

Strategic Tourism Plan 2021 to 2023

December 2020

Shire President Foreward

The Shire of Coolgardie's Strategic Tourism Plan 2021-2023 intends to diversify the local economy, grow tourism visitation and maximise tourism's contribution to the Shire's economy.

The Strategy guides tourism development and destination management for the next three years and will help ensure the long-term viability and sustainability of the sector.

Since COVID-19, we have seen a noticeable increase in intrastate visitation since travel restrictions were lifted in WA and the Shire hopes to act on this significant tourism opportunity.

Never before have we had so many Western Australians looking locally for their holidays and leisure experiences with reports that caravans and four-wheel drives are sold out across the State. It is vital that the Shire capitalises on this unprecedented opportunity and continues to develop and improve the region's tourism offerings.

The Shire provided an opportunity for residents to inform the tourism strategy on-line in September 2020 and held a joint-event with the Tourism WA in October which provided an opportunity for Tourism Operators and key stakeholders in our Shire to attend a workshop and share their passion about the towns in which they operate.

We are at a very exciting stage in the revitalisation of tourism assets in our Shire with the recent completion of the Kambalda Aquatic Facility and soon to be completed, Ben Prior Park in Coolgardie. The planned revitalisation of the Coolgardie Post office Complex will see a large range of tourism opportunities developed within our Shire that will make our towns a key destination for visitors.



The Tourism Strategy is designed to attract large and sustainable increases in visitations, which should see an increase in existing business activity, new business creation, new jobs and potentially, new residents across the Shire.

Thank you to the Councillors, staff, local businesses, tourism operators and the community for their input into this very important strategic plan for our region.

Malcolm Cullen



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Executive Summary

The purpose of the Shire of Coolgardie's Strategic Tourism Plan 2021-2023 (the Plan), is to inform and guide the future direction of tourism; and to promote growth within the local tourism industry that will create economic benefits and community desirability.

Rich in gold-rush era history, Coolgardie and Kambalda features some of the grandest historical buildings, unique natural assets, modern facilities and museum collections; all which offer extraordinary tourism experiences. The Shire of Coolgardie (Shire) provides excellent amenities, community activities and events throughout the year providing visitors with plenty to see and do.

This Plan is a resource that will be used by the Shire, the community, and stakeholders to focus tourism activities for the coming three years. It collates much of the work undertaken by the Shire of Coolgardie and the community in identifying future opportunities and new initiatives aimed at growing tourism.

To achieve this, the following visionary elements need to be undertaken:

Vision

To establish the Shire of Coolgardie as a lead regional tourism destination in the Goldfields region - with a thriving visitor economy - based on diverse and engaging tourism and historical experiences.

Mission

By 2023, the implementation of the Shire of Coolgardie's Strategic Tourism Plan will have contributed to the following:

- Enhanced collaboration amongst regional partners and tourism industry groups.
- Tourism activity will have attracted new residents, increased investment, and expanded the business community.
- Boosted the region's competitive position in the marketplace and positively contributed to the local economy.
- Brought the region's heritage to life by making it more accessible to the community and visitors alike.



2020 has seen the devastating pandemic COVID-19 take control of the social and economic fabric of the international community. Apart from the tragic circumstances and effects the pandemic is having worldwide, it is also having damaging and long-lasting impacts on many industries, including tourism.

At this point, it is unknown how long the impacts of COVID-19 will last. While the Commonwealth Government had stated that international borders would not open during 2020 (with the exception of New Zealand), Qantas CEO Alan Joyce has stated that the airline did not expect international flights to resume, in a meaningful way, for at least another 12 months.

Within these parameters, the Western Australian State Government launched a major intrastate marketing campaign, **Wander out Yonder**, to encourage West Australians to explore our State and support the local tourism industry. This campaign has resulted in more visitors traveling to new places and seeking out new experiences in Western Australia's regions.

Never before have so many Western Australians looked locally for their holidays and leisure experiences. Through the development of this Strategy, the Shire of Coolgardie is on the front-foot to capitalise on this opportunity and showcase the region as a unique place to visit.

To determine the outcomes contained within the Plan, consultation and research occurred as outlined below:

Consultation Phase 1

- Engagement with local tourism operators and community groups through new Shire initiatives including a buy local campaign and re-establishment of tourism products
- Stakeholder workshops and meetings
- Public on-line survey consultation
- Workshops with Councillors and Council staff
- Interviews with other tourism partners, agencies and community organisations such as Australia's Golden Outback and Our GEMS
- Partnership with Tourism WA to bring the "Deep Dive Workshop" to the Shire and consult with local tourism operators and stakeholders throughout the region including government agencies

Analysis of Strategic Context

Consideration of global trends; local, Regional, State and National Tourism Plans; research on visitor trends and investigation into best practice tourism product development

Draft Strategic Plan

- Preparation of a draft Strategic Tourism Plan
- Distribution of the draft plan to Council for comment

Final Strategic Plan

- Refinement of the draft plan
- Council endorsement and release of final plan



The resulting document provides a framework for the Shire of Coolgardie to plan and prioritise projects, relating to following **Strategic Pillars**:

1. Product Development

Create and improve facilities and attractions to enhance the visitor experience, in consultation with the Traditional Owners of the Land

1.1 Heritage Tourism

To understand and appreciate the significance of the history of the Shire of Coolgardie

1.2 Nature-Based Tourism

To enjoy natural attractions and engage in a variety of nature-based activities

1.3 Arts and Culture Tourism

Provide opportunities for visitors to immerse themselves in cultural experiences

1.4 Tours

Facilitate the development of tour packages for visitors to experience the Shire of Coolgardie

2. Infrastructure Development

Ensure that tourism infrastructure meets the needs of visitors, tourism operators, and community

3. Destination Marketing

Communicate, promote awareness and create a 'reason' for people to visit

4. Events and Activities

Create connected tourism experiences through niche events and activities

5. Governance and Skills Development

Ensure effective processes are in place for continuous improvement



It is anticipated that, by the end of 2023, the implementation of the initiatives within the Plan will have resulted in:

- Growth in level of tourism investment and new tourist initiatives.
- Greater visitor expenditure on local products and services.
- Growth in Visitor Centre statistics – number of tourists, length of stay and degree of satisfaction.
- Growth in community engagement in the value of tourism.
- Improved business capacity and service quality.
- Positive change to external perceptions of the Shire of Coolgardie, including the attraction of new residents.
- Improved level of collaboration, cross promotion, and networking between tourism operators and partners.



