

# CITY OF ARMADALE

## AGENDA

OF COMMUNITY SERVICES COMMITTEE TO BE HELD IN THE COMMITTEE ROOM, ADMINISTRATION CENTRE, 7 ORCHARD AVENUE, ARMADALE ON TUESDAY, 7 DECEMBER 2010 AT 7.00 PM

---

*A meal will be served at 6:15 pm.*

**PRESENT:**

**APOLOGIES:** Cr D M Shaw (Leave of Absence)

**OBSERVERS:**

**IN ATTENDANCE:**

*“For details of Councillor Membership on this Committee, please refer to the City’s website – [www.armadale.wa.gov.au/your\\_council/councillors](http://www.armadale.wa.gov.au/your_council/councillors).”*

---

## **DISCLAIMER**

The Disclaimer for protecting Councillors and staff from liability of information and advice given at Committee meetings to be read.

## **DECLARATION OF MEMBERS' INTERESTS**

---

## **QUESTION TIME**

---

## **DEPUTATION**

---

## **CONFIRMATION OF MINUTES**

### **RESOLVED**

**Minutes of the Community Services Committee Meeting held on 2 November 2010 be confirmed.**

**Moved**

**MOTION CARRIED ( )**

## **ITEMS REFERRED FROM INFORMATION BULLETIN – ISSUE NO. 21/2010**

---

The following matters were included for information in the Community Services section – Issue No. 21/2010:

- **Outstanding Matters & Information Items**
  - Report on Outstanding Matters – Community Services Committee.....C-1
- **Monthly / Quarterly Departmental Reports**
  - Library & Heritage Services General Monthly Report – October 2010.....C-2
  - Manager Ranger & Emergency Services Monthly Report –October 2010 .....C-10
- **Miscellaneous**
  - City of Armadale – Carols in Minnowarra – Sunday, 5 December 2010 .....C-20
  - Armadale Volunteer Services – Thank a Volunteer Day – Sunday, 5 December 2010 ....C-21
- **Minutes of Occasional/Advisory Committees**
  - Connected Communities Armadale Inc. – 6 October 2010 .....C-19/”CA-3”-28

*If any of the items listed above require clarification or a report for a decision of Council, this item to be raised for discussion at this juncture.*

**INDEX**

**COMMUNITY SERVICES COMMITTEE**

7 December 2010

---

**LEISURE SERVICES**

PRESENTATION – ACTIVE CLUBS (CLUB DEVELOPMENT) .....3

**LIBRARY & HERITAGE SERVICES**

TOURISM DESTINATION MARKETING STRATEGY PLAN ADOPTION .....4

**RANGER EMERGENCY SERVICES**

AUTHORISED OFFICERS .....10

***PRESENTATION – ACTIVE CLUBS (CLUB DEVELOPMENT)***

---

The Club Development Officer, Anthony Minchin, will be making a presentation on the Active Clubs Program, which will include the results and key findings of a recent survey undertaken with sporting clubs within the City.

---

***TOURISM DESTINATION MARKETING STRATEGY PLAN ADOPTION***

---

WARD ALL  
FILE REF: ED/T/3  
DATE 9 November 2010  
REF PLW  
RESPONSIBLE EXECUTIVE DIRECTOR  
MANAGER COMMUNITY  
SERVICES

**In Brief:**

This item presents the Tourism Destination Marketing Strategy.

It recommends that Council:

- Endorse the Tourism Destination Marketing Strategy Plan.
- Include for consideration in the 2011/12 and the 15 Year Plan additional funds to implement recommended initiatives.

**Tabled Items**

Nil

**Officer Interest Declaration**

Nil

**Strategic Implications**

Economic Growth:

3.4 Local, national and international recognition

3.4.1 Promote and support the Champion Lakes Complex and events

3.4.2 Promote Armadale nationally and internationally in partnership with State and Regional tourism initiatives.

**Legislation Implications**

Nil

**Council Policy/Local Law Implications**

Nil

**Budget/Financial Implications**

To implement the recommended actions of the Tourism Destination Marketing Strategy the following would need to be considered in Council's budget and 15 Year Financial Plan:

\$75,000 staffing resource in 2011/12 then \$45,000 per annum

\$40,000 development of an Economic Development Strategy

\$15,000 per annum for tourism development initiatives

\$55,000 tourism signage strategy

**Consultation**

MANEX

Councillor Workshop

Officer Workshop

Local Tourism Operators Workshop

## **BACKGROUND**

At its 8 March 2010 Council meeting, the previously commissioned Tourism Strategy prepared by RBA Consulting was considered by Council (C6/3/10), with the following recommendation being adopted:

