



Shire of Waroona Destination Management Strategy

October 2024



We acknowledge the Bindjareb people of the Noongar Nation as the Traditional Custodians of Waroona land and waters and extend our acknowledgement to Traditional Custodians throughout Australia.

We pay respects to Elders past, present and emerging and acknowledge their enduring culture and connection to Country.

BACKGROUND AND CONTEXT

Located 75km south of Perth, the Peel Region is Western Australia's smallest region geographically, but one of the state's fastest growing population centres, presenting opportunities for innovation in workforce skills, industry growth and economic diversification.

By 2050, Peel is expected to rival the Southwest as one of the most populated regions outside of Perth, with a projected population of 444,000, bringing vibrancy and prosperity, as well as challenges for the community.

Growth of Peel's tourism industry is a key focus for the State Government. In 2019, the State released a Tourism Investment Framework for Peel to support the Peel Regional Investment Blueprint (2015) and the Peel Tourism Economic Development Infrastructure Strategy (2016), with the purpose of informing analysis and decision making for tourism investment opportunities. Today, there is significant tourism investment and planning underway at a state and local government level across the region.

The Shire of Waroona

The Shire of Waroona (the Shire) stretches from 'sea to scarp' between the Indian Ocean and the Darling Scarp, covering 835 km² of the Peel region, 110kms from Perth, and includes major localities of Waroona, Hamel, Lake Clifton and Preston Beach.

The Shire is an evolving district that services diverse, social and economic needs of a growing community. Agriculture, mining, manufacturing and tourism are important contributors to the local economy, with mining and manufacturing contributing ~80% of Waroona's \$1.9B gross revenue. The Shire is primed for agricultural growth, particularly small scale or boutique farming operations, in addition to mining, manufacturing, health care and related industries.

With significant state and regional population growth predicted over the coming thirty years, a key focus for the Shire is broadening and diversifying its economic base - capitalising on opportunities for commercial investment, employment, education and tourism.

Located within Destination Perth (Perth Region Tourism Organisation), the Shire is a convenient day trip destination from Perth and the Southwest, offering a range of visitor experiences - from waterside accommodation to local food and beverage, walking and driving trails, arts, culture and heritage and signature inland lakes.

The Shire's proximity to Perth and the Southwest, its natural assets such as the coastline and the Darling Scarp, and its emerging trails and growing niche agricultural, food and beverage and recreational businesses provide significant opportunity to create real tourism value into the future.

Shire of Waroona Destination Management Strategy

Understanding the true potential of tourism and the visitor economy for the Shire is a key driver for development of its inaugural Destination Management Strategy (DMS). The DMS will guide future decision making, building from a strong understanding of 'current state' initiatives and its destination maturity. The DMS will consider:

- Supply: existing and potential future visitor experiences, products and programs
- Demand: market profile, depth and brand positioning
- Capability: local capacity, economic and investment drivers.

The DMS has been developed in context of the Shire's unique context, economy and community.



DEMAND

Considerations:

- Destination qualities, characteristics and themes
- Competitive positioning
- Destination branding – the visitor, resident, business proposition
- Visitor / audience profile
- Marketing and promotion



SUPPLY

Considerations:

- Depth and diversity of attractions and experiences
- Destination access and connectivity
- Accommodation, amenity and infrastructure
- Networking experiences and offerings across the destination



CAPABILITY

Considerations:

- Vision and leadership
- Visitor servicing – skills, capacity and knowledge
- Workforce and industry skills
- Partnerships
- Sustainable funding
- Investment attraction

VISITOR ECONOMY TRENDS INFLUENCING THE SHIRE

Post COVID-19, the tourism industry and visitor economy has adapted and grown at a rapid pace – responding to uncertainty, fluctuating demand, emergent markets, and regulatory contexts along with shifting social and political settings. Day-trip regions such as Peel are growing in terms of their destination appeal and awareness, with a number of trends influencing visitation within the region and beyond.

Adventure tourism

In 2019 the adventure tourism market in Australia generated around AU\$22370m - estimated to increase in value to AU\$33519m by 2027 (CAGR of 21%).

The soft-adventure (i.e., low to moderate risk activities such as hiking) market is the largest contributor to this category, predicted to remain as such into the future - land-based adventure activities are expected to continue as the most popular attraction.



Image credit: Tourism WA

Agritourism

In 2018, agritourism in Australia was valued at \$10.7bn, with 6% of this attributed to domestic day-trippers, 42% to domestic overnight visitors and 52% to international visitors. The sector's value is expected to increase to \$18.6bn by the end of 2030. Tourism Western Australia Market Segmentation Research (Nov 21) demonstrates four key insights:

1. Five key market segments with distinct needs: connected adventurers, conscious unwinders, indulgers, grey-ing nomads and family explorers
2. The considerable opportunity to embed agritourism as an appealing holiday in travellers' minds
3. An agritourism holiday has strong potential as an 'add on' activity to an existing trip and coastal destinations have broad appeal across segments
4. Drivers of appeal include positioning agritourism as a unique domestic holiday experience and a key opportunity for industry providers.



Dark sky / astro tourism

Dark sky tourism is growing globally. The great outdoors theme for 2022 is Dark Sky tourism with the item 'stargazing' currently a highlighted search item on Pinterest. Research in NSW, Victoria, and WA, identified four visitor segments: Astro Enthusiasts, Casual Stargazers, Nature and Travel Lovers, and Earthlings.

Target markets are interested in a broad range of Dark Sky Tourism activities such as viewing wildlife at night, dinner under the stars, visiting observatories and public stargazing.



Image credit: Tourism WA

Nature / eco tourism

Ecotourism and nature-based tourism encompass a broad spectrum of nature-based activities that enhance understanding of natural and cultural values and focus on minimising environmental impact. Regenerative tourism is emerging as the next phase of this evolution, involving shared responsibility between tourism stakeholders and visitors, to ensure visitor destinations are continually renewed and improved as a key outcome.

Globally, the value of the ecotourism industry was estimated at USD \$181.1bn in 2019, with the sector forecast to reach USD \$338bn by 2027. According to Allied Market Research (AMR), the Asia-Pacific region showed the highest market share in 2019, with the trend expected to continue.

Image credit: Tourism WA



PART 1

CURRENT STATE DESTINATION ASSESSMENT AND STAKEHOLDER INSIGHTS

THE PEEL REGION VISITOR ECONOMY

Tourism is a major growth market for the Peel Region, with a core aim to strengthen and grow the day trip market. Unlike many tourism regions, Peel fared reasonably well with intrastate and local visitors during COVID, with the area attracting 2.2million day trips in 2021–22 (compared to 3.1m pre-COVID). A summary of visitation to the region across 2022 and 2023 is outlined below. Limited data is available at a local government level for the Shire, with the most current published by TRA in 2019 (pre-COVID).

Perth and Peel region (2022/23) – Overnight visitation

	Ending Dec 2022	Ending Dec 2023
Daytrips ('000)	2,789	3,239
Spend (\$M)	301	294

TRA Shire of Waroona (2019) – overnight and day trip visitation

Domestic overnight visitors:

- Intrastate 39,000 / 80,000 nights

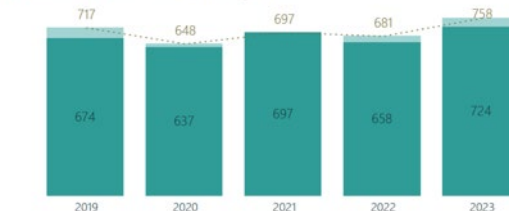
	Domestic o/n	Domestic day	Total
Visitors ('000)	40	118	159
Nights ('000)	82		99
Spend per trip	\$249	\$119	
Spend per night	\$121		\$107

*Day trip and overnight visitation also includes worker visitors to the Shire, who account for majority of accommodation bookings across the LGA.

Perth and Peel region (2022/23) – Overnight visitation

Overnight Visitor Trends (000)

● International ● Domestic Total Overnight Visitors



NOTE: WA international borders largely closed from March 2020 to March 2022 due to COVID-19, therefore international data in relation to 2020, 2021 and 2022, if shown, should be used with caution.

