Tourism Strategy

City of Armadale | 2023 – 2028

Come see us!

CITY OF Armadale

ACKNOWLEDGEMENT OF COUNTRY

We stand on Noongar Boodjar and acknowledge the Whadjuk people as the traditional custodians of the land on which we work, live and play.

Through tourism, may we preserve the traditions, languages, art, yarns and songlines of the world's oldest living culture for generations to come.

Together, let us celebrate our country, our people and our planet. Let us be the leaders in driving positive change for our community, our region and Western Australia.

ACKNOWLEDGEMENT TO SUSTAINABILITY

This Tourism Strategy recognises the importance and value of the region's natural assets, its wildlife, waterways and the precious and diverse ecosystems thriving within them.

This strategy is underpinned by the principles of the City's Strategic Environmental Commitment and Environmental Management Framework that supports the preservation, conservation, and protection of the region's natural assets.

FROM THE MAYOR

Armadale is a special place, full of history, natural beauty and culture.

The City of Armadale's new five-year Tourism Strategy is designed to lay solid foundations upon which to build a prosperous, collaborative and sustainable tourism industry.

In recent months, we have put the region under the microscope to identify areas for improvement, and for development. With the new post-pandemic traveller seeking more mindful and experiential travel, the City is in an advantageous position with much of its assets aligning with the type of activities tourists are now seeking.

With the luxury of proximity to the capital city, and as one of the main routes to the popular South West region, the City of Armadale is well placed to capture its share of visitor spend. This is a very exciting time as we reassess our assets and seek ways to revive, repurpose and reimagine Armadale as a destination of the future.

This Strategy is as much about increasing visitation, as it is assisting existing businesses to grow and prosper. It is about encouraging new business owners to make this region their home and creating job opportunities for our young people and new residents. It is about diversifying, adapting and raising tourism's contribution to the City's economy. It is about preservation, being proud of, and showing off all that we have to offer.

Thank you to my fellow Councillors, Executive Team and staff, local businesses, tourism operators and community for their input into this important strategy for our region.

CR Ruth Butterfield
Mayor

> "This is a very exciting time as we reassess our assets and seek ways to revive, repurpose and reimagine Armadale as a destination of the future."

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Mural by Mel McVie located on Derry Ave

EXECUTIVE SUMMARY

At no time in the State's history has the State Government pledged the amount of investment and resourcing into promoting Western Australia, than now.

With its new global marketing brand, 'Western Australia - Walking On a Dream', visitors are choosing to travel to our shores in numbers predicted to exceed the pre-pandemic heyday of 2019. While the pandemic was a devastating time across the world, as we navigate our way out, it has offered the tourism industry some silver-linings.

The pent-up frustration of not being able to travel during those times, has resulted in a new type of visitor. People are willing to spend more, travel further, explore lesser known destinations and travel mindfully, leaving a smaller carbon footprint. They want to experience destinations in a whole new way and this is where our new strategy begins.

The purpose of the City of Armadale's Tourism Strategy 2023 -28 (TS) is to inform and guide the future direction of tourism; to promote growth within the local industry, to drive economic benefits and community desirability in a sustainable way.

Rich in Aboriginal and pioneering history, the City of Armadale (the City) is abundant with historic buildings, natural bushland, vast areas of productive agricultural activity and many established tracks and trails offering sought-after tourism experiences. The City provides excellent amenities, a high standard of community activities and an enviable year-round calendar of events with plenty to see and do.

The key objectives within this document have been derived from a wide range of sources as outlined in the Approach section of this document. It has been a thorough and robust process.

As a result, this Strategy aims to shine a spotlight on tourism activities for the coming five years, with a bold, yet achievable vision. It is not about building theme parks and major attractions, but fostering a collaborative and collegial tourism community based on building on existing assets and bridging gaps to create a destination which showcases our natural beauty, and our deep and proud culture.

This document will be a resource used by the City and tourism stakeholders as a roadmap towards growth and development with the ultimate aim of elevating our region as a unique, 'must-see' destination for future adventurers.

> People are willing to spend more, travel further, explore lesser known destinations and travel mindfully, leaving a smaller carbon footprint.

KEY FOCUS AREAS

This strategy provides a framework for the City of Armadale to plan and prioritise projects, based on the following Key Focus Areas.

Stakeholder Engagement

A Collective Vision

We will foster congenial stakeholder relationships, engaging with industry and tourism businesses to forge a united tourism sector that is resilient, sustainable and eager to grow. This will be achieved by promoting collaboration and partnerships among stakeholders, establishing effective communications methods and providing support and resources to businesses and communities to enhance their capacity to contribute to the region's tourism offering. By fostering a positive and connected environment, the region's tourism industry will be better positioned to adapt to changing circumstances, build resilience, and drive sustainable growth to benefit all.

Product and Destination Development

Boundless Opportunities

We will provide advocacy, support and connections to help achieve the region's tourism potential, prioritising destination and product development in order to drive visitation. We continue to create an identity that recognises our region as a unique part of the Perth Hills. We will assist to grow tourism capacity and capability by identifying and prioritising key projects, facilitating partnerships with relevant stakeholders, investors and those advocating for tourism growth, as well as providing resources, training and support to businesses and communities to enhance their ability to deliver exceptional visitor experiences.

Effective Marketing and Visitor Servicing

Driving Desire

We will develop and implement a targeted destination marketing plan to effectively promote the region as a unique and desirable tourist destination, by reassessing current objectives to ensure our promotions capture the essence of the region in a way that appeals to new and target audiences. Working closely with the team at the Perth Hills Armadale Visitor Centre, we will work towards excelling in our delivery of visitor servicing and encourage collaborative campaigns with key stakeholders.

THE APPROACH

How this plan was achieved

1. Consultation Phase

- Community online survey 'Come See Us - Have Your Say!'
- Engagement with local tourism operators and community groups within the City/region.
- Meetings and communications with representatives from the Champion Centre, Tourism Western Australia, Destination Perth, WAITOC, FACET and DBCA.
- Workshops with Councillors and City staff.
- In depth reading and research of current tourism/destination studies, strategies and related papers.

2. Analysis of Strategic Context

- Consideration of global trends; alignment with local, regional, State and National tourism objectives, focus on sustainability, preservation and conservation, working within best practice procedures and policies.

3. Draft Strategic Plan

- Preparation of draft Tourism Strategy.
- Presentation of draft Tourism Strategy to Council for comment.

4. Final Tourism Strategy

- Refine/design Tourism Strategy.
- Council endorsement and launch of final document.

Champion Lakes Regatta Centre (Champion Lakes).

