SHIRE OF
WAROONA
SEA TO SCARP

DESTINATION MANAGEMENT ACTION PLAN

2026 - 2031

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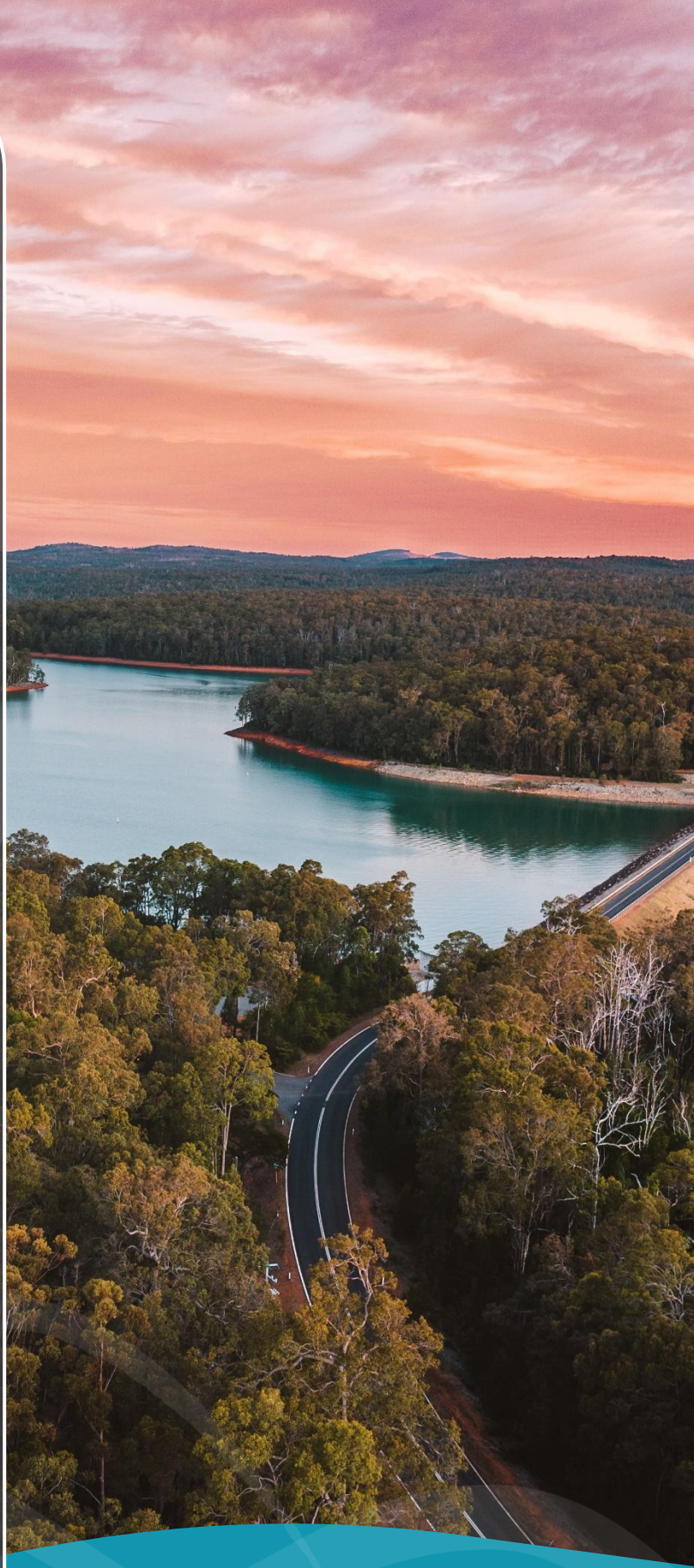

About this document

The Shire of Waroona Destination Management Action Plan (DMAP) details specific actions derived from the Destination Management Strategy, translating strategic objectives into practical, implementable steps to guide tourism growth and development across the Shire.

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Accessibility

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1. Executive summary

The Peel region is one of Western Australia's fastest growing population centres, expected to rival the south-west with a projected population of 444,000 by 2050. Tourism is a key focus for the State Government's growth strategy for the Peel region. Existing frameworks such as the *Tourism Investment Framework for Peel (2019)* and the *Peel Regional Investment Blueprint (2015)* underpin significant state and local planning efforts aimed at leveraging tourism as a driver of economic prosperity.

The Shire of Waroona, the smallest local government in the Peel region, spans 835km^2 between the Indian Ocean and the Darling Scarp. Despite its size, the Shire plays a significant role in the region's growth. Located just 110kms from Perth, the Shire boasts diverse visitor experiences, including coastal activities, heritage and walk trails, inland lakes and national parks. Key localities such as Waroona, Hamel, Lake Clifton and Preston Beach support a diverse economy, which is predominantly supported by mining and manufacturing, with significant untapped potential in tourism, agriculture, and health-related industries.

To drive economic diversification and sustainable development, the Shire has identified tourism and economic development, as a priority for the future. The inaugural Destination Management Strategy (DMS), prepared by INK Strategies and adopted by Council in December 2024, was designed to leverage the Shire's natural and cultural strengths, expand its visitor economy, attract investment, and provide a strategic framework for decision-making.