Market	2019	2020	2021	2022	2023
Visitors (000)					
Domestic	674	637	697	658	724
International	43	11	np	23	34
Total	717	648	np	681	758
Nights (000)					
Domestic	1,685	1,693	1,951	1,595	1,952
International	699	np	np	np	613
Total	2,384	np	np	np	2,565

*np" indicates sample size too small to publish

Total Visitors (000)	Total Visitor Nights (000)	Total Spend (\$ Million)
758 2023	2,565 2023	\$332 2023

Share of Overnight Visitors - change vs. pre-COVID

● International ● Domestic



Overnight Visitor Metrics - 2023

	Average Trip Length	Average Trip Spend	Average Daily Spend
Domestic	2.6 Days	\$384	\$142
International	18.0 Days	\$1,588	\$88
Total Domestic + International	3.4 Days	\$438	\$129

CURRENT STATE TOURISM SNAPSHOT

- There is significant surrounding tourism activity in terms of destination marketing, product development and state government investment – in the City of Mandurah and Shires of Harvey and Murray, particularly in context of nature-based tourism, adventure tourism and trails.
- The Peel region has three National Parks-Conservation Reserves that attract around one sixth of its estimated visitors. Within the Shire of Waroona:
 - Visitation to Yalgorup National Park has increased significantly in recent times, including vehicles accessing adjacent coastline via the national park.
 - Visitation to Lane Poole Reserve has increased modestly, however is expected to increase noticeably in the coming years with recent and proposed upgrades to campgrounds, trails and amenities especially mountain biking facilities.

Current market positioning / visitor proposition:

Find your own idea of escape in the diverse landscapes of Waroona - white water canoeing, water skiing, power boating and fishing, bushwalking, wildlife spotting and searching for living fossils, or enjoying local arts and dining.

Key attractions:

- Lake Navarino (Waroona Dam):** Covering 145 hectares, it is a popular camping, picnic and barbecue spot used for water skiing, power boating and freshwater fishing.
- Yalgorup National Park:** Encompassing 12,000 hectares, the Park contains 11 coastal lakes and wetlands, rare Tuart trees and the spectacular Thrombolite living fossils.
- Lane Poole Reserve and Drakesbrook Weir:** Providing a range of thrill seeking and more passive nature-based recreation including swimming, fishing and bushwalking through native wildflowers.
- Preston Beach:** At the southern end of the Yalgorup National Park, a popular location for four-wheel driving, swimming, picnicking or fishing and home to a popular 9-hole golf course, children's playground and accommodation options.
- Waroona Town Centre:** The heritage town has grown over the years to encompass dining and retail offerings including an antique shop and art gallery and the Waroona Visitor Centre. The historic Hamel Eco Park is located five minutes' drive from the town centre.
- Signature events:** community-oriented events attracting special interest groups and some inbound visitors, including the Waroona Agricultural Show, the All Australian Car Day and Troutfest.

TOURISM BUSINESS PROFILE

Small business drivers and challenges, town centre vibrancy and the Shire's tourism economy are intrinsically linked. Characteristics of regional tourism businesses are often family and/or lifestyle-driven and therefore nano, micro and small business feature strongly in tourism service offerings.

- Non employing	16
- 1-4 employees	11
- 5-19 employees	4
- 20+ employees	0
- Total businesses	31



The Shire's current visitor offer is characterised by nature-based, non-bookable products and experiences.

KEY			
	Swimming Area		Caravan Park
	Fishing Area		Camping
	Picnic Area		4WD tracks
	Public Toilets		Boat Ramp
	Parking		Surfing Point
	Shops		Boat Tour Departures
	Cafe		Munda Biddi Trail
	Fuel Stations		Bibbulmun Track
	Accommodation		Captain Fawcett 4x4 track
	Restaurant		

ACCOMMODATION PROFILE

- 2 hotel/motel
- 3 privately-owned caravan parks
- 1 resort
- 2 B&Bs
- 2 State-run campgrounds
- 2 Shire-run free RV campsites.

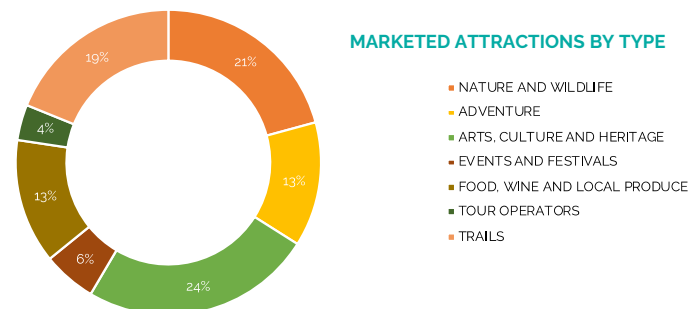
A complete data set on private rental properties is not available however desktop review indicates approximately 40-50 properties within the Shire.

TOURISM EXPERIENCES AND ATTRACTIONS

There are approximately 62 marketed attractions* in the Shire, grouped into six categories. The top categories are nature and wildlife (including adventure) at 34% and arts, culture and heritage at 24%.

The number and type of attractions and activities, captured via simple count, reflect the density and spread across the Shire. Some individual attractions can be categorised in multiple ways – e.g. Lake Navarino as adventure and nature and wildlife.

Marketed attractions are those that are featured or promoted by local, sub-regional or regional tourism organisations via websites or other marketing collateral.



NATURE AND WILDLIFE	ADVENTURE	ARTS, CULTURE, HERITAGE	EVENTS AND FESTIVALS	FOOD, WINE AND LOCAL PRODUCE	TRAILS AND ITINERARIES
- Hamel Wetlands Trail - Hamel Eco Park - Thrombolities - Yalgorup National Park - Bush Poles and Postie Poles at Preston Beach - Waroona Dam - Centennial Park - Nanga Brook - Langford Hill Riding Farm - Greener Pastures Sanctuary - Preston Beach Golf Course	- Waterous Loop - Munda Biddi Trail to tourist attractions; - Forrest Edge Recreation Camp - Langford Hill Riding Farm - Lake Navarino - Lane Pool Reserve - Murray Valley Mountain Bike Trail - Treetops Adventure Dwellingup	- Drakesbrook Place (Local Artwork) - Magic Barn Fairy Garden - Centennial Park (Memorial of the Old Drakesbrook School) - Heritage Walk Trail - Heritage Art Poles - Waroona Visitor Centre and Gallery - Drakesbrook Antiques & Collectables - Waroona Sofa (public art) - Waroona Memorial Hall - John Marchetti rural shed - Fettler's Cottages - Redtail Gallery/Art Studio - Woods of the West - Merino Dreaming Studio - Salt & Bush Eco Tours - Goolamwin Cultural Experiences	- Australian Car Day (April) - Waroona Agricultural Show - Trout Fest	- Café Waroona - Cypress Farm & Gardens (reopening 2026) - Drakesbrook Fine Wines - Lake Clifton Winery - Samson Brook South - Yalgorup Café - Pinjarra Bakery - Preston Beach General Store - Roasted Radish - Hungry Bear	- Waroona Heritage Trail (walk or drive) - King Jarrah Track, Lane Poole Reserve (18km loop) - Island Poole Walk Trail, Lane Poole Reserve (1.5km loop) 4x4 Nanga Heritage Circuit, Lane Poole Reserve (51.3km loop) - Munda Biddi Trail - Waterous Loop - Lake Preston Walk Trail (2km) - Noise Scrub Bird Trail - Drakesbrook Weir - Harvey River Walk Trail - John Tognela Rest Area Forrest Highway - Hamel Wetland Walk Trail - Hamel - Hamel Nursery Walk Trails

Signature, emerging and supporting attractions

NATURE & WILDLIFE	ADVENTURE	ARTS, CULTURE AND HERITAGE	EVENTS & FESTIVALS	ABORIGINAL CULTURE	FOOD, WINE, & LOCAL PRODUCE	TRAILS AND ITINERARIES
SIGNATURE	SIGNATURE	EMERGING	EMERGING	EMERGING	EMERGING	SUPPORTING

Note: N/A indicates that it was not possible to assess tourism attractions in that category due to either small numbers or no attractions currently available.

An assessment of signature, supporting and emerging tourism products, attractions and activities offered across the Shire has been developed from available desktop studies and current destination marketing collateral.

