

TRIM 11/59926



Tourism Strategy and Supporting Actions

2011- 2017

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1. EXECUTIVE SUMMARY

Commencement of strategy development was approved by the Executive Management Team in September 2010 with a Request for Quotation issued on 24 November 2010 to four consultants. Kirkgate Consulting was subsequently appointed to undertake the consultancy. The project methodology was split into two main phases. The first was a background review and analysis. The second phase was the development of the new strategy.

The strategy review process has included a series of workshops and a phone survey of 400 Perth metropolitan residents was undertaken by Asset Research. An online survey netted 125 additional responses.

Using the qualitative and quantitative data obtained from the meetings, workshops and surveys, two documents have been drafted.

Document 1 - the *City of Wanneroo Tourism Strategy and Supporting Actions 2011 – 2017*. This document provides an overview of the strategic context, the key strategic areas and the associated action plan.

Document 2 - the *City of Wanneroo Tourism Strategy Background Document - May 2011*, which contains a detailed analysis of the findings and forms a background document.

Key outcomes/findings were as follows:

- Survey/consultation outcomes:
 - Awareness of the Wanneroo tourism product is low, with Wanneroo being largely viewed as a rural or bush destination;
 - Attending events is the biggest reason for visiting Wanneroo;
 - There are opportunities to increase tourism opportunities in new coastal developments, to improve promotion, delivery and approval of events and to improve tourism signage to maximise the impact for the region and businesses;
 - Promoting the whole of Wanneroo as the Sunset Coast limits the region's appeal;
 - The Indian Ocean Drive will have a significant impact on the number of visitors; and
 - The lack of a range of accommodation limits target markets and has a detrimental effect on visitor numbers.
- Key target markets for Wanneroo include:
 - Visiting Friends and Relatives;
 - Hosts of Visiting Friends and Relatives;
 - Indian Ocean Drive south and north bound drivers;
 - Daytrip north; and
 - Event attendees.
- Desired outcomes resulting from the implementation of the strategy include:
 1. To grow the tourism product;
 2. To promote partnership opportunities between the City of Wanneroo and its stakeholders;

3. To raise awareness of the importance of tourism to the local economy; and
4. To raise awareness of Wanneroo product in the target markets.

- Roles and Responsibilities were identified as follows:

Stakeholder	Role/Responsibility
City of Wanneroo	Regulatory – planning, health & safety, event approvals, signage. Facilitation – cooperative destination marketing, planning, knowledge building & information sharing, encouraging industry development.
Tourism Industry	Destination marketing Cooperative marketing Visitor Servicing Quality product

- Six key strategies have been identified and proposed:

Strategy	Description
1	Maximise tourism opportunities by ensuring that tourism receives adequate planning consideration.
2	Develop a coordinated and supportive approach to holding events in the City of Wanneroo.
3	Review internal processes to ensure that they support tourism outcomes.
4	Support an integrated approach to tourism signage across the City.
5	Maximise visitation through effective promotional activities.
6	Facilitate tourism opportunities and encourage stakeholder participation.

2. INTRODUCTION

The definition of tourism and tourists

Wikipedia defines **tourism** as: *“travel for recreational, leisure or business purposes”*.

The World Tourism Organization (WTO) defines **tourists** as: *“People who travel to and stay in places outside their usual environment for more than twenty-four (24) hours and not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited”*.

Unfortunately the above definition of tourists does not suit tourism in Wanneroo, where a number of factors such as restricted accommodation, limited types of activities and surrounding demographics come into play. This definition does not take into account the day-visitor market which, whilst more difficult to quantify, is undoubtedly the largest source of visitors to the region.

Domestic day trippers are defined as: *“Same day visitors, who travel for a round trip distance of at least 50 kilometres, are away from home for at least 4 hours, and who do not spend a night away from home as part of their travel”*. Same day travel as part of overnight travel is excluded, as is routine travel such as commuting between work/school and home. Routine shopping is included, as is travel for all purposes, not just pleasure.

In light of the above, **tourists to Wanneroo** can be defined as: *“Visitors, either on an overnight stay or day visitor basis, who travel to and throughout the Wanneroo region for leisure, business or other purposes, where that travel takes the visitor outside their usual environment for at least 4 hours and involves a round trip distance of at least 50 kilometres”*.

Background and alignment to Strategic Plan

The City of Wanneroo has recognised the importance of tourism to the local economy by adopting a Tourism Strategy in 2004 and in recognising in the City's current Strategic Plan the importance of tourism to economic growth and job creation.