The Destination Management Action Plan details specific actions derived from the Destination Management Strategy, translating strategic objectives into practical, implementable steps to guide tourism growth and development across the Shire.

2. Destination Management Strategy Summary

The Destination Management Strategy was developed in four key components, outlined below. The first three elements provide a summary of the destination's current context, overarching strategic goals, and priority focus areas. The fourth and final component, recommended actions, builds on these foundations by outlining a detailed step of initiatives designed to guide implementation and directly inform the Destination Management Action Plan:

- Current state destination assessment and stakeholder insights.
- Destination Management Strategy goals and success factors.
- Destination Management Strategy focus areas and priorities.
- Destination Management Strategy recommended actions.

2.1 Part One – Current state destination assessment and stakeholder insights

Part one of the Destination Management Strategy provides a comprehensive assessment of the current state of the visitor economy in the Waroona area, placing it within the broader context of Western Australia's tourism landscape.

The analysis highlights the regions diverse tourism offerings, with nature and adventure-based activities emerging as signature experiences that currently drive visitation. Other experience pillars, such as arts, culture and heritage, events and festivals, and food, wine, and local produce are identified as emerging strengths with strong growth potential. Trails and events are also recognised as important supporting assets that enhance the overall visitor experience.

The assessment further examines the regions current positioning in terms of tourism investment, destination marketing and development, and the role of the Waroona Visitor Centre in visitor engagement and support. It reflects the Shire's current tourism focus and priorities, integrating insights from stakeholder and community engagement activities. These insights are analysed through the lenses of capability, demand and supply lenses to identify key opportunities and challenges influencing the future of tourism in the Waroona area.

A summary of the current state assessment and stakeholder insights are illustrated in the figure below, offering a visual snapshot of the region's tourism context and strategic considerations.

CONSIDERATION	OPPORTUNITY	CHALLENGE
DEMAND	Opportunities to grow demand in the Waroona region include establishing a unique destination identity that differentiates Waroona from surrounding areas while positioning coastal and inland attractions as complementary. Improving signage and simplifying attraction names will enhance visitor navigation and reduce confusion. Strengthening regional marketing partnerships—particularly with nearby shires and Destination Perth—and exploring alternative visitor servicing models are key. Clearly defining target markets, including anglers, families, grey nomads, and niche recreation groups, will help attract new and returning visitors.	Key challenges include low brand awareness and a lack of clear visitor propositions, limiting the region's ability to attract overnight visitors due to insufficient product offerings and accommodation. Geographic spread of attractions, coupled with poor wayfinding and signage, creates navigation difficulties. The Waroona Town Centre's presentation does not reflect its role as a visitor hub, requiring investment in entry statements and streetscape improvements. Additionally, regional attractions lack proper branding, and there is a shortage of funding for product development and marketing. Communication efforts are limited, and inconsistent data collection hinders informed decision-making.
SUPPLY	The region has strong potential to enhance tourism supply by leveraging regional trail investments, growing infrastructure for the 4WD market, and expanding unique accommodation options like glamping. Strategic development of the Shire's events program, the Waroona Town Centre revitalisation, and place-based activations (e.g. Fairy Doors, public art) can build visitor momentum. Other key opportunities include improved access to Lake Navarino, investment in sites like Hamel Eco Park and Yalgorup National Park, development of Aboriginal cultural tourism in partnership with WAATSIC, and long-term potential for farmgate and agri-tourism experiences	The region faces challenges due to geographically dispersed attractions, with a lack of diverse accommodation limiting visitor stays and spend. A lack of a unified Shire vision for destination development and management hinders product growth. Waroona Town Centre lacks visitor appeal and offerings, and aging infrastructure in national parks reduces capacity. Insufficient signage and infrastructure make it difficult to connect coastal and inland attractions. Securing funding for Aboriginal Cultural Tourism development and aligning with initiatives like the Tourism WA Jina Action Plan is also a challenge, along with gaps in regional trails, support services, and infrastructure. Furthermore, attracting private investment is hindered by complex tourism approval processes, and limited resources and funding restrict overall tourism product development.
CAPABILITY	There is an opportunity for the Shire to strengthen its leadership role in destination development by clearly defining and communicating its vision, building strong regional partnerships, and resourcing its economic development functions. Supporting local business networks, simplifying approval processes through initiatives like a business concierge service, and improving collaboration with state government and industry are also key. At the community level, fostering local pride, supporting groups like a Waroona Tourist Support Group, and empowering new business owners will help build long-term tourism capability and momentum.	The region faces challenges in aligning destination development with a unified Shire vision, limiting the ability to grow and manage tourism effectively. Waroona town centre lacks appeal and offerings, while aging infrastructure in national parks and poor signage hinder access to attractions. Securing funding for initiatives like Aboriginal Cultural Tourism and addressing gaps in trails and support services is difficult. Attracting private investment is complicated by tourism approval barriers, and limited resources and funding constrain overall capability for tourism product development.

2.2 Part Two – DMP goals and success factors

The priorities and success factors outlined in the **Destination Management Strategy (DMS)** have been developed with the Shire of Waroona's current destination maturity in mind. An analysis of the Shire's tourism offerings, industry profile, and capacity for destination development indicates that Waroona is currently in the **Exploration** phase of the tourism lifecycle. For context, the Shires of Harvey, Murray, and the City of Mandurah are also considered in the regional analysis, though it is important to note that these areas are larger than Waroona in terms of population, geographic size, and available resources. The exploration phase of the cycle indicates that tourism is in its early stages, with limited social and economic benefits. Attractions typically focus on nature or culture.