- Signature:** reflects the essence of the area, what is unique and emerging about the Shire, and meets the needs of key target markets
- Supporting:** less well-developed, but complementary to signature offerings
- Emerging:** currently limited in the area but has potential to grow over time.

REGIONAL TOURISM INVESTMENT AND PLANNING

Shire of Waroona Town Centre Revitalisation

In December 2023, the Shire unveiled Waroona town centre's newest precinct – Railside Park. The multipurpose space features a skatepark and pump track, playgrounds and park amenities including BBQ's, shade, rest areas and RV parking. It also features event and green spaces, the 'Noongar Maar-keny Bonar Six Seasons Garden' plus other arts and heritage installations from the community.

Railside Park is part of a holistic Town Centre Revitalisation Strategy developed in 2021, with several key recommendations to improve its visitor and destination appeal and serviceability, including:

- Initiating a façade enhancement program
- Design and construction of 'highway verandah' structures that provide amenity along the town centre highway
- Construction of RV car parking along a dedicated location in Fouracre Street
- A wayfinding and signage strategy to improve connection between attractions
- Increase parking bays and electrical bay charging station in Fouracre Street.

Regional investment and planning

Destination planning at a regional level provides a strong foundation for Waroona to elevate its potential:

- **Trails investment:** The Peel region will continue to benefit from growth and investment in trails – particularly the day-trip market. In April 2024, state government announced \$8 million to upgrade and enhance trails across the region.
- **Yalgorup National Park Concept Masterplan:** In March 2024, DBCA published the Yalgorup National Park Concept Masterplan which will guide development of visitor opportunities. The Masterplan will:
 - Align DBCA and LGA land management actions
 - Create new long-distance cycling and walking routes
 - Scope potential for new day-use areas and short walk opportunities
 - Explore new visitor education and interpretive opportunities
 - Investigate new and diverse accommodation opportunities
 - Expand tourism and commercial operator opportunities.
- **Thrombolites Concept Plan:** Published in May 2023, and commissioned by Visit Mandurah and Peel Development Commission, the Plan aims to enhance the current visitor experience while managing increasing visitor numbers, to preserve the ecological and cultural integrity of the area via six key directions:
 - Transformative boardwalk upgrade
 - An interactive visitor hub
 - Improvements to the existing carpark
 - A universal access loop
 - After-dark visitor experiences
 - An identity and communication strategy.

It is estimated that visitation to Yalgorup National Park results in circa \$3m / annum in visitor spend to the area.

National Parks Tourism Experiences Development (NPTED)

Tourism Western Australia's NPTED Program is aiming to achieve density and diversity of high quality, environmentally conscious and culturally sensitive tourism experiences in and around national parks – delivering activity that:

- Encourages private eco lodge/retreat/unique accommodation in high visitation national parks
- Facilitates new tourism experiences that activate visitation
- Creates density and diversity of tourism products by building capacity within the tourism industry
- Undertakes demand, feasibility assessments and land assembly works
- Assists with business case development, approvals and consultation
- Assists private sector operators through planning and development of new tourism experiences and assets
- Enhances tourism experience development through workshops, tools and one-on-one coaching for tourism operators.

The Shire's revitalised town centre has the potential to attract an additional 23,600 visitors (20% increase) which translates into \$840,000 of additional visitor expenditure per annum.



DESTINATION MARKETING AND DEVELOPMENT

Destination marketing

The Shire is located within Destination Perth (Perth Region Tourism Organisation – (RTO)) – one of seven sub-regions within the RTO.

Destination marketing at a Shire level is limited, with broader regional promotion focused on:

- Seasonal tactical and brand advertising, promotions and campaigns to drive traffic to the website and visitation to the Destination Perth region
- Production of destination collateral, including the Perth Holiday Planner and the Perth Trade and Media Kit including Product Profiles
- Online activities and communications, including social media across various platforms, regular e-newsletters to an intrastate consumer database, event promotion on *destinationperth.com.au* and offer-driven promotions to the consumer database and social media network.

Visit Mandurah

Following the disbandment of the Mandurah and Peel Tourism Organisation (MAPTO), destination marketing for the Peel region is managed and funded by the City of Mandurah under the Visit Mandurah brand.

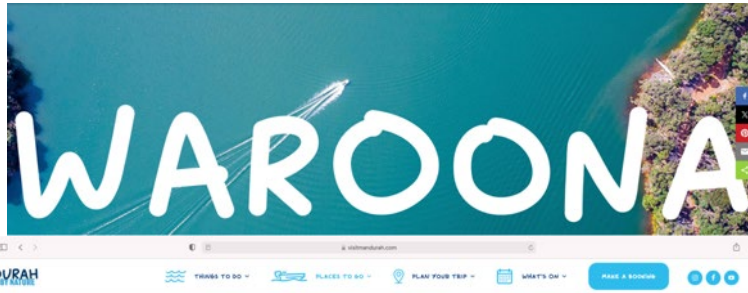
Waroona is promoted as one of the region's attractions, however this is secondary to the organisation's primary geographic focus of Mandurah.

A snapshot of Waroona's current destination positioning (online presence and 'on the ground') is shown overleaf.



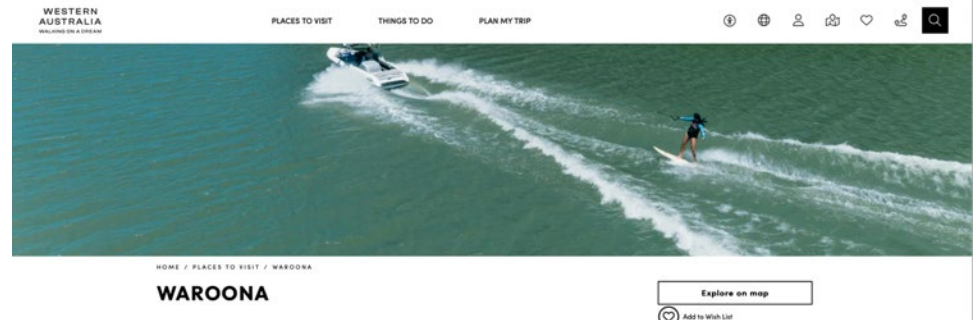
DESTINATION MARKETING AND DEVELOPMENT – CURRENT POSITIONING 'SNAPSHOT'

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TOP 10 THINGS TO DO

1. Learn what Mooril the Cow is wearing. The life-sized mascot of the Waroona Visitor Centre is dressed in ever changing creative ensembles and accessories.
2. Admire the artworks created by the local community in Waroona and surrounds that celebrate the community's spirit and pride of place.
3. Swim, fish, canoe, picnic, bushwalk and birdwatch at the picturesque Drakesbrook Weir or Lake Navarino.
4. Horse ride through scenic bushland along the panoramic escarpment of the Darling Range with Langford Hill Riding Farm.
5. Explore the coastal, lake and bush trails including Heathlands, Lake Preston and Lake Pollard or learn Waroona's history on the heritage trail.
6. Take in the idyllic surrounds of Valgrip National Park with ten elongated lakes, wonderful old tuart trees, kangaroos, emus, black swans and wildflowers.
7. Discover Waroona's gardens, trees and structures covered with knitting and crocheted art during Waroona Yarn Bomb from November to January.
8. Feel the wind in your hair as you 4WD along Preston Beach. Cast a line from the shore and catch your own dinner while you are there.
9. Near Waroona, visit the largest thrombolite reef in the Southern Hemisphere at Lake Clifton to see what life was like when the earth began.
10. Sample local wines at Drakesbrook outside Waroona Shire try Vineys.



WESTERN AUSTRALIA

Waroona Dam Your Next Day Trip



Home / Explore Perth / Mandurah And Peel / Waroona

Share

Waroona

Stretching from 'sea to scarp' - from Preston Beach to inland farmlands - the Shire of Waroona incorporates the character town of Waroona, Jarrah forests of Nanga Brook and the Lake Clifton Thrombolites.