Aboriginal Interpretative Wall, Champion Lakes

ROLE OF LOCAL GOVERNMENT

Local Government is at the forefront of tourism delivery, providing and managing the expanse of tourism infrastructure and services.

Things such as; maintaining heritage buildings, installing way-finding signage, providing visitor servicing, championing street art, creating walking trails and recreational areas, and so much more.

The City of Armadale is the conduit between government, industry and community and plays a pivotal role in the development of a destination. It can provide the tools to entice new businesses into the area, which by

design, deliver new products to draw leisure and business travellers and creates employment. It also inspires existing residents to be a tourist in their own backyard.

Understanding the key stakeholders in the region is important – accommodation, attractions, retail, restaurants, bars and cafes, all have reciprocal relationships with, and exist within Local Government Authority (LGA) jurisdictions.

This is a time to critically assess our tourism offerings, how we present to the market and how we can use them to drive the local economy.

Now that travel has resumed and visitors are flocking back to Western Australia, the marketplace is both cluttered and highly competitive. The

State Government have invested heavily in promoting Western Australia as the 'Dream State,' giving the City of Armadale a valuable opportunity to benefit from the thriving visitor economy.

This is a time to critically assess our tourism offerings, how we present to the market and how we can use them to drive the local economy.

OUR STORY

The City of Armadale is located approximately 28 kilometres south of the Perth CBD and 24 kilometres from the International/Domestic airports.

Armadale and the Perth Hills sits along the Darling Scarp, rich with native bushlands, National Parks, and reserves. Thanks to the marriage of topography and engineering, the area boasts three large water catchment dams (Canning, Wungong and Churchman Brook) offering picnic areas and scenic walking tracks.

It is steeped in Aboriginal history and boasts the largest population of Aboriginal people within the metropolitan area. This creates a wealth of opportunities to develop cultural tourism offerings, designed, owned and operated by local people.

It is also a multicultural hotspot, with 19% of residents from non-English speaking backgrounds. This presents further opportunity to create activities and events to entice visiting friends and relatives to see and do things in the City of Armadale.
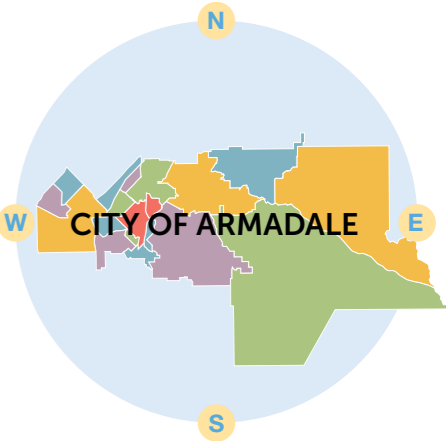
It plays host to a variety of unique events, such as the Tulip Festival at Araluen Botanic Gardens, the Armadale Highland Gathering and Perth Kilt Run, an annual Rowing Regatta at the world-class Champion Lakes Regatta Centre, along with a myriad of arts-inspired festivals.

With a large proportion of the local government area zoned for agriculture, its rich soil has attracted orchardists and flower growers over the decades. While the number of profitable businesses has declined over the years, there is great potential for owners to diversify their operations into agri-tourism experiences. This would breathe new life and earning capacity for land owners, safeguarding the aesthetic landscapes for future generations.

The key asset of Armadale is, without doubt, the abundance of natural forest and bushland, where designated walking trails with interpretive signage are featured across the region. Visitors and residents alike, can enjoy being among nature, spot native wildlife in a natural habitat and experience a tree-change close to Perth city. There is a strong appetite for developing low [environmental] impact trails, for mountain-bikers, hikers, walkers and equestrians to enhance existing resources.

The opportunities are endless.

It is steeped in Aboriginal history and boasts the largest population of Aboriginal people within the metropolitan area. This creates a wealth of opportunities to develop cultural tourism offerings, designed, owned and operated by local people.

CITY OF ARMADALE

Left: Welcome Baby to Country
Right: NAIDOC

CURRENT TOURISM ASSETS AND OFFERINGS

Araluen Botanic Park
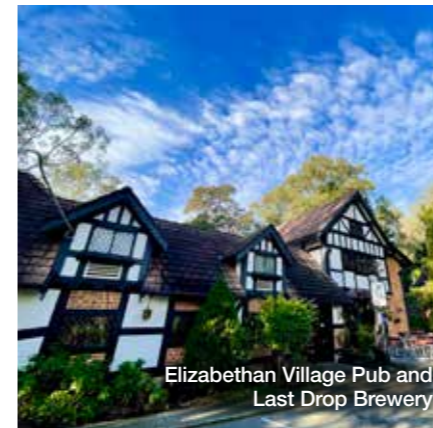

Minnawarra Park Church

Roley Pool Reserve

Attractions

- Araluen Botanic Park
- Armadale Reptile and Wildlife Centre

Historical and Heritage

- Pioneer Village
- History House Museum
- Bert Tyler Vintage Machinery Museum
- Schoenstatt Shrine

Recreational Reserves

- Churchman Brook Dam
- Roley Pool Reserve
- Champion Lakes Regatta Centre
- Bungendore Park
- Minnawarra Park
- Rushton Park
- Forrestdale Wetlands
- Lloyd Hughes Park

Left: Raeburn Orchards
Centre: Armadale Reptile and Wildlife Centre
Right: Araluen Botanic Park

Wungong Gorge Walk Trail

Tracks and Trails

- Bibbulmun Track (sections of)
- Munda Biddi (sections of)
- Wungong Gorge Walk Trail
- Armadale Settlers Common
- Contour Channel Walk
- Churchman Dam Walks
- Heritage Tree Walk
- Forrestdale Lakes
- Historic Quarry Trail
- Armadale Tourist Walk
- Armadale Urban Art Trail

Elizabethan Village Pub and Last Drop Brewery

Australia Day
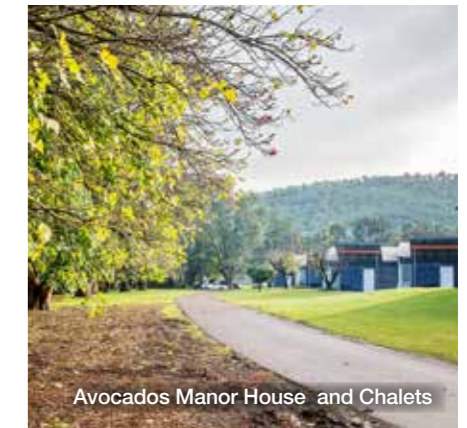
Avocados Manor House and Chalets

