Sustainable Minerals Institute
7 March 2024

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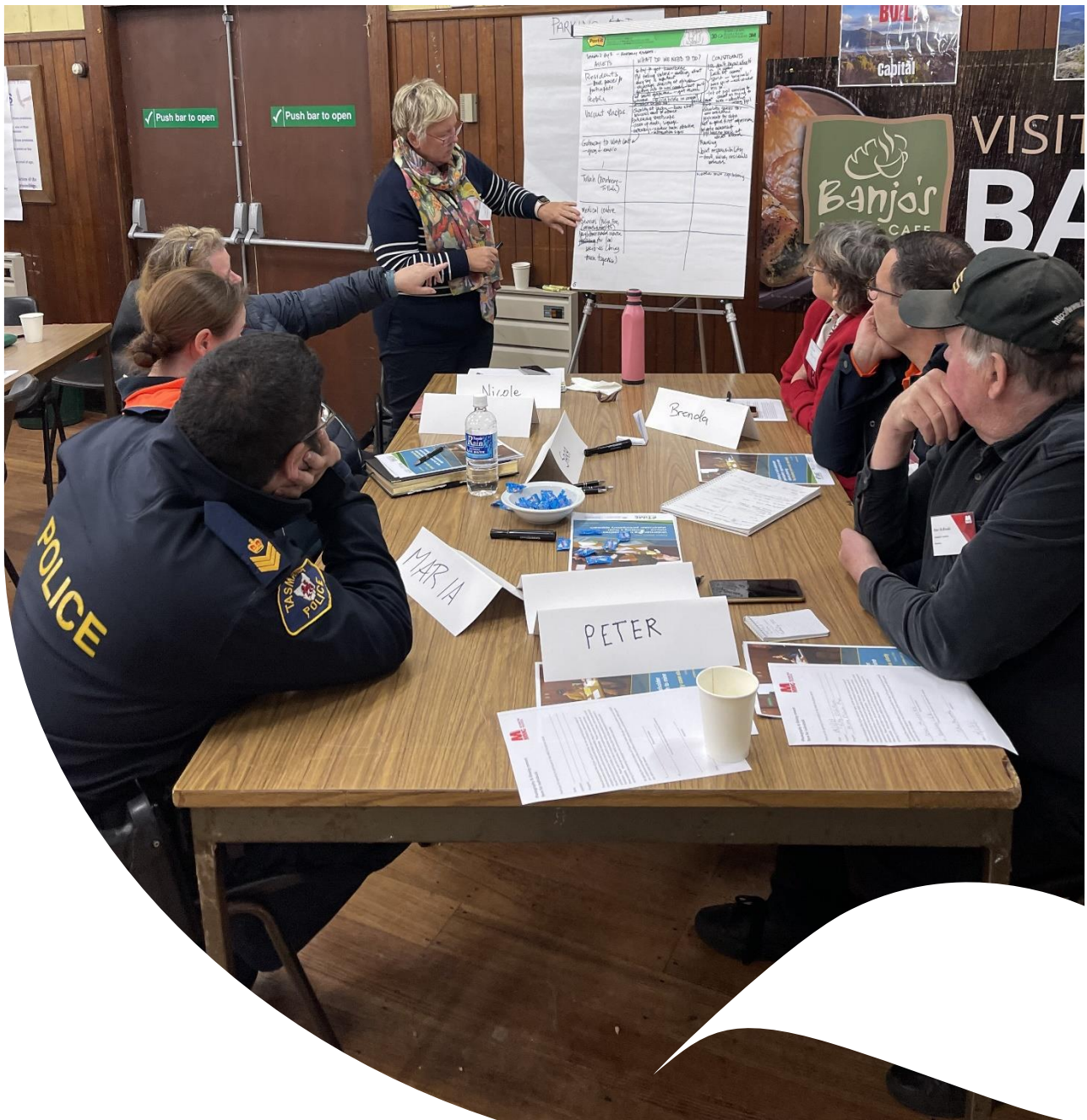OF QUEENSLAND
AUSTRALIA

CREATE CHANGE

Rosebery's post-mining future: Perspectives from the visioning workshop

The University of Queensland

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Sustainable Minerals Institute

The University of Queensland's (UQ) Sustainable Minerals Institute (SMI) develops the people, technologies and approaches necessary to address the challenges facing the world on the path to sustainability.