Visit Waroona



Explore the Shire



Getting In & Around



What to Do



Where to Stay



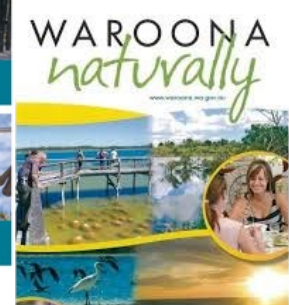
Where to Eat



Events



Waroona Visitor Centre



Waroona Visitor Centre

The Waroona Visitor Centre is located on Southwest Highway and is open daily from 9:30am-3:30pm, resourced through the Shire with one full time manager, supported by volunteers. It plays an important role in Waroona's current visitor servicing approach and is valued by stakeholders and community, supporting strong connections via its volunteer base.

In addition to providing visitor information and servicing, the Visitor Centre includes a contemporary art and craft gallery representing local artists, and a retail gift store. This is valued by community and services current gaps in the local business mix.

While there is limited quantitative data on visitor numbers and demographics, the visitor profile is predominantly day visitors travelling south from Perth or north from the Southwest regions. Awareness of Waroona as a destination and of the Visitor Centre itself is a significant challenge compounded by limited and inconsistent destination marketing, directional and wayfinding signage and lack of bookable tourism product (e.g. ticketed tours and experiences, accommodation bookings etc).

The Visitor Centre works with Destination Perth and regional networks including Visitor Mandurah and Shire of Murray, however limited resourcing for destination marketing impacts effectiveness. Strong regional and intra-regional partnerships and networks will be critical to future success.

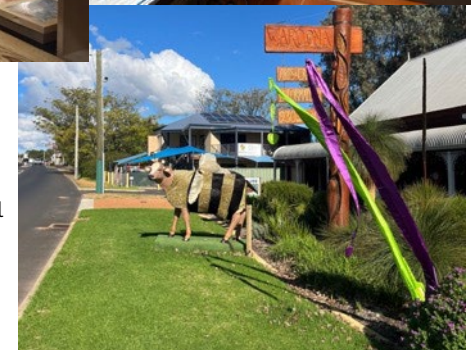
The Visitor Centre positions Waroona attractions via two focal points – the 'forest and farmlands' and 'coast and lakes.' There is a need to further differentiate Waroona from surrounding destinations and towns of Harvey, Dwellingup and Pinjarra.

There is limited / no commissionable product available through the Visitor Centre. Accommodation product and capacity across the Shire is low. Majority is booked in advance by regional employers for contract workforces and this presents a significant obstacle to prospective overnight visitors.

The Visitor Centre costs the Shire close to \$300,000 per annum in operational costs, net \$250,000 excluding income from retail sales. A key consideration for the Shire is the impact and effectiveness of the current Visitor Centre model. Continuing to fund the Visitor Centre at current levels will impact on the Shire's ability to fund and deliver on other destination development priorities.



Absence of a Visitor Centre or visitor servicing model will result in a short-term service gap, compounding challenges in building destination awareness and Town Centre activation and beautification. However, given the Shire's finite resources and the Centre's high operational costs, a shift in the visitor servicing model and approach is needed and this should be determined through a discrete study with supporting business case / ROI analysis.



DESTINATION MARKETING AND DEVELOPMENT – SHIRE'S CURRENT FOCUS

The Shire has a range of current initiatives underway to support destination development, summarised as follows.

Destination and economic development focus:

The Shire's focus for economic development is outlined in the Strategic Community Plan 2020-2030 under the pillar of Economy.

Objective 2.3 highlights focus on creating a vibrant, thriving town centre and maximising Waroona's natural assets, culture and heritage as drivers for tourism.

Supporting strategies relate to town centre revitalisation, developing economic sectors with competitive advantage and developing new and promoting existing trails.

Investment in and support for destination development occurs across a range of initiatives including:

- Area promotion:
 - Community event assistance including Trout Fest and the Waroona Agricultural Show
 - Managing the Visitor Waroona Website (currently inactive)
- Capital projects investment:
 - Railside Park development
 - Drakesbrook Weir trails development
- Waroona Town Centre Revitalisation – see adjacent for projects status
- Management and funding of the Waroona Visitor Centre operations, representing a net cost of approximately \$250,000 pa
- Regional industry memberships and participation including:
 - Peel Chamber of Commerce
 - Peel Regional Leaders Forum
 - Mandurah Peel Region Chamber of Commerce
 - Peel Development Commission
 - Attending Tourism WA Conferences
- Funding a range of business case initiatives to position the organisation as 'grant / project ready' and able to attract available state and federal funding. The Shire will continue to seek grant funding for economic development projects.

Waroona Town Centre Revitalisation projects status:

- Phase 1 - Waroona Community Precinct (Railside Park)
Complete and fully funded
- Preston Beach Carpark Playground
Complete and fully funded.
- Stage 1 – Trails (Town to Weir)
Commencing 24/25 fully funded
- Stage 1 - Drakesbrook Weir Redevelopment
Complete and fully funded
- Phase 2 - Waroona Community Precinct (Railside Park) Big Shed
Fully funded
- Phase 3 - Waroona Community Precinct (Railside Park) Irrigation Offices
Partly funded (approx. 30%)
- Stage 2 – Drakesbrook Weir Redevelopment
Funding dependent
- Lake Clifton Masterplan Community Reserve
Funding dependent
- Stage 2 – Trails (Weir to Dam)
Funding dependent
- Waroona Town Revitalisation Strategy
Funding dependent
- Waroona Environmental Centre
Funding dependent



ENGAGEMENT FINDINGS – CHALLENGES AND OPPORTUNITIES

The following opportunities have informed the draft DMP Framework.

	DEMAND	SUPPLY	CAPABILITY
OPPORTUNITIES	- Adopting a unique positioning that complements and differentiates Waroona from Dwellingup, Mandurah and Harvey - Uniquely positioning coastal and inland attractions as discrete yet complementary destinations, vs promoting Waroona as a holistic destination - Improving wayfinding and directional signage to better network existing attractions (intra and cross region) - Simplification and consistency of naming attractions (eliminating dual name confusion) - Strengthening cross-region marketing and promotion partnerships, collaboration and investment – Shires of Murray, Harvey and City of Mandurah - Strengthen partnerships and relationships with Destination Perth - Consideration of alternate visitor servicing models in line with investment priorities - Clear definition of target markets including opportunity to complement Dwellingup's 'adventure' positioning – key market opportunities include: angling and fishing, agriculture, families (younger children), ski boat community, motorcycle groups and grey nomads.	- Leveraging regional trails investment – connections through the Shire, events, accommodation, other 'wrap-around' services and infrastructure - Capitalise on 4WD market with additional infrastructure at Martin's Tank Campground and Preston Beach - Strategic growth of the Shire's events program to improve awareness visitation amongst key markets - Delivery of Waroona Town Centre revitalisation plan - Building visitor awareness and momentum through tactical, place-based responses (i.e. Fairy Doors, public art, experience trails etc) - Leverage regional investment in Thrombolites and Yalgorup National Park and Lake Clifton to grow the region's day trip visitation - AstroTourism within Yalgorup National Park - Improve and manage Hamel Eco Park as a unique, nature-based and cultural heritage experience - Support Waroona Aboriginal and Torres Strait Islander Corporation (WAATSIC) and involvement in DBCA's Aboriginal Rangers Program, to develop Aboriginal Cultural Tourism experiences - Encouraging unique accommodation products and experiences – i.e. Glamping. - Enhanced access to and facilities at Lake Navarino / Waroona Dam - Leveraging Tourism WA's NPTED program - Farmgate and agri-tourism experiences including farm stays in the longer term.	The Shire: - Define the Shire's position and vision for destination and economic development and communicate clearly to community, key stakeholders and regional partners - Establish strong regional networks and partnerships in tourism and destination development - Resource economic development functions – funding, capability, staffing - Supporting local business networking and cross promotion to strengthen the local visitor economy, with particular attention to new business owners' sustainability and success - Make it easier to 'do business' with the Shire by enabling supporting destination and tourism product – i.e. a business concierge service to support approvals pathways and compliance requirements - Improved partnerships between the Shire, industry and state government in the destination development sector. Local community and economy: - An engaged local community championing destination development and town centre revitalisation and activation - Waroona Tourist Support Group – a vehicle to build local tourism capacity and momentum - New business owners and investment in the Shire.

