



City of Rockingham

# Tourist Destination Strategy (2019 – 2024)

May 2019



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## Community Engagement

*Admin use only: Please select all special interest groups that may be interested in this strategy. Groups selected will be notified using Rock Port.*

- |   |  |
|---|--|
| <input type="checkbox"/> Aboriginal and Torres Strait Islanders   | <input type="checkbox"/> New Infrastructure Projects       |
| <input type="checkbox"/> Arts and Events                          | <input type="checkbox"/> Planning and Development          |
| <input type="checkbox"/> Coastal and Marine Environment           | <input type="checkbox"/> Roads and Footpaths               |
| <input type="checkbox"/> Community Development                    | <input type="checkbox"/> Seniors Facilities and Activities |
| <input type="checkbox"/> Community Safety                         | <input type="checkbox"/> Sporting Clubs and Facilities     |
| <input type="checkbox"/> Disability Access and Inclusion          | <input type="checkbox"/> Strategic Community Planning      |
| <input type="checkbox"/> Environmental Interests                  | <input type="checkbox"/> Tenders and Quotations            |
| <input type="checkbox"/> Grants                                   | <input type="checkbox"/> Volunteering                      |
| <input type="checkbox"/> Libraries and Education                  | <input type="checkbox"/> Waste and Recycling               |
| <input checked="" type="checkbox"/> New Community Plan Strategies | <input type="checkbox"/> Youth                             |





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# 1. Executive Summary

The purpose of the Rockingham Tourist Destination Strategy (RTDS) is to establish the City's strategic direction and priority actions that would inform the Rockingham region's future direction with tourism and marketing. The State Government's renewed focus on tourism and the focus on emerging markets presents a great opportunity for Rockingham to undertake increased activities in tourist destination marketing.

The key strategic objective of the Tourist Destination Strategy is to effectively and measurably promote Rockingham as Western Australia's premium coastal destination - as a place to visit, live and invest in. As a result, the City of Rockingham will play the following key roles in facilitating the development of the Rockingham region as a tourist destination:

- Develop a brand and key messages for the Rockingham region as a tourist destination based on the following unique selling proposition:
  - *Rockingham is where the coast comes to life. It is Western Australia's premium destination for ecotourism and aquatic adventures, where nature and marine wildlife can be experienced just a short drive from the City, the airport, and surrounding regions.*
- Establish a unified approach which has support from both the local tourism stakeholders and overall community
- Work in collaboration with key tourism stakeholders to promote the region and attract visitors - get the Rockingham brand and key messages across the borders of Rockingham, WA and Australia (~ increase market reach)
- Market Rockingham events, facilities, attractions, activities and the coastal scenery thus promoting the Rockingham region as an ecotourism and adventure destination that has much to offer
- Support industry growth by encouraging investment in infrastructure and tourism products
- Identify and implement opportunities for enhanced face-to-face and digital visitor servicing
- Identify and attract opportunities for the Rockingham region to get involved in the hosting of mid-tier meetings, incentives and conference events
- Actively measure the impact of the enhanced tourism and marketing activities on the visitation numbers and spend in Rockingham, across the various segments
- Provide guidance and strategic inputs into the operations of the Rockingham Visitor Centre, complemented by quarterly tracking of the achievement of success measures and an annual review on growth/operations
  - *The City will enter into a Fee for service contractual agreement with Tourism Rockingham for the operation of the Rockingham Visitor Centre (RVC), for a period of three years (July 2019 to end of June 2022), with the option to extend for another three years following this period.*

The development of a Tourist Destination Strategy is in line with Aspiration 1 of the 2019-2029 Community Plan Strategy: **Actively Pursue Tourism and Economic Development**. The following strategic objectives of the Strategic Community Plan are met through the development and implementation of a Tourist Destination Strategy:

- *Coastal destination:* Promote the City as the premium metropolitan coastal tourism destination.
- *Marketing and promotion:* Develop and implement effective marketing approaches to promote the City as a destination of choice for visitors, investors and businesses.

- **MICE (meetings, incentives, conferences and events):** Identify and attract conferences and high profile business and sporting events to the City to develop its profile as a destination of choice for event organisers.

### *Market segments*

According to the Tourism Strategy Development Advisory Group (TSDAG) the following market segments currently rank the highest in their attractiveness and the level to which the Rockingham region is competitive when compared to other local government regions:

- Eco and adventure tourism
- Day trippers (families)
- Singapore / Malaysia family groups
- Individuals and groups visiting friends and family (*not Rockingham based*)
- Mid-tier MICE

Although China is not currently in Rockingham's priority segment area, this is a segment that will be tracked on an ongoing basis for future potential. Target markets will also be influenced by the focus of Tourism WA and will be reviewed regularly to ensure relevance with trends observed.

### *Key Strategic Elements*

The five key strategic elements of the Tourist Destination Strategy, as identified by the TSDAG, are:

1. Destination marketing (*targeting eco and adventure tourism*)
2. Visitor servicing (*face-to-face and digital*)
3. Coastal development and activation
4. Events activation (*entertainment destination*)
5. Mid-tier MICE (*meetings, incentives, conferences and events*) attraction

### *Current competitive advantage*

The Rockingham region's current competitive advantage as a tourist destination can be identified by four pillars which would each in turn be supported and enhanced by the development and implementation of the above five identified key elements. These four pillars are:

- **Eco:** Connection with nature – ocean, bushland and wildlife
- **Adventure:** Active outdoor experiences to suit all
- **Day trip:** Family friendly – facilities, events, activities
- **Close but away:** Easy and close access from CBD, airport and surrounding regions

### *Considerations regarding visitor servicing*


Visitor information centres are still seen as the most effective means of service delivery, as confirmed by recent research studies performed across Australia. There has also been very strong feedback through various community engagement opportunities during 2018 for a visitor information centre to remain in Rockingham. Even local governments in WA with



mobile units have not closed their “brick and mortar” visitor information centres, with face-to-face interaction at visitor information centres normally supported by a strong website and social media presence.

Recent studies have found that the additional money spent per visitor in WA as a result of a visit to the local visitor information centre is around \$104 and that a visitor information centre forms part of the overall visitor experience. A recent example is the Chinese film crew (*150 people in total*) that came to Rockingham in January 2019 to stay during their filming. They made the Rockingham Visitor Centre (RVC) their first stop for advice on all their accommodation and entertainment needs.

The Rockingham Visitor Centre currently manages bookings and provides a face-to-face information service for visitors to Rockingham. The Rockingham Visitor Centre also assists the City with the implementation of opportunities identified, and facilitates industry participation and feedback as required. The RVC directly interacts with its members and ensures that Rockingham is well represented when interacting with its stakeholders and visitors. The Rockingham Visitor Centre also maintains the social media channels and the website. The City sends additional content to the Rockingham Visitor Centre for Facebook, Instagram and the website as and when there is new information to publish. The City and Rockingham Visitor Centre jointly work on campaigns.

Implementation of the Tourist Destination Strategy will trigger a significant increase in the number of visitors through the RVC since it has been found that people travelling often look for the information  sign for help and advice on what to do and where to go.

### *Achieving success*

The definition of success for Rockingham will be that:

- Rockingham has a recognised brand that is championed by all.
- Rockingham is recognised as a world class coastal tourism destination for day trip and overnight visitors.
- Increase in domestic and international visitor numbers and expenditure.
- Rockingham has a collaborative and unified tourism industry that works together for the common good of the destination.
- Rockingham has increased investment in accommodation infrastructure, attractions and tour experiences.
- Rockingham has increased availability of jobs relating to the tourism industry leading to a reduction in unemployment figures.
- Accreditation of Rockingham as an ECO Destination through Ecotourism Australia.