The Shire's destination development goals are structured around the categories of capability, demand, and supply, providing a clear yet interconnected framework. This approach ensures a balanced focus on building internal capacity, stimulating market interest, and enhancing service delivery—ultimately supporting sustainable, strategic, and well-managed growth across the Shire.

	CAPABILITY	DEMAND	SUPPLY
1	A clear vision that articulates the Shire's role in Waroona's destination development.	Waroona positioned and marketed as a complementary day-trip destination with target markets clearly identified.	Boosted accommodation supply.
2	A Tourism & Economic Development Coordinator, with a focus on destination development and investment attraction.	Shire's coastal and inland attractions uniquely packaged and positioned as discrete offerings within Waroona.	Events that drive visitation and support local economy.
3	Streamlined approvals for new business and tourism product, whilst growing capacity of business.	Strong awareness of and connection between attractions in the Shire and broader region.	A welcoming, visitor ready town centre.
4	Strengthened regional networks and partnerships with industry and state government.	Growth of place-based initiatives to strengthen place identity and drive visitation.	Partnerships drive tourism infrastructure delivery in line with regional planning & funding.
5	Capacity building and growth of Aboriginal cultural tourism.		Destination products and experiences aligned to 'nature' and 'adventure' are established (including bookable product).
6	A sustainable visitor servicing model.		

The Destination Management Strategy outlines destination development success factors over a 2-year, 5-year, and 10-year timeline to provide a structured pathway for sustainable growth and impact. This phased approach allows for clear benchmarks and accountability at each stage of development—focusing on foundational actions and quick wins in the short term, consolidation and scaling in

the medium term, and long-term resilience, sustainability, and legacy outcomes. By mapping success factors across these timeframes, the strategy ensures that goals remain realistic, measurable, and adaptable to changing conditions, while keeping stakeholders aligned and progress on track. This time-based structure supports informed decision-making and long-term planning for the Shire's tourism future.

2.3 Part Three – DMP focus areas and priorities

The Shire of Waroona offers a diverse tourism landscape across its inland and coastal areas, with key attractions in Hamel, Waroona, Preston Beach, and Lake Clifton. However, geographic separation between precincts and limited signage hinder visitor movement and awareness. Many attractions are also linked more strongly to neighbouring destinations like Mandurah, Dwellingup, and Harvey, leading to missed opportunities for Waroona's recognition.

To address this, the strategy proposes a shift to location-driven precincts, Coastal, Inland, and Town Centre, to guide investment, clarify marketing, and support visitor flow. However, to align more closely with the Shire's tourism branding, these precincts will be presented to visitors as **Water (Coastal), Wilderness (Inland), and Wander (Town)**. This approach will reassert key assets within Waroona's identity and strengthen partnerships.

Destination Management Action Plan

Using the strategic actions developed as part of the Destination Management Strategy, actions have been allocated to each strategic action and prioritised according to its urgency, potential impact, and resource requirements to ensure effective and sustainable implementation. Actions are categorised across four levels to guide staged delivery and support strategic decision making. This structured approach enables the Shire to respond proactively to emerging opportunities, allocate resources efficiently, and align tourism development efforts with broader regional planning frameworks.

Level	Label	Definition
1	Immediate / High	Critical to success – 0 to 12 months.
2	Short-term / Medium	Important but not urgent – 12 to 24 months.
3	Medium-term / Low	Valuable for future impact – 24 to 36 months.
★	Ongoing / Opportunistic	Continual or adaptable actions as resources allow.

To assist with implementation planning, icons have been used to indicate actions with specific dependencies. The markers help identify where funding, or internal resourcing may need required to move actions forward.

Icon	Label	Definition
$	Funding dependent	Action is funding dependent, external funding required.
👤	Resource dependent	Action is resource dependent, additional staffing required.

The delivery of each project/action over the next six years has been considered and categorised using three indicators:

Icon	Label	Definition
●	Plan	Action is in the preparation stage.
●	Action	Action is actively being set in motion.
●	On Going	Action is continuously ongoing
●	Review	Action is being executed or is achieving outcomes.

3.1 Capability

C1 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.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C1.1.1	Create clear messaging around Waroona's tourism potential for use in investment prospectuses, funding applications, and visitor marketing including: • A set of key messaging guidelines tailored for investors, funding bodies, and tourism partners. • An image library of high-quality photos, infographics and maps. • Case studies or testimonials for existing tourism businesses or investors. • A dedicated Waroona webpage showcasing tourism potential (Visit Waroona).	1	DCCS	Action	Action	Action	Review	Review
C.1.1.2	Develop and implement a targeted marketing plan to reach and engage with tourism operator, investors and tourism related businesses.	2 $	DCCS	Plan	Plan	Action	Review	Review
C1.1.3	Develop a targeted investment prospectus that outlines opportunities in accommodation, hospitality, tourism experiences, and agritourism.	1	Executive	Plan	Plan	Action	Review	Review
C1.1.4	Assess infrastructure capacity (e.g. power, water, roads), zoning/planning information and potential incentives by: • Auditing existing tourism related infrastructure. • Mapping current land use, zoning and planning schemes relevant to tourism and industry. • Identifying potential incentives (fast tracked approvals, grants eligibility). • Highlighting gaps and opportunities.	2	DCDS DIS	Plan	Plan	Action	Review	