Provedore

- Elizabethan Village Pub and Last Drop Brewery (Bedfordale)
- Seven Sins / Roleystone Brewing Company (Roleystone)
- The Narrogin Inn (Armadale)
- Raeburn Orchards (Roleystone)
- The Naked Apple (Karragullen)
- McRobert Distillery Co. (Armadale)
- Roleystone Markets
- Bedfordale Bush Markets
- Kelmscott Creative Community Market
- Piara Waters Farmers and Artisan Markets
- Kelmscott River Markets

Events (attracting out-of-towners)

- Australia Day Celebrations (January)
- Dams Challenge (March/April)
- Armadale Arts Festival (May)
- Spring into Armadale (August to November)
- Armadale Hills Open Studio Trail (September)
- Armadale Highland Gathering and the Perth Kilt Run (October)
- Kelmscott Show (October)
- Carols by Candlelight and Christmas Parade (December)

Accommodation

- Avocados Manor House and Chalets
- Heritage Country Motel
- Coranda Lodge (4 rooms)
- The Hideaway Luxury Resort (2 rooms)
- Hillside Garden Village Caravan Park
- Lakeview Terrace Caravan Park

COMPETITIVE CONTEXT

Destination Perth, the Regional Tourism Organisation (RTO) responsible for marketing Perth and the surrounds, separates its wider area into sub-regions. Each area is promoted based on its offering; from urban to rural, coastal to hills.

These are the City's closest competitors.

Sunset Coast
From Cottesloe to Two Rocks this is Perth's coastal strip, where sandy feet and bathers are the dress code for beachfront dining.
Proximity to Perth city: 20 minutes

Rottnest Island | *Wadjemup*
Home of the famous quokkas, beautiful bays and basins and bicycle riding.
Proximity to Perth city: 90 minutes by ferry, 20 minutes by air.

Fremantle | *Walyalup*
Renowned for its maritime history, colonial architecture, colourful arts and cultural scene and its unique casual vibe.
Proximity to Perth city: 30 minutes

Mandurah, Rockingham and Peel Region | Mandjoogoordap
The Giants, estuary and waterways, Mandurah Foreshore, crabs, fishing, dolphins and aquatic adventures.
Proximity to Perth city: 55 minutes

Swan Valley | *Yellagonga's Country*
Typically regarded as the oldest established wine region in Western Australia, with an abundance of wineries and restaurants. It is the only wine region in Australia you can access directly by boat.
Proximity to Perth city: 38 minutes

Subiaco | Leederville | West Perth
Funky, modern, urban-chic shopping and dining.
Proximity to Perth city: 10 minutes

Perth City | *Boorloo*
The gateway to Western Australia. Boasting major attractions, accommodation, tourist activities and tours as well as shopping, dining and major events.

Perth Hills
Home to the Bibbulmun/Munda Biddi Tracks, Araluen Botanic Park, Bickley Valley Wine Trail, waterfalls, dams, natural bushland, wildflowers and heritage. Fruit- picking, cideries and scenic landscapes.
Proximity to Perth city: 35 minutes

CURRENT TOURISM TRENDS

While many of the factors driving visitation to Western Australia remain unchanged, the pandemic fostered some new trends in the way people determine where and how they travel.

With lockdowns driving a pent up desire for travel, people are now choosing to take their bucket-list holidays, sparing no expense in doing so. Research shows a rebound in arrivals, whether visiting Western Australia for the first time or on a return visit. In some part, this is due to Australia's well-managed response to the pandemic, with a reputation as a safe and secure place to travel. However, some of the newer trends surfacing (which have influence over this strategy), are listed below:

1 Off-the-beaten track destinations - While Sydney and Paris will always be on people's bucket lists, in the post-pandemic world they are choosing to travel to lesser known, farther-afield places where there are fewer crowds and more open space.

2 The Trails Network – Mountain-biking, hiking and walking trails are the new BMX tracks of the 80's. Nature-based activities have never been more popular. Especially in areas which offer scenic vistas and close up encounters with wildlife.

3 Cultural Tourism – Travellers are keen to learn the origins and history of the places they visit. They want to understand ancient cultures and traditions, and to immerse themselves in activities with indigenous guides and locals with authenticity and respect.
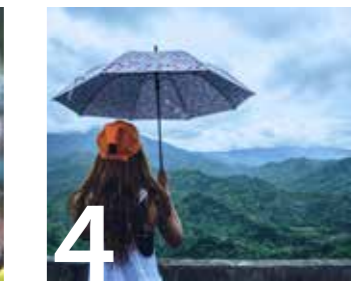
4 Off Peak and Shoulder Season Travel – for the budget-conscious, travelling outside of peak seasons makes sense. Many hotels, airlines and tour operators offer considerable discounts to ensure occupancy in the less popular travel times.

5 Staycations – For those not yet confident enough to travel overseas, the short-stay local economy is thriving. Western Australia has seen a huge rise in the weekend warriors; couples and families getting out and exploring their own back yard. This was heavily influenced by Tourism Western Australia's highly successful #WanderOutYonder campaign.

6 Experiential Travel – long gone are the days of the 'flop and drop' tourist. Modern adventurers wish to see themselves as travellers not tourists, by participating in experiences which educate, as well as entertain. Things like meeting the maker, fruitpicking, cooking classes, wine appreciation classes, hobby retreats and challenging themselves on cycling and hiking trails.

7 Off-grid, sustainable and environmentally friendly – Today's travellers place value on responsible travel; leaving a lighter (or no) carbon footprint. This is evident in the rise of popularity in off-grid eco cabins, zero-kilometre food, embracing the 'no single use plastics' campaigns, along with major airlines and transport companies committing to being carbon-neutral in the near future.

8 Quality Food and Wine – Visiting wineries and enjoying quality cuisine has always complimented the holiday experience, but with the rise in cideries, gin and spirit distilleries, paddock to plate and bush tucker offerings, people are craving the new and original.

Roley Pool Reserve, Roleystone

OUR KEY TOURISM PARTNERS

Tourism Australia *(National Tourism Organisation NTO)*

Tourism Australia's role is to influence people to travel to and throughout Australia in order to increase the economic benefits to Australia from tourism and help foster a sustainable tourism industry in Australia.

Tourism Western Australia *(State Tourism Organisation STO)*

Tourism Western Australia is a State Government agency driving funding, strategic direction, co-ordinated marketing and campaigns, research and resources for developing tourism in Western Australia.

Destination Perth – *(Regional Tourism Organisation RTO)*

The Perth region's peak destination marketing organisation responsible for promoting Perth and surrounds as a desirable leisure destination for visitors, trade, media and businesses.

Tourism Council of Western Australia *(TCWA)*

The peak body representing tourism businesses, industries and regions in Western Australia. The Council promotes the value of tourism, facilitates sustainable tourism development, delivers tourism training and advocates industry policy on behalf of its members.