In 2006, the total population of the City of Wanneroo was estimated at 115,892 people. It is expected to experience an increase of over 121,000 people to 237,851 by 2021, at an annual average growth rate of 4.91% per annum over 15 years. This is based on an increase of over 43,000 households during the period, the average number of persons per household falling from 2.83 to 2.82 by 2021.

This residential growth presents many challenges, one of which is how to maintain tourism as an economic driver when pressure is applied for land for residential purposes.

The City of Wanneroo Strategic Plan 2006 – 2021 (revised 2010) recognises the importance of tourism in achieving economic growth and increased employment opportunities and importantly also recognises the need to develop partnerships with key stakeholders. A key pillar in the Strategic Plan is to create a prosperous region through economic growth and employment and the creation of diverse business and tourism opportunities that attract significant investment in the region.

Strategic Plan Section 3.2 - Support Business initiatives

Strategy 3.2.3 - Support Tourism within the region

The need to develop partnerships with a range of stakeholders in the tourism sectors is crucial to the successful implementation of the above strategy. While local government can take a lead role in facilitation and planning it cannot, and should not, work in isolation.

The City has recognised the need to work collaboratively with tourist operators and stakeholders to develop tourism in the region. This principle underpins much of the new tourism strategy.

A new tourism strategy has been developed following review of the 2004 – 2009 Tourism Strategy, extensive community and stakeholder consultation and analysis of appropriate data. The findings are presented in the form of two documents: The City of Wanneroo Tourism Strategy and Supporting Actions and The City of Wanneroo Tourism Strategy Background Document - May 2011.

Review of 2004 – 2009 Tourism Strategy

The above Strategy was well formulated and identified issues that needed to be addressed at the time. The review has highlighted the following:

- There have been many changes in the past seven years e.g. the Global Financial Crisis and its effect on tourism.
- The Strategy identified six key objectives and forty three actions.
- Approximately 30% of actions were completed or started.
- Of the remaining 70% a number of actions are still relevant today.
- Some of the actions were not implemented because resources were not identified or allocated.

Formulation of 2011 – 2017 Tourism Strategy and key findings

The 2011 – 2017 Tourism Strategy and Supporting Actions will form the basis of Council's strategic direction for tourism management and development over the next six years.

In Australia there has been a general decline in visitor numbers from traditional markets although some specialist markets such as China can be expected to increase in coming years. The strong dollar has resulted in many West Australians opting for a foreign holiday rather than trips to regional Australia and it would be expected that this trend will continue for some time. The day trip market, while affected by a decline in people visiting friends and relatives, should remain reasonably strong due to the increase in residential population.

The Strategy recognises the limited tourism product and short term accommodation in the City of Wanneroo. It focuses on the City's potential to influence and build on events, and promote day trips. These focus areas are very much influenced by stakeholder input.

Due to the lack of accommodation in Wanneroo the visitor market is primarily metropolitan Perth residents taking day trips and they may also be accompanied by friends or relatives who are staying with them.

In order to analyse this market, research was undertaken to determine the preferences of the general community for day trips and weekend escapes as well as their perceptions of the

Wanneroo area. A detailed copy of the report is included as Appendix A to the background document.

A total of 433 completed surveys were obtained from respondents randomly interviewed by telephone as well as via an online survey during February and March 2011.

In summary, the findings of the survey that are most important to the development of the current tourism strategy are:

- Apart from Yanchep National Park general awareness of Wanneroo tourism product is low;
- Wanneroo is largely viewed as a rural or bush destination;
- A small percentage view Wanneroo as a day trip destination;
- A small percentage view Wanneroo as a weekend destination;
- Attending an event is the biggest reason for visiting Wanneroo;
- The Internet is the main place for people to choose a destination to visit; and
- In general, respondents had a favourable impression of Wanneroo.

The consultation process and research has also identified a number of issues and opportunities which need to be addressed if progress is to be made in attracting more visitors to Wanneroo.

- There is a general lack of awareness of Wanneroo product and the geographical extent of Wanneroo;
- There is a perceived need for the City of Wanneroo to improve a range of approval processes that are accessed by the tourism industry;
- There are opportunities to ensure that a tourism component is included in new coastal developments;
- There are opportunities for the City of Wanneroo to improve the promotion, delivery and approval of events;
- There are opportunities to improve tourism signage to maximise the impact for the region and businesses;
- Promoting the whole of Wanneroo as the Sunset Coast limits the region's appeal;
- The Indian Ocean Drive will have a significant impact on the number of visitors;
- The lack of a range of accommodation limits target markets and has a detrimental effect on visitor numbers;
- Yanchep and Two Rocks have lost a considerable number of tourism related businesses in recent years to the detriment of the whole of Wanneroo; and
- Improvements in online promotion could be achieved through an enhanced tourism website.