Setting the Scene

Tourism Explained

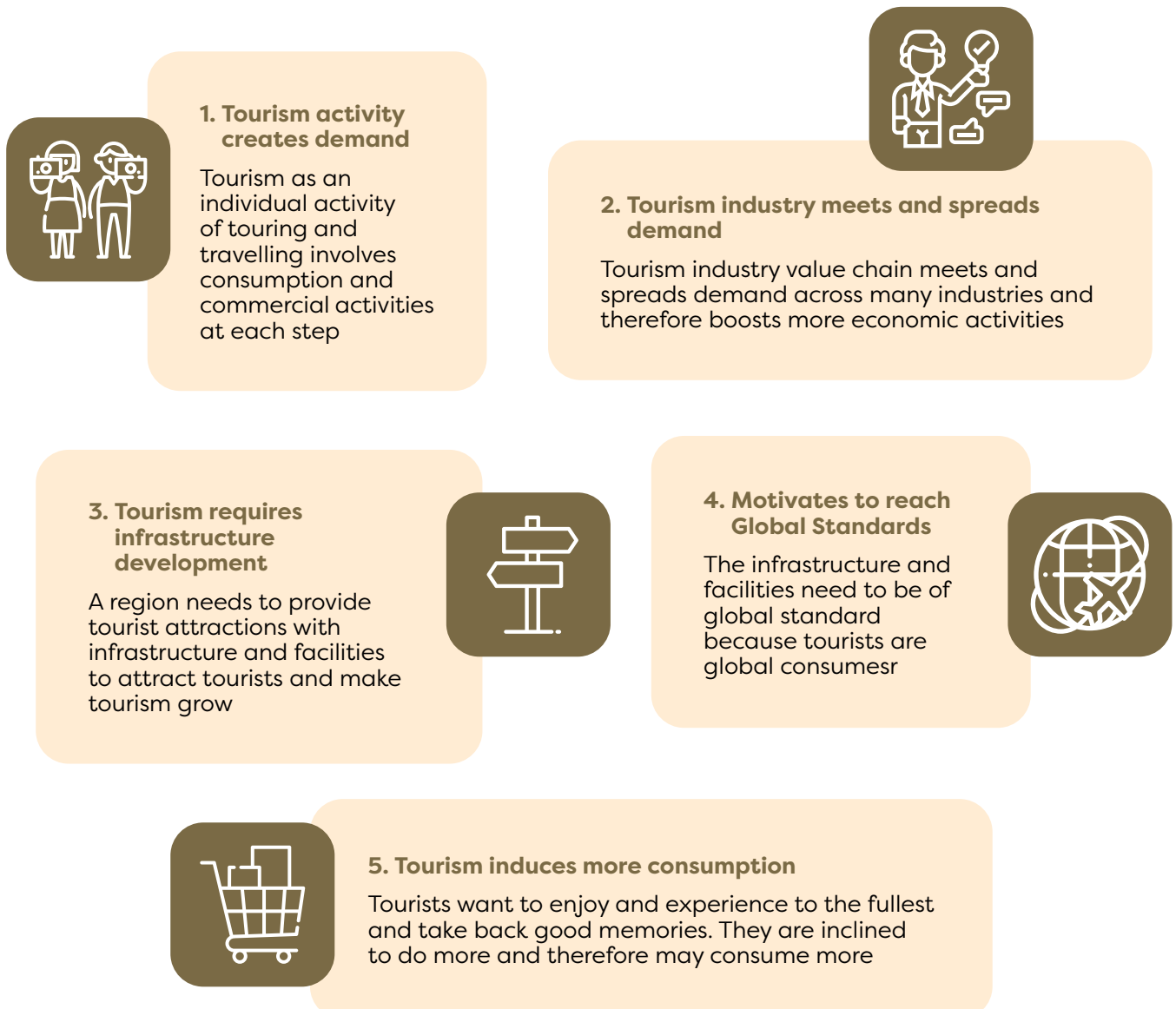
Tourism - the act and process of spending time away from home in pursuit of recreation, relaxation, and pleasure, while making use of the commercial provision of services.

A Visitor is the common denominator that covers all the forms of tourism. The term embraces three separate categories:

- (1) Tourists who are visitors staying away from home for one or more nights.
- (2) Same Day visitors, also known as tourist day visitors, spending at least 3 hours away from home - outside their usual environment for general leisure, recreational and social purposes. Many are local residents of an area/region.
- (3) Leisure day visitors spending less than 3 hours away from home - but outside their usual environment, for general leisure, recreational or social purposes.

Tourism contributes towards complete growth and development of a town.

- by bringing numerous economic value & benefits; and
- by helping to build the town's brand value, image and identity.



Benefits of Tourism

Economic

- Injects new money into the economy and boosts businesses
- Creates new jobs, businesses, events and attractions, thus helping diversify the local economy
- Supports small businesses and enables them to expand
- Helps encourage the development and maintenance of new/existing community amenities

Environmental

- Helps encourage a culture of preservation
- Boost awareness of the tourist site, attraction, or area's significance
- Helps encourage local residents and visitors to be mindful about their impact on the natural and built environment

Social

- Helps build social capital
- Promotes preservation of local traditions, customs and culture
- Helps improve the community's image and pride
- Builds opportunities for healthy and useful community relationships and partnerships
- Provides research, education and work-placement opportunities for students
- Creates enjoyable opportunities for both local residents and visitors attracted to the cultural arts, history and preservation
- Boosts local investment in heritage resources and amenities that support tourism services



Local Government and Tourism

- Local Government Authorities (LGAs) are at the forefront of tourism delivery and in many ways the linchpin to other spheres of government, industry and the community. LGAs provide an expanse of tourism infrastructure such as - roads, airports, caravan/camping grounds, visitor centres and parks.
- When considering LGAs in a tourism setting, it is important to recognise they are governed by Commonwealth and State legislations. This can range from land-use planning, through to environmental and health legislation. They are also impacted by national and State tourism strategies, as well as other government strategies. Ultimately, they participate in, and support, the activities of tourism organisations and networks – especially industries that support tourism, such as accommodation, retail, restaurants, bars and cafes¹.
- At the time of uncertainty around the world, the June 2020 Business News highlighted the role of local government in the tourism industry –

At this time, local governments should critically assess their tourism offerings and how it presents to the market. Potential customers will be searching online to find a WA Based holiday destination which captures their hearts and sparks interest.