In order to determine the level of success, the City of Rockingham will establish and measure the following:

- Overall a visitation growth of 10% per annum
  - *Increase in day trip visitor numbers and expenditure*
  - *Increase in overnight visitor numbers and expenditure*
  - *Increase in the number of visitors to the Rockingham Visitor Centre*
- Increase in accommodation, restaurant/entertainment and tour providers operating in Rockingham
- Increase in employment opportunities as a result of tourism success

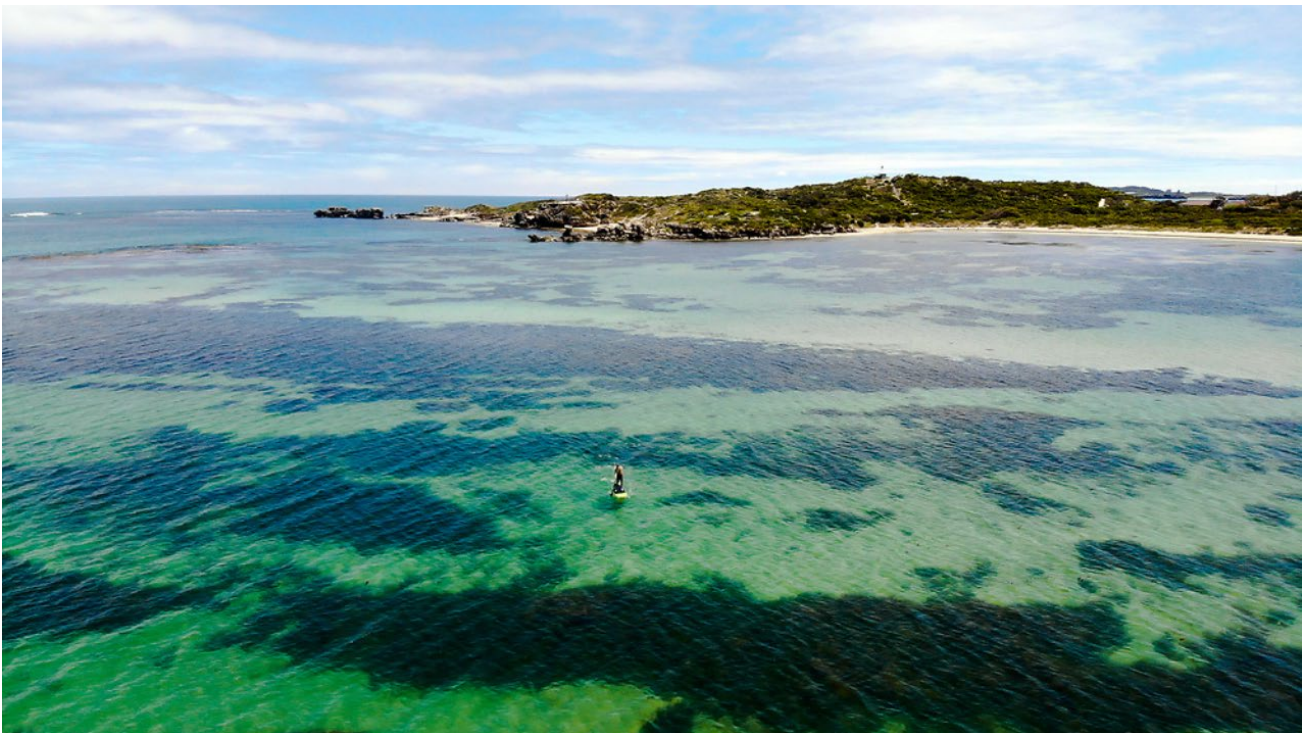
- A unified local tourism industry working collaboratively for the common good of the destination
- Visitor perception surveys performed annually to track trends and visitor needs.

### *Community engagement*

Community and industry inputs were incorporated into the development of the strategy, and were obtained from:

- The consultation process for the City of Rockingham Strategic Community Plan (2019-2029).
- Tourism Strategy Development workshop with the local business community
- Online survey through Rock Port
- Internal staff inputs
- The Tourism Strategy Development Advisory committee (TSDAG), which held a total of four meetings between April 2018 and January 2019. This group included representatives from:
  - *Destination Perth, Tourism WA, Perth Convention Bureau, Department of Biodiversity, Conservation and Attractions, Rockingham Visitor Centre, Tourism Rockingham, Rockingham Kwinana Chamber of Commerce, Hog's Breath, Rockingham Apartments and Rockingham Wild Encounters*

The previous CEO of Destination Perth (*Noeleen Pearson*) and Dr Brian Handley (marketing expert at UWA) also provided valuable guidance.



## 2. Strategic Objective

The key strategic objective of the Tourist Destination Strategy is to effectively and measurably promote Rockingham as Western Australia's premium coastal destination - as a place to visit, live and invest in. As a result, the City of Rockingham will play the following key roles in facilitating the development of the Rockingham region as a tourist destination:

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- Support industry growth by encouraging investment in infrastructure and tourism products
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- Provide guidance and Strategic inputs into the operations of the Rockingham Visitor Centre, complemented by quarterly tracking of the achievement of success measures and an annual review on growth/operations
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A measurable growth in tourism can be regarded as a potential catalyst to make Rockingham a more attractive place for further visitations and for investors, potentially resulting in an improvement in the local economy in general.



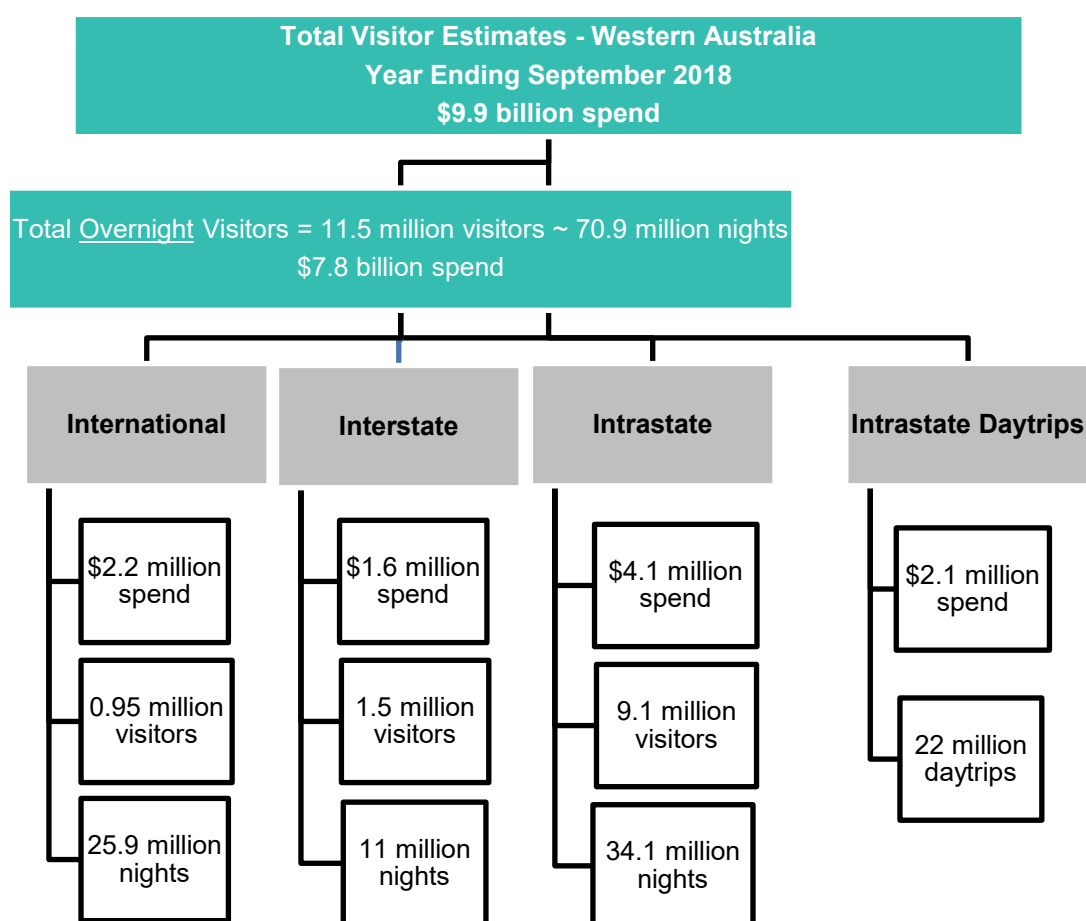
### 3. Background

#### 3.1. Tourism in WA

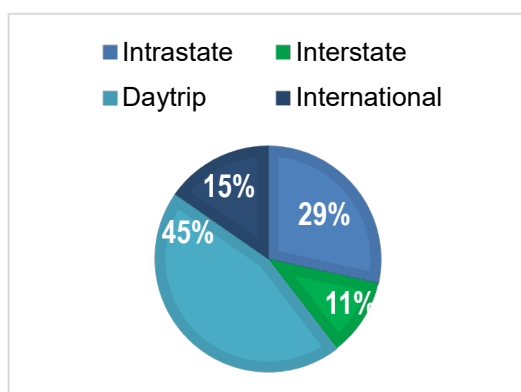
The 2017/2018 State budget committed \$425 million towards destination marketing and tourism over the next five years. Tourism WA is actively pursuing an increase in Tourism for WA, and is currently focussed on the delivery of its two-year action plan to attract more visitors to Western Australia<sup>5</sup>.