A snapshot of stakeholders' **big and small ideas** for destination development*:

- Revitalise **Hamel Eco Park** as a pre-eminent natural and cultural heritage attraction
- Leverage **Troutfest** with 'add ons' such as a kayak event
- Develop a year-round program of **angling events**, targeted at freshwater fishers
- Develop a **mountain bike park** for 'entry point' riders, to complement regional trails *(benchmark: Penguin, Tas)*
- Partner with WAATSIC, DBCA and WAITOC to build capacity for **Aboriginal Cultural Tourism**
- Attract **4WD / boating support** facilities and amenities to the town centre, such as wash bays
- Deliver a major public art attraction / installation such as a **giant Forrest Redtail Cockatoo**
- Investigate a '**zip line**' across Waroona Dam / Lake Navarino
- Encourage **alternative accommodation** experiences on private land such as through 'hip camp.'

*These ideas were identified during stakeholder engagement and have not been assessed or evaluated for their destination impact or priority.

ENGAGEMENT FINDINGS – CHALLENGES AND OPPORTUNITIES

The following challenges have informed the draft DMP Framework.

CHALLENGES	DEMAND	SUPPLY	CAPABILITY
	1. Lack of brand awareness, understanding and clear visitor proposition	1. Disparate destination offerings – geographically dispersed from 'scarp to coast'	The Shire:
	2. Ability to diversify visitor markets from primarily day trip to overnight is limited due to lack of product, accommodation etc	2. Lack of accommodation, quality and diversity of offer and availability of current supply limits length of stay and spend	1. Perception of not being an 'enabler' for tourism and economic development
	3. Geographic span and dispersed attractions, with limited wayfinding and directional signage	3. Lack of aligned Shire vision to guide destination product development and management	2. Lack of clear tourism vision limiting regional for collaboration and partnering
	4. Waroona Town Centre presentation is lacking and does not signal its role as a 'visitor town' – entry statements, main street offer and presentation requires investment and proactive place management	4. Waroona Town Centre – lacks visitor appeal, with limited visitor offerings	3. No economic development function; limited resourcing and internal capability at present.
	5. Regional attractions within / owned by the Shire of Waroona are not branded as such, due to lack of signage	5. National Park infrastructure and amenities – aging and lack capacity	Local community and economy:
	6. Lack of funding / resourcing for product development and destination marketing	6. Lack of infrastructure and directional signage to encourage visitors to visit Waroona Town Centre and inland attractions, from Preston Beach / coastal attractions	1. Long term lack of town centre investment by some landowners which is impacting presentation, amenity and pride of place
	7. Limited communications and marketing	7. Securing funding and resourcing to develop Aboriginal Cultural Tourism experiences – alignment with TourismWA Jina Action Plan, partnering with (WA Indigenous Tourism Operators Council (WAITOC), capacity building for WAATSIC	2. Capacity and capability of the Shire's business community which 'double' as tourism operators – many are small / micro businesses
	8. Baseline data is disparate, and collection methods are not aligned, making informed decision-making challenging.	8. Gaps in regional trails offering and wrap around / support services and infrastructure	3. Inconsistent business opening hours / days resulting in inconsistent visitor offer
		9. Ability to attract and facilitate private sector investment including tourism approvals pathway support (development and other approvals)	4. Significant support and capacity building required to bolster 'visitor readiness'
		10. Limited resources, funding and focus for tourism product development.	5. Potential future limitations in ongoing funding and government support in product development and capacity building.

A snapshot of stakeholders' **big and small ideas** for destination development*:

- Encourage **community arts projects** such as fairy doors to target families and offer a 'sense of discovery'
- Re-skin **Waroona entry signage** 'swing by the scarp'
- Deliver **sealed road connections** between Waroona Dam / Lake Navarino, tourism businesses and the Town Centre to create a tourism 'loop' and capitalise on scenery and vistas
- Deliver **small town centre beautification** projects – landscape plantings, improved seating and rubbish bins, murals etc
- Capitalise on the area's flora heritage and soil quality to become a **botanic showcase**
- Build **community pride and engagement** through small art projects and seasonal events in the town centre – e.g. street banners
- Partner with **caravan / van life influencers** with followers of +25,000
- A **Waroona Guide**, like Premier Mill Hotel tour guide products
- More opportunities for tourism businesses to **connect, cross promote and partner**.

*These ideas were identified during stakeholder engagement and have not been assessed or evaluated for their destination impact or priority.



PART 2

DMP GOALS AND SUCCESS FACTORS

SHIRE OF WAROONA'S DESTINATION MATURITY

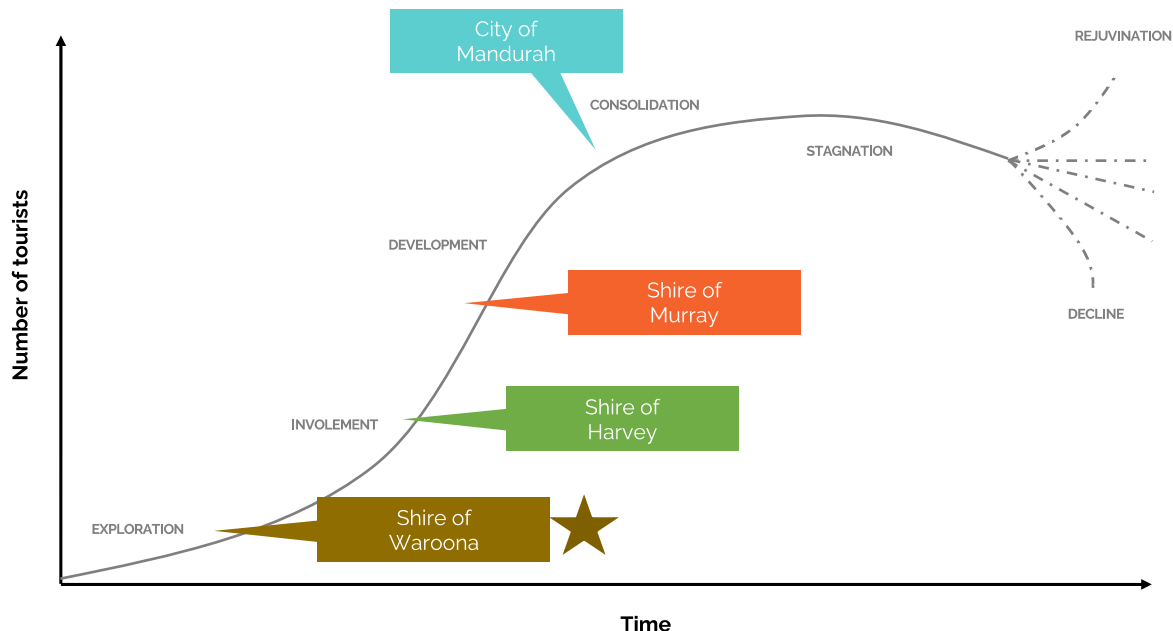
The priorities and success factors for the DMS have been development in context of the Shire's current destination maturity.

Analysis of the Shire's current tourism offer, industry profile and Shire capacity / capability in destination development shows that Shire of Waroona is at the **Exploration phase of the tourism lifecycle**.

Shire of Harvey, Murray and City of Mandurah are also shown for regional and locational context; however, it is noted that each LGA is larger than Waroona in terms of population, geographic footprint and resourcing.

An overview of the tourism lifecycle phases

- **Exploration:** Tourism is limited. The social and economic benefits are small and attractions are likely to be focused on nature or culture.
- **Involvement:** Marks the beginning of tourism development. Accommodation and other private investment is underway. Supporting tourism infrastructure becomes a priority.
- **Development:** New infrastructure delivery is a priority. New attractions may emerge. Hotels and hospitality provisions will be established. Marketing and promotion of the destination will increase.
- **Consolidation:** Tourism growth slows - intentionally, or unintentionally. There is a close tie between the destination's economy and the tourism industry. In some cases, destinations have come to rely on tourism as a dominant, or main source of income.
- **Stagnation:** Represents the beginning of a decline in tourism. During this time visitor numbers may have reached their peak and varying capacities may be met. Likely economic, environmental and social impacts of tourism.



