



City of Armadale

Tourism Destination Strategy 2015-2019

October 2014

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Incorporating the coastal plains, foothills and part of the picturesque Perth hills, the Armadale region (the region) encompasses approximately 545 square kilometres, uniting the Perth metropolitan area with the south east of regional Western Australia. It is a place of diversity and charm, poised for significant and ongoing economic and population growth.

As a region, it has experienced rapid change in recent years in terms of population, economic and social fabric. The current population (approximately 73,000) is predicted to grow at approximately 4 per cent per annum for the next 20 years. This, combined with a growing city centre, evolving tourism product and the City of Armadale's (the City) commitment to ongoing economic and community development initiatives, provides a sound platform to strengthen and diversify the tourism and visitor economy.

This Tourism Destination Strategy (the Strategy) has been developed to provide the framework for tourism planning, destination development and marketing of the region's tourism experience over the next five financial years (2015-2019).

It has been developed to reflect the views and directions of local stakeholders, along with a review of previous strategies which have provided a solid base for tourism development to date, being:

- *Tourism Destination Strategy, 2009*
- *Tourism Destination Marketing Strategy, 2010*

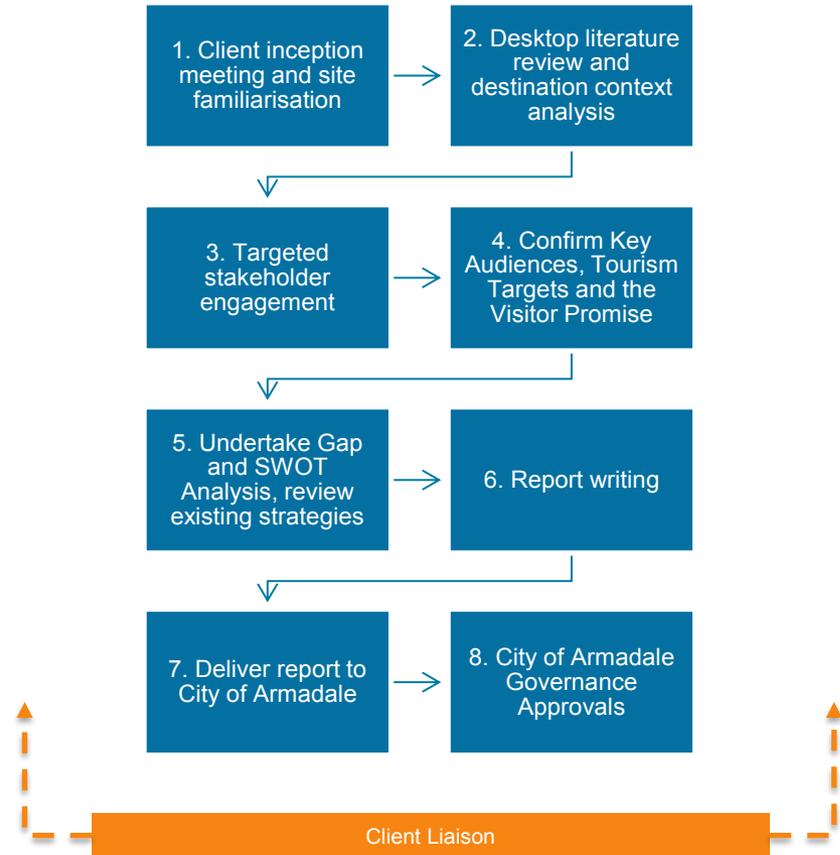
The goal for tourism development over the next five years is two-fold:

1. Strengthen existing local partnerships and tourism based initiatives, to build a groundswell of pride across the region – with residents and workers becoming advocates for the place
2. Challenge existing perceptions of prospective visitors, by delivering a high quality experience that encourages them to visit and return.

A holistic approach to destination development will be required – from marketing and positioning, through to the physical environment and developing positive, tangible experiences unique to the region.

METHODOLOGY OVERVIEW

The diagram below demonstrates an overview of Place Match's methodology for the development of this Tourism Destination Strategy.



Sources:

- *City of Armadale, Economic Profile*, <http://economy.id.com.au/armadale>
- *City of Armadale, Economic Development Strategy 2013-2017 (April 2013)*



Tourism Context

TOURISM'S ECONOMIC CONTRIBUTION

Tourism is undeniably one of Australia's most significant industries, contributing \$91 billion Gross Domestic Product (GDP) to the economy in 2012-2013, and directly employing close to one million people. As a national industry, it continues to rise at 4 per cent per annum, with total tourism GDP on track for long term growth of 4.5 per cent. In Western Australia, tourism contributes \$8.76 billion Gross State Product, with 'accommodation, cafes and restaurants, bars and clubs sector' the largest contributor.

Within Armadale, tourism is a significant contributor to the economy of the region, however due to limited data, quantifying regional visitor profiles and visitation numbers is difficult, as is measuring its overall value and impact, both in terms of visitor spend and return to the local economy and community. Establishing measures to improve the understanding of the visitor profile and economic benefits of tourism within Armadale will be important to evaluate the City's return on investment for tourism destination development and marketing.

INDUSTRY TRENDS

A number of local, national and international trends are at play that have the potential to impact on the evolution and development of visitor destinations such as the Armadale region. These have been considered as part of this strategy:

- **Motivations and decision factors**

The top five factors for visitors choosing a destination include:

- Safety and security
- Value for money
- World class beauty and natural environments
- Good food, wine, local cuisine and produce
- Friendly and welcoming with local hospitality.

- **International travel**

A strong Australian dollar and access to low cost air travel is making it easier for Australians to travel overseas. Providing quality and affordable experiences for locals and intrastate visitors is important to attract these markets to visit more of the state.

- **Growth in intrastate travel in Western Australia**

Although Australians are choosing to travel overseas, Western Australians are also continuing to travel within the state in increasing numbers, which is being driven by the holiday/leisure, visiting friends and relatives and business segments.

- **Marketing experiences**

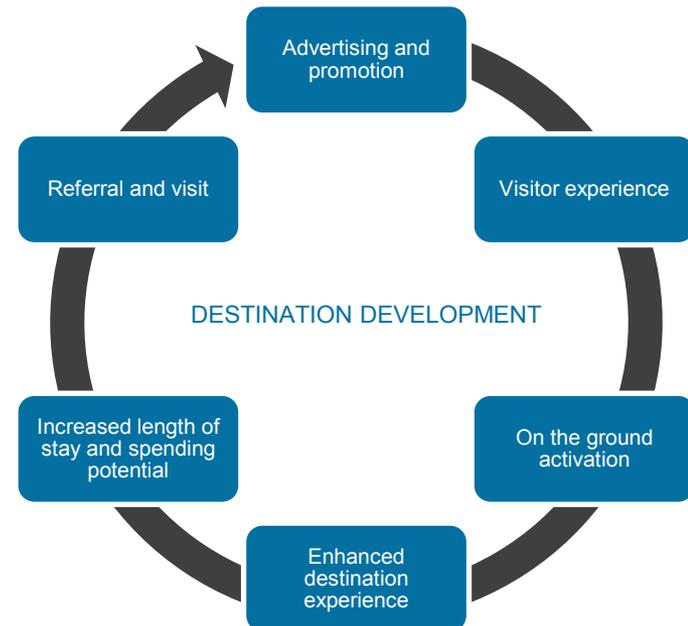
Destinations focusing on tourism development promote themselves through strong visual cues and images that represent and 'sell' authentic experiences. If done well, people start to associate places with how it makes them feel and what they can expect – for example, the Gold Coast = sun, surf and party lifestyle; New Zealand = adventure, scenery, food and wine.

- **Information gathering**

Recent national research suggests international visitors choose to visit places based on referrals from family or friends and are attracted to active places where they can have unique and authentic local experiences.

- **Digital marketing**

Nationwide tourism campaigns, such as 'Restaurant Australia' are providing small operators and less known places the opportunity to become part of larger digital marketing campaigns targeting international visitors to Australia.



Destination Development Cycle

ARMADALE REGION'S TOURISM NETWORK

The Armadale region sits as part of a national tourism industry that is built on a network of government bodies, industry groups and regional organisations working collaboratively to support, develop and sustain it. The following organisations will play a part in assisting the City to further develop and maintain tourism in the region:

Tourism
Australia

The Australian Government agency responsible for attracting international visitors to Australia, with activities around promotion, brand, consumer research, programs and promotions.

Tourism
Western
Australia

The State Government agency providing funding, strategic direction, domestic marketing, research and resources for developing tourism in Western Australia.

Experience
Perth
Regional
Tourism
Organisation

The primary organisation marketing Perth and surrounding areas to domestic and international customers, travel trade, media and business. Its vision is to 'establish the Perth region as a globally recognised must-visit tourist destination' through its mission 'to increase visitor numbers, length of stay and visitor spending in the region'.

Tourism
Council WA

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

Visitor
Centre
Association
of Western
Australia

The peak industry body representing Visitor and Information Centres and the Visitor Servicing industry throughout Western Australia. This group is a support mechanism for the City's management of the Armadale Visitor Centre.



EXPERIENCE PERTH

The Experience Perth tourism region is segmented into six key sub-regions:

1. Perth
2. Fremantle and Rottnest
3. Swan Valley and Perth Hills
4. Sunset Coast
5. Peel and Rockingham
6. Avon Valley

The region hosts approximately 13 million local, national and international visitors each year, with an estimated spend of \$4.5 billion within the local economy. Intrastate visitors, or visitors living within Western Australia, make up the highest proportion of visitors to the region (54%) followed by interstate visitors (27%) and people arriving from overseas (19%).

Across all visitor markets, visiting friends and relatives or holiday and leisure are the top reasons for visiting the Experience Perth region. Interstate visitors also include business as a key purpose for visiting.

It is noteworthy that all visitor markets have the same top leisure activities in common:

- Visit friends and relatives
- Eat out at restaurants or cafés
- Go shopping for pleasure
- General sightseeing.

It is also important to note that the Armadale region is included as part of the Swan Valley and Perth Hills region, outlined in the map opposite, but is not highlighted as a destination in its own right.

Perhaps both because of, and as a result, its strategic positioning, visitor offer and effectiveness in leveraging marketing and profile raising opportunities are at times limited, which can create a barrier to visitor attraction.

It will be important for the Armadale region to leverage its strengths and develop its offering to capture the attention of visitors already being attracted to the Experience Perth region, and to ensure that the activities and attractions desired by these markets are provided and promoted.



Experience Perth tourism region

Sources:

- Tourism Western Australia, Experience Perth, Overnight Visitor Fact Sheet, Years Ending December 2011/12/13
- Tourism Western Australia, Experience Perth, Tourism Development Priorities 2010-2015 (March 2010)



Regional Profile and
SWOT

ARMADALE REGIONAL PROFILE

Located approximately 30 minutes' from Perth City, the Armadale region incorporates the coastal plains and part of Perth's foothills. The region includes a diverse range of rural, suburban and urban areas with new land estates, established suburbs and the main activity area of Armadale city centre.

Suburbs within the current Local Government boundary include: Armadale, Ashendon, Bedforddale, Brookdale, Camillo, Champion Lakes, Forrestdale, Harrisdale, Haynes, Hilbert, Karragullen, Kelmscott, Lesley, Mount Nasura, Mount Richon, Piara Waters, Roleystone, Seville Grove and Wungong.

The Armadale city centre is located at the crossroads of Albany and South West Highways and Armadale Road and is serviced by the Armadale train line that extends to Perth city. It is also in close proximity to Perth airports via Tonkin Highway.

As a Strategic Metropolitan Centre under the State Government's Directions 2031 Planning Policy, Armadale is experiencing strong population growth. Its current population is estimated at approximately 73,000, currently growing at 4.4 per cent and predicted to continue at 4 per cent per annum for the next 20 years.

The Armadale community is proud of where they live, work and play and are active participants in the region. The community profile is diverse with a range of professionals on higher incomes along with a significant proportion of under-skilled and unemployed residents. It is a relatively young population, with a high percentage of children and young people compared to the Perth metropolitan average.

Dominant local industries include retail, light industry, tourism, health, education, construction and administration.

The Kelmscott town centre is a major retail and commercial area including established industrial precincts and commercial zones along Albany Highway. It was one of the first towns established in Perth. The centre is designated as a District Centre in Directions 2031, with the focus of growth towards expanding the existing retail and commercial activities to complement Armadale's role as a Strategic Metropolitan Centre.