Western Australian Indigenous Tourism Operators Council *(WAITOC)*

WAITOC is the peak representative for Aboriginal tours and experiences in Western Australia. They promote and support authentic cultural experiences at state, national and international level.

Forum Advocating Cultural and Eco Tourism *(FACET)*

FACET represents tourism businesses and operators with an interest in cultural, nature-based and eco-tourism.

Perth Hills Tourism Alliance *(PHTA)*

A collaboration between the five Perth Hills Local Government Authorities (City of Armadale, City of Kalamunda, City of Swan, Shire of Mundaring and Shire of Serpentine Jarrahdale to coordinate destination marketing efforts and resources with an aim to increase visitor numbers, maximise branding opportunities, and attract increased investment.

Department of Biodiversity, Conservation and Attractions *(DBCA)*

The Department of Biodiversity, Conservation and Attractions is the Western Australian government department responsible for managing lands and waters, implementing the state's conservation and environment legislation and regulations.

STRATEGIC TOURISM PLAN

Integrated Planning Framework:
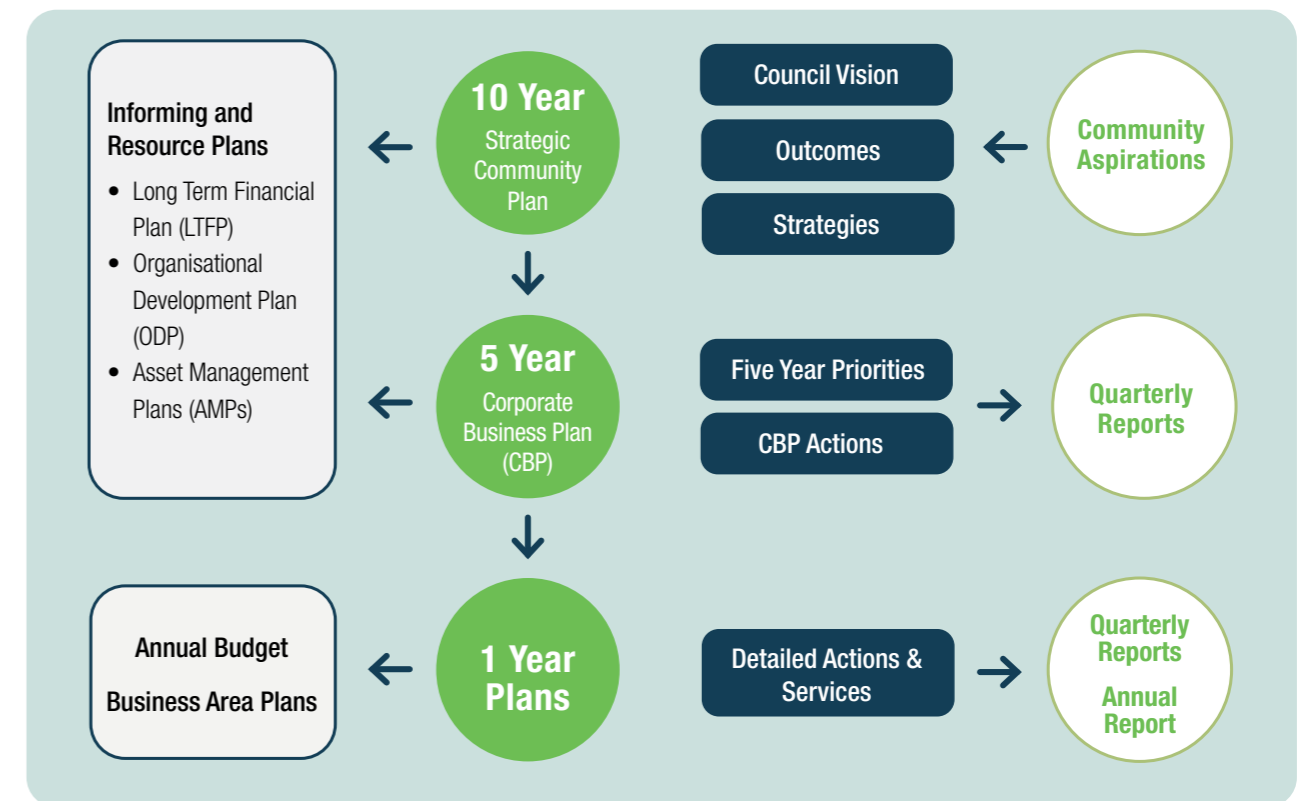
The Integrated Planning and Reporting Framework and Guidelines for all Western Australian local governments was introduced in 2010 by the Department of Local Government, Sport and Cultural Industries (Department) with the aim of creating a process of continuous improvement in local government planning.

The Department anticipates that over time, local governments will progress to an advanced level in their planning and integration. This framework takes into account community priorities as outlined in the City of Armadale's Strategic Community Plan, with other local government informing strategies, information and resourcing capabilities.

The City of Armadale's Tourism Strategy, is an informing document with all identified initiatives subject to budget considerations, availability of internal resources and requirements of the Department's Framework.

Left: Mural by Adnate on Armadale Central Shopping Centre
Right: Araluen Golf Resort Estate

MAJOR AREAS OF OPPORTUNITY

Unique Accomodation

A lack of accommodation, be it luxury or budget is a major setback for the region. With very few rooms available (57 in total) through traditional bookable providers, a huge opportunity exists to expand and diversify the accommodation proposition, especially in light of new trends for tiny cabins, off-grid staycations, back to basics, farm stays and experiential offerings. This crosses over the aforementioned focus areas, with prospects to incorporate accommodation into each area.

Tracks and Trails

Tracks and trails provide a gateway to the great outdoors and with vast areas of bushland with remarkable views and topography, it makes sense that the City would invest in growing its assets. With heavy investment from State Government to become the 'Trails State', Armadale is well placed to join the network of trail towns.

Agricultural, Horticultural and Garden Tourism

With a long tradition of fruit and flower growers and botanists and landscapers in the Perth Hills, the Armadale region is well-placed to become a leader in Garden Tourism. It could provide a lifeline for businesses currently considering selling up, or struggling to get younger generations interested in pursuing horticulture, agriculture or arborist-type careers. By diversifying the traditional use of the land, planting new gardens and trees, agri/horti tourism is a clever way to create additional visual impact as well as income streams to switch-up the interest of the younger generation by feeding into the tourism zeitgeist.

Signature Events

While the City already own and operate a myriad of events, there is scope to work with other established events, such as Perth International Arts Festival, Fringe Festival, Sculpture by the Sea to investigate offering satellite locations or extend the events into other times of the year.