From September 2017 to September 2018, a total of \$9.9 billion was spent across WA by international, interstate and intrastate visitors<sup>3</sup>. This represents 10% of the total visitors spend within Australia and a total of 10.6 million overnight visitors and 22 million day visitors. The overall spend on the day trips was found to be much lower. See the analysis in Figures 1 and 2.

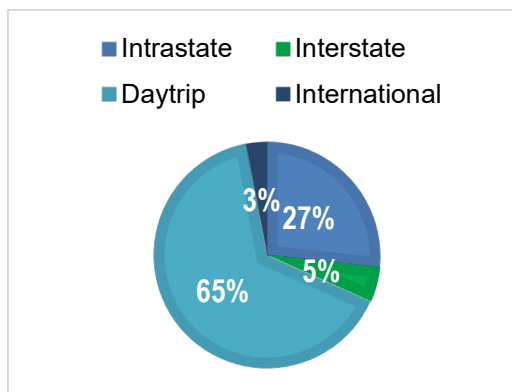
**Figure 1:** Overview of WA visitor numbers and spend:



**Figure 2: Distribution of the \$9.9 billion WA tourism spend in 2018<sup>3</sup>:**



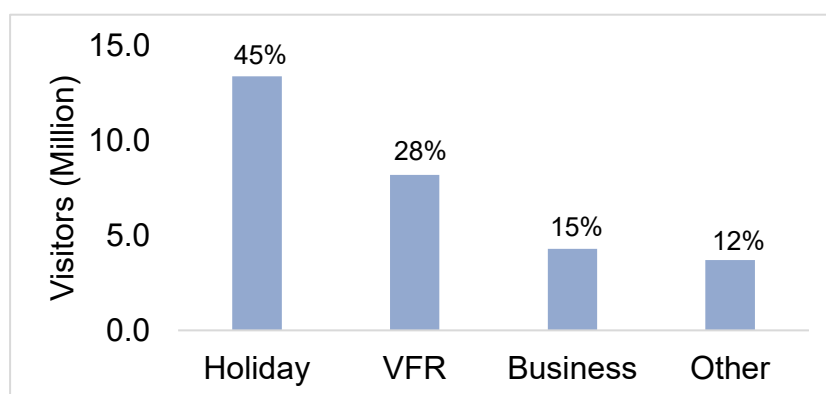
**Figure 3: Distribution of the 32.5 million WA visitors in 2018<sup>3</sup>:**



i) *Tourism demand in WA by purpose of visit*

Almost half of the visits to WA are for a holiday purpose, with a large number of visits also relating to the visiting of friends or family (VFR).

**Figure 4: Tourism demand in WA by purpose of visit (ending December 2017<sup>4</sup>:**



Visitors to Western Australia who were surveyed in 2016 and 2017 consisted mainly of couples, family groups and solo travellers.

ii) *Main motivation for visiting WA*

The main motivation for travel to Western Australia among all visitor types was driven by environmental factors, such as the beaches, coastal scenery and natural sights. Intrastate visitors were significantly more likely to also be interested in physical-based activities such as water-based adventures and hikes (see Table 1)<sup>1</sup>.

**Table 1:** The main motivations for travel to WA in 2016 and 2017 have been indicated as the beaches and coastal scenery, the unique natural sights and visiting family and friends<sup>1</sup>:

	Intrastate	Interstate	Inter-national	Average
<b>Beaches/coastal scenery</b>	<b>21</b>	<b>20</b>	<b>24</b>	<b>22</b>
<b>Unique natural sights</b>	<b>14</b>	<b>12</b>	<b>15</b>	<b>14</b>
<b>Family and friends</b>	<b>8</b>	<b>10</b>	<b>10</b>	<b>10</b>
Pristine natural environments	9	8	6	9
Good food, wine and local cuisine	9	8	6	8
Water-based activities	8	3	3	5
Treks, trails and/or hikes	8	3	2	4
Cultural, educational/historical activities	3	5	5	4
Vibrant city life	3	2	4	3
Ability to attend a personal event	1	3	2	2
Less than 3 influencing factors	6	11	7	8
Other	10	15	14	10

iii) *International visits to WA*

International visits to WA seem to be dominated by UK, Malaysia and Singapore travellers. Both the UK and Singapore visitor numbers in 2017 show a 2-3% decline from the 2016 visits<sup>2</sup>. Visitors from China have increased by 14% since 2016, with visitors from India showing a 21% increase from the 2016 numbers. Despite lower visitor numbers (*almost only 1/3 of the UK numbers*), the total spend from these Chinese visitors equals that of the total number of UK visitors. This implies that the Chinese tourist market is of great financial benefit to the economy of WA.

**Table 2:** Tourism demand in WA per country for the year ending December 2018 (December 2017 data given underneath in brackets)<sup>2,24</sup>:

	Number of visitors	\$ spend in millions		Number of visitors	\$ spend in millions
UK	149,000 (146,400)	\$266 (\$265)	Hong Kong	26,600 (24,000)	\$66 (\$83)
Malaysia	102,500 (111,400)	\$205 (\$247)	India	29,800 (27,600)	\$77 (\$67)
Singapore	96,900 (102,000)	\$227 (\$220)	Germany	35,400 (32,900)	\$78 (\$58)
USA	74,100 (78,700)	\$106 (\$147)	Indonesia	31,000 (30,200)	\$60 (\$59)
New Zealand	64,800 (68,900)	\$82 (\$88)	Japan	29,500 (27,400)	\$61 (\$56)
China	57,200 (58,600)	\$271 (\$291)	Switzerland	12,100 (11,300)	\$32 (\$31)



### 3.2. Local Governments and their approach to Visitor Centres

A recent study performed by the Victoria State Government on visitor information centres across Australia has found that the additional money spent per visitor in WA as a result of a visit to the local visitor information centre, is around \$104<sup>23</sup>. The surveys that were completed during this study also indicated that 95% of respondents felt that a visitor information centre forms part of their overall visitor experience. The study also mentioned the increase in visitors from China (*and Singapore, Malaysia, India*) who often have little understanding on what a destination has to offer and would revert to the local Visitor Information Centre for advice. A recent example is the Chinese film crew (*50 people in total*) that came to Rockingham in January 2019 to stay during their filming. They made the Rockingham Visitor Centre their first stop for advice on all their accommodation and entertainment needs.

Currently 51% of all visitor centres in WA are owned and/or operated by the local government authority, with the balance being operated by independent bodies<sup>20,21, 23</sup>. There is ongoing innovation to visitor centres, with a focus towards becoming more personalised with the provision of information, both face-to-face and online.

Mobile visitor units have recently been introduced by some local governments (*eg. Cities of Geraldton and Armadale*) to increase awareness of the destination and of the “brick and mortar” visitor centre. These mobile units are of great advantage where there is a large gathering of visitors, such as local events or expos held in other areas in the State. At this stage none of the “brick and mortar” Visitor Centres have been made redundant as a result of the acquired mobile unit.

Below is an analysis of the visitor information centre arrangements of the City of Swan, City of Greater Geraldton, City of Armadale and City of Mandurah<sup>22</sup>.

**Table 3: Approach of some surrounding local governments**

	<b>City of Swan</b>	<b>City of Geraldton</b>	<b>City of Armadale</b>	<b>City of Mandurah</b>
<b>Visitor Information Centre?</b>	Yes	Yes	Yes	Yes
<b>Is the Visitor Information centre outsourced or internally managed?</b>	Internally managed (1 Manager and officers)	Internally managed (6 officers and 3 casuals)	Internally managed (5 officers and 3 volunteers)	Internally managed (1 Manager and many casuals)
<b>Mobile Visitor Centre?</b>	No (currently under consideration)	Yes	Yes	No
<b>Website and social media channels separate from City channels?</b>	Yes	Yes	Yes	Yes – Mandurah and Peel Tourism Organisation (MAPTO) driven
<b>Website link</b>	<a href="https://www.swanvalley.com.au/Home">https://www.swanvalley.com.au/Home</a>	<a href="https://www.visitgeraldton.com.au/">https://www.visitgeraldton.com.au/</a>	<a href="https://www.pierthillside.com.au/">https://www.pierthillside.com.au/</a>	<a href="http://www.visitpeel.com.au/">http://www.visitpeel.com.au/</a>
<b>Team size (excluding the Visitor Centre)</b>	Tourism and Marketing: 4	Integrated with Comms and Community Development team (around 4)	ED team ~ 4-5 officers	3 in total: 2 MAPTO officers 1 City officer

### 3.3. Tourism in Rockingham



#### 3.3.1. Overview of the Rockingham Tourism Industry

##### i) Total visitors

The total number of visitors to Rockingham has increased from 898,000 in 2016 to 1,122,000 in 2017<sup>14</sup>. This is mainly due to a 28% increase in day trips from 2016 to 2017.

