterplan will demonstrate leadership and responsible stewardship in the management of this significant heritage site to secure a sustainable future for the Busselton Jetty, under a managed growth model.

A Strategic Masterplan approach is all-encompassing and inclusive, allowing key stakeholders to make decisions and have confidence in the direction going forward, despite the complexity at play. The Strategic Masterplan for Busselton Jetty will ensure that it continues to be an important element in the complex mixed-use precinct of the Busselton Foreshore, and can continue to be retained and valued by the community as a longstanding cultural heritage and recreational asset.

CONTEXT



SITE OVERVIEW

Busselton Jetty is a heritage-listed maritime structure extending approximately 1.8km into Geographe Bay, the heartbeat of the town, forming a central element of the Busselton Foreshore precinct and a major WA tourism drawcard

KEY SITE PRESSURES



Ageing infastructure requiring ongoing investment



Constrained capacity to manage visitor demand



Balancing community recreation with environmental outcomes and tourism



Increasing climate-related and environmental risks

Some examples of these pressures are:

The ageing IC and UWO, now 25 and 23 years old, are under increasing pressure from 420,000 annual visitors. Limited power, water and sewerage at the end of the Jetty, only two UWO toilets, congestion at ticketing, train queues and UWO entry, and the UWO's 44 visitors limit are all constraining capacity and reducing potential JMR income.

Cruise Ship/School Excursion tours carried out in temporary gazebos at end of Jetty in all weather conditions, Train only runs every hour so people miss out, negative customer sentiment when fully booked, especially international and interstate visitors

Fishers and Divers/snorkelers competing interaction at dive entrance at Universal Access Platform and associated safety issues, limited foreshore parking during peak times, limited accessible fishing platforms or dedicated spaces, event management.

Marine environment weather impacts, maximum $10m claim limit for Jetty structure and all buildings, waste management concerns over water especially for fishers, no EV chargers on foreshore, timber piles moving to steel/concrete due to no more logging

Without careful management, these challenges could undermine the Jetty's cultural heritage value, visitor experience and environmental integrity.

FOUR THEMES





A DISTINCTIVE PLACE

Place management includes the conservation of the heritage asset for current and future generations to enjoy, as well as the expression of historic and social values through interpretation and storytelling. Sharing why a place is important increases its value to successive generations and ensures it stays relevant to the sense of place and local identity.

As the longest timber-piled jetty in the Southern Hemisphere, the Jetty is a regional anchor and heritage icon. It celebrates the cultural, historical and environmental significance of Busselton, offering experiences that connect people to the coast and reinforce the Jetty's role in regional identity.

The Busselton Jetty is a recognised heritage landmark and State icon that is highly valued by the local and wider community, demonstrating aesthetic, historic, social and scientific values as well as rarity and representativeness. The place is included on the State Register of Heritage places and protected by the Heritage Act 2018. Although there are no registered Aboriginal Heritage sites listed within the Busselton Jetty curtilage, it is acknowledged that the Geographe Region is of historical importance to the local Wadandi Bibbulmun people, who are closely linked to the ocean and have been living, practicing culture and hunting and gathering food between the coastal strip, waterways and forests for thousands of years.

PRIORITY ONE

Preserve and celebrate the Jetty's heritage, cultural identity and storytelling to enhance visitor experience.

a) Improve the customer journey from arrival to departure



Background

Arrival to the foreshore for visitors going to the Jetty can be confusing especially for international guests. With multiple car parks and mixed messaging with current foreshore offerings, including a Heritage Railway Station that does not sell Train tickets, there is opportunity to unify services and improve entry statements west, south and east of the Jetty, as well as the Cruise Ship berth on the Jetty and bus stop.

Opportunities

Strengthen first impressions through coordinated design, access and wayfinding on and within the foreshore precinct. If the Jetty is the major tourist attraction in the South West and on the Busselton foreshore, what is the optimum way to improve the customer journey and experience?

b) Enhance interpretation and storytelling



Background

Current interpretation is fragmented and does not fully convey the Jetty's significance. There is opportunity to expand understanding of the unique history of the attraction and the vital role it played in the timber and whaling industries, connection to the cultural precinct Bond store and community passion that saved it from demolition.

Opportunities

Opportunity to integrate cultural, environmental and historical narratives

c) Manage growth without affecting heritage character

Background

Increasing visitor numbers and congestion have the potential to impact heritage values.

Opportunities

Opportunity to ensure any development reinforces the Jetty's identity in a managed way that adds to the heritage character and does not detract from it. Well planned operational changes could disperse visitation to reduce congestion, whilst at the same time increasing capacity under a responsible tourism model.





A SUSTAINABLE ECONOMY

A detailed funding strategy needs to be developed to diversify revenue streams, including grants, sponsorship, philanthropy, innovative finance models and commercial ventures, ensuring long-term sustainability and shared financial risks.

The Jetty supports a sustainable visitor economy by balancing tourism demand with capacity and conservation needs. Strong visitation underpins funding for conservation, education, research and community programs, ensuring the Jetty continues to deliver economic, social and environmental value for the region.

The Busselton Jetty is a major economic driver for the Busselton Foreshore, Busselton and the South West more broadly, representing a major drawcard for visitors, and stimulating tourism services, local jobs and employment. Busselton Jetty is a 'bucket-list' tourist attraction which brings international visitors to the South West region, and these visitors stay longer and spend more money to the benefit of the local and State economy. The Jetty is also a major communiy recreational asset for the City of Busselton, requiring ongoing annual investment in maintenance activities in perpetuity and future capital expenditure to replace ageing infrastructure.

PRIORITY TWO

Diversify revenue streams and strengthen economic resilience while supporting regional growth.

a) Strengthen revenue diversification



Background
Revenue is heavily reliant on tourism ticketing. The current UWO and Train tickets are nearing peak capacity numbers.

Opportunities
Opportunity to diversify funding and reduce risk. New infrastructure needs to be built to cater for new experiences and revenue streams. New products and services that value add also need to be investigated. A detailed plan needs to be developed to replace the existing Underwater Observatory built in 2003, one of six natural aquariums in the world.

b) Expand premium visitor experiences

Background
Visitor offerings are strong but can be expanded to increase yield. The biggest opportunity is at the end of the Jetty where visitors have dwell time to see and do more, including paying for new experiences, activities, events, products or services.



Opportunities
Opportunity to create high-value experiences that do not impact negatively on what makes the Jetty special, its heritage character and its extraordinarily unique marine environment.

c) Support regional tourism growth



Background
The Jetty plays a key role in local and regional visitation.

Opportunities
Opportunity to strengthen local & regional partnerships and spread tourism demand, especially connection to the CBD.



A CONNECTED COMMUNITY

Effective engagement with the community builds social capital and fosters a sense of ownership and care for the Jetty. The community should be consulted about the ongoing use of the place and any changes which might affect the longstanding social values held by the Jetty for the local community and the broader general public.

The Jetty is a place for everyone - connecting visitors and community across generations. It fosters social connection, supports well-being and creates local employment through tourism, education and events. Visitors are engaged, informed and inspired. Volunteer and membership programs strengthen community ownership and stewardship.

The Busselton Jetty is a recognised and well-loved community landmark and recreational asset, supporting a range of activities that contribute to local identity, sense of place and community wellbeing. The Jetty supports everyday physical recreation like fishing, swimming and diving, as well as hosting special events that reinforce its central role in the community fabric of Busselton.

PRIORITY THREE

Foster strong community engagement, access and participation across generations.

a) Care for visitors by improving access and participation



Background

The Jetty is a key community asset and a recreational facility for many.

Opportunity

To upgrade and expand facilities and amenities and strengthen inclusivity and access.

b) Expand education and research programs



Background
The Jetty has strong potential as an educational and research asset.

Opportunity
Opportunity to position as a 'living classroom'.

c) Strengthen stakeholder partnerships



Background
Governance requires collaboration across multiple stakeholders.

Opportunity
Opportunity to improve alignment and delivery by encouraging proposals for new initiatives and partnerships



A RESILIENT ENVIRONMENT

The Jetty's future is influenced by environmental risks from climate change and increasing prevalence and intensity of storm events and coastal erosion. Similarly, the Jetty is able to support innovation in scientific research, blue economy initiatives and renewables, playing an active part in its own long-term sustainability.

Environmental stewardship is central to the Jetty's management. This plan advances biodiversity conservation, climate adaptation and carbon reduction initiatives, alongside sustainable infrastructure and ongoing environmental monitoring. Responsible tourism principles guide actions that restore and enhance the marine and coastal environment while managing risks from climate change, ageing assets and environmental compliance.

The Busselton Jetty has recognised scientific value for the unique marine environment which is located beneath the Jetty structure and its potential to be used as a teaching and research site. As well as a diverse range of marine species living under the Jetty (over 300 species), there is biota attached to the current jetty fabric as well as remnant fabric standing and laying on the seabed and relocated piles. The ocean end of Busselton Jetty is located in a Sanctuary Zone as part of the adjoining Ngari Capes Marine Park (located 5.5kms from the north end of the Jetty).

PRIORITY FOUR

Protect marine ecosystems and adapt to climate risks through sustainable infrastructure and practices.

a) Enhance environmental stewardship



Background

The unique marine environment is a key asset requiring protection. Busselton Jetty plays a unique role in inspiring the public to look after our oceans and become environmental ambassadors.

Opportunity

Busselton Jetty already kicks above its weight through the Busselton Jetty Environment Foundation and there are more opportunities to enrich sustainability through innovation

b) Deliver climate resilience and adaptation



Background

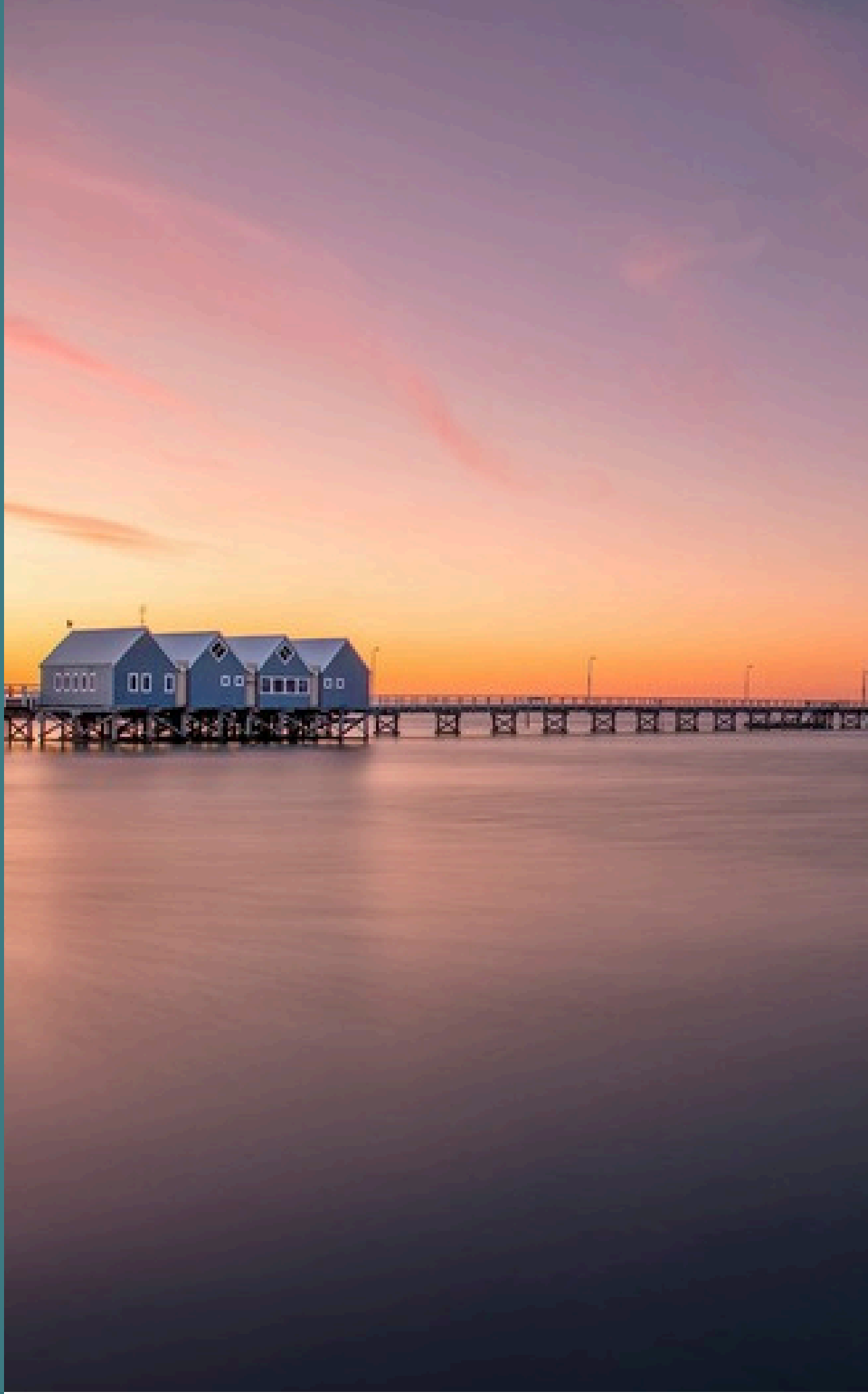
Climate risks threaten long-term viability.

Opportunity

Opportunity to proactively address and investigate how to manage these risks.

Actions under each of these four themes appear later in this document

ABOUT THE JETTY



WHY IS IT SPECIAL?



THE JETTY'S DIFFERENCE

"What makes the Jetty special?"

- The longest Tourist and Recreational Jetty in the southern hemisphere
- Hall of Fame – WA's Major Tourist Attraction
- 1 Million Visitors per year

Busselton Jetty has been a community recreational asset since its earliest years and despite being originally constructed in 1865 for commercial shipping, it quickly became the focus of leisure and recreation in Geographe Bay, with tourism growth beginning in the Vasse district as early as the 1880s. By the turn of the twentieth century, Busselton was established as a tourism town and in 1904 it was anticipated to become the leading summer and health resort of the State.1 Today Busselton Jetty continues to be the focus of tourism activities in the South West region, welcoming over 850,000 tourists per year.

Tourists & locals walk the Jetty or utilise the Jetty train to explore its 1.8km length, with many visiting its attractions such as the Underwater Observatory (UWO), the Underwater Sculpture Park (USP) and Interpretive Centre (IC). Cruise ships berth tenders at Busselton Jetty, and there are a range of underwater tour operators (dive tours, whale watching boats, sunset cruises etc) and attractions (mermaid displays) which deliver high quality tourist experiences from Busselton Jetty. Busselton Jetty is also a focus of community recreation including fishing, swimming and diving, and hosts a number of events every year including the Busselton Jetty Swim with over 5000 swimmers.

Managing visitor numbers and dispersal of the Busselton Jetty is a major driver for the preparation of this Strategic Masterplan, as Jetty Underwater Observatory tours are expected to reach peak visitation numbers as early as 2028, and one of the key issues affecting its future is the growth of tourism beyond the capacity of the current infrastructure.

Unlike many heritage structures which suffer from lack of compatible use and neglect due to lack of activation, the Busselton Jetty faces the opposite problem.

It has become such an integral part of the community fabric for everyday activities like fishing, swimming, walking and diving that locals often compete for access from tourists, who consider it a must-see heritage icon integral to the visitor experience of Busselton and the South West region.



The tourist revenue collected through ticket sales of paid experiences at Busselton Jetty in 2024/2025 accounted for over 70% of the total revenue invested back into the maintenance of the Jetty (via the Jetty Maintenance Reserve), with the remaining funds being sourced from income streams collected by the City of Busselton from other Foreshore businesses and ratepayers.



The Jetty Maintenance Reserve is the primary resource for funding scheduled maintenance to the Jetty. Any gap in funding increases the vulnerability of the Jetty itself, as well as critical infrastructure like the Underwater Observatory, which accounts for the majority of the ticket sales.