SMI's vision is to provide knowledge leadership for a sustainable world. To achieve this, SMI adopts a multidisciplinary approach that integrates expertise in geoscience, mining, mineral processing, workplace health, safety and risk, environmental management, social responsibility, and organisational improvement.

Since it was established in 2001, SMI has been the only research institute in the world where this breadth and depth of knowledge can be found in one place.

SMI consists of an International Centre of Excellence in Chile, the Technology Transfer company JKTech and six research centres, each nurturing specific disciplinary strengths. The Institute also leads a set of multidisciplinary strategic research programs which focus on priority challenges in, and relating to, the minerals industry. The researchers and specialists in each of these centres and programs work with industry, governments, civil society, local communities, Indigenous Peoples, intergovernmental organisations, research institutions and foundations.

In addition to research, SMI delivers professional development, higher degrees by research and formal teaching programs to train the next generation of industry and community leaders.

Centre for Social Responsibility in Mining

CSRM is committed to improving the social performance of the global resource industry. Through independent research, teaching and multi-stakeholder dialogue processes, the centre is helping to resolve some of the industry's most pressing social and political challenges, including land use competition, business and human rights, mining-related conflict, resettlement and displacement, cultural heritage, governance and geopolitics.

Citation

Worden, S. & Bourke, P. (2024). *Rosebery's post-mining future: Perspectives from the visioning workshop.* Centre for Social Responsibility in Mining, The University of Queensland: Brisbane, Australia.

Cover image

Visioning workshop. Photo: MMG.

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Introduction

MMG Limited owns and operates the Rosebery zinc, copper, lead and gold mine on the west coast of Tasmania. The mine has been operating since 1936. In 2020, work started on MMG Rosebery's closure prefeasibility study (PFS). Part of this work included the development of a stakeholder engagement plan that incorporates four methods of public participation: inform, consult, involve and collaborate (adapted from the IAP2 spectrum).[1]

The company started formal engagement with the community about Rosebery's post-mining future in September 2021 when it hosted a one-day mine closure readiness workshop. The workshop was facilitated by the Centre for Social Responsibility in Mining (CSRM), part of The University of Queensland's Sustainable Minerals Institute. The workshop aimed to build a collective understanding among stakeholder groups about Rosebery's current level of dependency on mining and to identify post-mining options that consider community values, assets, resources and impacts. The facilitation team used CSRM's participatory, multi-criteria method (the Town Transition Tool (TTT)) to guide the collation of local knowledge and to identify socio-economic data gaps. The research team analysed how the TTT was used to develop a collective understanding of mine closure readiness among Rosebery mine's stakeholders.

The next major step in MMG's engagement on mine closure was a visioning workshop which focused on identifying assets, opportunities and challenges in creating a sustainable post-mining future for Rosebery. Scheduled for 2022, the workshop was postponed until June 2023 due to issues with recruiting community liaison staff needed to coordinate the workshop and engage with potential participants.

This report documents the research findings associated with the visioning workshop.

Research methodology

The primary aim of the research is to document and analyse the outcomes from the visioning workshop, including the town's assets and constraints, and to determine what opportunities could be progressed (i.e. via establishment of working groups and/or commissioning detailed studies). It also seeks to understand how MMG expects to use the outcomes from the workshop in its closure planning for Rosebery mine.

A multi-method qualitative research design was adopted for the project, which was undertaken in 2 stages as shown in Table 1.

Table 1: Data generation stages, methods and participants

Data generation stage	Date generation method	Participants
1. Visioning workshop	**Observation**	Community representatives from the following groups: • Community development • Small business • Health sector • Education • Environmental groups • Service clubs • Hospitability/tourism • Well-being

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[1] International Association for Public Participation. (2019). Retrieved from https://iap2.org.au/resources/iap2-published-resources/

		• Local government (n=27) MMG representatives (n=10)
	Small group discussions (results recorded on butcher's paper)	Community representatives (n=27)
	Short survey • Convenience sampling	Workshop participants (n=22)
2. Post-workshop	**Semi-structured interviews** • Purposive sampling	MMG Environment, Community & Closure team, MMG employees, community representatives (n=9)

Four data generation methods were employed during the research. First, candid, interactive observation was used to document what happened during the visioning workshop and, second, responses from small group discussions were documented on butcher's paper, photographed and later analysed. All participants were aware that a researcher was documenting proceedings as they had been provided with a project information sheet prior to the research and had signed the accompanying consent form.