Now is the time for local governments across the State to invest in tourism marketing – showcase their unique assets – and entice holiday goers to their locality.

Tourism is a competitive marketplace, but the current climate presents an incredibly valuable opportunity and WA local governments should strike whilst the iron is hot².

1. WALGA, Local Government and Tourism Discussion Paper, 2015

2. Cited in Business News, <https://www.businessnews.com.au/article/Tourism-marketing-time-to-get-it-right>, 20 June 2020.



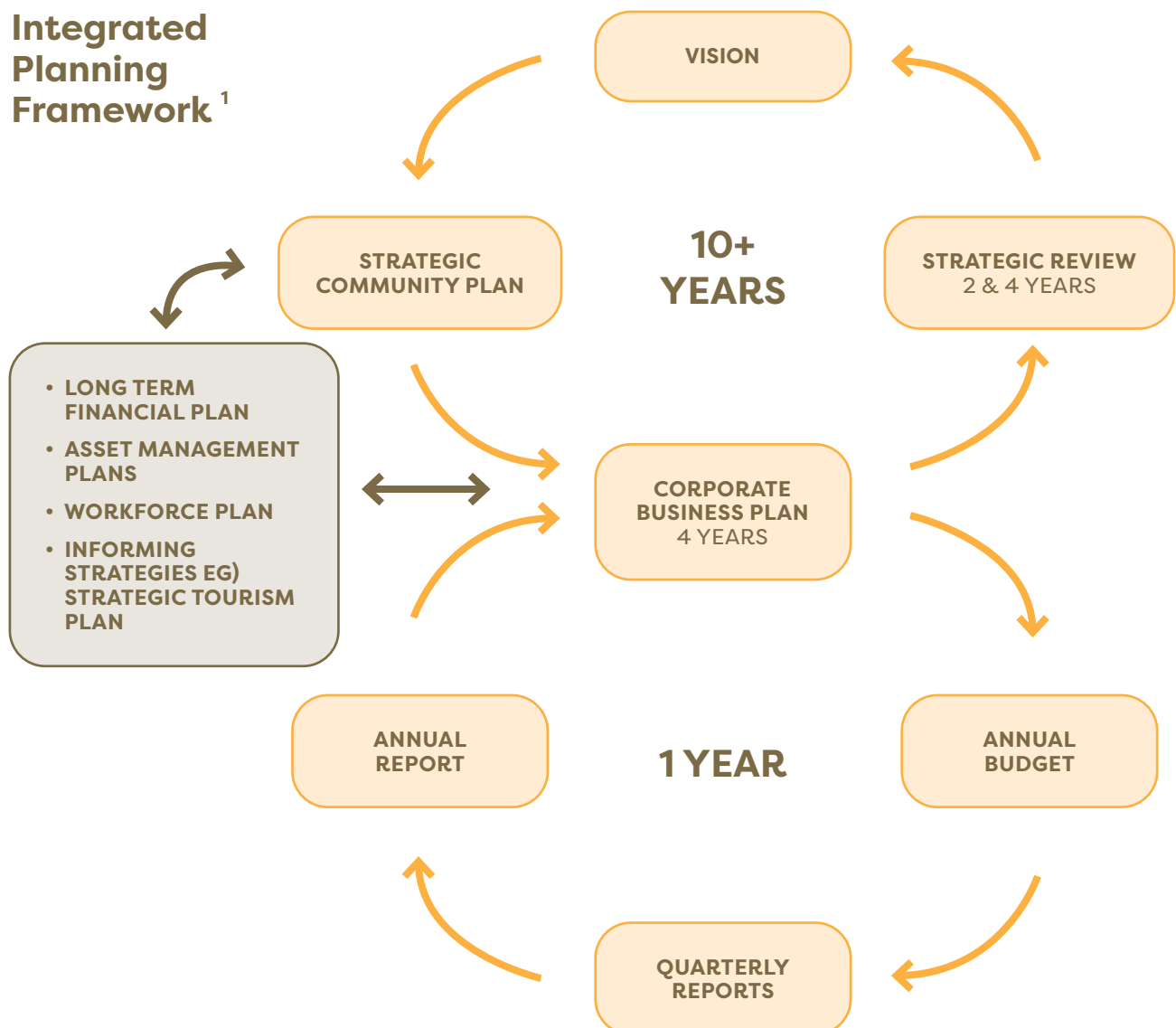
Strategic Tourism Plan

In 2010, the Department of Local Government, Sport and Cultural Industries (Department) introduced the Integrated Planning and Reporting Framework and Guidelines for all Western Australian local governments. The objective of the Framework is to create a process of continuous improvement in local governments.

The Department anticipates that over time, local governments will progress to an advanced level in their planning and integration. The framework integrates community priorities, as articulated in the Shire of Coolgardie's Community Strategic Plan, with other local government informing strategies, information, and resourcing capabilities.

The Shire of Coolgardie's Strategic Tourism Plan, is an informing strategy with all identified initiatives subject to budget considerations, availability of internal resources and requirements of the Framework.

Integrated Planning Framework¹



1. Department of Local Government and Communities - Integrated Planning and Reporting: Framework and Guidelines, 2016

About the Shire of Coolgardie

The Shire of Coolgardie is located approximately 550 kilometres East of Perth and is home to just over 3,600 residents. It encompasses an area of 30,400 km² and includes the towns of Coolgardie, Kambalda, Widgiemooltha and the Aboriginal community of Kurrawang.

KAMBALDA, established in 1897, was also a gold mining town until 1966 when the first of many large deposits of nickel was found in the town. These rich nickel deposits were profitably developed by Western Mining Corporation, which marked the beginning of Western Australia's 'nickel boom'.