OWNERSHIP & GOVERNANCE

The Heritage Council of WA, Register of Heritage Places lists the owner of Busselton Jetty as: State of Western Australia/Management Order: Shire of Busselton. The Jetty is within a Reserve and the Primary Interest Holder of the Reserve is the City of Busselton and they are the Management Body.

The City of Busselton entered into a Licence Agreement with Busselton Jetty Inc. (formerly Busselton Jetty Environment and Conservation Association Incorporated) in 2009, granting BJI a Licence and authority to use the Jetty for commercial activities, with an obligation for BJI to make an annual contribution into a Reserve established for the jetty, underwater observatory and interpretive centre preservation. The contribution is allocated to the Jetty Maintenance Reserve (JMR) with all maintenance activities managed and implemented by the City of Busselton in accordance with the 50 Year Jetty Maintenance Plan (2012-2062, updated in 2021).

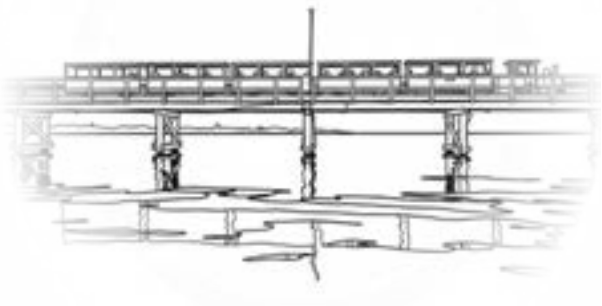
The Maintenance Plan is reviewed every 5 years.

$1.6M

At present, maintenance costs are fully funded until later years, with BJI contributing approximately $1.6M in 2025/26 from ticket sales.

$2.3M

In 2025, the City increased the annuity required for income into the JMR from $1.8M to $2.3M to ensure there was capacity in the reserve to fund capital costs until 2060.



HOW THE JETTY OPERATES

Busselton Jetty Inc. is a not-for-profit association incorporated under the Associations and Incorporations Act 2015. Its purpose is to protect, sustain, and celebrate Busselton Jetty and its unique marine ecosystem. The Association's objectives include ecological, social, and economic sustainability, and nurturing community ownership. BJI is governed by a board of eight skill-based volunteers, led by a CEO overseeing 75 staff and just over 100 volunteers.

+1,000 Members	BJI volunteers (Jetty Hosts) assist with train operations, visitor services, and tourism promotion; and has over 1,000 members supporting sustainable tourism.
$1.6M Donated	In 2024/25, BJI contributed $1.64M, funding 71% of the Jetty's planned maintenance costs that year.
3% Given Back	3% of BJI surplus funds go to the Busselton Jetty Environment Foundation (BJEF) for marine conservation; supporting stewardship, research, and clean-up programs.
Environmental Stewardship	Environmental stewardship is a core function and includes pile rehabilitation, marine clean-ups, and conservation initiatives.

Aside from the substantial contribution made annually to the JMR by BJI, the remaining JMR funds are sourced from the City of Busselton ratepayers (approximately $300K per yr in 2025/26), other Foreshore businesses and organisations including Goose Café, Shelter Brewing Co., Kyst Restaurant, Hilton Garden Inn Hotel and Little Otto's Big Choc Shop. Future hotel development sites will also contribute annually to the JMR. In addition City staff secure and manage these lease arrangements, the Licence with BJI and pay head lease fees to the State Government through ratepayer funding.



BUSSELTON JETTY TIMELINE

1

1865
Construction begins



2

Late 1800s–Early 1900s
Jetty extended 9 times



3

1972
Port operations close



4

1978
Cyclone Alby damages Jetty



5

1987
BJECA formally established to raise funds to Save the Jetty



6

1994
50 seat train purachased and began operating as a tourist activity



7

1999
Fire destroys 70m of the Jetty



8

2003
Underwater Observatory opens



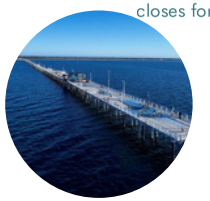
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2009
City Licence enables Jetty business operations and Jetty closes for major refurbishment



10

2011
Jetty Maintenance Reserve established and Jetty reopens



11

2015
150th anniversary and Jetty Pile Marine Life Rehabilitation Project commenced



12

2016–2017
Major modernisation: new Licence, new train, Railway House, rebrand to Busselton Jetty Inc.



13

2017–2018
30 years of BJECA/BJI celebrated



14

2018–2019
AUDC / Jetty Village concept advances



15

2020–2021
AUDC funding secured; COVID disrupts visitation

16

2021
AUDC abandoned due to rising costs



17

2021
WA Tourism Hall of Fame
GOLD - WAs Major Tourist Attraction in 2018, 2019 and 2020



18

2022–2023
Major new project funding secured



19

2024
Underwater Sculpture Park installed; Marine Discovery Centre opens, Interpretive Centre Renovation



20

2025
Marine Pharmacology Project Launched



21

2026
20 Year Strategic Master Plan Launched



SITE DETAILS

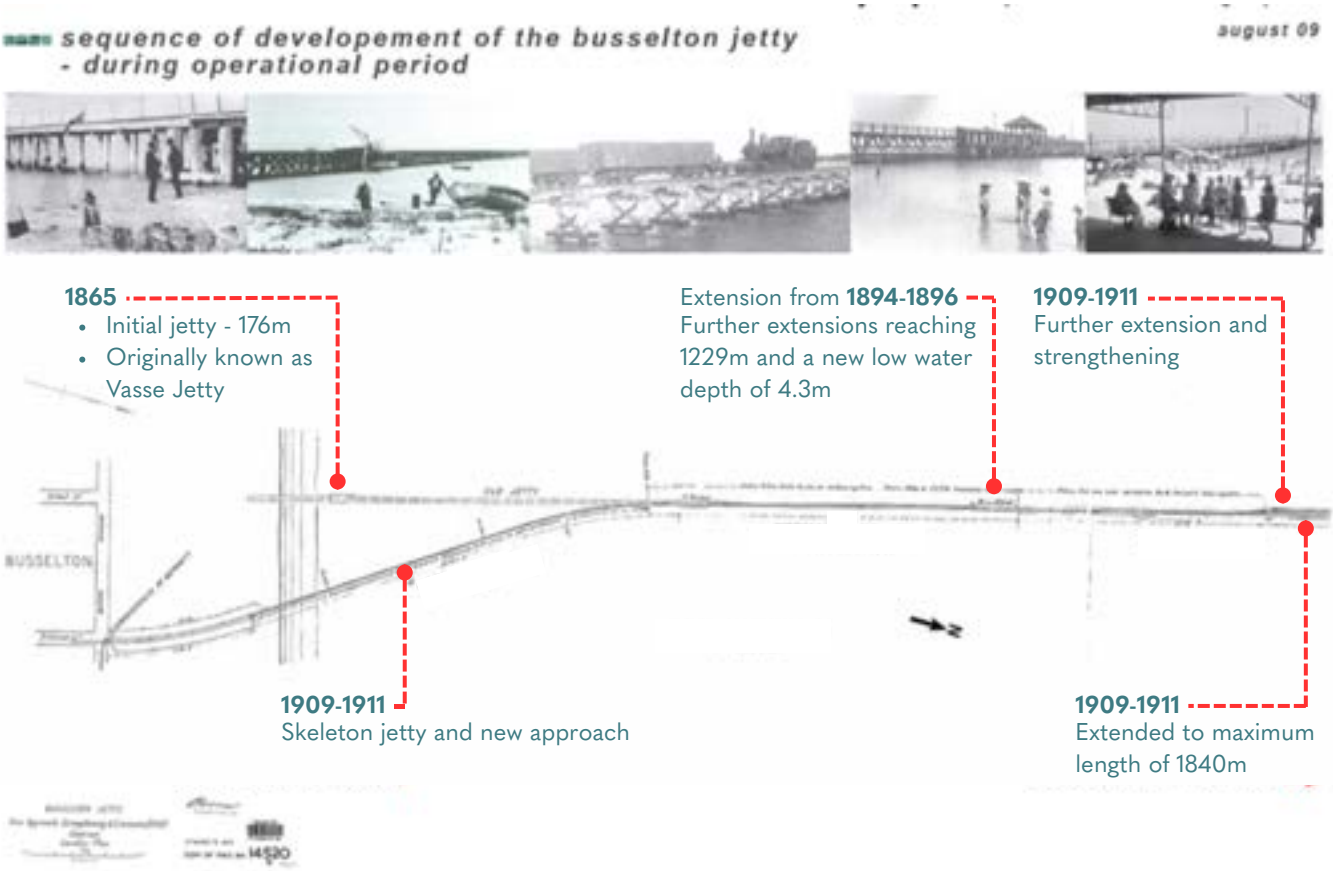




SITE DETAILS

Busselton Jetty comprises a timber, steel and concrete maritime structure with attached buildings including the Interpretive Centre (IC) at the landward end and the Underwater Observatory (UWO) at the seaward end, and extends approximately 1.841km from the high-water mark into Geographe Bay. This Strategic Masterplan is focused on the built forms located within the heritage curtilage and Jetty Licence area of Busselton Jetty, noting that some elements of the setting and operations of the Jetty are located outside of this zone but referred to throughout. The Location Plan shows the location and context of Busselton Jetty.





2009
- Major reconstruction of Busselton Jetty commences

2008
- State Government announced funding for restoration
- Shire of Busselton prepared tender documents for the Busselton Jetty Refurbishment

2005
- Shire of Busselton commissioned a structural assessment

2003
- Underwater Observatory constructed at the northern end

2002
- Heritage Council of Western Australia recognised Busselton Jetty as highly significant and warranted entry in the State Register of Heritage Places

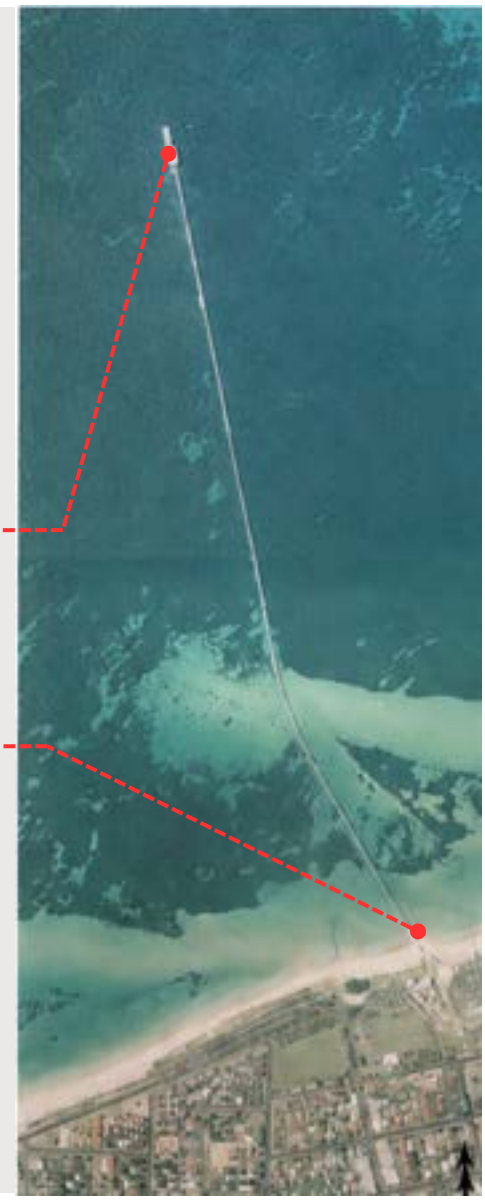
2001
- Interpretive Centre opened at the entry point of jetty

1999
- Fire at end of Busselton Jetty isolates the last 150m

1990
- Major reconstruction of jetty

1978
- Cyclone Alby destroyed much of the older section

1972
- Busselton Jetty ceased operation as a shipping facility





STATUTORY FRAMEWORK



The land that the Jetty is on (including the seabed) is not vested under the Marine and Harbours Act 1981 in the Minister for Transport and instead there is a Department of Planning, Lands & Heritage Management Order 0400383 in favour of the Shire of Busselton for Lot 350 on Deposited Plan 55296 or Reserve 46715, which is Crown Land reserved under Section 41 of the Land Administration Act.



The City of Busselton has a Management Order over the Reserve for the purpose of Recreation, Tourism, Heritage Protection, Education and Marine Research. The City of Busselton is required to maintain the Jetty in perpetuity.



Jetty structures are licenced by Department of Transport for regulatory purposes under s.7 of the Jetties Act 1926. Department of Transport granted Jetty Licence LM1540 to enable the Busselton Jetty to be maintained, including its building structures and public use of the Jetty.



The current Busselton Jetty Licence between the City of Busselton and Busselton Jetty Inc. (originally executed 2009) allows Busselton Jetty Inc. (BJI) to conduct commercial activities on the Jetty.



City of Busselton Jetties Local Law applies to any use of the Jetty including mooring and launching of vessels, connection to utility services, vehicle access, fishing activities, fish-cleaning activities and other prohibited activities.



Busselton Jetty is permanently entered (2013) onto the State Register of Heritage Places and as such, is protected by the Heritage Act 2018. The Act is currently administered by the Department of Planning, Lands & Heritage (DPLH) under the State Heritage Office.

STATUTORY FRAMEWORK





Busselton Jetty is included on the Local Heritage Survey held by the City of Busselton as a Category 1 Heritage Place and is subject to protection under Local Planning Policy 4.3 – Heritage Conservation



Busselton Jetty may be subject to future protection under the Maritime Archaeology Act 1973 if surveys of the pre- 1900 section of the Jetty (up to No. 3 Head) reveal sites of archaeological potential.



Busselton Jetty falls within the Southwest Native Title Determination Area which includes six Noongar Native Title Agreement groups and covers over 200,000km2 of land. The Indigenous Land Use Agreement that includes Busselton is the South West Boojarah #2 Agreement. In recognition of this Agreement and Native Title Settlement the South West Aboriginal Land and Sea Council (SWALSC) should be consulted about any future development at Busselton Jetty, as well as the Karri Karrak Aboriginal Corporation.