SHIRE OF WAROONA DESTINATION DEVELOPMENT GOALS

CAPABILITY

1. A clear vision that articulates the Shire's role in Waroona's destination development
2. A Tourism and Economic Development Coordinator, with a focus on destination development and investment attraction
3. Streamlined approvals for new business and tourism product, whilst growing capacity of existing business
4. Strengthened regional networks and partnerships with industry and state government
5. Capacity building and growth of Aboriginal cultural tourism
6. A sustainable visitor servicing model.

DEMAND

1. Waroona positioned and marketed as a complementary day-trip destination, with target markets clearly identified
2. Shire's coastal and inland attractions uniquely packaged and positioned as discrete offerings within Waroona
3. Strong awareness of and connection between attractions in the Shire and broader region
4. Growth of place-based initiatives to strengthen place identity and drive visitation.

SUPPLY

1. Boosted accommodation supply
2. Events drive visitation and support local economy
3. A welcoming, visitor ready town centre
4. Partnerships drive tourism infrastructure delivery in line with regional planning and funding
5. Destination products and experiences aligned to 'nature' and 'adventure' are established (including bookable product).

SHIRE OF WAROONA DESTINATION DEVELOPMENT SUCCESS FACTORS

+ WITHIN 2 YEARS

1. The Shire has established a clear destination vision which is understood by stakeholders
2. Shire resourcing and planning frameworks support investment attraction and destination development
3. Coastal / inland attractions are differentiated and positioned to attract target markets
4. The Shire is an active participant and advocate for regional destination development
5. Government and industry partnerships are evident
6. A revised, sustainable visitor servicing model is in place
7. Continued capacity building support for WAATSIC
8. Community is supported and enabled to deliver place-based / grass roots initiatives
9. Shire assets and attractions are clearly identifiable, and sign posted
10. The Town Centre is activated through programming and small-scale interventions.

+ WITHIN 5 YEARS

1. A new unique, accommodation offer is brought to market
2. Existing events are enhanced and deliver local economic flow on to local business
3. Private sector investment in the Shire is growing
4. Visitor infrastructure at Yalgorup National Park, Martin's Tank, Waroona Dam is driving additional visitation
5. Local operators and business capacity has grown, through training and other opportunities
4. The Waroona brand has strong awareness with the intrastate day trip market
5. Aboriginal cultural tourism experiences are established.

+ WITHIN 10 YEARS

1. Sustainable funding and private investment is supporting destination development
2. A unique, catalyst attraction is in place, driving visitation
3. The Town Centre revitalisation plan is implemented
4. Continued growth in day trip market and overnight stays, aligned with new accommodation product
5. A range of bookable products and experiences are established, including Aboriginal cultural tourism.



PART 3

DMP FOCUS AREAS AND PRIORITIES

DIFFERENTIATING ATTRACTIONS TO STRENGTHEN DESTINATION POSITIONING

CONTEXT AND RATIONALE

The Shire has diverse and disparate places and attractions, located in coastal and inland areas. These are marketed through the 'Waroona Naturally' destination brand with Hamel, Waroona, Preston Beach and Lake Clifton promoted as key attractions.

Current destination positioning emphasises nature and adventure and the experience territories of 'forest and farmland' and 'coast and lakes.' The visitor proposition is to 'find your own idea of escape in the diverse landscapes of Waroona.'

Prospective visitors approach Waroona when travelling south from greater Perth or north from the Southwest region. They pass through the City of Mandurah or the Shires of Harvey or Murray, each with more mature destination offerings therefore visitors elect to visit or stopover in lieu of Waroona.

A key challenge for destination awareness, development and management is the geographic distance and 'disconnect' between Waroona's coastal and inland attractions and its town centre identity. Limited wayfinding and directional signage within the Shire boundary further impacts visitor circulation to and within the Shire, and to other Peel region destinations and attractions.

Many of the Peel region's well known attractions including Lake Clifton Thrombolites and Lane Pool Reserve are co-located within the Shire, however associated with the more mature destinations of Mandurah and Dwellingup. This presents an opportunity for the Shire to partner and leverage current destination development initiatives underway in these places, however there is also a challenge 're-claiming' those assets under the Waroona destination brand.

From experience pillars to location-driven precincts

A shift in positioning of Waroona's key assets and attractions from the 'experience' pillars of 'forest and farmland' and 'coast and lakes' to locational drivers of coastal and inland attractions connected to mature destinations such as Mandurah and Dwellingup, and offering a unique, centrally located town centre experience, will enable greater clarity and support for destination development including:

- Capturing the unique and diverse features and identities of coastal, inland and town areas to strengthen Waroona's overall destination offer
- Identifying specific priorities and investment focus for each precinct and leveraging available funding and other resources
- Improving stakeholder relationships and partnerships to deliver discrete outcomes for each
- Improving visitor attraction and circulation to and within the Shire
- Improving visitor perception and expectations of Waroona as a place to visit
- Connecting precincts to surrounding mature destinations and attractions within the Shires of Murray and Harvey and City of Mandurah.

A 'pivot point' for the Peel region – Waroona Town Centre

Waroona town centre is often overlooked by visitors due to low awareness, its inland location off the Forrest Highway and its current limitations in presentation, amenity and visitor facilities.

The location of the Town Centre is both an opportunity and a challenge for the Shire; it is centrally located to a range of surrounding attractions, yet often overlooked in favour of other towns such as Harvey, Pinjarra and Dwellingup, each within 20-30 minutes' drive.

Implementing the Town Centre revitalisation strategy should be a core focus for destination development by the Shire, along with supporting and building local business capacity. There is an opportunity to position the town centre as a centrally-located 'pivot point' for visitors to see and experience coastal and inland precincts and the wider Peel region.

Promoting road trip itineraries, day trip itineraries and improving way finding and directional signage will continue to be important to strengthen this positioning.



DIFFERENTIATING ATTRACTIONS TO STRENGTHEN OVERALL DESTINATION POSITIONING

COASTAL ATTRACTIONS

Waroona's coastal attractions include Lake Clifton and internationally-significant Thrombolites, Preston Beach and the Yalgorup National Park.

A key focus for destination development should be to leverage regional planning and investment to deliver improved visitor facilities and amenities.

The Thrombolites' international significance should be leveraged as a unique point of difference and attribute for this precinct. Visit Mandurah actively promotes tours and attractions and is a key partner.

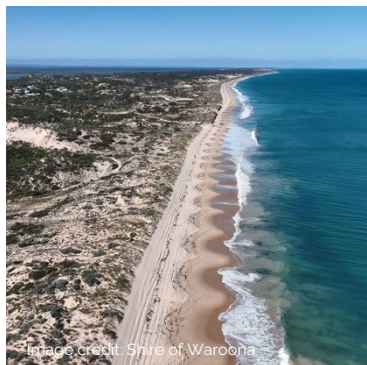


Image credit: Shire of Waroona



Image credit: Shire of Waroona



Image credit: Salt and Bush Eco Tours

PRODUCT AND EXPERIENCE FOCUS:



Nature and biodiversity, interpretation



4WD'ing, angling



Camping / caravanning



Astro Tourism



Aboriginal and cultural tourism

DESTINATION DEVELOPMENT PRIORITIES:

1. A clear visitor proposition centred on internationally-significant biodiversity, nature, adventure, heritage
2. Improved visitor amenity and facilities at Yalgorup National Park, Lake Clifton, Preston Beach Foreshore, Martin's Tank campground
3. Strengthened wayfinding and connectivity between Preston Beach, Lake Clifton and Waroona Town Centre
4. Support for product development:
 - Astrotourism within Yalgorup National Park
 - Aboriginal Cultural tourism products
5. Diversification and growth of accommodation offerings
6. Strengthened partnerships with Visit Mandurah and DBCA

KEY PARTNERS:

- Destination Perth
- City of Mandurah / Visit Mandurah
- DBCA
- Peel Development Commission
- TourismWA
- WAATSIC
- WAITOC

Building capacity and capability for Aboriginal Cultural Tourism

A collaborative application from three Aboriginal corporations on Bindjareb Country - Waroona Aboriginal And Torres Strait Islander Corporation (WAATSIC), Winjan Aboriginal Corporation and Harvey Aboriginal Corporation secured \$1.3m for local Ranger programs through DBCA's Aboriginal Ranger Program Innovation Fund (2024).