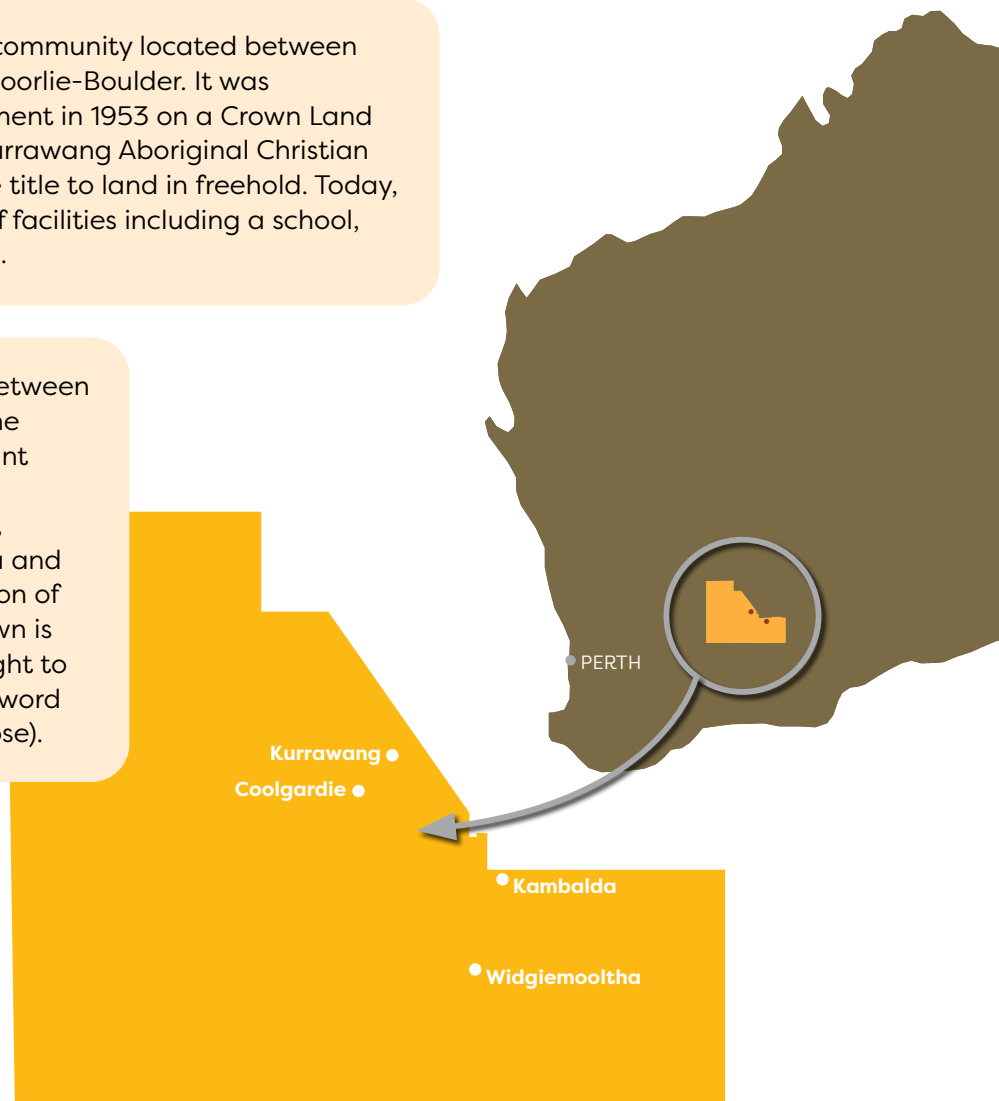
COOLGARDIE saw the biggest movement of people in Australian history when gold was found in 1892. At the height of the gold rush in 1897, Coolgardie was Western Australia's third largest town servicing a population of 25,000 residents and over 700 mining companies.

The name Coolgardie is derived from the Aboriginal name "Kurl-Kurti" that refers to a type of Mulga tree which grew near a waterhole. The waterhole was shown to the first Europeans in the area by Nyunbuning.

Coolgardie has some of the grandest surviving goldrush-era historical buildings and collections which include the Goldfields Exhibition Museum, Post Office Complex, Pharmaceutical Museum, Railway Museum and Warden Finnerty's Residence.

KURRAWANG is an Aboriginal community located between Coolgardie and the City of Kalgoorlie-Boulder. It was established as a mission settlement in 1953 on a Crown Land Title reserve and in 1995, the Kurrawang Aboriginal Christian Community was issued with the title to land in freehold. Today, the community hosts a range of facilities including a school, shop, and adult learning centre.

WIDGIEMOOLTHA is located between Kambalda and Norseman on the southern shoreline of a significant salt lake and tourist attraction called Lake Lefroy. In the 1890s, gold was discovered in the area and Widgiemooltha had a population of 112 people. The name of the town is Aboriginal in origin and is thought to be derived from the Aboriginal word Wadjimoola (meaning crows nose).



Current Tourism Offerings

Kambalda

Attractions

- Red Hill Lookout and Walking Trail
- Nullabor Links
- Larkinville Mine
- Kambalda Aquatic Facility
- Newtown Dam
- Kambalda Memorial Garden

Trails and Tracks

- Burra Rocks
- Cave Hill Nature Reserve

Coolgardie

Attractions

- Coolgardie Visitors Centre and Museum
- Warden Finnerty's Residence
- Old Railway Station
- Ben Prior Park
- Coolgardie Pioneer Cemeteries
- Coolgardie Cemetery
- Glory Days Heritage Trail
- Coolgardie Bluff Cultural and Heritage Trail
- Lions Lookout
- Coolgardie Gorge
- Lindsay Pit

Trails and Tracks

- Golden Quest Discovery Trail
 - Historic Bonnievale Town Site
 - Kunanalling Premier Hotel Ruins
 - Rowles Lagoon
 - Credo Homestead
- The Green Trail
 - Burra Rock
 - Cave Hill
 - Holland Track
 - Gnarlbine Soak
 - Victoria Rock
- Golden Pipeline Heritage Trail
 - Wallaroo Rocks
 - Boondi Rock

Upcoming Tourism Development Projects

- Ben Prior Park Redevelopment, including development of nature playground
- Historic Coolgardie Post Office Complex Redevelopment, including the reopening of the old gaol yard
- Coolgardie Swimming Pool Redevelopment
- Welcome Statement – Kambalda
- Town signage refresh
- Relocation of the Visitor Centre to the Historic Coolgardie Post Office Complex
- Installation of town banners
- Business Support Programs and Workshops

Completed 2019/20

- Kambalda Aquatic Facility
\$4.5 million project value
(ABS Census 2016)



Visitation Statistics

In the year ending June 2020, the Shire of Coolgardie's Visitor Centre recorded 7,186 visitors, representing only 2% of the total drive-by traffic on the Great Eastern Highway.