Sources:

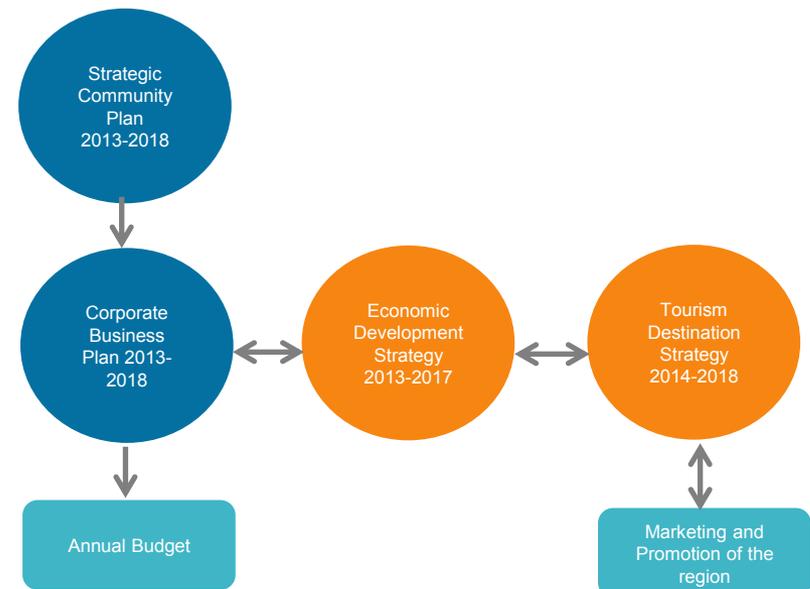
- City of Armadale, *Corporate Business Plan 2013-2018*
- City of Armadale, *Strategic Community Plan 2013-2028*
- City of Armadale, *Economic Profile*, <http://economy.id.com.au/armadale>
- City of Armadale, *Economic Development Strategy 2013-2017 (April 2013)*

STRATEGIC CONTEXT

The City is proactive in capitalising on growth opportunities now and in the future and has set strong directions in its Corporate Business Plan and Economic Development Strategy to achieve its vision. To continue the community and business/economic development of the region, the City has established its future directions and focus for the next five years, in the areas of:

- Community Wellbeing
- Enhanced Natural and Built Environments
- Economic Growth
- Good Governance and Management.

The region's tourism opportunities are recognised as a key economic driver and an active way to bring the community together. Marketing the region is identified as a key focus to achieve growth and sustainability for the local economy, with a particular focus on promoting the region locally, nationally and internationally. The following diagram outlines the positioning of this Tourism Destination Strategy within the context of the City's current strategic context.





REGIONAL SNAPSHOT

- ❖ Land area is 56,030 hectares
- ❖ Current population is estimated to be 73,725 (ABS ERP 2013)
- ❖ Median age is 34
- ❖ 32.2% of the population are couples with Child(ren)
- ❖ 12.8% of the population are one-parent families
- ❖ 40.6% of people are new residents within the last 5 years
- ❖ There are 3,825 local businesses and approximately 18,364 local jobs

The SWOT analysis below was conducted based on desktop research and stakeholder feedback to understand the positioning, key issues and opportunities for achieving tourism based destination development in the region. It has informed the strategies and actions recommended in the following sections.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Proximity to Perth – affordability and access • Well presented and maintained city centre, parks, gardens and tourism assets • Perth Hills (views, parks, dams and nature) • Character and charm • Natural assets and walking tracks • History and cultural heritage • Urban to rural transition • Active / outdoor lifestyle activities • On the way to the South West (Albany and Esperance) • Proactive Council • Award winning Visitor Centre and its volunteers • Quality tourism offer and well known attractions • International standard golf course - Araluen Golf Resort • MRA presence in the city centre - planning and investment • Vision – Business, economic and community development strategies • Redevelopment and investment in the Armadale city centre • Events 	<ul style="list-style-type: none"> • Retail / food and beverage mix and trading hours • Limited short stay accommodation to support overnight market • Lack of identifiable destination and directional signage for visitors • Visitor profile not well understood – data collection and measuring tools • No specific markets / audiences targeted • Lack of critical mass in city centre at off-peak times • Activities and attractions to sustain visitation in the city centre • Public transport around the region • Access from city centre to visitor attractions – need car to visit • Opening hours and no night time economy (current 2014) • Visual imagery to support visitor experiences – authenticity • Lack of integration across marketing and communications strategies • Visitor Centre presence – visual, access and welcome desk • Online presence – consistency with marketing visitor attractions and activities
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • A region in transition – optimal timing to build visitation • Build on Champion Lakes Regatta Centre as a destination and leverage Indigenous Interpretive Centre to build cultural tourism and host more public events • Focus on activating the Armadale city centre to become the heart of the region • Active business network and partnerships with the City • Position Armadale as part of the 'Perth Hills' brand • Target and grow visitor day market, VFR and local (Perth metro) • Continue to establish new events – Perth Kilt Run Develop a visitor brand and authentic experiences • Leverage population growth and invite new residents to experience Armadale • Leverage the efforts of active community groups in developing visitor profile and experiences • Assist to diversify existing product offer • Leverage the peak tourism seasons for the region – spring, autumn, winter • Local government amalgamation has potential to strengthen existing tourism assets 	<ul style="list-style-type: none"> • Resources and budget allocation for tourism • Accommodation development and investment takes time • Not delivering experiences based on visitor promise and marketing • Negative media coverage • Armadale train line – perception of safety / behaviour • Weather conditions affects outdoor activities and visitation – winds and heat • Competition from coastal visitor destinations during hotter months • Perceptions and appeal / motivation to visit • Lack of destination profiling within Experience Perth • Not enough focus on 'soft infrastructure' including place activation and building the visitor experience • Operators' online presence – lack of knowledge, resources and consistency in quality websites limits appeal for potential visitors

In the context of the SWOT analysis, the the following table summarises six key challenges that set the strategic direction for this strategy:

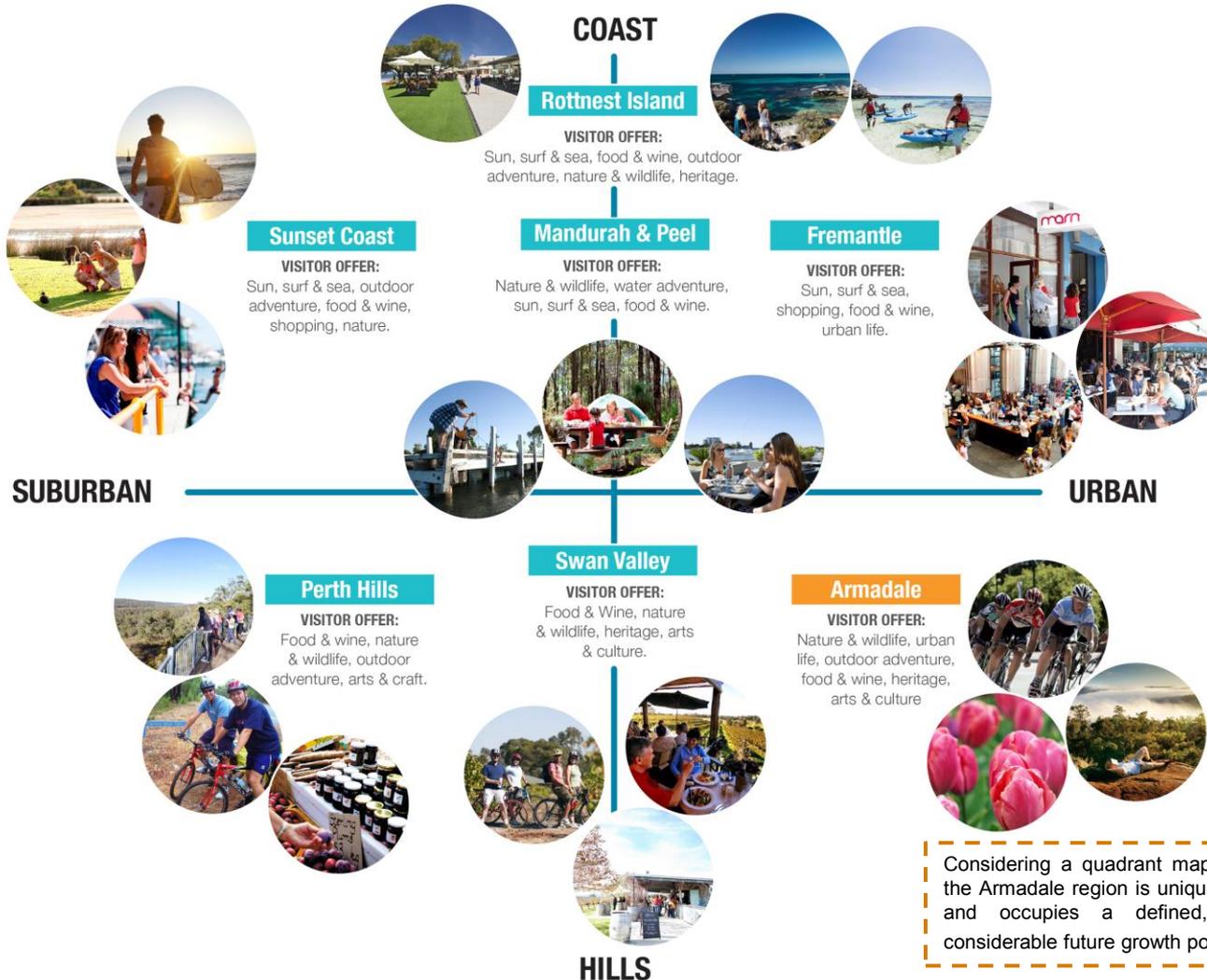
1	ENGAGING LOCAL MARKETS AND DEFINING TARGET AUDIENCES	Destinations that are successful and sustainable in the long term are primarily developed from the support of local markets. From there, interstate and international markets are lured over time. Stakeholders were united in their view that the tourism marketing effort for the next five years should be focused on local markets, including “visiting friends and relatives” (VFR). Current tourism marketing requires further definition of desired target audiences to ensure that budget spend, campaign messaging and visual representation of the region’s visitor experience are aligned. Improved data collection and KPIs are also required.
2	SHIFTING OLD AND EMBEDDED PERCEPTIONS	Embedded perceptions of Armadale as an ‘old’ suburb have the potential to self perpetuate and be a barrier to visitor attraction, particularly for local audiences – being residents of the Perth metropolitan area. Perceptions can be manifested by media coverage and representation of anti social behaviour on the Armadale train line (which often doesn’t occur in Armadale itself).
3	LEVERAGING AUTHENTIC EXPERIENCES TO ATTRACT VISITORS	Armadale has some of the Perth metropolitan area’s most appealing visitor attractions and the potential to build on a strong baseline, however into the future, more choice and variety of offer will be important. Successful destinations provide various and unique reasons for people to visit, spend and return. There is a need for Armadale to focus on improving the retail, food and beverage mix, events, activities and accommodation in the city centre (primarily Armadale and secondarily Kelmscott) to add to the local economy, improve visitor spend and create a scale of activity.
4	STRATEGIC DESTINATION POSITIONING AND PLACE BRANDING	The current consumer facing destination positioning for Armadale is in transition and is not yet consistent across all communications platforms. Having a position and vision that drives every element of tourism marketing and the visitor experience across the region will be a key to differentiating the offer from other competing destinations.
5	DIGITAL MARKETING STRATEGY	Potential visitors are savvy – they talk to friends and family and search the internet before choosing to visit a location, accessing user reviews, blog posts and other forums to inform decision making. For Armadale, there is a need to invest in the online presence, and for it to be consistent in its reflection of what the region has to offer as an holistic destination, as opposed to individual products. Content hierarchy, imagery and search functions are essential components. Local operators also require some assistance in improving their online presence.
6	ACCESS AND CONNECTIVITY	The issue of improving access to transport options to deliver visitors throughout the region was raised consistently. Currently, visitors need a vehicle to access scenic drives and visit major attractions. Once visitors arrive via train to the city centre, there are limited options to travel further. Improving connectivity and access within the region will be key to making the visitor experience ‘hassle free’.