The Bindjareb Boodja Baldja Ranger (Bindjareb Country Strongly United) Innovation Program provides opportunities for multiple Aboriginal corporations, communities and Elders across Bindjareb Noongar Country to work together to deliver a unique project with innovative approaches to maximise outcomes and benefits of Aboriginal ranger programs – 1. Junior Ranger Program, 2. Rangers drone cultural mapping and country monitoring program, 3. Bindjareb ranger tourism capacity building program and 4. Bindjareb country seed and nursery development program.

WAATSIC plans for Waroona include growing local capability and capacity to deliver Aboriginal cultural tourism products and experiences in addition to landscape and waterway management and restoration, language, culture and arts projects and programs.



Image credit: WAATSIC / Facebook

DIFFERENTIATING ATTRACTIONS TO STRENGTHEN OVERALL DESTINATION POSITIONING

INLAND ATTRACTIONS

Waroona's inland attractions include lakes, dams and reserves (Lake Navarino / Waroona Dam, Lane Poole Reserve, Drakesbrook Weir), farmlands, tracks and trails and a strong interface with the adjacent Shire of Murray which, following a sustained approach to position Dwellingup as a nature and adventure hub, is attracting significant regional funding.

Nurturing partnerships, building on committed investment and proactive involvement in dually located assets such as Lane Poole Reserve should be a focus for destination development. Providing facilities and amenities to complement existing, and an emphasis on connectivity and access is key. Future opportunities include agritourism and farm gate experiences and Aboriginal cultural tourism.



Image credit: localista



Image credit: caravanwa



Image credit: Fruitico

PRODUCT AND EXPERIENCE FOCUS:



Water-based recreation, angling



Nature and biodiversity



Trails – hiking, mountain biking, equine



Aboriginal and cultural tourism



Food, wine, agritourism (farm gate)

DESTINATION DEVELOPMENT PRIORITIES:

1. A clear visitor proposition centred on water-based recreation, connected trails, adventure tourism, food and wine
2. Improved wayfinding and two-way connectivity between Waroona Town Centre and Dwellingup along Nanga Road / Nanga Brook Road:
 - including Lane Poole Reserve, Nanga Brook, tracks, trails and campgrounds
3. Connection of regional trails networks and activation of local trails in partnership with state and local government
4. Improved visitor infrastructure at Lake Navarino/Waroona Dam
5. Activation of Drakesbrook Weir through events and programs
6. Diversification and growth of accommodation such as glamping
7. Strengthened partnerships with Shire of Murray, Peel Development Commission and DBCA
8. Support for product development:
 - Aboriginal Cultural tourism products
 - Food, wine and agritourism experiences including farm gate and on-site accommodation.

KEY PARTNERS:

- Destination Perth
- Shire of Murray, Shire of Harvey
- DBCA
- Water Corporation
- Peel Development Commission
- TourismWA (NPED program)
- WAATSIC
- WAITOC

DIFFERENTIATING ATTRACTIONS TO STRENGTHEN OVERALL DESTINATION POSITIONING

WAROONA TOWN CENTRE AND HAMEL ECO PARK

Improving Waroona town centre's destination potential is documented in the Waroona Town Centre Revitalisation Strategy and implementation should continue to be prioritised and expedited where possible. A focus on economic development and support to nurture and strengthen Waroona's small business community, which plays a dual role in tourism, is necessary to ensure the town centre is 'visitor ready' with a high strong business mix and service experience. Introducing a small business improvement grants program, visitor ready training and tourism accreditation programs should be prioritised.

Located only 5 minutes' drive from the town centre, Hamel Eco Park has a rich cultural and environmental heritage and presents a unique opportunity to connect with and strengthen the town centre offering, building its identity with regard to heritage, landscape, botanics and regenerative landscape practices.

Activating this asset through presentation and management, interpretation, facilities and amenities, community events and programs and destination marketing has the potential to create a unique visitor drawcard for the day trip market, special interest groups including students and nature enthusiasts, as well as a local destination for surrounding communities.



PRODUCT AND EXPERIENCE FOCUS:

-  **Information, facilities and services**
-  **Nature and biodiversity**
-  **Hospitality (F&B, accom)**
-  **Arts, culture and heritage**
-  **Special events**

DESTINATION DEVELOPMENT PRIORITIES:

1. Implementation of the Waroona Town Centre Revitalisation Strategy – seating, shade / shelter, wayfinding, presentation and landscaping, street furniture and public art
2. Revitalisation of Hamel Eco Park – visitor facilities, events, programs
3. Support for place based initiatives to strengthen community pride and identity (fairy doors, public art trails)
4. Strengthening of Shire events program, with focus on signature events
5. Improved wayfinding and directional signage
6. Economic development and investment attraction:
 - to drive investment attraction for new business, accommodation
 - for local business and tourism operators, with a focus on business attraction (inc grant funding)
7. A sustainable visitor servicing model

KEY PARTNERS:

- Local business and tourism operators
- Local community and volunteers associations
- Land / asset owners
- DBCA and state agencies.



Image credit: Destination Perth

PART 4

DMS ACTIONS

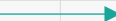
SHIRE OF WAROONA DMS – ACTIONS

CAPABILITY

DMP Goal	Strategies and actions	Timing			
		Y1	Y2	Y3	Y4
1. A clear vision that articulates the Shire's role in Waroona's destination development	c1.1 Commit to delivering stakeholder and investor certainty by affirming Waroona as an investor and visitor ready destination.	x	→		
	c1.2 Engage across the organisation and with key stakeholders to develop a clear vision for the Shire to guide destination planning and investment over the next 5 years: - Articulate the Shire's aspirations, goals and priorities in achieving the vision, together with the resources, strategies and actions that will be prioritised in delivering on the vision - Spotlight the vision as a key organisational priority and ensure all staff are aware of their individual and collective contribution - Use the vision to communicate with stakeholders through a new narrative that positions the Shire as: - a vital contributor and partner in regional destination development. - a sought-after day-trip and weekend destination.	x	→		
	c1.3 Elevate the role and significance of tourism as vital contributor to the region's economy and collective wellbeing Spotlight destination development as a key strategic focus across Shire planning documents including corporate business plan and budget.	x	→		
	c1.4 Implement targeted stakeholder communications, driven by CEO, to support the above.	x	→		
2. A Tourism and Economic Development Coordinator, with a focus on investment attraction and destination development	c2.1 Strengthen the Shire's focus on investment attraction and destination development through dedicated resourcing that focuses on attracting new and supporting existing businesses. The role should: - Act as a 'concierge' for businesses and their interactions with the Shire - Develop and implement an Economic Development Plan - Oversee implementation of the Destination Marketing Strategy (see below) - Manage engagement with business and other key stakeholders - Advocate for the Shire in region level partnerships, with a focus on strengthening collaboration across Government - Lead capacity building amongst business community including training, grants programs and other initiatives - Champion internal reform, where necessary, across planning, approvals and business operations (see below).	x	→		
3. Streamlined approvals for new business and tourism product, whilst growing capacity of existing business	c3.1 Define the Shire's objectives, role and standards in servicing visitor and tourism related business (new and existing).	x			
	c3.2 Review the Shire's approvals process and regulations, ensuring they are fit for purpose and not overly arduous for small business approvals. For example, identify low risk applications and investigate an expedited process. Engage with surrounding Shires to identify lessons learned.	x			
	c3.3 Ensure regulatory staff embrace an 'investment ready, here to help' mindset.	x			
	c3.4 Develop tools that guide business through the approvals process.	x			
	c3.5 Develop a business liaison / concierge function for the Shire, to be fulfilled by a Tourism and Economic Development Coordinator.	x	→		
	c3.6 Establish and fund a business support program that includes: - Training and development opportunities - Grant funding - Networking, business promotion and other in-kind support opportunities.	x	→		