Third, a short, qualitative survey was administered at the conclusion of the workshop to capture high-level feedback from participants while it was fresh in their minds. Questions covered Rosebery's assets, and challenges and opportunities facing the town when the mine closes. The survey was deliberately short to enable it to be completed at the conclusion of the workshop before participants left. A hard copy survey instrument was distributed and the responses were later inputted into Excel for analysis.

Fourth, in-depth, semi-structured interviews were conducted with nine participants, representing the community, MMG Environment, Community & Closure team and other MMG employees. Purposive sampling was used to ensure an even distribution of participants across the three groups. The aim of the interviews was to build on the survey findings by probing for richer data. The interviews ranged from 30 to 45 minutes' duration. They were conducted at times mutually agreed between participants and the researcher. Seven interviews were conducted by videoconference (Zoom) and two by telephone.

NVivo 12 was used to help organise, categorise and analyse the data. Thematic and comparative analysis were used to assess the data generated from the research.

Visioning workshop

The visioning workshop was held at the Toorak Football Clubrooms, Rosebery, on Monday 19 June 2023. Commissioned and funded by MMG, the workshop was facilitated by CSRM, MMG and Tetra Tech Coffey.

The workshop had four objectives:

1. To share information about:

   – The status of closure planning for Rosebery mine and the proposal for an extension to the life-of-mine, including a proposed new tailings storage facility

   – The outcomes from the Towns Transition Tool process, which is organised around the Five Capitals Framework[2]

   – The role of the Rosebery Community Consultative Committee (RCCC)

- The findings from the social impact and opportunities assessment (SIOA) of closure, including stakeholder consultation

2. To discuss lessons learned from the revitalisation of Queenstown

3. To start to identify assets that could create a post-mining future for Rosebery

4. To identify the next steps and opportunities for involvement.

The workshop facilitation team is presented in Table 2.

Table 2: The workshop facilitation team

Role	Name	Organisation
Lead facilitator	Pam Bourke	The University of Queensland
Supporting facilitators	Sandy Worden	The University of Queensland
	Jon Crosbie	MMG
	Adam Pandelis	MMG
	Jill Richardson	MMG
	Nicole Sommerville	Tetra Tech Coffey

The workshop was structured into four session types:

1. **Presentations and questions and answers**

   - MMG Rosebery context, closure planning and life-of-mine / tailings storage needs

   - Findings from the social impact and opportunities assessment for closure, including stakeholder consultation

   - Queenstown case study

   - Results from the 2021 Town Transition Tool community workshop

2. **Small group discussions** and plenary report back to respond to the following questions:

   - What are Rosebery's assets? What do we need to build on them?

   - What are the constraints we need to address to utilise the assets?

   - What specific steps would we need to take to make the most of and grow the assets? Who should lead this?

3. **Next steps** – compilation of community members' interests and expertise relating to opportunities identified

4. **Administration of a survey**.

Survey

A short 10-question survey was administered at the end of the visioning workshop to identify which assets participants said would contribute to the viability of the community post-closure and assess whether the workshop had met its objectives. The survey used a five-point Likert scale with the following ratings: strongly agree, agree, neither agree nor disagree, disagree and strongly disagree. The results are presented in the appendix of this report.

Interviews

Semi-structured interviews were conducted with nine participants via Zoom (6) or by telephone (3). A description of the sample of research participant is provided in Table 3.

Table 3: Description of the interview sample

Participant group	#	Participant gender	#	Live locally (not DIDO)	#
Environment, Community & Closure team	3	Male	6	Yes	4
MMG employees	3	Female	3	No	5
Community	3				

The interviews were transcribed then imported into NVivo 12 for analysis. Transcripts were sent to participants who requested a copy on their consent form.

Results

Results from the observations, small group sessions, survey and interviews have been collated and presented in Table 4 (over page). The assets and constraints are categorised according to the Five Capitals Framework.[3] The action items noted by participants are categorised temporally (short, medium and long term).

Key	
n.d.	Not discussed
S	Short-term
M	Medium-term
L	Long-term

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[3] Oblakovic et al. (2022).