The Place Brand and
Proposition

Perth's major metropolitan visitor destinations offer a range of diverse experiences, including:

- ❖ Perth City – the urban experience of shopping, dining, night life, entertainment and culture
- ❖ Fremantle – including the city centre, Rottnest Island, Fishing Boat Harbour and surrounding coastline
- ❖ Coastal experiences – from Rockingham and Mandurah in the south through to the Sunset Coast in the north, a network of beachside destinations
- ❖ Perth Hills – encompassing food, wine and nature based experiences.



Considering a quadrant map of competing destinations, the Armadale region is unique in the urban / hills territory and occupies a defined, uncluttered space with considerable future growth potential.

SECONDARY CENTRE EXPERIENCES

(KELMSCOTT TOWN CENTRE AND CHAMPION LAKES):

- ❖ Nature and wildlife
- ❖ Outdoor adventure
- ❖ Urban lifestyle and family
- ❖ Heritage, arts and culture

THE HILLS EXPERIENCES:

- ❖ Nature and wildlife
- ❖ Retail, food and wine
- ❖ Outdoor adventure
- ❖ Business / corporate
- ❖ Urban lifestyle and family
- ❖ Heritage, arts and culture

ARMADALE CITY CENTRE EXPERIENCES:

- ❖ Heritage, arts and culture
- ❖ Urban lifestyle and family

NEIGHBOURING REGIONAL EXPERIENCES

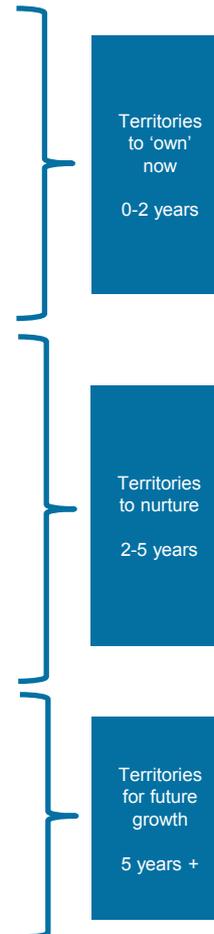
(SERPENTINE – JARRAHDALE):

- ❖ Nature and wildlife
- ❖ Outdoor adventure
- ❖ Urban lifestyle and family
- ❖ Heritage, arts and culture
- ❖ Retail food and wine



Considering the region's unique competitive position and the authentic tourism experiences currently available for visitors, as well as those that represent future growth, six experience territories have been identified and prioritised to form the basis for current and future tourism marketing activity.

	EXPERIENCE TERRITORY	WHAT'S ON OFFER
1	Nature and wildlife	<ul style="list-style-type: none"> Bushwalking and hiking Wildflowers and gardens Authentic wildlife experiences Picnics and BBQs Pristine national parks and state forests Views of the Swan Coastal Plain
2	Outdoor adventure	<ul style="list-style-type: none"> Cycling events and leisure Golf Mountain bike riding Rowing regattas, canoeing championships Swimming / triathalons
3	Heritage, arts and culture	<ul style="list-style-type: none"> Local indigenous culture Local stories, historic buildings and vintage machinery Visual Art awards and events Theatre shows
4	Urban lifestyle and family	<ul style="list-style-type: none"> Movies Shopping Eating out Play areas Flagship and community events Weddings venues Wellness/ spa Unique events
5	Food and wine	<ul style="list-style-type: none"> Fresh produce – purchase, tastings and farmers markets Range of quality and award winning restaurants Historic Pubs Winery and brewery
6	Business / Corporate	<ul style="list-style-type: none"> Conferences / workshop facilities Corporate / business development and retreats



Current marketing activity should centre around these territories; they are 'visitor ready.' Marketing mature food, beverage and accommodation products such as Views 101, the Elizabethan Village, Roley's on the Ridge etc would support these territories in the short term.

These territories are maturing but not yet 'visitor ready.' Development should be a focus for the next 2-5 years. While existing marketing features heritage and considerable investment has been made in the city centre, place activation and a stronger food/beverage/retail offer, along with developing indigenous interpretation will be important before they become unique primary territories in their own right.

These are aspirational territories, to be marketed following strategic product development. Some food and wine experiences are available in the region and can be marketed as products to support other territories in the short term while these sectors mature. The corporate market is potentially lucrative and creates a unique point of difference for the region.

Defining the region's key target audiences is important to give context and structure to its product development and marketing strategies. Successful destinations are founded on a strong sense of community pride, satisfaction and wellbeing, to the extent that local residents become ambassadors for a place and in themselves become valuable resources to encourage others to visit.

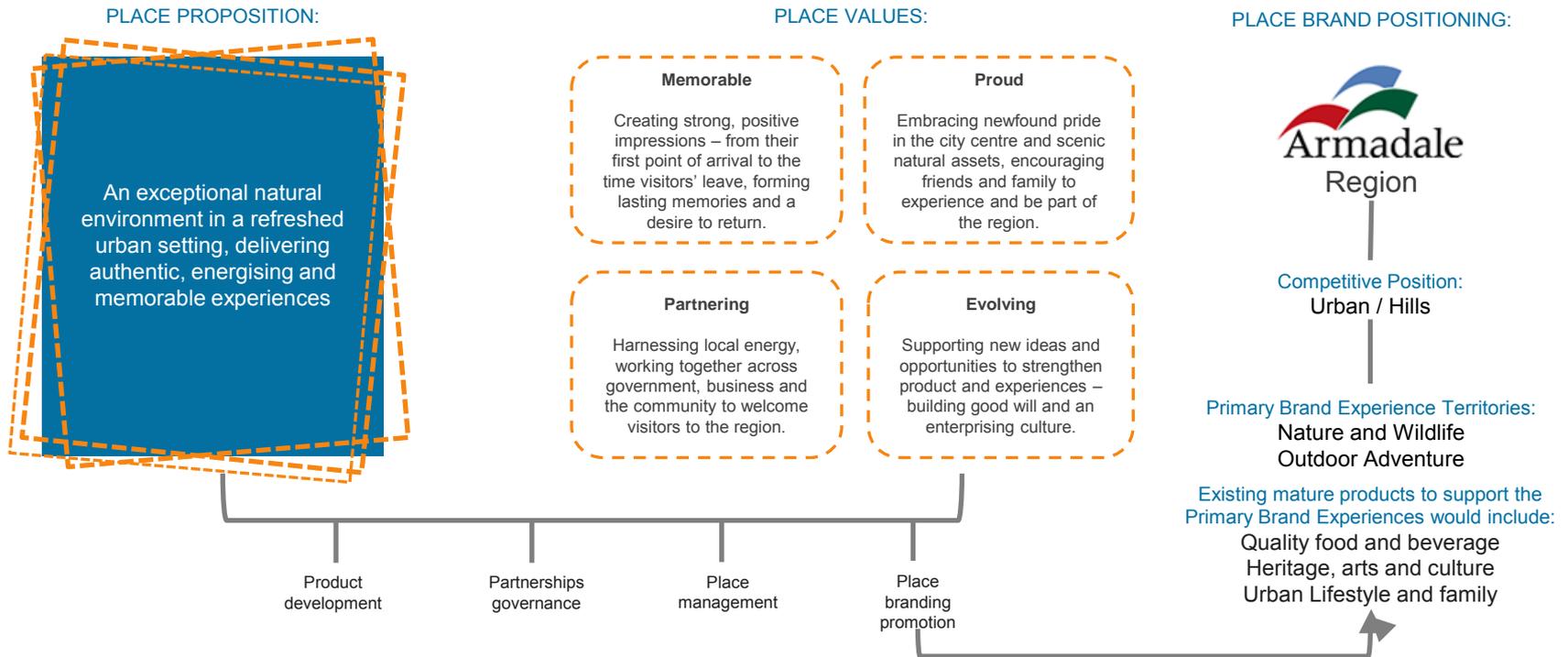
For the Amadale region, a 'bottom up' approach is required to target local visitors to rediscover and experience the region. Once local people are advocates, other visitors such as intrastate, interstate and internationals will follow.

		PRIORITY 1: LOCAL VISITORS	SEGMENTS	MOTIVATIONS
<p>Priority 1: Local Visitors</p>	<p>People who reside in the Perth Metropolitan region including local residents</p>	<p>Local – Perth Metro Area</p> <ul style="list-style-type: none"> ❖ Day trippers ❖ Overnighters ❖ Weekenders ❖ Event goers ❖ Corporate 	<p>Family Connectors</p>	<ul style="list-style-type: none"> - Family friendly and shared experiences - Events - Community connections - Places of interest and intrigue - Value for money
<p>Priority 2: Intrastate Visitors</p>	<p>People who live in Western Australia's regional areas</p>		<p>Outdoor Explorers</p>	<ul style="list-style-type: none"> - Adventure activities - Outdoor events - Infrastructure - Wayfinding and signage - Food and beverage - Accommodation
<p>Priority 3: Interstate Visitors</p>	<p>People visiting from other states within Australia</p>		<p>Business and Corporates</p>	<ul style="list-style-type: none"> - Adventure activities - Food and wine – entertainment for staff and clients - Experiences that 'challenge the everyday' - Proximity and ease of access - Authenticity / point of difference
<p>Priority 4: International Visitors</p>	<p>People visiting from overseas</p>		<p>Urbanites / Suburbanites</p>	<ul style="list-style-type: none"> - Escape from the city / suburbs - In touch with nature - Experiences which 'challenge the everyday' - Places of respite and adventure - Proximity and access - Easy to find and book attractions online - Value for money
			<p>Romantics</p>	<ul style="list-style-type: none"> - A money can't buy experience - Food and wine – indulgence - Serenity and privacy - Authenticity and connection with the place - The personal touch - Places of respite and adventure - Proximity and access - Easy to find and book attractions online

A place brand is more than a logo or a slogan and extends beyond marketing campaigns to encompass every aspect and the multiple experiences a place offers. Visitor destinations that thrive do so because they signal a united proposition across all touch points – from initial research via online channels through to the real life, physical characteristics and experiences that a place offers.

The Armadale region's existing place brand is currently in transition and as a result, is not yet clearly defined. From a tourism marketing perspective it is essential to bring the region's many facets together into a single minded proposition. There is also a need to 'let go' of old stigmas that have traditionally branded Armadale as a suburb, and influence a new dialogue about what the region offers today, and its future potential.

The proposed Place Proposition and brand hierarchy for the region is outlined below.