*“That Council:*

- 1. Acknowledge receipt of the 2009 City of Armadale Draft Tourism Strategy prepared by RBA Consulting, noting its recommendations and the fact that some of the information contained in the document has been superseded by current activities. That a preface be included in the document indicating variables.*
- 2. Maintain the current level of service delivery and line of reporting and authority in respect of tourism/visitor servicing until such time as the City considers its structure in relation to economic development.*
- 3. Endorse the further investigation of developing a Tourism Destination Marketing Strategy Plan.”*

This report was subsequently placed on the City’s web site with the required preface indicating the variables. The preface copied below provides a succinct update of the development of tourism in the district.

*The Tourism Strategy served to highlight areas that will focus the future that Council could take in Visitor Centre servicing and tourism generally. Since the report was compiled there have been some further activities that are reflective of its recommendations. These include, but are not limited to, the following variables:*

- The Visitor Centre has initiated and supports a growing base of Tourism/Small Business Membership with active support and engagement of tourism and small business operators, for workshops, web site training, information sharing meetings etc.*
- Promotional advertising of Armadale in publications such as SCOOP, Beautiful South, Experience Perth Planner; the production of user-friendly tear off maps and the publishing of an Armadale Destinalional Booklet continues to lift the profile of Armadale within the City of Perth and beyond. Distribution of the Booklet has been throughout Australia and overseas, with a new edition currently in preparation due to positive response and high demand.*
- Major changes are occurring within tourism web sites and the Armadale “BookEasy” website now incorporates a significant number of tourism-ready, bookable product sites which is raising the destinalional profile of Armadale.*
- Whilst the Tourism Strategy comments that Tourism WA and Experience Perth “do not recognise the City of Armadale as an important visitor destination relative to other more iconic destinations and experiences”, this situation is*

*changing. The change in direction of Tourism WA, the increase of Armadale's Visitor Centre profile and communication with the tourism sector has resulted in Armadale now becoming recognised as a 'regional' opportunity and gateway to the greater south.*

*There are also some specific events that have changed location and or focus, viz. the Armadale Producers Market is no longer held in the City's Jull Street car park, and some Araluen Botanic Park events have changed in scale and location. Changes to other specific events may occur over time.*

Acknowledging that an Economic Development strategy would, in reality be better researched prior to the Tourism Destinal Strategy, but that the ARA position had somewhat reversed this requirement in the City, the logical significant next step in the development of "tourism" was to undertake a Destinal Marketing Strategy. The express purpose of this strategy was to determine what actions the City could undertake to make the Armadale district a destination of choice from a tourism aspect as opposed to a visitor servicing one.

A Steering Group consisting of the Manager Libraries and Heritage, the Visitor Centre Coordinator and the Media and Communications Officer was established and it, together with the Executive Director Community Services, determined the requirements of a Tourism Destinal Marketing Strategy. In June 2010, Kirkgate Consulting was appointed to carry out this task. David Duncanson, the Principal Consultant, advised that he would work with Eddie Watling and Terry Penn of Tourism Coordinates, both of whom have many years experience in tourism strategy development in Western Australia. This, together with his own experience in both economic development and marketing within local government and the wider tourism environment, ensured that the Destinal Marketing Strategy was approached from a broad research base.

The Consultant was advised that:

The primary purpose of the Tourism Destination Marketing Strategy Plan was to identify opportunities that would result in a growth in tourism within the City of Armadale and more broadly through the south-eastern corridor of Perth. In short it should:

- Provide the City of Armadale with a greater understanding of the resource requirements (capital and people) to develop the tourism opportunity that exists within the district by nature of its location, and within the best possible organizational structure within the City.
- Offer an improved approach to the future planning and development of the tourism product through stronger partnerships, both internal (the City's Communications and Planning Departments) and external (industry and government).
- Provide a roadmap for delivery of the Plan with established priorities, timeline KPIs and indicative budget.

Kirkgate Consulting delivered on this requirement and has provided its *Tourism Destination Marketing Strategy October 2010*.