Table 4: Rosebery assets, constraints, actions and timing

Asset category (5 capitals)	Asset	Constraint	Actions (participants' suggestions)	Timing
Human – demographics	Large segment of West Coasters	Lack of demographic diversity	Attract more people to Rosebery to diversify demographics	MT, LT
	Retirees	Retirees	n.d.	
		Aging population not active in community life	n.d.	
		Large segment of marginalised and disengaged population	Get information to people, including newcomers, to get them interested	ST, MT, LT
	Youth	Young people leave town	Whole of community collaboration in WCC 10-year community plan Establish youth advisory council meetings Ensure youth have a voice Youth mentorship program	MT
		Large segment of DIDO workers not engaged with community life; seen as "albatrosses"	Provide housing suitable for families to move to Rosebery to accompany the mine employee/s.	MT, LT
Human – skills	Local knowledge of the area and its history		Identify community members with stories to tell, collect and document the stories; establish a group to do this, including skills development	ST, MT
	Rock drilling		Develop a rock drilling competition	MT
			Map sites (with experts), walks, environmental features, areas of significance	ST
			Create partnerships to facilitate access/strategy for sites	MT
	Wood chopping		Develop a wood chopping competition	MT

	Arts & crafts (inc sewing, woodwork)		Promote arts and craftwork, share knowledge (e.g. workshops, courses)	ST, MT
	Mining (past and current)		Capture knowledge (see built capital below)	
	Hydroelectricity		n.d.	
		Lack of energy and skills to support economic diversification	n.d.	
		Lack of entrepreneurs / entrepreneurial skills	Training	ST, MT
		Lack of small business literacy	n.d.	
Environmental – features	Mountains, inc Mt Black, Mt Read	How to make money from these "free" tourist attractions	Improve access to sites, add viewing platforms, establish information centre, develop camping facilities/accommodation,	MT, LT
	Stitt Falls, Montezuma Falls		n.d.	
	Rainforest		n.d.	
	Wildlife		Investigate / develop tourism around wildlife, including feeding for devils, viewing platforms and walking tracks (minimal impact), spotlight tours, tagging and release activities in collaboration with UTAS.	MT, LT
			Collaborate with universities to set up field station training camp for research	LT
	Wilderness		Develop walking trails	MT, LT
	10,000-year-old tree		Focus of tourism activities (see built capital below)	MT
Environmental – climate	Not hot	Cold, wet	n.d.	
Environmental – mineral resources	Potential for fossicking	Legacy issues (mined land rehabilitation)	Develop and promote	MT, LT

Environmental – geography	"Gateway to the West Coast"		Promote and connect with other towns / tourism initiatives	MT, LT
	Proximity to Queenstown & Strahan		Promote and connect with other towns / tourism initiatives	MT, LT
	Proximity to Pieman River		Promote and connect with other towns / tourism initiatives	MT, LT
		Off the Murchison Highway	Install sign to Rosebery at Waratah turnoff to divert people from Murchison Highway	ST
Environmental – local produce	Honey, pepper berries, wallabies/kangaroo meat		Investigate feasibility/interest in establishing a cooking school, increase knowledge, foster alternative industries/skills	MT
Built – infrastructure	Buildings (empty)	Main street buildings are shabby/in poor repair – "need to be spruced up"	Council incentives, seed funding, seek financial support/grants	ST
	Mine buildings – opportunity to repurpose		Explore distillery/whiskey bar, craft brewery	MT, LT
	Shops	Main street shops are shabby/in poor repair – "need to be spruced up"	Continue the beautification already started (planters)	ST, MT
			Assess opportunity to upgrade shops to be 'business ready'	
			Set up social enterprise café	
		High rents	Investigate solutions to high rents	
	Golf course – 'steepest fairway in southern hemisphere'; room for another 9 holes		Collaborate with Queenstown, Strahan golf courses – bus tours, golf destination	MT, LT
			Investigate feasibility of developing golf course land for tiny houses (accommodation)	
			Investigate feasibility of staging endurance events, athletics event – running, cycling, wood chopping, rock	

			drilling with big prizes, transport, camping facilities	
	Stadium		n.d.	
	Other sporting club infrastructure		n.d.	
	Caravan park		n.d.	
	Railway line		Repair to run tourist trains (motorised trolley) and connect to Zeehan Opportunity for rail biker	MT, LT
LT	Memorial Hall		Festival	MT, LT
	Hydro dams		Incorporate into tourism initiatives	LT
	Pool (closed)		n.d.	
	Houses	Quantity and quality of housing – "plenty of jobs, but nowhere for staff to live" Cost of housing increased following "mainlanders" moving to Tasmania during COVID	Fund upgrade of housing, seek investment to build more housing (mix of types/density) n.d.	LT
MT	Sterling Valley Track (walk, bike)		Reach out, audit and repair, build complementary walkways, build accommodation	MT
Built – heritage	Mining heritage, including aerial ropeway	Significant repairs required	Conduct heritage audit identify which assets to tidy-up and/or restore – type, ease of access, general interest, safety	ST
			Design and promote self-managed tour – maps, signage, advertising/social media, explanatory notes/QR code, trail on phone, develop an app	MT
	Heritage Centre		Repair, reopen Collect stories and document oral history (written and digital). Gather	MT