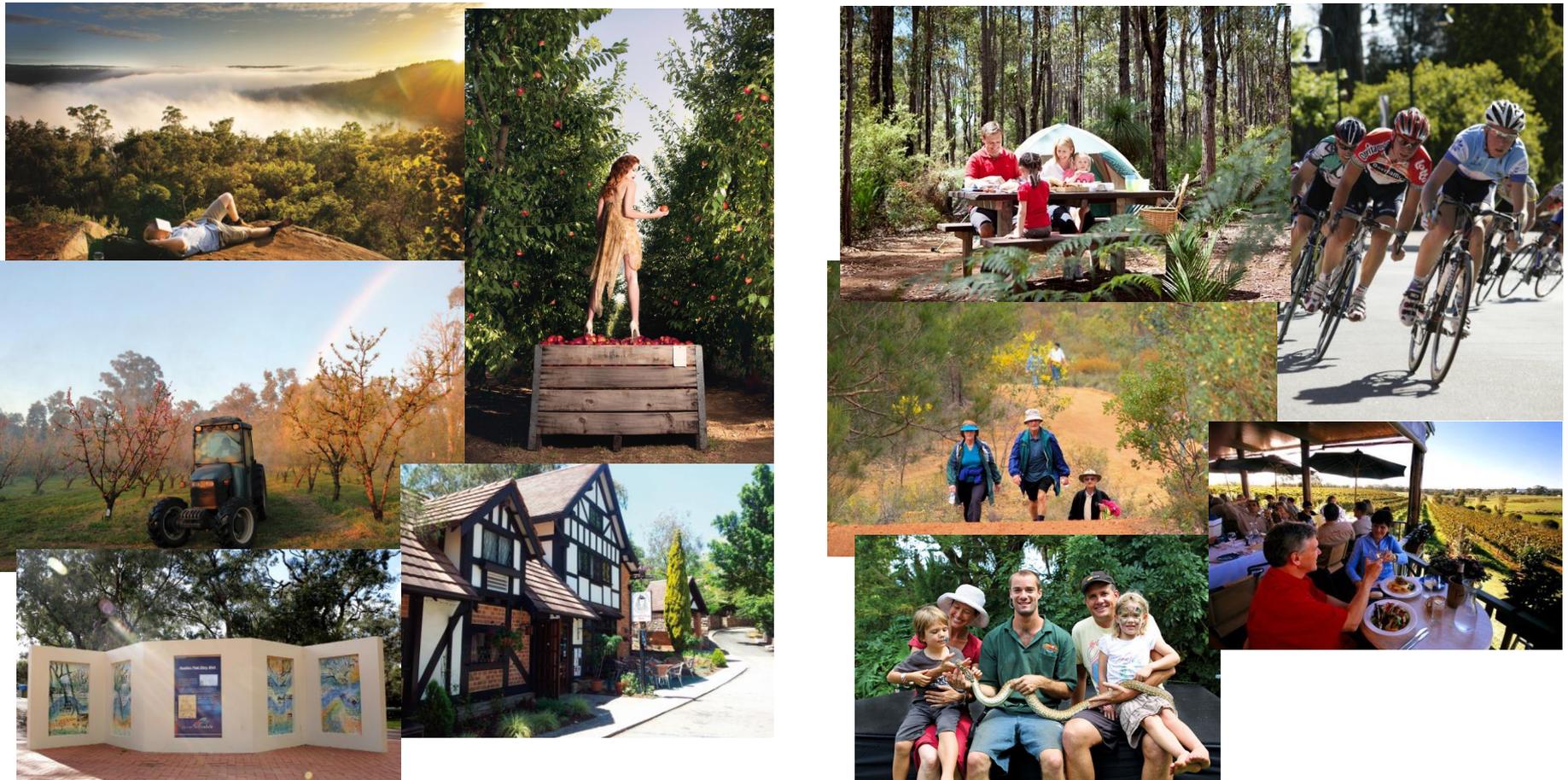


The imagery currently used in the promotion of the region is high quality and visually striking, however it is highly stylised and product focused. It conveys a visual impression but not an active message of what people can do and experience in the region.



Imagery to move towards should focus on promoting the natural, urban and recreation / leisure experiences that provide an active snapshot of the region. The images below 'feel' authentic by using diverse groups of people enjoying and actively participating in activities and attractions.

Note: the images below are indicative only.



In the last five years, the City has transitioned the Armadale region through focused efforts on investment attraction, tourism promotion and product development. The current approach to marketing the region has been to highlight products and promote them primarily through seasonal campaigns. This has seen some success, however moving forward it is recommended that the marketing effort evolve into one that is focused on primarily promoting the Armadale region and the experiences it offers as a holistic destination, as opposed to campaign driven products and services. Considering the region's competitive positioning, as well current barriers to visitor attraction, a consolidated and strategic marketing approach will be essential to support destination development.

Current: 2010 – 2014

Establish

- Redevelopment and building assets
- Mixed target markets
- Marketing of tourism products / businesses – campaign driven
- Assisting small business operators
- Perception a barrier to local visitor market
- Strategic economic investment



Recommended: 2014 – 2018

Develop and consolidate

- Create active destinations and attractions
- Target local visitor market and VFR
- Raise profile and market the regional experiences
- Break down perception barriers
- Diversify and mature products and services
- Targeted investment attraction



Proposed: 2018 and beyond

Maintain and rejuvenate

- Maintain and evolve destinations and attractions
- Diversify target markets
- Manage and influence perception
- Established place brand and experience offers
- Quality and consistent products and services
- Leverage investment and growth



A series of targeted key messages should underpin and support the region's place promotion. These seek to focus on what visitors can expect to see and experience when they visit the region and aim to re-educate, encourage visitation and inspire local people to be ambassadors.

KEY MESSAGE	TARGET OUTCOME
Local, friendly and authentic	The aim is for people to associate the region with a local vibe, a friendly and charming character and the place to visit for an authentic natural and urban experience. The region has many strong community networks, partnerships and volunteers that evidences this.
Value for money	Value for money is very important for visitors and generally is a deciding factor for local visitors. This message is about showing the quality and value available at key places in the region, such as parks, gardens, regional trails and dams, as opposed to products.
A spectacular place to experience the natural environment	The views, natural landscape, wildlife, food and community spirit are all key assets for the region and are already in the minds of local visitors when thinking about the Perth Hills area. Continuing to position the region as part of the Perth Hills will leverage existing associations and encourage people to visit and see what else is on offer. It will be important to distinguish Armadale's point of difference from other Hills locations using the recommended experience territories.
Choose your own adventure in the hills	Many visitors are motivated by options that they can experience with friends/family without having to book an organised tour, i.e. going on a road trip or visiting wineries/orchards etc. People are desiring hassle free, 'organise on the morning of' activities and memorable places to visit, which is something the Armadale region has plenty of, i.e. outdoor activities, scenic drives, food and wine, picnic areas etc.
Discover the region's hidden secrets	Encouraging people to rediscover the region's natural assets, or to uncover experiences that they would not normally associate with Armadale, will create a sense of discovery and satisfaction. A focus on flagship events, attractions and activities in the Armadale city centre will also re-educate people and promote the choices available.
Easy to access	Accessing information that is useful, consistent and visually engaging is essential for all visitors, starting with the online experience. Making it easy for people to access information and assets once they are in the region, such as the Armadale Visitor Centre will also assist in raising awareness and knowledge.



Strategic Direction

PLACE ACTIVATION AND THE VISITOR EXPERIENCE

Place activation transcends individual disciplines and brings together the many different facets that are required to bring a destination to life. According to Project for Public Spaces (pps.org), this includes:

- Access and layout – how easy it is to get to and move around a destination
- Sociability – whether the destination encourages people to visit and stay, and the quality of social networks that are created
- Comfort and image – key aspects such as safety, cleanliness and quality and presentation of assets
- Activities and uses – diversity and variety of things to do in a place that reflect its authentic, local qualities.

The main principle is to capture involvement and participation from local residents to develop a sense of pride and celebration in their community. From there, it becomes easier to attract other visitor groups such as those from intrastate and interstate.

A focused place activation approach for the region has the potential to unite stakeholders and encourage internal collaboration amongst the City's business units, as well as amongst business, government and industry stakeholders. It should underpin the work required to shape perception, consolidate the visitor destination and product offer and pooling of resources to market and promote the region to local visitors. Delivering high quality visitor experiences and sociable spaces in the city centre that are welcoming and vibrant on first impression, will be important.

Supporting recent physical infrastructure improvements that have occurred in the Armadale city centre, through a place activation strategy, will optimise investment and the City's efforts in community wellbeing and economic development. In isolation, physical improvements will not deliver the full spectrum of change required and should be complemented by a programme that considers:

- Place management and governance
- Special events and programming
- Improving the retail, food and beverage mix on the mall itself
- Temporary uses such as pop ups
- Development of an evening economy.

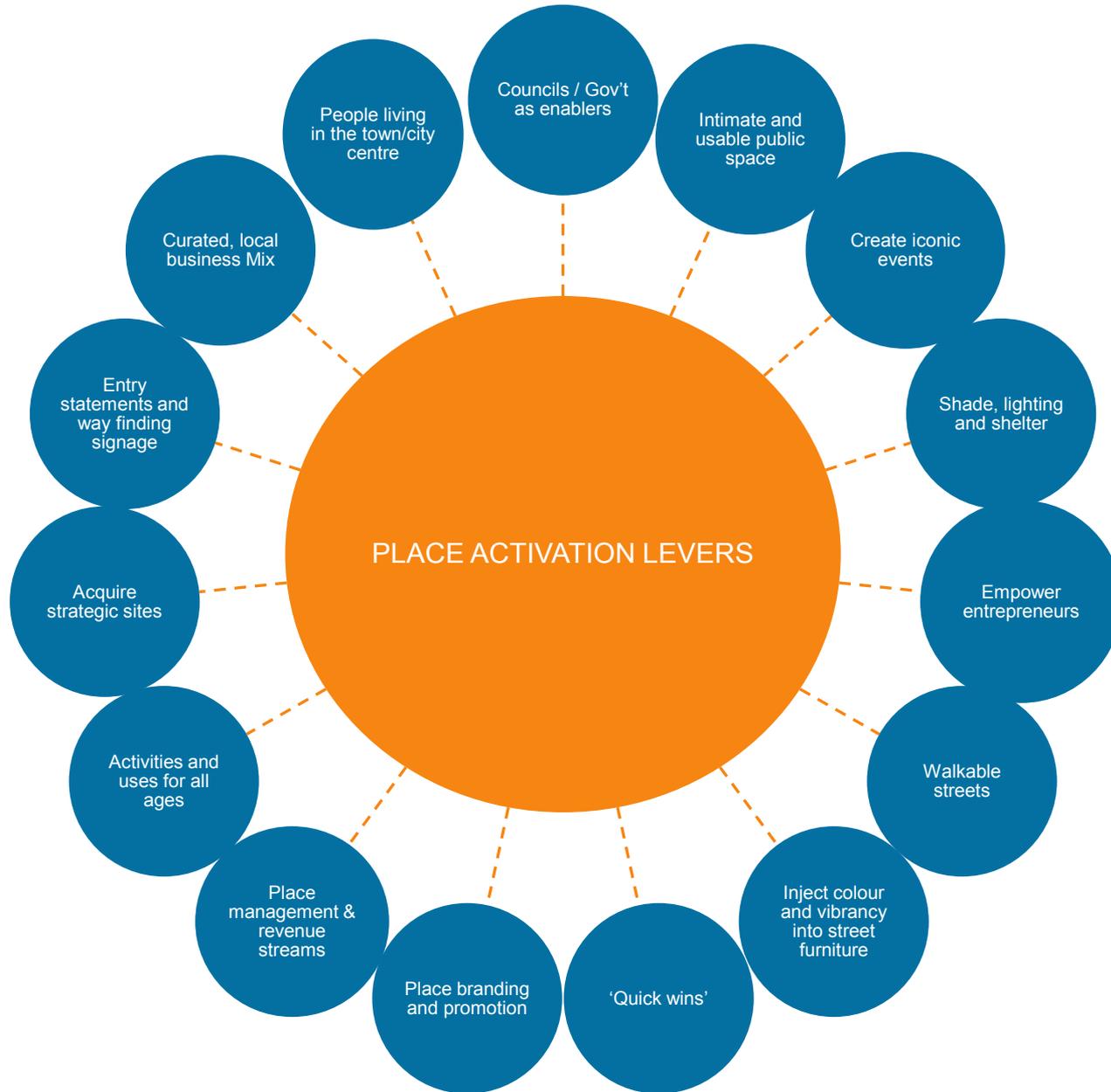
Seasonal events and celebrations that are linked to the local identity and function of the region provide a unique drawcard and reason to visit. As a result of the Araluen Spring Festival, there is an existing opportunity for the region to really 'own' the Spring season. It is recommended that this well known and regarded event be extended throughout the region, into major attractions and the city centre through events, activities, seasonal plantings (e.g. tulips in the city centre) and showcasing fresh product. Established events such as the Highland Gathering and growing events such as the Perth Kilt Run should be positioned within the overall regional Spring Festival.

A second flagship event should be developed to support the recommended experience territories, focused on outdoor lifestyle, adventure and discovery and could be held in the autumn or winter months. This could bring together the natural assets of the hills, the parks and the Champion Lakes Regatta Centre.



CORE STRATEGIES

1. Expand the region's destination appeal and deliver the place proposition, through targeted activation in the Armadale city centre.
2. Improve access to visitor attractions and services, such as the Visitor Centre, through destination signage, wayfinding and transport options.
3. Capitalise on the region's established and growing events to develop event-based tourism in the region.



PLACE ACTIVATION AND THE VISITOR EXPERIENCE

The Armadale Visitor Centre

The Armadale Visitor Centre is an award winning, member based tourism information centre located on the corner of Jull Street and Prospect Road in the Armadale city centre.

In 2006 the City assumed management and now provides a range of visitor services such as promoting members' local tourism products, general visitor information and brochures, marketing and box office ticketing. These services are provided by a small team of the City's staff, and a loyal and dedicated volunteer base that is invaluable to the visitor servicing effort.

Since 2012, the Visitor Centre has seen an increase in patronage, particularly within the intrastate market with people visiting predominantly from immediate surrounding areas such as Armadale, Ashendon, Gosnells, Perth and Byford.