**Table 4:** Visitors to Rockingham (2016 and 2017)<sup>14</sup>:

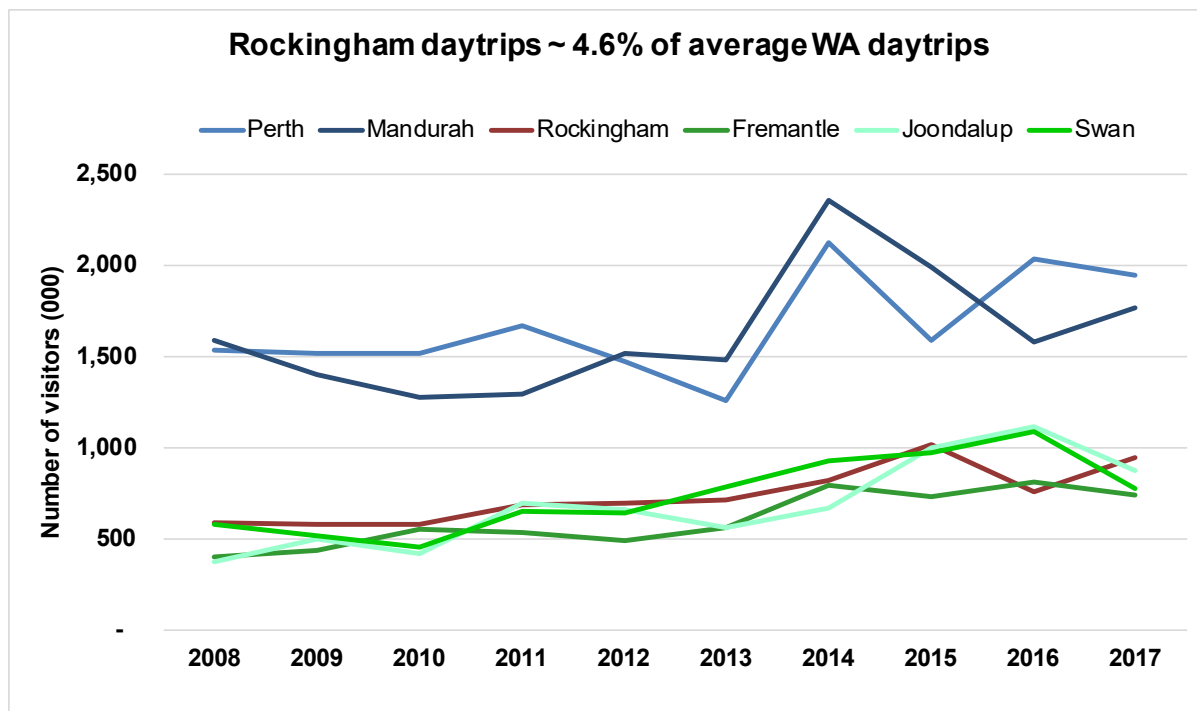
	Day visitors	Day visitors average spend	Domestic overnight visitors	Domestic overnight visitors average spend	International overnight visitors	International overnight visitors average spend
<b>2016 total</b>	736,000	\$100 per day	140,000	\$123 per night	22,000 (~ 592,000 nights)	\$81 per night
<b>2017 total</b>	945,000	\$100 per day	154,000	\$123 per night	23,000 (~ 624,000 nights)	\$81 per night

It should be noted that a total of 1,016,000 day trips were achieved in 2015, a visitation number which has not been achieved again since. The spike in 2015 is believed to be as a result of the ANZAC centenary celebrations combined with the Pacific Masters one-day darts competition and the week-long Australian Darts Championships.

##### ii) Day visitors

Day trips to Rockingham have steadily increased over the past years, but are not nearly on the same level as the number of visits to Perth and Mandurah<sup>14</sup>.

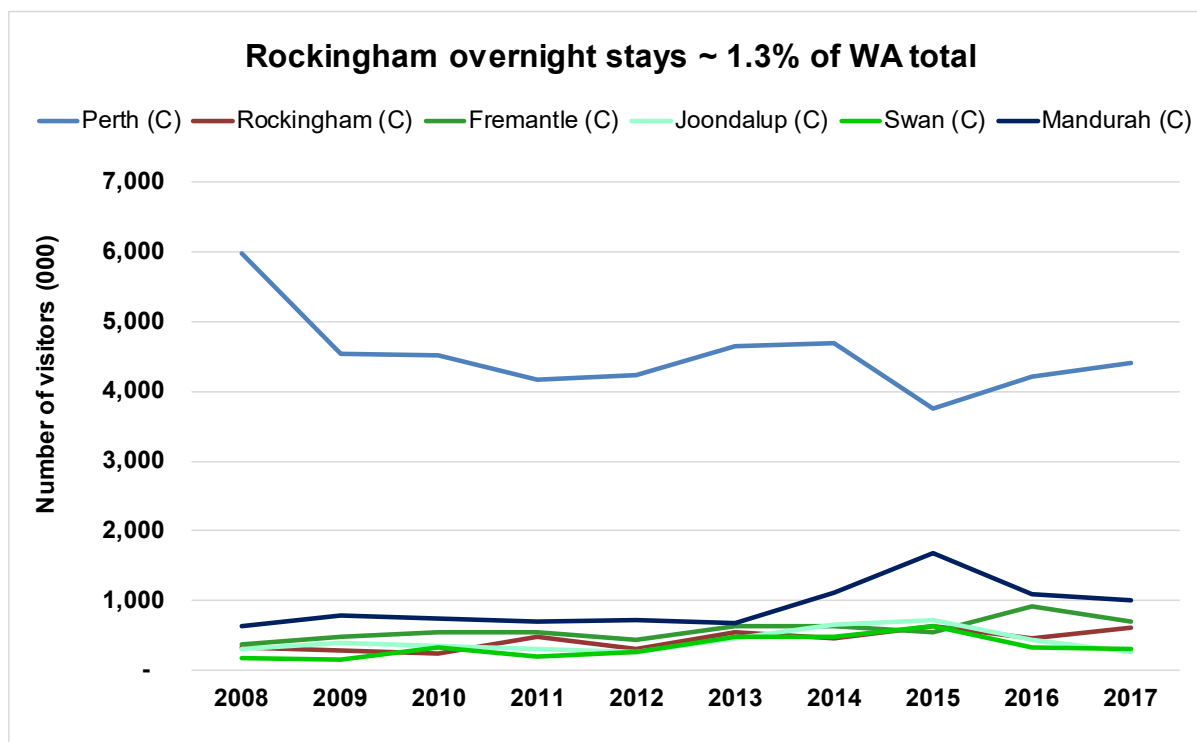
**Figure 5: Tourism demand in WA by area (ending December 2017)<sup>3</sup>:**



iii) *Overnight visitors*

An average of 169,600 visitors per year have stayed overnight in Rockingham for the past three years, with a variation in the length of their stay<sup>4</sup>. In 2017 this was only 1.3% of the total overnight bookings in WA.

**Figure 6: Rockingham overnight number of stays in comparison with other LG's (2008-2017)<sup>3</sup>:**





- On average (2015, 2016 and 2017) 62% of total overnight visitors are intrastate, with an average of 2.3 nights stay per visit<sup>4</sup>.
- The balance of overnight stays is comprised interstate (25%) and international (13%) with the average length of stay 7.5 and 27 respectively.
- The majority (59%) of overnight visitors mainly come to Rockingham to visit friends and relatives (VFR) with 25% and 11% coming for holiday and business purposes respectively<sup>4</sup>. This is opposite to the WA data where visitors come to WA mainly for holiday purposes (45%) and only 28% come to WA with the purpose of visiting friends and family (VFR). (See Figure 4).
- The most active age segment for overnight visits to Rockingham is the age group of 20 to 34 years
- The composition of travellers to Rockingham in 2017 is predominantly that of alone travellers or travelling with friends or relatives<sup>4</sup>.
- Families with children do not seem to spend many overnight visits in Rockingham, representing only 12% of the total.