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.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C1.2.1	Conduct stakeholder mapping – Identify and categorise key stakeholders from internal departments, industry, business, community, investors, regional and state partners.	1	DCCS	Action	Action	Action	Action	Action
C1.2.2	Distribute a short survey to community members to gather insights on values, aspirations, and ideas for the Shire's visitor economy including targeted questions around what they believe makes the area special, what they would like to see protected, and where they see opportunity.	1	DCCS	Plan	Action	Review	Plan	Plan
C1.2.3	Host industry and community motivational workshops to encourage storytelling, local knowledge sharing, and discussions on future opportunities and challenges.	1 $	DCCS	Plan	Action	Review	Action	Review

C.1.3 Elevate the role and significance of tourism as a vital contributor to the region's economy and collective wellbeing.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C1.3.1	Embed destination development tourism into the Shire's Strategic Planning Framework and ensure tourism is recognised as key pillar in the Strategic Community Plan and Long-Term Financial Plan.	★	Executive	On Going	On Going	On Going	On Going	On Going
C1.3.2	Commission or compile data showing the current and potential economic contribution of tourism to the Shire. Include social and cultural benefits such as community pride, event vibrancy, and preservation of local heritage.	1 $	DCCS	Plan	Action	Review	Plan	Action
C1.3.3	Celebrate local tourism success stories in Shire media.	↗	DCCS	On Going	On Going	On Going	On Going	On Going

C.1.4 Elevate the role and significance of tourism as a vital contributor to the region's economy and collective wellbeing.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C1.4.1	Host or participate in biannual roundtable discussions between the CEO and key tourism stakeholders.	2	CEO	Plan	Action	Action	Action	Action

C2 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.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C2.1.1	Establish a dedicated Tourism and Economic Development Officer/Coordinator role to drive tourism investment, business support, and destination development.	2 $	DCCS	Action	Action	Action	Action	Action

C3 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).

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C3.1.1	Develop a tourism servicing charter or statement of commitment through the creation of a clear, public-facing document outlining the Shire's role in supporting tourism businesses.	1	DCCS	Action	Action			Review
C3.1.2	Articulate the Shire's role in destination development by defining the Shire's role across key areas such as strategic planning and visioning, marketing and promotion, the provision of infrastructure, business facilitation and visitor servicing. Clarify what Council does, doesn't do, and partners on to set realistic expectations and foster collaboration. • Create a detailed framework that outlines the Shire's role in destination development specifying its responsibilities in key areas such as strategic planning and visioning, marketing and promotion, provision of infrastructure, business facilitation and visitor servicing.	2	DCCS		Plan	Action		

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C3.1.3	Set clear objectives for tourism business support and establish measurable objectives such as improving satisfaction levels among tourism-related business. • Create a detailed framework that defines clear support objectives for tourism business such as enhancing business growth, providing training and resources and improving business visibility. • Establish measurable goals for each objective such as improving satisfaction levels, tracking response times and attendance/participation rates. • Conduct tourism operator satisfaction surveys. • Regularly collecting and analysing data and analyse findings to adjust support services.	2	DCCS		Plan	Action		

C3.2 Review the Shire's approval process and regulations, ensuring they are fit for purpose and not overly arduous for small business approvals.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C3.2.1	Conduct a regulatory review of tourism-related approval processes and identify areas where non-legislative requirements are unclear, duplicative, or disproportionally complex for low-risk or small-scale operations.	1	DCDS	Plan	Action		Review	
C3.2.2	Develop a dedicated tourism and business section on the Shire website that includes permits and forms, tourism data and research, collaboration opportunities, FAQ for new businesses and contacts for direct support.	1	DCDS	Plan	Action		Review	
C3.2.3	Set internal standards for tourism related interactions such as responding to tourism related enquiries, processing event or business permit applications and providing follow up support.	1	DCDS	Plan	Action		Review	

C3.3 Ensure regulatory staff embrace an 'investment ready, here to help' mindset.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C3.3.1	Deliver customer service with an investment readiness attitude to planning, building, health and compliance staff focused on customer-centric communication, understanding small business and tourism sector needs, managing risk proportionately and supporting 'yes, if' instead of 'no, because' thinking.	1	DCDS	Action				
C3.3.2	Establish cross-departmental teams to deliver investment support across development and community departments working together on tourism related proposals.	1	DCCS/ DCDS	On Going	On Going	On Going	On Going	On Going

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C3.3.3	Involve regulatory staff in site visits and tourism familiarisation with tourism operators to assist with an understanding of how regulations can impact actual businesses and visitors on the ground.	1	DCCS/ DCDS	Plan	Action			
C3.3.4	Include tourism objectives in staff KPI's and team plans.	1	DCCS/ DCDS	Action	Action	Action	Action	Action
C3.3.5	Nominate a go-to person in planning/building/health teams who understands tourism needs and helps coach others through these lenses.	2	DCDS	Plan	Action			

