



Tourism Development Strategy for the Lower Great Southern

PART ONE: Current State Assessment

October 2016

Helping leading businesses to improve their performance



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Version	Reviewed by	Date
1.0	Cameron Woods and Matt Bird	17/10/16
2.0	Cameron Woods and Matt Bird	12/12/16
Final	Lower Great Southern Economic Alliance	15/12/16

Current State Assessment (1/2)

The following key observations were compiled through interviews with key stakeholders, a desktop review of key documents and analysis of data provided by stakeholders.

Tourism Element	Key Observations
Visitor Market Overview	<p>The Lower Great Southern (LGS) has experienced a steady growth in visitor numbers at 7% (average annual growth rate). Visitor nights has also increased by almost 1 million between 2010/11 and 2015/16. However, the LGS is losing market share in visitor nights to the Margaret River Region.</p> <ul style="list-style-type: none"> • LGS visitors are predominantly families (41%) and are mainly from intrastate sources (78%). • Most visitors come for holiday purposes (67%) with the same amount of business visitors as the Margaret River Region (6%). • There is a significant marketing gap in terms of visitor knowledge around what the region has to offer. For the intrastate market the greatest motivator is the natural scenery and the largest barrier is the time it takes to get there from Perth¹.
Tourism Organisations	<p>Destination Marketing and visitor servicing is fragmented (with minimal coordination) across the region, and limited resources for impactful marketing. There is also a duplication of members and stakeholder engagement among the destination marketing organisations:</p> <ul style="list-style-type: none"> • With the LTOs lacking critical mass in market, optimised funding models and insufficient coordination of effort; coupled with ASW having a broad remit, an opening for the formation of a new destination marketing model is created. • There is a lack of coordination and joint marketing from the two existing LTOs in the region, presenting an opportunity for a single entity. • Marketing lacks scaled and certain investment in an environment of increasing competition : <ul style="list-style-type: none"> • There is a heavy reliance on local government funding that places sustainability and consistency at the mercy of changes among the Councillors. • Funding opportunities from natural assets is not available as is the case in Margaret River. • The financial contribution that potential visitor attraction assets (such as retail outlets and Discovery Bay) can make to ongoing marketing is subject to further assessment. • Alternative sources of funding such as differential rates and a restructure of State government funding for RTOs should be explored.
Events	<p>The region lacks a drawcard event for which it is renowned - most of the events held in the region will be attractive to visitors when they arrive but will not attract them to come at scale.</p> <ul style="list-style-type: none"> • Out of a total of 362 events over 2015, approximately 173 events have the potential to attract visitors to the region, mostly from intrastate. The remaining events are likely to be attended by visitors already in the region (as well as community) but are unlikely to be the main purpose of visit. • Many of the events on the calendar are not pitched at the primary market of families². • There is potential for the Adventure XPD event to become an iconic event for a niche market. • While it is acknowledged that there are a number of attractions and activities on offer pre and post conference or business event, there is a lack of suitable accommodation for business visitors.

■ Notes:

Current State Assessment (2/2)

Tourism Element	Key Observations
Infrastructure	<p><u>Road</u></p> <p>One of the perceived biggest barriers to visitation in the region is the time and distance it takes to travel by road. Albany is approximately 4.5 hours and a 421 km drive from Perth by car (the direct road down, Albany Hwy, has 90 overtaking lanes).</p> <ul style="list-style-type: none"> • The number of freight vehicles travelling on Albany highway is expected to increase significantly in the future due to growth in grain, hay and livestock industries. This may make the drive to Albany more stressful and less safe for tourists. • A dual carriage way for most of the journey to Albany would help to make the drive less stressful but current traffic volumes don't warrant this. <p><u>Port</u></p> <ul style="list-style-type: none"> • Growth of spend from cruise visitors will be dependent on ability to get visitors to paid attractions or services that are not available on board the ship. • The average spend per passenger is \$56.65 at the Albany Port, compared to \$143.03 at the Broome Port². This may be attributed to the general cost of tours and entry fees being higher in Broome. • Visitors are shown a good level of hospitality once arriving at the port, with staff from the visitor centre there ready to meet and greet, and to provide information and directions, however there are improvements that can be made in terms of wayfinding. <p><u>Air Travel</u></p> <ul style="list-style-type: none"> • Only 8% of leisure visitors to Albany arrive by air with air travel dominated by those travelling for business purposes. However, business travellers should be marketed to and encouraged to bring along their families. • From a leisure perspective access by air is cost prohibitive when compared with other WA destinations: <ul style="list-style-type: none"> • Without an increase in demand driven through population increase in the region, this is unlikely to shift materially. • There is a lack of choice and competition in air travel, with only one operator to choose from in a regulated market. • The airline can rely on business travel for most of the year but not over the peak leisure period of Dec and Jan. This creates a marketing opportunity. • The quality of hotel infrastructure in the region may limit the desire to travel by air.
Accommodation	<p>A well-recognised and major issue is the undersupply of 4-5 star hotels in the region and a lack of a professional large capacity hotel provider:</p> <ul style="list-style-type: none"> • Strengthen and prioritise the Middleton Beach and Waterfront hotel precincts through identifying opportunities for government intervention and incentive. These hotel developments will also enhance opportunities to package accommodation and flights to drive down the price of airfares. • There is a good range of accommodation options available for the family segment. • Nature based campsites and Caravan Parks are becoming more popular. • Air BnB will continue to grow and while it will impact on traditional booking models and accommodation providers it may also tap into new markets and grow the size of the visitation economy. • There is an increased focus on developing accommodation for students. Although niche, this is important due to the strong ties between leisure and education.
Tourism Products	<ul style="list-style-type: none"> • The region has a strong advantage over other locations in the state through products such as The Gap and Natural Bridge, Albany Heritage Park, The Tree Top Walk and The Granite Skywalk. • Of the top 20 tourist attractions in Western Australia¹, the lower great southern region has three. • The awareness of the specific quality of tourism offerings is low among the intrastate market. • There is a gap in terms of manmade attractions (e.g. small scale rides, mazes etc.) that will appeal to the family segment. • The lifestyle motivation (move to Albany for a quiet life) and conservative demographic are stated as barriers to the development of tourism product.

1. According to Trip Advisor

1 INTRODUCTION



Background and Purpose

The purpose of the Tourism Development Strategy is to outline recommendations and strategic actions required to increase visitation to the Lower Great Southern area and in turn increase spend in the region.

This is an important time for tourism in Western Australia and indeed the role it plays in driving the state economy. The mining boom witnessed significant investment in accommodation, supporting industries such as retail, hospitality, public space and cultural attractions across the state, which the tourism industry can now take advantage of.

Within this macro opportunity, the region defined by the collective boundaries of the three local government authorities of the City of Albany, Shire of Denmark and Shire of Plantagenet (Lower Great Southern) has enormous potential; its pristine coastline, national parks harbouring some of the world's rarest species, outstanding wineries and abundance of outdoor activities and distinct heritage.

To realise its full potential and achieve sustainable tourism growth across the region, The Lower Great Southern Economic Alliance was formed in 2016 (a partnership between the City of Albany, Shire of Denmark and Shire of Plantagenet). The Alliance, with the support of Tourism WA and the Great Southern Development Commission, have prepared this Tourism Development Strategy to establish a clear vision, goals, strategic actions and mechanisms for successful implementation.

In parallel to the Tourism Development Strategy, a Destination Marketing Strategy has been developed and visitor destination branding has been assessed. The new brand and name for the Lower Great Southern is 'The Amazing South Coast', which will be referred to in this report.



Geographical Scope of the Tourism Development Strategy

Two Part Report

The Tourism Development Strategy has been developed from a current state assessment of tourism in the Lower Great Southern region.

In October 2016, extensive research was conducted on tourism in the Lower Great Southern region (collective boundaries of City of Albany, Shire of Denmark and Shire of Plantagenet), across tourism organisations, visitor servicing, accommodation, infrastructure, events and tourism products. This assessment was conducted through desktop research, one on one consultation with key industry stakeholders across the region¹ and analysis of key trends, issues and opportunities impacting the region. The findings were used to guide the development of a Tourism Development Strategy for the region.

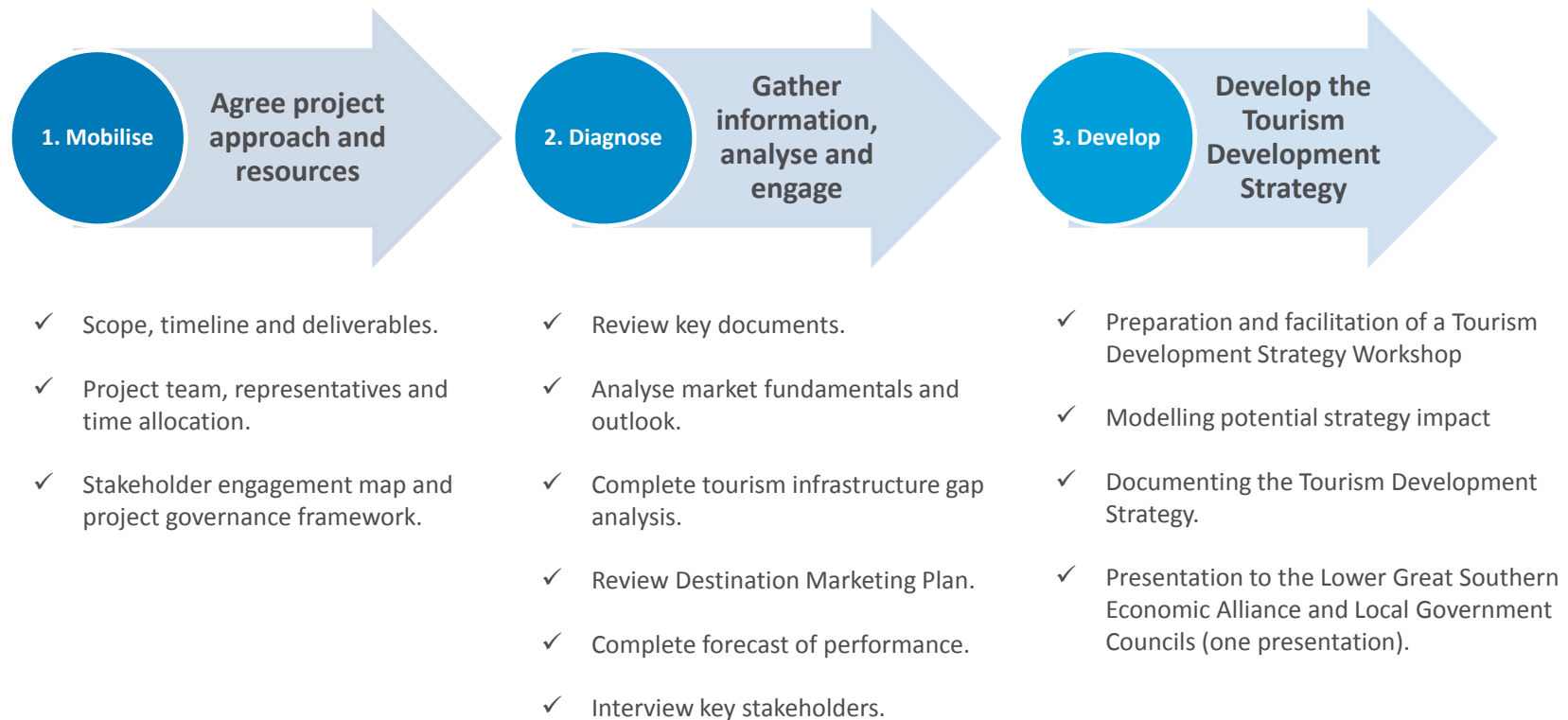
The final Tourism Development Strategy report is made up of two parts (two documents):

- **Part One: Current State Assessment** – a summary of the current state of tourism in the Lower Great Southern region. The executive summary of this report can be found on the following pages. For the detailed report, please refer to the part one document.
- **Part Two: The Strategy**– The contents of this document contains the strategic focus areas and objectives required to meet the strategic vision and goal for the region.



Project Approach

The chart below highlights the project steps that were taken in developing the strategy:



2 SITUATIONAL ANALYSIS




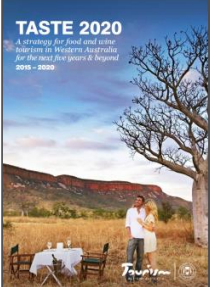

Tourism Industry Assessment Model

The Tourism Industry Assessment Model has been used to guide the current state assessment, covering off the key six components of tourism.



Strategic Alignment

The following key strategies for the region have been reviewed to ensure consideration and alignment with the Tourism Development Strategy for the Lower Great Southern.

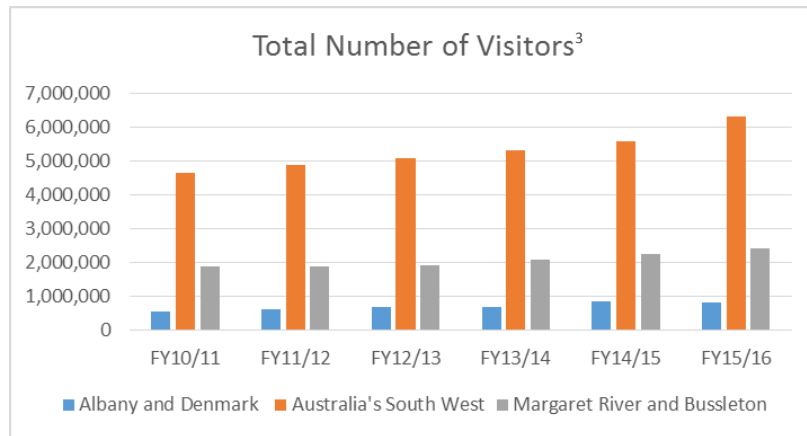
Strategy	Key Tourism Initiatives	
<p>Great Southern Development Commission Regional Investment Blueprint</p>	<ul style="list-style-type: none"> The most relevant aspect of this blueprint is Transformational Project Six: Destination of Natural Choice <ul style="list-style-type: none"> Focusses on enhancing National Parks, attracting investment to the Albany Waterfront, improving the Middleton Beach precinct, developing cultural and heritage assets, setting up regional wine trails and hubs, expanding festivals and event programs, linking cultural and biodiversity trails, setting up a south coast subregional tourism body and improving tourism amenity and safety management. 	
<p>Tourism WA: Taste 2020, A Strategy for Food and Wine Tourism</p>	<p>Great Southern key culinary tourism experiences:</p> <ul style="list-style-type: none"> Branding and marketing of food and wine offering Development of iconic festivals and events Develop and expand Taste Great Southern as the regions premier culinary event Growth in commercial fisheries Focus on connecting to Asian markets 	
<p>Regional Development Australia: Great Southern Regional Plan 2013-2018</p>	<ul style="list-style-type: none"> Strengthen regional tourism marketing and coordination to develop destination branding and maximise tourism opportunities: <ul style="list-style-type: none"> Interpretive infrastructure enhancements at Mt Clarence and Mt Adelaide Scenic feature at Mt Barker Hill Breaksea Island Upgrade Formation of Destination Marketing Alliance Stirling Ranges interpretation and information hub Albany Waterfront Hotel 	

2.1 VISITOR MARKET OVERVIEW



Overall Visitor Performance

The Lower Great Southern experienced a steady growth in visitor numbers at 7% (AAGR) and visitor spend has increased by over \$100m from 2010/11 to 2015/16.



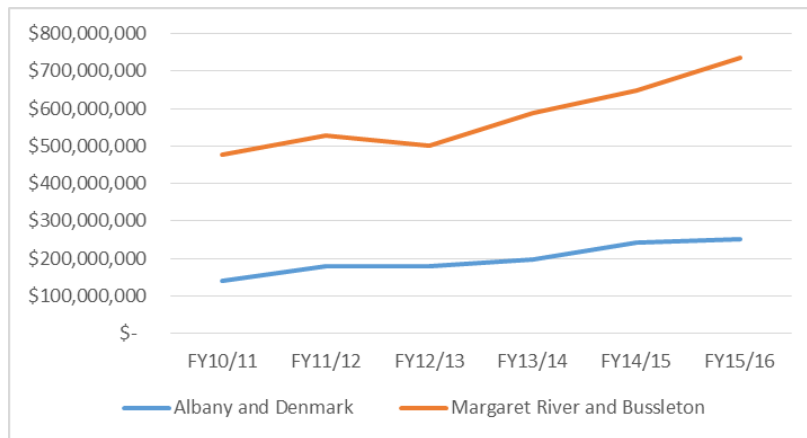
Key Observations:

Number of Visitors

- LGS visitor numbers grew from 560,000 to over 835,000 from 10/11 to 15/16.
- During the same period, Margaret River Region grew visitor numbers from 1.8m to 2.4m. (10% AAGR)
- LGS share of ASW visitors has increased slightly from 12% to 13% across this time.

Visitor Spend

- LGS visitor spend grew from \$141m to \$251.3m from 10/11 to 15/16 (11% AAGR).
- During the same period, Margaret River Region grew visitor spend from \$476m to \$734m (14% AAGR).
- The average spend per visitor for Australia's South West in FY15/16 was \$301. This has grown from \$252 since 2010.
- Nb: Both data sets do not include the Shire of Plantagenet as the sample size is too small. The estimated visitation spend from 2013 to 2015 is \$26m per year.



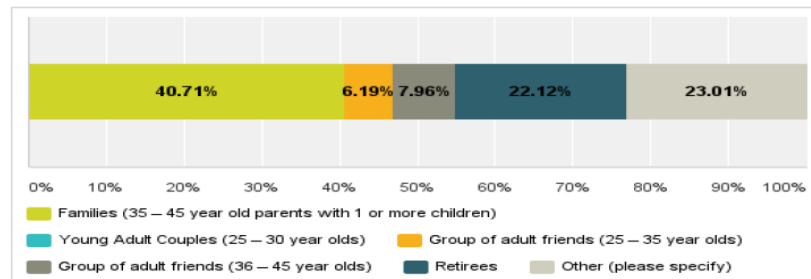
■ Notes:



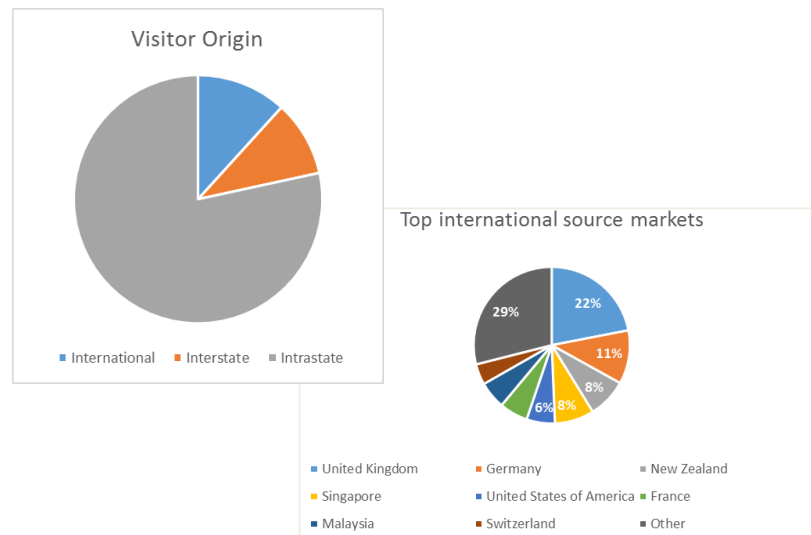
1. Source: Tourism Research Australia, International and National Visitor Survey, as analysed by Tourism Western Australia.
2. Margaret River Region includes Shire of Augusta-Margaret River and City of Bussleton
3. Does not include daytrips to Denmark as the sample size is too small, does include Albany daytrips. Also does not include Plantagenet due to sample size (est 103,600 per year 2013-2015)
4. Figures for Plantagenet are an estimate only and can only be provided for 2013-2015 as the sample size is too small

Visitor Profile

The majority of visitors to the Lower Great Southern region are from intrastate and are families.



Source: Marketforce - The Lower Great Southern Region DMS Brand Development Report

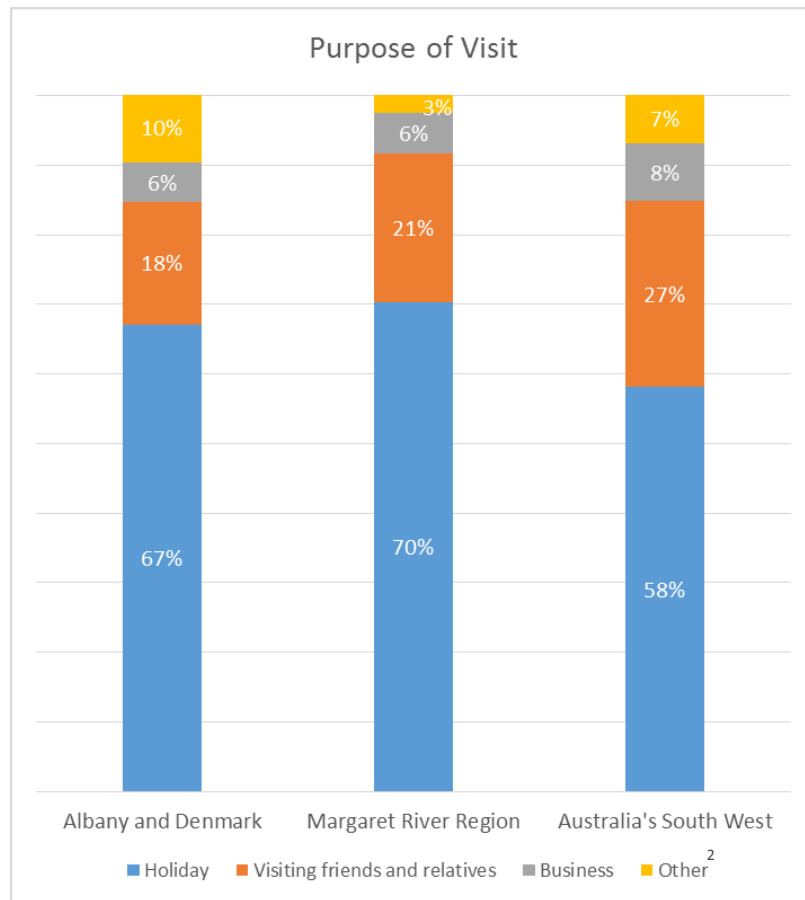


Key Observations:

- The Destination Marketing Strategy⁴ identified that over 40% of visitors to the LGS are families. This group can be broken down into two types of family segments:
 - Nature Families - Parents with children under 18 in the household. Prefer to holiday where they can see nature or be in a natural setting. Based in the Perth area.
 - Active Families - Parents with children under 18 in the household. We're always very active on holidays. On holidays I don't like to do as little as possible. Based in the Perth area.
- The main visitors to the region are from intrastate at over 78% with just 22% of visitors arriving from either interstate or international sources.
- This breakdown matches that of the Margaret River region and other regional WA destinations.
- Out of the 12% of international visitors, most are from the United Kingdom.

Purpose of Visit

The majority of visitors to the Lower Great Southern region are visiting for leisure purposes and staying in the region over 5.5 days.



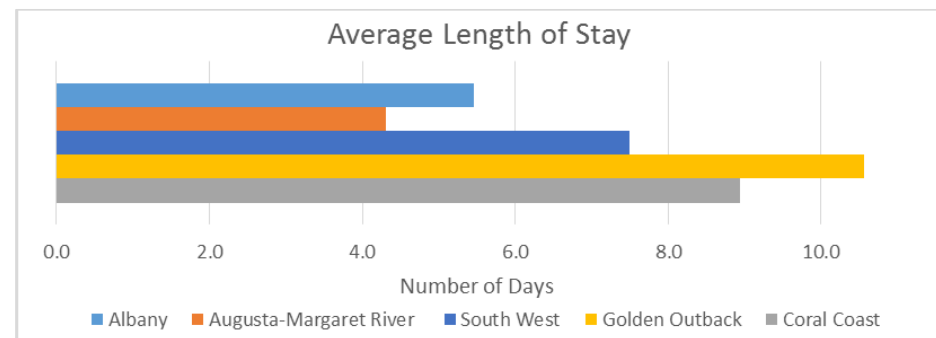
Key Observations:

Purpose of Visit

- Of the total number of holiday visitors to Australia’s South West, Albany receives 17% of these
- 67% of visitors to Albany and Denmark come for holiday purposes and 18% for VFR.
- ‘Other’ refers to mostly employment and education for International visitors, while for domestic visitors it’s made up of a variety of reasons including personal appointments, attending a funeral, medical appointments etc.

Length of Stay

- On average, visitors to the region are likely to stay for 5.5 days. This is longer than Augusta-Margaret River region (at 4.3 days). It is likely that this is due to the distance from Perth.