### 3.2.2. The Key Tourism stakeholders

In Australia there is a hierarchy of tourism organisations, each responsible for different levels of the tourism industry.

**Figure 7: Overview of Key Tourism Stakeholders:**

<b>Tourism Australia</b> <i>Attracts international visitors to Australia, for leisure and for business</i>			
<b>Tourism Western Australia (STO)</b> <i>Markets the State nationally and internationally and attracts major sporting, cultural and business events</i>			
<b>Perth Regional Tourism Organisation (PRTO) – trading as Destination Perth</b> <i>Promotes Perth and surrounds as a desirable leisure destination, also focusing on local domestic intrastate visitors</i>		<b>Perth Convention Bureau (PCB)</b> <i>Markets the State as a destination for conventions, exhibitions and incentive travel groups</i>	
<b>Tourism Rockingham (~ Rockingham Visitor Centre)</b> <i>Promotes attractions in Rockingham to encourage visitors to come and to stay longer</i>	<b>Rockingham Kwinana Chamber of Commerce</b> <i>Advocates on behalf of business</i>	<b>City of Rockingham</b> <i>Provides and supports events, facilities and services that would make Rockingham a desirable destination</i>	<b>Other local tourism industry stakeholders</b> <i>Add to what Rockingham has to offer as a tourist destination</i>

The Rockingham region forms the southernmost border of the Perth metropolitan area and is one of the Perth Regional Tourism Organisation's (RTO) featured regions. Rockingham's tourism efforts coexist with those of a network of government and industry bodies that comprise the national tourism industry.

The new tourism strategy will look to leverage this network and align marketing efforts where appropriate – for example by providing social media content to Destination Perth and Tourism WA in alignment with Western Australia's brand (which is currently being reviewed). The Rockingham brand should ultimately be aligned with the overarching "message or voice" of the tourism brand in WA.

Currently there are three key stakeholders in the Rockingham region that play the largest part in facilitating the development and growth of tourism:

- Tourism Rockingham
- Rockingham Kwinana Chamber of Commerce (RKCC)
- City of Rockingham

### i) Tourism Rockingham

Tourism Rockingham is a membership-based, independent, not-for-profit organisation that trades as the Rockingham Visitor Centre, focused on promoting the attractions of the Rockingham region to encourage visitors to stay longer, explore more and visit again<sup>9</sup>. Tourism Rockingham is managed by a committee of volunteers, comprised of business owners and community members.

Tourism Rockingham employs three full time and three part time staff, for the management of the Gary Holland Community Centre and the Rockingham Visitor Centre:

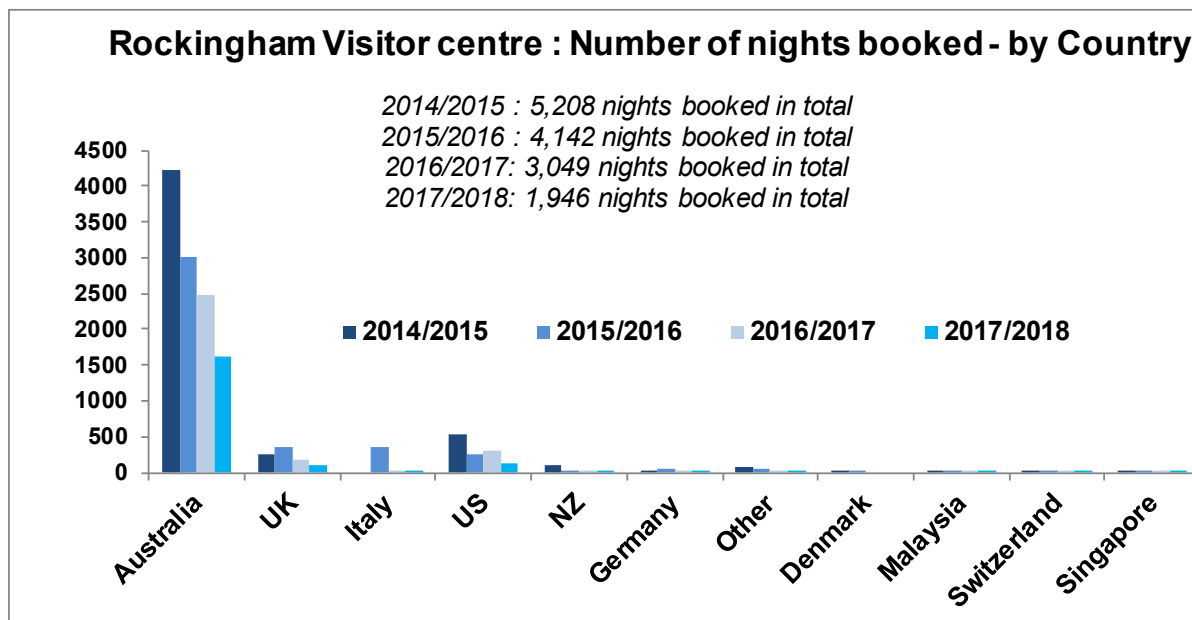
- The Gary Holland Community Centre management component requires one full time staff member and two part time staff members
- The Visitor Centre requires two full time staff members and two part time staff (*one of whom is shared across a GHCC role*).

The Rockingham Visitor Centre is situated at the Gary Holland Centre, with the current lease expiring on 30 June 2019. The visitor centre is Level 1 Accredited, as per the accreditation program overseen by the Tourism Council of WA. This entitles the centre to use the blue and yellow “i” symbol, that implies it conforms to national minimum standards<sup>15</sup>.

The Rockingham Visitor Centre facilitates overnight bookings through its website, phone calls and one-on-one conversations with those who visit the centre. It also oversees the bookings of local attractions and provides general information to visitors who walk into the centre.

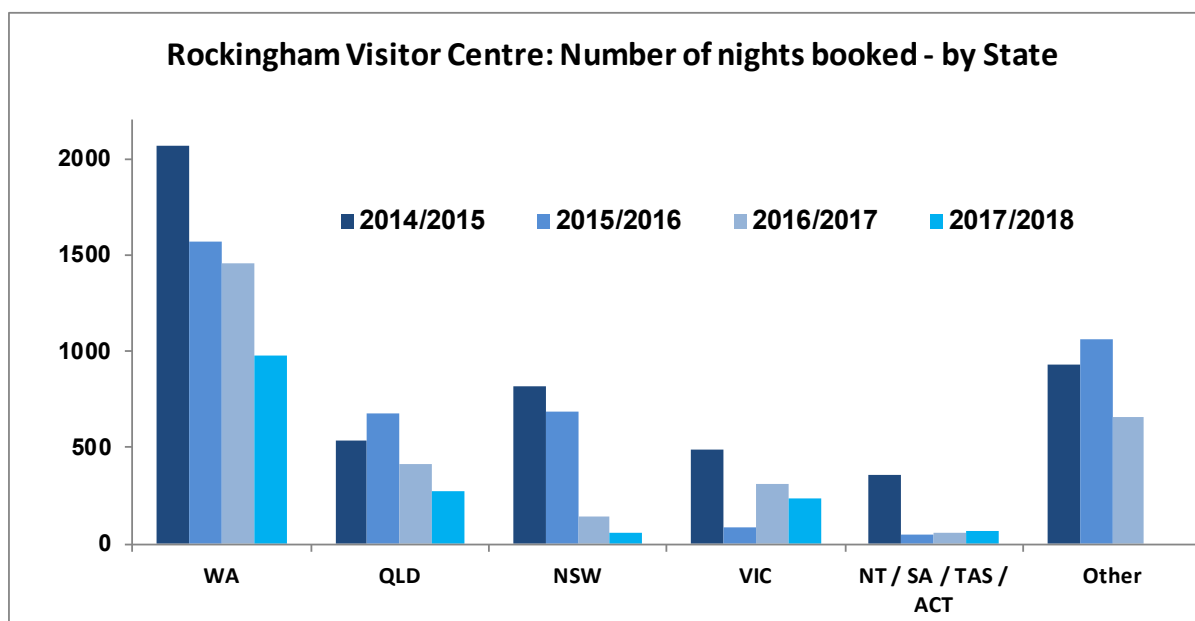
Over the past four years, bookings made through the visitor centre have decreased significantly, as can be seen in Figures 8 and 9 below.