C3.4 Develop tools that guide businesses through the approvals process.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C3.4.1	Create a 'tourism business approvals toolkit' being a step-by-step guide tailored for new tourism businesses covering types of approvals required, timeframes and costs, common pitfalls to avoid and contacts for support.	1	DCCS DCDS	Plan	Action		Review	
C3.4.2	Develop specific 'how-to' fact sheets for different types of tourism ventures such as farm stays, hip camps, food vans, eco-accommodation, home-based tourism businesses and short-stay rentals.	1	DCDS	Action			Review	
C3.4.3	Develop simple visual planning and zoning maps showing where certain tourism activities are permitted or encouraged.	1	DCDS	Action			Review	
C3.4.4	Develop a one page 'path to approval' fact sheet showing the typical approval steps and departments involved.	1	DCDS	Action			Review	

C3.5 Develop a business liaison/concierge function for the Shire, to be fulfilled by a Tourism and Economic Development Coordinator.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C3.5.1	Define the role and responsibilities of a concierge function including who acts as the first point of contact for tourism related enquiries, who guides businesses through the approval and regulatory requirements, coordination of referrals between departments and maintaining relationships with operators and investors.	2	DCCS	Action	Action			

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.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C3.6.1	Develop a 'Waroona Tourism Business Support Program' tailored to local tourism operators covering training and capacity building, small grants and incentives, in kind support, networking and collaboration opportunities and business promotion and visibility support.	2	DCCS	Plan	Action			
C3.6.2	Host or partner to deliver workshops on topics such as digital marketing and social media, sustainable tourism practices and business planning and financial resilience.	1	DCCS	Action	Review	Action	Review	Action
C3.6.3	Establish a small tourism grants program for local tourism operators to develop new products or experiences, improve visitor infrastructure and undertake marketing campaigns ensuring that application processes are simple and aligned to the Shire's strategic goals.	2	DCCS		Plan	Action		Review

C4 Strengthened regional networks and partnerships with industry and state government.

C4.1 Utilise established networks to advocate for advancement of Waroona's destination development.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C4.1.1	Actively participate in regional tourism and economic alliances such as Peel Development Commission, Regional Development Australia, Tourism WA, Eco Tourism Australia, Agritourism bodies and Hello Perth.	1	DCCS	Action	Action	Action	Action	Action
C4.1.2	Leverage Tourism WA and State Government departments to ensure Waroona projects and priorities are included in state level plans and grant pipelines.	1	DCCS	Action	Action	Action	Action	Action
C4.1.3	Advocate for key Waroona initiatives (trails, agri-experiences, accommodation) to be included in regional infrastructure planning, state tourism investment pipelines and priority project lists for federal and state funding bids.	1	DCCS	Action	Action	Action	Action	Action

C4.2 In the absence of a formalised sub-regional organisation, 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).

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C4.2.1	The Shire of Waroona CEO to initiate contact with counterparts through Peel Alliance as a low-barrier, high-impact way to share ideas, align projects and jointly advocate for investment (eg. Escarpment long-term Alcoa closure tourism opportunities).	2	CEO	Action	On Going	On Going	On Going	On Going
C4.2.2	Advocate as a collective to state and federal government to present unified regional cases for infrastructure funding, state tourism product development and inclusion in Tourism WA campaigns.	2	CEO	Action	On Going	On Going	On Going	On Going
C4.2.3	Advocate for key Waroona initiatives (trails, agri-experiences, accommodation) to be included in regional infrastructure planning, state tourism investment pipelines and priority project lists for federal and state funding bids.	1	CEO	Action	On Going	On Going	On Going	On Going

C4.3 Implement regular meetings with Destination Perth with a focus on collaborative marketing, partnership opportunities and leveraging membership benefits.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C4.3.1	Establish a standing meeting schedule between Shire officers and key Destination Perth contacts.	1	DCCS	Action	On Going	On Going	On Going	On Going

C4.4 Implement a quarterly state government stakeholder forum with DBCA, Tourism WA and Peel Development Commission.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C4.4.1	Formally invite key stakeholders to participate in a quarterly destination development forum covering key project updates, strategic alignment, funding and grant opportunities, collaboration on marketing and visitor servicing and barrier identification and challenges.	2	DCCS	Action	On Going	On Going	On Going	On Going

C4.5 Retain membership of Tourism Council of WA.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C4.5.1	Continue to retain and renew annual membership of Tourism Council of WA.		DCCS	Action	Action	Action	Action	Action

C5 Capacity building and growth of Aboriginal cultural tourism.