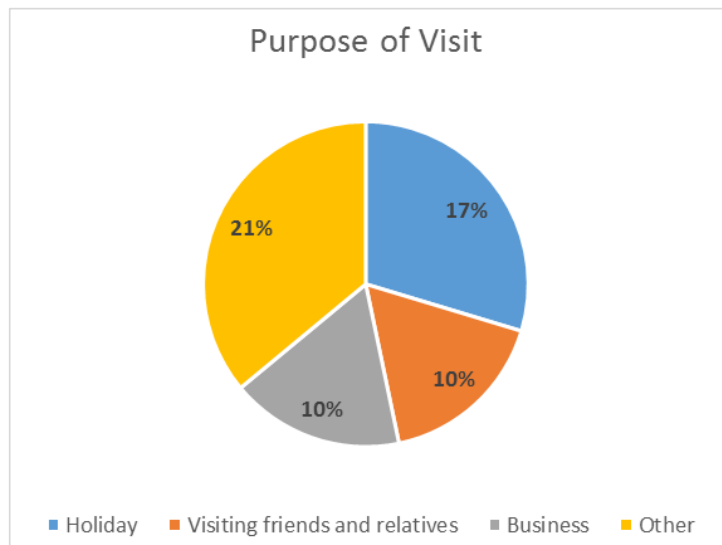


Notes:

1. Source: Tourism Research Australia, International and National Visitor Survey, as analysed by Tourism Western Australia.
2. ‘Other’ refers to mostly employment and education for International visitors, while for domestic visitors it’s made up of a variety of reasons including personal appointments, attending a funeral, medical appointments etc.

Business Visitation

While it is acknowledged that there are a number of attractions and activities on offer pre and post conference or business event, there is a lack of suitable accommodation for this type of visitor.



“Aggressive promotion is required – Bunker Bay, Smith’s Beach and Cable Beach are good examples of this”.

Key Observations

Conference / Business Event Space:

- The Albany Entertainment Centre is a state of the art facility and can accommodate up to 618 people in a seated capacity for a conference or business events
- Although the Entertainment Centre provides some space for business events, there is a lack of break out areas available and there is no flat floor space suitable for an exhibition.
- There are a number of other venues (13) in the region that advertise event space but most are not suitable for a business event.

Accommodation:

- The biggest barrier to attracting more business events to the region is the lack of 4-5 star accommodation that is suitable for the business traveller
- There is a site available for development next door to the Entertainment Centre which would be suitable for this kind of accommodation. The Waterfront lot have recently been sold, but have sunset clauses that require action to be taken within a certain timeframe or they return to Landcorp. The developers in the very early stages of developing plans for the site².
- There is an available block on the other side of AEC available for development of an additional big event facility.

Flights:

- The availability of flights to and from Albany can also be a barrier to attraction of business events to the region.

Education Visitation

There is an increased focus on developing accommodation for students. This is important due to the strong ties between leisure and education.

Key Observations

Regional Visions:

- An initiative within the Great Southern Regional Investment Blue print is to have a 'vibrant tertiary education sector' hosting over 3000 full time equivalent students by 2040, with 30% being from overseas¹.

Value of Education on Tourism:

- There is a trend in destination marketing toward integrated models where education and business tourism are promoted alongside leisure³.
- Students themselves do not spend many dollars in the region but an impact on spend can be made when families and friends come to visit.
- The value of education in a regional area needs to be measured with a clear KPI (is it to increase visitation or increase the dollars spent).

Offering in Albany²:

- Albany offers almost all the amenities of a large city without the hustle and bustle which can be appealing to many students, particularly for science or agricultural degrees as Albany is a biodiversity hotspot.
- Most of the international and Perth students come for a semester or a year to experience regional living. The university packages up tours around the region to entice students to come down.
- Course attendance can be limited due to the availability of staff in the region.
- The Lower Great Southern Housing Association has recently received \$14m² grant from UWA to develop student accommodation.
- Great Southern Grammar offers a boarding house for secondary students whose families may spend money in the region.
- To increase growth in the region, focus should be on creating niche markets, for example:
 - Partnering with English language schools to do part of curriculum in Albany (not in the classroom)
 - Sister school opportunities for Secondary education providers in Japan and China
 - Study abroad opportunities for European students

"Many international students haven't heard of Perth, let alone Albany".

"Focus should be on making Albany a place that makes WA more exciting to attract students to Perth and then disperse down to Albany for a semester".

"Studying in Albany provides a unique and rewarding alternative to the big-city campus experience".

Barriers to Education Visitors:

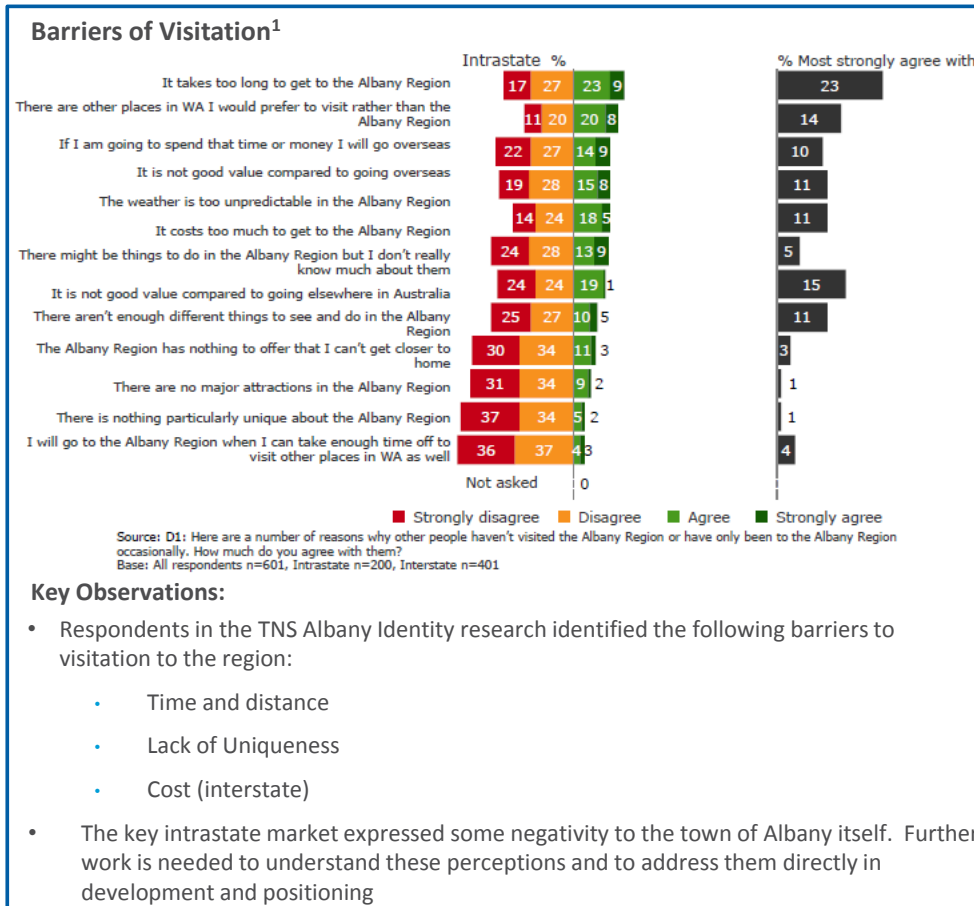
- Distance from Perth can be a limiting factor, particularly in getting tutors and professors to the region.
- Internet coverage is poor, making it difficult for students to access online materials required for completion of courses.
- Marketing and branding of courses externally is challenging.

Notes:

1. Source: Great Southern Regional Investment Blueprint Overview
2. Source: Stakeholder interviews
3. Source: Churchill analysis done for the Destination Perth Marketing project for Tourism WA

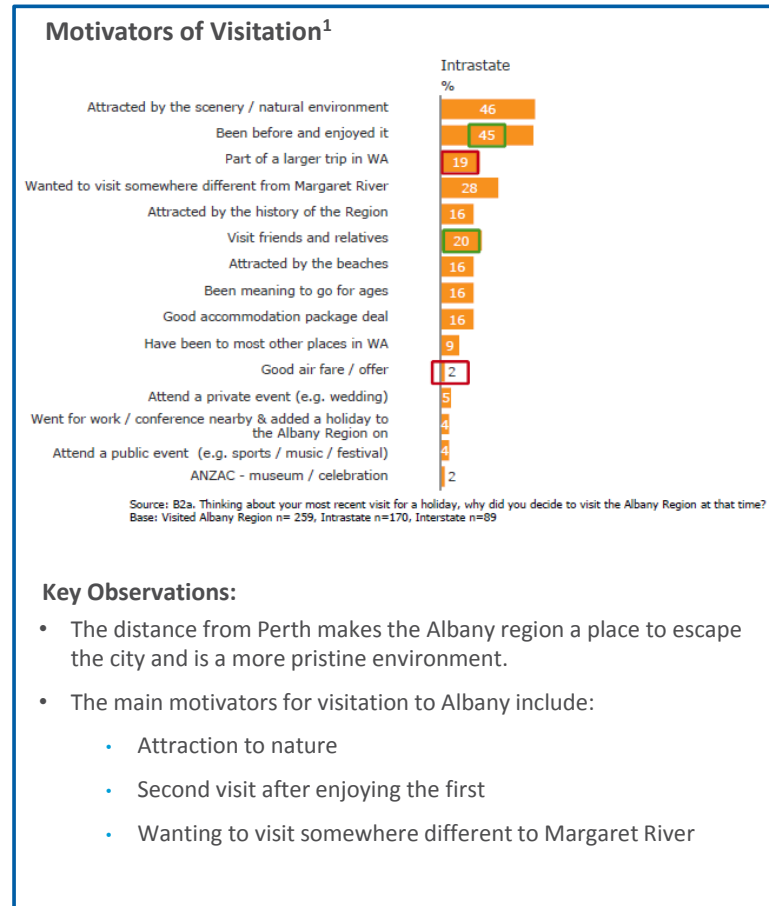
Barriers and Motivators of Visitation

Time and cost, and a lack of knowledge, are the strongest barriers to visitation and the strongest motivator is the scenery and natural environment.



Key Observations:

- Respondents in the TNS Albany Identity research identified the following barriers to visitation to the region:
 - Time and distance
 - Lack of Uniqueness
 - Cost (interstate)
- The key intrastate market expressed some negativity to the town of Albany itself. Further work is needed to understand these perceptions and to address them directly in development and positioning



Key Observations:

- The distance from Perth makes the Albany region a place to escape the city and is a more pristine environment.
- The main motivators for visitation to Albany include:
 - Attraction to nature
 - Second visit after enjoying the first
 - Wanting to visit somewhere different to Margaret River

Notes:

1. Source: TNS Albany Identity Presentation provided by Tourism WA: Understanding the Albany Region's Identity and Appeal (2015)

Implications for the Strategy

Key visitor market findings to be considered in the development of the strategy include the following:

Key Observations

- The LGS region has had modest growth and declining market share in the ASW region
- There is no clear overarching target established for either visitor nights or spend against which to galvanise action
- LGS visitors are predominantly families (41%) and are mainly from intrastate sources (78%)
- Most visitors come for holiday purposes (67%) with the same amount of business visitors as the Margaret River Region (6%)
- There is a significant marketing gap in terms of visitor knowledge around what the region has to offer. For the intrastate market the greatest motivator is the natural scenery and the largest barrier is the time it takes to get there from Perth.

Strategic Implications

- The TDS must clarify an overarching goals for the region in both visitor spend and numbers. This must address the declining market share
- The strategy should focus on the dominant intrastate market and the family visitor segment, however, the niche strategies can be employed for other segments where there is a competitive advantage.
- Directly address negative perceptions of the areas through both visitor experience and marketing endeavours. This should include the key inhibitors such as travel time.
- A specific focus on increasing the number of business visitors has potential to lift total visitation to the region.

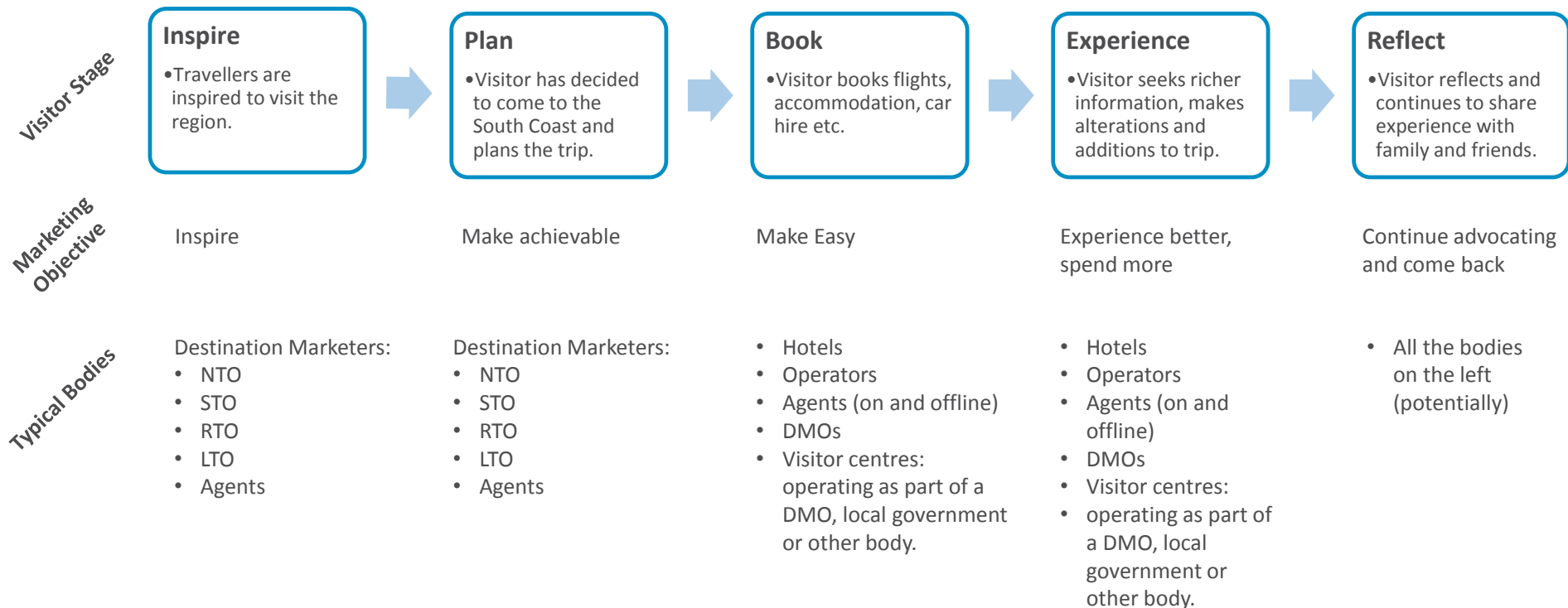
■ Notes:

2.2 DESTINATION MARKETING OF THE REGION



Destination Marketing Organisations

There are a number of different bodies that market a destination at each stage of the visitor journey.



Note: the journey is not this linear and typically involves lots of variations/iterations but this framework helps to understand the basic journey and organisations involved.

Destination Marketing Bodies

There is minimal coordination of destination marketing across the region, but the formation of the Lower Great Southern Economic Alliance represents a positive step towards this.



Tourism Western Australia:

- Promotes WA to Australia and overseas

Australia's South West:

- Promotes the South West to WA, Australia and overseas
- Partners closely with Tourism WA to promote the region

Mount Barker Visitors Centre:

- Promotes the Mount Barker region to WA and Australia

Denmark Tourism Incorporated:

- Promotes the lower great southern region to WA and Australia
- Runs the Denmark Visitors Centre

Discover Albany Foundation:

- Promotes the lower great southern region to WA and Australia

Great Southern Development Commission:

- The Great Southern Regional Investment Blueprint discusses the transformation project, 'Destination of Natural Choice', with 11 tourism initiatives.

Lower Great Southern Economic Alliance:

- Partnership between The City of Albany, Shire of Denmark and Shire of Plantagenet focused on furthering the economic development and future prosperity of the region

City of Albany:

- Promotes the lower great southern region to WA and Australia through the brand 'Amazing Albany'
- Runs the Albany Visitors Centre

2.2.1 LOCAL TOURISM ORGANISATIONS



Local Tourism Organisations - Overview

The strategy and brief business overview for each organisation is summarised below:

	Discover Albany Foundation	Denmark Tourism Inc.
Strategy (Purpose & Vision)	<p>Vision: TBD</p> <p>Strategic Themes: TBD</p>	<p>Vision: to develop, market and manage a sustainable tourism industry which contributes to the economic wellbeing and promotion of Denmark's character and lifestyle to the benefit of DTI members, the community and visitors</p> <p>Strategic Themes:</p> <ol style="list-style-type: none"> 1. To retain the low key level and natural character of the 'natural environment' tourist sites. 2. Support the protection of National Parks and eco-tourist style developments which introduce natural environment interaction and learning, in a similar manner as the Tree Top Walk. 3. Access to Denmark's iconic tourist locations via the provision of good roads as outlined in Tourism WA's Tourism Development Priorities. 4. Encourage new tourist developments to employ a sustainable approach with their developments and a desire to establish a tourism industry that supports and enhances the local community, protects its environment and generates economic benefit. 5. Embrace new tourism attractions and/or developments which achieve the objective above as they bring investment and employment into the area. 6. To protect the longevity of tourist uses through appropriately zoned sites which contain flexibility for new development or extensions of existing developments to proceed. 7. To consider low key, low density tourist accommodation proposals near to identified strategic tourism sites. 8. To maintain the ability under the town centre zoning for appropriate tourist uses and tourist accommodation to locate in the town centre.
Business Overview	<p>Discover Albany Foundation (DAF), is The Local Tourism Organisation (LTO) for Albany and the surrounding regions. It is the collective voice of the Albany Tourism Industry, for the distinct purpose of destination marketing of Albany and the Great Southern region.</p> <p>DAF has been established as a not-for-profit Company Limited by Guarantee. The Board comprises of committed tourism business operators in the Great Southern; they seek to provide a sustainable, long term direction and support and operation of destination marketing for the Region. In essence, this is to be 'for the industry by the industry'.</p>	<p>Denmark Tourism Incorporated (DTI) is a pro-active not-for-profit association with over 230 members drawn from businesses, individuals and organisations committed to growing the tourism industry. DTI is responsible for the operation of the Denmark Visitor Centre and Great Southern Tourism Events.</p> <p>DTI's business arm, Great Southern Tourism Events (GSTE), subscribes to the notion that events complement tourism and build and stabilise visitation contributing significantly to the local economy. GSTE was created to capitalise on this opportunity. Taste Great Southern was the inaugural and highly successful event of GSTE. Into the future, GSTE will develop and deliver a strong events calendar for destination Denmark to the benefit of DTI members, the community and visitors.</p> <p>DTI runs the Denmark Visitor Centre, the tourism hub of Denmark, located at 73 South Coast Highway. The Visitor Centre provides information to visitors and free bookings for accommodation, tours and attractions.</p>

■ Notes:

1. Source: Amazing Albany Marketing Guide 2016/17 and Shire of Denmark Local Planning Strategy 2011

Local Tourism Organisations - Governance

The Board composition and constitution for each organisation is summarised below:

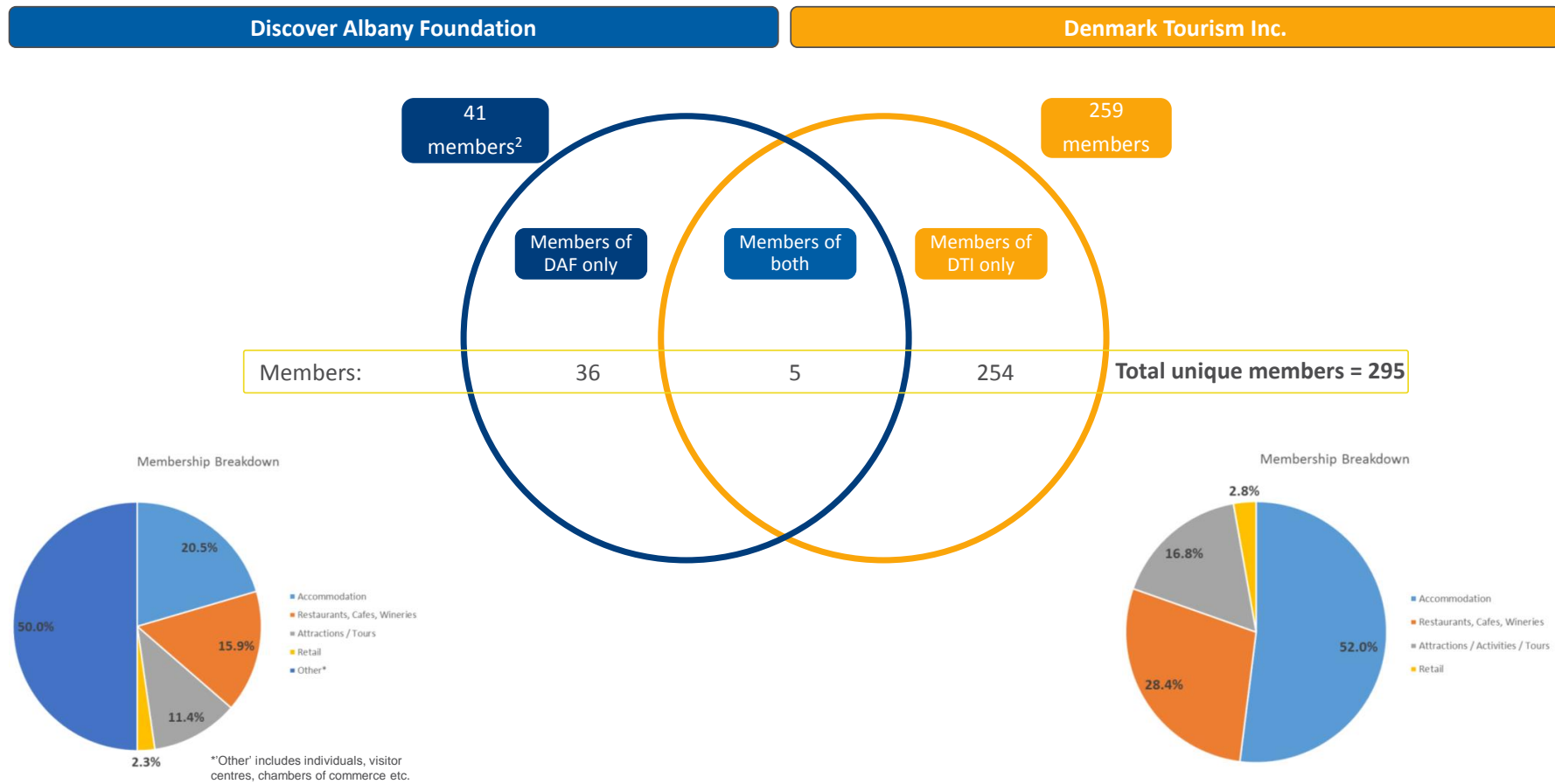
	Discover Albany Foundation	Denmark Tourism Inc.
Board Composition	<p>There are 8 board members including:</p> <ul style="list-style-type: none"> • Chairman: Peter Snow • Vice Chairman: Glenn Russell • Secretary: Kate Lown • Joan Baily • Bill Hollingworth • Murray Montgomery • Simon Shuttleworth • Warrick Welsh 	<p>The affairs of the Association will be managed exclusively by a Board of Management consisting of nine (9) members comprising:</p> <ul style="list-style-type: none"> • a Chair, who may hold office for only two consecutive two-year terms. • at least five (5) elected members, each of whom is to be a Financial Member of the Association and, subject to rule 10(h), is to be elected for a term of two (2) years at an Annual General Meeting; and • up to three (3) appointed members, who may or may not be Financial Members of the Association, who are appointed, from time to time, for a term not exceeding two (2) years by a majority of the Board where that majority includes at least four (4) elected members.
Constitution	<p>The objects of which the Company has been established are:</p> <ol style="list-style-type: none"> a) the acquisition, development, maintenance and operation of tourism assets or services within Albany and/or the surrounding region either directly or through funds or trusts; b) to establish separate gift funds that qualify as Deductible Gift Recipients for Income Tax purposes in respect of one or more tourist attractions or services; c) to act as trustee of any fund or trust associated with the ownership or operation of any tourism asset or service within and/or servicing Albany and/or the surrounding region; d) to promote tourism activity and industry development in Albany and the surrounding region, including in co-ordination with other organisations and stakeholders; e) to be the local tourism organisation for Albany and the surrounding region and conduct destination marketing activities for Albany and/or the surrounding region; and f) to do all such things as the Board considers are necessary or reasonably incidental, to achieve the objects set out in this clause. 	<p>The objects of the Association are –</p> <ol style="list-style-type: none"> 1. To promote, encourage and assist the development of sustainable tourism as an integral part of future development within Denmark and the region. 2. To provide through the Denmark Visitor Centre a Level 1 Accredited Centre providing high quality assistance, information and service for tourists, intending residents, businesses and residents about Denmark and the region, its attractions, businesses and services. 3. To support, promote and encourage members in providing quality tourist facilities and assistance. 4. To ensure visitors have access to comprehensive, up-to-date and easily understood information on visitor opportunities and experiences available to them. 5. To always act for the common good of all members and in the best interests of Denmark, the region and its residents. 6. To compile, publish and distribute information publicising and promoting Denmark and to compile and disseminate available statistical information relevant to tourism in the area. 7. To encourage, sponsor and promote ways and means of accommodating, entertaining and providing facilities for visitors to Denmark. 8. To actively promote and market Denmark as a key tourist hub and destination in the South-West of Western Australia. 9. To work closely and co-operatively with the immediate Centres in Albany, Walpole, Mt Barker and Frankland and with the South-West Regional Tourist Organisation.