In response to the issues raised in the research and consultation process a total of six strategies have been identified. These strategies each require a number of actions in order to be effective and it is considered that these actions are achievable over the life of the strategy.

For further details on the planning process to develop the new Tourism Strategy refer to Appendix 1 (page 33).

Strategy aim, vision and mission

The Strategy **AIM** is:

To motivate those involved in tourism to support initiatives which will boost the local economy through increased visitor numbers and spend for the benefit of all Wanneroo residents and businesses.

This will be achieved through a shared **VISION** which is:

To provide a visitor experience that reflects the unique mix of culture, heritage and environment that makes Wanneroo a top 'beach to bush' destination.

The vision will be guided by the following **MISSION** statement:

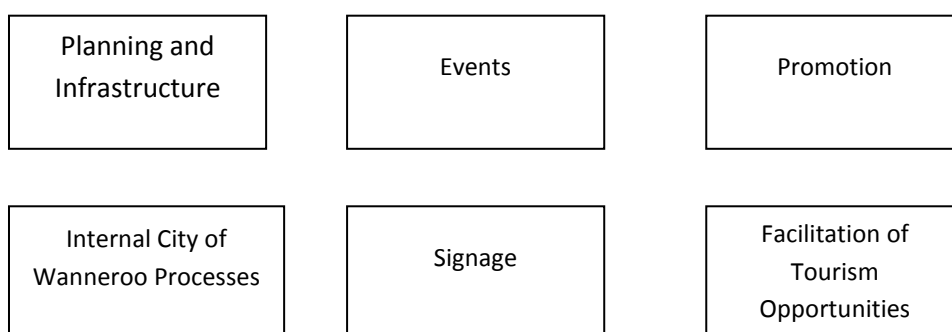
To work closely with other organisations and industry to maximise the economic impact of tourism while at the same time increasing the visitor's individual awareness of the Wanneroo region.

3. DESIRED OUTCOMES

The desired outcomes for tourism as a result of implementation of this strategy shall be:

5. To grow the tourism product through facilitation and influence by the City of Wanneroo and stakeholders.
6. To promote partnership opportunities between the City of Wanneroo and its stakeholders in the areas of promotion, industry development and destination promotion.
7. To raise awareness in the general community of the importance of tourism to the local economy.
8. To raise awareness in the target markets of the extent of variety and attractions in the Wanneroo area.

These outcomes will be achieved through adopting six focus areas for action. These focus areas directly relate to the recommended strategies and actions.



Six Focus Areas

4. CRITICAL FACTORS FOR SUCCESS

Success in the implementation of the Strategy and the subsequent improvement in tourism outcomes will be dependent on the following factors:

1. **Resources** – Efficient use of existing internal resources and in partnership with key stakeholders maximise impact through leverage of external resources to enable recommended actions to be achieved.
2. **Stakeholders** – Working with key stakeholders in the private and public sectors will achieve better results than working in isolation. Stakeholders need to be on board and fully supportive of the tourism strategy.
3. **Change** – Acceptance by the City of Wanneroo and tourism industry operators/stakeholders that collectively there is a need to adopt new practices when interfacing to ensure efficient outcomes.
4. **Leadership** – The City is to act in an influential role which will enlist the aid and support of stakeholders and the community.

5. INFLUENCES AND TRENDS

The following have been identified as the key tourism influences and trends:

- The World Travel and Tourism Council (WTTC) forecasts that tourism will grow at over 4 per cent per annum for the next ten years.
- With the Australian dollar predicted to continue to rise against most currencies for the foreseeable future this will continue to make Australia an expensive destination for most visitors.
- Visitors from China have increased by 33% and the recent announcement of direct flights from Perth provides ongoing opportunities.
- The Federal Government's push to improve product presents an opportunity to support tourism developments through the TQUAL scheme.
- Funding for Tourism Australia has not kept pace with inflation, which could negatively impact tourism.
- Visitor numbers in Western Australia are in decline due to a number of factors including the strong dollar, cheap international flights, and poor performing economies in traditional markets.
- The day trip market is still relatively steady and with the projected increase in population in Wanneroo this presents opportunities for increasing this market.
- The planned coastal residential developments present an opportunity for the City of Wanneroo to ensure that a tourism component is included.
- Significant progress has been made in including tourism in relevant District Structure Plans.

6. KEY MARKETS

Following consultation with stakeholders and evaluation of available data the following were identified as key target markets:

1. Visiting Friends and Relatives;
2. Hosts of Visiting Friends and Relatives;
3. Indian Ocean Drive south and north bound drivers;
4. Daytrip north; and
5. Event attendees.