C5.1 Support the local Aboriginal communities continued partnership in DBCA's Aboriginal Ranger Program and Innovation Fund, and activities at Lake Clifton, Preston Beach and Yalgorup National Park.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C5.1.1	Advocate for continued funding and resources to allow for the continuation of the Aboriginal Ranger Program.	1	CEO	On Going				
C5.1.2	Support the facilitation of co-management agreements between DBCA and local Aboriginal groups for the management of DBCA facilities.	1	CEO	On Going				
C5.1.3	Collaborate with the local Aboriginal community to create authentic cultural tourism experiences that highlight Aboriginal history, traditions and land management practice.	2	CEO	Action				

C5.2 Support the Aboriginal community to establish partnerships with WAITOC and Tourism WA (through the Jina: Aboriginal Tourism Plan) and identify pathways to build skills and capacity to delivery Aboriginal Cultural Tourism products and experiences.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C5.2.1	Support where requested local Aboriginal community representatives in establishing connections with Tourism WA by providing guidance to explore partnership opportunities.	★	DCCS	On Going	On Going	On Going	On Going	On Going
C5.2.2	Support where requested, the Aboriginal community accessing capacity building programs to strengthen their skills in tourism product development, business management and cultural interpretation.	★	DCCS	On Going	On Going	On Going	On Going	On Going
C5.2.3	Support where requested, the Aboriginal community in accessing workshops focused on key tourism-related skills, such as guided tours, storytelling and hospitality.	★	DCCS	On Going	On Going	On Going	On Going	On Going

C5.3 Support WAATSIC to implement related activities including conservation and ecosystem management, language, arts and culture projects.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C5.3.1	Support WAATSIC in identifying key areas for environmental conservation and ecosystem management where Aboriginal knowledge can be integrated with modern conservation practices.		CEO	Plan	Action			
C5.3.2	Support the development of conservation programs that incorporate traditional ecological knowledge and sustainable land management practices, with a focus on local ecosystems such as wetlands, bush, and coastal areas.		CEO	Plan	Action			

C6 A sustainable visitor servicing model.

C6.1 Undertake research and benchmarking on alternative visitor servicing models including a dispersed model utilising town centre / other asset. Consider this in the context of a Tourism Economic Development Coordinator role.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C6.1.1	Evaluate models of visitor servicing across the country, particularly those that utilise town centres or other local assets to assess performance and achievement of outcomes.	1	DCCS	Action	Action			

C6.2 Undertake a feasibility analysis of the Waroona Visitor Centre.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C6.2.1	Conduct a comprehensive review of the current visitor servicing model including measurement of visitor numbers, engagement levels, social impact and financial performance. Assess the current model against the alignment to strategic objectives and the centres original intent and objectives. Assess the gaps and opportunities for improvement.	1	DCCS	Action				

C6.3 Pending outcome of the comprehensive review, define the visitor servicing approach and resourcing model.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
C6.3.1	Review comprehensive review outcomes and analyse key findings focusing on visitor behaviour trends, infrastructure capacity, service needs and stakeholder feedback.	1	DCCS	● Action	● Action			
C6.3.2	Evaluate alternative models against strategic objectives in the Shire's Strategic Community Plan.	1	DCCS	● Action	● Action			
C6.3.3	Identify preferred model based on viability, cost-efficiency, and alignment with the Shire's vision for tourism growth and community benefit.	1	DCCS	● Action	● Action			

3.2 Demand

D1	Waroona positioned and marketed as a complimentary day-trip destination, with target markets clearly identified.

D1.1 Develop a destination marketing plan (and budget) for the Shire to position Waroona as a complimentary destination to Dwellingup, Mandurah and Harvey.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
D1.1.1	Develop a destination marketing plan in collaboration with Destination Perth and establish a clear destination positioning for Waroona using the DMS pillars of coastal, inland and town centre. Identify Waroona's unique selling points, and complementary strengths in relation to Dwellingup (adventure/nature), Mandurah (coastal/urban), and Harvey (agri-tourism). Develop a brand positioning and define visitor personas (e.g. families, grey nomads, short-break seekers, nature tourists) and align messaging to those interests.	3	DCCS	Plan	Action			Review
D1.1.2	Seek approval for a destination marketing budget for content creation, digital advertising, campaign printing and signage.	3	DCCS	Plan	Action			

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
D1.1.3	Create, maintain and continually improve a dedicated Visit Waroona website which focuses solely on tourism in the region.	1 $	DCCS	Action	On Going	Review		
D1.1.4	Develop campaign content that positions Waroona as a stop-off or add-on to trips to Dwellingup, Mandurah or Harvey and package experiences where available.	3	DCCS		Plan	Action		
D1.1.5	Develop high-quality marketing assets by commissioning professional photo and video content that captures Waroona's landscapes, people, experiences, and community character.	1 $	DCCS	Action	Review			

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 experience.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
D1.2.1	Develop a clear and marketable visitor proposition that highlights Waroona as: • the gateway to coastal and nature-based experiences such as Yalgorup National Park and Lake Clifton Thrombolites (internationally significant biodiversity) and Preston Beach and its unspoilt coastline. • the water and wilderness playground of the Peel Region emphasising water-based recreation. • the heart of the Shire, and the gateway to nature, lakes, coast and culture. Emphasis the town as a welcoming place for exploring surrounding attractions, a place to pause, refresh, and connect with local people, stories and products.	3	DCCS		Plan	Action		
D.1.2.2	Develop business cases for funding opportunities for the construction of key road infrastructure linkages for coastal and escarpment locations.	2 $	Executive	Plan	Action			Review

D2 Shire's coastal and inland attractions uniquely packaged and positioned as discrete offerings within Waroona.