Aboriginal and Cultural Tourism

With twice as many Aboriginal residents than any other metropolitan local government areas, many opportunities exist to help position Western Australia as the premier Aboriginal tourism destination, to build the capacity for Aboriginal people to enter the tourism sector, to support Aboriginal employment and economic development through new business (owned, designed and operated by Aboriginal people), and sustainable job creation.

> With twice as many Aboriginal residents than any other metropolitan local government areas, many opportunities exist to help position Western Australia as the premier Aboriginal tourism destination.

OBJECTIVES AND ACTIONS

Objectives	CBP Key Actions and Projects (KAP)	Status	Stakeholder Engagement	Product & Destination Development	Effective Marketing	Visitor Servicing
1.1.1 Facilitate a dynamic calendar of events, festivals and cultural activities that activate suburbs, foster community connections, celebrate the diversity of the community, encourage a sense of place for residents as being part of the City of Armadale and to attract "first time" visitors to the City in order to contribute to changing the narrative regarding Armadale.	1.1.1.1 Review and implement the City's Event Strategy.	Existing Action	x		x	
	1.1.1.2 Develop and implement an Arts and Culture Strategy.	Existing Action	x	x		
	1.1.1.3 Implement the City's Public Art Strategy.	Existing Action		x		
	Deliver the annual Spring into Armadale Festival.	New Action		x	x	x
	Continue to deliver, improve and expand existing events to strengthen 'out of region' visitation and develop a tool to measure impact/success.	New Action		x	x	x
	Allocate major events sponsorship budget in accordance with the Major Events Sponsorship Policy.	New Action	x	x	x	
	Actively seek external opportunities to bring events to Armadale I.E. Awesome Arts Festival, Fringe, PIAF.	New Action	x	x		
	Initiate discussions with FORM, and other arts organisations to explore interest and feasibility of installing a permanent 'Giants' like exhibition in a bush setting.	New Action	x	x		
	Work with local tourism operators and businesses to develop a signature 'food and wine' event or actively work with neighbouring LGAs to expand existing events I.E. Bickley Harvest Festival.	New Action		x		
	Ensure Visitor Information is provided at sponsored events (where relevant).	New Action	x		x	x
	Develop incentives to garner support from neighbouring residents to allow venues to hold large events. I.E. Incentive program.	New Action	x			

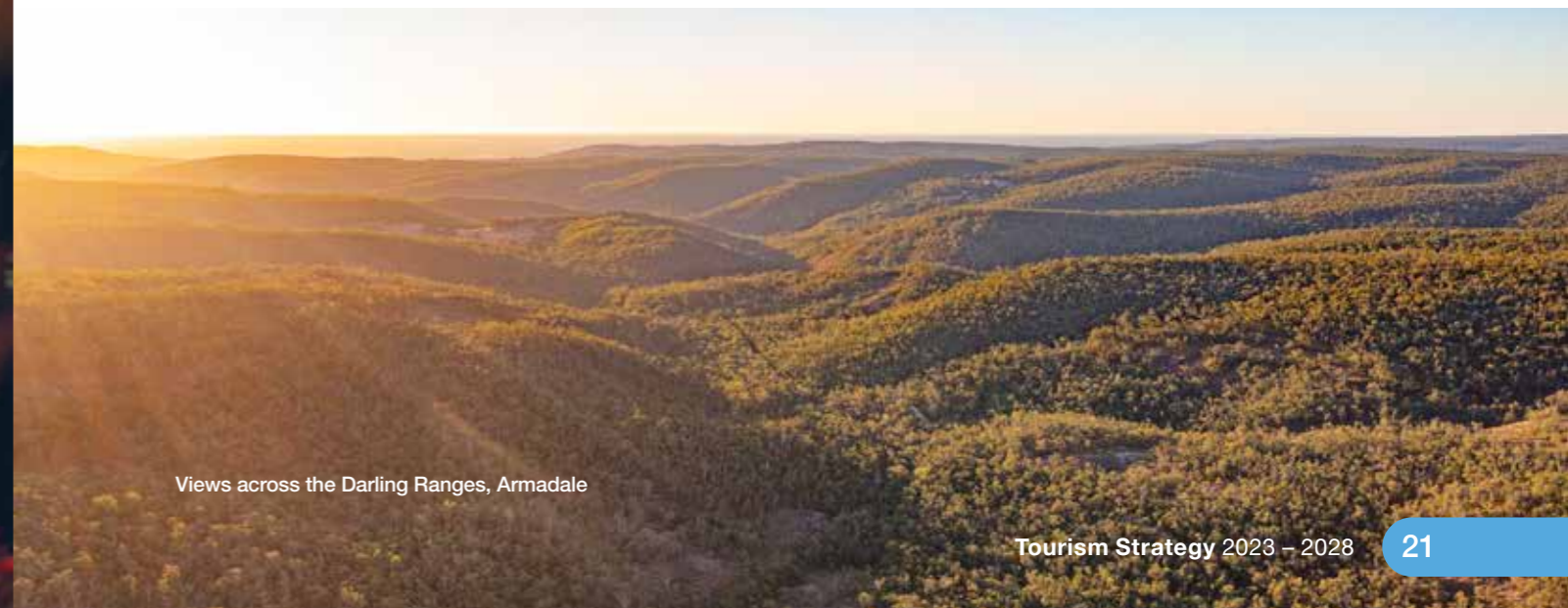| Objectives	CBP Key Actions and Projects (KAP)	Status	Stakeholder Engagement	Product & Destination Development	Effective Marketing	Visitor Servicing
1.1.2 Cultivate a sense of place generated by the City's heritage, vegetation and escarpment, wetlands and waterways as well as the participation in vibrant community hubs.	1.1.2.2 Review Master Plans and identify key components that create community 'hubs' versus stand-alone single facilities and rationalise in the CIP.	Existing Action	x			
	Elevate the Armadale Hills as a defined tourism region with a clear point of difference from neighbouring LGAs.	New Action			x	
	Create marketable neighbourhoods with specific tourism activities.	New Action			x	
	1. Create unique positioning statements (UPS) for each tourism area to differentiate offerings. I.E. Brookton Valley, Forrestdale Wetlands, Heritage Country.					
1.1.4 Preserve and celebrate the City's built, natural and cultural heritage.	1.1.4.1 Review and implement the Museum Interpretation Plan.	Existing Action	x			
	LANDSCAPING AND TREE PLANTATION Work with City's landscaping teams to plant tree varieties to add colour and visual impact to attract Garden Tourism.	New Action		x		
	PIONEER VILLAGE REACTIVATION Establish a plan to reinvigorate the assets and space at Pioneer Village. 1. Meet with existing business owners to gauge interest. 2. Meet with the Team Town Movement (TTM) to learn how to set up a local team to drive activation.	New Action	x	x		
1.4.1 Support a culture of volunteerism in the community and celebrate the contribution volunteers make to the City.	1.4.1.3 Create an annual Volunteers Recognition celebration.	Existing Action	x			x
	Initiate a local working group of volunteers to champion tourism and work on projects.	New Action	x	x		
1.4.2 Encourage the provision of inclusive and accessible facilities, services and programs within the community.	1.4.2.1 Implement the Access and Inclusion Plan 2021-2026 and Review in 2026.	Existing Action	x	x		
	Devise a program specific to tourism businesses to ensure their venues and activities are inclusive to all.	New Action	x	x	x	