			and digitise photography into a collection	
Social – organisations	Men's Shed		n.d.	
	SES/Fire Brigade		n.d.	
	RSL		Support, grow	ST, MT
	RCCC	Capability building required	Capability building under way	ST
	High level of volunteerism (although people don't like to attend meetings)	Same volunteers in multiple organisations (potential for burnout)	n.d.	
		Limited collaboration between groups and organisations	Collaboration is being fostered by MMG staff	ST
		Clubs are disappearing	n.d.	
Social – services	Monthly RSL bus to Burnie		n.d.	
	Neighbourhood House (brings town together, pantry, kids' club, hub for government services e.g. Centrelink, car driver training)		Better promote services	ST
	School	Only to Year 10	n.d.	
	Medical services	Rosebery Community Health Centre (RCHC) is not open all the time Challenge attracting nursing staff to Rosebery (and West Coast) 2 types of medical needs – emergency and aged care – not the same skillset for nurses Department of Health's communication is not transparent	Encourage more transparent communication from Department of Health	ST, MT
		Limited social services	n.d.	

Social – MMG engagement	2 community liaison officers with experience living in Rosebery/Tullah	Lag with engagement activities between TTT and visioning workshops	n.d.	
	Community good will towards MMG		n.d.	
Financial – investment	MMG is still operating and invests in Rosebery	Questions around the level of investment and what is funded e.g. Burnie hub rather than housing in Rosebery	Invest in housing solutions	MT, LT
		Need for grant writing skills to secure funding for local initiatives	Support and run grant writing workshops	ST
LT		Significant investment required for a shift towards tourism – who is going to invest (better ROI outside Rosebery)?	n.d.	LT
	MMG provides significant funding to the Rosebery Community Health Centre via a grant arrangement plus fee-for-service. The current grant will expire 30 June 2024.		(see social services above)	
	MMG is investing in programs aimed at community resilience	Aim is for RCCC to make community investment decisions, but capability building required before this is achievable	Capability building ongoing	ST
		A view that Queenstown receives the lion's share of WCC investment	n.d.	
Financial – businesses	Existing businesses – IGA, pub, RSL, bakery, BP service station, caravan park	Questions about the sustainability of new businesses in town (2nd café, tattoo shop)	Run café as a training centre for young people	MT

Financial – dependency on mine	The TTT workshop surfaced questions around Rosebery's dependence on the mine.	More data is needed to determine the reliance of non-mining people on the mine; MMG's contribution to the West Coast Council's budget; how reliant local organisations are on MMG (do they have strategies in place to transition post closure?).	ST, MT
	Apathy among community members; expectation that the mine will sort everything out	n.d.	
	Belief that the mine won't close results in less effort in community participation in mine closure planning	n.d.	

Discussion

Tourism

Research participants identified the development of a tourism industry in Rosebery as a key strategy for diversifying the local economy ahead of mine closure. The potential to develop a tourism industry was based on an acknowledgement of the significant environmental features in proximity to the town, such as Mt Black, Mt Read, Stitt Falls, Montezuma Falls, rainforest/wilderness, native wildlife, and a 10,000-year-old tree; mining heritage; local produce such as honey, pepper berries and kangaroo meat ('foodie' focus); potential for fossicking; the golf club (reputedly) having the steepest fairway in the southern hemisphere; closeness to tourism hotspots such as Strahan, Cradle Mountain and Queenstown; and skills in rock drilling, woodchopping, arts and crafts and mining.

There are, however, significant constraints that would need to be addressed over the short, medium and long term, if Rosebery were to sustain a vibrant tourism industry, as discussed below.

Demographics

Research participants noted that there was a high level of volunteerism in Rosebery. However, the demographic composition of the town – an aging population, a large segment of marginalised and disengaged people, and a primarily DIDO/FIFO mine workforce that will leave once the mine closes – mean that the economic diversification work will fall to a small, already overloaded, group of people. Furthermore, the ability to build capability among Rosebery's young people is hampered by their exodus from town once they've completed their education. A key factor in this exodus is the lack of employment opportunities.