7. SWOT ANALYSIS SUMMARY

Strengths – The strengths reflect the fact that large parts of Wanneroo are undeveloped and have natural attractions which can be built upon. It is interesting to note that while there is little in the way of accommodation, what there is is viewed as a strength. Access to Perth is both a strength and a weakness but that does offer marketing opportunities by appealing to different groups.

Weaknesses – A general lack of product, accommodation and events, and inadequate signage are perceived as the main weaknesses. The City's response to enquiries and the City's operating procedures/processes have also been raised as areas of concern by some external stakeholders. This perceived concern can be addressed by the City of Wanneroo working closely with stakeholders to ensure that specific concerns are addressed in a timely manner.

Opportunities – Directly address the lack of product and lack of varied accommodation.

Threats – Water, or the lack of it, has been raised as a threat by a number of sources. Climate change is something that is outside the scope of this study but future planning and future product will need to take into account the projected availability of water resources. Delays in the delivery of key infrastructure projects e.g. the Mitchell Freeway north bound extension and the Clarkson-Two Rocks railway line were identified as potential threats to tourism in the City.

Overall the SWOT Analysis reflects the current lack of sufficient core tourism product and short term accommodation for Wanneroo to be viewed as a significant tourism destination. It also highlights the perceived challenges that tourism operators in Wanneroo face in their attempts to achieve progress, particularly in signage and regulatory processes. The diversity of the area and potential for small tourism business development can be built upon to grow Wanneroo as a tourism destination.

8. ROLES AND RESPONSIBILITIES

Success of the strategy is dependent on all stakeholders accepting that they have a role to play, including the tourism operators and the City of Wanneroo.

Key stakeholders are identified as:

- The surrounding local governments of Joondalup, Stirling, Swan and Gingin;
- Tourism Western Australia;
- Private sector tourism operators in Wanneroo;
- Yanchep National Park;
- Barbagallo Raceway;
- Yanchep Two Rocks Tourism Network;
- Experience Perth, Tourism Council, Tourism WA; and
- WA State Government – infrastructure provision.

Roles and responsibilities are defined as follows:

City of Wanneroo

Regulatory

- Planning;
- Health and safety;
- Events approvals; and
- Signage.

Facilitation

- Ensuring and supporting cooperative destination marketing;
- Events support, attraction and promotion;
- Planning future tourism priorities;
- Knowledge building and information sharing;
- Encouraging industry development; and
- Managing impacts.

Tourism Industry

- Destination marketing – promote the destination as well as their business;
- Cooperative marketing – participate in cooperative marketing campaigns;
- Visitor servicing – act as ambassadors for the region; and
- Quality product – maintain the quality of their product or service.

9. STRATEGIES

A total of six strategies have been developed in order to address the various issues and opportunities that have been identified in the study. These strategies are supported by actions and tasks, which are to be implemented by various stakeholders.

Strategy 1 – Maximise tourism opportunities by ensuring that tourism receives adequate planning consideration.

The various District Structure Plans recognise the need for tourism at certain locations within proposed developments. For example the Alkimos Eglinton District Structure Plan identifies the need for a marina and tourism associated development at Eglinton with a resort centre and a hotel. In addition, the Yanchep Two Rocks DSP identifies 2,200 hotel rooms and 200 – 250 backpacker beds as being achievable.

These developments are primarily driven by residential sales and it is crucial that the City of Wanneroo recognises that tourism areas must be quarantined within these developments and investment encouraged. The best way of achieving this is to integrate strategic tourism requirements into the City's Local Planning Policy Framework.

It is important to note that tourism development brings benefits for residents in improved infrastructure and amenities. The City must ensure that there is the provision for the combination of tourist accommodation and permanent residential activity at appropriate points in these coastal developments and that there is access to transport and services.

Key objectives should include:

- Promoting a distinctive and vibrant urban environment that is attractive to both tourists and residents;
- Recognising and reflecting the individual character of the various tourism clusters and residential neighbourhoods along the coastal strip; and
- Providing for the establishment and expansion of tourist services and tourist support activities, including entertainment and recreation establishments in the tourism clusters.

Internally the Business Development Team should ensure that tourism input is given when plans and policies are reviewed.

It is also important when influencing forward planning to ensure that key infrastructure projects identified in Directions 2031 such as the Mitchell Freeway extension, the extension of the railway line from Clarkson to Two Rocks and the proposed airport (West Pinjar site) are delivered in a timely manner.

Strategy 2 – Develop a coordinated and supportive approach to holding events in the City of Wanneroo.

Consultation identified the City's role in the approval of events and in the promotion of events as being of significant importance.