Coolgardie neighbours the City of Kalgoorlie-Boulder, which is located 30 minutes away, and Kambalda, 45 minutes away. According to 2019/20 Main Roads Traffic Data there are over 1.2 million vehicles travelling on the Shire of Coolgardie's major highways per annum.

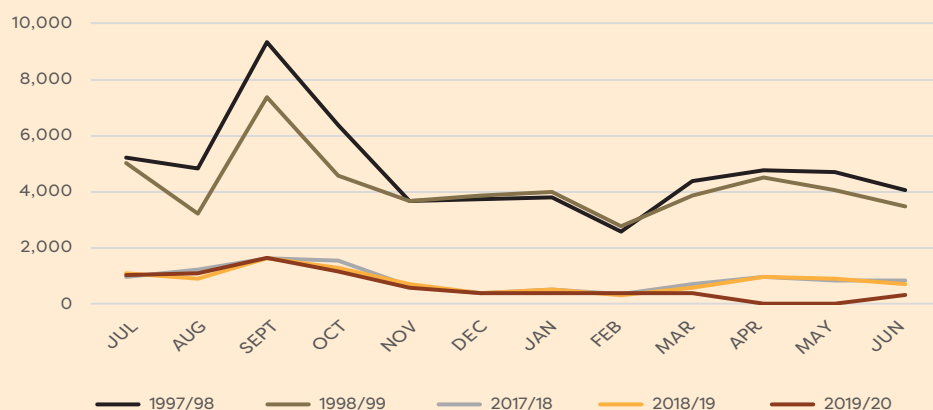


The impacts of COVID-19 resulted in the closure of the Coolgardie Visitor Centre for two months with visitor numbers decreasing by 27% from the previous year. The Coolgardie Visitor Centre experienced a minor 1% increase in visitors in the 2018/19 FY from 2016/17 FY.

In 1997/98, the Coolgardie Tourist Bureau recorded 57,432 visitors which dropped slightly in 1998/99 to 50,222. In contrast, the visitor numbers achieved by the Coolgardie Visitor Centre in 2018/19 was 9,840; approximately 40,000 less visitors than achieved 20 years ago.

It is important to consider that the number of vehicles travelling through Coolgardie on the Great Eastern Hwy has remained consistent since 1997/98 (402,595 vehicles).

Historical Visitor Numbers - Monthly Figures



Community consultation undertaken with tourism stakeholders at the Coolgardie Visitor Centre Business Planning workshop in 2017, indicated that this significant decrease in visitor numbers could be attributed to:

- Reduction in the number of coach buses travelling through Coolgardie
- Introduction and uptake of social media to access visitor information
- Decrease in Coolgardie's tourism attractions and businesses
- Aged tourism attractions
- Inconsistent opening hours of tourism products and local businesses

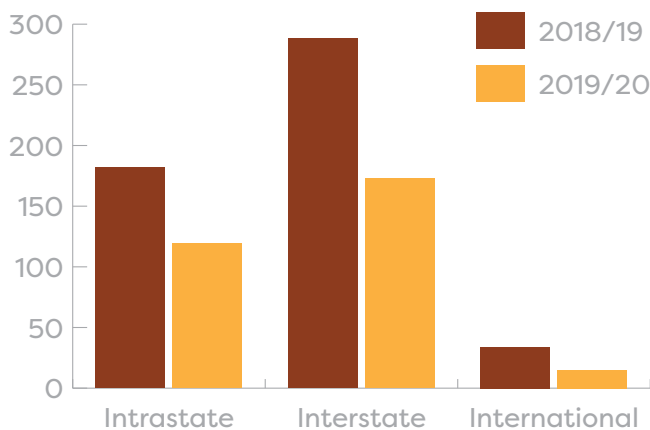
This feedback was taken into consideration in the development of the Shire's Strategic Tourism Plan.

Visitor Origin

The Shire of Coolgardie gathers its visitor origin data through a Visitor sign-in book which, in 2019/20 represented only 4%, or 307 people of the total visitors to the Coolgardie Visitor Centre.

Based on the data provided, interstate travellers are the highest number of people who are registering their visit at the Centre with Intrastate, and then International visitors registering their attendance.

2018/19 to 2019/20 - Visitor Origin



Visitor Summary

Due to the small sample size of the Shire of Coolgardie region, it is assumed that trends would follow those of Goldfields-Esperance region, as a whole.



- From 2017-2019, the Goldfields-Esperance region received **over 690,000** visitors in total, of which the majority (70%) were domestic overnight visitors representing an average growth rate of 7% from 2016-2018.
- Overnight visitation to the region has **increased by 7.14%** over the last four years.



- \$210 million** annual tourism spend in the region.
- Average daily spend on a trip for domestic visitors is **\$128**.



- Intrastate visitors from Western Australia to the region accounted for **81%** of all domestic visitors
- The region receives 38% of WA's total interstate visitation as of March 2020.
- Domestic Average Length of Stay (ALS) is **4.7 nights**, while interstate ALS is 7.6 nights.



- On average, **66%** of intrastate leisure visitors in Western Australia will spend at least one night in Regional Western Australia.
- An average **one in three** (31%) of intrastate leisure daytrips are to Regional Western Australia

Purpose, Top Activities and Key Markets



The main purpose of visit for intrastate visitors was for business (51%) and 28% was for holidays.



Popular activities for intrastate visitors are to eat out/dine at a restaurant, go to pubs/clubs, and visit relatives and friends.



While 15% of intrastate visitors travelled as a couple, 35% travelled as unaccompanied visitors.



Top Motivation for Intrastate Holiday Visitors to Visit Western Australia – beaches/coastal scenery, unique natural sights, pristine natural environments.



Top Leisure Activities for Domestic Visitors are to eat out/dine at a restaurant and/or café, visit friends and relatives, sightseeing/looking around.

Target Markets

Whilst COVID-19 is still impacting interstate and international travel, the following markets are regarded as relevant to this Plan.