Objectives	CBP Key Actions and Projects (KAP)	Status	Stakeholder Engagement	Product & Destination Development	Effective Marketing	Visitor Servicing
3.2.2 Capitalise on the City's position as the Gateway to the metropolitan area.	3.2.2.1 Develop and implement a Signage Strategy to construct entry statements, locality signage, road signs and tourism signage throughout the City.	Existing Action			x	x
	3.2.2.2 Pursue the development of digital wayfinding and interpretation opportunities for visitors and include opportunities for data capture.	Existing Action			x	x
	Conduct a signage evaluation audit to identify where new signage is needed.	New Action			x	
	Connect with Australia's South West Regional Tourism Organisation to investigate partnerships to benefit both regions.	New Action	x	x	x	x
3.2.3 Advocate for opportunities to bring key stakeholders to the City to appreciate the opportunities available and to enlist their support to bring positive change in the community.	3.2.3.1 Work with key stakeholders, investors, local members of parliament to bring relevant ministers and decision makers to the City to understand the infrastructure, programs and services that will create a positive future for Armadale as a strategic metropolitan centre.	Existing Action	x			
	Develop industry education sessions on 'How to Work with Tourism WA and Destination Perth and the City.'	New Action	x			
	Proactively encourage operators to share news of upcoming events, new products, new developments. I.E. Award wins or general good news stories.	New Action	x		x	x
	Seek opportunities to invite industry groups to host events at local venues.	New Action	x			x
	Host a familiarisation itinerary for key tourism stakeholders including representatives from Tourism WA, Destination Perth, media and influencers.	New Action	x			x
3.3.1 Ensure the City has contemporary strategies and dynamic planning frameworks to be responsive to economic development opportunities and trends.	3.3.1.1 Review and implement the City's Economic Development Strategy.	Existing Action	x			
	3.3.1.2 Ensure the City's Town Planning Scheme is flexible and adaptive to facilitate business investment aligned to the outcomes of this SCP.	Existing Action			x	
	Identify potential areas and gaps for tourism growth within the City.	New Action			x	

Objectives	CBP Key Actions and Projects (KAP)	Status	Stakeholder Engagement	Product & Destination Development	Effective Marketing	Visitor Servicing
3.3.2 Facilitate access to business skills development opportunities.	3.3.2.1 Assist the activities of business networks such as Business Armadale that provide support, training and development opportunities for local enterprises.	Existing Action	x			
	Collate a database of all tourism stakeholders (Visitor Centre members and non-members) to ensure stakeholder engagement.	New Action	x			
	Facilitate access to business skills development and mentoring opportunities through TCWA, SBDC, and others providing support, training and development opportunities for tourism enterprises.	New Action	x			
	Develop a workforce training program with a focus on encouraging young people to choose tourism and hospitality as a career path.	New Action	x			
	Foster a culture of 'work close to home' by creating exciting job and business opportunities to entice locals and new residents.	New Action	x			

Raeburn Orchard Credit: Cathy Britton Photography

Objectives	CBP Key Actions and Projects (KAP)	Status	Stakeholder Engagement	Product & Destination Development	Effective Marketing	Visitor Servicing
3.4.1 Ensure the City has contemporary strategies and dynamic planning frameworks to be responsive to tourism opportunities and trends.	3.4.1.1 Develop and implement the Tourism Strategy.	Existing Action				
	Recognise Tourism as a significant driver of economic and social prosperity in the region and an important component of the City's economic activities.	New Action	x	x	x	x
	Collaborate with local commercially-run venues to seek opportunities to partner with events, marketing and PR activities.	New Action	x		x	x
	Strengthen the spirit of collaboration, networking and cross promotion among tourism operators, community members and businesses by: 1. Facilitating a program of networking opportunities and focus training workshops. 2. Implementing support/mentorship programs with focus groups to drive development and growth of new and existing businesses. 3. Develop responsive two-way communication channels and relationships to improve understanding of operator's role in the economic cycle.	New Action	x			
	Draft a Responsible Tourism Policy for City.	New Action	x	x		x
	Implement the City's Communications and Digital Strategy.	New Action				x

Views across the Darling Ranges, Armadale

Objectives	CBP Key Actions and Projects (KAP)	Status	Stakeholder Engagement	Product & Destination Development	Effective Marketing	Visitor Servicing
3.4.2 Encourage the development of new attractions, accommodation and activities for tourists, particularly day trippers.	3.4.2.1 Explore opportunities for improved facilities for caravanning at appropriate locations within the City.	Existing Action		x		
	3.4.2.2 Encourage the development of event trails and destinations for cyclists.	Existing Action		x		
	3.4.2.3 Support the creation of activity trails that encompass the City's wineries, cideries, other hospitality venues, areas of natural interest and scenic beauty.	Existing Action		x		
	3.4.2.4 Encourage the development of short stay accommodation within the City.	Existing Action		x		
	Establish networks with private accommodation providers to encourage investment within the City.	New Action		x		
	Work with existing accommodation providers to gain insights into current appetite for accommodation in the region.	New Action	x	x		

Objectives	CBP Key Actions and Projects (KAP)	Status	Stakeholder Engagement	Product & Destination Development	Effective Marketing	Visitor Servicing
3.4.3 Foster strategic partnerships with key stakeholders to market the City's tourism offering and promote investment in new developments.	3.4.3.1 Support the City's participation in the Perth Hills Tourism Alliance.	Existing Action	x		x	x
	3.4.3.2 Capitalise on the unique nature of Champion Lakes being one of only two international standard rowing facilities in the southern hemisphere.	Existing Action		x		
	3.4.3.3 Promote the City's area of natural beauty such as its Regional Parks, Ramsar and other wetlands and advocate for the State to develop appropriate facilities and better protect these areas.	Existing Action		x	x	x
	3.4.3.4 Acknowledge the importance of events as a tourist attractor and support the development of new events or shows that encourage 'first time' visitors to experience the beauty and opportunities the City has to offer.	Existing Action	x	x		
	3.4.3.5 Support the successful operation of major community led events such as the Kelmscott Show.	Existing Action	x	x		
	3.4.3.6 Explore opportunities for the development of a regional scale adventure park in the City.	Existing Action		x		
	Adopt and implement the Perth Hills Tourism Alliance Marketing Plan.	New Action			x	x
	Involve local tourism stakeholders and community in the tourism development process by fostering a collaborative approach.	New Action	x			
	Advocate for 'tourism' as a component of the Business Investment Prospectus.	New Action		x		
	Advocate for tourism businesses to invest in the City region by engaging specialists to provide recommendations and insights into emerging trends and steps to implement future vision.	New Action	x	x		
	Continue strong alliances with key tourism stakeholders and align plans and objectives with other tourism organisations such as Tourism WA, Destination Perth, Perth Hills Alliance and others.	New Action	x			x