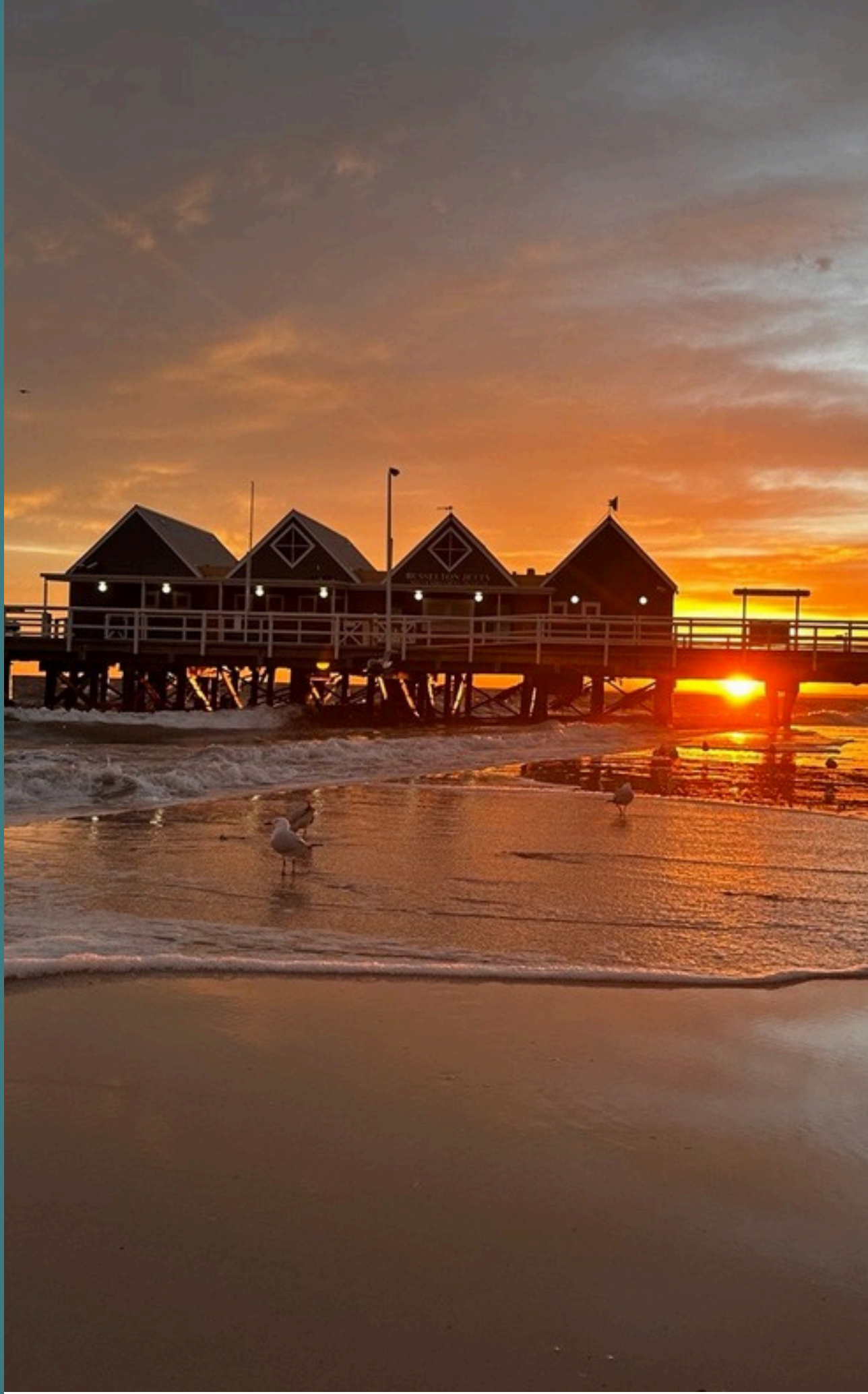


Due to the environmental values present at Busselton Jetty, and its proximity to both the Ngari Capes Marine Park and the Geographe Marine Park (located 5.5kms from the north end of the Jetty), future development proposals are likely to be subject to referral to both State and Commonwealth governments for consideration under WA's Environmental Protection Act 1986 (and Amendment, 2020) and the Environmental Protection and Biodiversity Conservation Act 1999.



The northern end of Busselton Jetty is located inside the Busselton Jetty Sanctuary Zone of the Ngari Capes Marine Park and is subject to the Ngari Capes Marine Park Management Plan (2013), requiring the structure to have minimal impact on marine life in the sanctuary. Any future development or change/expansion of operations at Busselton Jetty shall be consistent with supporting marine conservation through education and interpretation.

HERITAGE STATUS





HERITAGE STATUS

Current Heritage Listings

Busselton Jetty is recognised as a place of cultural heritage significance on the following heritage lists:

- National Trust of Australia (WA) – classified 03/07/1978
- Australian Heritage Council, Register of the National Estate – 28/09/1982 (RNE Archived in 2007)
- City of Busselton's Heritage List 2024, Management Category 1 (PN012)
- Heritage Council of WA's State Register of Heritage Places – Permanent Entry 22/11/2013

Heritage Interpretation

The City of Busselton have an Interpretation Plan for Busselton Jetty (Palassis Architects, 2009) which has been implemented in conjunction with other public art and community interpretation projects throughout the townsite and Foreshore.

There is an opportunity for this Interpretation Plan to be updated to respond to changing visitor needs and interests, and for it to be integrated more broadly with other heritage interpretation initiatives throughout the Foreshore Precinct including the Wadandi Track trailhead, interpretation of First Nations stories and community art trails.

The conservation of the fabric of Busselton Jetty itself, and the cultural heritage values inherent in its ongoing use by the community, represents the best interpretation approach for the place.

CONSERVATION MANAGEMENT CONSIDERATIONS

Conservation Management Plan Recommendations

The Conservation Management Plan (CMP) for Busselton Jetty was updated in November 2022 (H+H Architects, on behalf of City of Busselton – DRAFT) and is the primary guiding document for protection of its heritage values. The CMP establishes a policy framework for effective management of Busselton Jetty's heritage values and makes a number of policy statements that have implications for the Strategic Masterplan which are summarised as follows:

Policy Number	Theme	Policy Text
11	Heritage Best Practice	The principles and processes set out in the Burra Charter shall be used to inform decisions relating to the conservation of the place
29, 47, 48, 49	Stabilisation and maintenance of the Jetty structure	New work such as stabilisation may be carried out in association with preservation when its purpose is the physical protection of the significant fabric and when it does not distort or obscure the cultural significance of the place
31, 82	Importance of maintenance including use of new materials	Maintenance is fundamental to the conservation of the Jetty and should continue to be undertaken. Any new development should maximise retention of timber material in the Jetty fabric and maintain a simple palette of materials that are consistent with maritime structures such as concrete and steel
43 - 46	Other built structures on or attached to the Jetty (e.g. UWO, Interpretive Centre)	Allows for removal, retention or modification of other built structures provided overall impression of Jetty as a linear structure with open views and vistas to surrounding seascape is retained

Policy Number	Theme	Policy Text
72	Recreational and tourism use	The use of Busselton Jetty as a recreational and tourist destination should continue as the primary use of the place
73, 74	Visitor management	The place should continue to encourage positive engagement by visitors with the Jetty through physical and operational measures that educate, inform and enforce expected behaviours. Any changes to accommodate visitors access should consider potential negative impacts
75	Adaptive Re-use	Adaptive re-use of the elements and spaces within Busselton Jetty is acceptable if it is sensitive to the significant fabric and provides for the continuation or interpretation of practices that contribute to the cultural heritage significance of the place
77 - 79	Interpretation	The Interpretation Strategy for Busselton Jetty should be implemented and continue to be reviewed and updated to respond to visitor needs and interests, including removal of redundant or outdated interpretation devices
83	Community consultation	Community consultation should be undertaken alongside any stakeholder engagement for future development at Busselton Jetty, ensuring that the community have a say in the future of the place

The Conservation Management Plan should be seen as a companion document to the Strategic Masterplan. Conservation of Busselton Jetty is fundamental to its ongoing success, accordingly the conservation considerations outlined in the CMP will always take priority in the event of conflict between future use and conservation.



STRATEGIC CONTEXT





STRATEGIC ALIGNMENT

Busselton Jetty holds immense cultural, environmental, recreational and economic value for the City of Busselton and the broader South West region of Western Australia and is a much-loved Western Australian icon. As a valuable community asset, the Strategic Masterplan needs to align with other regional, State and National strategies to ensure its long-term sustainability, enhance visitor experiences and maximise its contribution to the visitor economy. Alignment with existing strategies will strengthen advocacy efforts, attract funding opportunities and foster collaborative partnerships with stakeholders across all levels of government and industry. A summary of relevant strategic plans and guiding documents is outlined on the following pages, along with where these represent opportunities for this Strategic Masterplan:

Table References/Abbreviations:

- **COB** - City of Busselton
- **ASW TDMP** – Australia's Southwest Tourism Destination Management Plan
- **RTDS** – Southwest Regional Tourism Development Strategy 2023-2033
- **AHC Strategic Plan** – Australian Heritage Council Strategic Plan 2023-2025
- **WAVES 2033** – Western Australia Visitor Economic Strategy 2033
- **THRIVE 2030** – The Re-Imagined Visitor Economy. A National Strategy for Australia's visitor economy recovery and return to sustainable growth
- **EDS** – City of Busselton Economic Development Strategy 2022-2027
- **CHRMAP** – Coastal Hazard Risk Management and Adaptation Plan, City of Busselton 2022
- **DAIPS** – Disability Access and Inclusion Plans, Resource Manual for State Government
- **WA Cruise Strategy** - Western Australian Cruise Tourism Strategic Plan 2023-2033
- Leeuwin-Naturalist Sub-regional Strategy (2019) – **WAPC** and **DPLH**
- **CMP** – Conservation Management Plan, Busselton Jetty (Draft 2022, H+H Architects)
- **NCMPMP** - Ngari Capes Marine Park Management Plan, 2013-2023 with amendments

Theme	Alignments & References	Key Opportunities	Critical Implications
Heritage Conservation & Interpretation	**AHC Strategic Plan** – Prioritises First Nations cultural heritage, values and shared heritage. **ASW TDMP** – Highlights heritage tourism & indigenous activities, including heritage sites **CMP** – focuses on conservation of heritage values through ongoing compatible use of Jetty for recreation and tourism	Celebrate First Nations connections alongside Colonial history; incorporate dual naming and narratives Celebrate and interpret timber heritage and traditional building practices. Strengthen arts, culture and heritage experiences	Requires First Nations consultation and engagement and culturally-sensitive heritage interpretation Involves the community so that they can continue to have a say in the future of the Jetty
Cultural Value	**THRIVE 2030** – Recognises diverse cultural heritage and importance of showcasing First Nations cultures **WAVES 2033** – Aims to position WA as an authentic Aboriginal cultural destination **ASW TDMP** – Develop and highlight First Nations tourism **EDS** – The City of Busselton identifies as the Events Capital of the South West	Develop diverse cultural programming & events that support cultural exchange Incorporate First Nations perspectives, new arts, culture and heritage experiences into Jetty tours and Jetty-adjacent interpretation Promote the Jetty as a cultural hub Research diverse cultural stories associated with the Jetty	Fosters partnerships between cultural organisations, local creatives and artists to develop projects Enables access to cultural activities and events funding which can attract more revenue for Jetty maintenance and future infrastructure improvements
Local Jobs & Business	**THRIVE 2030** – Grow a resilient workforce **ASW TDMP** – supports skill building and shared learning. The visitor economy supports workforce resilience **Diversify WA economic development framework**	Create job opportunities, provide training & upskill local workforce; encourage new businesses and enterprises across the Precinct; local supply chain engagement, diversifying the economy and attracting investment	Position Jetty as job generator and SME enabler

Theme	Alignments & References	Key Opportunities	Critical Implications
Environmental Stewardship	**EDS** – Balances tourism growth with environmental values; supports clean energy initiatives. **WAVES 2033** – Preserves connection to land and environment **AHC Strategic Plan** – addresses climate change impacts **ASW TDMP** – highlights regional natural attributes and considers how to incorporate best practice use of natural resources	Implement sustainability targets, conduct impact assessment and explore the balance between people/planet/economy Promote regenerative tourism and practice sustainable management of ASW natural parks Increase sustainability initiatives including clean energy, waste reduction and recycling, water-smart Lead in marine sustainability, circular economy, low-impact tourism	Encourages consultation and collaboration with environmental groups and eco-tourism experts Enables access to environmental protection, sustainable and circular economy related funding
Community & Recreation	**WAVES 2033** – Focuses on exceptional visitor experiences **ASW TDMP** – Provide recreational and leisure activities; supports town centre improvements	Provide diverse activities and amenities, ensure accessibility and safety, investigate wellness tourism and support multi-functional community assets in Busselton Link Foreshore Precinct to Cultural Precinct Link water-based and land-based trails Facilitate all-weather swimming/bathing trails Ensure accessibility	Consult recreation groups and community organisations Promote Jetty as active-living destination Develop Trail head for Wadandi Track Enhance fishing & diving infrastructure Target recreation, community development & wellness funding

Theme	Alignments & References	Key Opportunities	Critical Implications
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Theme	Alignments & References	Key Opportunities	Critical Implications
Economic Value	**EDS** – Communicates economic priorities and community values **WAVES 2033** – Drives economic diversification **THRIVE 2030** – Supports visitor economy recovery **ASW TDMP** – Supports finding opportunities to strengthen arts, culture and heritage tourism experiences to build a unique ASQ system. The visitor economy generates jobs, trade, investment and creates opportunities	Regional economic driver, support local creatives, Blue Economy ventures	Partner with businesses, creative stakeholders and economic development agencies Highlight Jetty's contribution to local economy Investigate Blue Economy opportunities Seek economic development & arts/culture funding
Governance & Collaboration	**EDS** – emphasises collaboration & partnerships **THRIVE 2030** – Enables industry leadership **ASW TDMP** – Support and facilitate training and development opportunities across the region to increase the pool of tourism workers	Establish transparent governance; develop cross-sector partnerships; advance regional leadership	Critical to funding and long-term strategic support
Educational Value	**THRIVE 2030** – Supports learning and knowledge exchange **ASW TDMP** – Encourages tourism that educates and informs visitors	Continue to develop educational programmes, interactive exhibits and collaborative learning initiatives by partnering with Schools and universities Adopt "living classroom" approach contributing to a deeper understanding of the regions heritage, environment and future sustainability goals	Aligns with education and interpretation funding opportunities; Knowledge exchange through strategic partnerships that share values

MARKET CONTEXT





MARKET CONTEXT

"What do we need to do to preserve what makes the Jetty special while managing growth?"

Visitor Insights - Current Visitor Trends

For nine years from 2016/17 to 2024/25 Busselton Jetty has seen a 66.5% increase in paid tickets sold from 246,985 to 411,240. With domestic and international tourism resuming, Busselton Jetty has surpassed pre-COVID visitation and in 2024/2025 the Jetty welcomed just over 1 million visitors (paid and after hours), a 26% increase over the previous year. Patronage to the Jetty is traditionally seasonal, with peaks experienced in December-January as well as April (Easter and School holidays). May-August is typically the low season as the cooler weather sees fewer visitors in the region however, the seasonal variations are reducing particularly with visitors coming from Singapore and Malaysia. Additionally winter ocean conditions affect water visibility through the UWO windows and strong winds (over 25 knots) affects the operation of the Jetty Train. Most visitors arrive between 10am and 2pm.

The Underwater Observatory is a central component of the Busselton Jetty experience, equating to approximately 70% of tour income. The attraction opened in December 2003 and provides visitors the experience of descending 8m below the surface of the ocean. The UWO is 9.5m in diameter and provides views of the changing underwater environment through various viewing windows. Due to fire regulations, a maximum of 44 paying visitors are allowed into the UWO at any one time which naturally puts a limit on the number of patrons that can be accommodated (maximum annual capacity of 108,619 per year 25/26). Current trends indicate that the UWO will near full capacity in terms of patronage (full UWO tours) in 2028/2029. To ease pressure and disperse visitation, Busselton Jetty implemented extended opening hours in December 2025/January 2026 with the first train starting at 8am instead of 9am and the last train coming in at 7.45pm instead of 6.45pm. The extended operating hours will continue in varying formats throughout February to June 2026 depending on demand.

The visitor economy is critical to the Strategic Masterplan for Busselton Jetty because ticket sales to the Jetty contribute most of the revenue to the Jetty Maintenance Reserve (JMR) and visitation to the Jetty is also a major driver for economic growth in Busselton and the South West region.



VISITOR ECONOMY

Busselton Jetty visitor profile and regional tourism context

These visitor insights are from Australia's South West Overnight Visitor Fact Sheet 2024 prepared by Tourism WA Insights and Planning in April 2025 and allow us to understand that the majority of current visitors to Busselton Jetty are from Australia and are on holiday. Of these +1M visitors to Busselton, +400,000 paid to visit the Busselton Jetty (total visitor numbers for 2024/25 FY were 411,240, BJI) which represents a remarkable market share for a single cultural heritage tourism asset.