While the growth of the last two years is promising, visitor numbers through the centre are relatively low (circa 12,000). They also represent a narrow view of visitors to the region, as data captured is based only on people who enter the building. By comparison, the Swan Valley Visitor Centre – while a much more established and mature visitor destination than the Armadale region – attracts approximately 67,000 visitors each year. The Toodyay Visitor Centre attracts 31,000 and could provide an aspirational benchmark for Armadale.

Further, it is understood that some operators count visitor numbers, but there is not a consistent approach to collecting data and understanding the complete visitation profile of the region.

The most popular months for visitors are from April to November, peaking at spring time in September and October, largely due to people visiting the Araluen Botanic Gardens.

Financial Year	Intrastate	Interstate	International	Total
2012/13	6,995	873	1,068	8,936
2013/14	10,648	1,127	1,097	12,872

Armadale Visitor Centre – Visitor Numbers

Barriers to access

A number of issues for the Visitor Centre were identified during research and stakeholder engagement, including:

- **Access** – Its location away from the main pedestrian and arrival areas of the train station, pedestrian mall and shopping centres may be inhibiting visitor access. A presence in these areas during peak visitor periods would be beneficial.
- **Awareness** – There is limited wayfinding pointing people to the Visitor Centre or providing visitor information for those who access the city centre from the train station, pedestrian mall or the main highways. Improving wayfinding and signage directing people to the Visitor Centre will be important.
- **Customer interface** – When entering the Visitor Centre, visitors are required to walk around a wall partition before being greeted at the customer desk. In the short term, reconfiguration of the front counter will provide a more welcoming visitor experience.
- **Online presence** – This is the primary way that visitors access regional information. The Visitor Centre website could benefit from improvements to provide better functionality, navigation, imagery and a hierarchy around how content and information is represented.

The value of Visitor Centres

Recent research by Tourism WA identifies that Visitor Centres play a valuable and important role for supporting local tourism operators and businesses in regional areas by providing credible, authoritative and unbiased information to visitors.

It should also be noted that digital channels are primarily the way that visitors access destination information ahead of, and in the course of, their decision making.

It will be important for the City to continue to provide visitor services and direct people to the Visitor Centre in the short to medium term, to support destination growth, however investment in high quality digital resources is equally important and ultimately critical from a long term perspective.

Source:

- Haeberlin Consulting, *The Future of Visitor Centres in WA (August 2014)*

The Armadale Visitor Centre



Armadale Visitor Centre, view from Jull Street



Armadale Visitor Centre, building entrance



Armadale Visitor Centre, internal promotional layout



Armadale Visitor Centre, customer service desk

PRODUCT AND PROFESSIONAL DEVELOPMENT

The region's existing tourism product has significant appeal and is home to some of Perth's most well known attractions, such as the Araluen Botanic Park.

As an emerging visitor destination, with a baseline requirement to shape local people's perceptions, it is essential that the region leverages the strengths of existing assets to meet visitor expectations, while developing other tourism product to become 'visitor ready.' From a product perspective, the region needs to employ a dual focus:

1. Ensure the people who are visiting the place today have a positive experience when they access existing attractions.
2. Continue to add to the suite of products and experiences that extend the depth and breadth of offer for repeat and new visitors.

Some of the products and attractions that are currently 'visitor ready' include:

- Araluen Botanic Parks and Gardens
- Walking and biking trails
- Parks and dams – picnics, day out
- Araluen Golf Resort and 101 on Araluen restaurant
- The Elizabethan Village Pub and Last Drop Brewery
- Champion Lakes and Regatta Centre
- Existing accommodation (B&B, corporate and overnight focus)
- Raeburn Orchards
- Blackenridge Village
- Waterford Executive Conferencing
- Bus / coach tour
- Millbrook Winery
- Events – Highland Gathering and Perth Kilt Run, Minnowarra Art Awards and Festival

Areas for future focus include:

- Accommodation – hotel, short stay and caravanning
- Corporate retreats including function and event venues
- Food, wine, fresh product
- Retail, food and beverage in the Armadale city centre
- Indigenous and cultural experiences – bush tucker, Aboriginal Interpretive Centre, heritage.

Existing work to create day trip and overnight packages with local industry is important and should continue however it should be noted that this type of product is often orientated towards the more mature interstate and international visitor market, accessed through wholesale channels. Attracting the desired local market will require products and services that can be accessed spontaneously, without significant advance booking or preparation.

To support the delivery of a consistent visitor experience across the region, shape perceptions and build a strong reputation, investment in industry training and development will also be important.

Collaborating across business, government and industry in the delivery of training and development programs is an opportunity to set baseline standards, review performance and nurture areas requiring improvement.



CORE STRATEGIES

1. Leverage existing strengths to diversify and expand tourism product in the region.
2. Build the reputation of the region for delivering quality products and services through industry development programs and training.

MARKETING AND PROMOTION

Marketing and promotion of the region has evolved considerably in recent years with deliberate action to identify key messages, consolidate logos, slogans and taglines.

Moving forward and in the context of marketing a destination versus individual products, marketing strategies, tactics and collateral will need to shift further to focus on promoting the unique, authentic experiences and interactions that people can have in the region and, furthermore, how it will make them feel.

In the short term, marketing initiatives should focus on raising awareness and appeal of the region, and repositioning it to be centred around the primary territories of Nature and Wildlife and Outdoor Adventure, also featuring supporting high quality products from other territories such as food and beverage, heritage, arts and culture and urban lifestyle / family.

Local visitors and their supporting VFR market is the key audience that needs to be secured to then ultimately build visitor numbers across all sectors (intrastate, interstate and international). However, this is also the most difficult audience to attract. The majority of the City's marketing budget should be directed to repositioning and attracting local visitors to visit and spend more time in the region with the marketing to intrastate, interstate and international visitors channeled through tourism networks such as Experience Perth.

To put it simply, a consistent and consolidated marketing strategy is required that targets the local audience, supported by proactive public relations and communications efforts. This will shift dialogue to focus on the region's unique assets, the positive changes underway, and its future potential. Collaboration with government, corporate and community organisations will be important to achieve this.

Allocating ongoing and specialised resourcing to the development and management of digital marketing channels will create value and the opportunity to influence current dialogue and perceptions, as well as streamlining existing processes.



CORE STRATEGIES

1. Raise awareness and appeal of the region as a outdoor leisure destination through collaborative promotion of the experiences, services and attractions available.
2. Target promotion of the region's visitor experiences to local audiences.
3. Improve the interface and reach of digital marketing platforms to engage new audiences and encourage visitation.
4. In collaboration with neighbouring Local Councils, work to align the region's natural attractions as part of the hills, to encourage visitors to move through the broader region.

PARTNERSHIPS AND NETWORKS

Existing strong partnerships and growing networks are a major asset for the region. Current collaborative efforts such as the joint funding of marketing campaigns as well as the volunteer workforce involved with the Visitor Centre are commendable and should be continued into the future.

The City plays the major leadership role in tourism promotion and development for the region and continued investment in this area, as a key driver of economic growth and development, will be important. Building capacity within the local tourism industry and broadening the Armadale city centre's business mix, along with continuous improvement around service and product quality, is essential.

In addition to marketing and product development opportunities, there is scope to further evolve the current approach to governance and place management within the Armadale city centre. The city centre is strategically important as it is a major point of origin and destination for visitors to the region and the experience that people have there influences first, and lasting, impressions. Developing and nurturing partnerships that will assist with continual revitalisation, place activation and promotion, should be a focus in the coming five years, as should those that have the potential to influence positive dialogue about the region – for example, the traditional and digital media channels.

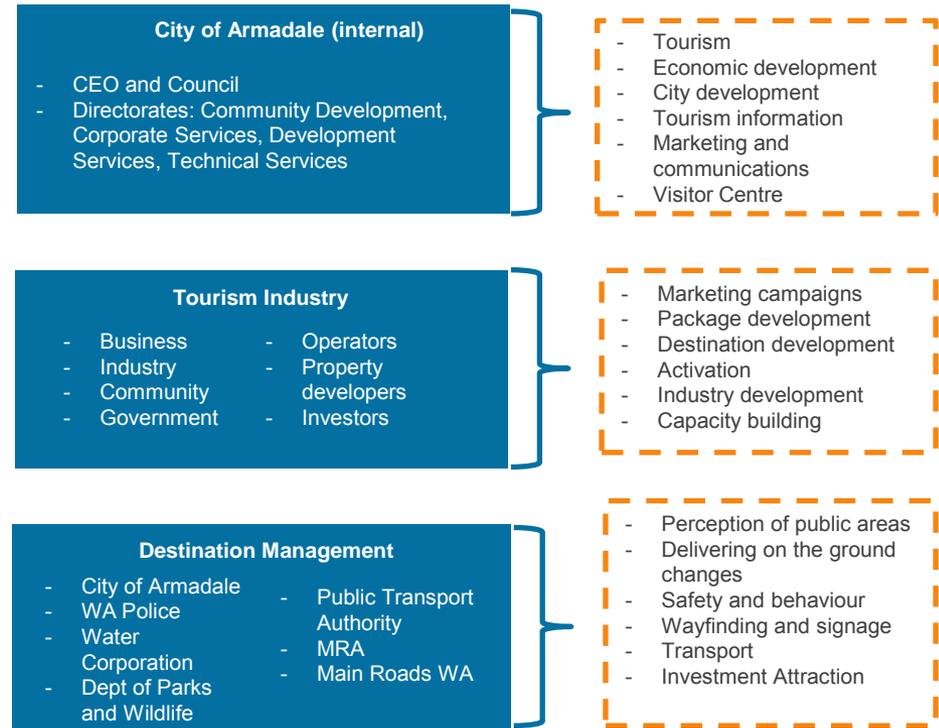
Other areas of focus for partnerships should include internal collaboration within the City – such as sharing resources and budgets to leverage spend on marketing, communications, collateral, digital resources and special events. Product development partnerships with State Government agencies such as the Department of Parks and Wildlife, as well as cross promotional partnerships with surrounding regions such as Rockingham and Serpentine/Jarrahdale, will serve to strengthen and evolve the region's appeal.

CORE STRATEGIES

1. Continue to strengthen the City's relationships with the tourism industry, state government and business community.
2. Develop governance partnerships to effectively plan and deliver place management and destination development activities.

PARTNERSHIP GROUPS

ROLES AND RESPONSIBILITIES FOR TOURISM DEVELOPMENT





Action Plan

This Action Plan for tourism destination development in the Armadale region is structured based on the City of Armadale’s Corporate Business Plan (2013-2018) future directions and outcome areas. The tourism strategies and associated actions provided below, and on the following pages, are presented with the relevant Corporate Business Plan outcome areas, and within a financial year budget framework to assist the City with implementation and coordination within its existing strategic and business operations.