Target Markets	Age	Market Sector	Motivation for Travel
GREY NOMADS are the largest traveling demographic market, comprising most of the Shire's visitors. Grey Nomads are usually defined as 55 years of age or above and self-driving from Interstate and Intrastate destinations.	55+	<ul style="list-style-type: none"> • Interstate • Intrastate 	<ul style="list-style-type: none"> • Time • Disposable Income
VISITORS OF FAMILY AND FRIENDS the second most important market. A large portion of the Shire of Coolgardie's population derives from outside the Goldfields region, resulting in their family and friends visiting.	Mix of Ages	<ul style="list-style-type: none"> • Interstate • Intrastate • International 	<ul style="list-style-type: none"> • Overseas holiday • Visiting loved ones • Family connections
GOLDFIELDS LOCALS is an important demographic market comprising of 39,097 people.	30-60	Local Community (have originated from other locations)	Localised general and event information for themselves or visiting relatives.
INTERNATIONAL EXPERIENCE SEEKERS are travellers or backpackers that are making their way across Australia. They will travel to Coolgardie and Kambalda in search of a personal, authentic, outback experience they can talk about.	25-35	International strength in European markets	<ul style="list-style-type: none"> • Looking for adventure • Limited budget • Travel with friends • Authentic experiences



The Way Forward

To deliver the Shire of Coolgardie's Strategic Tourism Plan 2021-2023, the following visionary elements need to be undertaken, in partnership with industry and stakeholders.

Vision

To establish the Shire of Coolgardie as a lead regional tourism destination in the Goldfields region - with a thriving visitor economy - based on diverse and engaging tourism and historical experiences.

Mission

By 2023, the implementation of the Shire of Coolgardie's Strategic Tourism Plan will have contributed to the following:

- Enhanced collaboration amongst regional partners and tourism industry groups.
- Tourism activity will have attracted new residents, increased investment, and expanded the business community.
- Boosted the region's competitive position in the marketplace and positively contributed to the local economy.
- Brought the region's heritage to life by making it more accessible to the community and visitors alike.



Guiding Principles

- Develop the Shire of Coolgardie as a unique and diverse tourist destination.
- Identify and support the development of new tourism attractions.
- Preserve, manage and enhance the unique environment, heritage, and character in the Shire of Coolgardie.
- Assist local tourist business development and promotion.
- Strengthen the spirit of collaboration, networking, and cross promotion, among tourism operators, community members and businesses.
- Identify the necessary financial, technical and stakeholder support required to achieve tourism aspirations.
- Focus and target in marketing activities.
- Regularly monitor, evaluate, and review the actions of the Strategic Tourism Plan.

Indicators of Success

- The growth in level of tourism investment and new tourist initiatives.
- Greater visitor expenditure on local products and services.
- The growth in Visitor Centre statistics – number of tourists, length of stay and degree of satisfaction.
- The growth in community engagement in the value of tourism.
- Improved business capacity and service quality.
- A positive change to external perceptions of the Shire of Coolgardie, including the attraction of new residents.
- An improved level of collaboration, cross promotion, and networking between tourism operators and partners.



STRATEGIC PILLARS

To facilitate this planning framework, **Five Strategic Pillars** have been developed which will form the basis of the 'enablers for success' for tourism throughout the Shire of Coolgardie.



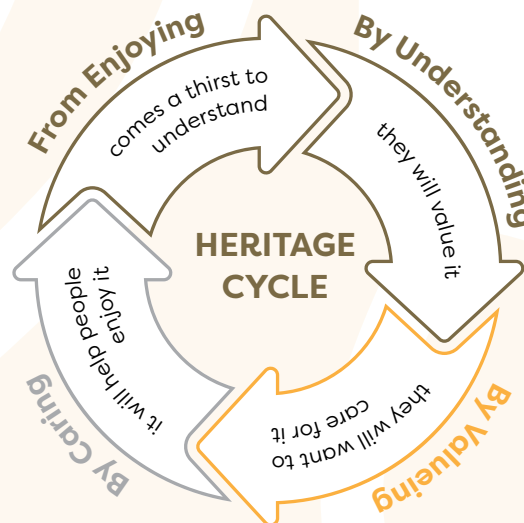
Strategic Pillar 1 - Product Development

Create and improve facilities and attractions to enhance the visitor experience, in consultation with the Traditional Owners of the Land

1.1 Historical Tourism

To understand and appreciate the significance of the history of the Shire of Coolgardie

- The Shire of Coolgardie is steeped in history, as the birthplace of the great gold rush of 1892 which needs to be focussed heavily within the tourism agenda.
- Historical tourism refers to a kind of tourism, where the tour or tour group focuses on the history of an area. Visitors go, see, study, discuss and experience places, where historical things occurred¹.
- Culture and heritage tourists say they often extend their stay because of a historical and heritage activity. The majority of these travellers stay overnight at local motels, hotels, bed and breakfasts, or camp grounds.



- Culture and heritage tourists tend to put more money back into the local economy, spending more than other kinds of tourists per trip. The benefits of culture and heritage tourism are amplified through the community, so their impact is much wider than just the direct spending levels².

Primary Initiatives

- Capitalise on Coolgardie's historical 'Olde Worlde' experiences to enable visitors to immerse themselves in the 125 years of history.
- Capitalise on the Varischetti Mine Rescue.
- Promote the historical significance of Coolgardie.
- Investigate the development of steel sculptures in Kambalda that interpret and reflect the history and character - 'A Peoples Trail'.

- Consider the development of a Coolgardie Cemetery and Kambalda Pioneer Cemetery Historical Trail.
- Investigate the development of a storytelling project that have some big stories from the past. Quirky and different stories will pique people's curiosity.

Secondary Initiatives

- Reinvigorate the Glory Days Trail.
- Investigate the completion of the Heritage Markers project in Coolgardie.

1. How Culture and Heritage Tourism Boosts More Than A Visitor Economy, <https://www.mytravelresearch.com/culture-and-heritage-tourism-boosts-visitor-economy/>, accessed 10 October 2020

2. How Culture and Heritage Tourism Boosts More Than A Visitor Economy, <https://www.mytravelresearch.com/culture-and-heritage-tourism-boosts-visitor-economy/>, accessed 10 October 2020

Strategic Pillar 1 - Product Development

1.2 Nature-Based Tourism

To enjoy natural attractions and engage in a variety of nature-based activities

- One the tourism strengths within the Shire of Coolgardie is the wealth of nature-based experiences.
- Nature-based tourism is one the fastest growing sectors in the global tourism industry. Blessed with incredible natural assets, Western Australia is an outdoor tourism mecca with huge potential to attract new international and domestic visitors¹.
- The definition of Nature-Based tourism is leisure travel undertaken largely or solely for the purpose of enjoying natural attractions and engaging in a variety of nature-based activities – from scuba diving and bushwalking to simply going to the beach².
- Experiential tourists are interested in a diversity of natural and cultural resources. They want what is real, and they want to be immersed in a rich natural, cultural, or historical experience.
- Visitors have an interest in the environment with a desire to learn, to appreciate, to understand and to conserve.
- Opportunities exist within the Shire of Coolgardie to increase awareness towards the conservation of natural and cultural assets, both amongst locals and tourists.