**Figure 8: Nights booked through the Rockingham Visitor Centre – by Country**<sup>10,11,12,13</sup>:





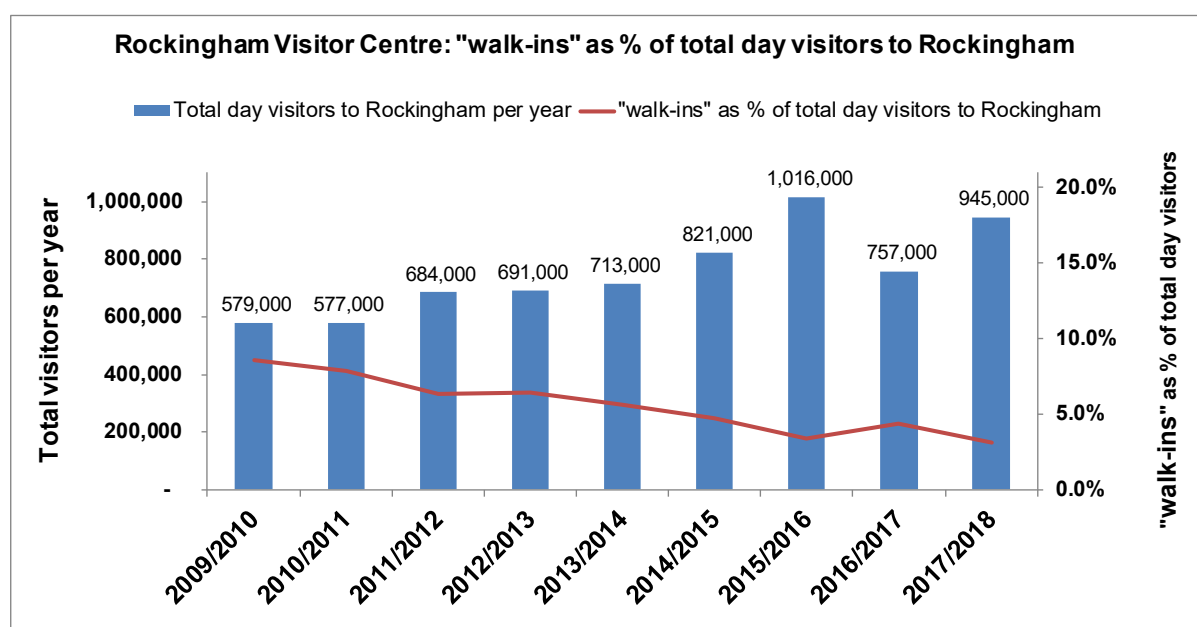
**Figure 9: Nights booked through the Rockingham Visitor Centre – by State**<sup>10,11,12,13</sup>:



The number of visitors into the centre have also been declining, which is probably, among other things, also driven by the ease of digital access for bookings and for general information.

Visitors to Rockingham have increased with a total of 39% over the past nine years, which means an average of just over 4% growth per annum. The decline in visits to the visitor centre stands in stark contrast to this trend, with an average decline of 5% per annum (see Figure 10).

**Figure 10: Number of visitors as a percentage of total day visitors to Rockingham**<sup>10,11,12,13</sup>:



The Rockingham Visitor Centre revenue and expenses for 2017/2018 can be summarised as follows<sup>18</sup>:

**Table 5: Financial overview for the Rockingham Visitor Centre (2017/2018 and preliminary projection for 2018/2019)<sup>18</sup>:**

<b>Income from CoR</b>	<b>2017 / 2018</b>	<b>2018 / 2019</b>
Tourism management fee from CoR	87,348.00	87,348.00
Fee for the service arrangement for the Gary Holland Community Centre (GHCC)	107,958.00	108,958.00
<b>Total Income</b>	<b>266,763.49</b>	<b>267,306.00</b>
<b>Expenses</b>		
Income to CoR from bookings (GHCC)	165,526.80	301,660.00
Wages – Tourism & GHCC	257,859.34	
Rent of premises (Value ~ \$ 30 K)	0	0
<b>Total Expenses</b>	<b>295,523.99</b>	<b>301,660.00</b>
<b>Net Deficit</b>		
Net deficit covered by Retained Profits	(28,760.50)	(34,354.00)

**Note:** No cash reserves available after 2018/2019

Traditionally visitor centres use accommodation and product sales commissions to subsidise the delivery of information services<sup>9</sup>. With this income stream declining as much as it has, it has become difficult for the Rockingham Visitor Centre to be financially viable. Surveys and significant research recently performed by Tourism Australia, in collaboration with State Tourism Organisations, has indicated however that although income for visitor centres is declining, the need for them is still high since visitors generally want to “talk to a local”<sup>23</sup>.

Visitor centres should be creative in the provision of their services, and also consider co-locating with complementary services or businesses to drive larger numbers of people through the doors and get them to spend a longer time there<sup>23</sup>. The sale of merchandise also generally assists with achieving this.

The Rockingham Visitor Centre does not currently own or operate a mobile unit to increase exposure at events and in areas of high activity. The introduction of a mobile unit is something that can be considered in the future, based on the initial success of the implementation of this strategy as measured by an increase in day and night visitors to Rockingham.

## ii) Rockingham Kwinana Chamber of Commerce (RKCC)

The RKCC represents the interests of the business community in the south-west metropolitan corridor, and strives to play a significant role in the area’s economic development. Its main areas of focus include advocating on behalf of business, offering advice and assisting businesses in their relationships with relevant government bodies, and business development including holding expos and networking events.

The RKCC shares around 90% of its membership with the visitor centre, but doesn’t articulate any “business tourism”-associated goals in its planning documents<sup>9</sup>.

iii) *The City and its approach to tourism up to now*

The City of Rockingham's Economic Development Strategy 2014 – 2017 contains a number of recommendations associated with local tourism, which include<sup>6,7</sup>:

- Investigate a Business Improvement District (BID) model for promoting the Port Rockingham Precinct (*component of Key Recommendation 2*)
- Encourage and promote the delivery of community events (*component of Key Recommendation 9*)
- Review the current agreement between the City and Tourism Rockingham Inc. (*Key Recommendation 10*)

The City has up to now not had a clear tourism strategy, or a team specifically responsible for optimising the measurable economic yield from tourism. The above recommendations have as a result, not been fully implemented. This highlighted the need for a dedicated team to address future tourism and marketing needs for the City of Rockingham.

iv) *Other Stakeholders to consider*

- Destination Perth
- Department of Biodiversity, Conservation and Attractions (DBCA)
- Tourism WA (TWA)
- Tourism Australia
- Perth Convention Bureau
- Trails WA
- Study Perth
- Ecotourism Australia
- Local service providers
- Potential service providers not currently based in Rockingham
- Potential visitors from Rockingham, WA, Australia and targeted international segments
- Various associations eg. Wine Association, Mountain Biking Association, Walkers Association etc.





### 3.2.3. Rockingham as a Tourist Destination



#### 3.2.3.1. Rockingham's current position as a Tourist destination

Rockingham's current competitive advantage as a Tourist Destination would be identified by four pillars.

**Figure 11: Rockingham's Key Competitive Advantage:**



i) *The Rockingham region's competitiveness as a destination:*

**Table 7: The Rockingham region's competitiveness in a nutshell:**

	Currently in place for Rockingham	Potential for the future
<b>Core resources and attractions</b> <i>(~ fundamental reasons why visitors choose Rockingham)</i>	<ul style="list-style-type: none"> <li>Variety of safe and good quality beaches (<i>north-facing beach for calm relaxation, Secret Harbour and Safety Bay for surfing, windsurfing, kite surfing</i>)</li> <li>Natural assets (<i>Shoalwater Marine Park, Saxon Ranger Dive Trail, Cape Peron, Children's Forest, Lake Richmond, Penguin Island</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Foreshore redevelopment</li> <li>Cape Peron and coastline activities and attractions</li> <li>Portfolio of signature events</li> <li>Development of dedicated coastal trails through TWA's Trail Strategy</li> </ul>
<b>Supporting factors and resources</b> <i>(~ provide a firm foundation upon which Rockingham's tourism industry can be established)</i>	<ul style="list-style-type: none"> <li>Outdoor activities (<i>snorkelling, sailing, surfing, boating, fishing, skydiving, scuba diving, cycling, walking, golf courses, Baldivis walking trails, Baldivis ski park</i>)</li> <li>Events</li> <li>Shopping centres and movies</li> <li>Rockingham Art Centre</li> </ul>	<ul style="list-style-type: none"> <li>Overnight accommodation options</li> <li>Improved public transport options</li> <li>Renaissance Technopole - New opportunities</li> </ul>
<b>Destination management</b> <i>(~ within the power of the tourism manager to influence)</i>	<ul style="list-style-type: none"> <li>Rockingham Renaissance project</li> <li>Fresh focus on the development and implementation of a Tourism Strategy for Rockingham</li> </ul>	<ul style="list-style-type: none"> <li>Signature events</li> <li>MICE</li> <li>Packaged deals, supply chain integration</li> <li>Digital marketing and campaigns</li> <li>Centrally located visitor info stand</li> </ul>
<b>Qualifying determinants</b> <i>(~ situation conditions which determine the potential of the opportunity)</i>	<ul style="list-style-type: none"> <li>Proximity to Perth - Easy access by car or train</li> </ul>	<ul style="list-style-type: none"> <li>Provide enough things to do</li> <li>Event and Investment Attraction</li> </ul>