Whilst the Executive Summary comments that there is a gap in leadership in regard to developing tourism in Armadale, it also reiterates that the Visitor Centre has been the focus of and is delivering services beyond the normal range for a Visitor Centre. In assuming responsibility of the Visitor Centre, Council clearly demonstrated its commitment to supporting the tourism industry in Armadale. The attraction of an experienced Tourism facilitator to the role of the Visitor Centre Co-ordinator has resulted in further tourism development. In general, however this is beyond the normal scope of what is considered Visitor Servicing.

The Strategy also recommends that the City develop an Economic Development Strategy. Council has previously commissioned an Economic Development Strategy and Action Plan that was completed by Derek C. Kemp 'Prosperous Places' in 2001. The Armadale Redevelopment Authority began operations in March 2002 and a number of key actions that were identified in the City's Economic Development Strategy became its focus. Eg Champion Lakes, Kelmscott Railway Precinct, North Armadale Business Centre. It had always been anticipated that the City would need to reassert its role in the Economic Growth and Development of the District, as the ARA's role diminishes. It is considered appropriate that the City now consider development of an economic development/employment strategy. However, this should have a broad focus (investment, Government infrastructure, commercial, employment etc.) Tourism/Visitor strategy will form part of a broader strategy.

## **DETAILS OF PROPOSAL**

The proposal is that Council endorses the Tourism Destination Marketing Strategy Plan (**refer to Separate Attachment**) and its recommendations, in the understanding that its general intent is to determine what actions are to be undertaken to make the Armadale district a destination of choice from a tourism aspect and that this is different to a Visitor Servicing one.

However, in doing so, it also acknowledges that not all of the specific recommendations will be enacted due to other priorities and preferences of Council. Actions that have been identified that could be achieved with allocated funding include tourism development initiatives (maps, guides, tour development), local tourism operator support and networking, wider region involvement and co-operation, development of a tourism signage and implementation strategy.

The development of an Economic Development Strategy is currently being considered by MANEX in a wider context under the City's Strategic Plan and Plan for the Future.

## **COMMENT**

### Analysis

The Tourism Destination Marketing Strategy consists of three parts, the Executive Summary, the detailed report, and an Action Plan. It is supported by two appendices, one the results of a Metropolitan Perth Tourism Survey (Appendix A) and the other a Visitor Centre Survey (Appendix B).

The Metropolitan Perth Tourism Survey (Appendix A) was a telephone survey carried out by Asset Research. It targeted the broader Perth and neighbouring communities of Armadale, to determine their preferences for day trips and weekend escapes, as well as their perceptions of the Armadale area from a tourism perspective. A total of 400 completed surveys were obtained and Asset Research has advised that this provides a sampling error of +/- 5% at the 95% confidence level for all overall results. The survey questions were formulated by the Steering Group with input from the Consultants.

The Executive Summary of the Asset Research report provides invaluable data on the following 10 key areas:

- ✓ Day Trips
- ✓ Weekend Escapes
- ✓ Information Sources
- ✓ Perception of Armadale
- ✓ Likelihood of Armadale Day Trip
- ✓ Likelihood of Armadale Weekend Escape
- ✓ Visits to Armadale
- ✓ Awareness/perception of Armadale Facilities
- ✓ Desirable Facilities/Activities
- ✓ Shopping in Armadale

The Visitor Centre Survey (Appendix B) was issued only within the Armadale Visitor Centre and sought more specific information on the how, where, why of visitors during a 7 week period.

The Strategy Report, as well as being based on these surveys, provides detail on general tourism trends in Western Australia taken from Tourism WA data and other research. It provides data from SWOT Analysis, one undertaken with City of Armadale Staff and one with members of the local tourism industry. A product/destination audit was conducted and the resulting high number of attractions/activities identified that there is a lack of profile for the many tourism assets that the region has. (This was also evident during the GWN Top Tourism Town judge's site visit that by chance occurred within the time frame of the Strategy being completed).

The Strategy identified the importance of destination branding and signage together with the need for effective communication and promotion of the brand in a public relations context. It necessarily addressed the question of organisational structure within the City, the current staffing and structure of the Visitor Centre and the potential for broader and more effective tourism responsibility. It delivered a significant number of recommended strategies designed to achieve the stated outcomes and primary purpose of the Tourism Destination Marketing Strategy Plan.