Community Wellbeing

Business Outcome Area: Access to a wide range of cultural, arts and learning opportunities

Tourism Strategy 1.1 Capitalise on the region’s established and growing events to develop event based tourism in the region.					
Actions	2015	2016	2017	2018	2019
<p>Work with community groups, businesses and tourism operators to establish two annual flagship events that align with the region’s recommended experience territories and target audiences:</p> <ul style="list-style-type: none"> • Spring Festival - leverage the region’s existing spring time attractions to develop a region-wide event that celebrates and promotes local produce, wild flowers, gardens, tulips, activities and attractions. • Nature and adventure - develop or host a major regional event that links the whole region (from hills to the flatlands) with unique sporting events and outdoor attractions. Champion Lakes, the winding hills and city centre could transform into a challenging course for triathlons, cycling, marathons etc. 	✓		✓		

Enhanced Natural and Built Environments

Business Outcome Area: A revitalised City of Armadale

Tourism Strategy 2.1 Expand the destination appeal and deliver the place proposition through targeted activation in the Armadale city centre.					
Actions	2015	2016	2017	2018	2019
Develop and implement a Place Activation Strategy for the Armadale city centre that focuses on the end users and visitors: <ul style="list-style-type: none"> Formalise key activity nodes – the pedestrian mall, main shopping areas, parks and Visitor Centre Improve general amenity and access through landscaping and signage in key arrival zones Implement quick win and temporary activation initiatives (such as pop-ups) Work with land and property owners to develop a retail leasing vision focused on attracting new food and beverage options in the city centre Encourage an evening economy by establishing night time activities and attractions Inject colour and creativity through distinctive local public art program Agree a place management approach including a communications protocol to attract the community and visitors to the city centre. 	✓	✓	✓	✓	✓
Develop and implement an empty spaces program that establishes short and medium term uses for vacant or disused retail shops and properties in the city centre while further retail planning is conducted.	✓	✓	✓		
Tourism Strategy 2.2 Improve access to visitor attractions and services, such as the Visitor Centre, through destination signage, wayfinding and transport options.					
Actions	2015	2016	2017	2018	2019
Improve visitor access, signage and creative wayfinding from the train station, through the city centre, particularly directing people to the Visitor Centre.	✓	✓			
Provide a temporary / pop-up visitor information service within the city centre during peak tourism periods and special events.		✓	✓		
Redesign the entrance and customer service desk within the Visitor Centre to make the front counter more visible and accessible on entry.		✓	✓		
Work with Main Roads to confirm required sites for new or updated tourist signage, ensuring relevance, currency and visibility areas across the region.		✓	✓		
Investigate the private sector operation of a tourism shuttle bus and 'drop off' and 'pick up' location for transporting visitors from the city centre to key attractions in the hills, during peak tourism seasons in the region.				✓	✓

Economic Growth

Business Outcome Area: A dynamic and diverse local economy

Tourism Strategy 3.1 Leverage existing strengths to diversify and expand tourism product in the region.					
Actions	2015	2016	2017	2018	2019
Highlight products and services that are 'visitor ready' in marketing and communications campaigns using imagery and content that convey unique and quality experiences.	✓	✓	✓	✓	✓
Work with Business Armadale, property and land owners in the city centre to encourage high levels of customer service and a visitor-orientated mindset. Encourage high presentation standards including window displays, visual merchandising, signage and wayfinding.	✓	✓	✓	✓	✓
Work with government, local interest groups and businesses to grow a niche market of activities and experiences for the region, supporting the attraction of new products and services in the areas of: <ul style="list-style-type: none"> • Accommodation – hotel and short stay • Corporate retreats including function and event venues • Food, wine, fresh product including interactive activities with existing producers and attracting more wineries, breweries and distilleries to the region) • Retail, food and beverage in the Armadale city centre, and secondarily the Kelmscott town centre • Indigenous and cultural experiences – such as bush tucker, leveraging the Aboriginal Interpretive Centre at Champion Lakes Regatta Centre. 	✓	✓	✓	✓	✓
Proactively engage with Venues West, MRA and LandCorp to build tourism services and opportunities at Champion Lakes Regatta Centre, with the aim to leverage existing assets and events such as: <ul style="list-style-type: none"> • Rowing, canoeing and dragon boating events • Triathlons • National and international water sport competitions • The public swimming beach. Investigate opportunities to showcase elements of these events in the Armadale city centre, where possible.	✓	✓	✓	✓	✓
Continue to encourage investment for the establishment of new short stay accommodation in and around the Armadale city centre to ensure availability of accommodation is in place to encourage future growth into the intrastate market, supporting overnight, weekend visits and special events.		✓	✓		

Business Outcome Area: Strong and profitable local businesses

Tourism Strategy 3.2 Build the reputation of the region for delivering quality products and services through industry development programs and training.					
Actions	2015	2016	2017	2018	2019
In collaboration with tourism industry groups (such as Tourism Council WA) consider establishing a small funding / grants scheme (with dollar for dollar funding) to encourage local businesses and industry investment in tourism and training with particular focus for the areas of: <ul style="list-style-type: none"> • Business development • Hospitality and service delivery • Digital marketing • Place management. 		✓	✓		
Establish and chair a communications and information sharing network that includes selected local industry operators. The group should meet bi-annually to discuss visitation trends, industry issues and opportunities to better connect the region's planning, marketing and development.				✓	✓

Business Outcome Area: Local, National and International recognition

Tourism Strategy 3.3 Improve the interface and reach of digital marketing platforms to engage new audiences and encourage visitation.					
Actions	2015	2016	2017	2018	2019
Audit the visitarmadale.com.au website and update imagery and content to reflect the region's proposed positioning and experience territories.	✓				
Develop an digital content strategy to underpin digital communications – including written content hierarchy, messaging, static imagery and audiovisual resources, prioritising and highlighting experiences that are 'visitor ready'.		✓	✓		
Redevelop the visitarmadale.com.au website including: <ul style="list-style-type: none"> • Content management system • Visual content – imagery, audiovisual • Social media channels • Mobile versions and digital visitor guide application. 			✓	✓	

Business Outcome Area: Local, National and International recognition

Tourism Strategy 3.4 Raise awareness and appeal of the Armadale region as an outdoor leisure destination through collaborative promotion of the experiences, services and attractions available.					
Actions	2015	2016	2017	2018	2019
Develop and implement a marketing and communication plan to support this strategy, focused on attracting the local market, and positioned around the recommended experience territories, incorporating a consolidated direction for: <ul style="list-style-type: none"> Advertising campaigns Packages and promotions Media and PR opportunities Digital marketing (online, social media, blog network) Special events and place activation Stakeholder partnerships and participation. 	✓	✓	✓		
Appoint a photographer to develop a suite of imagery to support marketing initiatives, responding to the brief of: <ul style="list-style-type: none"> Authentic, tangible experiences that are visitor ready, with people actively participating – for example, family picnics at the Canning Dam, Mountain bike riding, the spectator crowd at a rowing regatta All images should include a diverse range of people – age groups, ethnicity etc to ensure people can relate to the experience on offer The scenic natural beauty and diversity of the region The new and refreshed urban experiences that are available. 	✓			✓	
Provide the City's staff and volunteers with consistent direction regarding the use of marketing collateral such as key messages and suitable imagery.		✓	✓		
Consolidate marketing resources from the City's Corporate Services and Community Services Directorates to leverage the funding base and spend into a joint approach to market and deliver the visitor experience over the next five years.		✓	✓		

Tourism Strategy 3.5 In collaboration with neighbouring Local Councils, work to align the region as part of the hills, to encourage visitors to move through the broader region.					
Actions	2015	2016	2017	2018	2019
Continue existing work to collaborate with surrounding local authorities and tourism operators to strengthen the visitor offer across the broader region, providing more reasons for people to stay in the area for longer.	✓	✓	✓	✓	✓

Business Outcome Area: Local, National and International recognition

Tourism Strategy 3.6 Target promotion of the region's visitor experiences to local audiences					
Actions	2015	2016	2017	2018	2019
<p>Focus on local print, radio and online marketing and promotions to target the 'daytripper' market based within 30mins to one hour's drive from the Armadale region. Also focus on:</p> <ul style="list-style-type: none"> The Armadale regional community – include visitor information in welcome packs for existing and newly established residential areas and residential estates Neighbouring areas - Serpentine-Jarrahdale, Peel, Cockburn and Canning The wider Perth metropolitan area – specifically outer Council areas such as Joondalup, Wannaroo, Kwinana, Gosnells and Belmont. 	✓	✓	✓	✓	✓
<p>Establish an annual/bi-annual online Visitor Profile Survey that collects qualitative and quantitative data about visitors to the region. The survey will provide a consistent approach to data collection and enable better forward planning for the destination development of the region. The survey should include questions about:</p> <ul style="list-style-type: none"> Perceptions and any change in attitudes Visitor motivations, spending and distance traveled Key attractions and activities experienced Visitor profile – age, demographic, group/individual visitation etc. 		✓	✓		

Business Outcome Area: A well developed relationship with industry, commerce and government

Tourism Strategy 3.7 Continue to strengthen the City's relationships with the tourism industry, state government and business community.					
Actions	2015	2016	2017	2018	2019
Continue existing industry partnerships with the Tourism Council WA and Experience Perth.	✓	✓	✓	✓	✓
Continue to partner with surrounding local authorities and tourism regions to collaborate on marketing, product and regional development.	✓	✓	✓	✓	✓
Establish relationships with state government agencies such as Main Roads (responsible for tourism signage), the Water Corporation (responsible for Canning Dam, Churchman Brook Reservoir and Dam etc) and the Department of Parks and Wildlife.	✓	✓			

Good Governance and Management

Business Outcome Area: Good Governance and Leadership

Tourism Strategy 4.1 Develop governance partnerships to effectively plan and deliver place management and destination development activities.					
Actions	2015	2016	2017	2018	2019
Develop an action plan to support place activation and destination development changes in the city centre, including: <ul style="list-style-type: none"> • Communications protocol amongst key stakeholders • Key messages for the media and community • Stakeholder engagement – government agencies and local business. 	✓				
Partner with the WA Police, Public Transport Authority and community service agencies to agree: <ul style="list-style-type: none"> • Media and communications protocol regarding incidents on the 'Armadale Train Line' • Key messages to de-link incidents on public transport, from the Armadale region itself • Special events planning and access to and from the region 	✓	✓	✓	✓	✓

Currently, limited targeted data is available to assist the City to forward plan and evaluate visitor profiles, visitation numbers, length of stay, spend and perceptions/attitudes to the region.

It is recommended that where possible, targeted visitor / destination based questions are integrated into existing community and stakeholder surveys. A visitor profile survey should also be developed and run on a biennial basis to provide a reliable resource for planning, implementing and managing destination development. This will also reaffirm the existing knowledge and work towards developing the tourism economy in the region and provide credible, evidence based data to measure the effectiveness of the recommended strategies.

From a destination development and management perspective, the Armadale region will be successful if:

- Visitors and the local community know what the region represents as a destination and what they can expect to see and do there
- The key activity areas and attractions provide comfortable, safe and welcoming space for visitors and the local community
- Visitors are engaged, surprised and pleased with the region and have a memorable experience enhanced through the attractions, activities and events on offer
- A positive and focused 'dialogue' with the local community is established and they take on the leadership and champion role of supporting, celebrating and promoting the region to friends and family.
- People choose to visit more often and stay longer.

In the short term, it is recommended that the success of the actions in this strategy are measured through the Key Performance Indicators below.

KEY PERFORMANCE INDICATORS

Place Activation and Visitor Experience:

- Increase foot traffic in the city centre
- Increase the number of events held and attendance levels in the destination
- Increase in partnerships generated and contributions for new flagship and existing visitor events
- Visitor Centre visitation levels
- Key regional attractions' visitation levels
- Measure community and visitor satisfaction and perception levels (surveys)
- Increase and improvement of wayfinding and tourist information signage on \ streets within the region.

Product and Professional Development:

- Increase in new businesses and retail / food and beverage enquiries for the Armadale city centre
- Increase of tourism businesses and operators becoming members of Business Armadale
- Increase in visitor accommodation proposals and developments (short stay and other) in the region
- Increase in tourism based activities at Champion Lakes
- Increase engagement of operators in professional development opportunities
- Measure the number of operators participating in cooperative networking group.

Marketing and Promotion:

- Measure return on investment for marketing campaigns
- Increase number of unique visitors to the Visitor Centre website and referrals from the Experience Perth website
- Achieve increased spend in bookings at key attractions
- Achieve cost and exposure of Perth metropolitan and WA public relations coverage
- Increase in experience based activities and attractions represented in marketing collateral and online
- Increase in destination marketing and promotions budget.

Partnerships and Networks:

- Increase in partnerships and investment generated by the City
- Increased attraction and attention by the government and business community in tourism development in the region.

The City has a unique opportunity to build on the current growth and transformation of the region and leverage its key attractions, stakeholder and community support to create a visitor focused destination in the hills of Perth.

This strategy provides a recommended approach to achieve the desired outcomes for destination and tourism industry growth in the region. To effectively achieve the place proposition and quality visitor experience, a consolidated approach across disciplines and into the long term will need to be sustained, including planners, decision-makers and implementers. The transition of the region into a sustainable visitor destination will take several years and will be most effective through a collaborative approach, with the City the active leader, and key stakeholders committed to the process.

There will be some challenges to overcome during this transition and to continue in efforts to change peoples perceptions of the region. To work through issues and continue to achieve desired outcomes, a savvy and targeted approach to marketing and promoting the region's experiences will be key in shifting attitudes, increasing visitation, length of stay and spending to drive the industry and local economy.

The Armadale city centre has already seen significant development and positive changes and to continue this momentum a focus on place activation, events and improving the visitor experience and access through wayfinding, signage and new transport options will ensure people are attracted to the region and have an enjoyable visit.

A focus in the next five years, should also be on building the product diversity, the professional development of current operators and making sure the region is customer focused and delivers on the visitor marketing promises.

Funding and resources for delivering tourism destination and marketing initiatives and activities should be prioritised in the short, medium and longer term and in particular during the pending local government amalgamation process.