Abyssinia Rock, Ashendon

Objectives	CBP Key Actions and Projects (KAP)	Status	Stakeholder Engagement	Product & Destination Development	Effective Marketing	Visitor Servicing
4.1.1 Advocate for the delivery of key transformational projects.	4.1.1.1. Prepare for adoption by Council a revised Long Term Advocacy Strategy.	Existing Action		x		
	4.1.1.2 Form partnerships and development networks to influence government policy, infrastructure delivery, funding programs and budget allocations.	Existing Action	x	x		
	4.1.1.3 Seek representation of Elected Members and staff on relevant working groups and committees to advocate for the City's interests.	Existing Action	x			
	4.1.1.4 Maintain a portfolio of 'shovel ready' projects consistent with identified community priorities in order to take advantage of funding opportunities.	Existing Action	x	x		
	TRACKS & TRAILS Form an internal working group to develop a City Trails Strategy to include plans for a world-class mountain-biking 'trail town or experience'. 1. Work with Environmental Services to establish current state of play and next steps. 2. Initiate steps as outlined in the DBCA Guide to Trails Development. 3. Visit successful trail towns to study best practices and learn from creators and businesses. Identify a location to support trails and additional infrastructure to complement the activity. 4. Initiate conversations with investors through The Armadale Business Investment Prospectus. Work with DBCA. Work with local groups to improve trail information. I.E. Armadale Settlers Common Management Group. Encourage commercial hiking, walking, horse-riding, wildflower businesses and groups to work with the City to bring visitors to the region.	New Action	x	x		

Objectives	CBP Key Actions and Projects (KAP)	Status	Stakeholder Engagement	Product & Destination Development	Effective Marketing	Visitor Servicing
4.1.1 Advocate for the delivery of key transformational projects.	AGRICULTURAL, HORTICULTURE & GARDEN TOURISM Create a sub-strategy for the development of Agricultural, Horticultural and Garden Tourism within the Perth Hills Armadale region to include actions: 1. Build a database of interested parties and forge strong relationships with Hills Orchard Improvement Group (HOIG) and others. 2. Engage with consultants to develop a dedicated business case/strategy to establish forward steps. 3. To ensure success, bring the community along in the development process. 4. Establish a mentorship program (aligned with Grow Your Business program) for interested parties, inviting successful Agritourism businesses to share experiences and knowledge to inspire others. 5. Champion Agritourism (as a specific form of tourism) as part of the Business Investment Prospectus. 6. Establish a culture of collaboration and encourage 'out of the box' idea generation. I.E. Tiny Cabins in orchards. 7. Establish relationships with horticulturalists (I.E. Rose growers, nurseries, arborists, landscaped gardens) to create a program of experiential activities.	New Action	x	x		

Raeburn Orchards, Roleystone

Objectives	CBP Key Actions and Projects (KAP)	Status	Stakeholder Engagement	Product & Destination Development	Effective Marketing	Visitor Servicing
4.1.1 Advocate for the delivery of key transformational projects.	CULTURAL TOURISM Establish the City as the Premier Destination for Aboriginal Tourism in the metropolitan area. Actions include: 1. Create a sub-strategy in collaboration with Tourism WA and WAITOC for the development of Aboriginal and Indigenous Culture within the City of Armadale aligning with the objectives of the JINA plan, which are: - Development of new Aboriginal tourism experiences. - Encouraging more Aboriginal people to work in the tourism industry. - Development of administration and booking systems to support Aboriginal tourism businesses. - Investigate the potential of being one of three new camping with custodian sites. 2. Work with the Champion Centre, local elders and Aboriginal community leaders to develop a framework for the delivery of Aboriginal Tourism opportunities. Seek to establish a world-class Aboriginal Art trail/experience within a bush setting.	New Action	x	x		
	UNIQUE/BOUTIQUE ACCOMMODATION Assist to identify locations and businesses for growth of accommodation assets. Investigate partnerships with unique accommodation providers to host sessions for interested parties in the community. 1. Develop connections with organisations such as Heyscape, AirBnB, Ecocamps, Stayz etc… to explore less traditional options. 2. Work with Heritage Council and the City property management to compile an asset register of unused buildings and their potential for repurposing. I.E. Premier Inn, Katanning.	New Action	x	x		

Objectives	CBP Key Actions and Projects (KAP)	Status	Stakeholder Engagement	Product & Destination Development	Effective Marketing	Visitor Servicing
4.2.2 Drive innovation and develop culture that supports diverse perspectives and 'outside the box' thinking across the organisation.	4.2.2.1 Acknowledge that to support a culture of innovation there needs to be boldness and calculated risk taking in decision making.	Existing Action	x			
	Initiate an ALL ORGANISATIONAL approach by sharing information and encouraging the use of handles and hashtags in both professional and personal communications.	New Action				x
	Investigate the inclusion of a tourism educational sheet/page in New Resident Packs.	New Action				x
4.4.4 Promote Excellence in customer experience in all areas of service delivery.	4.4.4.1 Strive for high quality, consistent and efficient customer service delivery.	Existing Action			x	x
	Assess value of website and use of other portals.	New Action			x	x
	Upgrade Digital Marketing Plan and website.	New Action			x	x
	Promote the region through annual Visitor Guide.	New Action			x	x
	Participate in Destination Perth's annual holiday planner and collaborative campaigns.	New Action	x		x	x
	Ensure appropriate resourcing to deliver strategic initiatives.	New Action	x	x	x	x

Old Post Office, Armadale

MONITORING AND EVALUATING

The City of Armadale will be responsible for the implementation of this Strategy and will work with internal and external stakeholders and community groups, to support its delivery through regular monitoring and reporting processes. This Strategy is a living document and will be reviewed and amended as circumstances change.