What is apparent from the Strategy Plan is that tourism is a viable business opportunity within the Armadale region and that for it to succeed, the role that the City plays is a critical one. The key requirement is a position within the organisation to initiate the recommended actions for the Destination Marketing Strategy. This role would not be a permanent one, rather its future requirement and responsibility should be determined within the context of an Economic Development portfolio.

It is suggested that this additional resource could be in the form of a full time contract position for a Tourism Development Officer for a 12 month period and then revert to a 0.6 per annum position. This would enable establishment of the majority of the recommended actions, and then allow assessment of the staffing level required to maintain the tourism aspect of the economic development portfolio as an ongoing resource. A restructure of the existing staffing establishment at the Visitor Centre would be required to ensure ongoing successful operations within a different eventual reporting structure.

### Options

1. Endorse the Tourism Destination Marketing Strategy Plan and its recommendations in the understanding that its general intent is to determine what needs to be done to make the Armadale district a destination of choice from a tourism aspect, acknowledging that not all of the specific recommendations will be enacted due to other priorities and preferences of Council.
2. Not endorse the Tourism Destination Marketing Strategy Plan at this time.

### Conclusion

Council has to date made a substantial investment in the visitor servicing aspect of tourism by taking on management and operational control of the Visitor Centre. The Tourism Destination Marketing Strategy Plan has identified that tourism is a viable business opportunity within the Armadale region, as have other activities associated with the Visitor Centre such as the Top Tourism Town Awards. The opportunity exists to position the tourism aspect of an Economic Development portfolio in readiness for the time that this may become a role within Council's business operations.

## **RECOMMEND**

### **That Council**

- 1. Endorse the Tourism Destination Marketing Strategy Plan and its recommendations in the understanding that its general intent is to determine what needs to be undertaken to make the Armadale district a destination of choice from a tourism aspect and that this is different to a Visitor Servicing one. However, in doing so it also acknowledges that not all of the specific recommendations will be enacted due to other priorities and preferences of Council.**
- 2. Include for consideration of funding within the 2011/2012 Draft Budget and the 15 Year Plan, the following:**
  - \$75,000 staffing resource in 2011/12 then ongoing at approximately \$45,000 per annum.**
  - \$40,000 development of an Economic Development Strategy.**
  - \$15,000 ongoing for tourism development initiatives**
  - \$55,000 tourism signage strategy**

Moved

MOTION CARRIED/LOST ( )

---

***AUTHORIZED PERSONS***

---

WARD ALL  
FILE REF:  
DATE November 2010  
REF BLW  
RESPONSIBLE Executive Director  
MANAGER Community  
Services

**In Brief:**

- The appointment of persons as “Authorised Person” for the purpose of carrying out the duties of a Registration Officer pursuant to the Dog Act 1976.

**Tabled Items**

Nil

**Officer Interest Declaration**

Nil

**Strategic Implications**

Nil

**Legislation Implications**

***Section 29 (1) Dog Act 1976***

A local government shall, in writing, appoint persons to exercise on behalf of the local government the powers conferred on an authorised person by this Act.

**Council Policy/Local Law Implications**

Local Laws Relating to Dogs

**Budget/Financial Implications**

Nil

**Consultation**

Nil

**BACKGROUND**

Nil

**DETAILS OF PROPOSAL**

To enable the following staff members to undertake the appropriate responsibilities it is a requirement that Council shall, in writing, appoint them to exercise on behalf of the Local Government the powers conferred on an “Authorised Person” for the purpose of carrying out the duties of a Registration Officer pursuant to the Dog Act 1976.

**COMMENT**

The recommended appointment of the following persons as “Authorised Person” is consistent with their position role description and will serve to facilitate and assist in the orderly business and performance of the Ranger Services.

**RECOMMEND**

**That Gina Carillo and Julie Moyce be appointed as “Authorised Persons” in accordance with the provisions of Section 29 (1) of the Dog Act 1976, for the purpose of effecting dog registrations only.**

**Moved**

**MOTION CARRIED/LOST ( )**

***EXECUTIVE DIRECTOR COMMUNITY SERVICES REPORT***

---

***COUNCILLORS' ITEMS***

---

**MEETING CLOSED AT**

**COMMUNITY SERVICES COMMITTEE**

**SUMMARY OF "A" ATTACHMENTS**

**7 December 2010**

<b>Attachment No.</b>	<b>Subject</b>	<b>Page</b>
A-1	TOURISM DESTINATION MARKETING STRATEGY	Separate Attachment

**SEE  
SEPARATE ATTACHMENT**