■ Notes:

1. Source: Discover Albany Foundation Constitution and Denmark Tourism Incorporated Constitution.

Membership

Currently only 5 members of DAF are also members of DTI. There is recognition that DAF is yet to do a full scale membership drive due to a number of factors.

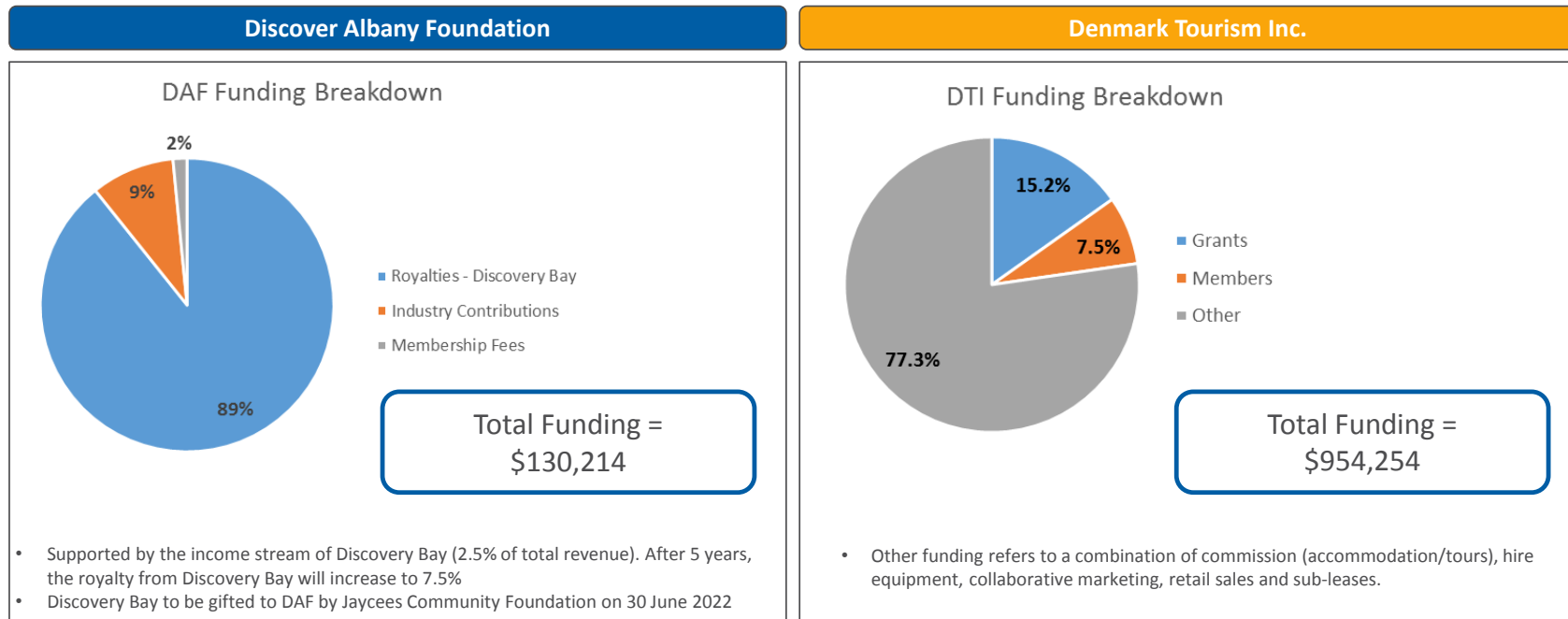


Notes:

1. Source: Data provided by management of each organisation.
2. DAF have not conducted a full scale membership drive at this time due to discussions on joint arrangements with DTI

Funding

Funding of each organisation is largely dependent on either government or funding from one external organisation, which has been raised as a concern by stakeholders.



"There are no DPAW assets to handover as per MR caves but a new destination marketing organisation could propose to run a DPAW asset over time".

"In Denmark we have a differential rate available but this has not really been used up until this point".

"We need a funding model and governance model that local government has confidence in".

Interaction with the RTO

There is a perception among stakeholders that the RTO has a disproportionate focus on the Margaret River region.

Scope of Australia’s South West RTO:



Key Observations

- The RTO for the Lower Great Southern Region is Australia’s South West (ASW)
- All RTOs are funded equally by the State government through Tourism Western Australia. This does not give consideration to the number of businesses or employment as outlined in the table below.
- Various tourism bodies in the region collaborate with ASW on broader marketing campaigns for the region such as the recent ‘Drive the Great South West Edge’, published in the West Australian.
- Key stakeholders have formed a perception that ASW has a disproportionate focus on the Margaret River region.

Tourism Region	Tourism Employment	Tourism Businesses
Australia’s Coral Coast	2,210	930
Australia’s Golden Outback	2,400	1,180
Australia’s North West	3,030	850
Australia’s South West	6,240	3,070
Experience Perth	50,490	24,590
Total Direct	64,380	30,950
Indirect Employment	32,870	
Total WA Employment	97,240	

NB: Rounded to tens. Totals may not add up due to rounding and unallocated tourism businesses.

“ASW doesn’t work, the area is too big and the brand doesn’t work properly”.

“ASW has traditionally concentrated on the south west, although interaction is getting better now”.

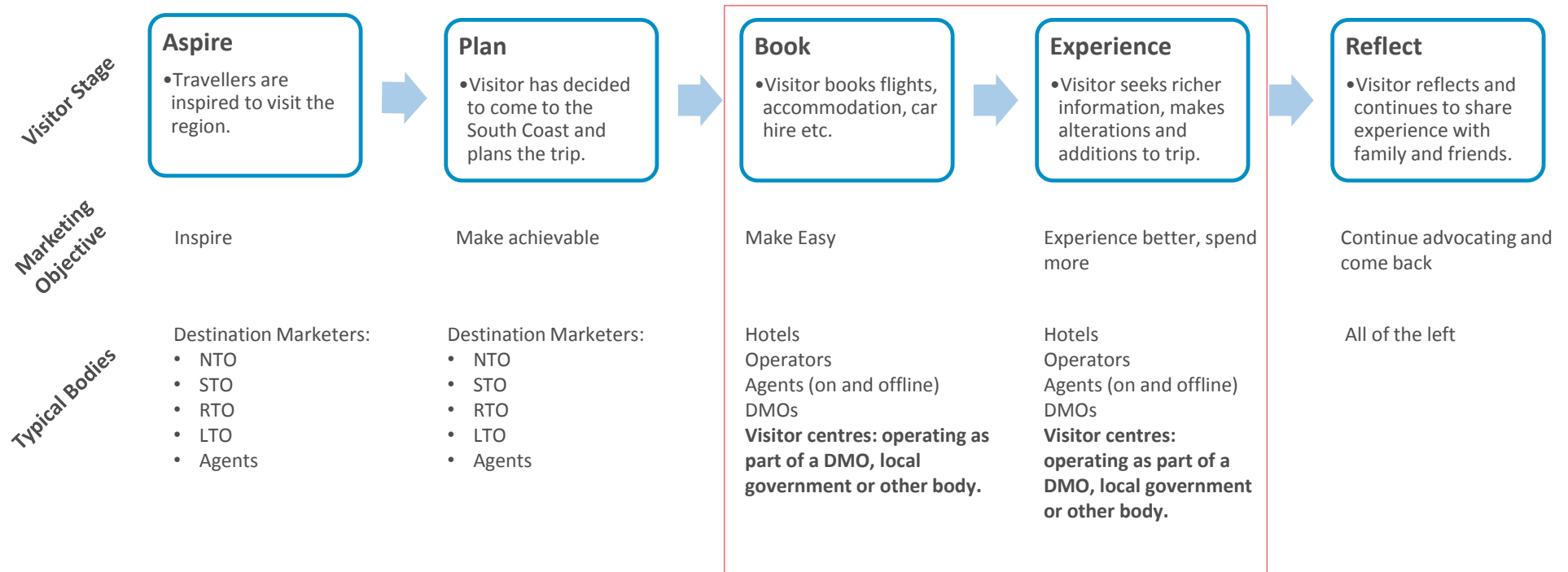
2.2.2 VISITOR CENTRES



Visitor Centres and Servicing

Depending on the level of resourcing available and sophistication, visitor centres can play a servicing role across the whole visitor cycle*. However it is more typical for the focus of the visitor centre to be centred on the “book” and “experience” stage of the journey:

Typical Visitor Centre Focus



■ Notes:

1. *Adapted from TRA and range of sources

Visitor Centre Summary

There are three visitors centres in the region, all with varying management structures.

	Albany	Denmark	Mount Barker
Visitor Numbers	112450	83911	6199
Management Model	Local government	Not-for-profit association	Board Organisation
Main Costs	Operational Costs e.g. Wages, Insurance, administration	Operational Costs e.g. Wages, Insurance, administration	Wages, Visitor Guide, Purchase of Stock, Telephone Calls and Rental, Electricity, Stalls and Raffles, Insurance
Main Revenue Items	Bookings, commissions, merchandising	Bookings, Commissions, Grant Funding, Membership funding	Membership Fees, Visitor Guide, Advertising, Racking Fees, Sale of Stock, Mt Barker Wine Producers (sub lease), Stalls and Raffles
Number Of Staff	4 FTE, 6 casuals and 0 volunteers	3 FTE, 3 Casuals and 0 volunteers	0.5 FTE and 12 volunteers.
Purpose	To make a valuable contribution to the local Albany economy by delivering high standards of customer service, maximising the dollar spend of visitors to local businesses, adopt a strong business model focus and to operate in a financially stable manner across aspects of operations in the Centre.	Develop, market and manage a sustainable tourism industry which contributes to the economic wellbeing and promotion of Denmark's character and lifestyle to the benefit of DTI members, the community and visitors	To facilitate and foster tourism by providing effective information services (currently being reviewed).

■ Notes:

1. Source: Data provided by management of each visitor centre.

Marketing Summary

Total spend and focus on marketing varies across the three visitor centres and there is opportunity for collaboration on marketing efforts.

	Albany	Denmark	Mount Barker
Websites	http://www.amazingalbany.com.au/	www.denmark.com.au www.greatsoutherntastewa.com	http://mountbarkertourismwa.com.au/
Social Media	https://www.facebook.com/amazingalbany Instagram - @AmazingAlbany Twitter - @AmazingAlbany	www.facebook.com/ExperienceDenmarkWA www.facebook.com/TasteGreatSouthern Instagram - @TasteGreatSouthern Twitter - @TasteGreatSouth	https://www.facebook.com/mbvcwa
Physical Collateral	<ul style="list-style-type: none"> 2017 Amazing Albany Escape Planner <ul style="list-style-type: none"> Amazing Albany media kit Amazing Albany Dining Out Guide Amazing Albany and the Great Southern sub-regional map 	<ul style="list-style-type: none"> Denmark and Great Southern Holiday Planner Annual Taste Great Southern Program of Events 	<ul style="list-style-type: none"> Mt Barker Visitor's Guide
Marketing Investment	\$115,000 – Destination Marketing \$424,000 – Major Events (City of Albany)	\$168,910	\$22,930

"The relocation of the visitor centre will allow easier access and a more central location for visitors."

"There is not enough money at the Denmark VC to employ staff, so it is support by volunteers who can't be trained to sell the region or do not have the desired message for the region."

"We are all volunteers and as such, combined with a large number initiatives in the pipeline, and professional and personal demands, there are huge and competitive resources on our spare time."

Visitor Websites

The marketing strategy should foster consistency across the visitor websites, digital assets and other collateral in terms of both information available and the 'look and feel'.



City of Albany

Key Observations

- The Albany and Denmark visitor centre websites promote their own shire as well as highlights in the entire region.
- The Mt Barker website only promotes the Plantagenet shire.
- There is consistent messaging around the key attractions being nature, coastal and food/wine experiences.
- The Discover Albany Foundation are considered to be an LTO for the region and do not have a website at all (only a Facebook page).



Mount Barker Visitor Centre



DTI

Notes:

1. <http://www.amazingalbany.com.au/>
2. <http://denmark.com.au/>
3. <http://mountbarkertourismwa.com.au/>

Implications for the Strategy

Key destination marketing findings to be considered in the development of the strategy include the following:

Key Observations

- Destination Marketing and visitor servicing is fragmented across the region, with minimal coordination and limited resources for effective and efficient marketing. There is also a duplication of members and stakeholder engagement among the destination marketing organisations
- With a broad remit (demographical reach) and funding inequity in comparison to other RTOs, the lack of focus ASW is able to give to the region creates an opening for the formation of an LTO.
- Marketing lacks scaled and certain investment in an environment of increasing competition:
 - There is a heavy reliance on local government funding that places sustainability and consistency at the mercy of changes among the Councillors.
 - Funding opportunities from natural assets is more limited than was available to Margaret River and will require engagement with senior stakeholders to gain more clarity in this area and of this asset based model
 - Subject to further assessment, the financial contribution that potential visitor attraction assets can make to ongoing marketing is reportedly precarious.
 - Alternative sources of funding such as differential rates and social business models may present an opportunity.

Strategic Implications

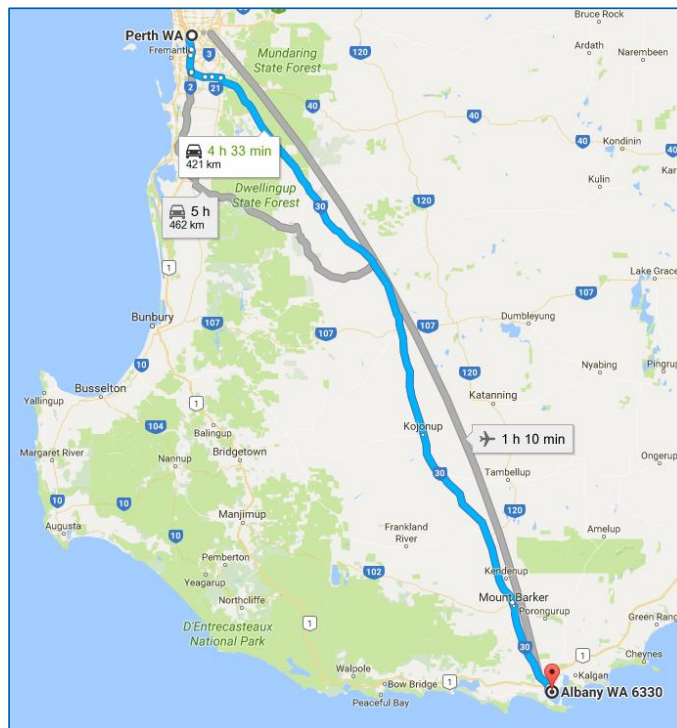
- Destination Marketing Organisations, businesses, and other organisations such as DPaW all share a common objective of increasing visitation through more effective marketing.
- The strategy must address the underlying issues associated with the destination marketing organisations through the following actions:
 - An assessment of the potential options for building capability in the region
 - Leveraging lessons from other successful destination marketing organisation's within WA and abroad
 - Identifying structural options and outlining a clear plan for transition that establishes financial and governance credibility
 - Assessment of potential membership models
 - Identifying more sustainable business models including key assets for transition/vesting to the destination marketing organisations to enable greater financial strength (etc.)
- A unified brand and servicing model should be considered across the visitor centres. There is an opportunity for consolidation of websites and marketing materials in addition.
- There is an opportunity to lobby and influence government to change the RTO structure for the southern part of the State and the funding structure for the RTOs.

2.3 INFRASTRUCTURE



Road Access

Road performance in terms of driving time, safety and quality is weaker than the Margaret River region.



“We need a 20 year plan for Albany Highway improvement”.

Key Observations

Car drive to Albany:

- Albany is approximately 4.5 hours and a 421 km drive from Perth by car. The direct road down, Albany Hwy, has 90 overtaking points¹.
- Findings from the Albany Identity Presentation² conclude that one of the perceived biggest barriers to visitation in the region is the time and distance it takes to travel by road.
- The number of freight vehicles travelling on Albany highway is expected to increase significantly in the future due to growth in grain, hay and livestock industries. This may make the drive to Albany more stressful and less safe for tourists. The Coalfields Road and Albany Highway intersection is being upgraded to help alleviate this³.
- In the coming year an additional 9 overtaking lanes will be constructed along Albany Hwy to alleviate congestion caused by trucks and large vehicles⁴.
- Currently there is not enough traffic on Albany Hwy to warrant a dual carriageway (currently 4000 passengers per day and a requirement of 9000 passengers per day⁴).
- Planning is underway for a heavy freight route around Kojonup town which will make the tourist experience safer during stop overs⁴.
- Some upgrades (widening of sections) are planned for areas of South Coast Hwy and Chesterpass Road to make the roads safer⁴.

Public Transport:

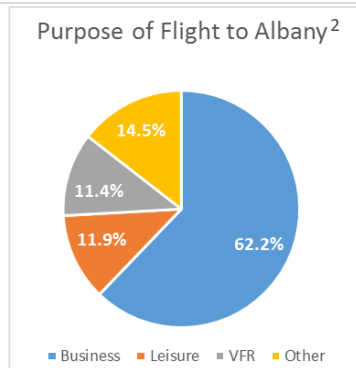
- TransWA operates daily coach services (taking 6 hours to reach Albany) via Williams, Gnowangerup or Bunbury

■ Notes:

- Source: Main Roads Asset Geospatial Team. The number of overtaking points includes the start and finish of the overtaking lanes on both sides of the road. This equals 24 lanes heading south to Albany and 21 lanes heading north to Perth.
- Source: TNS Albany Identity Presentation provided by Tourism WA: Understanding the Albany Region's Identity and Appeal (2015)
- Source: Main Roads Website – Regional Projects <https://www.mainroads.wa.gov.au/BuildingRoads/Projects/Regional/Pages/Arthur-River.aspx>
- Source: Interview with key stakeholder from Main Roads

Air Access

Only 8% of visitors to Albany arrive by air. Air travel is mostly used by visitors travelling for business purposes.



Key Observations

Flight Availability:

- Albany is currently serviced by up to 23 flights per week, by a 34 seater plane.
- Flight availability on Saturdays and Sundays is less than weekdays, reinforcing the belief that the route is strongest in the business travel sector.
- The inclusion of another airline on the route can only be considered when there is evidence that demand is sufficient to sustain airline competition. Such demand is generally around 100,000² passengers per year.

Passenger Profile:

- Albany Airport has a passenger base of 54,000 (2015/16) and has experienced a recent decline due to changes to the regulated route.
- 68% of passengers are Albany residents
- For most international travellers, restrictions on baggage allowance with the regional airline may make air travel not an option.

Airport Landing Fees:

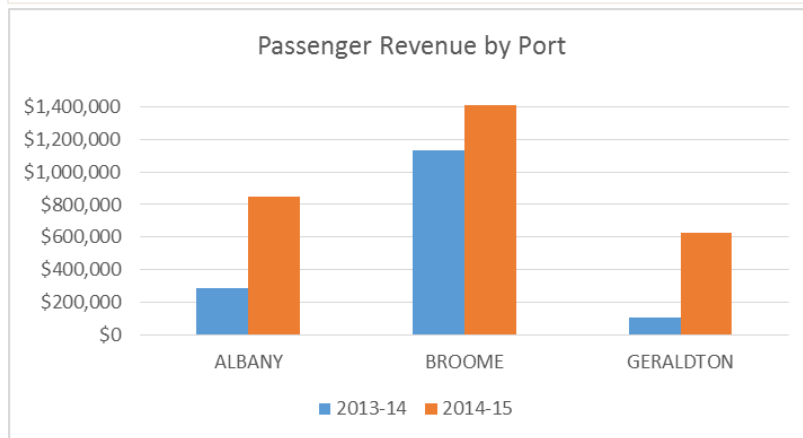
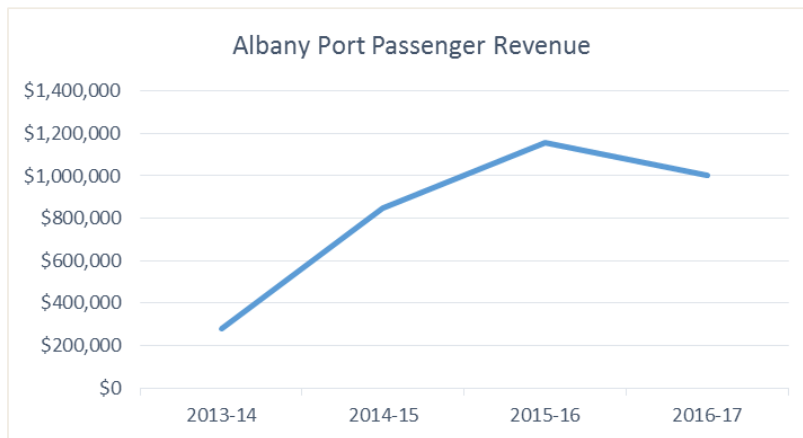
- There is an airport passenger landing fee of \$30.47 upon arrival into Albany. The City of Albany allocates 40% of the operational surplus of the airport towards city infrastructure projects.³

Notes:

1. Source: Regional Express website - <http://www.regionalexpress.com.au/Schedules/Default.aspx>
2. Source: Review of Regulated Regular Public Transport Air Routes in Western Australia Final Public Report 2015
3. Source: City of Albany Economic Development Strategy 2013-14

Cruise Summary

To maximise spend from cruise ship visitors, focus should be on enabling them to get to attractions or services that are not available on board the ship.



Key Observations

- There are 23 cruise ships planned to arrive over the next two years to Albany Port, bringing a total of 32,003 passengers¹
- The average spend per passenger is \$56.65 at the Albany Port, compared to \$143.03 at the Broome Port². This may be attributed to the general cost of tours and entry fees being higher in Broome.
- Total revenue in the Albany Port for 2014-15 was over \$200k more than the Geraldton Port^{2/3}
- The Albany Port infrastructure is good and works well for routes coming from Perth. The route from Esperance can be more difficult for ships⁴.
- Visitors are shown a good level of hospitality once arriving at the port, with staff from the visitor centre there ready to meet and greet, and to provide information and directions.
- It has been noted that wayfinding into the town centre from the port could be improved as there are a number of passengers who do not catch the shuttle bus⁴
- The Albany Visitor Centre also sets up a market on the days when there is a large cruise at the port but there is a perception that the quality of this requires significant improvement to increase interest and spend.
- Although it is recognised by operators in the region that the cruise market is a growing sector, there is little opportunity to influence the number of ships that choose to stop at Albany Port⁴.

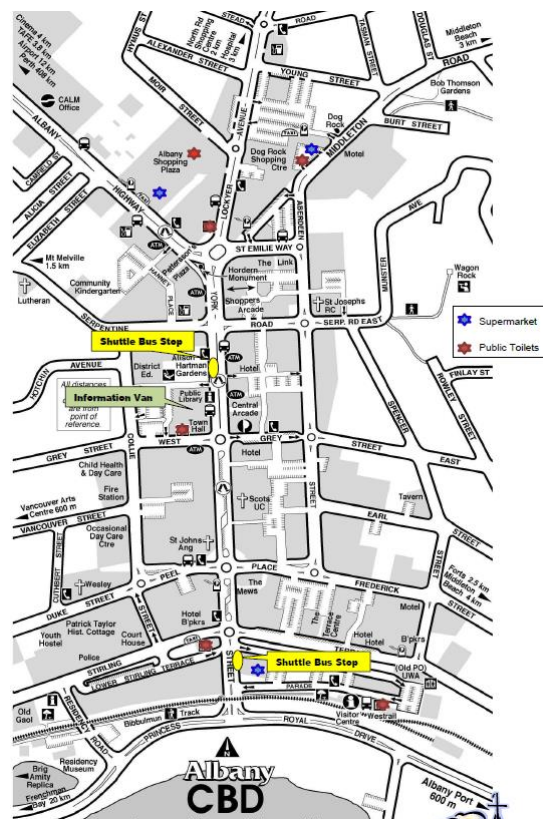
Notes:

1. Source: Albany Port Authority Website: <http://www.albanyport.com.au/htm/cruise2011.html>
2. Source: Economic Impact Assessment of the Cruise Shipping Industry in Australia, 2012-13 to 2014-15
3. Revenue for 2015-16 and 2016-17 is based on planned cruise ships to Albany Port and average revenue per passenger from 2014-15
4. Interviews with key stakeholders

Transport in the Region

If visitors fly from Perth or come in on a cruise ship they may have difficulty getting to the tourist destinations due to the distance between attractions.