" **There are no shortcuts to any place worth going.** – Beverley Sills "

The review will include:

- ⊘ Accessing the progress of the Strategy's objectives;
- ⊘ Accessing whether the indicators of success bring the City closer to meeting the guiding principles;
- ⊘ Amending and evolving the objectives to reflect the changing needs of the City;
- ⊘ Optimising new funding opportunities that may arise, or new direction which may be developed; and
- ⊘ An annual review.
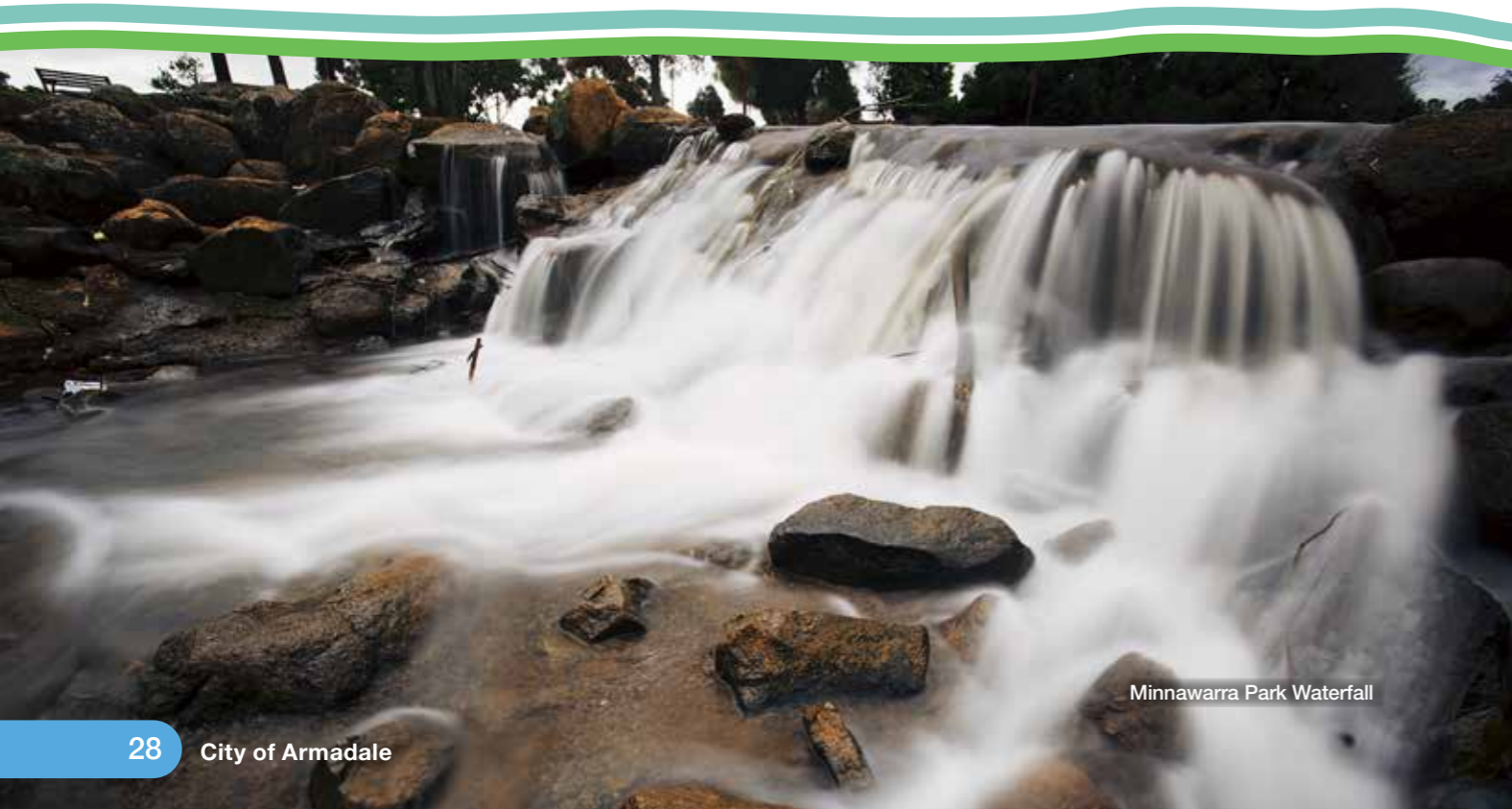
Minnawarra Park Waterfall

MEASURING IMPACT

Providing an overarching snapshot of the changes in, and economic contribution of, Armadale's tourism industry to the City and region will be achieved through analysing key performance indicators (KPIs) and presented to Council as part of an ongoing progress report.

Recommended KPIs and their most recent figures are shown in the table below. All figures are sourced via the National Institute of Economic and Industry Research and Tourism Research Australia with data access via www.economy. id.com.au

KPI	MEASURE	TIME PERIOD	EXAMPLE OUTPUT
Visitor Centre Service	No. of visitors	2021/22	8,533
		2022/23	8,627
Visitor Membership	No. of members	2021/22	49
		2022/23	45
Representation at Events	No. of events	2021/22	5
		2022/23	9
Domestic Day Trips	Total Number	2021/22	7,994
		2022/23	7,402
Tourism Contribution to the City's GRP	Percentage	2016/17	5.4%
		2021/22	4%
Direct Value Added	$ Value to the City	2021/22	$47.58m
	Change in $ Value	2021/22	-$15.9m
	Change - % of total the City's industry	2021/22	-0.2%
Employment – total (direct and indirect)	Number	2021/22	1,546
		2016/17	1,878

BENEFITS OF TOURISM

Jull Street Mall

For The Community

- Helps build social capital.
- Aids to increase a positive perception.
- Promotes preservation of local traditions, customs and culture.
- Improves community image and pride.
- Builds opportunities for healthy and useful community relationships and partnerships.
- Provides research, education and workplace opportunities for students and local youth.
- Showcases a region to entice future residents.
- Creates enjoyable experiences for local residents and visitors.
- Boosts local investment in attractions, accommodation and other amenities that support tourism services.

For The Economy

- Injects money into the local economy and boosts businesses.
- Creates new jobs, businesses, events and attractions, thus diversifying the local economy.
- Supports small businesses and enables expansion.
- Encourages the development and maintenance of new/ existing community amenities.

For The Environment

- Encourages a culture of conservation and preservation.
- Boosts awareness of attractions and area's significance.
- Drives local residents and visitors to be mindful of their impact on the natural and built environment.
- Fosters an appreciation for the natural and unique flora and fauna.

Come See us!

#ExperiencePerthHillsArmadale   #WAtheDreamState
#CityofArmadale   #Seeaustralia
#PerthHillsArmadale   #Comeseeus
#DestinationPerth

CITY OF Armadale

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