- ii) *Current risks for the Rockingham region as a tourism destination would include the following:*

**Table 8:** *Identification of tourism-related risks for the Rockingham region:*

<i>Risk Description</i>	<i>Rating</i>	<i>Mitigating action</i>
<i>Lack of tourism service suppliers</i>	<i>Medium (Project risk)</i>	<ol style="list-style-type: none"> <li><i>1. Establish solid stakeholder networks</i></li> <li><i>2. Remove barriers to planning approval</i></li> </ol>
<i>Further reduction in day and overnight visits to Rockingham</i>	<i>Medium (Project risk)</i>	<ol style="list-style-type: none"> <li><i>1. Develop and implement the Tourist Destination Strategy</i></li> </ol>
<i>MICE market does not penetrate Rockingham</i>	<i>Medium (Project risk)</i>	<ol style="list-style-type: none"> <li><i>1. Develop a MICE Plan for the City</i></li> <li><i>2. Active efforts to raise awareness among event planners about what the City has to offer</i></li> </ol>
<i>Tourism Rockingham ceases to function</i>	<i>Medium (Project risk)</i>	<ol style="list-style-type: none"> <li><i>1. Put agreement in place for the website to be transferred to the City should this happen</i></li> </ol>



iii) **SWOT analysis:**

**Table 9: Rockingham's strengths, weaknesses, opportunities and threats:**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Variety and quality of beaches               <ul style="list-style-type: none"> <li><i>Water safety</i></li> <li><i>North facing beach and foreshore area for calm relaxation, Secret Harbour and Safety Bay for surfing, windsurfing, kite surfing</i></li> </ul> </li> <li>Proximity to Perth, easy access by car or train</li> <li>Well presented and maintained city centre, parks, gardens</li> <li>Unique nature-based experiences and assets               <ul style="list-style-type: none"> <li><i>Shoalwater Islands Marine Park, Saxon Ranger Dive Trail, Cape Peron, Children's Forest, Lake Richmond, walking and cycling paths, playground equipment, Naragebup Environmental Centre, Tuart forest etc</i></li> <li><i>Penguins, Sea lions, Dolphins, Carnaby's cockatoos, Migratory birds</i></li> </ul> </li> <li>Active / outdoor lifestyle activities               <ul style="list-style-type: none"> <li><i>snorkelling, sailing, surfing, boating, fishing, skydiving, scuba diving, cycling, walking, golf courses,</i></li> </ul> </li> <li>Baldivis Karnup wine trail</li> <li>Rockingham Historical Museum</li> </ul>	<ul style="list-style-type: none"> <li>Not enough events / attractions / things to do</li> <li>Atmosphere (activation)               <ul style="list-style-type: none"> <li><i>Family friendly restaurant options, retail/food and beverage mix, retail hours, customer service</i></li> </ul> </li> <li>Accessibility               <ul style="list-style-type: none"> <li><i>Parking and public transport</i></li> </ul> </li> <li>MICE hospitality options and standards: No integrated conference and accommodation centre for MICE events</li> <li>Limited short stay accommodation to support overnight market</li> <li>Lack of identifiable destination and directional signage for visitors</li> <li>No current tourism strategy - Limited resources and budget allocation for tourism</li> <li>Lack of night time access to penguin island</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Redevelopment of Rockingham foreshore area and Wanliss Street               <ul style="list-style-type: none"> <li><i>In season and off-season activation</i></li> <li><i>Target and grow day visitor market through events</i></li> </ul> </li> <li>Develop MICE opportunities – mid-tier conference supply chain               <ul style="list-style-type: none"> <li><i>Complemented by additional overnight options</i></li> </ul> </li> <li>Development of a streamlined experience for event organisers and delegates through industry collaboration and packages</li> <li>Industry to fund a dedicated platform to promote Rockingham – levy used for destination marketing</li> <li>Better transport within the city, hop-on-hop off bus</li> <li>Walk trail development and collateral</li> <li>Rockingham Renaissance project</li> <li>Expand on history and cultural elements</li> <li>Collaborative marketing with Destination Perth, Tourism WA, Perth Convention Bureau and other local governments</li> </ul>	<ul style="list-style-type: none"> <li>Accommodation development and investment takes time</li> <li>Negative media coverage</li> <li>Competition with other coastal visitor destinations and with shopping/dining destinations</li> <li>Natural occurrences e.g. shark attack, industry spillage</li> <li>Misconceptions about reputation (<i>perception</i>)</li> <li>Winter tourists remain underwhelmed</li> <li>Decline in penguin population on penguin island</li> </ul>



### 3.2.3.2. Rockingham's desired future position as a tourist destination

Rockingham's Unique Selling Proposition and proposed measurements of success can be summarised by the following:

*Rockingham is where the coast comes to life.*

*It is Western Australia's premium destination for ecotourism and aquatic adventures, where nature and marine wildlife can be experienced just a short drive from the City, the airport, and surrounding regions.*

In order to attain long term success, a unified approach is necessary which has support from both the local tourism stakeholders and overall community. Everyone needs to be united and champion the brand of Rockingham as WA's premium coastal destination.

Such a collaborative and unified approach will maximise the potential of the marketing and promotional efforts.

In order to be successful in the tourism playing field, the following would need to be achieved:

<b>Collaboration</b>	<ul style="list-style-type: none"><li>• Commitment to work together to champion the brand</li></ul>
<b>Unity</b>	<ul style="list-style-type: none"><li>• strategies, resources and efforts of industry and local government aligned towards a set of unified long term objectives and outcomes</li></ul>
<b>Targeted marketing</b>	<ul style="list-style-type: none"><li>• strategic, focused and aligned approach to destination marketing in identified key tourism segment and markets</li></ul>
<b>Events activation</b>	<ul style="list-style-type: none"><li>• sporting and community events hosted throughout the year</li></ul>
<b>Quality service and innovation</b>	<ul style="list-style-type: none"><li>• destination wide focus on quality and service delivery</li></ul>

### 3.2.3.3. The definition of success for Rockingham will be that:

- *Rockingham has a recognised brand that is championed by all.*
- *Rockingham is recognised as a world class coastal tourism destination for day trip and overnight visitors.*
- *Increase in domestic and international visitor numbers and expenditure.*

- *Rockingham has a collaborative and unified tourism industry that works together for the common good of the destination.*
- *Rockingham has increased investment in accommodation infrastructure, attractions and tour experiences.*
- *Rockingham has increased availability of jobs relating to the tourism industry leading to a reduction in employment figures.*
- *Accreditation of Rockingham as an ECO Destination through Ecotourism Australia*

In order to achieve success, the City of Rockingham will establish and measure the following:

- *Overall a visitation growth of 10 % per annum*
  - *Increase in day trip visitor numbers and expenditure*
  - *Increase in overnight visitor numbers and expenditure*
  - *Increase in the number of visitors to the Rockingham Visitor Centre*
- *Increase in accommodation, restaurant/entertainment and tour providers operating in Rockingham*
- *Increase in employment opportunities as a result of tourism success*
- *A unified local tourism industry working collaboratively for the common good of the destination*
- *Visitor perception surveys performed annually to track trends and visitor needs*



#### **3.2.3.4. *The Rockingham region's future direction to achieve the desired position of becoming a successful world-class tourism destination***

Notwithstanding the region's variety of natural attractions and scenic coastal beauty, Rockingham needs to compete effectively against an array of other active and accessible West Australian tourism destinations.