Map of free shuttle bus service from Port



Key Observations

Cruise Ship Shuttle Bus:

- The Port of Albany provides a free shuttle bus to take visitors to the main street where there are local tour operators offering outings. This is only offered to passengers who have purchased a 'Shore Ex' ticket.
- The Busy Blue tour operator provides a paid hop-on hop-off shuttle service to the main visitor attractions in the region and leave from the main street in the Albany².

Other Transport:

- There are five companies offering taxi services within Albany and one in Denmark
- There are seven car hire companies in operation in Albany and one in Denmark
- A public bus service exists within Albany city centre
- The distance between towns and attractions within the region needs to be taken into consideration

"Visitors are not that well serviced when they arrive - there are limited tour operators, long distance between attractions and it's difficult for overseas tourist to see the region without a car".

■ Notes:

1. Source: Albany Port Authority Website: <http://www.albanyport.com.au/htm/cruise2011.html>
2. Interviews with key stakeholders

Accessibility

Overall, most key tourist services, products and accommodation are accessible to visitors but there is a lack of understanding in the community around the value of tourism.



“Albany wants tourism but not the tourists”.

“There are high quality information bays at each town entry point providing visitor directions”.

Key Observations

Signage:

- There is recognition within the region for the need to address wayfinding and signage.
- There is a lack of signage to attractions within the National Park from the main roads, for example, the attractions along the road to Frenchman's Bay¹.
- Commemoration signage has recently been installed in the area¹.

Opening Hours / Retail Trading Hours:

- Although there are some restaurants and cafes open to the public on Sundays and public holidays, retail stores are not.
- It is perceived that Albany residents may not understand the impact and value of tourism, with some choosing not to open every day.

Roadside Visitor Information:

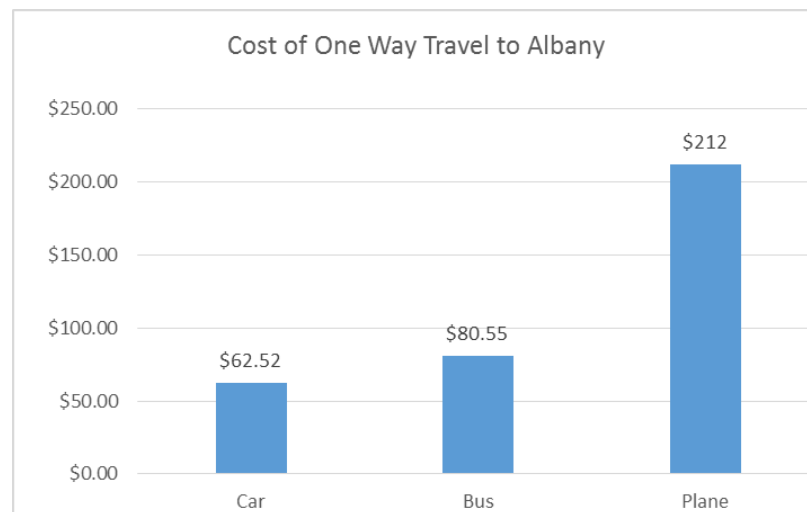
- There are currently 5 roadside information bays on the way into Albany. These are aimed at providing information for visitors to avoid the need to go the Visitor Centre as soon as they arrive. A digital strategy is currently being developed to link real time information between the VC and the information bay.
- Denmark and Plantagenet also have roadside information bays, providing maps and information upon arriving into the towns.

Notes:

1. Interviews with key stakeholders

Cost of Transport

Travelling by air is restricted by its cost vs competing options. Without an increase in demand this is unlikely to shift materially.



Key Observations

- Travel by car to Albany is the most cost effective mode of transport. The cost shown does not include cost of petrol used within the region.
- The bus may be cost effective for a single traveller, although there must be consideration of getting around once in the region.
- A cheaper flight cost could make plane travel more desirable although there will always be an additional cost of transport within the region such as car hire or taxi fares.
- A traveller could fly to Broome for \$259 one way, Sydney for \$279¹ one way from Perth and there are regular flight sales to Bali for around \$150. There needs to be a distinct point of difference to entice an intrastate visitor to fly to Albany for leisure with strong competition from other destinations.
- Other factors such as hotel quality and packages available within the region may also make air travel less desirable for the leisure traveller.
- Business travel and conferences are less price sensitive, making air travel a suitable option.
- Economic factors such as the currency and employment rates could impact air travel to Albany. For example, when the Australian dollar is strong, intrastate visitors may choose to go overseas as opposed to somewhere like Albany.

Notes:

1. Source: Search for flights in November with Virgin Australia. Prices are often cheaper.

Implications for the Strategy

Key infrastructure findings to be considered in the development of the strategy include the following:

Key Observations

- The current road infrastructure creates a barrier to visitation by making the trip longer and less secure than it needs to be.
- Growth of the spend from cruise visitors will be dependent on ability to get visitors to paid attractions or services that are not available on board the ship.
- Only 8% of leisure visitors to Albany arrive by air with air travel dominated by those travelling for business purposes.
- From a leisure perspective access by air is cost prohibitive when compared with other destinations:
 - It has been stated that without an increase in demand driven through population increase in the region, this is unlikely to shift materially.
 - There is a lack of choice and competition in air travel , with only one operator to choose from in a regulated market.
 - The air line can rely on business travel for most of the year but not over the peak leisure period of Dec and Jan. This creates a marketing opportunity.
 - Access to most of the attractions once in the region requires car transport.
 - The quality of hotel infrastructure in the region limits the desire to travel by air, and therefore impacts the cost of air travel.

Strategic Implications

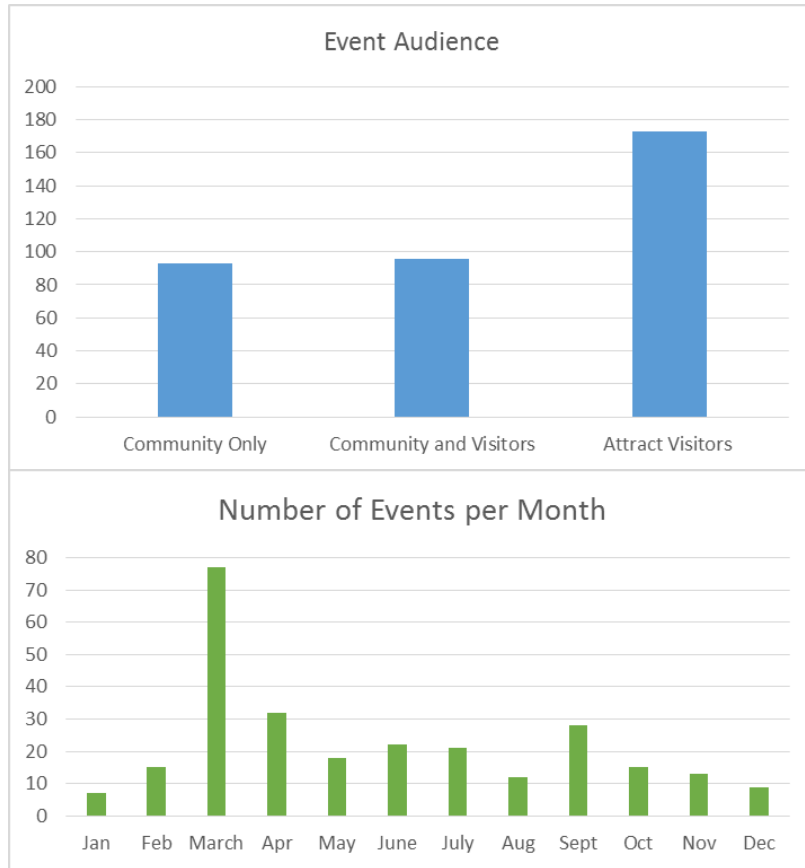
- Road access is likely to remain the main point of access. Even with improvements to speed and quality there will remain a disadvantage compared with Margaret River. The marketing strategy should consider:
 - The benefits of distance: more pristine and an opportunity to get away from crowds.
 - Informing visitors of the vast number of things to do and also where to stop on the drive.
 - Working with other local governments to invest in quality experiences on the journey down (and the marketing of these) is a win-win opportunity.
 - Appealing to those looking to escape for a longer period of time.
 - Visitor servicing strategies to reflect the high percentage of self drive arrivals.
- The strategy should look to challenge the prohibitive air access over the long term and tap into new growth .
- To maximise spend from cruise ship visitors, focus should be on enabling them to get to attractions or services that are not available on board the ship.

2.4 EVENTS



Events Summary

A large number of events held in the region are targeted at the local community and do not drive or attract visitation.



Key Observations

- Out of a total of 362 events over 2015, approximately 173 events could attract visitors to the region, mostly from intrastate (likely to come from South West or other Great Southern locations). The remaining events are likely to be attended by visitors (as well as community) but are unlikely to be the main purpose of visit².
- There are 93 scheduled or planned events in Albany over the coming year that are targeted toward the Albany community only (such as sporting club events and health awareness sessions)¹.
- The lowest months for events are November to February, when visitation in the highest.
- The number of events in March is mainly attributed to the Taste Great Southern event, lasting 17 days.
- The City of Albany spent \$425K on major event attraction last year.

“Need someone delegated to focus on events to be able to develop an all year round, iconic events calendar”.

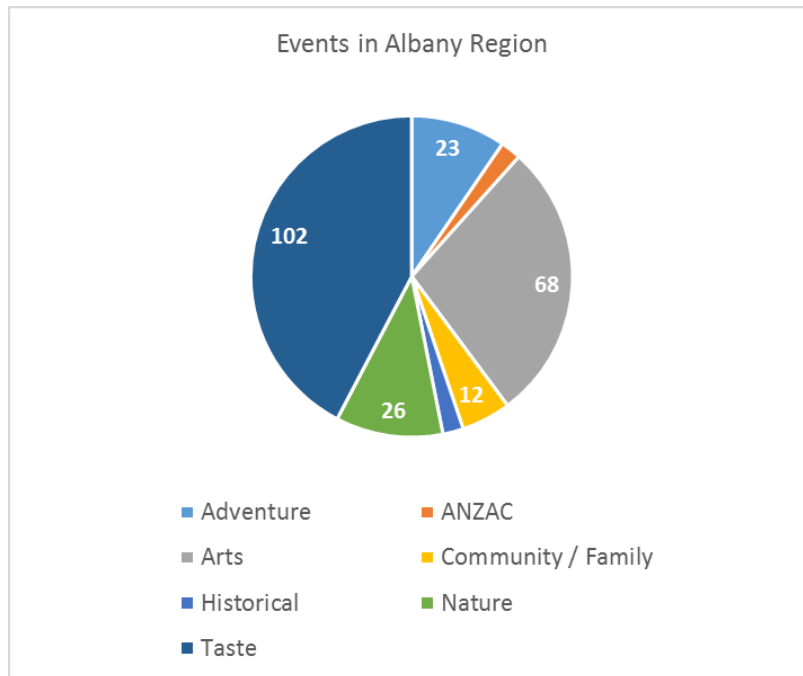
“Most events are not marketed outside of social media or are only marketed to the industry”.

Notes:

1. Source: Data provided by the City of Albany and information available on the Amazing Albany website <http://www.amazingalbany.com.au/events/>
2. Analysis by Churchill

Type of Events

Food and wine events feature predominantly in the event calendar for the region.



Key Observations

- Most of the events in the region are based around food and wine which may not appeal to the family segment.
- The region is missing a high profile participation event that is unique. The Margaret River region holds 11 adventure events annually including the Ironman competitions in Busselton.
- Consideration needs to be taken on the objectives of events in the region, for example, attraction of community or for publicity (such as TV coverage).

Taste Great Southern

- In 2016, the Taste Great Southern event was attended by 9,640 people.
- 41% of attendees in 2016 came from outside the Lower Great Southern region and are likely to have spent additional money on accommodation, facilities, attractions and retail, on top of ticket sales.
- Gourmet Escape, held in Margaret River, is a very similar event. Though more established than Taste Great Southern, the event recently won the Best Tourism Event award at the Australian Events Award ceremony.

Implications for the Strategy

Key events findings to be considered in the development of the strategy include the following:

Key Observations

- While it is acknowledged that there are a number of attractions and activities on offer pre and post conference or business event, there is a lack of suitable accommodation for business visitors.
- The region lacks a drawcard event for which it is renowned - most of the events held in the region will be attractive to visitors when they arrive but will not attract them to come at a scale. There is potential for the recently held Adventure XPD event to become an iconic event for the region.
- Many of the events on the calendar are not pitched at the primary market of families.

Strategic Implications

- The region is exploring new events, strategies and how to best execute these and should be encouraged to continue doing so – explore, learn and develop, rather than seek perfection.
- From a tourism point of view the events calendar and iconic event strategy should be assessed and geared towards the attraction of intrastate families.
- The local community needs to be educated and engaged around events without overpromising the returns.
- To leverage events there needs to be significant investment made into the promotion of these events. There should also be engagement of tourism operators to ensuring a high quality experience for visitors when they come – to ensure they return again and tell others of the experience.
- Additional infrastructure is required to enhance the Albany Entertainment Centre business model and attract further business events.

2.5 ACCOMMODATION



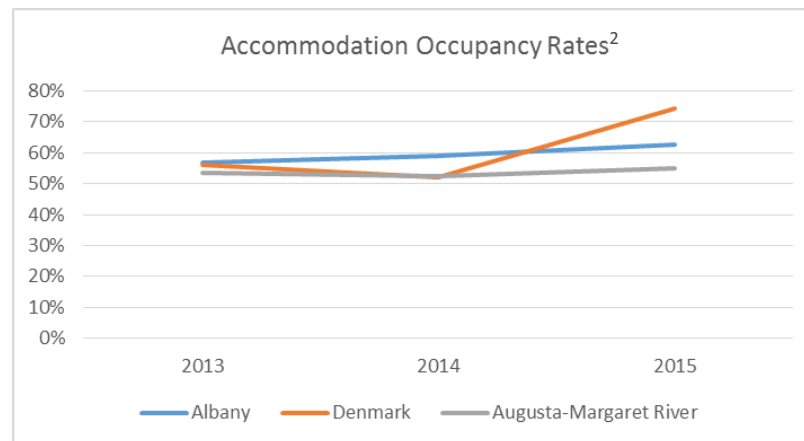
Accommodation Summary

There is a range of accommodation options available in the region, with a number that are suitable to the family segment.

Accommodation by Property Type ¹	#
Backpackers	3
B&B	25
Caravan Park	18
House Boat	1
Motel	18
Self Contained Apartments	67
TOTAL	132

Key Observations

- There are approximately 2000 rooms available in the lower great southern region with an additional number of accommodation options available at the various campgrounds and caravan parks across the region. Most of these rooms can sleep at least two people.
- Self contained apartments feature strongly in the accommodation options available
- Occupancy rates are based on properties with 15+ rooms.
- Occupancy rates for Albany and Denmark are highest during January and lowest during July.
- Occupancy rates in Denmark have increased by 22% from 2014 to 2015, with only minor increases in both Albany and Augusta-Margaret River. Although Denmark figures appear to be higher, they come from a much smaller base than Albany.



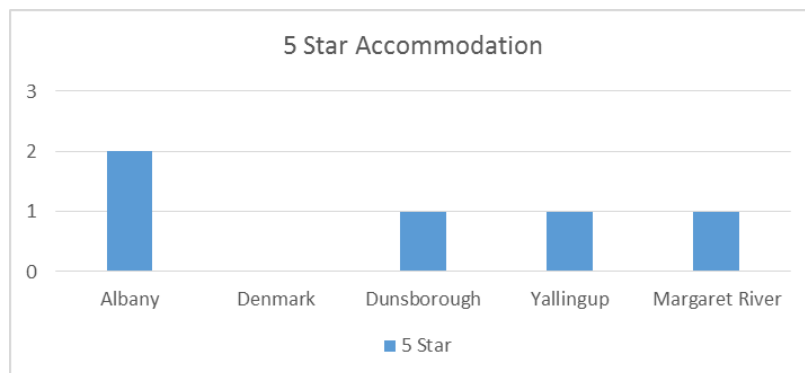
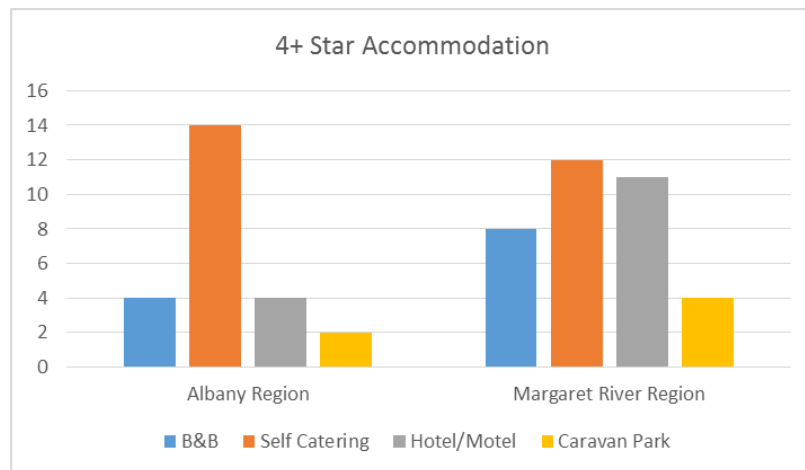
"We need to change the perception that Albany is not a winter destination."

■ Notes:

1. Accommodation by Property Type Source: Accommodation listing provided by Australia's South West, Albany Hotel Markets Analysis and National ANZAC Centre Visitation Trends Report and various print marketing sources. May not include all properties.
2. Accommodation Occupancy Rates Source: Tourism WA Overnight Visitor Factsheets 2014/15 for Albany, Denmark and Augusta-Margaret River. Occupancy based on properties with 15+ rooms (does not include Caravan Parks). Denmark occupancy appears higher but comes from much smaller data base.

Luxury Accommodation Options

There is an undersupply of 4 and 5 star hotels that offer a full range of facilities.



Key Observations

- According to the official Star Ratings Australia there are 24¹ accommodation properties with a 4+ star rating in the Albany region compared to 35 in the Margaret River region. There are many other properties in the region claiming to have a high star rating but these are not official ratings.
- Of the two 5 star accommodation options in Albany, both are bed and breakfast style accommodation.
- There are no hotels or resorts that offer a full range of facilities including swimming pool, restaurants and conference spaces in the region. A comparison in other WA regions is the Pullman Resort in Bunker Bay or the Novotel Ningaloo Resort in Exmouth.

Future Developments:

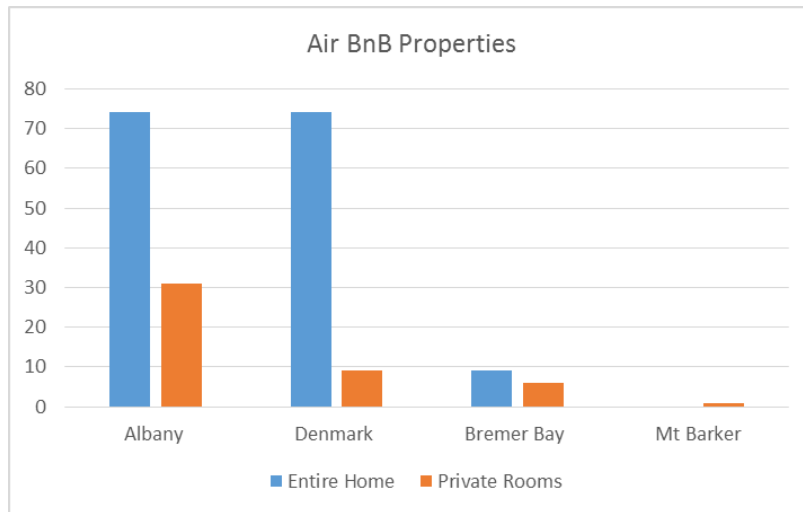
- The Esplanade hotel at Middleton Beach was demolished to make way for a new development in 2007, but the site has failed to go ahead.
- The Middleton Beach Activity Centre Improvement Plan is aimed at creating a lively community hub with potential for new restaurants, cafes, shops, wellness centres/spas, hotel and short stay accommodation as well as permanent residential apartments. Registrations of interest are currently being sought²
- The Middleton Beach site will offer absolute beach front accommodation suitable to leisure visitors.
- The star rating of the Middleton Beach hotel will be reliant on the quality of staff³.
- The TDS will play a vital role in marketing the new hotel.

■ Notes:

1. Star Rating according to Star Ratings Australia, the official star ratings scheme. There are a number of additional properties that are self rated or rated by organisations such as Trip Advisor and are not included in this count.
2. Source: Landcorp Website <http://www.landcorp.com.au/Industrial-and-Commercial/Middleton-Beach-Albany/Developer-Information/>
3. Interviews with key stakeholders.

Impact of Air BnB

The impact of Air BnB may be significant on traditional accommodation providers but may meet future visitor demand or even increase visitation if the value proposition improves.



Key Observations

- Currently there are 204¹ properties listed on Air BnB for the Lower Great Southern region.
- The growth rate for Perth from 2015 to 2016 is 57². This shows the potential impact that Air BnB could have in Albany.
- According to Air BnB, guests stay 2.1 times longer than typical visitors and spend 2.1 times more money than typical visitors.
- It is argued by some that Air BnB opens up accommodation for visitors that may not have otherwise been able to visit due to the cheaper accommodation options.
- Not all Air BnB properties obtain the correct licenses and insurances, therefore may not be covered by public liability if a guest is injured whilst staying.

Implications for the Strategy

Key accommodation findings to be considered in the development of the strategy include the following:

Key Observations

- A well recognised and major issue is the undersupply of 5 star hotels in the region and a lack of a professional large capacity hotel provider.
- Air BnB will continue to grow and while it will impact on traditional booking models and accommodation providers it may also tap into new markets and grow the size of the visitation economy.
- There is a good range of accommodation options available for the family segment.
- Nature based campsites and caravan park are becoming more popular.

Strategic Implications

- New 4-5 star accommodation at the Middleton Beach and/or Entertainment Centre is only likely to be bearing returns to the economy over the medium term (3-5 years time).
- The new accommodation infrastructure may have impact on the demand for air travel and therefore may drive down the cost air fares.
- The marketing and destination strategy needs to account for this scenario and consider interim innovative options.

2.6 TOURISM PRODUCT



Tourism Product Summary

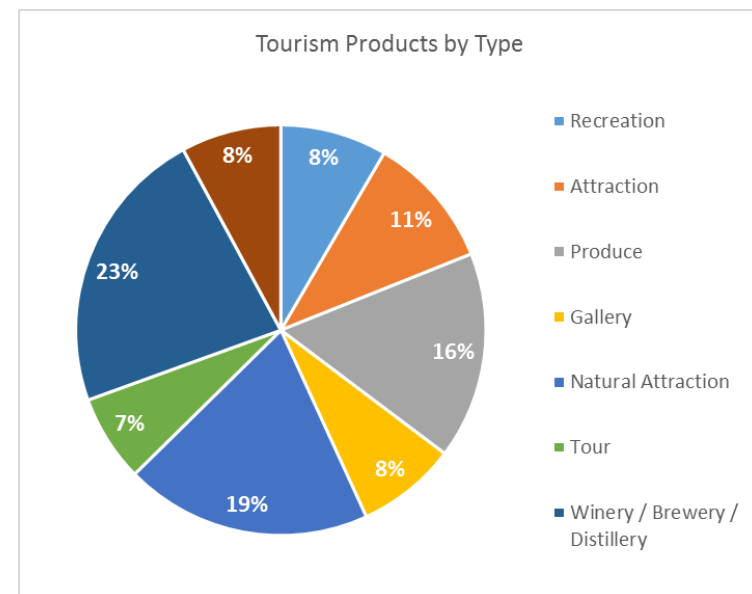
There are over 200 tourism products available in the Lower Great Southern that were identified as part of this research.

Tourism Product: Term used to describe any place or service used by tourists including tours, attractions (natural or man-made) or activities. Does not include accommodation.

Top 10 Tourism Products in the Lower Great Southern¹

Tourism Product	# Visitors
Discovery Bay (Historic Whaling Station)	50494
Greens Pool and Elephant Rocks	263599 ²
Mount Romance Sandalwood Factory	26788
National ANZAC Centre	67687
Padre White Lookout	n/a
The Desert Corp Memorial	n/a
The Gap and Natural Bridge	185173 (Apr-Sept 2016)
The Granite Skywalk	85046 ²
The Tree Top Walk	131277
West Australian Museum	117692

Of the top 10 attractions in the LGS, four are natural attractions.



Wineries, Breweries and Distilleries make up the largest percentage of product types, closely followed by natural attractions.

Notes:

1. Top tourism products according to key stakeholders knowledge of the area. Visitor numbers not available for some products.
2. Based on visitor numbers to surrounding National Park (provided by DPaW)

Top Tourism Products in WA

The National ANZAC centre stands out on a list of otherwise predominantly nature based tourism products.