+1.0M
OVERNIGHT VISITORS TO BUSSELTON
IN 2024

+3.4M
OVERNIGHT VISITORS TO AUSTRALIA'S SOUTHWEST
IN 2024

+400,000
PAID VISITS TO BUSSELTON JETTY
IN 2024 /25

$1M+
ESTIMATED CONTRIBUTION TO THE JETTY MAINTENANCE RESERVE
PER YEAR

VISITOR PROFILE SNAPSHOT	BUSSELTON LGA VISITORS	AUSTRALIA'S SOUTH WEST VISITORS
Total Overnight Visitors (2024)	1.004 million	3.403 million
Origin	96% Domestic (mainly WA and Interstate)	89% Domestic, 7% Interstate, 4% International
Trip Purpose	66% Holiday, 25% VFR, 9% Business	59% Holiday, 28% VFR, 11% Business
Average Stay (Nights)	3.5 nights (domestic); 7.5 nights (international)	3.7 nights (domestic); 15.6 nights (international)
Top Age Groups	20–64 years dominate (84%)	Broad spread, but 35–64 years strong
Travel Party Type	33% Couples, 27% Families, 20% Friends/Relatives	Similar spread with slightly more solo travellers
Top Activities	Dining out, beach, visiting friends/relatives	Dining out, beach, visiting wineries, sightseeing
Accommodation Type	32% stay with relatives, 18% rented houses, 17% hotels	Hotels, rented homes, friends/relatives
Spend per Day	$238 average (higher for international)	$218 regional average (ASW total)
Visitor Growth	Returned to above pre-COVID levels by 2024	Fully recovered and growing

ECONOMIC IMPACT





ECONOMIC IMPACT

In 2024, TCWA prepared an Economic Impact Assessment of the Busselton Jetty based on patronage and spend estimates.

It was estimated that with 371,000 patrons on the UWO, Train and Day passes in 2023/2024, and an average spend of $24.52 per patron, with international visitors making up 36%, interstate 12% and intrastate 52%, the economic impact is that Busselton Jetty generates $130m per year in direct expenditure, adds $47m in direct gross value added and this is together, the equivalent of 530 full time jobs. Busselton retail, accommodation, restaurants, service stations, real estate agents and all those in the tourism supply chain are positively impacted when the Jetty is successful as the catalyst to attracting people to Busselton from all over the world.

900,000 people visit Busselton annually (Ref: **Tourism Research Australia**)	420,000 in 2024/25 purchased tickets at the Jetty
$838m is their annual visitor spend	If there was no Jetty, assume a 5% reduction in spend = $42m loss. Assume a 20% reduction = $168m loss
Assume tourism grows at 3% annually	Over 10 years, a medium 10% reduction in spend cumulatively exceeds $1 billion economic loss to the community
5500 jobs rely on tourism in the COB	If no Jetty, a 5% reduction in spend = approx. 200 jobs lost, a 10% reduction = 1100 jobs lost

The importance of tourism arises from the numerous benefits and advantages it brings to any host country, state or local area, but the real importance comes from its nature and how it is defined and structured. Tourism contributes towards complete growth and development of an area both by bringing numerous economic value and benefits and by helping to build brand value, image and identity. The tourism industry goes beyond attractive destinations, to being an important economic growth contributor. In the context of the Busselton Jetty, key opportunities to increase visitation and general tourism development in WA are associated with nature and cultural heritage, well established and growing tourism markets.



VISITOR GROWTH PROJECTIONS AND IMPACTS

Tourism WA reported that for the year ending 2024, the South West region has seen steady increases in visitation and spend. This trend is expected to continue based on visitor intention surveys carried out by Tourism Research Australia in the December 2025 quarter that shows that within the next six-months, there is a 6% increase expected to visit the South West.1

VISITOR GROWTH PROJECTIONS AND IMPACTS

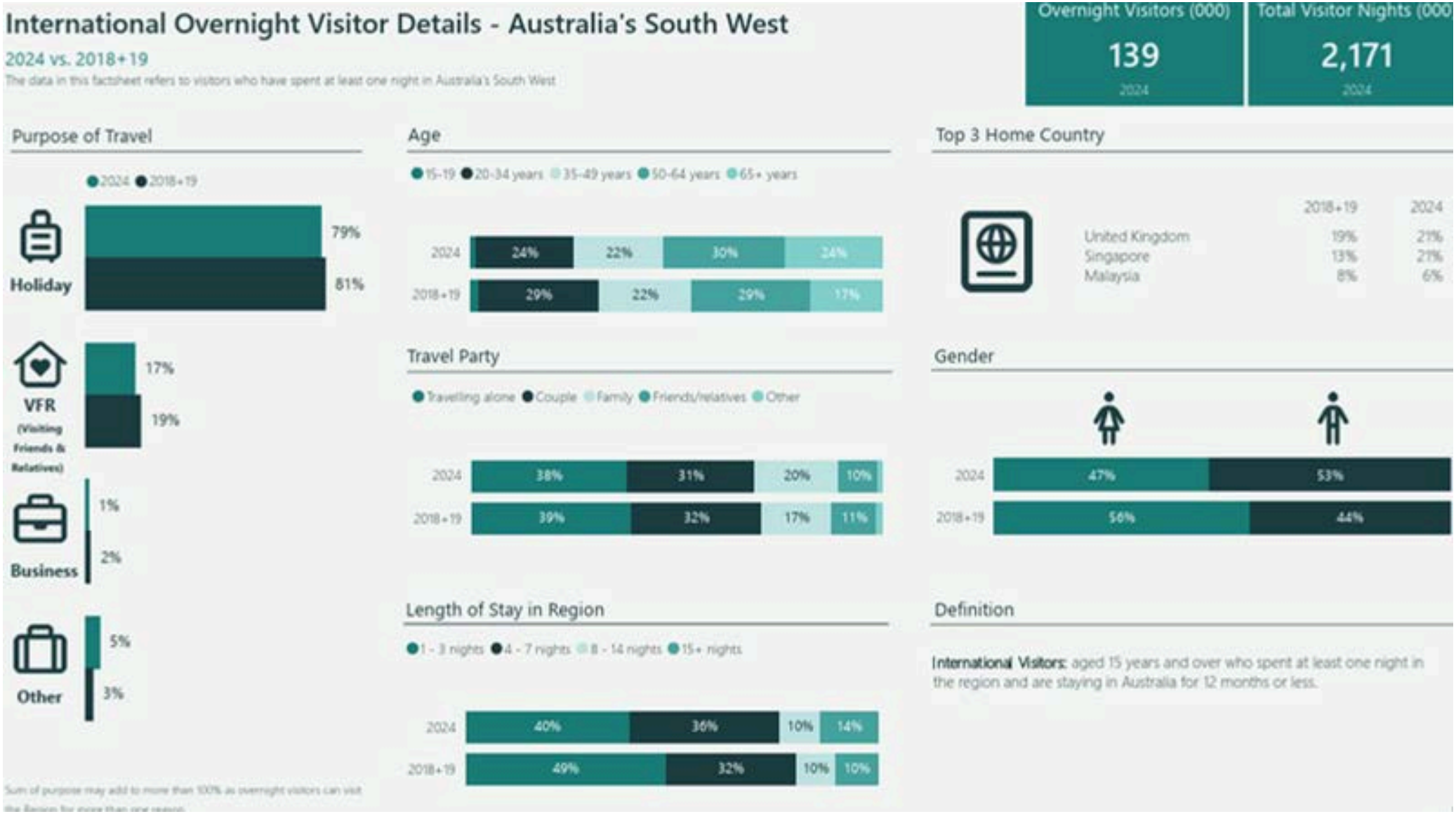
Over the next 10-20 years of the life of the Masterplan there are a number of potentially significant drivers of demand (Jetty visitation) which need to be considered, including:

- Busselton & Perth Airport – ongoing growth and investment in the airport will attract domestic and international flights, resulting in an increase in domestic and international overnight visitors
- Growth in short-stay accommodation across the South West region will increase overnight visitation and Jetty visitation. City of Busselton continue to develop strategies to manage the number of holiday homes
- Continued third party proliferation of packaged tour options which identify Busselton Jetty and other nearby attractions as 'must-see' destinations, resulting in an increased promotion of Busselton and Busselton Jetty, higher Jetty visitation and greater dispersal across the South West region
- Growth in Indian Ocean cruise ship fleet (e.g. More destinations, fly-cruise options, duration and price options, shore-based operators) will increase cruise ship arrivals and Jetty visitation during peak periods, further compounding peak season crowding
- Organic growth in population, increasing in local demands for Jetty visitation, including diverse demographics of Jetty users
- People are coming in increasing numbers. How the Busselton Jetty deals with this under a managed growth model is the goal of this Masterplan


Overnight Visitor Summary 2024 - Australia's South West
The data in this factsheet refers to visitors who have spent at least one night in Australia's South West
Overnight Visitors (000)
Intrastate
Interstate
International
Total Overnight Visitors
3,269
2,786
3,195
3,173
3,330
3,403
2,820
2,663
3,093
2,877
3,054
3,015
2019
2020
2021
2022
2023
2024
Overnight Visitors Spend ($ millions)
Intrastate
Interstate
International
Total Overnight Spend
$1,798
$1,737
$2,271
$2,176
$2,780
$2,430
$232
$277
$1,410
$1,621
$2,166
$1,824
$2,431
$2,044
2019
2020
2021
2022
2023
2024
Overnight Visitors (000)
3,403
2024
Total Visitor Nights (000)
12,610
2024
Total Spend ($ million)
$2,430
2024
Share of Overnight Visitors - change vs. pre-COVID
Intrastate
Interstate
International
2024
89%
7%
4%
2019
86%
8%
6%
Overnight Visitor Metrics 2024
Average Trip Length
Average Trip Spend
Average Daily Spend
Intrastate
3.1
Days
$678
$218
Interstate
4.3
Days
$912
$213
International
15.6
Days
$1,144
$73
Total
Domestic + International
3.7
Days
$714
$193


Intrastate Overnight Visitor Details - Australia's South West
2023+24 vs. 2018+19
The data in this factsheet refers to visitors who have spent at least one night in Australia's South West
Overnight Visitors (000)
3,015
2024
Total Visitor Nights (000
9,375
2024
Purpose of Travel
2023+24 2018+19
Holiday
59%
57%
VFR
(Visiting Friends & Relatives)
28%
29%
Business
11%
12%
Other
3%
2%
Sum of purpose may add to more than 100% as overnight visitors can visit the Region for more than one reason.
Age
15-19 20-34 years 35-49 years 50-64 years 65+ years
2023+24
28%
26%
25%
18%
2018+19
6%
29%
25%
24%
16%
Travel Party
Travelling alone Couple Family Friends/relatives Other
2023+24
22%
28%
20%
27%
2018+19
20%
29%
18%
28%
Length of Stay in Region
1 - 3 nights 4 - 7 nights 8 - 14 nights 15+ nights
2023+24
72%
23%
2018+19
73%
22%
Top 3 Home Local Government Area (LGA)
2018+19
2023+24
Stirling
9%
8%
Joondalup
6%
6%
Rockingham
5%
5%
Wanneroo
4%
5%
Gender
2023+24
50%
50%
2018+19
48%
52%
Definition
Domestic Visitors (intrastate): Western Australian residents aged 15 years and over who spent at least one night at a place at least 40km from their home. Note, intra-regional travel is included, i.e. the home and stay may fall within the same region.


Interstate Overnight Visitor Details - Australia's South West
2023+24 vs. 2018+19
The data in this factsheet refers to visitors who have spent at least one night in Australia's South West
Overnight Visitors (000)
249
2024
Total Visitor Nights (000
1,064
2024
Purpose of Travel
2023+24
2018+19
Holiday
54%
62%
VFR
(Visiting Friends & Relatives)
31%
25%
Busines
17%
14%
Other
2%
1%
Sum of purpose may add to more than 100% as overnight visitors can visit the Region for more than one reason.
Age
15-19
20-34 years
35-49 years
50-64 years
65+ years
2023+24
20%
22%
32%
25%
2018+19
23%
22%
31%
21%
Travel Party
Travelling alone
Couple
Family
Friends/relatives
Other
2023+24
19%
29%
13%
24%
15%
2018+19
12%
37%
16%
26%
9%
Length of Stay in Region
1 - 3 nights
4 - 7 nights
8 - 14 nights
15+ nights
2023+24
56%
33%
9%
2018+19
45%
41%
11%
Top 3 Home State/Territory
2018+19
2023+24
Victoria
34%
36%
New South Wales
27%
34%
Queensland
17%
11%
Gender
2023+24
49%
51%
2018+19
47%
53%
Definition
Domestic Visitors (Interstate): Australian residents aged 15 years and over who spent at least one night at a place at least 40km from their home.


International Overnight Visitor Details - Australia's South West
2024 vs. 2018+19
The data in this factsheet refers to visitors who have spent at least one night in Australia's South West
Overnight Visitors (000)
139
2024
Total Visitor Nights (000
2,171
2024
Purpose of Travel
2024 2018+19
Holiday
79%
81%
VFR
(Visiting Friends & Relatives)
17%
19%
Business
1%
2%
Other
5%
3%
Sum of purpose may add to more than 100% as overnight visitors can visit
Age
15-19 20-34 years 35-49 years 50-64 years 65+ years
2024 24% 22% 30% 24%
2018+19 29% 22% 29% 17%
Travel Party
Travelling alone Couple Family Friends/relatives Other
2024 38% 31% 20% 10%
2018+19 39% 32% 17% 11%
Length of Stay in Region
1 - 3 nights 4 - 7 nights 8 - 14 nights 15+ nights
2024 40% 36% 10% 14%
2018+19 49% 32% 10% 10%
Top 3 Home Country
2018+19 2024
United Kingdom 19% 21%
Singapore 13% 21%
Malaysia 8% 6%
Gender
2024 47% 53%
2018+19 56% 44%
Definition
International Visitors: aged 15 years and over who spent at least one night in the region and are staying in Australia for 12 months or less.



FUTURE VISTOR TRENDS

Looking forward, Busselton Jetty Inc. anticipates that visitor numbers will continue to increase. In 2025/2026 there is already pressure on the UWO fully guided tours and mini tours from December to April, with school holidays and weekends already full. Busselton Jetty has implemented extended hours to try and disperse congestion and ensure that more people can get a ticket to the UWO, with earliest tours starting at 8am and the latest train departing at 7pm. These tickets were immediately taken up in summer 25/26. Under the extended hours model, the UWO is predicted to be full year-round in 2031/32 with mini tours shortly after in 2034/35. The 90 seat Train is expected to reach full capacity in 2038/39. The Jetty Maintenance Reserve (JMR) income once the UWO and Train are full is limited to ticket price increases only. Visitors want to buy tickets, but many will walk away with money in their pockets, disappointed they could not get a ticket as there are none left to sell.

PRODUCT	MAXIMUM CAPACITY	OUTCOME
UNDERWATER OBSERVATORY	44 tickets	Frequently sold out, turn visitors away. Lost revenue and disappointment from visitors. UWO guided tours predicted to reach capacity in 2031/32 Mini Tours predicted to reach capacity in 2034/35
INTERPRETIVE CENTRE	Approx 200	Limited due to fire and structural limitations. With a 90 seat train departing and leaving at the same time, some 180 people can be in and around the Interpretive Centre at once, not including walkers, fishers etc
TRAIN	90 seats	Departing on the hour and returning on the half hour. 90 seat Train predicted to reach capacity in 2038/39
MARINE DISCOVERY CENTRE	30, 1 staff, 1 volunteer	Typically not a main attraction, packaged with other experiences to get consistent ticket sales
JETTY STRUCTURE	Approx 15,000	Limits spectatorship of major events
	Ticketing	Ticket pricing is highly market sensitive. Many walkers do not pay to walk on other Jetties
	Parking	Limited on foreshore to about 600 bays

These challenges are the key drivers for this Strategic Masterplan, improving infrastructure to address congestion, disperse visitors and improve funding to the JMR. It also emphasises the importance of a diversified funding stream for the JMR, so that it is not so reliant on ticket sales, with tickets running out.