Tourism infrastructure

There is currently a dearth of tourism infrastructure in Rosebery, such as short-stay accommodation, from basic to luxury (e.g. camping, hostels, B&Bs, holiday apartments, hotel/motels), cafés and restaurants, an information centre/visitor information, maps, tourist signage, online presence, well-maintained access to tourism sites and a diverse range of social services. The main street is tired and many of the shops and buildings are empty and in poor repair.

A significant and sustained program of investment is needed to upgrade/provide infrastructure required to support tourism and a visitor economy. Questions remain around the potential for Rosebery to deliver a return for investors.

Tourism expertise

Capability building and training are needed to support potential tourism operators in acquiring the following expertise: culinary skills, food and beverage service, entrepreneurial skills, people management and human resources, event planning and management, marketing and content development, finance and accounting, digital development and information technology (including cybersecurity). Training suppliers need to be sourced and training subsidies considered.

Intraregional collaboration

Collaboration is required among potential tourism operators and stakeholders at local, regional, state and national levels to support a thriving tourism industry. As a tourist destination, Rosebery would need to connect and collaborate with other towns on the West Coast to share knowledge, optimise marketing initiatives, enhance the tourism offerings and extend stays in the region.

Dependence on the mine

Some research participants noted apathy among segments of the community; in other words, there is an expectation among these populations that MMG would resolve all issues with little effort from them. Work is needed to encourage and capacitate a more proactive approach, as one participant explains:

"My sense of the community is that they sit back and want the mine to do things, so there's a lot of work to be done there in changing perspectives around how the community believe it all operates. And that's historical in that the mine has always done things to the community. And the community's fairly […] content with whatever the mine does [...]. But there's a whole heap of different elements sitting there around closure as well as iconic projects as well as a few other things in the mine that really need to be driven by the community and driven by our younger demographic, not our older demographic that won't be here in closure."

Other research participants expected that the community would more actively engage with closure planning activities closer to the closure date.

The Environment, Community & Closure team is already working to build capability within the Rosebery Community Consultative Committee (RCCC). The aim is for the RCCC to make social investment decisions using MMG funding and for community resilience to be fostered in the leadup to mine closure.

The data gaps identified in the TTT workshop are yet to be addressed.

Complexity

Transitioning from mining to tourism is complex and requires a strategic, multi-stakeholder, collaborative approach over an extensive time horizon and a substantial injection of capital. The overwhelming nature of the task ahead has the potential to paralyse the community and MMG's Environment, Community & Closure team. Recommendations on next steps are provided in the Conclusion & recommendations section.

Tourism won't replace mining in terms of number of employees and economic contribution to the region and the state. Further studies are needed to investigate economic development opportunities for Rosebery.

The experience of Queenstown's post-mining transition, as discussed by the West Coast Council General Manager at the visioning workshop, showed that injecting unsustainable outside resources into the town did not help to foster economic development nor support transition success. What was needed was local leadership combined with external resources, entrepreneurship and skills.

Other considerations

While tourism featured prominently in discussions around Rosebery's post-mining future, research participants also spent considerable time talking about issues associated with medical services and housing in the town.

Medical services

Rosebery residents who attended the visioning workshop were concerned about inconsistent emergency medical care and a lack of aged care available in the town. Concern was voiced about the limited number of paramedics on the West Coast and that the closest ambulance is based at Zeehan. MMG Rosebery provides significant funding to the Tasmanian Department of Health to help run the Rosebery Community Health Centre. The services provided by the centre have declined over time. A health professional who attended the visioning workshop said there were significant resourcing issues and that the department was often unable to fill the nursing positions. One reason offered was that emergency care and aged care were distinct skill sets rarely found in the same medical practitioner. The remote location and lack of suitable housing were also considered impediments.

Not all participants agreed with these perspectives:

"[The Department of Health professional] was spinning a yarn that we've heard for the last 40 odd years. They don't know. The history is what they've been told and anybody that lives in a rural area knows what it's like for services and things like that. It's just that hard and it's all about trying to maintain what you've got. Well, now the 24-hour emergency has been shut. It's all about money and politics. That was my biggest concern […]."