The region is well positioned for growth and has undeniable potential to become one of Perth's most attractive and inviting visitor destinations into the future.



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THE ADELAIDE HILLS REGION – ADELAIDE

The Adelaide Hills region, located 30 minutes' drive from the Adelaide CBD, is one of the top tourism destination for visitors in South Australia, and offers a number of urban, outdoor, leisure and food and wine experiences in a pristine natural environment.

The region connects the Fleurieu Peninsula to the Barossa Valley, and has five areas each with different identities, experiences and attractions on offer for visitors. Although it is made up of individual areas, promotion and positioning is focused on marketing it as a regional destination and communicates a cohesive experience offer; the relaxing 'hills lifestyle', outdoor adventures and leisure activities.

The Adelaide Hills region is rich in history and charm and offers several attractions for the daytripper and overnight markets, such as orchards; wildlife parks; wineries breweries and pubs; scenic drives, parks, picnic spots and reserves; walking and cycling trails; romantic accommodation and 'country style' boutique shopping.

The domestic market (visitors originating from the Adelaide metropolitan area) is the primary target market and is leveraged to support the future growth and sustainability of tourism in the region. This has resulted in an increase and stabilisation of visitation, with over two-thirds of day visitors now travelling from the adjoining Adelaide metropolitan area.

The Adelaide Hills region is promoted to the local visitor market as a place to experience in each season and people are encouraged to keep returning throughout the year to be immersed in the hills lifestyle. Peak season is in autumn (March-May) as the region leverages its natural assets by holding events and attracting people to see the red and gold deciduous trees, eat fresh produce and enjoy the cooler weather.

Further information about tourism in the Adelaide Hills region is available from www.southaustralia.com/regions/adelaide-hills.aspx.



Images are sourced from:

- www.adelaidehills.org.au/about-the-adelaide-hills/central-adelaide-hills
- <http://geoffthompsonsblog.blogspot.com.au/2014/05/autumn-in-adelaide-hills.html>

AKAROA AND THE BAYS – NEW ZEALAND

Similar to Experience Perth, regional destinations in New Zealand communicate and market sub-regional places to visitors within a broader destination context.

Potential visitors searching for places to visit within the Christchurch and Canterbury area are directed to visit the www.christchurchnz.com website, to obtain detailed information about each sub-region and links to key destinations.

The Akaroa and the Banks Peninsula sub-region, within the broader Christchurch and Canterbury area, is marketed to visitors as a picturesque countryside with a thriving artisan culture and marine environment. Within this region is the destination of Akaroa and the Bays – a historic French and British settlement, showcasing a range of activities and sights for the daytripper and weekend visitor markets.

People interested in learning more about the destination are directed to the region's website akaroa.com. This website supports the regional destination positioning by providing basic information about the area through strong visual cues and simple descriptive text. Its design includes active imagery and attractions, uses a simple format and language with easy navigation that presents potential visitors with a quick snapshot of the region, enticing them to discover more once there.

Similarly, the Visit Armadale website, with an improved interface, could play a major role in supporting the Armadale region's destination positioning, engage new audiences and become more effective in encouraging visitation.

MANDOON ESTATE – SWAN VALLEY

The award winning Mandoon Estate, located in Perth's Swan Valley region, promotes fresh local produce, family friendly dining and sophisticated contemporary facilities. Opened in 2014, it offers a fine dining restaurant, winery, brewery and corporate meeting/function facility rolled into one. With additional experience offerings such as cellar door tastings, outdoor picnic/deli areas and a children's playground it provides unique attractions for visitors throughout the year.

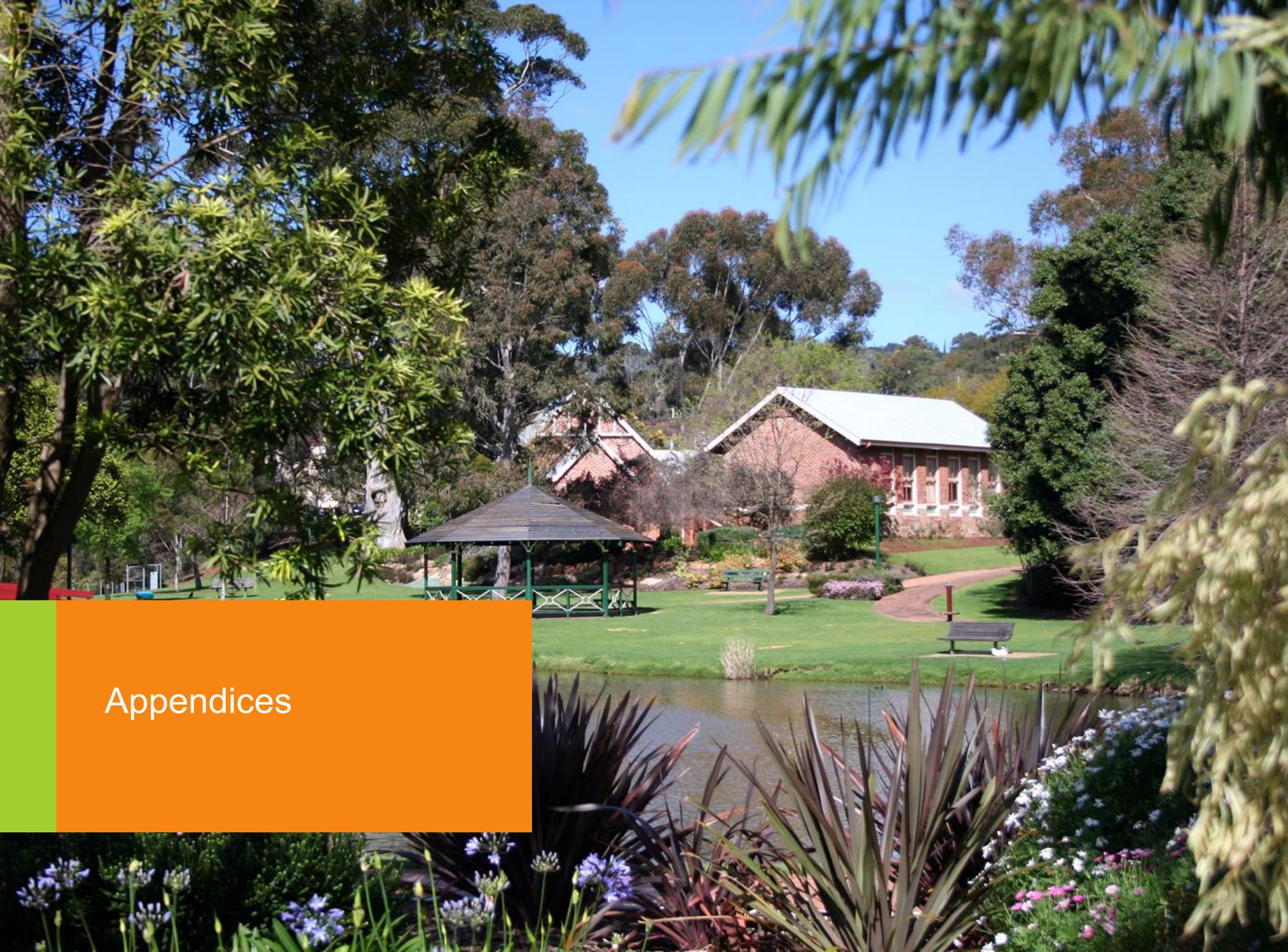
The Mandoon Estate is a high quality example of a visitor focused operation that caters for a diverse range of audiences. This type of tourism focused business could be an aspirational benchmark for the Armadale region for the development of business / corporate and food and wine tourism.

In time, attracting an establishment with the diversity offered by an operation like Mandoon Estate could complement the existing visitor offer and extend the target audience profile to attract the corporate/business market as well as wedding, overnight stay and local day trip markets.

Providing facilities that are desired by the corporate/business market could be potentially lucrative and create a point of difference for the region. This market still has growth potential in Western Australia, with limited service offerings and venues within close proximity to Perth City. Operators that are able to cater for functions, events, professional development and team building exercises, particularly during mid-week and work hours, are desirable. Similar to Mandoon Estate, it will be important for operators to cater for multiple markets and weekend events or attractions to ensure sustainability and quality is met. It would also allow the Armadale region to attract visitors all year round, as opposed to relying on seasonal offerings.

Further information about Mandoon Estate is available at: mandoonestate.com.au.





Appendices

Place Match has developed this Tourism Destination Strategy in consultation with the City's administration and elected members, industry representatives and local operators through two facilitated workshop sessions and several targeted meetings and phone interviews with participants outlined below. Discussion was facilitated around key issues, topics and focus areas, identified from project familiarisation and research, to develop an in-depth understanding of:

- The role destination development may play in the region over the immediate and longer term
- The broader context and positioning within the local destination competitors within the Experience Perth / Perth metropolitan region
- The health, opportunities and gaps of the local tourism industry, products and experience offerings
- The current process, strategic goals and priorities and how this links with developing the region as a tourism destination.

Common themes identified during the engagement process have been reflected in the strategy and action plan. These include:

1. Place activation and improving the visitor experience
 - Flagship events are needed to promote and attract visitors to the region
 - Targeted place activation in nominated areas is required to increase visitation and vibrancy
 - Improving destination signage, wayfinding and transport will improve the accessibility and make the Armadale city centre and region more visitor friendly.
2. Tourism product
 - The region's products and offerings requires diversifying so that more choices are available for visitors – with particular focus on food and beverage, accommodation and the Armadale city centre
 - A number of existing products, attractions and services need to mature to bring the region on par with other destinations such as Mandurah, the Swan Valley etc.
3. Marketing and promotion
 - Marketing efforts should focus on selling the region's experiences and increasing its profile, rather than promoting the individual products
 - Target markets need to be better defined, with a particular focus on the local/domestic audiences to attract the VFR visitors
 - Individual directorate marketing and communication budgets should be combined for destination development and marketing efforts - a collective approach is required to achieve consistency in messages and priorities
 - Digital platforms are where people get information – these need improving to make them attractive, more informative and targeted.
4. Partnerships and networks
 - Tourism destination development and the management of, requires a collective approach with the support and leadership from several stakeholders
 - Armadale has well established relationships with local operators, businesses and tourism bodies, these should be leveraged more for delivery and achieving growth in the region.

CITY OF ARMADALE

Councillors (workshop)	Crs Campbell, Shaw, Butterfield, Nixon, Best, Busby, Frost and Munn
CEO	Ray Tame
Executive Director Community Services	Yvonne Loveland
Manager Tourism Arts and Events	Yvonne Bradfield
Manager Economic Development	Scott Jarvis
Manager Communications	Kai Lothian
Manager Information Communications & Technology	Stefan Kern
Coordinator Major Arts & Events	Shelley Farrell

CONSULTANTS

Blackrooke Advertising & Design	Brooke Boardman Andrew Rooke, Tourism Campaign Managers
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TOURISM INDUSTRY

Business Armadale	Paul Harrison, Chairperson
Tourism Council WA	Evan Hall, CEO
MRA	Bart Boelen, Project Director
Tourism Western Australia	Alene Sullivan, Director Development
Experience Perth	Noeleen Pearson, CEO
Araluen Golf Resort	David Oliphant, Director
Araluen Botanic Park	Grant Nixon, Garden Development Manager (and Elected Councillor)
Busaround Tours	Kathryn Fritz, Owner/Tour operator
Avocado's Accommodation	Joe Tobia, Owner
Elizabethan Village Pub	Warne Clarke, Owner

Key Tourism Attractions (Armadale LGA)

- Aboriginal Interpretive Centre
- Araluen Botanic Park
- Araluen Golf Resort
- Armadale City Centre
- Armadale Outpost Telegraph Centre
- Armadale Reptile Centre
- Bert Tyler Vintage Machinery Museum
- Blackenridge Village
- Champion Lakes and Regatta centre
- Elizabethan Village
- 'Highway 20' – Scenic Tourist Drive
- History House Museum
- Raeburn Orchards

Natural Attractions

Trails/ walks

- Historic Quarry Trail
- Heritage Tree Trail
- Armadale Settler's Common Trails
- Bungendore Park Trails
- Churchman's Bushlands Trails
- Armadale Tourist Walk
- Pioneer Park & Tree Top Walk
- Munda Biddi Trail
- Bibbulmun Track access at Sullivan Rock
- Spring Bushwalks
- 60 Foot Falls Trails