TOURISM TRENDS & STRATEGIC IMPLICATIONS (20 YEAR OUTLOOK)

Busselton Jetty Inc. has undertaken comprehensive visitor surveys of nearly 25,000 guests from 2015-2025 to better understand evolving visitor profiles and what they are seeking when they visit the Jetty. Overwhelmingly, people are seeking personal and authentic experiences that allow them to connect with nature, interact with marine life and enjoy spending time on a unique heritage structure. Interactive activities that value-add to this experience such as the Jetty Train, the Underwater Observatory and the Underwater Sculpture Park are highly valued, and support education, cultural heritage and sustainability outcomes. More broadly, tourists are also starting to seek different experiences that align with their interests and values, and these changes have implications for Busselton Jetty as outlined below:

TREND	IMPLICATIONS FOR BUSSELTON JETTY
Sustainability & Climate Resilience	Extreme weather events necessitate infrastructure adaptations for the Jetty. Emphasising eco-friendly practices can attract environmentally conscious travellers.
Experiential & Immersive Travel	Visitors seek authentic experiences; integrating cultural narratives and interactive exhibits can enhance appeal.
Digital Transformation & Smart Tourism	Implementing digital guides, augmented reality, and online booking systems can improve visitor engagement and accessibility.
Wellness & Nature-Based Tourism	Offering Jetty experiences packaged with wellness retreats or nature walks can tap into the growing demand for health-wellness focused travel.
First Nations Cultural Engagement	Collaborating with First Nations communities to share (integrate) cultural stories can enrich visitor experiences and promote cultural preservation.
Demographic Shifts & Accessibility	An aging population requires accessible facilities; ensuring the Jetty and surrounding areas are mobility-friendly is crucial. Strong uptake of digital technologies among visitors <50y.o.; requires continual investment in ITC enhanced experiences, booking / Jetty information systems, and data analytics to inform BJI strategies.
Aviation & Access Infrastructure	Enhancing transport links & services to Busselton can increase tourist inflow; coordinating with regional transport plans is beneficial.
Regional Dispersal & Decentralised Tourism	Promoting the Jetty as part of a broader regional itinerary can distribute tourist traffic and economic benefits.
Climate-Driven Seasonality	Adapting to changing tourist seasons due to climate variations can optimise visitor experiences and resource allocation.
Workforce & Skills Development	Investing in local workforce training ensures high-quality service delivery and community engagement

Many of these experiences are already being catered for at Busselton Jetty, which is why it has become such a popular eco-tourism experience.

TRAVEL SUSTAINABILITY



TRAVEL SUSTAINABILITY REPORT

In the 2025 Travel & Sustainability Report (published by Booking.com) a survey of nearly 230,000 travellers across 35 markets confirms these trends and shows a shift in traveller perceptions of what sustainability encompasses as tourism destinations move towards regenerative principles:

1. **Growing traveller awareness of tourism's community and environmental impact**
   - 53% of travellers consciously recognise tourism's impact on local communities and the environment
   - Increasing emphasis by travellers on authentic local experiences (77%) and the desire to contribute positively to visited locations (69% want to leave destinations better than found)

2. **Challenges of tourism experienced by local communities**
   - Overcrowding (29%), traffic congestion (35%), littering (30%) and rising cost of living (38%) identified as major local community concerns
   - Just under half (48%) feel tourism levels are appropriate, this requires constant monitoring of community perception of the impact of tourism in Busselton

3. **Preferred solutions of local communities (vs. visitor caps)**
   - Local residents favour investment in:
   - Improved transport infrastructure (38%)
   - Waste management systems (37%)
   - Environmental conservation initiatives (32%)

4. **Visitors actively seek alternatives to crowded destinations**
   - Nearly 4 in 10 travellers deliberately avoid crowded destinations, seeking advice for alternate travel periods (39%) or alternate destinations (36%)

These trends demonstrate that the tourism operators as well as the local government have a shared responsibility to address these issues or else risk alienating local communities as well as visitors.

ENVIRONMENTAL CONTEXT

Environmental Factors Affecting the Jetty

1.8km
Ageing maritime structure extending into Geographe Bay

0.9m
Projected sea level rise over the next 100 years

70 years
Coastline facing erosion

PROTECT
MU15 is a place to protect

Whilst visitor demand is a major factor in the development of this Masterplan, changing environmental conditions also affect the future of Busselton Jetty, particularly as an ageing maritime structure that extends 1.8km out into Geographe Bay and which was designed for conditions and tolerances that have changed over time.

The City of Busselton's CHRMAP (Oct 2022) identifies that Geographe Bay is microtidal, characterised by small and predictable changes in sea level (0.6m-1.2m generally, up to 2m in storm surges and high tides) and benefiting from the diffraction of wave direction and swell energy around Cape Naturaliste, combined with a northerly aspect which provides protection from westerly and south-westerly storm events. Nonetheless, northerly and north-westerly storms can create high wave events along the coastline, particularly if these coincide with high tides. Over the last 70 years the coastline has been highly mobile, with most of the shoreline experiencing both significant net accretion and net erosion.

Mean sea level has risen globally since the 19th century when Busselton Jetty was first constructed and this is predicted to continue at an increasing rate through the 21st century. In accordance with State Planning Policy 26, the City is required to address a projected sea level rise of 0.9m over the next 100 years which will have significant impacts on the City's coastal areas in the future. Long-term projected increases in mean sea level have the potential to exacerbate existing coastal processes. Unless strategic actions are taken to protect the coast, infrastructure like the Busselton Jetty will be affected.

The community survey undertaken by consultants during the preparation of the CHRMAP identified that the most important coastal value cited was ' handing the coastal area onto our children and grandchildren in the same or better state than it is now' – a value which aligns strongly with a regenerative approach. Other important values identified by the community included 'protecting heritage – historical features such as the Busselton Jetty'.

This demonstrates that people value the natural setting and fabric of Busselton Jetty and believe that it should be protected from coastal hazard risks and this approach is further reinforced by the CHRMAP management options, which identify MU15 (Comprising Busselton Foreshore and the Jetty) as a place to *'Protect' – to maintain a useable beach and foreshore using beach nourishment, or a combination of coastal protection structures and beach nourishment.*

To safeguard the Busselton Jetty against these coastal hazard risks like sea level rise, storm surges and wave action, these environmental trends need to be monitored and mitigated in the same way that visitor impacts need to be managed, and negative heritage impacts mitigated. It is recommended that ongoing investment in Jetty maintenance and future Capital Expenditure considers all aspects of climate resilience, including use of durable materials and adaptive design solutions for the Jetty itself, and construction of off-shore coastal hazard protection systems in conjunction with beach nourishment solutions to ensure that climate impacts against the Jetty are mitigated.

SOCIO-ECONOMIC IMPACT OF BUSSELTON JETTY

Busselton & South West

$130M/yr
Tourism driver

530
jobs supported

$47M
gross value to Western Australia

+1000
Members

Busselton Jetty is already recognised as having major socio-economic value within the context of the South West region, and as at 2024/2025 Busselton Jetty was a $130M/year tourism driver supporting 530 jobs and contributing $47M in gross value to Western Australia. This economic success translates into substantial heritage conservation efforts, but Busselton Jetty also contributes to many broader social and community benefits:

Jobs creation: Busselton Jetty, as a major tourism asset, contributes to the local community by providing jobs and training; both directly through the operation of Busselton Jetty and indirectly through the attraction of visitors and visitor spend within the community.

Volunteering & Ambassadorship: Community events and engagement on Busselton Jetty enhance the social connection between the community and the Jetty. There are nearly 100 volunteers (known as Jetty Hosts) who share their love for the Jetty and enhance the visitor experience by assisting with boarding and alighting from the Jetty Train, acting as WA Tourism Ambassadors, checking tickets, answering questions, taking photos and ensuring customer safety. In addition, there are over 1,000 members of BJI who support the ongoing conservation efforts with their donations and philanthropy.

Enhanced community pride & connectedness: Busselton Jetty makes a significant contribution to community identity and sense of place, and its longevity is testament to a proud history of community advocacy and protection for this local icon.

Amenity for visitors: Attracting in excess of 1m paid and unpaid visitors every year, with a range of tourism offerings available, Busselton Jetty provides visitors with an authentic and unique opportunity to learn about the cultural heritage of Busselton, its maritime history and its unique marine environment and thereby provides an important amenity benefit for visitors to the place.

Educational outcomes: Busselton Jetty is a rich resource for researchers, marine scientists, marine archaeologists, industrial heritage engineering enthusiasts and the education sector. Its educational programs teach visitors about the cultural significance of the place – its history, and its environmental and its scientific values.

Community health & wellbeing: Busselton Jetty is a much-loved recreational asset that promotes outdoor activity and connection with the outdoors. As a 1.8km long promenade over the waters of Geographe Bay, and its infrastructure that supports walking, swimming, diving, snorkeling and leisure, bird-watching and observation of marine animals and environments, the Jetty is an important facility for community health and wellbeing.





Future additional investment in Busselton Jetty (and Jetty attractions) could continue to build on these socio-economic values, as follows:

- Investment in major projects like the replacement of the UWO could significantly increase the Jetty's economic impact (see Table below) and raise the region's tourism profile, especially among high-yield international markets
- A larger UWO (compared to current size) offers the highest long-term return-on-investment despite significant upfront costs, provided Busselton Jetty can continue to attract and grow consistent patronage. The larger UWO provides high-yield revenue that covers maintenance costs for the Jetty structure as well as the Observatory itself
- Busselton Jetty's future sustainability depends on continuous reinvestment from tourism revenue, which needs to be strengthened by diversified and premium attractions and managed growth
- Strategic partnerships with universities and marine research institutions could cement Busselton as a hub for marine science, eco-tourism, blue economy and innovation
- Opportunity to expand existing value-add activities at UWO such as 'Jazz under the Jetty', underwater dining experiences etc. that allow further development of luxe/premium market products

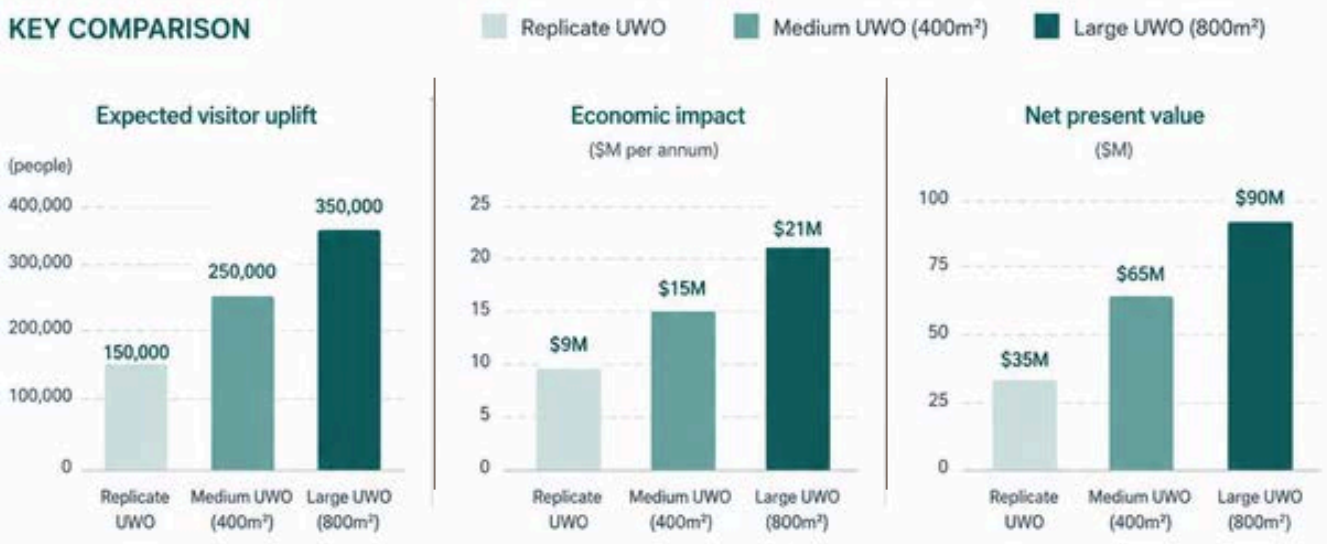


UWO EXPANSION OPTIONS

considered post AUDC COVID impact

	Replicate UWO	Medium UWO (400m²)	Large UWO (800m²)
Estimated cost (2027)	$32M	$40M	$80M
Expected visitor uplift	150,000	250,000	350,000
Economic impact	$9M/pa	$15M/pa	$21M/pa
Jobs created (ongoing)	45	70	100
Gross value added	$3.5M	$5.5M	$7.8M
Benefit cost ratio	2.5	3.8	4.2
Net present value	$35M	$65M	$90M

KEY COMPARISON



Estimated cost to replicate existing UWO like for like was provided by Paemac in September 2025 at $31,564,275. These costs were then extrapolated out to a medium and large UWO based on previous work done for the Australian Underwater Discovery Centre at 800m square and a mid sized UWO.



UWO EXPANSION OPTIONS SUMMARY

It is clear that constructing a new Underwater Observatory (either to replicate the existing UWO, or in a larger format that would optimise future capacity) is not financially viable in the short or medium-term due to the limitations on funding available.

Nonetheless, replacing the UWO is critical to the future financial sustainability of the Busselton Jetty and therefore alternative staged options must be explored. The most likely feasible option is to stage construction of the replacement UWO by undertaking construction of the above-water infrastructure first, then building the below-water infrastructure in the longer term.

SO WHAT CAN BE DONE?

The recommendation in the short and medium-term is to focus on meeting customer demand and future-proofing the Jetty end by upgrading existing infrastructure with new toilets, power upgrades, water & sewerage services and creating a permanent Jetty-based home for the Marine Discovery Centre (MDC).

This project is outlined from the next page, under the heading: **Stage One: Infrastructure Upgrades**. Longer term, new underwater infrastructure could be constructed adjacent to the end of Jetty Pavilion including the MDC, ideally on the site of the former proposed AUDC, where much of the geotechnical & site investigation work has already been undertaken.

STAGE ONE: INFRASTRUCTURE UPGRADES

Staged investment to support visitor growth, revenue diversification and essential infrastructure renewal



The City of Busselton and Busselton Jetty Inc have developed a 50 year joint financial model for the Jetty Maintenance Reserve that forecasts spikes in capital replacements, maintenance and improvements to the Jetty structure and buildings as per the 50 Year Maintenance Plan.

In June 2026, a recommendation will be presented to the Project Control Group with a business case for the remaining $16m State and Federal funding. The business case has been developed from the outcomes of the Masterplan workshops, community and major stakeholder consultation.

The Immediate needs for the funding is to:

- Balance visitor growth within Jetty size and space limits through dispersal and layered experiences
- Diversify sources of revenue to sustainably fund the Community and Tourist facility
- Prioritise essential infrastructure upgrades and stage scheduled works based on a responsible tourism model

STAGED DEVELOPMENT APPROACH

STAGE 1

The Business Case demonstrates how a staged development of a new Underwater Observatory addresses these needs. This is achieved by building the above water section of the UWO first, including upgrading the power, water, sewerage and emergency fire services to the end of the Jetty. This Stage 1 project is called the Busselton Jetty Pavilion (see below design concept).

STAGE 2

Stage 1 will allow for Stage 2 to be built adjacent to the northern end of the new end of Jetty Pavilion.

STAGED DEVELOPMENT APPROACH

The Pavilion will enable the existing Marine Discovery Centre that is in the historic Railway House Ballaarat Room to move to the end of the Jetty. It will create a space for better Jetty storytelling to start at the entrance to the Jetty, that makes more sense for the customer journey, so visitors have a better sense of arrival to the foreshore and historic Jetty precinct.

The Underwater Sculpture Park at the end of the Jetty will have new dive/snorkel/underwater experiences activated in the new Pavilion, including showers for those exiting the water, and new safer accessibility for all users.

There will be more to see and do with new retail and other marine based experiences, room for school excursions, Cruise exclusive tours, history tours and a Jetty show. With the addition of a basic kitchen and kiosk, customers will have Food and Beverage options 1.8km out to sea, available daily and activation at night with events and functions, dispersing visitors and increasing revenue.