D2.1a Coastal attractions, including Lake Clifton and Thrombolites, Preston Beach and the Yalgorup National Park.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
D2.1.1a	Implement destination development priorities outlined in the DMS - Rebrand assets such as Lake Clifton, Preston Beach and Yalgorup National Park as frontline coastal experiences.	3	DCCS		Plan	Action		
D2.1.2a	Strengthen products and experiences focussed on nature and biodiversity, 4WD'ing, angling, camping/caravanning, astro tourism, Aboriginal cultural tourism: • Package coastal experiences into zones (Lake Clifton & Thrombolites zone, Preston Beach zone, Yalgorup National Park zone) with clearly branded and marketable experience products, each with a defined visitor proposition targeting key visitor segments such as nature-based and eco experiences, 4WD and angling, camping, caravanning and off-grid stays and astro tourism experiences. • Integrate coastal experiences into regional touring routes and develop Preston Beach and Lake Clifton as a key stop in broader drive tours. Work with neighbouring local governments to co-promote cross-regional journeys. • Create bookable experiences and bundled itineraries by working with local operators to create ready-to-book packages.	3	DCCS		Plan	Action		

D2.1b Lakes, dams and reserves (Lake Navarino/Waroona Dam, Lane Poole Reserve, Drakesbrook Weir), farmlands, tracks and trails.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
D2.1.1b	Implement destination development priorities outlined in the DMS - Anchor campaigns around signature natural assets and elevate key assets as hero destinations, each with a unique appeal. Create individual experience profiles and develop marketing material for each location to integrate into campaigns.	3	DCCS		Plan	Action		

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
D2.1.2b	Strengthen product and experiences focussed on water-based recreation, angling, nature and biodiversity, trails, hiking, mountain biking, equine, Aboriginal cultural tourism, food, wine and agritourism: • Package water based and trail adventures into themed experience zones (lakes, dams and reserves zone, tracks and trails zone, farmlands, food and agriculture zone) with clearly branded and marketable experience products, each with a defined visitor proposition targeting key visitor segments such as 'adventure weekenders', 'water and wine', 'trail and taste' and families and nature. • Integrate lakes and trails into regional touring routes and develop Waroona as a key stop in broader drive and nature trails such as a 'Peel Nature Loop', 'Trail and Tannin Trail', Peel Waterways Adventure Route. Work with neighbouring local governments to co-promote cross-regional journeys. • Create bookable experiences and bundled itineraries by working with local operators to create ready-to-book packages.	3	DCCS		Plan	Action		

D2.1c Waroona Town Centre including Hamel Eco Park.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
D2.1.1c	Implement destination development priorities outlined in the DMS - Define and promote the town centre as the Shire's visitor experience hub (gateway to nature, culture and community).	3	DCCS		Plan	Action		
D2.1.2c	Strengthen product and experiences focussed on information, facilities and services, hospitality, arts, culture and heritage, special events. • Expand the digital visitor servicing presence through mobile friendly digital tools for maps, trails, events and business listings. • Enhance hospitality and local food experiences by supporting local businesses to develop tourism friendly offering such as picnic hampers, tastings or town-and-trail lunch packs. Encourage longer dwell time through outdoor dining zones, live music pop-ups, or food trucks linked to events. • Support the development of a public art trail linking murals, sculptures and creative spaces. • Invest in heritage interpretation using storyboards, walking trails, and digital storytelling platforms focusing on local stories and key heritage buildings.	3	DCCS		Plan	Action		

D3 Strong awareness of and connect between Shire attractions.

D3.1 Improve entry statement, wayfinding and directional signage to better network existing attractions (Shire and intra region).

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
D3.1.1	Develop a wayfinding master plan. Create a tiered signage system using consistent branding, icons, and language that includes: • Gateway signage – entry points to town or key attractions. • Trailblazer signs – directing vehicles and visitors to key sites. • Pedestrian signage – for town centre and town navigation. • Interpretive signs – for educational and cultural context at key sites.	1	Executive	Plan	Action			
D3.1.2	Develop interpretive trails and self-guided signposted routes with themed signage for self-guided heritage walks, mural trails, or natural exploration.	2	DCCS		Plan	Action		
D3.1.3	Install ‘story stops’ or interpretation points in visitor pull off points.	2	DCCS	Plan	Action			
D3.1.4	Use the wayfinding master plan to apply for grant funding to fund costs associated with signage infrastructure.	2	DCCS	Plan	Action			

D3.2 Audit and improve general maintenance and presentation of destination signage across the Shire.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
D3.2.1	Conduct a shire-wide signage audit by undertaking a comprehensive audit of all existing directional, interpretative, entry and trail signage including condition, accuracy and relevance, visibility and accessibility, consistency with current branding and tone.	1	DCCS DIS	Action	Review	Review		Review
D3.2.2	Create a signage asset register with GPS locations, maintenance schedules and photos.	1	DIS		Plan	Action		Review

D3.3 Establish or upgrade entry statements at key locations.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
D3.3.1	Upgrade entry statements to reflect destination identity by upgrading shire entry signage on key roads to create a sense of arrival, reflect Waroona's brand pillars (coastal, inland, town) and features consistent branding.	1	Executive	Action				

D3.4 Improve directional and wayward finding on major internal roads, including between Waroona Town Centre and Preston Beach, between Waroona Dam and Town Centre, and signage to support Waroona Town Centre as a centre point for dispersal across Shire.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
D3.4.1	Link attractions through regional and local signage to improve directional signage between major attractions. Include estimated drive times or distances.	3	DCCS		Plan	Action		