Primary Initiatives

- Investigate the development of Gold Prospecting areas within the Shire of Coolgardie for potential prospecting and collaborate with tourism operators.
- Research Astro tourism for Coolgardie and Kambalda. This is a unique growing tourism activity in WA.
- Investigate the development of Newtown Dam as a recreational tourism asset in Kambalda.
- Glamping is now a worldwide phenomenon. Investigate the development of a partnership with mobile glamping businesses to offer these types of tourism packages.

- Develop a partnership with the Department of Biodiversity, Conservation and Attractions and link into their two-year plan - Nature Based Tourism in Western Australia.

Secondary Initiatives

- Investigate a location for land sailing in the Shire of Coolgardie. This product is unique to WA and could become an extraordinary tourism product.
- Coolgardie is the region's Road Transport hub; with the newly developed Lady Loch Truck Bay, develop this concept further and promote Coolgardie's transport heritage.

1. Tourism Australia, Nature Based Tourism in Australia Manifesto, 2017

2. Tourism Australia, Nature Based Tourism in Australia Manifesto, 2017

Strategic Pillar 1 - Product Development

1.3 Arts and Culture Tourism

Provide opportunities for visitors to immerse themselves in cultural experiences

- The pairing of arts and culture with tourism can lead to economic development by bringing visitors to the area, while also contributing to community wellbeing by invigorating local areas through creative practice.
- Art tourism, used as a partnership between culture and the tourism industry, can be used by creatively increasing what is unique about a community. The heritage, artistic and cultural life of an area can attract tourists and create better quality of life for those who live there¹.
- Cultural tourism has been defined as, the movement of persons to cultural attractions away from their normal place of residence, with the intention to gather new information and experiences to satisfy their cultural needs².
- With the Shire of Coolgardie's rich Aboriginal culture and keen community members, this tourism opportunity is ready to be capitalised upon.

Primary Initiatives

- Encourage Aboriginal artists to display and benefit from their art.
- Facilitate the development of mural art trails encompassing Mining, Pastoral, Historical and Aboriginal images in Coolgardie and Kambalda.

Secondary Initiatives

- Investigate the development of Art Workshops for visitors to interact with local artists.
- Investigate the development of a replica of the Foucault Pendulum with additional history and stories for visitors.
- Work with the Aboriginal community to revisit the Arts and Culture Trail project through the Bluff Walk Trail; specifically focusing on Aboriginal culture.
- Investigate the development of a Film Festival in Kambalda or Coolgardie.

1. Western Australian Tourism Commission and Western Australia Department of Culture and the Arts, *Journey Further: An Arts & Cultural Tourism Strategy for Western Australia, 2004-2008*

2. Organisation for Economic Co-operation and Development, *The Impact of Culture on Tourism, 2009*

Strategic Pillar 1 - Product Development

1.4 Tours

Facilitate the development of tour packages for visitors to experience the Shire of Coolgardie

- Creating travel packages involves working with other local Tourism businesses to create new deals. Successful packages will improve the customer experience, increase the customer spend and length of stay.
- Tourism businesses, small and large, can gain a competitive advantage by working with partners to create irresistible travel packages.
- Working with other local businesses to create a new package is a strategy to create increased appeal for customers and to make it easier for potential guests to understand more about the experiences in the destination - and ultimately to commit to the destination.
- Tour packages should be designed to improve the customer experience, increase the customer spend and length of stay.

Primary Initiatives

- Facilitate local 'One of a kind' Tours within the Shire of Coolgardie.
- Partner with regional Visitor Centres to be included in their tours and promotions.
- Link and promote all drive tracks - Green Trail, Holland Track, Golden Quest, Granite Rock.

- Facilitate the development of day trips or overnight camping trips that include Coolgardie, Burra Rock, Cave Hill, Widgiemooltha and Kambalda.
- Develop self-drive packages as a Coolgardie Visitor Centre offering.

Secondary Initiatives

- Attract school camps to Coolgardie.

Strategic Pillar 2 - Infrastructure Development

Ensure that tourism infrastructure meets the needs of visitors, tourism operators and community

- Local Governments provide a vast range of tourism related infrastructure, which is essential in supporting tourism. The provision and maintenance of Local Government infrastructure exists across a range of legislation.
- Without infrastructure and amenity provision and maintenance - tourism is compromised, or in some cases, cannot exist at all. Tourism related infrastructure includes: airports, airstrips, signage, caravan and camping grounds, public toilets, leisure centres, sporting facilities, visitor centres, museum and art galleries and roadside rest areas¹.
- Infrastructure plays a critical role in servicing tourism through the provision of structural features, that directly impact upon the quality of the activity and the destination experience.
- Tourism infrastructure can be powerful in anchoring, even changing, a destination's image.
- Infrastructure can boost tourism development by raising the attractiveness and competitiveness of a destination. Tourists usually expect facilities in their chosen destination to be comparable to what they enjoy at home.
- The benefits for the Shire of Coolgardie of creating valued tourism infrastructure, goes far beyond that for a visitor, but will also play a large part in attracting residents.

Primary Initiatives

- Update the Tourism Asset Register and include projected needs for future tourism infrastructure, including accommodation.
- Investigate positioning the Coolgardie Railway Station as a historical Rail Precinct.
- Bayley Street Upgrade.
- Prioritise the completion of the Coolgardie museum upgrade.
- New information notice boards to be positioned at the Recreational Vehicle and Caravan Parking areas.

- Install new facilities at the Lady Loch Truck Bay in Coolgardie.
- Redevelopment of the Coolgardie Pool.