#	Attraction	Location
1	Kings Park Botanic Garden	Perth
2	Kings Park War Memorial	Perth
3	Turquoise Bay	Exmouth
4	Cape Le Grande National Park	Esperance
5	Fremantle Prison	Fremantle
6	National ANZAC Centre	Albany
7	Horizontal Falls	Talbot Bay
8	HMAS Sydney Memorial	Geraldton
9	Cable Beach	Broome
10	Jewel Cave	Augusta
11	Greens Pool	Denmark
12	Little Beach	Albany
13	Swan River	Perth
14	Meelup Beach	Dunsborough
15	The Pinnacles	Cervantes
16	Little Ferry Co	Perth
17	Lake Cave	Margaret River
18	Karijini National Park	Karijini National Park
19	Coral Bay Beach	Coral Bay
20	Emma Gorge	Kununurra

Key Observations

- Of the top 20 tourist attractions in the state (according to Trip Advisor), the lower great southern region has three.
- The National Anzac Centre also features in the top 10 sights in Western Australia according to Lonely Planet.
- The top attractions in the Lower Great Southern region and the Margaret River region are all natural attractions aside from the National ANZAC Centre. There is potential to promote the Anzac offering in Albany as a point of uniqueness for the region.
- Although most of the top attractions are nature based, these will not appeal to all markets.

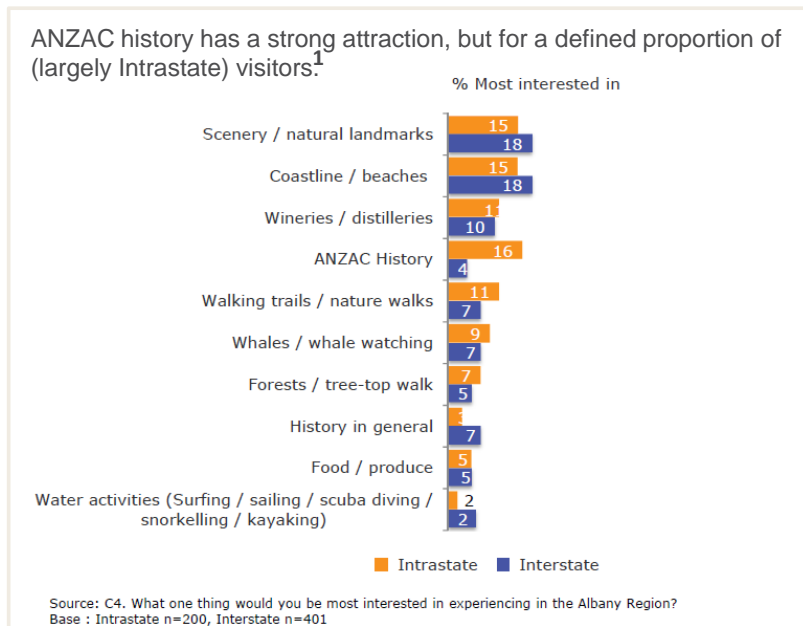
"The quality of products in our region is fantastic, we just need to market them better".

Notes:

1. Source: Trip Advisor https://www.tripadvisor.com.au/Attractions-g255101-Activities-Western_Australia.html

ANZAC Offering

Although the ANZAC product offering is a clear point of difference for the region, it does not connect easily with the proposed “Amazing South Coast” brand.



Key Observations

- The National ANZAC Centre (NAC) was recently (2016) rated the National Museum of the Year by Trip Advisor.
- There are 15 ANZAC attractions in Albany.
- If promoted and packaged correctly, the ANZAC offering has the potential to appeal to a range of visitors including families.
- Of the attractions and experiences available in the Albany region, the ANZAC history offering has 16% interest from the intrastate market.
- A recent survey found that only 8% of locals has been to the NAC. This indicates an opportunity to educate the community on the tourism experiences in the region.

Albany Heritage Park Development:

- The Albany Heritage Park development offers a point of difference that sets the Albany region apart from Margaret River and offers the potential to increase visitation from interstate visitors as an experience that cannot be found anywhere else in Australia.
- Opportunity to broaden the niche market currently attracted to the NAC through promotion of the other features within Albany Heritage Park including the views and trails.
- The botanical garden development could offer an alternative for a niche market.

Albany Heritage Park Initiative Team Plan:
“To deliver an experience of immense national importance to visitors and locals that is considered among the best in Australia, positioning Albany as the home of our nation’s most iconic cultural pilgrimage”

Product Development

The vast and pristine coastline, as well as the hinterland, offers an opportunity to develop the nature based adventure products within the region.

“Any new product developments need to be dense, diverse and unique”.

“Need to encourage private operators to come with ideas regarding opportunities at their assets”.

“Margaret river is trying to promote trails as well and at this stage looks like they may beat the Lower Great Southern to it”.

Key Observations

Trails:

- The Munda Biddi trail and the Bibbulum Track both run through the Lower Great Southern
- An opportunity has been recognised to promote a diverse trail offering in Albany. The Porongurup's is suitable for alpine trails, whilst the coast has some spectacular coastal trails that could be further developed¹.
- The Margaret River region are also promoting trails in their region including the ‘Walk Into Luxury’ which was recently named a Great Walk of Australia² (the only WA walk on the list).
- DPAW has been working with the Tasmanian Walking Company to develop trail packages in the region¹.

Adventure Experiences:

- The Albany CCI has recently received a \$0.5M grant to pitch Albany as an outdoor adventure area including hikes, water ski, surfing, horse riding, and fishing¹.

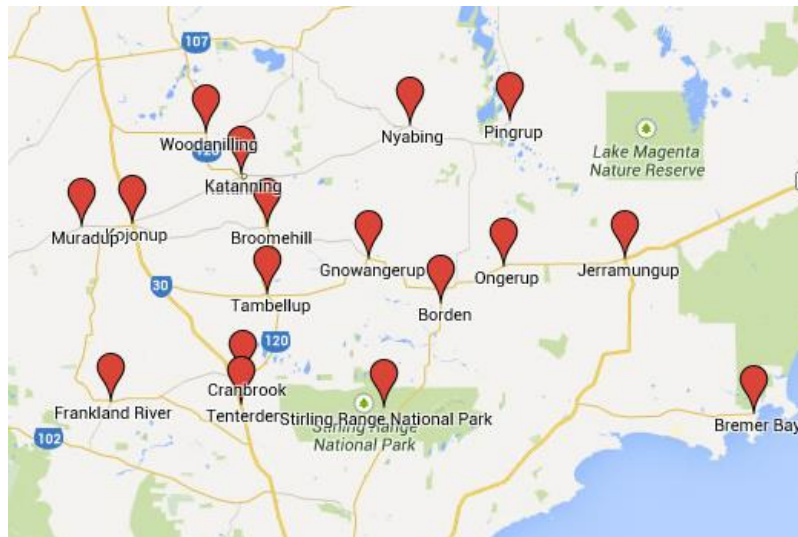
Notes:

1. Interviews with Key Stakeholders
2. Source: <http://greatwalksofaustralia.com.au/walks/margaret-river/>

Tourism Products on the Way to Albany

There is an opportunity to collaborate with Shires such as those within the Hidden Treasures region to promote the drive down to Albany as being an experience in itself.

Hidden Treasures Region Map



“Need to make the journey part of the experience and promote the destinations enroute to the region”.

Key Observations:

Drive from Perth to Albany:

- Williams Woolshed offers a café and gift shop for a decent stop on the drive down. Promotes wool products and Australian made goods.
- The Kodja place is a key attraction in Kojonup that offers a café, as well as the following attractions:
 - The Rose Maze –a maze of roses with a series of plaques, mosaics and striking pergolas ranging from old sheep yards to the mission brown 1970s pergola, the Woodhenge to the ‘deaths in custody’ pergola.
 - The Yoondis Mia Mia Noongar experience
 - Kodja gallery
- A heavy freight route is being constructed to bypass Kojonup. This will make the visitor experience both safer and more enjoyable for those who would like to stop at Kojonup¹.

Hidden Treasures Region:

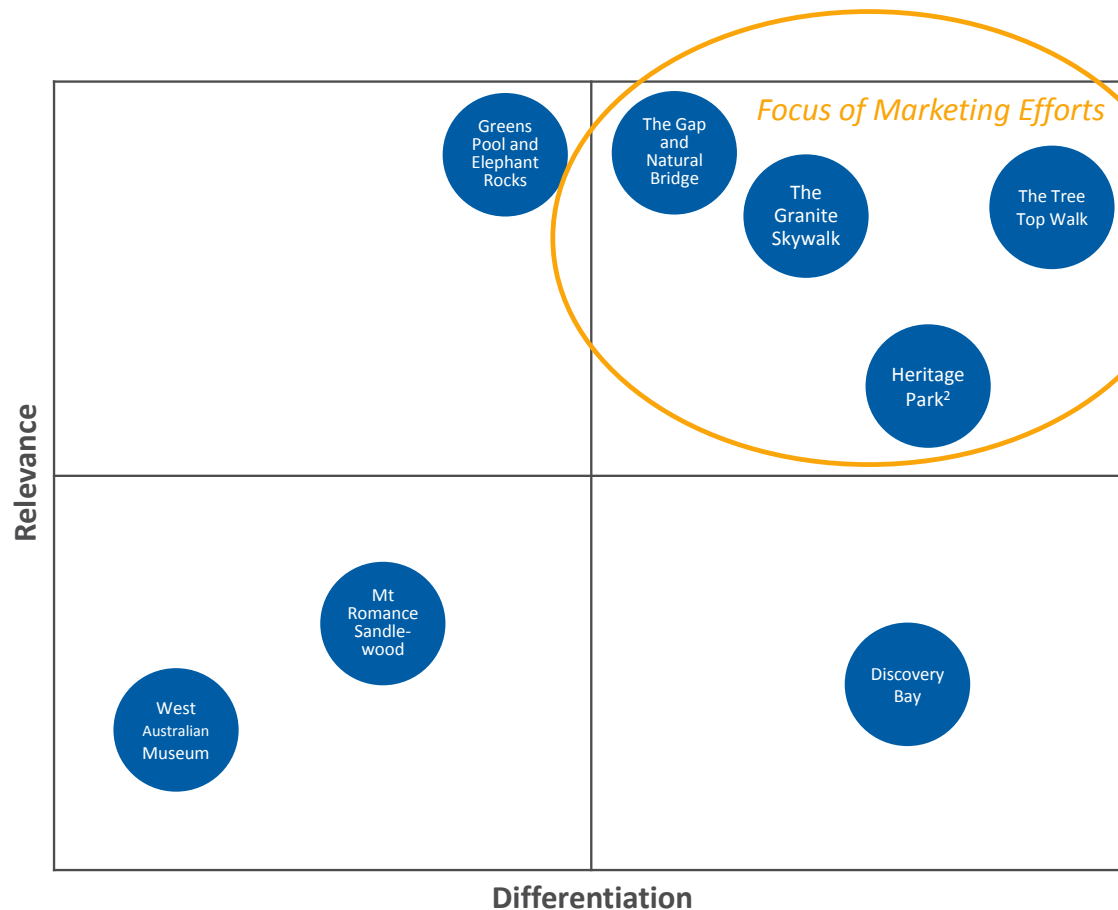
- On the drive to Albany, visitors pass through the ‘Hidden Treasures’ regions of the Great Southern, shown on the map to the left.
- The primary industries of this region include from broad acre cropping, sheep for wool and meat production, viticulture, silviculture and horticulture.
- There are grand old homesteads, community halls and hotels from an era when the country relied on the “sheep’s back” to huge grain operations that showcase modern agriculture, all mixed in with award winning wineries, local produce, great scenery and that warm sense of country charm on offer.

■ Notes:

1. Source: Interview with key stakeholder.

Appeal of Top Products to Intrastate

Marketing what people will come to see, not what they will also see when they visit.



Key Observations

- Each of the top products have been mapped against the following dimensions to determine the appeal to the intrastate market:
 - Relevance: how relevant is the product to the intrastate market and the target segment of families.
 - Differentiation: how different is the product to that of competitors?
- Products that are different and are nature based or coastal experiences feature strongly.
- Visitor numbers during the Anzac Commemoration weekend suggests that the Heritage Park development could also be a point of differentiation to focus on.

■ Notes:

1. Source: Interviews and Churchill analysis and TNS Albany Identity Presentation provided by Tourism WA: Understanding the Albany Region's Identity and Appeal
2. Includes the National Anzac Centre

Implications for the Strategy

Key tourism product findings to be considered in the development of the strategy include the following:

Key Observations

- The region has a strong advantage over other locations in the state through products such as:
 - The Gap and Natural Bridge
 - Heritage Park
 - The Tree Top Walk
 - The Granite Skywalk
- The awareness of the specific quality of these offerings is low among the target market
- Wineries, Breweries and Distilleries make up the largest percentage of product types.
- There is a gap in terms of man made attractions that will appeal to the family segment (compared with Margaret River). E.g. small scale rides, mazes etc.
- Operators in the region are at a lower stage of maturity than in the Margaret River region
- The lifestyle motivation and conservative demographic are stated as barriers to the development of tourism product .

Strategic Implications

- Giving a youth twist to natural attractions and so making them more appealing to younger members of families is important
- Marketing should be pinned off the product hooks that people will come to see, not what they will also see when they visit.
- Educating the population on the value of tourism and on upskilling the operators will be crucial to improving the product offering.

3 SUMMARY



Implications for the Strategy (1/2)

The research contained in this report contains a number of implications for the development of a strategy for the region.

Tourism Element	Strategic Implications
Visitor Market Overview	<ul style="list-style-type: none"> The TDS must clarify an overarching goals for the region in both visitor spend and numbers. This must address the declining market share The strategy should focus on the dominant intrastate market and the family visitor segment, however, the niche strategies can be employed for other segments where there is a competitive advantage. Directly address negative perceptions of the areas through both visitor experience and marketing endeavours. This should include the key inhibitors such as travel time. A specific focus on increasing the number of business visitors has potential to lift total visitation to the region.
Tourism Organisations	<ul style="list-style-type: none"> Destination Marketing Organisations, businesses, and other organisations such as DPaW all share a common objective of increasing visitation through more effective marketing. The strategy must address the underlying issues associated with the destination marketing organisations through the following actions: <ul style="list-style-type: none"> An assessment of the potential options for building capability in the region Leveraging lessons from other successful destination marketing organisation’s within WA and abroad Identifying structural options and outlining a clear plan for transition that establishes financial and governance credibility Assessment of potential membership models Identifying more sustainable business models including key assets for transition/vesting to the destination marketing organisations to enable greater financial strength (etc.) A unified brand and servicing model should be considered across the visitor centres. There is an opportunity for consolidation of websites and marketing materials in addition. There is an opportunity to lobby and influence government to change the RTO structure for the southern part of the State and the funding structure for the RTOs.
Events	<ul style="list-style-type: none"> The region is exploring new events, strategies and how to best execute these and should be encouraged to continue doing so – explore, learn and develop, rather than seek perfection. From a tourism point of view the events calendar and iconic event strategy should be assessed and geared towards the attraction of intrastate families. The local community needs to be educated and engaged around events without overpromising the returns. To leverage events there needs to be significant investment made into the promotion of these events. There should also be engagement of tourism operators to ensuring a high quality experience for visitors when they come – to ensure they return again and tell others of the experience. Additional infrastructure is required to enhance the Albany Entertainment Centre business model and attract further business events.

Implications for the Strategy (2/2)

The research contained in this report contains a number of implications for the development of a strategy for the region.

Tourism Element	Strategic Implications
Infrastructure	<ul style="list-style-type: none"> Road access is likely to remain the main point of access. Even with improvements to speed and quality there will remain a disadvantage compared with Margaret River. The marketing strategy should consider: <ul style="list-style-type: none"> The benefits of distance: more pristine and an opportunity to get away from crowds. Informing visitors of the vast number of things to do and also where to stop on the drive. Working with other local governments to invest in quality experiences on the journey down (and the marketing of these) is a win-win opportunity. Appealing to those looking to escape for a longer period of time. Visitor servicing strategies to reflect the high percentage of self drive arrivals. The strategy should look to challenge the prohibitive air access over the long term and tap into new growth . To maximise spend from cruise ship visitors, focus should be on enabling them to get to attractions or services that are not available on board the ship.
Accommodation	<ul style="list-style-type: none"> New 5 star accommodation at the Middleton Beach and/or Entertainment Centre is only likely to be bearing returns to the economy over the medium term (3-5 years time). The new accommodation infrastructure may have impact on the demand for air travel and therefore may drive down the cost air fares. The marketing and destination strategy needs to account for this scenario and consider interim innovative options.
Tourism Product	<ul style="list-style-type: none"> Giving a youth twist to natural attractions and so making them more appealing to younger members of families is important Marketing should be pinned off the product hooks that people will come to see, not what they will also see when they visit. Educating the population on the value of tourism and on upskilling the operators will be crucial to improving the product offering.

The following implications and observations found within this report have been used to develop the Tourism Development strategic focus areas and initiatives. These can be found in Part Two: The Strategy (second document).



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APPENDIX A: STAKEHOLDER INTERVIEW LIST

Stakeholder Interviews

The following key stakeholders were interviewed as input to the current state assessment and development of the strategy:

Name	Role	Organisation	Name	Role	Organisation
Justine Nagorsky	CEO	Denmark Tourism Incorporated	Mike Ryan	CEO	StudyPerth
Ross Thornton	Chairman	Denmark Tourism Incorporated	Paul Beeson	CEO	Perth Convention Bureau
Tess Dixon	Marketing and Public Relations Coordinator	City of Albany	Jennifer O'Neil	Director UWA Albany Centre	UWA Albany
Adam Cousins	Exec Manager Community Services	City of Albany	Andrew Duffield	Regional Manager	Main Roads
Matt Bird	Manager Tourism Development and Services	City of Albany	Steve Crawford	Tourism and Marketing Unit Leader	DPAW
Cameron Wood	Executive Director Commercial Services	City of Albany	Rod Quartermaine	Manager Tourism and Property Branch	DPAW
Peter Snow	Chairman	Discover Albany Foundation	Stuart Nahajski	General Manager Regional	Land Corp
Kate Lown	Company Secretary	Discover Albany Foundation	Simon Shuttleworth	Owner	Middleton Beach Caravan Park
Glen Russel	Chair	Discover Albany Foundation	Matt Hammond	Manager - Albany Heritage Park	City of Albany
Catrin Allsop	A/Chief Executive Officer	Australia's South West	Mike Shepard	Regional Leader – Parks and Visitor Services South Coast Region	DPAW
Simon Lyas	CEO	Regional Development Authority	Derryn Belford	Executive Director – Destination Development	Tourism WA
Russ Clark	CEO	Albany CCI	Bruce Manning	CEO	Great Southern Development Commission
David Steytler	Executive Member	Albany CCI. Also Owner of White Star Hotel and 3 Anchors Restaurant			



Tourism Development Strategy for the Lower Great Southern

PART TWO: The Strategy

November 2016



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EXECUTIVE SUMMARY

1. BACKGROUND AND PURPOSE

2. VISION AND GOAL

3. STRATEGIC FOCUS AREAS AND INITIATIVES

- Sustainable Leadership
- Enhanced Visitor Servicing
- Optimising Demand
- Enriching Experiences
- Destination Development

4. IMPLEMENTATION



Version	Reviewed by	Date
1.0	Cameron Wood and Matt Bird	12/12/16
Final	Lower Great Southern Economic Alliance	15/12/16

Executive Summary

The Tourism Development Strategy for the Lower Great Southern has been developed from a current state assessment of tourism in the region.

In October 2016, extensive research was carried out on the tourism landscape in the Lower Great Southern region (collective boundaries of City of Albany, Shire of Denmark and Shire of Plantagenet), across tourism organisations, visitor servicing, accommodation, infrastructure, events and tourism products. This assessment was conducted through desktop research, one on one consultation with key industry stakeholders across the region¹ and analysis of key trends, issues and opportunities impacting the region. The findings were used to guide the development of a Tourism Development Strategy for the region.

The final Tourism Development Strategy report is made up of two parts (two documents):

- **Part One: Current State Assessment** – a summary of the current state of tourism in the Lower Great Southern region. The executive summary of this report can be found on the following pages. For the detailed report, please refer to the part one document.
- **Part Two: The Strategy** – The contents of this document contains the strategic focus areas and objectives required to meet the strategic vision and goal for the region.



Current State Assessment (1/2)

The following key observations were compiled through interviews with key stakeholders, a desktop review of key documents and analysis of data provided by stakeholders.

Tourism Element	Key Observations
Visitor Market Overview	<p>The Lower Great Southern (LGS) has experienced a steady growth in visitor numbers at 7% (average annual growth rate). Visitor nights has also increased by almost 1 million between 2010/11 and 2015/16. However, the LGS is losing market share in visitor nights to the Margaret River Region.</p> <ul style="list-style-type: none"> • LGS visitors are predominantly families (41%) and are mainly from intrastate sources (78%). • Most visitors come for holiday purposes (67%) with the same amount of business visitors as the Margaret River Region (6%). • There is a significant marketing gap in terms of visitor knowledge around what the region has to offer. For the intrastate market the greatest motivator is the natural scenery and the largest barrier is the time it takes to get there from Perth¹.
Tourism Organisations	<p>Destination Marketing and visitor servicing is fragmented (with minimal coordination) across the region, and limited resources for impactful marketing. There is also a duplication of members and stakeholder engagement among the destination marketing organisations:</p> <ul style="list-style-type: none"> • With the LTOs lacking critical mass in market, optimised funding models and insufficient coordination of effort; coupled with ASW having a broad remit, an opening for the formation of a new destination marketing model is created • There is a lack of coordination and joint marketing from the two existing LTOs in the region, presenting an opportunity for a single entity. • Marketing lacks scaled and certain investment in an environment of increasing competition : <ul style="list-style-type: none"> • There is a heavy reliance on local government funding that places sustainability and consistency at the mercy of changes among the Councillors. • Funding opportunities from natural assets is not available as is the case in Margaret River. • The financial contribution that potential visitor attraction assets (such as retail outlets and Discovery Bay) can make to ongoing marketing is subject to further assessment. • Alternative sources of funding such as differential rates and a restructure of State government funding for RTOs should be explored.
Events	<p>The region lacks a drawcard event for which it is renowned - most of the events held in the region will be attractive to visitors when they arrive but will not attract them to come at scale.</p> <ul style="list-style-type: none"> • Out of a total of 362 events over 2015, approximately 173 events have the potential to attract visitors to the region, mostly from intrastate. The remaining events are likely to be attended by visitors already in the region (as well as community) but are unlikely to be the main purpose of visit. • Many of the events on the calendar are not pitched at the primary market of families². • There is potential for the Adventure XPD event to become an iconic event for a niche market. • While it is acknowledged that there are a number of attractions and activities on offer pre and post conference or business event, there is a lack of suitable accommodation for business visitors.

■ Notes:

1. Source: TNS Albany Identity Presentation provided by Tourism WA: Understanding the Albany Region's Identity and Appeal (2015)
2. Source: The Lower Great Southern Region Destination Marketing Strategy November 2016
3. Source: The Western Australian Tourism Work Atlas: WA Tourism Employment and Business Atlas (Tourism Council WA publication)

Current State Assessment (2/2)

Tourism Element	Key Observations
Infrastructure	<p><u>Road</u></p> <p>One of the perceived biggest barriers to visitation in the region is the time and distance it takes to travel by road. Albany is approximately 4.5 hours and a 421 km drive from Perth by car (the direct road down, Albany Hwy, has 90 overtaking lanes).</p> <ul style="list-style-type: none"> • The number of freight vehicles travelling on Albany highway is expected to increase significantly in the future due to growth in grain, hay and livestock industries. This may make the drive to Albany more stressful and less safe for tourists. • A dual carriage way for most of the journey to Albany would help to make the drive less stressful but current traffic volumes don't warrant this. <p><u>Port</u></p> <ul style="list-style-type: none"> • Growth of spend from cruise visitors will be dependent on ability to get visitors to paid attractions or services that are not available on board the ship. • The average spend per passenger is \$56.65 at the Albany Port, compared to \$143.03 at the Broome Port². This may be attributed to the general cost of tours and entry fees being higher in Broome. • Visitors are shown a good level of hospitality once arriving at the port, with staff from the visitor centre there ready to meet and greet, and to provide information and directions, however there are improvements that can be made in terms of wayfinding. <p><u>Air Travel</u></p> <ul style="list-style-type: none"> • Only 8% of leisure visitors to Albany arrive by air with air travel dominated by those travelling for business purposes. However, business travellers should be marketed to and encouraged to bring along their families. • From a leisure perspective access by air is cost prohibitive when compared with other WA destinations: <ul style="list-style-type: none"> • Without an increase in demand driven through population increase in the region, this is unlikely to shift materially. • There is a lack of choice and competition in air travel, with only one operator to choose from in a regulated market. • The airline can rely on business travel for most of the year but not over the peak leisure period of Dec and Jan. This creates a marketing opportunity. • The quality of hotel infrastructure in the region may limit the desire to travel by air.
Accommodation	<p>A well-recognised and major issue is the undersupply of 4-5 star hotels in the region and a lack of a professional large capacity hotel provider:</p> <ul style="list-style-type: none"> • Strengthen and prioritise the Middleton Beach and Waterfront hotel precincts through identifying opportunities for government intervention and incentive. These hotel developments will also enhance opportunities to package accommodation and flights to drive down the price of airfares. • There is a good range of accommodation options available for the family segment. • Nature based campsites and Caravan Parks are becoming more popular. • Air BnB will continue to grow and while it will impact on traditional booking models and accommodation providers it may also tap into new markets and grow the size of the visitation economy. • There is an increased focus on developing accommodation for students. Although niche, this is important due to the strong ties between leisure and education.
Tourism Products	<ul style="list-style-type: none"> • The region has a strong advantage over other locations in the state through products such as The Gap and Natural Bridge, Albany Heritage Park, The Tree Top Walk and The Granite Skywalk. • Of the top 20 tourist attractions in Western Australia¹, the lower great southern region has three. • The awareness of the specific quality of tourism offerings is low among the intrastate market. • There is a gap in terms of manmade attractions (e.g. small scale rides, mazes etc.) that will appeal to the family segment. • The lifestyle motivation (move to Albany for a quiet life) and conservative demographic are stated as barriers to the development of tourism product.