A mix of quality events, large and small, is essential to attracting visitors and to raising the profile of the region.

The importance of events in attracting visitors was reinforced in the telephone research, where 42% of respondents indicated that events (concerts, festivals and exhibitions) would be the reason they would visit Wanneroo.

All events of significance e.g. the V8 Supercars held at Barbagallo Raceway should all be used to attract additional visitors and to bring additional economic and social benefits to the area. The best means of achieving this is for the City to work in collaboration with event organisers to promote and support events. A collaborative approach will generate the maximum economic benefit for all stakeholders.

While events and festivals are important to tourism and community wellbeing, tourism events have a different focus and target market and should have a clear impact on the local economy.

The City has started to take a lead role in its approach to events and is currently reviewing its role in the promotion, management, approval and organisation of events.

It is important to measure the success and impact of events for future planning purposes and this will be addressed by the tasks and actions listed in the Action Plan.

Strategy 3 – Review internal processes to ensure that they support tourism outcomes.

Tourism issues can encompass just about every area of local government responsibility and because of this there is often a need for operators to deal with multiple officers throughout the City. To provide a maximum benefit to operators and the community, the City should continue to work positively with stakeholders to address the regulatory, planning and other aspects of tourism.

Strategy 4 – Support an integrated approach to tourism signage across the City.

Signage has emerged from the consultation process as a concern for tourism operators.

There are three different types of tourism signage:

- Regional signage – this type of signage is controlled by Main Roads and gives directional information (including tourism information) on main thoroughfares such as Wanneroo Road. Some of this signage is currently misleading or inadequate.
- Local signage – directs to a business or attraction or type of business. There are issues relating to getting approval and the content of signage.
- Events signage – temporary signage to promote specific events. There are issues relating to location and approvals.

Consistency in the implementation of signage policies has been raised as a concern and as such, a review of existing policies or the development of an integrated tourism signage policy should be considered.

Strategy 5 – Maximise visitation through effective promotional activities.

The study has shown that there is a need to focus promotional activities by targeting a small number of key markets.

Following consultation with stakeholders and evaluation of available data, the following were identified as key target markets:

1. Visiting Friends and Relatives;
2. Hosts of Visiting Friends and Relatives;
3. Indian Ocean Drive south and north bound drive;
4. Daytrip north; and
5. Event attendees.

Geographically these target markets are generally located in the northern metropolitan area and within a 5 hour drive north of Wanneroo.

Promotional activities will have more impact if they are undertaken in conjunction with local operators which will also make more efficient use of limited resources.

The research that has been undertaken highlights the challenges in changing people's perceptions about the area and the attractions that are already here. An effective media campaign is required over a lengthy period to educate and change perceptions.

Strategy 6 – Facilitate tourism opportunities and encourage stakeholder participation.

The City's Business Development team is recognised for its ongoing work with existing tourism operators to benefit those businesses and the region.

It is recommended that the City continues to arrange meetings/workshops etc on an "as required" basis to bring together relevant stakeholders e.g. Tourism WA, other local government authorities, key internal staff and tourism operators.

It is important for the City to continue to use its resources to support the creation, attraction, retention and expansion of local businesses by taking a proactive approach to business development. This will involve working with tourism operators, business associations and the likes of the Small Business Centre to firstly identify opportunities, and then to assist in facilitating those opportunities.

Much progress has been made in working with adjoining local government authorities. This should continue and be expanded to working with local businesses and tourism organisations in adjacent local government areas.

Potential tourism developers should be encouraged to explore the possibilities of development in Wanneroo. Where significant/strategic tourism initiatives are identified, City tourism "Champions" should be used to provide a single point of contact to assist these developers.

10. ACTION PLAN

The following tables have been broken down into actions relevant to each strategy. It is important to priorities these actions, as follows:

Priority A	Complete by 30 June 2012
Priority B	Complete by 30 June 2013
Priority C	Complete by 30 June 2014
Priority D	Ongoing
Priority E	Innovative project requiring further work and/or funding, before reaching a decision whether to proceed with implementation.

Key – Action Plan Responsibility

ACRONYM	CITY OF WANNEROO BUSINESS UNIT
BD	Business Development
Cap. Bldg	Capital Works and Building
C&E	Communication and Events
PI	Planning Implementation
Reg.Svcs	Regulatory Services

Strategy 1 - Maximise tourism opportunities by ensuring that tourism receives adequate planning consideration.