Secondary Initiatives

- Investigate required amenities in the Coolgardie and Kambalda skateparks.
- Develop a tourism signage strategy across the Shire of Coolgardie.
- Promote accommodation offerings in Coolgardie and Kambalda.
- Conduct an analysis for future streetscaping in Kambalda.
- Assist with the re-establishment of the State Battery in Coolgardie.

1. WALGA, *Local Government and Tourism Discussion Paper*, 2015

Strategic Pillar 3 – Destination Marketing

Communicate, promote awareness and create a ‘reason’ for people to visit

- Destination marketing is a form of marketing, in which a destination is promoted to potential visitors, to increase the number of people that travel to that location¹.
- The purpose of destination marketing is to make a location or destination seem more attractive than the main alternatives – boosting the number of people who travel there and assisting the local businesses. It is also about increasing awareness of the destination, with a view to raising demand and improving its reputation².
- To attract travellers to a certain destination, it is important that the plus points of that destination are highlighted. This is especially crucial when one destination is competing with another for the same tourists or visitors. Such is the case with Coolgardie, Kambalda and Kalgoorlie-Boulder.
- The goal of most destination marketing is to promote a destination as superior to alternatives, by highlighting the things that make it unique, or the things that make it a desirable place to travel to³.
- The critical point is that tourists recommend the Shire of Coolgardie as a destination to other friends and relatives – to share positive stories about the destination. These stories play a significant role in encouraging mindful visitors and supporting more positive tourist experiences.
- Marketing correctly can shape the focus of product development, services, infrastructure and the visitor experiences offered in a location, and guide how they are promoted and communicated.
- For the Shire of Coolgardie, this will mean reinforcing key marketing messages; developing tourism experiences that deeply satisfy visitors; generating greater word-of-mouth promotion and attracting return visitation.

Primary Initiatives

- Develop a Tourism Marketing Plan that embraces both social and traditional media and is driven by the Coolgardie and Kambalda brand.
- Investigate the development of a distinctive and reinforcing tourism brand for the Shire of Coolgardie.
- Organise familiarisations with all relevant tourism partners/stakeholders.
- Ensure local tourism visitor data is up-to-date and accurate.
- Maintain an energetic team to constantly drive the promotion and recognition of destinations within the Shire of Coolgardie.

Secondary Initiatives

- Consider the development of a tourism specific website for Coolgardie and Kambalda.
- Effective tourism marketing is implemented.
- Partner with cross regional marketing opportunities.
- Consider the diversification of tourism offerings at the Visitor Centre.

1, 2 & 3. Destination Marketing Strategies to Attract More Visitors, <https://www.revfine.com/destination-marketing>, accessed October 2020

Strategic Pillar 4 – Events and Activities

Create connected tourism experiences through niche events and activities

- Events are a great way to bring visitation to towns and to fill gaps in the local tourism market. They provide value to local retailers and provide revenue for local community groups.
- Opportunities exist within the Shire of Coolgardie to develop more local events that link into the local area brand and bring people from the local areas such as Kalgoorlie-Boulder and Norseman – as well as visitors from further afield.
- The natural environment within the Shire could provide an ideal location for new events and it is suggested that Council continue to support existing events and work closely with the community to develop new events aimed at increasing visitation to the Shire.

Primary Initiatives

- Establish events schedule across the Shire of Coolgardie.
- Attract live Music Festivals.
- Support the development of Coolgardie or Kambalda Markets.
- Create Community Sundowner evenings in Coolgardie and Kambalda.
- Continue to enhance the Coolgardie Day event.
- Continue to enhance the Kambalda Christmas Tree event.

Secondary Initiatives

- Investigate the need for extreme sports adventures and activities in the Shire.
- Facilitate the development of a Coolgardie and Kambalda Ute Muster.

Strategic Pillar 5 – Governance and Skills Development

Ensure effective processes are in place for continuous improvement

- The modern tourist has a higher expectation of services provided by the destination.
- Modern tourists expect quality foods, wines and beverages; access to modern digital services; such as high-speed broadband; and downloadable applications that are Smart phone compatible. Add to this quality accommodation and a wide range of tourism experiences.
- The Shire of Coolgardie could take greater leadership in industry networking, events, product development and visitor servicing.
- Community groups will be encouraged to develop a closer working relationship with Council and Tourism businesses - and to play a much more proactive role in developing and promoting their local tourism opportunities.
- The Shire should specifically encourage tourism operators to achieve Tourism Accreditation to demonstrate how they are committed to exceeding expectations with great customer service and the highest standards of business practice.

Primary Initiatives

- Encourage all operators to become Tourism WA accredited and improve service quality by encouraging training on customer delivery.
- Promote an “Ambassador Program” to encourage residents to share their stories and enrich the visitor experience.
- Research into up-to-date technology to enhance tourism experiences.
- Continue to engage with stakeholders and the community in tourism.

What does this mean for the Shire of Coolgardie?

By implementing the initiatives contained within this Tourism Plan, the Shire of Coolgardie envisage:

Visitor Spend \$650,000

*in domestic expenditure
(From 35,500 extra visitors) by 2021/22¹*

Touring Market \$200,000

*in expenditure from the touring market
(From 3,300 additional touring visitors)*

Family Market - \$84,000

*in expenditure from the family market
(From 1,000 additional family visitors)*

Events - \$400,000

*in expenditure from the events market
(From an extra 1,500 event visitors)*

1. Based on 10% of traffic stopping with average visitor spend of \$18.20 per visitor (20% regional day trip spend)



Monitoring and Evaluating

The Shire of Coolgardie will be responsible for the implementation of this Plan and will work with internal and external stakeholders, and community groups, to support the delivery of the Plan through a regular monitoring and reporting process. The Plan is a living document and will be reviewed and amended as circumstances change.

The review will include:

- assessing the progress of the Plans' deployment;
- assessing whether the indicators of success bring the Shire closer to meeting the guiding principles;
- amending and evolving the Plan to reflect changing needs in the Shire; and
- optimising new funding opportunities that may arise, or new direction which may be developed.

The Shire intends to review this Strategy in the 2021/22 financial year.

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James Trail
Chief Executive Officer
ceo@coolgardie.wa.gov.au

Mia Hicks
**Director of Economic
and Community Development**
decd@coolgardie.wa.gov.au

08 9080 2111
mail@coolgardie.wa.gov.au
PO Box 138, Kambalda WA, 6442

www.coolgardie.wa.gov.au