1. According to Trip Advisor

The Strategy Summary

The Tourism Development Strategy sets out a clear vision, goals, strategic actions and mechanisms for the region.

The agreed goal and vision for the region is:

To strengthen and diversify the economic base of the Amazing South Coast through unified promotion and development of an abundance of unique and unrivalled experiences.

To achieve this vision, the region will aim for:
3 million visitor nights by 2021.



To guide the vision, a series of initiatives have been developed under the following Key Strategic Areas and objectives:

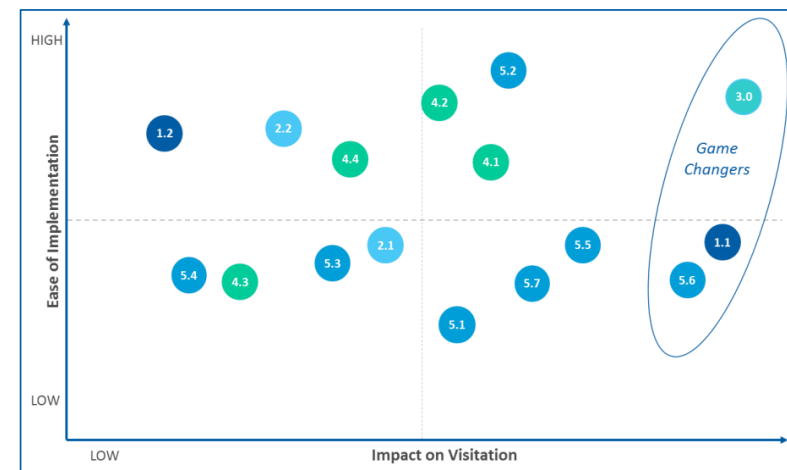
1.0 Sustainable Leadership	2.0 Enhanced Visitor Servicing	3.0 Optimising Demand	4.0 Enriched Experiences	5.0 Destination Development
<ul style="list-style-type: none"> Establish a bespoke destination marketing model for the region. Create a sustainable and optimised funding model. Increase the return on investment from destination marketing. Increase industry support and engagement. Reduce duplication and increase collaboration. 	<ul style="list-style-type: none"> Develop a sustainable sub regional visitor servicing model for the three LGA's. Enhanced collaboration between visitor centres in the region. Increase the return on investment from the visitor centres across the region. Promote excellent visitor servicing and visitor experience as a region. Innovate and evolve with technology / digital enhancements. 	<ul style="list-style-type: none"> Build awareness of the new regional brand. Meaningfully connect with the approved target audience segments. Build a sense of intrigue around the regional product offering. Positively influence current perceptions of the region. 	<ul style="list-style-type: none"> Increase the density and diversity of tourism experiences. Create new and compelling visitor packages that are distribution ready. Create a landmark event for the intrastate market. Lift visitation and brand visibility through a strategic event's calendar that is based on the comparative advantages of the region. Increase private sector collaboration on events 	<ul style="list-style-type: none"> Improve the accessibility of the region. Make it easy for visitors to find their way around the region. Put the visitor at the centre of urban and regional planning. Enhance the infrastructure available for education and business visitors. Improve the range and quality of accommodation available.

Game Changing Initiatives

In achieving our goal it is critical that the Economic Alliance pursues and achieves the following initiatives outlined in detail further in this document:

The following initiatives have been identified as 'game changers' because of their high ability to drive the goal of increased visitation:

- **SUSTAINABLE LEADERSHIP - 1.1 Tourism Organisation Review (Page 18):** Building an optimal tourism organisation structure and funding model that is able to execute compelling marketing, engage industry and advocate for destination development.
- **OPTIMISING DEMAND - 3.0 Destination Marketing (Page 24):** Increase the number of visitors to the region by using a significant uplift in destination marketing to create strong awareness and interest.
- **DESTINATION DEVELOPMENT - 5.6 Hotel Accommodation (Page 36):** A 4-5 star hotel for business and leisure visitors within the region is a significant gap in the current value proposition for the intrastate family market and in the attraction of business travellers.



■ Notes:

1. Refer to Appendix C for Initiative Prioritisation Matrix used to identify the game changing initiatives.

1 BACKGROUND AND PURPOSE



Background and Purpose

The purpose of the Tourism Development Strategy is to outline recommendations and strategic actions required to increase visitation to the Lower Great Southern area and in turn increase spend in the region.

This is an important time for tourism in Western Australia and indeed the role it plays in driving the state economy. The mining boom witnessed significant investment in accommodation, supporting industries such as retail, hospitality, public space and cultural attractions across the state, which the tourism industry can now take advantage of.

Within this macro opportunity, the region defined by the collective boundaries of the three local government authorities of the City of Albany, Shire of Denmark and Shire of Plantagenet (Lower Great Southern) has enormous potential; its pristine coastline, national parks harbouring some of the world's rarest species, outstanding wineries and abundance of outdoor activities and distinct heritage.

To realise its full potential and achieve sustainable tourism growth across the region, The Lower Great Southern Economic Alliance was formed in 2016 (a partnership between the City of Albany, Shire of Denmark and Shire of Plantagenet). The Alliance, with the support of Tourism WA and the Great Southern Development Commission, have prepared this Tourism Development Strategy to establish a clear vision, goals, strategic actions and mechanisms for successful implementation.

In parallel to the Tourism Development Strategy, a Destination Marketing Strategy has been developed and visitor destination branding has been assessed. The new brand and name for the Lower Great Southern is 'The Amazing South Coast', which will be referred to in this report.



Geographical Scope of the Tourism Development Strategy

2 VISION AND GOAL



Selecting the Strategic Goal

A strategic tourism goal outlines what the region strives to achieve in the implementation of the strategy and strategic initiatives.

Goals should be achievable and reflect the current situational analysis and the projected tourism environment; and should be a combination of qualitative and quantitative targets.

The goal will enable the Amazing South Coast to plan activities and meet full potential. Some examples include:

- Ensuring there is enough accommodation to meet future demand
- Ensuring there will be enough infrastructure in place to service visitors
- Inform business planning such as budgeting and marketing

The Western Australia, Australia's South West and Great Southern tourism goals (in addition to the situational analysis) have been used to guide the choice of goal for the Lower Great Southern.



To double the value of tourism in Western Australia – from \$6 billion in 2010 to \$12 billion by 2020.



To increase the value of tourism in ASW to \$2 billion by 2020.



Tourism as a percentage of regional turnover will have doubled to 20 per cent (by 2040).

■ Notes:

Visitor Nights

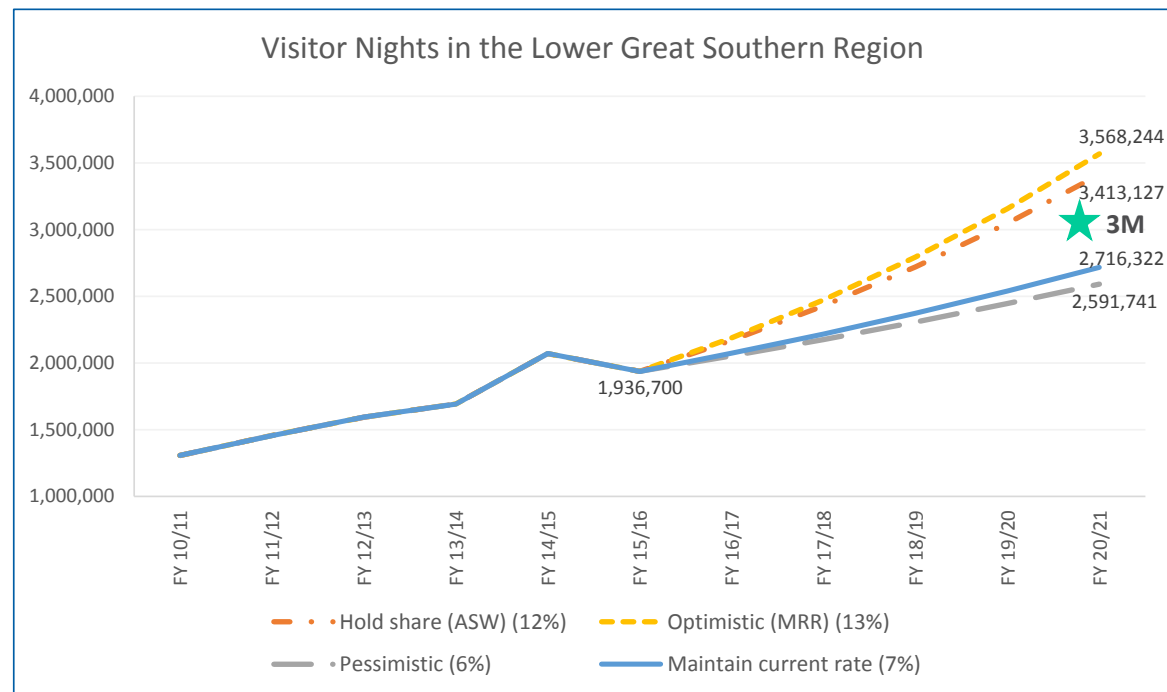
Based on current performance of 1.9 million visitor nights, and the scenarios applied to forecasting, a goal of 3 million visitor nights by 2021 has been chosen.

On assessment of the data available, the focus of the goal will be on visitor nights. This is due to spend data for the Lower Great Southern being unreliable due to smaller sample size (refer to appendix B for further detail)¹.

It is important to look at a range of different scenarios when goal setting. For the purposes of informing the Tourism Development Strategy, the following scenarios were used to guide selection of the goal:

- Maintain Current Rate – continue to grow at the average rate of the last 3 years
- Hold Share – maintain the LGS share of ASW
- Optimistic – grow at the same rate as Margaret River has grown for the last 3 years
- Pessimistic - grow at the lowest rate in the last 5 years

To meet the goal of 3 million visitor nights, a growth rate of 9.1% per year is required (2.1% above the current growth rate). It will also be important for the region to consider infrastructure to meet the number of nights, such as the number of accommodation providers required².



Refer to the appendix B for performance forecasts for Visitor Numbers and Visitor Spend.



Notes:

1. Once visitor spend data is able to be reliably captured for the sub region, a visitor spend target should also be established

Accommodation Considerations:

- Currently there are approximately 2000 rooms available in the region currently (this does not include campsites), which equates to 1.5 million possible visitor nights per year.
- Based on data provided by TRA, approximately 34% of visitors stay with family and friends (Albany data only).

FY 2020 Forecast Matrix

Attainment of the visitor nights target can be reached though growth in visitor number and/or nights per visitor. The matrix below shows the interaction between different levels of growth in number of night visitors and the number of nights per visitor.

# of overnight visitors	Level of growth required	# of nights per visitor					
		3.2	3.4	3.6	3.8	4.0	4.2
630,000	4.0%	2,016,000	2,142,000	2,268,000	2,394,000	2,520,000	2,646,000
693,000	5.7%	2,217,600	2,356,200	2,494,800	2,633,400	2,772,000	2,910,600
737,813	7.0%	2,361,000	2,508,563	2,656,125	2,803,688	2,951,250	3,098,813
756,000	7.6%	2,419,200	2,570,400	2,721,600	2,872,800	3,024,000	3,175,200
819,000	9.3%	2,620,800	2,784,600	2,948,400	3,112,200	3,276,000	3,439,800
882,000	11.0%	2,822,400	2,998,800	3,175,200	3,351,600	3,528,000	3,704,400
945,000	12.5%	3,024,000	3,213,000	3,402,000	3,591,000	3,780,000	3,969,000

The matrix shows there are two ways that the region can reach the goal of 3 million visitor nights:

- By increasing the average number of nights per visitor, or
- By increasing the number of visitors that stay the night

As shown by the blue circle above, if the current growth rate of 7% is maintained, and the average number of nights per visitor remains at 3.6, this will fall short of the target number of 3 million visitor nights.

Vision and Goal

To support the quantitative goal, a qualitative vision was chosen for the region by the Economic Alliance.

The 2021 vision and goal for the Lower Great Southern is:

To strengthen and diversify the economic base of the **Amazing South Coast** through **unified promotion** and development of an abundance of **unique and unrivalled** experiences.

To achieve this vision, the region will aim for:

3 million visitor nights by 2021.

Strengthen and Diversify:

- Grow the size of the tourism industry to compliment the agricultural economy.

Amazing South Coast:

- The region within the collective boundaries of the City of Albany, Shire of Denmark and Shire of Plantagenet.

Unified Promotion:

- A united approach to destination marketing between the tourism bodies in the region.

Unique and Unrivalled:

- An experience that can't be found (or matched) anywhere else in Western Australia.

3 STRATEGIC FOCUS AREAS AND INITIATIVES



Key Strategic Focus Areas

To support the achievement of the 2021 goal, a number of initiatives have been identified and grouped into five key strategic focus areas.

The strategic areas have been developed to cover the following aspects of tourism, and are described on the following page:

- **Sustainable Leadership:** Destination Marketing Organisations (DMO) and industry engagement.
- **Enhanced Visitor Servicing:** Visitor servicing.
- **Optimising Demand:** Destination Marketing including brand development, target audiences, marketing and where to play.
- **Enriching Experiences:** the tourism products and events engage the visitor whilst in the region.
- **Destination Development:** infrastructure, accommodation and services to enable visitation.

The initiatives under each of the strategic focus areas are detailed in the following sections. The indicative KPIs and priorities have been agreed by the Economic Alliance to deliver on the Strategic Plan. Delivery of the initiatives are subject to ongoing operations and delivery of projects.

The timing of each of the initiatives is allocated to one of three horizons:

- Horizon 1 = 1-3 years
- Horizon 2 = 3-5 years
- Horizon 3 = 5-7 years

Strategic Focus Areas

The Tourism Development Strategy focuses on five key focus areas.



1.0 Sustainable Leadership

A well resourced and leading industry engagement model.



Objectives
<ol style="list-style-type: none"> 1. Establish a bespoke destination marketing model for the region. 2. Create a sustainable and optimised funding model. 3. Increase the return on investment from destination marketing. 4. Increase industry support and engagement. 5. Reduce duplication and increase collaboration.

KPIs
<ul style="list-style-type: none"> • Increased visitation (spend, nights and #s) across all categories (education, leisure and business) • Optimal model implemented • Increased funding for Destination Marketing • Brand awareness and regard • Increase number of people employed in tourism • Improved quality of Visitor Experience (measured through net promotor Score)

#	Initiative	Description	Horizon	Lead Agency
1.1	Tourism Organisation Review	Building an optimal tourism organisation structure and funding model that is able to execute compelling marketing, engage industry and advocate for destination development.	H2	Economic Alliance
1.2	Industry Development	Facilitating collaboration that lifts standards and the quality of the industry value proposition.	H2	Economic Alliance



1.1 Tourism Organisation Review

Description		Lead Agency	Support Agency
Building an optimal tourism organisation structure and funding model that is able to execute compelling marketing, engage industry and advocate for destination development.		Economic Alliance	
Objective/s			
<ul style="list-style-type: none"> Establish a bespoke destination marketing organisation for the region. Create a sustainable and optimised funding model. Increase industry support and engagement. Maximise the contribution of Visitor Centres to the region. Reduce duplication and increase collaboration. 			
Key Activities and Planning			
#	Step	Start	Finish
1.1.1	Assessment of the model options for improved destination marketing and servicing: <ul style="list-style-type: none"> Design of the model and funding options Assessment of sustainable model and funding options Identification of the issues, barriers and critical success factors associated with new models. Stakeholder forums for developing, assessing and selecting the preferred model Development of the implementation plan. 	Q1 2017	Q3 2017
1.1.2	The activities of this phase are subject to the above but can include: <ul style="list-style-type: none"> Detailed operating model design Detailed legal and financial due diligence Councils, boards and membership voting on options for change Change management and communications Embedding and stabilisation of any new model 	Q3 2017	Q4 2017

Tourism Organisation Review Assessment

During the development of the Strategy, this initiative was discussed in detail¹ with the Economic Alliance, with an assessment of three primary structural options.

Three primary structural options were assessed:

Option	Title	Overview
Option A	Single LTO with New Capability	<p>A new LTO is formed to undertake destination marketing activities for the LGS region. This could occur via a new entity or by merger of existing entities: Key features include:</p> <ul style="list-style-type: none"> • Requires a new operating model and capability to maximise visitation • Funding primarily reliant on local government but other revenue sources can be assessed. • A skills-based board with representation from LGAs, other funders and industry players (tbd). • The new LTO collaborates with ASW to maximise joint effectiveness.
Option B	Enhanced Marketing Alliance	<p>Building on the existing economic alliance, a newly formed marketing board with supporting capability; delegated brand and marketing authority, and committed resourcing is established. Key features include:</p> <ul style="list-style-type: none"> • A skills-based board with representation from LGAs, other funders and industry players. • Oversee increased marketing activities such as campaigns, communications and ensuring one website, visitor guide and consistent approach to brand management. • The Alliance could treat visitor servicing as a separate function with options such as status quo, evolve model, economic alliance coordinated approach. • Will likely require new/increased dedicated resourcing to oversee this. • DTI/ DAF can remain to hold assets and participate within the alliance.
Option C	Greater RTO Focus	<p>Under this option a new level of state funding and focus is provided to the region. There are two options to achieve this:</p> <p>Option C1 – Additional funding is injected into ASW</p> <ul style="list-style-type: none"> • Greater State funding specifically for the Lower Great Southern region. • Funding is directed into specific staffing needs, campaigns and branding. • Existing tourism organisations at the local level continue to evolve (as seen fit). <p>Option C2 – Creation of New RTO (ASW scope reduced)</p> <ul style="list-style-type: none"> • A new formal RTO structure is established to do destination marketing for the Amazing South Coast region. • Existing tourism organisations at the local level continue to evolve (as seen fit). • The LTO(s) collaborate with the RTO.

■ Notes:

1. Refer to appendix D for the detailed assessment.

Tourism Organisation Review Assessment

The advantages and considerations, as well as funding options were discussed¹, leading to an agreement to pursue Option C in parallel to developing the case for the establishment of a new LTO with new capability.

Option	Title	Advantages	Considerations
A	Single LTO with New Capability	<ul style="list-style-type: none"> Greater teeth and capacity to drive consistent branding, marketing and synergies One strategy and governance model Potential for increased financial sustainability from multiple sources A strong signal to stakeholders of a new start 	<ul style="list-style-type: none"> Implementation challenges: <ul style="list-style-type: none"> Capability development Employee management in existing organisations Viability of funding options
B	Enhanced Marketing Alliance	<ul style="list-style-type: none"> Speed of implementation – able to execute marketing campaigns in short term Potential to improve visitor servicing (removal of duplication and greater consistency) Allows for proof of concept for increased collaboration until sufficient maturity reached for LTO 	<ul style="list-style-type: none"> Creation of a third entity (including additional layer of governance) Potential duplication outside of the alliance Financially reliant on local government for funding Brand and Marketing initiatives.
C	Greater RTO Focus	<ul style="list-style-type: none"> Dedicated and experienced destination marketing resources Greater ability to influence and coordinate on an interstate and international level Fix long term inequalities in current RTO system by creating an additional RTO representing the South Coast region and re-aligning some GS regions to Australia's Golden Outback 	<ul style="list-style-type: none"> Local government funding continuation/focus Ability to influence and control State decisions Relationship with existing tourism bodies in the region would need to be clarified to ensure collaboration and integration where possible

The key recommendations were as follows:

- Option C (Greater RTO Focus) is pursued in the lead up to the state election and runs in parallel to option A.
- Proceed to business case for Option A (new capability, new LTO).
- Option B (Enhanced Marketing Alliance) is a fall back option if Option A or C does not proceed or is delayed.

■ Notes:

- Refer to appendix D for the detailed assessment.



1.2 Industry Development

Description		Lead Agency	Support Agency
Facilitating collaboration that lift standards and the quality of the industry value proposition.		Economic Alliance	
Objective/s			
<ul style="list-style-type: none"> • Improve the quality of destination marketing and visitor servicing. • Increase industry support and engagement. • Reduce duplication and increase collaboration. 			
Key Activities and Planning			
#	Step	Start	Finish
1.2.1	Run networking events with tourism operators to facilitate collaboration and awareness of other products and services in the region: <ul style="list-style-type: none"> • Work with industry to develop an annual calendar of networking events • Roll out, monitor and adjust the program accordingly 	TBD	TBD
1.2.2	Develop and implement Industry Training program: <ul style="list-style-type: none"> • Assess current industry knowledge/training gaps • Research industry training programs used by other DMOs • Work with TCWA and other bodies to develop and implement the training program • Communicate training opportunities to industry to maximise utilisation 	TBD	TBD

2.0 Enhanced Visitor Servicing

Seamless visitor servicing across the region delivering a strong return on investment.



Objectives
<ol style="list-style-type: none"> 1. Develop a sustainable sub regional visitor servicing model for the three LGA's. 2. Reduce duplication and increase collaboration between visitor centres in the region. 3. Increase the return on investment from the visitor centres across the region. 4. Promote excellent visitor servicing and visitor experience as a region. 5. Innovate and evolve with technology / digital enhancements.

KPIs
<ul style="list-style-type: none"> • Reduced cost of Visitor Servicing • Increase average length of visitor stay • Increase average daily visitor spend • Repeat visitation • Net promoter score (measured at point of visitor servicing)

#	Initiative	Description	Horizon	Lead Agency
2.1	Visitor Centres	Increasing the efficiency and effectiveness of visitor servicing and marketing from the visitor centres across the region.	H2	Economic Alliance
2.2	Visitor Economy Performance Monitoring	Establishing a new visitor satisfaction/engagement measure, performance reporting and benchmarking, and significantly improved data quality for the region.	H2	Economic Alliance



2.1 Visitor Centres

Description		Lead Agency	Support Agency
Increasing the efficiency and effectiveness of visitor servicing and marketing from the visitor centres across the region.		Economic Alliance	
Objective/s			
<ul style="list-style-type: none"> Increase the return on investment from the visitor centres across the region. 			
Key Activities and Planning			
#	Step	Start	Finish
1.5.1	Linked with the model options above (initiative 1.1), design a future visitor centre /servicing operating model in terms of people, process and technology <ul style="list-style-type: none"> Develop an integrated management model across the three locations to take advantage of synergies Pilot new digital interactions to improve data collection and visitor servicing; scale up and rollout across all three Complete financial modelling and funding sustainability assessment for new visitor operating model(s) Complete a detailed business case on for new visitor servicing model. Develop a strategic, business and/or marketing plan for the visitor centres 	TBD	TBD
1.5.2	Implement new visitor centre model: <ul style="list-style-type: none"> Develop change management and communication strategy Embed and stabilise 	TBD	TBD



2.2 Visitor Economy Performance Monitoring

Description		Lead Agency	Support Agency
Establishing a new visitor satisfaction/engagement measure, performance reporting and benchmarking, and significantly enhanced data collection and quality for the region.		Economic Alliance	LGAs
Objective/s			
<ul style="list-style-type: none"> Improve the quality of destination marketing and visitor servicing. 			
Key Activities and Planning			
#	Step	Start	Finish
1.3.1	Engage tourism operators in the region to develop and implement customer experience measurement: <ul style="list-style-type: none"> Agree goals and in turn questionnaire Determine best delivery mechanism and accountability Roll out, learn and further develop Develop and implement ongoing communication plan for survey 	TBD	TBD
1.3.2	Implement opportunities to employ new technologies collect visitor data: <ul style="list-style-type: none"> Pilot Beacons at information bays, VCs and other practical locations. Learn, adjust and scale up accordingly Assess other opportunities to collect data such as from credit card transactions at attractions 	TBD	TBD
1.3.3	Enhance data quality relating to visitor spend, nights, numbers and other key measures <ul style="list-style-type: none"> Research and implement a method of gathering accurate visitor data for Plantagenet and across the region. Explore opportunity to partner with TWA and TRA to widen the sample and improve the quality of the research 	TBD	TBD
1.3.4	Build a performance scorecard and benchmark the region against this <ul style="list-style-type: none"> Develop an approach to information sharing and benchmarking with other LTO's and Local Governments across the state 	TBD	TBD

3.0 Optimising Demand

Increasing the number of visitors to the region by using marketing to create strong awareness and interest.