Item	Action	Tasks	Resources	Measurement of success	Participants	Responsibility	Completion date
1.1	Ensure tourism input into strategic planning matters.	1.1.1 - Ensure tourism input from the Business Development Unit is provided on strategic planning issues, e.g. Local Structure Plans.	Staff time	Tourism input is provided.	City of Wanneroo	PI + BD	Ongoing
		1.1.2 - Liaise with appropriate state government departments to focus on major tourist infrastructure needs and improved transport services.	Staff time	Major infrastructure projects are fast tracked.	City of Wanneroo City of Joondalup State Government Departments	PI + BD	Ongoing
1.2	Review City planning and development policies and Scheme provisions to facilitate attraction and development of tourism accommodation/ infrastructure in the City.	1.2.1 – Identify and address opportunities for and constraints to the establishment of tourism enterprises in the City, as part of the review of District Planning Scheme No. 2.	Staff time	District Planning Scheme No. 2 is reviewed and appropriate mechanisms to support tourism are addressed in the Scheme.	City of Wanneroo	CG/PI	30 June 2014

		1.2.2 – Identify and address opportunities to facilitate the establishment of tourism enterprises, through the ongoing review of existing Local Planning Policies and creation of new Local Planning Policies.	Staff time	Local Planning Policies are amended and new policies created to encourage tourism ventures in the City, as appropriate.	City of Wanneroo	CG/PI	30 June 2014
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Strategy 2 – Develop a coordinated and supportive approach to holding events in the City of Wanneroo.

Item	Action	Tasks	Resources	Measurement of success	Participants	Responsibility	Completion date
2.1	Work in collaboration with the Communication and Events Business Unit.	2.1.1 - Draft an internal events policy which encompasses approvals, marketing, attraction, holding and measuring of events. The policy should recognise the potential impact on tourism.	Staff time Budget TBC	Policy is drafted and implemented.	City of Wanneroo Stakeholders	C&E + BD	30 June 2012
		2.1.2 - Develop a calendar of events which incorporates all events in the City, including key private events.	Staff Time	New calendar is produced.	City of Wanneroo Stakeholders	C&E + BD	30 June 2012
		2.1.3 - Review the events application process for external operators and examine the feasibility of adopting an online application tool.	Staff Time	Application process is reviewed, amended and implemented.	City of Wanneroo	C&E + BD	30 June 2012

		2.1.4 - Form an internal events working group to ensure ongoing coordination of events to maximise outcomes.	Staff Time	Events working group is formed and operational.	City of Wanneroo	C&E + BD	30 June 2012
2.2	Support and attract major events.	2.2.1 - Review all internal City events to establish tourism potential. Concentrate efforts on supporting existing and attracting new iconic events.	Staff time + annual budget	Events reviewed and classified. Support is given to new and existing events.	City of Wanneroo Event organisers	C&E + BD	30 June 2013
		2.2.2 - Investigate the feasibility of developing a themed horticultural product festival.	Staff time Budget TBC	Feasibility is conducted and a report is produced.	City of Wanneroo Producers	C&E + BD	30 June 2013
		2.2.3 - In conjunction with external stakeholders, continue to investigate ways of increasing the economic impact of existing and new strategic events in the City e.g. conferences and Barbagallo Raceway.	Staff time	New initiatives are implemented. Measurement of the economic impact shows an increase in tourism revenue.	City of Wanneroo Tourism WA Tourism Operators	BD	30 June 2013

Strategy 3 – Review internal processes to ensure that they support tourism outcomes.

Item	Action	Tasks	Resources	Measurement of success	Participants	Responsibility	Completion date
3.1	Establish one point of contact for strategic tourism developments.	3.1.1 - Establish the Business Development Unit as the one point of contact for strategic tourism development applications.	Staff time	Liaison role is implemented.	City of Wanneroo	BD	30 June 2012
		3.1.2 - Establish tourism “Champions” within relevant City of Wanneroo business units who can improve collaboration and communication.	Staff time	“Champions” are identified and operational.	City of Wanneroo	Relevant Business Units	30 June 2013
		3.1.3 - Review the existing Business Support Kit to ensure it meets the needs of tourism business operators and update as appropriate.	\$10,000	New Business Kit is developed.	City of Wanneroo	BD + Reg.Svcs + PI	30 June 2012
		3.1.4 - Establish an internal officer working group to monitor and review progress against the tourism strategy.	Staff time	Tourism Strategy implementation group is formed.	City of Wanneroo	Relevant Business Units	30 June 2013

Strategy 4 - Support an integrated approach to tourism signage across the City.