SHIRE OF WAROONA DMS – ACTIONS

CAPABILITY

DMP Goal	Strategies and actions	Timing			
		Y1	Y2	Y3	Y4
4. Strengthened regional networks and partnerships with industry and state government	c4.1 Utilise established networks to advocate for advancement of Waroona's destination development: • Peel Chamber of Commerce • Peel Regional Leaders Forum • Mandurah Peel Region Chamber of Commerce • Peel Development Commission.	x			
	c4.2 In the absence of a formalised sub-regional tourism organisation (i.e. MAPTO), establish an LGA focussed forum with Shire of Murray, City of Mandurah and Shire of Harvey to identify regional collaboration opportunities – CEO and Elected Member level.	x			
	c4.3 Implement two-monthly meeting with Destination Perth with a focus on collaborative marketing, partnership opportunities and leveraging membership benefits.	x			
	c4.4 Implement a quarterly state government stakeholder forum with DBCA, TourismWA and Peel Development Commission.	x			
	c4.5 Retain membership of Tourism Council of Western Australia.	x			
5. Capacity building and growth of Aboriginal cultural tourism	c5.1 Support the local Aboriginal community's continued participation in DBCA's Aboriginal Ranger Program and Innovation Fund, and activities at Lake Clifton, Preston Beach and Yalgorup National Park.	x			
	c5.2 Support the local Aboriginal community to establish partnerships with WAITOC and TourismWA (through the Jina: WA Aboriginal Tourism Action Plan) and identify pathways to build skills and capacity to deliver Aboriginal Cultural Tourism products and experiences.		x		
	c5.3 Support WAATSIC to implement related activities including conservation and ecosystem management, language, arts and culture projects.		x		
6. A sustainable visitor servicing model	c6.1 Undertake research and benchmarking on alternative visitor servicing models including a dispersed model utilising Town Centre / other assets. Consider this in the context of a Tourism and Economic Development Coordinator role.	x			
	c6.2 Undertake a feasibility analysis of the Waroona Visitor Centre which considers the following: • Financial performance including ROI • Visitor statistics including foot traffic and demographics • Operational efficiency including resource utilisation • Community impact including contribution to local economy • Strategic alignment with the Shire's destination management goals • Visibility and effectiveness / strength of the centres brand and reputation • Levels of engagement achieved through the Visitor Centre.	x			
	c6.3 Pending outcome of feasibility, define the visitor servicing approach and supporting resource model.	x			

SHIRE OF WAROONA DMS – ACTIONS

DEMAND

DMP Goal	Strategies and actions	Timing			
		Y1	Y2	Y3	Y4
1. Waroona positioned and marketed as a complementary day-trip destination, with target markets clearly identified	d1.1 Develop a destination marketing plan (and budget) for the Shire (to be developed through Destination Perth) to position Waroona as a complementary destination to Dwellingup, Mandurah and Harvey. The marketing plan should: - Be informed by regional stakeholders, to highlight Waroona's points of difference and value proposition - Articulate Waroona's visitor proposition, as a day trip destination - Clearly define target market segments within the day trip and overnight market, for example, 4WD, recreational fishers, families, nature enthusiasts etc. - Support precinct positioning including signature and supporting attractions, in line with direction below - Provide direction for brand implementation including visual style, tone of voice and messaging; brand touchpoints (online and offline).	x			
	d1.2 As part of the destination marketing plan, shift the positioning of Waroona's key assets and attractions to locational drivers of coastal and inland attractions with a centrally located town centre experience: - Coastal attractions: define a clear visitor proposition centred on internationally-significant biodiversity, nature, adventure, heritage - Lakes, dams and reserves: define a clear visitor proposition centred on water-based recreation, connected trails, adventure tourism, food and wine - Waroona Town centre: define a clear visitor proposition centred on visitor service hub, township experience, welcoming community.	x			
2. Shire's coastal and inland attractions uniquely packaged and positioned as discrete offerings within Waroona	Coastal attractions, including Lake Clifton and Thrombolites, Preston Beach and the Yalgorup National Park: d2.1 Implement destination development priorities outlined in this Strategy d2.2 Strengthen products and experiences focussed on: - Nature and biodiversity, interpretation 4WD'ing, angling - Camping / caravanning - Astro Tourism - Aboriginal Cultural Tourism.		x	→	
	Lakes, dams and reserves (Lake Navarino / Waroona Dam, Lane Poole Reserve, Drakesbrook Weir), farmlands, tracks and trails: d2.3 Implement destination development priorities outlined in this framework d2.4 Strengthen product and experiences focussed on: - Water based recreation, angling - Nature and biodiversity - Trails – hiking, mountain biking, equine - Aboriginal Cultural Tourism - Food, wine, agritourism (farm gate).		x	→	
	Waroona Town Centre including Hamel Eco Park: d2.5 Implement destination development priorities outlined in this framework d2.6 Strengthen product and experiences focussed on: - Information, facilities and services - Hospitality (F&B) - Arts, culture and heritage - Special events.		x	→	

SHIRE OF WAROONA DMS – ACTIONS

DEMAND

DMP Goal	Strategies and actions	Timing			
		Y1	Y2	Y3	Y4
3. Strong awareness of and connection between Shire attractions	d3.1 Improve entry statement, wayfinding and directional signage to better network existing attractions (Shire and intra region).		x		
	d3.2 Audit and improve general maintenance and presentation of destination signage across the Shire.	x			
	d3.3 Establish or upgrade entry statements at key locations.			x	
	d3.4 Improve directional and wayfinding on major internal roads, including: - Between Waroona Town Centre, Preston Beach - Between Waroona Dam and Town Centre - Signage to support Waroona Town Centre as a centre point for dispersal across Shire.			x	→
	d3.5 Audit destination and place names and apply a consistent naming convention that eliminates dual naming in marketing and promotional collateral.	x			
4. Growth of place-based initiatives to strengthen community pride and identity	d4.1 Support and facilitate community-led initiatives that build community pride and connection, such as: - Initiatives such as the fairy door initiative. - Art trails, exhibitions and installations such as the giant Forrest Redtail Cockatoo - Town centre beautifications including landscaping and street banners.	x	→		→

SHIRE OF WAROONA DMS – ACTIONS

SUPPLY

DMP Goal	Strategies and actions	Timing			
		Y1	Y2	Y3	Y4
1. Boosted accommodation supply	s1.1 Advocate for and enable new accommodation options across the Shire through: - Supporting and enabling accommodation options identified in the Yalgorup National Park Concept Masterplan - With regional partners, identifying opportunities to leverage State Government's National Parks Tourism Experience Development Program for unique accommodation experiences - Enabling unique accommodation products and experiences in key Shire locations – i.e. Glamping. - Encouraging alternative accommodation experiences on private land including via third party providers such as 'hip camp,' to improve supply and choice in the short term - Supporting new business owners and accommodation providers within the Shire - Ensuring the Shire's development approvals framework and pathways for accommodation product and business / service providers is aligned with the destination vision, welcomes investment and is user friendly.	x			
2. Events drive visitation and support local economy	s2.1 Develop a Shire events hierarchy and events program with a focus on: - One signature annual event designed to attract inbound day visitors and economic flow on for businesses, themed on nature and adventure - Continued support for an annual, large scale community event focused on local attendance and participation – e.g. the Waroona Agricultural Show - A series of seasonal and special interest events held year-round, for example: - Strengthening and growing existing events through add-on events and broadening community and economic impact - Supporting new events targeted to discrete audiences, for example angling events attracting freshwater fishers - Activate key local places including Railside Park and Hamel Park, through a community events program. s2.2 Partner with regional stakeholders, tourism and local business to develop the events program.		x		
3. A welcoming, visitor ready town centre	s3.1 Deliver the Town Centre Revitalisation Strategy and beautify the town centre through new seating, shade / shelter, wayfinding, improved presentation and landscaping, street furniture (including rubbish bins) and public art.			x	
4. Partnerships drive tourism infrastructure delivery in line with regional planning and funding	s4.1 Develop and maintain strong, positive and outcomes-focussed partnerships that articulate the Shire's destination vision, with: - Tourism operators and local businesses - Regional tourism stakeholders - Neighbouring Local Government Authorities - State Government agencies.	x			
5. Destination products and experiences aligned to 'nature' and 'adventure' are established.	s5.1 Develop unique, bookable destination products and experiences focused on nature and adventure for example: - Investigate a catalyst project experience, such as a zipline across Lake Navarino or Drakesbrook Weir - Packaged experiences – accommodation, food and beverage, guided tours - Guided Aboriginal cultural tours and on Country experiences - Farm gate experiences – food, beverage, accommodation and experience packages - Delivering 'wrap around' experiences to network regional trails; glamping, bike repairs, guided tours etc.			x	