D3.5 Audit destination and place names and apply a consistent naming convention that eliminates dual naming in marketing and promotional material.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
D3.5.1	Conduct an audit of existing place names by identifying all existing names used across the shire for attractions, places, roads, parks, reserves, and landmarks (both formal and colloquial names).	3	DCCS	Plan	Action			
D3.5.2	Review existing tourism marketing material for any inconsistencies (e.g. using both Waroona Dam and Lake Navarino).	3	DCCS	Plan	Action			
D3.5.3	Develop a consistent naming convention framework or similar establishing clear guidelines for naming places and attractions, considering the following: • Clarity and simplicity. • Cultural sensitivity. • Relevance to key visitor experiences. • Consistency across platforms. Create an official list of standardised place names for use across all platforms and stakeholder groups.	3	DCCS	Plan	Action			
D3.5.4	Eliminate dual naming in existing marketing and promotional material and standardise the primary name for each key attraction and location.	3	DCCS	Plan	Action			Review

D4 Growth of place-based initiatives to strengthen community pride and identity.

D4.1 Support and facilitate community led initiatives that building community pride and connection.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
D4.1.1	Support and amplify existing community and sporting led initiatives.	★	DCCS	Action	Action			
D4.1.2	Support the formation of a local town teams to drive place-based initiatives.	1	DCCS	Action				
D4.1.3	Empower Town Teams in delivering community-led initiatives such as street art, murals and installations, pop-up events, markets or festivals, beautification projects and signage and storytelling for local landmarks.	1	DCCS	Action	Action	Action	Action	Action

3.3 Supply

S1 Boosted accommodation supply

S1.1 Advocate for and enable new accommodation options across the Shire.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
S1.1.1	Identify and prioritise key accommodation projects by prioritising accommodation-related opportunities. Prioritise opportunities based on visitor demand, environmental sustainability, and alignment with the Shire's strategic goals.	2	Executive	Plan	Action			
S1.1.2	Undertake site specific feasibility assessments for state government, local government and private land and their suitability for accommodation-related opportunities.	3	Executive		Plan	Action		

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
S1.1.3	Identify priority locations for alternative accommodation by mapping and assessing areas suitable for unique accommodation types prioritising nature-based sites, coastal zones and town centre precincts.	3	Executive		Plan	Action		
S1.1.4	Develop Local Planning provisions to support glamping and eco-accommodation.	2	DCDS	Plan	Action			
S1.1.5	Promote opportunities to private landowners through facilitating workshops and an awareness campaign targeting rural landowners and farmers to: • Consider platforms such as hipcamp, and Airbnb. • Shared benefits (extra income, regional visitation, economic diversification).	2	Executive	Plan	Action			

S2 Events that drive visitation and support the 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.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
S2.1.1	Develop a Shire wide events hierarchy by creating a simple, tiered framework that classifies events by scale, audience, purpose, and economic potential in the categories of: Tier 1 – Signature Event – One large scale annual event focused on inbound visitation, regional appeal and significant business flow on. Tier 2 – Regional Event – Events with tourism potential and community activation. Tier 3 – Local/Community Events – Grassroots events designed for locals.	3	DCCS		Plan	Action		
S2.1.2	Investigate and establish where appropriate MOU's between the Shire and community groups for Shire assistance for events.	1	DCCS	Action	Action	Action		

S3 Create 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 and public art.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
S3.1.1	Seek funding for the implementation of the Town Centre Revitalisation Strategy.	1 $	CEO					
S3.1.2	Develop a phased implementation plan breaking the Town Centre Revitalisation Strategy into short, medium and long-term goals.	2 $	CEO	Plan	Action			

S4 Develop partnerships that drive tourism infrastructure delivery.

S4.1 Develop and maintain strong, positive and outcomes focused partnerships that articulate the Shire's destination vision, with tourism operators and local businesses.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
S4.1.1	Refer to C1.2.2.	1	DCCS	Plan	Action			

S5 Destination products and experiences aligned to 'nature' and 'adventure' are established.

S5.1 Develop unique, bookable destination products and experience focused on nature and adventure such as a catalyst project, packaged experiences, guided Aboriginal cultural tours, farm gate experiences and 'wrap around' experiences.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
S5.1.1	Identify and support a signature catalyst project by facilitating the development of a flagship, bookable experience that positions Waroona as a nature/adventure destination such as a zip line from the Dam to the Weir. Use this experience as an anchor to package multi-day itineraries and develop a wraparound service.		Executive				Plan	Action

S6 Develop, promote and align the Sport and Recreation Precinct Strategy with tourism as a regional hub for community sports and events by integrating high-quality sporting infrastructure with accommodation and hospitality options.

S6.1 Position the Sport and Recreation Precinct as a destination for hosting regional and state-level sporting tournaments and community events, increasing sports related visitation and overnight stays.

Actions		Priority	Lead	26/27	27/28	28/29	29/30	30/31
S6.1.1	In developing the Sport and Recreation Precinct plans, ensure they are designed in consideration of supporting the hosting of regional and state-level sporting tournaments by incorporating multi-use accommodation infrastructure, alongside high-quality sporting amenities and event-ready support facilities.		CEO	Plan	Plan	Plan	Plan	Plan

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