SOCIO-ECONOMICS BENEFITS

The Pavilion Project will deliver significant socio-economic and intangible benefits by enhancing the Busselton Jetty precinct as a vibrant, year-round destination that supports tourism growth, local employment and increased visitor spend. It will strengthen community connection by creating an accessible, engaging space for social interaction, events and shared experiences, while also fostering education, heritage and marine storytelling and environmental awareness. Importantly, the Pavilion will contribute to a stronger sense of place and civic pride and provide additional volunteering opportunities and a deeper engagement with the Jetty's natural values.



Tourism growth and visitor spend



Local employment and skills



Community connection and civic pride



Education, heritage and marine storytelling



Environmental awareness and stewardship

BROADER ECONOMIC BENEFIT

$14 million
Spend on local suppliers

$24.8 million
total economic output (construction)

22 jobs
Supported at peak construction

$8.1 million
Regional value-added

$1.5 million
Total annual output (operations)

10 jobs
Supported (operations)

$0.75 million
Annual value-added (operation)

In terms of broader economic benefit, the Pavilion Project delivers substantial economic benefits to the Busselton LGA through both construction and ongoing operations. During construction, a $14 million spend on local suppliers is estimated to generate up to $24.8 million in total economic output, supporting around 22 jobs at peak and contributing over $8.1 million in regional value-added (GRP) through strong supply-chain and consumption flow-on effects. Ongoing operations and visitor-related spend further stimulate the local economy, generating approximately $1.5 million in total annual output, supporting around 10 jobs, and contributing ~$0.75 million in value-added each year.



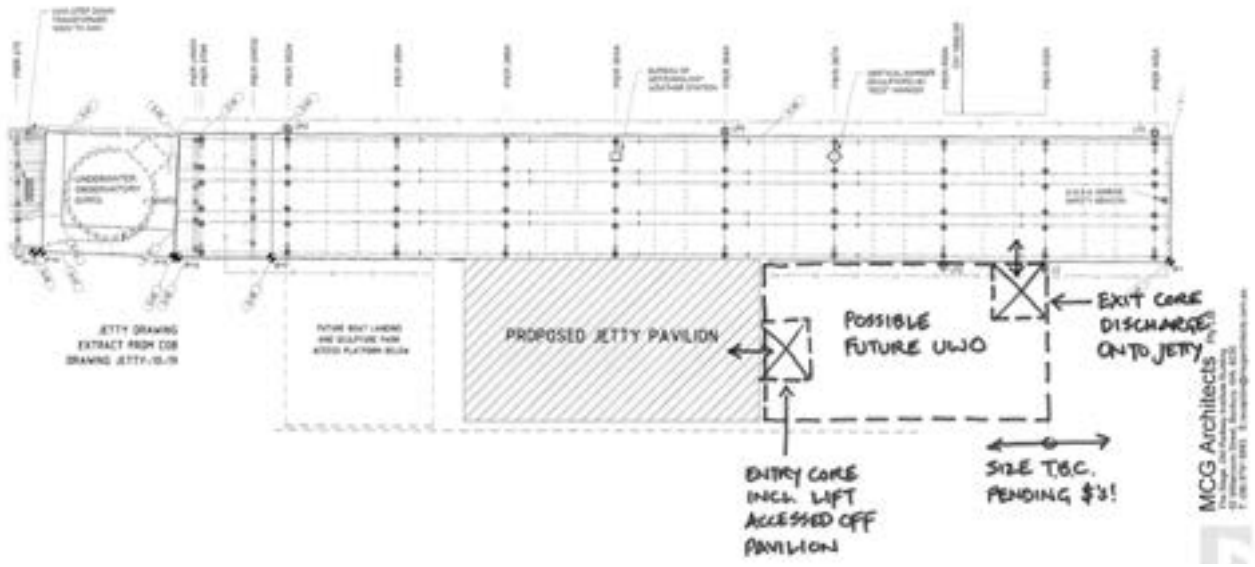
END OF JETTY PAVILION

Concept Design to fit in with Heritage Aesthestic

The immediate focus is the delivery of a new Pavilion at the end of the Jetty, representing critical infrastructure that responds to key components of the original project scope.

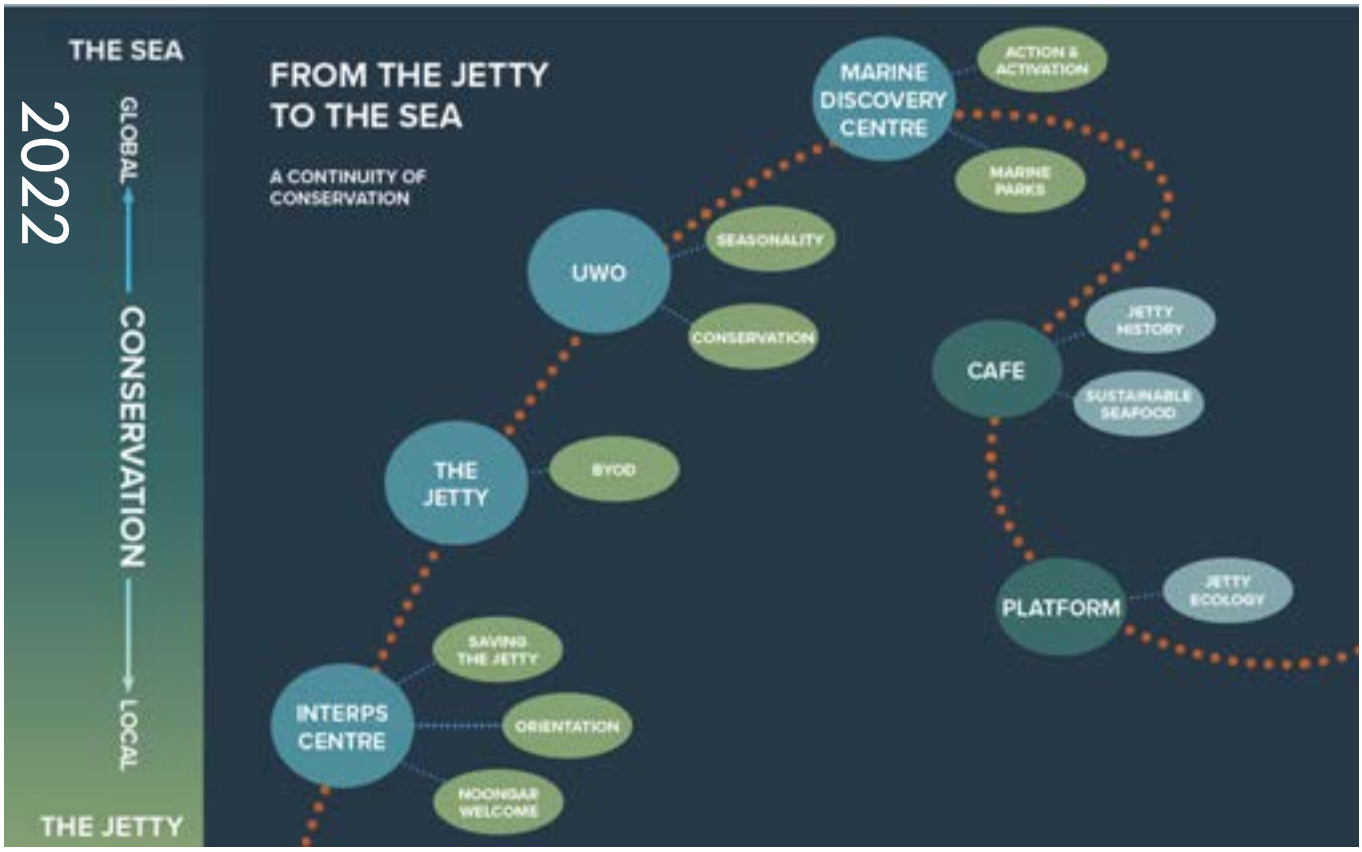
The Pavilion building will deliver:

- Upgraded essential services along the Jetty including electricity, sewerage and water;
- Additional visitor amenities (showers and toilets), dive and snorkel facilities to activate the Underwater Sculpture Park and new visitor retail experiences;
- An interpretation and exhibition space through a permanent home for the Marine Discovery Centre
- A simple F&B offering
- Staff and volunteer offices and a training/function/group space to support operations and delivery of BJI programs and events
- A destination precinct experience at the end of the Jetty.
- Subject to funding: A platform and dive lift into the water providing immediate access to the Underwater Sculpture Park, improving safety for divers and snorkellers

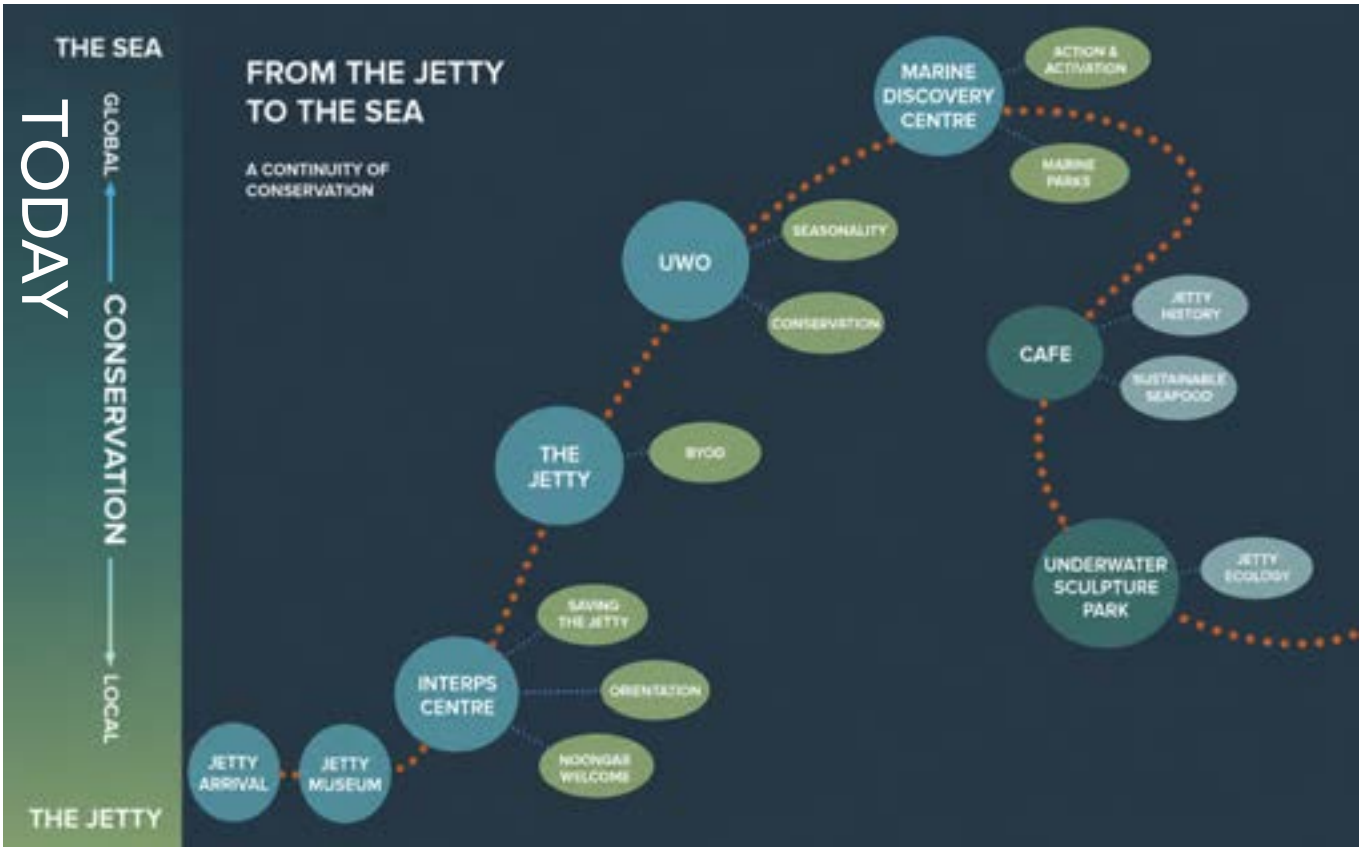


The immediate focus is the delivery of a new Pavilion at the end of the Jetty, representing critical infrastructure that responds to key components of the original project scope.

Consultants Thylacine worked on a whole of site approach in 2022 for the development of the Marine Discovery Centre when it was going to be located at the end of the Jetty. This would create a unified visitor experience where audiences travel from the jetty to the sea, both literally and metaphorically.

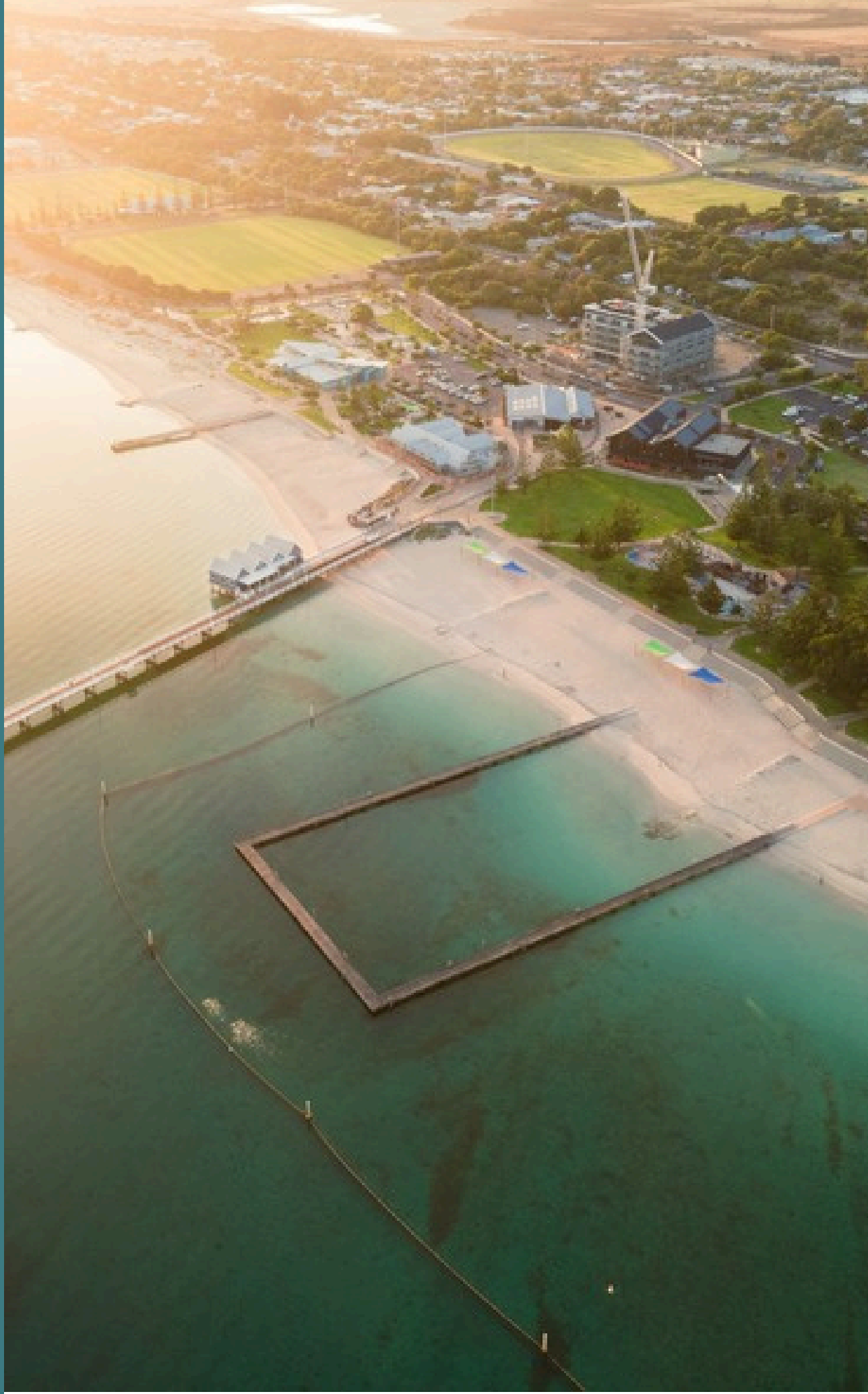


This has evolved with the Atticus Consultant work on the Jetty story and the review by WA Museum CEO Alec Coles on the importance of the Jetty story in sense of arrival for visitors to the foreshore and understanding the reason the Jetty was built in 1865 and its importance to the WA economy. As visitors move from the shore out to sea, their journey shifts focus right through to the Underwater Sculpture Park at the end of the Jetty.