Objectives	KPIs
<ol style="list-style-type: none"> 1. Build awareness of the new regional brand 2. Meaningfully connect with the approved target audience segments 3. Build a sense of intrigue around the regional product offering 4. Positively influence current perceptions of the region 	<ul style="list-style-type: none"> • Increase Tourist Visitation to the region

For the detailed initiatives and action plan for Optimising Demand, please refer to the Lower Great Southern Destination Marketing Strategy, November 2016 (separate document).

4.0 Enriching Experiences

Supplementing our natural advantages with enticing events and quality experiences.



Objectives
<ol style="list-style-type: none"> 1. Increase the density and diversity of tourism experiences. 2. Create new and compelling visitor packages that are distribution ready. 3. Create a landmark event for the intrastate market. 4. Lift visitation and brand visibility through a strategic event’s calendar that is based on the comparative advantages of the region. 5. Increase private sector collaboration on events.

KPIs
<ul style="list-style-type: none"> • Visitation (spend, nights and #s) • # of experiences for intrastate family market throughout year • Increased range of products and experiences • Event awareness¹ • Regional brand awareness • Attendance numbers

#	Initiative	Description	Horizon	Lead Agency
4.1	Event Strategy	Developing an event strategy (business, sporting and cultural) that lifts visitation to the region and brand recognition and regard.	H1	Economic Alliance
4.2	Product packaging	Developing a comprehensive range of attractive product packages to suit the target markets.	H1	Economic Alliance
4.3	New Products	A range of new products that diversify the regions offering.	H1	Economic Alliance
4.4	Renowned Region of Trails	Enhancing the natural advantages of the region to build an internationally renowned centre for trail experiences.	H2	Economic Alliance

■ Notes:
 1. Requires marketing activation spend



4.1 Event Strategy

Description		Lead Agency	Support Agency
Developing an event strategy that lifts visitation to the region and brand recognition and regard.		Economic Alliance	LGAs
Objective/s			
<ul style="list-style-type: none"> • Create a landmark event for the intrastate market. • Lift visitation and brand visibility through a strategic event’s calendar that is based on the brand positioning of the region. 			
Key Activities and Planning			
#	Step	Start	Finish
4.1.1	Review and rank existing events against the following criteria: <ul style="list-style-type: none"> • Fit with target market identified in the marketing strategy • Desirability - ability to attract visitors from the target market • Capacity to drive increased brand recognition for the region • Fit with brand positioning for the region 	TBD	TBD
4.1.2	Review the overarching calendar to assess: <ul style="list-style-type: none"> • Density – is there a sufficient mass of events throughout the year? • Diversity – is there enough diversity of events to maintain interest within the overarching brand positioning? • Capacity to execute – is there sufficient capability to execute the events effectively? • Activation – is there budget in place to actively promote the events amongst the target markets? 	TBD	TBD
4.1.3	Develop regional events strategy that spans across 3 shires, considerations include: <ul style="list-style-type: none"> • End events that do not meet the criteria above • Brief agency to identify landmark event options (that meet the criteria above) • Work with partners and stakeholders to also brainstorm and identify events (that meet the criteria above) • Select and deliver events with stakeholders • Put in place a marketing activation budget for event promotion • Communicate the distinction between community events and visitor events (focus of the strategy should be visitor events). • Engage the community on the importance of events for the local economy and on the importance of servicing visitors during this time. • Actively measure the performance of events, adjust and continue accordingly. 	TBD	TBD
4.1.4	Explore opportunities to collaborate with other organisations on existing events in other nearby regions to achieve scale such as: <ul style="list-style-type: none"> • TWA / ASW • Hidden Treasures • Events Corp (royalties for regions) 	TBD	TBD



4.2 Product Packaging

Description		Lead Agency	Support Agency
Developing a comprehensive range of attractive product packages to suit the target markets.		Economic Alliance	Visitor Centres
Objective/s			
<ul style="list-style-type: none"> Create new and compelling visitor packages that are distribution ready. 			
Key Activities and Planning			
#	Step	Start	Finish
4.2.1	Educate tourism operators on the importance of packages/bundles, how to cooperatively market and distribute them. <ul style="list-style-type: none"> Educate the importance of accommodation listings being up to date on the Book Easy and other systems 	TBD	TBD
4.2.2	Explore new packaging options including: <ul style="list-style-type: none"> Opportunities with Margaret River (for example wine and food offerings that play to the regional differences. E.g. Lower Great Southern for Pinots and Rieslings and Margaret River for others). Events in Albany with flights from Perth Interstate sporting or cultural event packages. For example, new Perth stadium Anzac event with flights to Albany to see the Anzac ceremony and attractions. Key tourist attractions in the southern part of WA (STARS of WA concept) 	TBD	TBD
4.2.3	Develop 'regional passes' (package of entry passes into the main attractions in the area): <ul style="list-style-type: none"> Develop a list of entry fees to key attractions Liaise with organisations that operate the attractions to gain agreement to package entry fees Develop alternate regional passes 	TBD	TBD
4.2.4	Develop packages to include airfares and accommodation to address issues around competitiveness of air travel. <ul style="list-style-type: none"> Work with Regional Express and accommodation providers to develop options Develop a strategy to market the packages to the target audiences Ensure packaged offers with tourism operators and REX are distributed. 	TBD	TBD



4.3 New Products

Description		Lead Agency	Support Agency
A range of new products that diversify the regions offering.		Economic Alliance	LGAs
Objective/s			
<ul style="list-style-type: none"> Increase the density and diversity of tourism experiences. 			
Key Activities and Planning			
#	Step	Start	Finish
4.3.1	Execute an innovation and new product development process: <ul style="list-style-type: none"> Work with stakeholders to form an aligned view of the types of products that the region should encourage Conduct innovation sessions and process to identify new product ideas Review policy setting to identify barriers and potential motivators for the fruition of such new products Develop and execute strategies and policies to attract investors and developers 	TBD	TBD
4.3.2	Develop fun and adventure based experiences that play to the regions strengths and appeal to the target family market: <ul style="list-style-type: none"> Work with organisations such as DPAW and CCI to identify ‘bolt on’ fun- adventure based experiences’ to natural attractions Incentivise the development of appropriate manmade attractions that will appeal to the family market. 	TBD	TBD
4.3.3	Develop new indigenous experiences that will lift the diversity and appeal of the regions cultural and natural offering: <ul style="list-style-type: none"> Work with partners such as WAITOC to identify opportunities Prioritise/ filter opportunities against clear criteria Business case and implement accordingly Develop action plan that identifies what support operators require to get products / experiences market ready. 	TBD	TBD



4.4 Renowned Region of Trails

Description		Lead Agency	Support Agency
Enhancing the natural advantages of the region to build an internationally renowned centre for trail experiences.		Economic Alliance	DPAW
Objective/s			
<ul style="list-style-type: none"> Increase the density and diversity of tourism experiences. 			
Key Activities and Planning			
#	Step	Start	Finish
4.4.1	Prioritise the trails that will deliver the most visitation relative to investment, including: <ul style="list-style-type: none"> Trail hub within Heritage Park Porongurups (potential to be only alpine trail network in WA) Heritage park to Middleton Beach Trails that link multiple attractions 	TBD	TBD
4.4.2	Explore and implement opportunities to promote and enhance trails in packages with accommodation providers and tourism operators. A good example is what has been done in Tasmania by the Tasmanian Walking Company and in Margaret River with Walk into Luxury.	TBD	TBD
4.4.3	Enhance the appeal of trails through improved information, signage, artwork and storytelling.	TBD	TBD

5.0 Destination Development

Infrastructure and accommodation that meets the needs of our priority markets.



Objectives
<ol style="list-style-type: none"> 1. Improve the accessibility of the region. 2. Make it easy for visitors to find their way around the region. 3. Put the visitor at the centre of urban and regional planning 4. Enhance the infrastructure available for education and business visitors. 5. Improve the range and quality of accommodation available

KPIs
<ul style="list-style-type: none"> • Drive to the region seen as less of a barrier • Community awareness of the value of tourism • Increase in business visitors • Higher demand for air travel • Establishment of a 4- 5 star hotel • Changes to policy and planning settings to reduce barriers to development

#	Initiative	Description	Horizon	Lead Agency
5.1	Safer and Enjoyable Drive: Perth to Albany	Improving the drive experience from Perth to Albany - this is critical to optimising visitation	H3	Economic Alliance
5.2	Leverage the Local Community	Raising community understanding of the value of tourism and leveraging them in growing the visitation economy.	H3	Economic Alliance
5.3	Cruise Experience	Small scale infrastructure investment to enhance the cruise passenger experience; and in turn advocacy and spend within the regional economy.	H2	Economic Alliance
5.4	In-Region Aesthetics and Accessibility	Addressing the ease with which a visitor navigates a region and the visual appeal of the built landscape - these leave a strong impression on the visitor and play a key role in driving demand.	H3	Economic Alliance
5.5	Business Infrastructure	Developing a range of suitable accommodation and infrastructure to facilitate the attraction of business visitors.	H3	Economic Alliance
5.6	Hotel Accommodation	The range and quality of accommodation is a critical driver of the visitation economy. This includes a 4-5 star hotel for leisure visitors within Albany and also on having a range of options for the intrastate family market across the region.	H3	Economic Alliance
5.7	Air Travel	Addressing air access competitiveness through seasonal and packaged offers with accommodation and tourism operators; and ongoing cooperation with TWA on the aviation strategy.	H1 and ongoing	Economic Alliance



5.1 Safer and Enjoyable Drive: Perth to Albany

Description		Lead Agency	Support Agency
Improving the drive experience from Perth to Albany - this is critical to optimising visitation.		Economic Alliance	Main Roads
Objective/s			
<ul style="list-style-type: none"> Improve the accessibility of the region. 			
Key Activities and Planning			
#	Step	Start	Finish
5.1.1	Work with local governments, GRDC and LTOs such as 'Hidden Treasures' to package up activities, itineraries and audio guides on the journey down to the region from Perth.	TBD	TBD
5.1.2	Engage with political stakeholders, directly and through with TCWA on improvements to Albany Hwy.	TBD	TBD
5.1.3	Continue to work with Main Roads on the development of passing lanes, safety stops and signage.	TBD	TBD



5.2 Leverage the Local Community

Description		Lead Agency	Support Agency
Raising community understanding of the value of tourism and leveraging them in growing the visitation economy.		Economic Alliance	Tourism Operators
Objective/s			
<ul style="list-style-type: none"> Harness the local community in growing the value of the tourism economy. 			
Key Activities and Planning			
#	Step	Start	Finish
5.2.1	Develop and implement a communication strategy to increase community understanding of the value of tourism: <ul style="list-style-type: none"> Leverage visitors centres and attractions as points to communicate the value of tourism to locals Implement other low cost means of communicating the value of tourism: editorial, billboards and newspaper advertising. Work with partners such as TCWA on the strategy 	TBD	TBD
5.2.2	Develop an ambassador program to improve customer service and knowledge of the region’s offering. <ul style="list-style-type: none"> Online ‘tourism induction’ course for operators targeting all areas of customer service in the region Identify opinion leaders and influencers who can disseminate the story of the region Providing a platforms for tourism operators to communicate directly with other members of the community 	TBD	TBD
5.2.3	Develop incentives program with the regions tourism operators for locals who bring their visiting friends and relatives. Options to explore: <ul style="list-style-type: none"> Discounted entry fees for locals Free entry for locals when they bring visiting family and friends 	TBD	TBD
5.2.4	Implement incentives for the local community to visit the attractions and become word of mouth advocates for these: <ul style="list-style-type: none"> An option includes having a free entry day for locals 	TBD	TBD



5.3 Cruise Visitor Experience

Description		Lead Agency	Support Agency
Small scale infrastructure investment to enhance the cruise passenger experience; and in turn advocacy and spend within the regional economy.		Economic Alliance	TWA
Objective/s			
<ul style="list-style-type: none"> Make it easy and safe for visitors to find their way around the region. 			
Key Activities and Planning			
#	Step	Start	Finish
5.3.1	Improve wayfinding and access from the port to town centre (signage and foot paths). <ul style="list-style-type: none"> Identify new footpaths required Construct new footpaths Develop and implement new signage 	TBD	TBD
5.3.2	Develop strategies for businesses to coordinate opening hours during scheduled large cruise visits <ul style="list-style-type: none"> Hold community education events Send out information to business operators 	TBD	TBD
5.3.3	Review the current service offered to cruise ship passengers such as the markets and develop strategies for improvement. <ul style="list-style-type: none"> Complete a visitor survey on the cruise ship markets and improvements that passengers would like to see (linked to initiative 2.2) 	TBD	TBD



5.4 In-Region Aesthetics and Accessibility

Description		Lead Agency	Support Agency
Addressing the ease with which a visitor navigates a region and the visual appeal of the built landscape - these leave a strong impression on the visitor and play a key role in driving demand.		Economic Alliance	Main Roads
Objective/s			
<ul style="list-style-type: none"> • Make it easy and safe for visitors to find their way around the region. • Ensure that visitors are a central part of the urban planning process. 			
Key Activities and Planning			
#	Step	Start	Finish
5.4.1	Developing a signage strategy for the region: <ul style="list-style-type: none"> • Identify areas of highest priority based on visitor traffic and gaps • Implement accordingly 	TBD	TBD
5.4.2	Ensuring the natural, built and general environment planning has the tourist accounted for: <ul style="list-style-type: none"> • Identify and prioritise areas of concern based on market research with the intrastate market. TNS has reported that: negativity relates to the town of Albany itself being 'urban' or even 'suburban'; but this concern needs to be explored in greater detail. • In line with the above and in general, invest in improving the visual appeal of the areas of highest tourism traffic and in terms of driving 'first impressions': <ul style="list-style-type: none"> ○ Powerlines ○ Commercial signage ○ Trees 	TBD	TBD
5.4.3	Continue to work with Main Roads on the following initiatives to improve road safety: <ul style="list-style-type: none"> • South Coast Highway reconstruction and alignment (around the tight curve of Pfeiffer Road to Cheynes Beach Road) • Upgrades to Chesterpass Road 	TBD	TBD



5.5 Business and Education Infrastructure

Description		Lead Agency	Support Agency
Developing a range of suitable accommodation and infrastructure to facilitate the attraction of business and education visitors.		Economic Alliance	Landcorp
Objective/s			
<ul style="list-style-type: none"> Enhance the infrastructure available for education and business visitors. 			
Key Activities and Planning			
#	Step	Start	Finish
5.5.1	Develop business case for infrastructure opportunities to enhance the Albany Entertainment Centre and Waterfront, for example: <ul style="list-style-type: none"> Break out rooms Improved floor space Exhibition space 	TBD	TBD
5.5.2	Continue to facilitate the development of a 4-5 start hotel within the AEC precinct.	TBD	TBD
5.5.3	Continue to support UWA in the expansion of the education offering through infrastructure: <ul style="list-style-type: none"> Assistance with identification of land and development of student accommodation Assistance with identification of land and possible investment into additional campus space in the future if demand increases 	TBD	TBD
5.5.4	Investigate requirements to improve internet access in the region.	TBD	TBD
5.5.5	Explore opportunities to develop niche education offerings, for example: <ul style="list-style-type: none"> Create relationships with English Language schools in Perth to promote completing some learning in Albany Encourage Secondary schools to develop relationships with international schools for exchange programs Encourage courses at the Bunbury university to do study trips to Albany These should be pursued with clear KPIs in mind and a view to generating increased spend in the region.	TBD	TBD



5.7 Air Travel

Description		Lead Agency	Support Agency
Addressing air fare price competitiveness through seasonal offers and packaged offers with accommodation and tourism operators; and ongoing cooperation with TWA on the aviation strategy.		Economic Alliance	City of Albany / Regional Express
Objective/s			
<ul style="list-style-type: none"> Improve the accessibility of the region. 			
Key Activities and Planning			
#	Step	Start	Finish
5.8.1	Identify and develop packages for cheaper airfares and accommodation, during off season for business travel (December – January).	TBD	TBD
5.8.2	Develop cooperative marketing campaigns to promote these offers to target markets.	TBD	TBD
5.8.3	Continue working with TWA on the development of the aviation strategy for the region.	TBD	TBD
5.8.4	Explore ways to collaborate with Margaret River international airport (packages etc.)	TBD	TBD

4 IMPLEMENTATION



Implementation

The Strategy and the initiatives that underpin it will be implemented over three horizons¹, guided by the Economic Alliance.

- Until there is an agreement on the tourism model for the region (strategic area 1), the strategy will be governed by the Lower Great Southern Economic Alliance, including responsibility for the engagement and communication of the strategic direction to all stakeholders. Areas of shared responsibility with other government agencies and tourism organisations will be identified.
- As part of the implementation planning, each initiative will require a governance structure, timeframe and supporting KPIs to guide delivery. Implementation of the strategy will be undertaken in a collaborative and coordinated way and stakeholders will be managed and engaged with according to their level of impact on the successful delivery of the strategy. The implementation timeline to be completed is on the following page.
- Importantly, the strategy will be regularly monitored and refined to ensure it remains current and relevant, and is making real progress towards meeting the regional goal of 3 million visitor nights by 2021.

TDS Implementation Plan

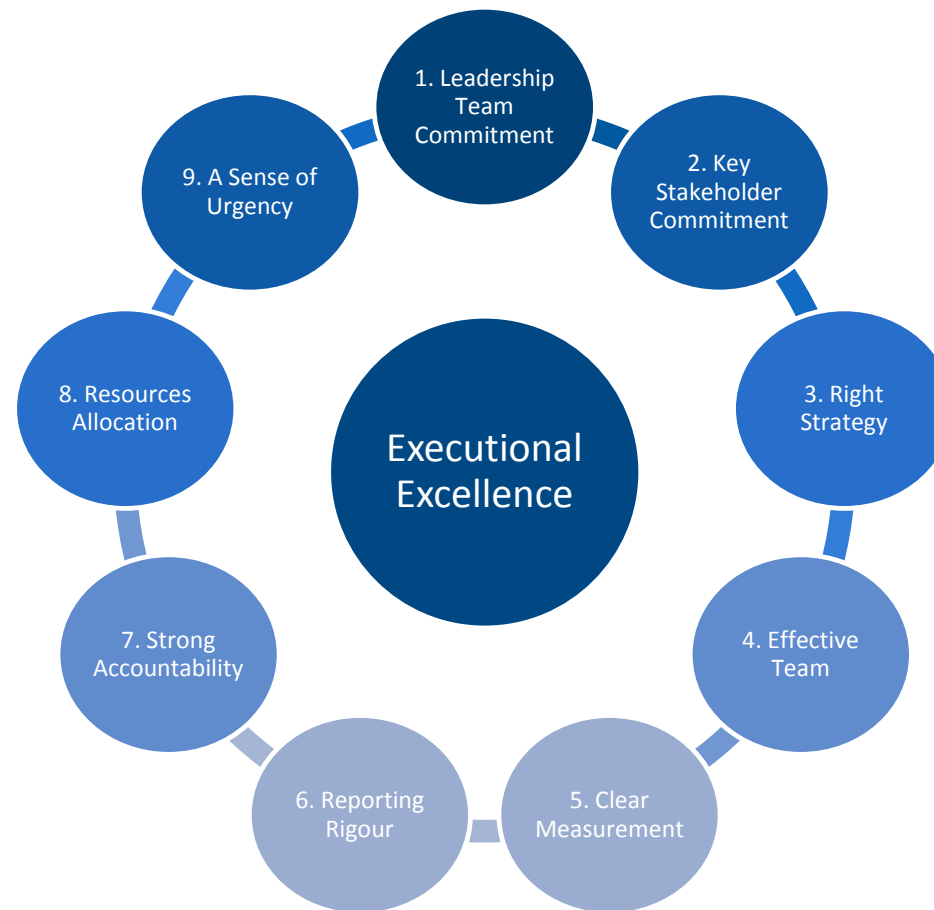
An implementation plan, including ownership and timing will need to be completed.

#	Strategic Focus Area	Initiatives	Owner	2017				2018				2019				2020			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Sustainable Leadership	Tourism Organisation Review																	
		Industry Development																	
2	Enhanced Visitor Servicing	Visitor Centres																	
		Visitor Economy Performance Monitoring																	
3	Optimising Demand	See Destination Marketing Plan																	
4	Enriching Experiences	Event Strategy																	
		Product packaging																	
		New Products																	
		Renowned Region of Trails																	
5	Destination Development	Safer and Enjoyable Drive: Perth to Albany																	
		Leverage the Local Community																	
		Cruise Experience																	
		In-Region Aesthetics and Accessibility																	
		Business Infrastructure																	
		Hotel Accommodation																	
		Air Travel																	

To be Completed

Critical Drivers of Strategy Execution

There are a number of key factors to ensuring successful implementation of a Tourism Development Strategy.



Critical Drivers of Strategy Execution

Driver	Description
1. Leadership Team Commitment	There needs to be majority support and buy-in from members of the Economic Alliance to the effect that they "will support this with my time, resources and influence."
2. Key Stakeholder Commitment	Project success is driven on the back of motivated stakeholders who can see benefits from success and clear consequences for poor performance. Many strategic initiatives are outside the bounds of "my usual job", and so the stakeholders need to be aware and understand the big picture of why the initiative is being undertaken, how they can influence this big picture and what specific benefits such are involved.
3. Right Strategy	Sometimes it is not about the execution, but the strategy or initiative. Sometimes an initiative was not actually important enough to be on the plan in the first place, or was not clear at the outset, and so it becomes deprioritised as time progresses.
4. Effective Team	Critical skills cover a number of areas including technical, interpersonal and intellectual. There needs to be a team with a complementary balance of skills such as: <ul style="list-style-type: none"> • Technical and intellectual skills such as project management, measurement, problem solving, systems and processes and analytics • Interpersonal skills such as reporting, persuasion and stakeholder mapping/understanding
5. Clear Measurement	"If you don't measure it, it won't get done." Strategic initiatives need to have clear measures of success, ideally as few as possible so the team remembers them (ideally no more than 5-7).
6. Reporting Rigour	Reporting is essential to track progress, ensure consequences for performance and to give the project team stage gates to focus on. The Governance should ensure that the project links, understands and communicates well with other business initiatives.
7. Strong Accountability	Accountability is not solely about holding someone to account, but also about empowering an "owner" to make decisions and avoid consensus decision making. Single point accountability for delivery should be the target wherever practical.
8. Resources	An insufficient allocation of time and money is an area of significant and frequent failure. The amount of time allocated for implementation is a common driver of failure. A detailed planning and testing phase is required at the outset to ensure that the project is appropriately resourced.
9. A Sense of Urgency	Strategy execution requires change, and effective change requires a sense of urgency. Taking too long can be a drain on money as well as the energy and interest of stakeholders.