Item	Action	Tasks	Resources	Measurement of success	Participants	Responsibility	Completion date
4.1	Review tourism signage and related policies.	4.1.1 - Review current City of Wanneroo tourism signage, which includes directional signage, entry signage and existing tourism branded signage, in conjunction with internal stakeholders.	Staff time	Review is completed and a report produced.	City of Wanneroo	BD + Infrastructure + PI.	30 June 2012
		4.1.2 - Ensure tourism signage requirements and definitions are incorporated into future policies.	Staff Time	Tourism requirements are incorporated into future policies.	City of Wanneroo	BD + Infrastructure + PI	30 June 2013
		4.1.3 - Investigate the possibility of implementing new City tourism branded signage, similar to the Swan Valley.	Staff Time Budget tba	Feasibility is conducted and report produced.	City of Wanneroo	BD + Infrastructure + PI	Innovative – further work required

		4.1.4 - Investigate the feasibility of completing regional signage for the Sunset Coast Tourist Drive, to ensure continuity and linkage to the start of the Indian Ocean Drive within Wanneroo.	Staff time \$20,000	Feasibility is conducted and report produced.	City of Wanneroo City of Joondalup Main Roads	BD + Infrastructure + PI	Innovative – further work required
		4.1.5 - Use the tourism “Champions” to assist tourism operators with temporary /events signage issues on an “as required” basis.	Staff time	”Champions” identified and operational.	City of Wanneroo Stakeholders	PI + BD + Reg Svsc	30 June 2012
		4.1.6 - Investigate the feasibility of implementing large electronic signage at key strategic locations to promote events.	Staff time Approx. \$80,000	Feasibility is conducted and costed.	City of Wanneroo Main Roads	BD + Infrastructure + PI	Innovative – further work required
4.2	Establish entry statements.	4.2.1 - Investigate the feasibility of establishing entry statement sites at major entry points throughout the City.	Staff Time Budget dependent of design	Feasibility is conducted and costed.	City of Wanneroo Main Roads Community input	BD + Infrastructure + PI	30 June 2013

		4.2.2 - Investigate the feasibility of establishing an information bay on Indian Ocean Drive to the north of Yanchep Beach Road.	Staff time Budget dependent on outcome of feasibility study	Feasibility is conducted and costed.	City of Wanneroo Main Roads	BD + Infrastructure + PI	30 June 2013
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Strategy 5 – Maximise visitation through effective promotional activities.

Item	Action	Tasks	Resources	Measurement of success	Participants	Responsibility	Completion date
5.1	Promote and support tourism.	5.1.1 - Develop an internal Marketing Plan to coordinate promotional activities for the financial year.	Staff time	Completion of plan.	City of Wanneroo	BD	30 June 2012
		5.1.2 - Review i-card project annually and develop a plan for maintenance and expansion.	Staff time \$10,000	Ongoing commitment to project.	City of Wanneroo Business Operators	BD	30 June 2012
		5.1.3 - Investigate the feasibility of reproducing the i-card scheme online.	Staff time	Scheme online.	City of Wanneroo Business operators	BD	30 June 2013

		5.1.4 - Develop a suite of brochures for activities aimed at the day trip market including picnic sites, Wanneroo walks and Wanneroo beaches. Consider making these available online.	Staff time \$10,000	Brochures completed.	City of Wanneroo Business operators	BD	30 June 2012
		5.1.5 - Investigate the establishment of Visitor Information Points at locations in the city, e.g. Yanchee Library.	Staff time \$5,000	Points established.	City of Wanneroo Location operators	Cap. Bldg	30 June 2013
		5.1.6 - Investigate the cost of electronic information kiosks for use at key high foot traffic locations such as shopping centres, Aquamotion and the Civic Centre.	Staff time	Costs established and report completed.	City of Wanneroo	BD	30 June 2014
		5.1.7 - Discontinue the production of the Tourism Industry Directory and make the information available online (e.g. an e-book).	Staff time	Available online.	City of Wanneroo Directory participants	BD	30 June 2012

		5.1.8 - Produce an annual regional Sunset Coast precinct Destination Planner in hard copy and an electronic version, e.g. in collaboration with Experience Perth.	\$15,000 + staff time	Planner produced.	City of Wanneroo City of Joondalup City of Stirling Experience Perth	BD	30 June 2012
		5.1.9 - Improve local tourism product knowledge through familiarisation visits by stakeholders and City officers.	Staff time	Staff/ stakeholders have adequate knowledge of local tourism product.	City of Wanneroo Stakeholders	BD	30 June 2013
5.2	Establish a tourism website.	5.2.1 - Phase 1: Review and implement improved content, design and navigation for tourism information within the existing City web site. Include Search Engine Optimisation.	Staff time Dependent on others involved	Website updated.	City of Wanneroo	BD + C& E	30 June 2012
		5.2.2 - Phase 2: Investigate the potential to develop a separate tourism website for the City in conjunction with surrounding local governments.	Staff time \$20,000	Regional website proposal scoped and costed.	City of Wanneroo City of Joondalup City of Stirling	BD	30 June 2014