Other participants suggested a proactive approach:

"The community [has] got to raise their hand if they want to see change in this regard, if they want to dispute what the Department of Health are currently seeing with the needs in healthcare on the West Coast. They're the ones that have actually got a speak up."

There is potential for inadequate medical services to adversely impact a fledgling tourism industry.

Housing

Research participants raised questions about the quality, quantity and availability of housing in Rosebery. Some participants said that MMG had not adequately invested in employee housing, making it difficult for families to reside in town:

"We're not getting that investment from the company on their employees which makes it hard for individuals, particularly if they want to bring their families down. If they're in share houses, they can't."

Other participants questioned the decision to invest in the Burnie hub rather than in Rosebery housing, saying:

"It would be about investing into the community and putting some money back into the town and building some facilities. It's a choice and they've chosen not to."

Participants also noted that housing prices in Rosebery had escalated during the COVID pandemic, as 'mainlanders' purchased properties and moved into town.

Managing housing market issues should be considered as part of mine closure planning.[4]

Closure planning

How does MMG expect to use the outcomes from the visioning workshop in closure planning for Rosebery mine?

At the end of the visioning workshop, MMG requested participants who wanted to help develop opportunities discussed during the workshop to leave their contact details. The company would follow up with them, prioritise and progress selected opportunities. Subsequent to the workshop, a working group was formed to explore the potential for restoring the Williamsford-Rosebery Aerial Ropeway Towers.

MMG Rosebery periodically updates the Rosebery & Hercules closure PFS stakeholder engagement plan. The data collected from the community engagement activities (e.g. visioning workshop, TTT workshop) won't be integrated into the mine closure plan until the prefeasibility study is complete and a full review of the closure plan has been undertaken. This is expected to be in late 2025.

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[4] Bainton, N. & Holcombe, S. (2018). A critical review of the social aspects of mine closure. *Resources Policy, 59*, pp. 468-478. doi: 10.1016/j.resourpol.2018.08.020

Conclusion & recommendations

Overall, research participants were satisfied with the purpose, format and facilitation of the visioning workshop. They endorsed the use of an independent facilitator who, they said, did a good job. They agreed they were able to voice their opinions and they felt they were heard. Some participants commented on the benefit of having young participants (three high school students participated in the workshop) while others acknowledged that not all Rosebery's demographics were represented (e.g. parents of children, disadvantaged people, workers). Other engagement methods were needed to ensure their participation and to support two-way sharing of information.

Some interview participants noted room for improvement in connecting the Queenstown revitalisation case study to the Rosebery context and providing better instructions for the small group discussions. More details were required around what tasks needed to be completed within specified timeframes to keep discussions on track. An agenda, workshop objectives and other details should have been shared prior to the workshop so that participants who do not think quickly on their feet could be better prepared. Not all participants were clear what MMG's next steps were following the workshop.

Some participants noted that the community already had a clear understanding of Rosebery's assets and the opportunities and challenges associated with mine closure. A benefit of the workshop, they said, was that it enabled the community to discuss these topics as a group and to listen to other people's perspectives.

While tourism was considered a suitable alternative economic sector, participants were uncertain how to start and support the transition. There is also a level of cynicism about the viability of a tourism industry in Rosebery given the significant constraints:

"To turn [Rosebery] into a tourism mecca, I honestly don't think that we've got the attractions to do that."

"To take on big projects, I can't see the core people there to do that. The reality is the Lions Club and all the other clubs, it's the same people. They're not attracting new people or new ideas. It's sort of a little bit stagnant."

It is important to acknowledge that some segments of the community do not support the development of a tourism industry because they say it would disrupt the peace and tranquillity that they currently enjoy and which originally attracted them to Rosebery.

Recommendations

The following recommendations address the key issues identified from the research:

1. **MMG Rosebery Environment, Community & Closure team to commission a participatory study into the viability of developing a tourism industry in Rosebery**, the creation of a tourism development strategy and plan, including investment opportunities and short-term mentoring for MMG Environment, Community & Closure team, West Coast Council and Rosebery community leaders on how to drive and implement the plan. The study would include stakeholder engagement and identification of potential tourism partners/collaborators.