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APPENDIX A: STAKEHOLDER INTERVIEW LIST

Stakeholder Interviews

The following key stakeholders were interviewed as input to the current state assessment and development of the strategy:

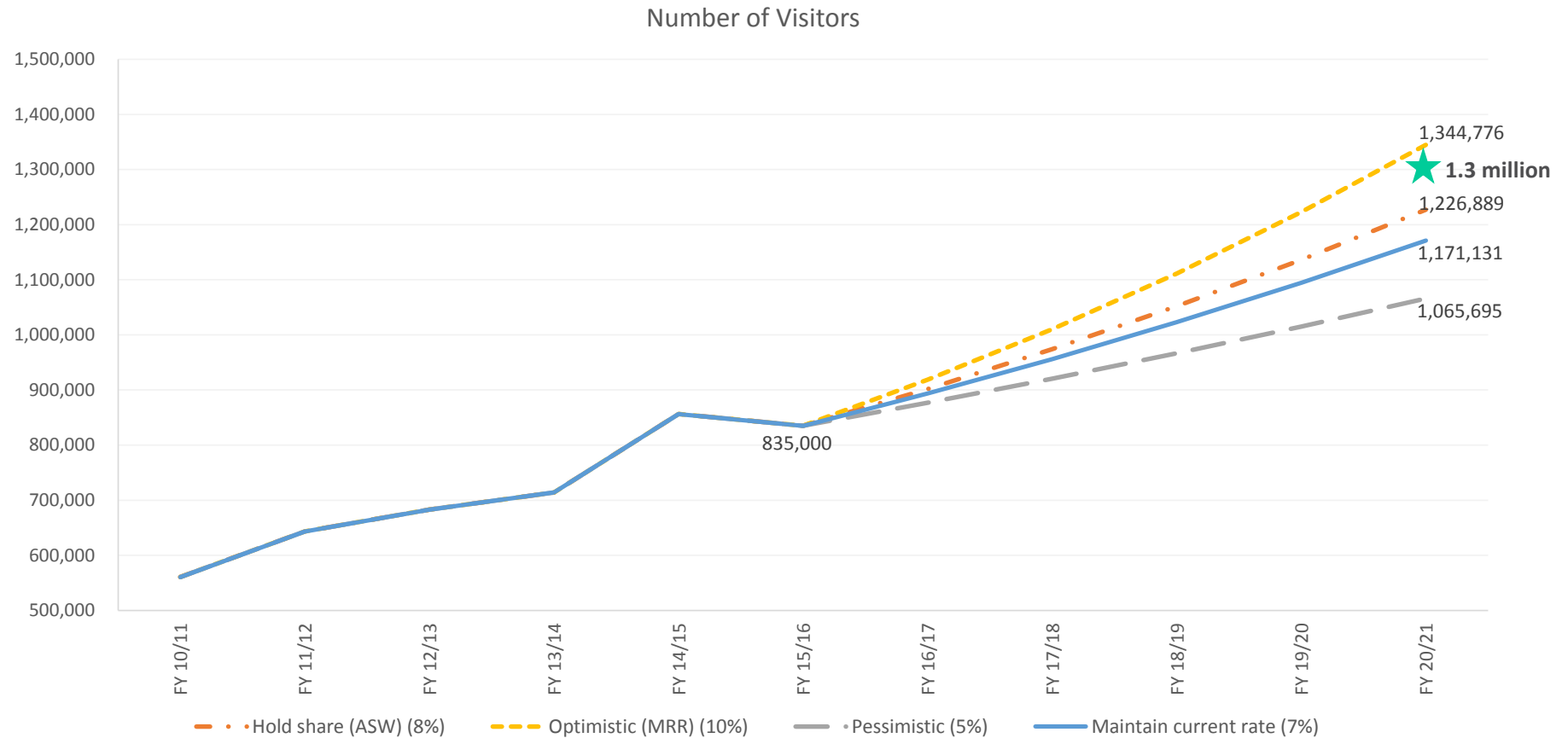
Name	Role	Organisation	Name	Role	Organisation
Justine Nagorsky	CEO	Denmark Tourism Incorporated	Mike Ryan	CEO	StudyPerth
Ross Thornton	Chairman	Denmark Tourism Incorporated	Paul Beeson	CEO	Perth Convention Bureau
Tess Dixon	Marketing and Public Relations Coordinator	City of Albany	Jennifer O'Neil	Director UWA Albany Centre	UWA Albany
Adam Cousins	Exec Manager Community Services	City of Albany	Andrew Duffield	Regional Manager	Main Roads
Matt Bird	Manager Tourism Development and Services	City of Albany	Steve Crawford	Tourism and Marketing Unit Leader	DPAW
Cameron Wood	Executive Director Commercial Services	City of Albany	Rod Quartermaine	Manager Tourism and Property Branch	DPAW
Peter Snow	Chairman	Discover Albany Foundation	Stuart Nahajski	General Manager Regional	Land Corp
Kate Lown	Company Secretary	Discover Albany Foundation	Simon Shuttleworth	Owner	Middleton Beach Caravan Park
Glen Russel	Chair	Discover Albany Foundation	Matt Hammond	Manager - Albany Heritage Park	City of Albany
Catrin Allsop	A/Chief Executive Officer	Australia's South West	Mike Shepard	Regional Leader – Parks and Visitor Services South Coast Region	DPAW
Simon Lyas	CEO	Regional Development Authority	Derryn Belford	Executive Director – Destination Development	Tourism WA
Russ Clark	CEO	Albany CCI	Bruce Manning	CEO	Great Southern Development Commission
David Steytler	Executive Member	Albany CCI. Also Owner of White Star Hotel and 3 Anchors Restaurant			



APPENDIX B: PERFORMANCE FORECASTS

Number of Visitors

The goal is 1.3 million visitors by 2021.



Notes:

- Source: Data provided by TWA and analysed by Churchill Consulting.

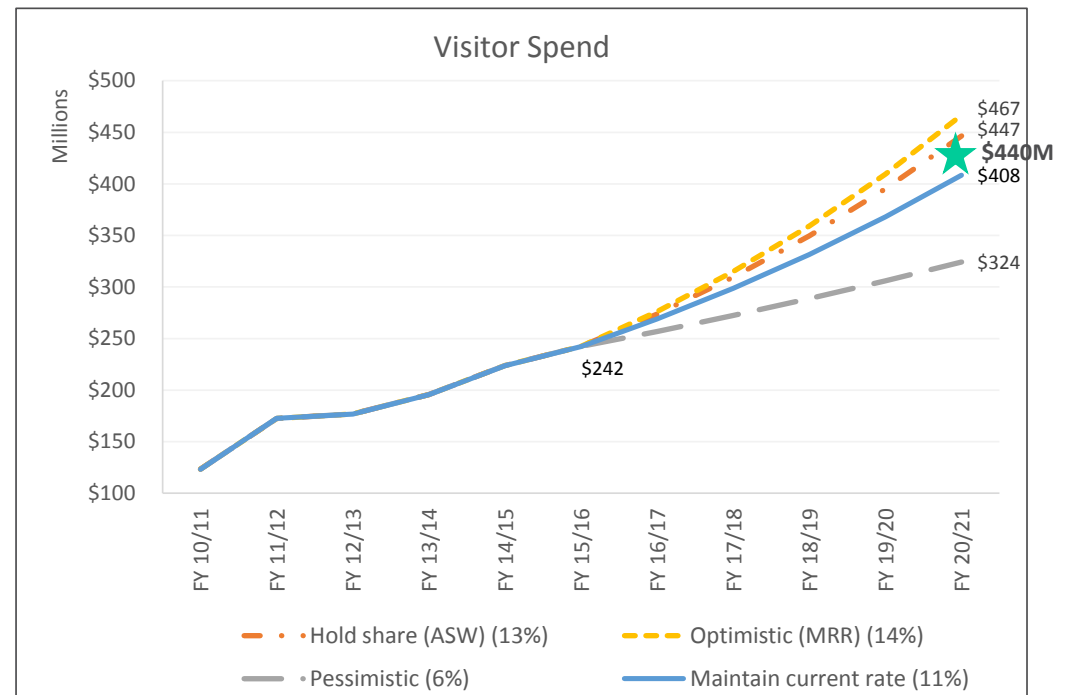
Visitor Spend

The goal of 3 million visitor nights equates to approximately \$440 million in visitor spend.

Spend Analysis:

Spend data is only recorded at the RTO level (Australia’s South West), therefore the only way to calculate a spend figure for the Lower Great Southern is to calculate an estimate using the ASW average and the number of visitors to the Lower Great Southern. Further analysis of the data has raised concerns because it is indicating the following:

- 1) Average spend per visitor night \$126 and average spend per day visitor = \$108. This implies accommodation = \$16 which is highly unlikely.
- 2) Average spend by international visitor night = \$65 and average domestic visitor night spend = \$162, indicating a significant divergence in spend. This could be explained partly by the fact that international backpackers working on farms possibly don't spend any money on accommodation, however it would be difficult to pin the entire difference to this.



It was recommended that due to the unreliable nature of the spend data, the goal for the Lower Great Southern should be set based on the number of visitor nights spent in the region.

■ Notes:

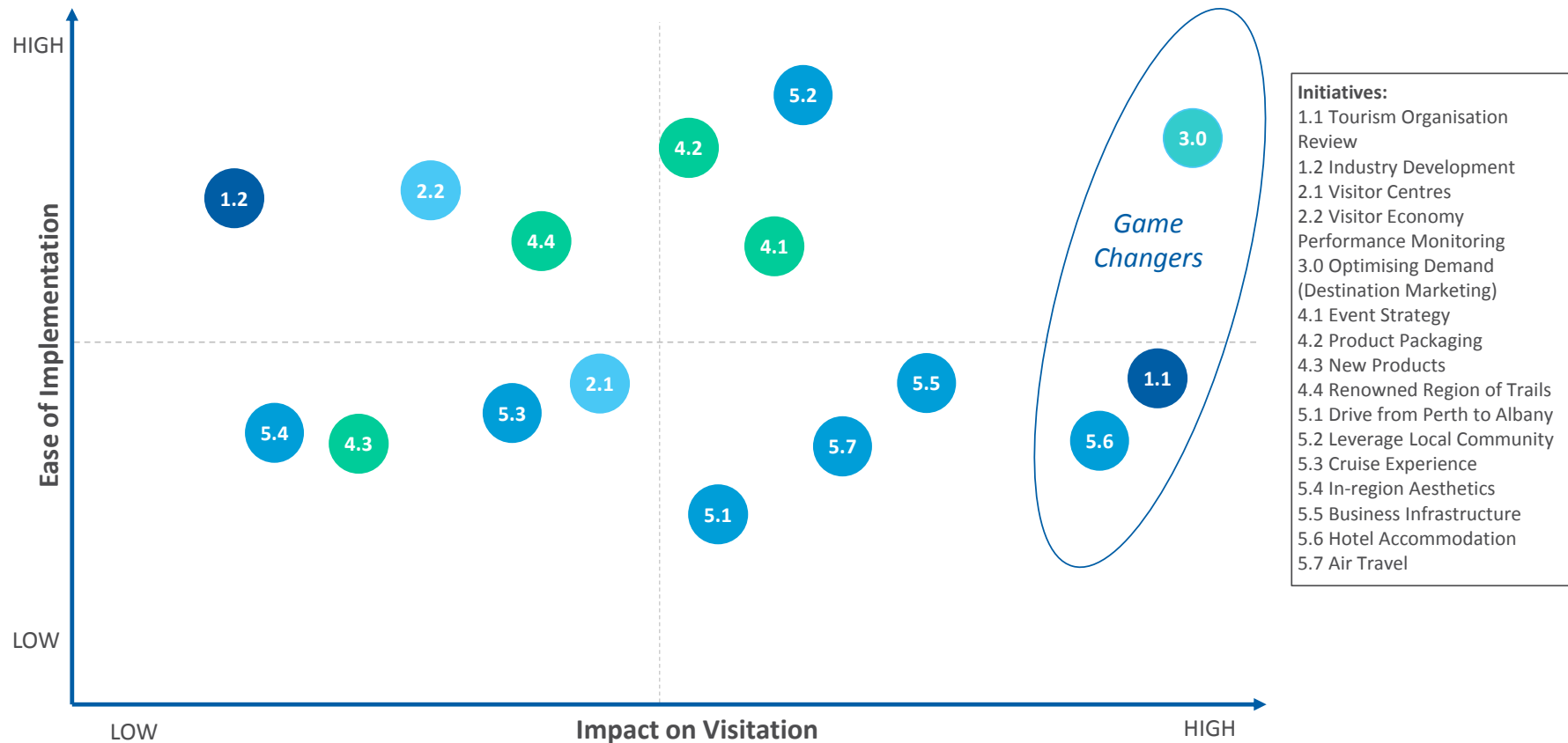
1. Source: Data provided by TWA and analysed by Churchill Consulting.



APPENDIX C: INITIATIVE PRIORITISATION

Initiative Prioritisation

The initiatives have been prioritised on their ability to impact achievement of the 2021 goal and the ease of implementation.



- Initiatives:**
- 1.1 Tourism Organisation Review
 - 1.2 Industry Development
 - 2.1 Visitor Centres
 - 2.2 Visitor Economy Performance Monitoring
 - 3.0 Optimising Demand (Destination Marketing)
 - 4.1 Event Strategy
 - 4.2 Product Packaging
 - 4.3 New Products
 - 4.4 Renowned Region of Trails
 - 5.1 Drive from Perth to Albany
 - 5.2 Leverage Local Community
 - 5.3 Cruise Experience
 - 5.4 In-region Aesthetics
 - 5.5 Business Infrastructure
 - 5.6 Hotel Accommodation
 - 5.7 Air Travel

Notes:
 1. Based on a subjective assessment by key stakeholders. Subject to further assessment during implementation planning.



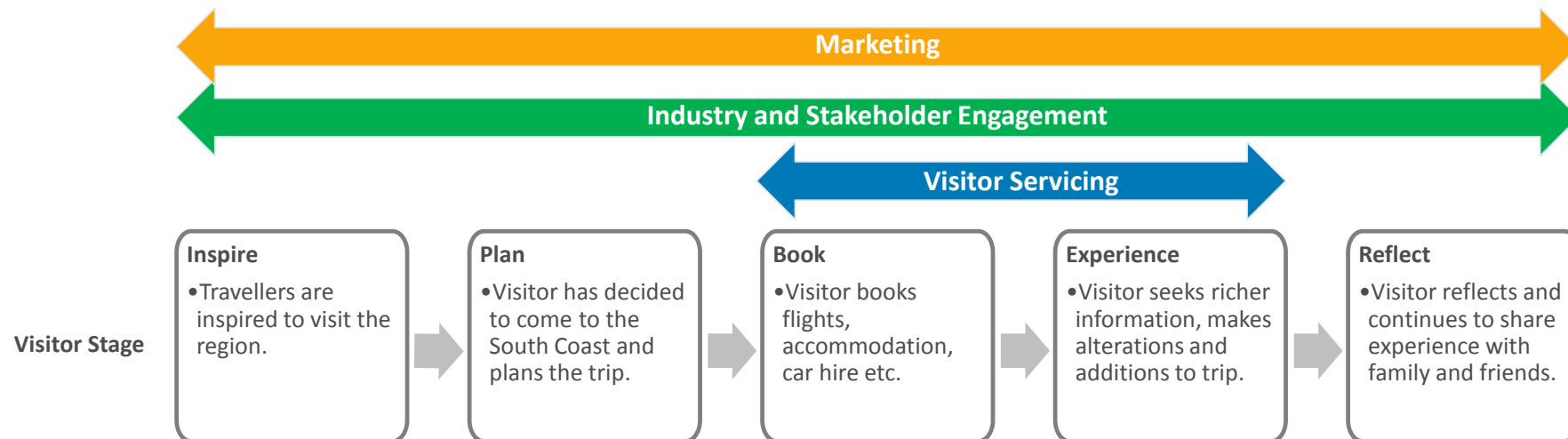
APPENDIX D:
TOURISM ORGANISATION INITIATIVE
DEEP DIVE

What Destination Marketing Organisations Do

A DMO can be involved across all visitor³ stages.

Typical roles can include:

1. **Marketing** - developing and executing marketing and communication strategies.
2. **Industry and Stakeholder Engagement** - promoting collaboration between tourism organisations, engagement with other DMOs across the region and state, and advocating the value of tourism.
3. **Visitor Servicing** including provision of visitor information, bookings and distribution of maps (through visitor centres) and may include attraction operations.



Note: A DMO may perform one, or all of the above roles depending on the right fit for the local situation.

Model Options Review

Our goal is to create a model that can sustainability increase visitation to the region.

Current State

- Fragmented across the region (8 organisations focussing on tourism in some capacity).
- Economic Alliance Committee working on joint branding, strategy and marketing (Brand Board) but still a low level of maturity and collaboration.
- The lack of focus ASW is able to give to the region creates an opening for the formation of an LTO and/or restructure of the RTO framework.
- Marketing lacks scale and certain investment in an environment of increasing competition.



Desired Future State

- Establish a bespoke destination marketing model for the region.
- Create a sustainable and optimised funding model.
- Increase the return on investment from destination marketing.
- Increase industry support and engagement.
- Reduce duplication and increase collaboration.

Enabling Structure

There are three structural options worth exploring for the Amazing South Coast:

Option A

- Single LTO with New Capability

Option B

- Enhanced Alliance

Option C

- Greater RTO Focus

■ Notes:

1. *In no particular order
2. Other option: ASW taking a stronger focus on the LGS.

Option A – Single LTO with New Capability

Under this option a single LTO with leading capability to grow visitation, attract funding and execute winning marketing is established.

Key Features:

- Requires a new operating model and capability to maximise visitation
- Funding primarily reliant on local government but other revenue sources can be assessed.
- A skills-based board with representation from LGAs, other funders and industry players (tbd).
- The new LTO collaborates with ASW to maximise joint effectiveness.
- The legal structure can be:
 - A1 – Establish from DTI/ DAF Entity
 - A2 – Establish New Entity

ADVANTAGES	CONSIDERATIONS
<ul style="list-style-type: none"> • Greater teeth and capacity to drive consistent branding, marketing and synergies • One strategy and governance model • Operational and scale efficiencies • Eliminates membership duplication (if a membership organisation). • Potential for increased financial sustainability from multiple sources • A strong signal to stakeholders of a new start 	<ul style="list-style-type: none"> • Implementation challenges: <ul style="list-style-type: none"> • Capability development • Employee management in existing organisations • Viability of funding options
<p>Potential Risks:</p> <ul style="list-style-type: none"> • Some stakeholders may be uncomfortable with change, due to perceptions of “area bias” (loss of local area representation and servicing) • Ineffective governance and implementation of the new operating model. • Unable to achieve funding security • Financial resources may be consumed with change. 	

■ Notes:

Option B – Enhanced Marketing Alliance

Building on the existing economic alliance, a newly formed marketing board with supporting capability; delegated brand and marketing authority, and committed resourcing is established.

Key Features:

- A skills-based board with representation from LGAs, other funders and industry players.
- Oversee increased marketing activities such as campaigns, communications and ensuring one website, visitor guide and consistent approach to brand management.
- The Alliance could treat visitor servicing as a separate function with options such as status quo, evolve model, economic alliance coordinated approach.
- Will likely require new dedicated resource to oversee this.
- DTI/ DAF can remain to hold assets and participate within the alliance.

ADVANTAGES	CONSIDERATIONS
<ul style="list-style-type: none"> • Speed of implementation – able to execute marketing campaigns in short term • Marketing efficiencies and effectiveness through co-ordinated efforts. • Potential to improve visitor servicing (removal of duplication and greater consistency) • Allows for proof of concept for increased collaboration until sufficient maturity reached for LTO 	<ul style="list-style-type: none"> • Creation of a third entity (including additional layer of governance) • Potential duplication outside of the alliance • Financially reliant on local government for funding Brand and Marketing initiatives.
<p>Potential Risks:</p> <ul style="list-style-type: none"> • Ability to act with speed and adapt to market changes • Future funding and general commitment is at whim of local government political cycle. • Lack of industry engagement. • Not a strong signal for industry as a fresh start 	

Option C – Greater RTO Focus

Under this option a new level of state funding and focus is provided to the region.

Option C1 – Additional funding is injected into ASW

- Greater State funding specifically for the Lower Great Southern region.
- Funding is directed into specific staffing needs, campaigns and branding.
- Existing tourism organisations at the local level continue to evolve (as seen fit).

Option C2 – ASW is split into two RTO’s

- A new formal RTO structure is established to do destination marketing for the Amazing South Coast region.
- Existing tourism organisations at the local level continue to evolve (as seen fit).
- The LTO(s) collaborate with the RTO.

ADVANTAGES	CONSIDERATIONS
<ul style="list-style-type: none"> • Greater amount of resourcing /funding • Dedicated and experienced destination marketing resources • Greater ability to influence and coordinate on an interstate and international level • Fix long term inequalities in current RTO system by creating an additional RTO representing the South Coast region and re-aligning some GS regions to Australia's Golden Outback 	<ul style="list-style-type: none"> • Local government funding continuation/focus • Ability to influence and control State decisions • Relationship with existing tourism bodies in the region would need to be clarified to ensure collaboration and integration where possible • May increase the number of brand messages (dilute the brand) in the region if existing organisations continue as is.
<p>Potential Risks:</p> <ul style="list-style-type: none"> • Local industry engagement • Decision making lies outside the control of the region- creating a number of risks. • Speed of implementation. • Over reliance on State Government. 	

Funding Options

There are a number of funding options including:

OPTIONS*	DESCRIPTION	FUNDING IMPACT	EASE OF IMPLEMENTATION
OPTION A	LOCAL GOVERNMENT CONTRIBUTION <ul style="list-style-type: none"> Funding input from local government, generated through options such as differential rates 	High	Hard/Moderate
OPTION B	MEMBERSHIP FEES <ul style="list-style-type: none"> Tiered membership structure 	Low	Moderate
OPTION C	COOPERATIVE MARKETING <ul style="list-style-type: none"> Industry contribution Contribution of TWA, ASW and DPAW 	High (subject to quality of campaigns and model capability)	Moderate
OPTION D	GRANTS <ul style="list-style-type: none"> Federal and State government 	Medium	Moderate
OPTION E	INCOME FROM ASSETS <ul style="list-style-type: none"> Funds from key assets such as retail stores at key attractions, car parking fees, contribution from key assets owned by DPAW etc. 	High (subject to quality of the asset)	Hard

Comparative Funding

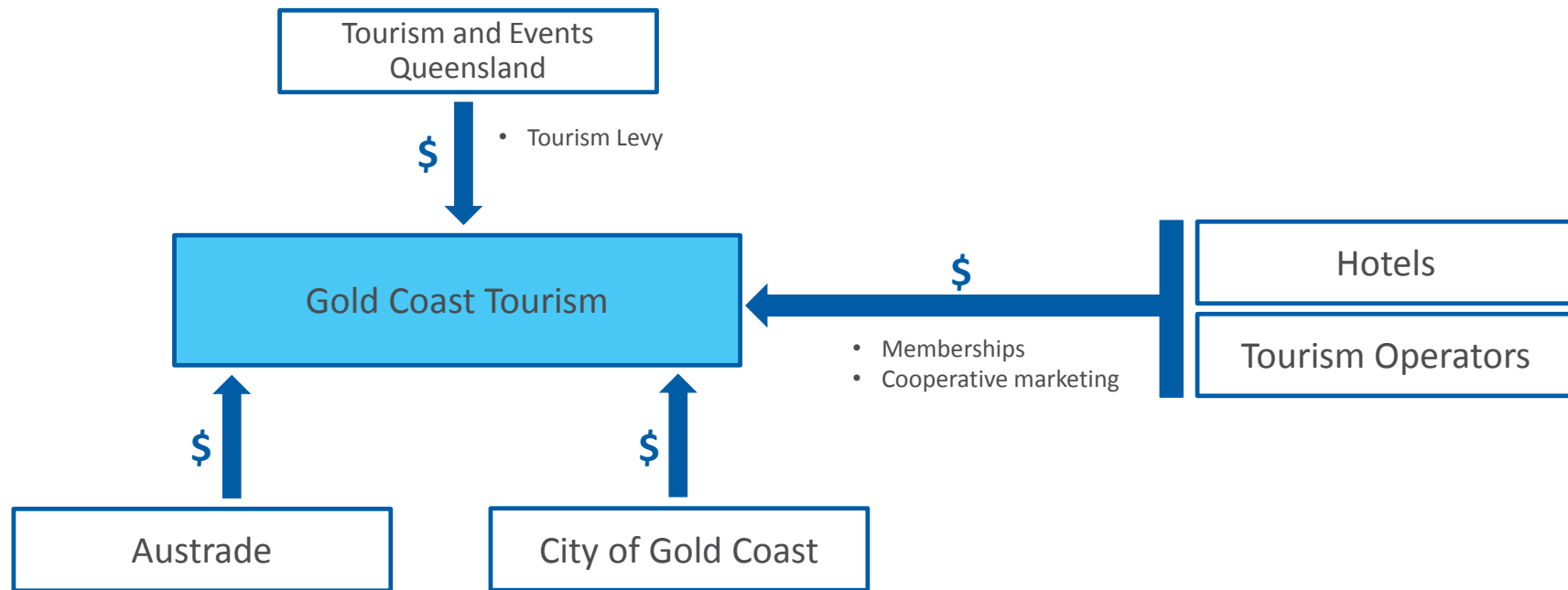
It is typical that 70-80% of funding come from public sources.

	Funding Source	Total Budget
WA RTOs	70-80% Government (\$1.131m*) 20-30% Private	\$1.4 - 1.6m
Gold Coast	91% Public 8% Private	\$15.8M
European DMOs	69% Public 31% Private	50% under \$10M *mean membership revenue is \$258K
US/ Canada DMOs	88% Public 12% Private	\$4.49**



Gold Coast Tourism Corporation

Almost 80% of Gold Coast Tourism's total revenue of \$15.8M is funded by the City of Gold Coast through the tourism levy.



■ Notes:

1. Primary Source: www.visitgoldcoast.com
2. Secondary Source: Senior Stakeholder, Tourism and Events Queensland

Recommendation

The discussions with the Economic Alliance led to an agreement to pursue Option C in parallel to developing the case for the establishment of a new LTO with new capability.

1. Option C (Greater RTO Focus) is pursued in the lead up to the state election and runs in parallel to option A.
2. Proceed to business case for Option A (new capability, new LTO).
3. Option B (Enhanced Marketing Alliance) is a fall back option if Option A or C does not proceed or is delayed.