5.3	Review tourism branding for the City of Wanneroo.	5.3.1 - Investigate alternative brands to the “Sunset Coast”, including the establishment of tourism precincts to promote the distinct features of Wanneroo.	Staff time	Brands identified.	City of Wanneroo Tourism Stakeholders	BD	30 June 2013
5.4	Maximise opportunities to promote the City of Wanneroo as part of the Indian Ocean Drive.	5.4.1 - Investigate initiatives to maximise the impact of the new Indian Ocean Drive and to target day trip communities to the north. This could include targeted promotional campaigns aimed at the communities to the north.	Staff time	Initiatives in place.	City of Wanneroo	BD	30 June 2013
		5.4.2 - Investigate initiatives aimed at the “travelling through” market of north and south bound travellers. Encourage them to stop and explore Wanneroo.	Staff time	Initiatives in place.	City of Wanneroo	BD	30 June 2014
		5.4.3 - Invite Visitor Centre Managers located along the Indian Ocean Road to visit Wanneroo and its attractions.	Staff time \$5,000	Visits undertaken.	City of Wanneroo Business operators	BD	30 June 2013
5.5	Maximise positive media coverage of the area.	5.5.1 - At all times endeavour to gain coverage in print and electronic media which will show Wanneroo tourism in a positive light.	Staff time	Positive coverage gained.	City of Wanneroo Business operators	BD	Ongoing

		5.5.2 – Enter the City's tourism projects in award programmes e.g. the i card project could be entered into the state's annual Tourism Awards.	Staff time	Entry in awards.	City of Wanneroo	BD	Ongoing
5.6	Develop a tourism image library for the City.	5.6.1 - Develop a comprehensive tourism image library for use by the City on promotional material. This could be done by encouraging local photographers in the area to submit their work in a competition. The City must retain copyright of all images.	Staff time \$5,000 prizes/competition. \$2,000 to purchase other images.	Image library is developed.	City of Wanneroo	BD	30 June 2012

Strategy 6 – Facilitate tourism opportunities and encourage stakeholder participation.

Item	Action	Tasks	Resources	Measurement of success	Participants	Responsibility	Completion date
6.1	Link with adjoining local governments, tourism stakeholders and businesses for regional promotions and joint initiatives.	6.1.1 - Work with the Yanchep and Two Rocks Tourism Network, the Business and Tourism Development Working Group, the Wanneroo Business Association, the Small Business Centre and other representative bodies to support tourism initiatives in Wanneroo.	Staff time	Ongoing participation.	City of Wanneroo Business and Tourism networks	BD	Ongoing
		6.1.2 - Join the Visitor Centre Association of WA to gain access to relevant visitor servicing information.	Staff time \$300	Ongoing membership.	City of Wanneroo Visitor Centre Association of WA	BD	30 June 2012
		6.1.3 - Investigate the feasibility of hosting Visitor Centre conferences. Consider joint hosting with neighbouring local governments.	Staff time	Establish feasibility.	City of Wanneroo VCAWA	BD	30 June 2013

		6.1.4 - Organise workshops on an “as required” basis for Wanneroo tourism businesses/stakeholders to exchange information and provide updates on activities.	Staff time	Holding of workshops.	City of Wanneroo Tourism stakeholders e.g. Tourism WA Business owners	BD	Ongoing
6.2	Be proactive in seeking and encouraging appropriate tourism opportunities in the area.	6.2.1 - In conjunction with stakeholders, work towards prioritising the tourism trails identified in the Trails Master Plan and Heritage Tourism Audit.	Staff time Costs dependent on identified trails	Trails prioritised.	City of Wanneroo Stakeholders	BD + Infrastructure + Heritage	30 June 2014
		6.2.2 - Investigate the feasibility of establishing an inland market garden drive.	Staff time	Feasibility completed.	City of Wanneroo Trail participants	BD	30 June 2014
		6.2.3 - Undertake a review of the potential for Aboriginal tourism products and investigate opportunities to support the growth of tourism focused on Aboriginal experiences and attractions.	Staff time \$20,000	Completion of review and recommendations	City of Wanneroo	BD	30 June 2014

6.3	Investigate grants opportunities.	6.3.1 - Investigate potential opportunities for grant funding applications to support strategic tourism projects, e.g. TQUAL Tourism grants.	Staff time	Opportunities are identified.	City of Wanneroo	BD + Grants	Ongoing
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APPENDIX 1

The Planning process undertaken to develop a new **Tourism Strategy 2010 - 2015**