2. **MMG Rosebery Environment, Community & Closure team to commission consultants to run two community tourism workshops to provide:** (i) an overview of the tourism development study and information on what Rosebery needs to know about developing a tourism industry, and (ii) results of the study. Workshop 1 would provide an introduction to what tourism is and is not, how it works and what makes a successful destination in a rural community. Case study presentations would be used to showcase possibilities. Care would be taken to link the case studies to the Rosebery context and to be inspirational but realistic. Participants would work with facilitators to scope 2 or 3 tourism initiatives that could be started in the short-term using existing human and financial resources. To prepare the

workshop, CSRM would work with a specialist tourism consultancy, experienced in working with rural communities to develop and roll-out tourism development strategies and plans.

3. **MMG Rosebery Environment, Community & Closure team to commission an economic development study** to identify other opportunities for Rosebery beyond tourism. MMG could consider funding/co-funding the employment of an economic development officer for Rosebery based in the West Coast Council. This model has been used elsewhere (e.g. Reefton in New Zealand).

4. **MMG Rosebery Environment, Community & Closure team to commission a housing study** to audit existing housing stock in Rosebery, conduct a needs analysis, develop a strategic plan to address any issues, including a budget and potential sources of investment.

5. MMG Rosebery Environment, Community & Closure team to continue its program of **community capability building** with the RCCC and extend the program to meet the needs identified in Table 4 of this report (Rosebery's assets and constraints) and, potentially, the social impact and opportunities assessment being undertaken by Tetra Tech Coffey.

6. **MMG Rosebery Environment, Community & Closure team to develop a main street strategy** in collaboration with community members to improve the visual amenity of the main street for residents and visitors.

7. **MMG Rosebery Environment, Community & Closure team to establish a closure coordination committee** which includes state, local governments and community representatives to help plan for mine closure. As part of this initiative, **MMG should publish its mine closure plan** (or a plain English summary version) online to provide a greater level of transparency around closure planning. The published plan should be updated when the company makes material changes to it.

8. **MMG Rosebery Environment, Community & Closure team to review the mine's community investment/grant priorities** to ensure they are aligned with the company and community closure planning priorities. Investing in the right initiatives help to build greater community resilience and socio-economic sustainability.

9. **MMG Rosebery Environment, Community & Closure team should address the data gaps** identified in the TTT workshop.

10. MMG leadership to check in with the **Rosebery Environment, Community & Closure team** to determine whether it is adequately resourced and supported, including guidance from corporate communities and social performance (CSP) specialists.

Appendix: Survey results

Table 5: Results from the survey administered during the visioning workshop

Question	Average rating	Comments
1. The workshop was a constructive way for stakeholders (community, MMG, West Coast Regional Council etc) to share information and opinions about mine closure planning for Rosebery mine and the future of Rosebery.	Agree	• Would have liked to have seen the arts community present • It helped show everyone's ideas and thoughts on mine closure
2. I was able to voice my opinions.	Agree	• I was able to talk and contribute my opinions
3. I felt that my opinions were heard.	Agree	
4. The workshop gave me a good understanding of the challenges and opportunities facing Rosebery when the mine closes.	Agree	• It does not appear that Rosebery mine would be likely to close. MMG and the community have an opportunity to partner long term for West Coast.
5. MMG explained the status of its closure planning for the mine using language I could understand.	Agree	• Explained in plain language
6. The session on the revitalisation of Queenstown provided lessons that were relevant to Rosebery's situation.	Agree	• Both mining towns that were reliant on the mine • Rosebery closure plan is similar to what Queenstown did • Good previous knowledge
7. The workshop provided an opportunity for community members to start to identify a vision for Rosebery after the mine	Strongly agree	• Open discussion
8. Rosebery has assets that will help make Rosebery a viable community after the mine closes. If you agree, list what they are in the comment box.	Agree	• Heritage and location • History, environment • However, there is a strong image problem. Rosebery needs to be better showcased and spruced before change can occur • Rosebery's assets should be supported now as Rosebery mine is unlikely to close anytime soon and there is a lot of opportunity for growth NOW. • Natural environment, children/community, health care, empty buildings • Mining heritage if developed correctly, natural environment • Mine heritage, environment - flora & fauna, underutilised infrastructure / poor maintenance

		• Environment
		• Heritage / history / local arts, natural assets / tourism, community/youth education @ early stages
		• Heritage centre, 7 level offices (main admin building), bottom offices
9. The workshop helped us identify Rosebery's assets that we need to further develop in preparation for when the mine closes.	Agree	• A lot of Catch 22
10. The workshop helped us identify the challenges we need to overcome to help make Rosebery a viable community after the mine closes.	Agree	• HOUSING!! There are LOTS of jobs but nowhere for staff to live • More private input from small business

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