END OF JETTY PAVILION

IMPLEMENTATION





IMPLEMENTATION

"What do we need to keep what makes the Jetty special?"

Staged Approach dependent upon Funding

Once the Masterplan is endorsed by Council, the Community, BJI and the Project Control Group, the City and BJI will put the goals into an implementation plan that links back to the 50 Year Jetty Maintenance Reserve joint financial model.

It is acknowledged that it will take time, effective planning and community & stakeholder support to transition to the new managed growth model for the Busselton Jetty, and therefore a staged approach is proposed. The short-term, medium-term and long-term list of deliverables have been grouped according to three strategic implementation phases, which are outlined as follows:

Phase 1 – Modify Operations & Make Plans (within 3 years)

The first phase has already started with an extension of hours to manage congestion and maximise throughput. Building new infrastructure at the end of the Jetty will further address current inadequate facilities at the end of the Jetty for the number of visitors and enable improved packaging of tours, experiences and F&B to maximise return and JMR funding.

This is a Responsible Tourism approach for Busselton Jetty to not grow at all costs, but to focus on managed growth by making operational changes to address current issues relating to visitor management and avoiding the preventable impacts of tourism congestion, whilst continuing the practices that work well and that align with the four themes outlined in this Master Plan.

This phase represents a subtle shift in mindset, ensuring that Busselton Jetty continues to attract its primary source of revenue from tourism activities, but with planning underway to consider dispersing visitors during peak times, managing capacity strains and maintaining the current excellent customer and community satisfaction with the Jetty as a whole.



Phase 2 – Establish Framework & Build (within 10 years)

The second phase will be a time when planning leads to implementation, and projects that are key infrastructure, have proven their worth in the planning and feasibility stages, and will be vital to achieving the Four Themes. These are typically projects that have high capital expenditure costs but are important to be in place for Phase 3.

Operations will continue to evolve and change, but this will be to respond to planning for the new built infrastructure like the replacement UWO. These projects deliver high yields in terms of prosperity and longer term will be part of achieving positive outcomes against the other strategic pillars.

The medium-term (up to 10 years) provides sufficient time for proper planning, sourcing external funding, obtaining approvals and construction of infrastructure works, as well as diversification of the visitor experience in the Jetty and Foreshore Precinct, with other value-add initiatives.

New infrastructure offers the potential to explore and integrate new strategic partnerships with industry and educational institutions in the areas of marine research and development of concepts for sustainable use of marine resources. This is a time when 'blue economy' and carbon reduction opportunities can start to be explored, with consideration for coastal hazard risk mitigation infrastructure.

Phase 3 – Consolidate & Endure (within 20 years)

The final phase in the implementation of this Master Plan is where the new responsible tourism practices become embedded and diversification of alternative revenue streams can really start to share the financial burden of supporting the Jetty Maintenance Reserve and capital expenditure shortfalls.

The Busselton Jetty becomes more resilient and enduring as a result, with long-term investment in key infrastructure that supports sustainable visitor numbers, encourages public-private-industry- community partnerships for funding diversification.

3 YEAR PLAN





THEME 1: A DISTINCTIVE PLACE

Preserve and celebrate what makes the Jetty special, its visual amenity, scale and its cultural history.

A IMPROVE THE CUSTOMER JOURNEY

Background

Arrival to the foreshore for visitors going to the Jetty can be confusing especially for international guests. With multiple car parks and mixed messaging with current foreshore offerings, including a Heritage Railway Station that does not sell Train tickets, there is opportunity to unify services and improve entry statements west, south and east of the Jetty, as well as the Cruise Ship berth on the Jetty and bus stop.

Opportunities

Strengthen first impressions through coordinated design, access and wayfinding on and within the foreshore precinct. If the Jetty is the major tourist attraction in the South West and on the Busselton foreshore, what is the optimum way to improve the customer journey and experience?

Priority Actions / Works

- Foreshore precinct review- what is the best experience for the customer?
- Review Railway House current and future use in the customer experience
- Completion and implementation of the City's Parking Strategy
- Revise or upgrade entry points and arrival nodes to improve sense of arrival
- Improve wayfinding and signage for clear direction to Jetty
- Enhance accessibility and movement corridors
- Review currently unused Train Tracks in foreshore pedestrian areas
- Consider new Jetty entry method to manage congestion and other issues
- Consider wayfinding, signage and other movement from buses, boats, taxis etc

Suggestions from customer surveys, feedback from cummunity engagement sessions and workshops by City and BJI have created several suggestions on the following pages for investigation.

SUGGESTIONS FOR INVESTIGATION

1 BETTER SIGNAGE IN CAR PARKS TO CREATE SENSE OF ARRIVAL

Clear, welcoming signage that tells visitors they are arriving somewhere special.



2 USE EXISTING TRAIN TRACKS TO TELL THE STORY

Historical plaques between the tracks share the story of Busselton Jetty as visitors make their way from Railway House and Piazza towards the Jetty.



3 CELEBRATE ARRIVAL BY CREATING A MOMENT WHERE PEOPLE UNDERSTAND THE SIGNIFICANCE OF WHERE THEY ARE

Thoughtful spaces and story elements help visitors understand the significance of where they are and the legacy of the Jetty.



4 NEW TICKET ENTRY BOOTH

New ticket entry booth to disperse congestion around Train platform and IC, including turnstiles for entry and exit.





B ENHANCE INTERPRETATION AND STORYTELLING

Background

Current interpretation is fragmented and does not fully convey the Jetty's significance.

There is opportunity to expand understanding of the unique history of the attraction and the vital role it played in the timber and whaling industries, connection to the cultural precinct Bond store and community passion that saved it from demolition.

Opportunities

Opportunity to integrate cultural, environmental and historical narratives

Priority Actions / Works

- Clarify unique Jetty story and then develop interpretation strategy
- Investigate best use of Ballaarat Room if the Jetty is the Destination anchor
- Upgrade the Train audio with new storytelling and look at other value adds
- Introduce Walking Tours on the Jetty and/or links with the CBD (examples are on the following page)
- Apply Conservation Management Plan to connect communities to their past, shape identity and guide future generations



SUGGESTIONS FOR INVESTIGATION

WALKING TOUR ZONE

The Jetty Beginner

The perfect introduction to the Busselton Jetty. Enjoy iconic views, fascinating history and key landmarks near the entrance

- **Distance:** 0 - 300m
- **Time:** 15 - 20 mins
- **Difficulty:** Easy
- **Highlights:** Jetty Entrance, Interpretive Panels, Historic Photos, Coastal Views



WALKING TOUR ZONE

The Settlement Zone

Step back in time and discover the early settlement of Busselton and the people who built a community by the sea.

- **Distance:** 300 - 800m
- **Time:** 20 - 25 mins
- **Difficulty:** Easy
- **Highlights:** Settlement History Panels, Pioneers' Stories, Historic Maps, Shoreline Views



WALKING TOUR ZONE

Industry & Innovation Zone

Explore the stories of industry, innovation and engineering that shaped the Jetty and supported a growing region.

- **Distance:** 800 - 1,400m
- **Time:** 25 - 30 mins
- **Difficulty:** Easy - Moderate
- **Highlights:** Timber Jetty History, Railway Story, Engineering Features, Historic Machinery



WALKING TOUR ZONE

Wartime & Resilience Zone

Discover how the Jetty played a vital role during wartime and how the community showed strength and resilience through challenges.

- **Distance:** 1,400 - 1,900m
- **Time:** 25 mins
- **Difficulty:** Easy - Moderate
- **Highlights:** Wartime History Panels, Stories of Resilience, Community Contributors



WALKING TOUR ZONE

Beneath the Surface Zone

Look below the waves and explore the natural marine world, coastal environment and the importance of protecting it.

- **Distance:** 1,900 - 1,990m
- **Time:** 15 - 20 mins
- **Difficulty:** Easy
- **Highlights:** Marine Life Panels, Underwater Viewing, Environmental Storeis, Ocean Conservation



WALKING TOUR ZONE

Jetty's End & Beyond Zone

Reach the end of the Jetty and take in breathtaking views, reflect on the journey and look ahead to the future.

- **Distance:** 300 - 800m
- **Time:** 20 - 25 mins
- **Difficulty:** Easy
- **Highlights:** End of Jetty Views, Future of the Jetty, Reflection Points, Panoramic Ocean Views





C MANAGE GROWTH THROUGH A RESPONSIBLE TOURISM APPROACH

Background

Increasing visitor numbers and congestion have the potential to impact heritage values.

Opportunities

Opportunity to ensure any development reinforces the Jetty's identity in a managed way that adds to the heritage character and does not detract from it. Well planned operational changes could disperse visitation to reduce the impact of congestion on visitor experience, whilst at the same time increasing capacity under a responsible tourism managed growth model.

Priority Actions / Works

- Plan infrastructure that supports heritage aesthetics and character, while dispersing congestion through possible identified nodes or zones
- Maximise use of existing assets through strategies such as extended hours or events
- Review tour structure to maximise capacity and maintain quality experience
- Use technology wisely (e.g. live bookings, turnstiles, digital ticketing, concierge service, online vs in person booking strategies)
- Pivot to a peak plan for max capacity days (e.g. Cruise Ships, Events, Dec/Jan school holidays)
- Review the COB and BJI Licence in line with joint financial model including new end of Jetty activation linked to estimated pricing and packaging managed growth model

SUGGESTIONS FOR INVESTIGATION

POTENTIAL NEW TICKETING OPTIONS: SELF SERVICE TICKET TECHNOLOGY AND PRICING MODELS

Self-service ticketing will help reduce queuing and congestion, improve visitor flow and provide faster transactions.

It will allow staff to focus on customer service and higher-value experiences.

Pricing models can better manage demand and encourage off-peak visitation.



A NEW HOME FOR EXCLUSIVE CRUISE SHIP TOURS

Due to increasing cruise ship demand, a dedicated home for these tours is beneficial because it:

- Creates a more professional arrival experience.
- Improves weather protection and interpretation.
- Supports better visitor servicing.
- Strengthens premium tourism opportunities.



EXTENDED HOURS

Due to capacity pressures and the need for load dispersion, extended hours are beneficial because they:

- Spread visitor demand across the day.
- Reduce peak-time congestion.
- Improve visitor choice and satisfaction.
- Help maximize revenue opportunities.





THEME 2: A SUSTAINABLE ECONOMY

Diversify revenue streams and strengthen economic resilience while supporting regional growth.

A STRENGTHEN REVENUE DIVERSIFICATION

Background

Revenue is heavily reliant on tourism ticketing. The current UWO and Train tickets are nearing peak capacity numbers.

Opportunities

Opportunity to diversify funding and reduce risk. New infrastructure needs to be built to cater for new experiences and revenue streams. New products and services that value add also need to be investigated. A detailed plan needs to be developed to replace the existing Underwater Observatory built in 2003, one of six natural aquariums in the world.

Priority Actions / Works

- Use existing funding to build new revenue and non revenue generating infrastructure moving Marine Discovery Centre to the end of the Jetty with other attractions and upgraded facilities and amenities
- Develop alternative revenue streams (e.g. new or second train, ferry service, new tours)
- Implement a plan to maximise UWO capacity by changing tour structure
- Secure partnerships and sponsorships
- Access grants and funding

SUGGESTIONS FOR INVESTIGATION

MOVE THE MARINE DISCOVERY CENTRE TO THE END OF THE JETTY

Relocating the Marine Discovery Centre to the end of the jetty creates a stronger destination experience.

Upgraded facilities and amenities include power and toilet services to improve operations and visitor comfort.

A dedicated end-of-jetty location strengthens education, immersion and premium visitor appeal.



ADD A SECOND SMALLER TRAIN EVERY HALF HOUR

Introduce a second smaller train service every 30 minutes to improve frequency and capacity.

The smaller train could stop at the heritage node to allow the other train to pass.

More frequent departures help reduce wait times and improve visitor flow along the jetty.





B EXPAND PREMIUM VISITOR EXPERIENCES

Background

Visitor offerings are strong but can be expanded to increase yield. The biggest opportunity is at the end of the Jetty where visitors have dwell time to see and do more, including paying for new experiences, activities, events, products or services.

Opportunities

Opportunity to create high-value experiences that do not impact negatively on what makes the Jetty special, its heritage character and its extraordinarily unique marine environment.

Priority Actions / Works

- Develop premium tours and bespoke products
- Introduce unique and authentic experiences – e.g. Underwater Dining, Leeuwin Ship, Signature Events, Marine Pharmacology
- Package bundled offers with local and regional stakeholders
- Investigate end of Jetty marine berthing platform



SUGGESTIONS FOR INVESTIGATION

HOST AUTHENTIC AND UNIQUE HIGH VALUE EXPERIENCES

- Curated dining in a premium waterfront setting.
- Elegant spaces and flawless details for memorable occasions.
- Personalised service that delivers unforgettable moments.



HOST SIGNATURE EVENTS TO CONNECT THE COMMUNITY

- Bring people together in inspiring waterfront surrounds.
- Versatile spaces for celebrations, launches and special occasions.
- Memorable experiences that build community and lasting connections.



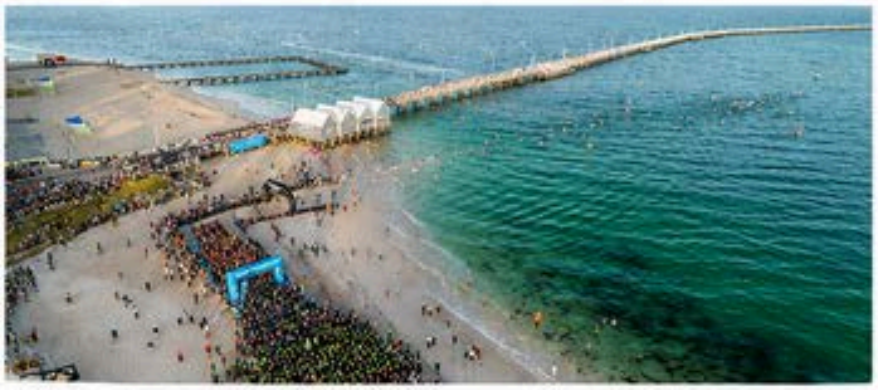
DEVELOP PREMIUM TOURS AND BESPOKE PRODUCTS

- Immersive marine experiences that inspire wonder.
- Exclusive tours with unforgettable photo opportunities.
- Bespoke products that deliver premium value and lasting memories.



HOST LARGE COMMUNITY EVENTS

- Attract and host events that draw thousands from near and far.
- Showcase Busselton Jetty as a premier event destination.
- Drive local economy, visitor spend and long-term impact.





C SUPPORT REGIONAL TOURISM GROWTH

Background

The Jetty plays a key role in local and regional visitation.

Opportunities

Opportunity to strengthen local & regional partnerships and spread tourism demand, especially connection to the CBD.

Priority Actions / Works

- Collaborate with tourism operators
- Integrate with local and regional experiences
- Partner with local events
- Promote as destination anchor



SUGGESTIONS FOR INVESTIGATION

SPONSOR AND PARTNER CURATED LUNCHES, CAUSES & SOUTHWEST EVENTS

- Sponsor curated lunches, gala dinners and cause-led events at the jetty.
- Partner with local organisations, charities and Southwest event programs.
- Build awareness and visitation through memorable waterfront events and community partnerships.



COLLABORATE WITH LOCAL TOURISM OPERATORS

- Package flights, cruises, transfers and wine-region experiences with jetty visits.
- Partner with seaplane, boating, transport and premium tourism operators.
- Build all-in-one itineraries that extend visitor stay and spend.