Parks, wildlife and reserves

- Araluen Botanic Park
- Armadale Reptile & Wildlife Centre
- Bungendore Park (Armadale)
- Cohuna Koala Park
- Langford Park (Jarrahdale)
- Memorial Park (Armadale)
- Minnowarra Park (Armadale)
- Rushton Park (Kelmescott)
- Serpentine National Park

Dams / Water

- Canning Dam
- Churchman Brook Dam
- Serpentine Dam (Pipehead dam)
- Serpentine Falls (Serpentine)
- Wungong Dam

Historic collections and buildings

- Armadale Output Telegraph Centre
- Bert Tyler Vintage Machinery Museum
- City of Gosnells Museum – Wikinson Homestead
- Elizabethan Village
- History House Museum (historical precinct)
- Minnowarra Chapel
- Pioneer Village
- Schoenstatt Shrine
- Turner Cottage
- Whittish Cottage

Galleries, museums and art / craft

- Fandangles
- Hugh Manning Tractor Museum
- Old Post Office Museum
- Parolos Machinery Museum
- Roleystone Theatre
- Waterwheel Gallery
- Oliils Design Jewellery
- Carl Haanappel studio

Restaurants / Cafes

1. Affinity Café
2. Café on the Dam
3. Chalet Healy
4. Cobwebs at the Elizabethan Village
5. Dolphin Thai Restaurant
6. Dome
7. Earthbound Organics
8. Genesis in the Hills
9. Grape Gallery Restaurant
10. Han's Café
11. Kim Valley Chinese Restaurant
12. Manse Restaurant
13. Memorial Park Coffee Emporium
14. Merchant Tea and Coffee Co.
15. Organic Cycle (Pioneer Village)
16. Roley's on the Ridge
17. The Manse Restaurant
18. The Roasted Bean Café
19. Views 101 on Araluen

Events

Sporting / recreation

1. Armadale Cycle Classic
2. Canoeing Championships
3. Cycling time trials
4. National Dragon Boat Championships
5. Roley Pools Planting Activity Day
6. Rowing Regattas
7. Spring Family Bushwalks
8. Midnight Basketball

Nature

1. Araluen spring festival

History, culture and arts

1. Outside the Frame Art Award (year 11/12 students)
2. Perth Kilt Run
3. The Highland Gathering
4. Minnowarra Art Awards and Festival

Food & wine

1. Karragullen Expo (part of the WA Avocado Festival)
2. Armadale Producers Market

Community

1. Arts and Crafts Festival
2. Australia Day Fireworks
3. Carols in Minnowarra Park
4. Dogs Day Out
5. Kelmescott Annual Show – Rushton Park showgrounds
6. Summer Cinema
7. Twilight concerts in Minnowarra Park

Corporate and conference facilities

1. Waterford Executive Conferencing
2. Champion Lakes – Christian Church
3. Champion Lakes – Regatta Centre
4. Views 101 on Araluen – Araluen Golf Resort
5. Chalet Healy Function Centre – Araluen Botanic Park
6. Armadale District Hall
7. Elizabethan Village

Accommodation

1. Armadale Cottage
2. Avocado's Accommodation
3. Bickley Brook Cottage
4. Camp Simons
5. Camp Wattle Grove & Holiday Resort
6. Charis Hill Cottage
7. Clarence House
8. Discovery Holiday Parks
9. Grassroots Holiday Haven
10. Heritage Country Motel
11. Hillside Garden Village and Caravan Park
12. Jarrahdale Country Getaway
13. Jarrahdale Holiday Carriages
14. Kelmescott Caravan Park
15. Lakeside Apartments at Champion Lakes
16. Lakeside Country Resort
17. Mimsbrook Farm B&B
18. Picture Perfect B&B
19. Poplar Cottage B&B
20. Seabreeze B&B
21. Serpentine Falls Park Home & Tourist Village
22. Seville House
23. Southern River B&B
24. Tea Tree Manor
25. The Dux at Champion Lakes
26. The Harrison
27. The Hideaway Luxury Resort
28. The Sahara
29. The Terrace at Champion Lakes
30. Wattle Grove Motel
31. William Shakespeare's B&B
32. Wisteria Park Luxury B&B

As part of the scope of this work, a review of the existing 12 key actions developed by Kirkgate Consulting for the previous Tourism Destination Marketing Strategy was undertaken to understand what has and has not been achieved and whether key areas were still a priority for the next five years.

CITY OF ARMADALE TOURISM DESTINATION MARKETING STRATEGY – OCTOBER 2010			
Strategy	Actions	Actioned (Yes or No)	Comment
Manage and give direction to tourism within an economic development framework	Development of an Economic Development Strategy	Yes	City of Armadale Economic Development Strategy 2013-2017
	Implementation of Economic Development Strategy	Yes	Ongoing
	Conduct a review of the Visitor Centre	Yes	
	Armadale Regional Business Association, create tourism division	Yes	
	Develop e-newsletter	Yes	
Work with others to cooperatively develop and promote the Armadale tourism industry	Develop interactive website of Armadale trails	No	Trail maps and brochures developed
	Feasibility study of forming 'hills' tourism group of Councils and businesses	Yes	
	Tourism WA Board of Commissioners to hold Commission meeting in Armadale	No	
Maximise visitation promoting Armadale as the place to shop	Promotional campaign with retailers	Yes	
	Armadale shopping guide for residents	Yes	
	Develop entertainment program to support retail precinct	Yes	In progress - Community Events Strategy currently being developed
Encourage the local tourism industry to develop packages and target specific markets	Develop a package aimed at the cruise ship market	Yes	
	Develop and orchards tour package	No	
	Invest in joint promotional opportunities with the Serpentine/Jarradale Visitor Centre	Yes	Active relationship with the neighbouring Shire and cross promotion
	Develop event and stay packages	Yes	
	Develop a series of visitor guides based on special interest which should be produced in a low cost "tear-off" pad format and as PDF downloads through the Visitor Centre website	Yes	Armadale Visitor Guide 2014-2015 developed as brochure and PDF download

CITY OF ARMADALE TOURISM DESTINATION MARKETING STRATEGY – OCTOBER 2010

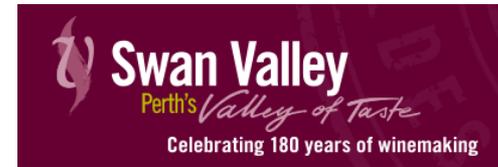
Strategy	Actions	Actioned (Yes or No)	Comment
Prepare a revitalisation program for the Armadale Railway Station / CBD precinct	Feasibility study – Jull Street Mall opened to traffic	Yes	Previously completed
	Develop a plan for the more effective use of the Jull Street Mall area	Yes	Jull Street Mall redevelopment
	Determine desired retail mix and develop a plan for achieving that mix	No	Retail / f&b mix proposed for next five years
	Provide an information sign at the railway station	Yes	In progress
Develop and implement a signage strategy	Using existing expertise undertake a signage audit to determine current directional and interpretive signage in the City of Armadale	No	
	Using the signage audit as a basis develop a strategy and action plan for effective use of signage throughout the region	No	
	Over a predetermined period of time implement the signage strategy	No	
Support Champion Lakes to attract national and international events which will raise the profile of Armadale	Support ARA (now MRA) in its attempts to attract new events to Champion Lakes	Yes	MRA supported for development of Champion Lakes area with VenuesWest
	Promote the Aboriginal Heritage Centre as an Armadale tourism destination	No	Centre management and operation to be determined
	Support the attraction of short term accommodation to Champion Lakes	Yes	City Centre is now a focus
	Support the attraction of the White Water Park to Champion Lakes	No	This project did not eventuate
Build a suite of year round events to attract visitors	Develop and annual events calendar	Yes	Armadale Visitor Guide 2014-2015 developed as brochure and PDF download
	Develop and implement a plan to have entertainment in the Jull Street Mall	No	Place activation of the Jull Street Mall proposed for next five years
	Work with Araluen Botanic Park to encourage the staging of appropriate events	Yes	Corporate tent and Business Armadale events held
Develop a tourism brand for Amadale building on the City's corporate brand	Use the Organisational brand "Amadale Alive" as a basis for developing a sub brand for tourism use	No	No sub brand developed – City of Armadale brand used
	Implement the brand at all opportunities	No	
Position Armadale as the first stop in the Metropolitan region for travellers from the south	Develop advertising campaign – targeting communities on Brookton hwy, South West Hwy, Albany Hwy	Yes	
	Repeat bi-annual advertising campaign if successful	Yes	

CITY OF ARMADALE TOURISM DESTINATION MARKETING STRATEGY – OCTOBER 2010			
Strategy	Actions	Actioned (Yes or No)	Comment
Maximise the economic impact from the Visiting Friends and Relatives market	Develop series of special interest visitor guides – low cost	Yes	Various marketing and visitor guides available
	Adopt annual advertising plan using specific publications – target VFR market	Yes	Advertising plan implemented
	Analysis of social atlas to determine ethnic mix of local residents born overseas	Yes	Ongoing demographic profiles
Maximise positive media coverage of Armadale	Work with Tourism WA/Experience Perth to share interstate and international media writers planning trips to WA to include Armadale in their itineraries	Yes	
	A plan to target specific travel publications with press trips organised from those travel publications	Yes	
	Develop a press kit – hard copy and online and target distribution list	Yes	
	Ongoing updates for media section on Visit Armadale Website	No	No media section
	Work with local tourism operators to ensure regular supply of story ideas developed and circulated to local and state media	Yes	
	Maintain www.visitarmadale.com.au website with relevant info	Yes	Ongoing
	Develop 'what's on' electronic newsletter for the public	No	
	Develop a 'Restaurant Guide' for Armadale	Yes	
	Support local operators to maximise coverage of product/service	Yes	
	Develop series of editorials aimed at raising profile locally	Yes	
Use media monitors or similar agency to track media coverage.	Yes		



- **Government areas:** Town of Cottesloe, Town of Claremont, Town of Cambridge, City of Stirling, City of Joondalup, City of Wanneroo, Shire of Gingin
- **Destinations:** Cottesloe, Scarborough, Trigg Beach, Hillarys, Mindarie Keys, Two Rocks, Lancelin
- **Destination positioning:** Sunset Coast
- **Visitor experience offering:** Sun, surf and sea, Adventure, food & wine, shopping, nature, water activities
- **Tagline/ campaign:** Where the sea turns to gold
- **Key tourism attractions:** Aqua, Hillary's Boat Harbour, Scarborough, Cottesloe and beaches across the coast
- **Key market:** Domestic , VFR, Interstate, International – day tripper, overnighiter, weekender

- **Government areas:** City of Mandurah, Shire of Serpentine Jarrahdale, Shire of Murray, Shire of Boddington, Shire of Waroona
- **Local towns/cities:** Mandurah
- **Destination positioning:** Peel region
- **Visitor experience offering:** bush, water, beach, wildlife, food & wine, arts & culture
- **Tagline/ campaign:** Anytime Adventures
- **Key tourism attractions:** Mandurah Quay and city centre, Serpentine Falls, Preston Beach, dolphin tours, Mandurah Performing Arts Centre, 4WD tracks.
- **Key market:** Domestic , VFR & Interstate – day tripper, overnighiter, weekender



- **Government areas:** Shire of Kalamunda and Shire of Mundaring
- **Local towns:** Kalamunda and Mundaring
- **Destination positioning:** Perth Hills
- **Visitor experience offering:** Food & wine, nature, outdoor adventure, arts & craft.
- **Tagline:** Get back to nature...
- **Key tourism attractions:** Mundaring Hotel, Mundaring Weir, John Forrest National Park, Golden Pipeline Heritage Trail and major hiking tracks such as Bibbulmn Track, Kep Track and Munda Biddi Trail.
- **Major events:** Mundaring Truffle Festival and Avon Descent
- **Key market:** Domestic & VFR – day tripper and event goer

- **Government area:** City of Swan
- **Local towns/ cities:** Guildford and Midland
- **Destination positioning:** Swan Valley
- **Visitor experience offering:** Food & Wine, nature
- **Tagline:** Perth's Valley of Taste
- **Key tourism attractions:** Winery's, restaurants, breweries, fresh produce outlets, Chocolate Factory,
- **Major events:** Spring in the Valley, Taste of the Valley Festival
- **Key market:** Domestic & VFR – day tripper, overnighter