PROMOTE AS A DESTINATION ANCHOR

- Position Busselton Jetty as the must-visit highlight of the region and a signature experience.
- Inspire connection through iconic marine life, discovery experiences and heritage attractions.
- Encourage longer stays by creating reasons to explore, learn and return.
- Anchor regional itineraries and showcase the jetty as the heart of the visitor journey.





THEME 3: A CONNECTED COMMUNITY

Foster strong community engagement, access and participation across generations.

A CARE FOR VISITORS BY IMPROVING ACCESS AND PARTICIPATION

Background
The Jetty is a key community asset and a recreational facility for many.

Opportunities
Opportunity to upgrade and expand facilities and amenities and strengthen inclusivity and access.

Priority Actions / Works

- Maintain public access and free local resident pass
- Improve facilities and amenities
- Give back (e.g. Locals Week, Telethon)
- Strengthen intergenerational engagement and diversity
- Integrate First Nations and other cultural storytelling
- Sustainable low impact operations





B EXPAND EDUCATION AND RESEARCH PROGRAMS

Background
The Jetty has strong potential as an educational and research asset

Opportunities
Opportunity to position as a 'living classroom'.

Priority Actions / Works

- Partner with institutions
- Refresh and expand education programs
- Increase citizen science programs
- Set up a Volunteer education program





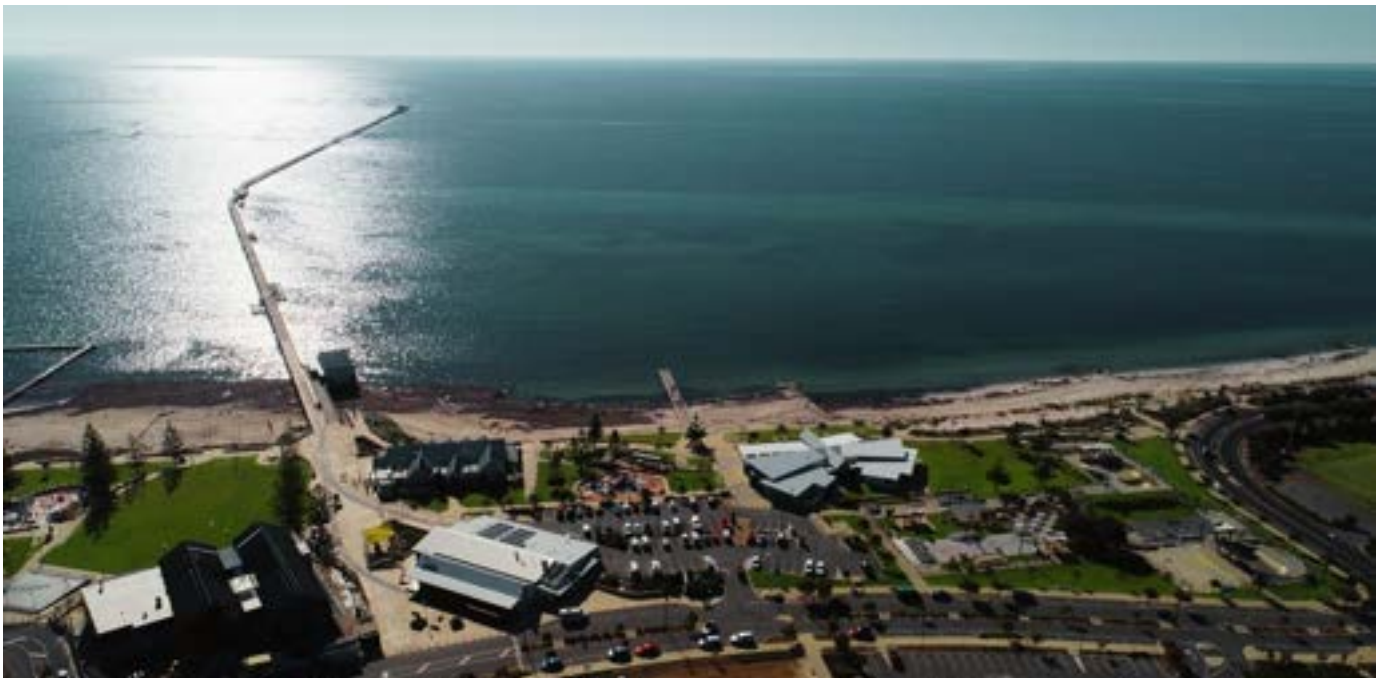
C STRENGTHEN STAKEHOLDER PARTNERSHIPS

Background
Governance requires collaboration across multiple stakeholders.

Opportunities
Opportunity to improve alignment and delivery by encouraging proposals for new initiatives and partnerships

Priority Actions / Works

- Review existing governance frameworks and strengthen
- Call for Proposals Annual Jetty Partnerships program
- Formalise MOUs/Partnerships
- Improve ongoing stakeholder engagement processes





THEME 4: A RESILIENT ENVIRONMENT

Protect marine ecosystems and adapt to climate risks through sustainable infrastructure and practices.

A ENHANCE ENVIRONMENTAL STEWARDSHIP

Background
The unique marine environment is a key asset requiring protection. Busselton Jetty plays a unique role in inspiring the public to look after our oceans and become environmental ambassadors.

Opportunities
Busselton Jetty already kicks above its weight through the Busselton Jetty Environment Foundation and there are more opportunities to enrich sustainability through innovation.

Priority Actions / Works

- Add to and upgrade renewable energy infrastructure
- Investigate blue economy initiatives
- Implement conservation programs
- Monitor biodiversity
- Promote sustainable practices





B DELIVER CLIMATE RESILIENCE AND ADAPTATION

Background
Climate risks threaten long-term viability.

Opportunities
Opportunity to proactively address and investigate how to manage these risks.

Priority Actions / Works

- Upgrade infrastructure
- Implement coastal protection
- Develop adaptation strategies



COB PRIORITIES





CITY OF BUSSELTON PRIORITIES

Care - Control - Management

Under the 50 Year Maintenance Plan the City of Busselton who has care, control and management of the Management Reserve that the Jetty structure sits on, is also responsible for:

a) Maintain WA State Heritage Listing of the Jetty structure;

b) Review, update and implement the 50 Year Jetty Maintenance Plan;

c) Review and stagger phasing of scheduled works to minimise operational disruptions and financial pressures;

d) Replacement of timber (due to end of old growth logging) with other materials including new structural mitigation measures to extend the life of the asset;

e) Continue to attract investment in line with the Busselton Foreshore Master Plan;

f) Jetties Local Law;

g) Busselton Coastal Adaptation Plan;

h) Busselton Parking Strategy including foreshore precinct;

i) Cruise Ship and marine berthing;

j) Foreshore and Jetty Events and other site permits.

k) Licence with Busselton Jetty Inc.

LONGER TERM


UNDERWATER
OBSERVATORY
AND
MARINE SANCTUARY
BUSSELTON JETTY



LONGER TERM

A number of Plans for Phase 2 and 3 will depend on the outcomes of Phase 1. Given the fluid nature of Tourism and the constant change in market conditions, it is also very difficult to ascertain what should be implemented within 10 and 20 years. The following are suggested options to be considered in the future, which will be part of ongoing reviews of the Masterplan by the City of Busselton, BJI and key stakeholders including the community. A key priority is to plan for the UWO replacement.
It is acknowledged that the Masterplan should be reviewed and updated every 5 years.

Themes	Phase 2 Within 10 Years	Phase 3 Within 20 Years
Theme 1: A Distinctive Place Preserve and celebrate what makes the Jetty special, its visual amenity, scale and its cultural history	1. Upgrade Interpretive Centre and associated facilities; 2. Review visitor numbers and further congestion initiatives if required; 3. Refresh all Interpretation including inside buildings;	1. Investigate restoring the original Jetty structure by building the Promenade back. Consider potential for Train into CBD if Queen St closed for pedestrian traffic only; 2. Review the 2009 Conservation Management Plan and any suggested changes e.g. Memorial Plaques, adding new artwork with historic theming, returning any heritage elements, e.g. Rotunda

Themes	Phase 2 Within 10 Years	Phase 3 Within 20 Years
Theme 2: A Sustainable Economy Diversify revenue streams and strengthen economic resilience while supporting regional growth.	1. Finalise Plans for Stage 2 of end of Jetty Pavilion to include how and when a new Underwater Observatory can be added; 2. Replace Train; 3. Conclude research into enhanced marine berthing and access by water at the end of Jetty; 1. COB, BJI and Foreshore operators review of facilities, amenities and/or opportunities for new revenue generating attractions (e.g. Carousel as per Foreshore Masterplan)	1. Review purpose of old UWO; 2. Review and update Jetty Joint Financial Model 3. Explore new funding models if required, e.g. tourist levy
Theme 3: A Connected Community Foster strong community engagement, access and participation across generations.	1. Investigate new accessible recreational amenities that encourage community connection and participation; 2. Review the Jetty Licence with full review of JMR and foreshore leases/permits etc; 3. Review foreshore parking strategies – e.g. bike cage, paid parking, shuttles, online bookings with tours/restaurant booking; 4. Investigate First Nations tourism experience on the Foreshore	1. Continue to maintain, refresh and upgrade community recreational facilities on the Jetty and foreshore based on user feedback; 2. Consider opportunities to link the Jetty Conservation Management Plan interpretation with the Busselton townsite and nearby areas
Theme 4: A Resilient Environment Protect marine ecosystems and adapt to climate risks through sustainable infrastructure and practices.	1. Review new technology in renewables for take up of next gen infrastructure; 2. Investigate new education/research facility/ies on Jetty run by Marine Institutes incorporating Blue Economy projects; 3. Review new ways to protect the Jetty from climate impacts; 4. Finalise plans for new regenerative products and/or services that align with responsible tourism model	1. Implement Blue Economy projects; 2. Look at new methods of coastal hazard protection options for the Jetty; 3. Look at new mobile underwater options to protect and educate about the Jetty's unique marine ecosystem



RISK MANAGEMENT

Achieving the 20 Year Masterplan will require ongoing risk assessment to address infrastructure, visitor management, financial sustainability and climate impacts, with adaptive strategies to ensure resilience. It is acknowledged that day to day risks on the Busselton Jetty are covered by separate operational risk registers maintained by both BJI and the COB.

Risk Identification & Prioritisation

This high level Risk Assessment has been undertaken by focusing on 4 key issues affecting Busselton Jetty over the next 20 years and how these risks can be mitigated.
Risks are considered in light of possible scenarios these high impacts might cause, and possible responses/mitigation strategies:

Risk Category - High Impacts

1. **Infrastructure & Maintenance**
   Detailed Risks: Ageing structures, rising maintenance costs, material deterioration rates; limited availability of some material (i.e.. timber)

2. **Visitor Management**
   Detailed Risks: Overcrowding, capacity strain, visitor safety risks, visitor dissatisfaction

2. **Climate & Environment**
   Detailed Risks: Rising sea levels, increased storm frequency/intensity, erosion
   Risk Category - Medium Impact

4. **Financial Sustainability**
   Detailed Risks: Insufficient capital for asset renewal/replacement, revenue shortfall, increased operating costs

Scenario-based Risk Analysis

('What-If' Scenarios)

Scenario	Impacts	Response & Mitigation Actions
Rapid Climate Impacts (storm surge, sea-level rise)	Severe or catastrophic structural damage or loss of Jetty structure, closures, loss of revenue, high insurance excess ($500K)	Proactive reinforcement of vulnerable sections using concrete and steel; Installation of off-shore coastal hazard protection measures; Emergency response funds; insurance enhancements
Accelerated Infrastructure Ageing (premature deterioration)	Increased repair & maintenance frequency, structural failures, shorter asset lifespan	Accelerated asset condition assessments; Pre-scheduled infrastructure upgrades; Material enhancements (use of concrete, steel and composite materials composite, corrosion-resistant) or replacement
Visitor Numbers Double (unprecedented visitor surge)	Overcrowding, reduced visitor experience, strained facilities, safety risks, community complaints about overtourism	Implement dynamic pricing & ticket caps; Invest in visitor flow management tech/systems; Expand off-peak visitation initiatives
Major Economic Downturn (revenue - finance shortfall)	Reduced ticket revenue, stalled infrastructure upgrades, reduced contribution to JMR due to reliance on tourism activities and revenue	Diversify revenue streams (e.g. online experiences, education programs); Contingency reserve funding; Prioritised capital projects; defer non-critical projects

Contingency & Adaptation Strategies

Trigger Event	Immediate Contingencies (Short-term)	Adaptation Strategies (Medium/Long-term)
Major Storm Damage	Temporary closure, rapid emergency repairs, insurance claims activated, disaster relief support funds (Govt)	Increase climate-resilient construction standards; enhanced insurance coverage
Rapid Visitor Growth	Immediate introduction of peak-period ticket limits and extended hours to disperse numbers and incentivise non-peak times; temporary staff increases	Strategic visitor dispersal; new activities/attractions to spread crowds; upgraded transport infrastructure (e.g. overflow parking)
Cost Escalation in Major Infrastructure Projects	Project scope adjustments, reprioritisation of capital spend, emergency financial reserves deployment, public-private partnership (investment if possible)	Regularly revised budget controls/QS estimates; phased project implementation; value engineering

Risk Monitoring, Reporting & Governance

- **Monthly:** Operational risk & visitor capacity indicators. (by BJI Inc.)
- **Quarterly:** Financial reports & strategic plan review (by BJI Inc. and at Jetty Reference Group)
- **Annually:** Infrastructure condition audits. (City of Busselton)
- **Every 3–5 Years:** Major external infrastructure resilience & climate risk assessment. (City of Busselton)



Risk-Response Actions

Risk Type	Response Actions	Responsibility
Infrastructure	• Scheduled structural health checks (annually) • Planned maintenance & replacement programs (financed & scheduled in advance) • Transition to high-durability, low-maintenance materials where possible	**City of Busselton**
Climate & Environment	• Protective structures: reefs, wave attenuators • Adjust Jetty height/elevation (long-term planning) • Emergency fire, climate and other impact response protocols climate impact response protocols	**City of Busselton**
Visitor Management	• Real-time visitor data monitoring & predictive modelling • Ticketing caps & dynamic pricing • Expand digital / remote visitor experiences (on-off-near Jetty)	**Busselton Jetty Inc.**

CONCLUSION





CONCLUSION

The Busselton Jetty is more than a structure extending into Geographe Bay. It is a place that has shaped the identity, economy and spirit of Busselton for generations — and in return, it has been shaped, protected and sustained by the community that values it.

At key moments in its history, the Jetty has come close to being lost. Each time, the community chose to act — not because it was easy, but because it mattered. That shared commitment is the reason the Jetty still stands today.

This Strategic Masterplan recognises that we are again at an important point in that ongoing story.

The pressures are different now — increasing visitation, ageing infrastructure, environmental change and financial sustainability — but the responsibility is the same. The challenge is not simply to grow, but to grow wisely. Not simply to maintain the Jetty, but to ensure it continues to give back to the community, the economy, the environment and the region in meaningful and lasting ways.

The initiatives outlined in this Masterplan provide a clear and achievable pathway forward. They balance conservation with activation, community access with tourism demand, and immediate needs with long-term resilience. Most importantly, they reflect a commitment to a responsible tourism model that protects what makes the Jetty special.

The future of the Busselton Jetty will be shaped by the decisions made from this point forward — through collaboration between the City of Busselton, Busselton Jetty Inc, stakeholders and the community.

Because the Jetty does more than attract visitors. It supports livelihoods, strengthens community connection, and creates a sense of place that cannot be replicated.

It is something that, in many ways, saves us — economically, socially and culturally.

And like those who came before us, we now carry the responsibility to save it in return.

Save what saves you.

20 YEAR STRATEGIC MASTERPLAN

BUSSELTON JETTY

City of Busselton

Geographe Bay