Assessing and developing the most productive and profitable tourism source markets is essential to the effective allocation of limited financial resources. It is essential to prioritise and aggressively target source markets that do, or will create sustainable success. As such, a targeted approach will need to be implemented to capitalise on the key opportunities within identified priority markets.

i) *Identifying the priority segments*

A total of 12 potential segments were identified by the TSDAG for the Tourist Destination Strategy. These segments were rated based on their attractiveness and the region's competitiveness in these areas.

The attractiveness rating was based on:

- *potential of the segment to spend money (60% weighting),*
- *potential for repeat visitation (15% weighting) and*
- *potential for further promotion by word of mouth (25% weighting).*

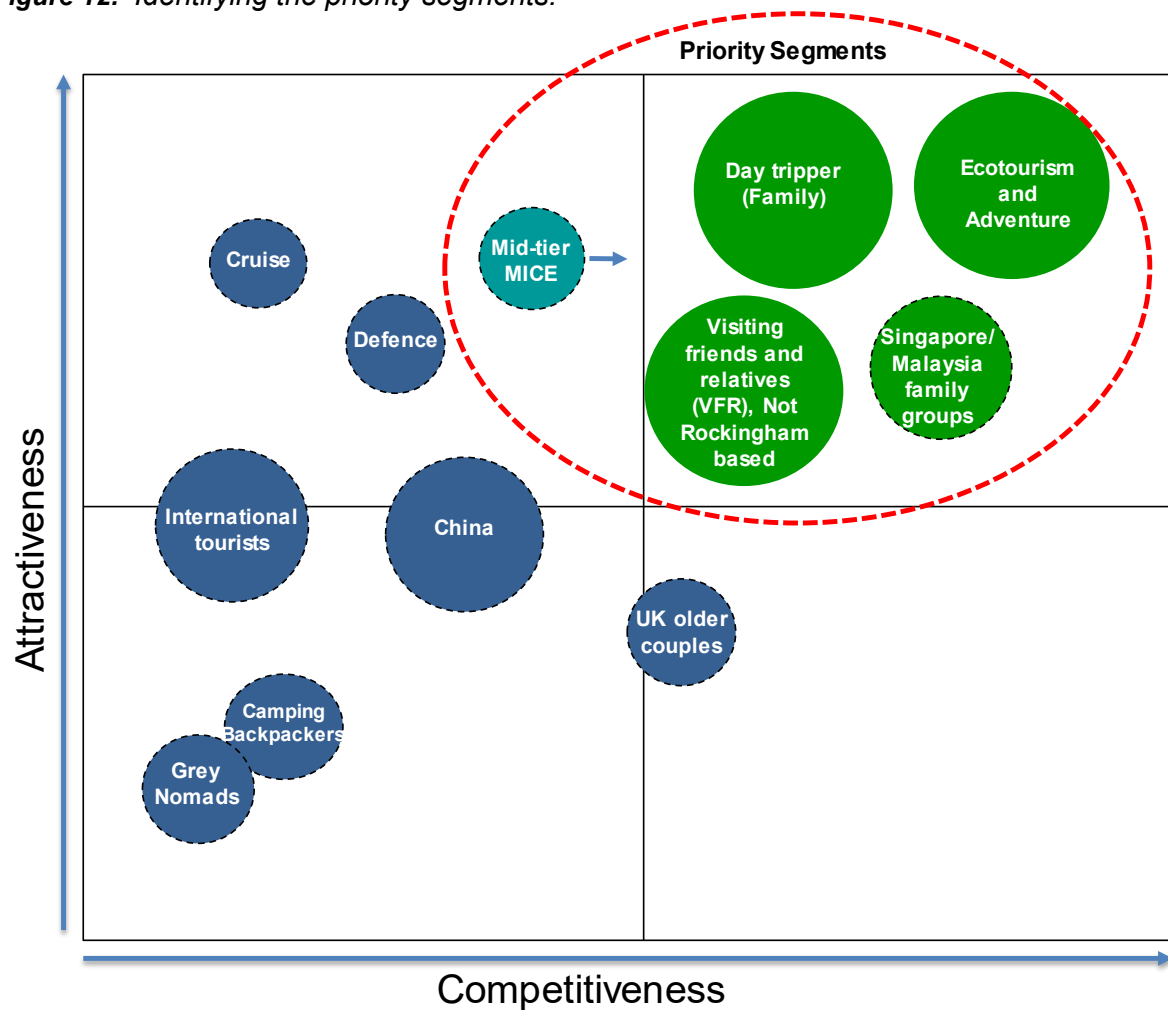
The competitiveness of each segment was rated based on Rockingham's current industry position in that segment.

Market size was assessed based on Rockingham's potential annual revenue in the market, and was rated as either small (< \$1m), medium (\$1m - \$10m) or large (> \$10m). This is indicated by the size of the "bubble" in Figure 12.

The segments which are based in the "*high attractiveness*" and "*high competitiveness*" quartile would be described as the priority segments for the Tourism Strategy. Segments based in the "*high attractiveness*" but "*low competitiveness*" quartile can be moved into the high competitiveness quartile, if the City chooses to commit resources into developing these segments in the future.



Figure 12: Identifying the priority segments:



Although China is not currently in Rockingham's priority segment area, this is a segment that will be tracked on an ongoing basis for future potential. Target markets will also be influenced by the focus of Tourism WA and will be reviewed regularly to ensure relevance with trends observed.



ii) *Understanding the target market segments*

**Table 10: Overview of the identified target market segments**

	Description of what their needs would typically be	Potential key objectives / messages
<b>Eco and Adventure</b>	<ul style="list-style-type: none"> <li>Safe beaches and surfing beaches, water and other outdoor activities, immersion into nature, walking, running and cycling, playing golf</li> </ul>	<ul style="list-style-type: none"> <li>Outdoor activities to suit every person's need – from surfing the swells at Secret Harbour, snorkelling the dive trails in calmer waters, fishing or crabbing, cycling along the beach paths, horse riding, Baldivis Wave Park</li> <li>Sky diving, kite surfing, swim with the dolphins, go for a walk</li> <li>Plenty meal options along the foreshore strip</li> </ul>
<b>Day tripper (Family)</b>	<ul style="list-style-type: none"> <li>Safe beaches, shade, playgrounds, relaxed dining, ice cream, watching wildlife, other safe and fun outdoor activities, paths for walks and cycling, clean parks</li> </ul>	<ul style="list-style-type: none"> <li>Foreshore beach is safe and fun for all</li> <li>Take the ferry to Penguin Island as a fun outing</li> <li>Shop or dine at any of the shopping malls, watch a movie</li> <li>Attend one of the many events - Romance on the Green, International Food Festival, markets etc.</li> </ul>
<b>VFR, Not Rockingham based</b>	<ul style="list-style-type: none"> <li>Calm beaches, surfing beaches, shade, water activities, outdoor activities to accommodate larger groups, affordable dining, coffee shops, shopping, arts and culture, golf, walking, cycling, hiring of outdoor equipment, lessons, immersion into nature, a game of golf</li> </ul>	<ul style="list-style-type: none"> <li>The big open spaces and activities that Rockingham has to offer makes it possible for larger groups to have a good time together outside – from the foreshore area to the many beaches along the strip and the various well kept parks the City has to offer</li> </ul>
<b>Singaporean and Malaysian family groups (up to 7 people)</b>	<ul style="list-style-type: none"> <li>Safe beaches, shade, paths for walks and cycling, coffee shops, shopping and entertainment, dining, public transport options</li> <li>Nature-based experiences and close encounters</li> <li>Golf</li> <li>Photographic opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Most overnight accommodation within walking distance from the foreshore</li> <li>Outdoor activities can be enjoyed into the evening, followed by a meal at one of the many restaurants</li> <li>Get a photographic opportunity with scenic background, or a dolphin, pelican, seal, sea lion or penguin in the background</li> </ul>
<b>Mid-tier MICE</b>	<ul style="list-style-type: none"> <li>Good overnight accommodation, walking distance to wining / dining options, sightseeing, active outdoor things to do, shopping, playing golf</li> </ul>	<ul style="list-style-type: none"> <li>Conference venues and accommodation options are within walking distances of coastal scenery and dining.</li> <li>Meeting venues can host from a handful to 300 people.</li> </ul>

### iii) *Identification and prioritisation of Key Strategic Elements*

Based on the findings presented in this document and the discussions and workshops held with the Tourism Strategy Development Advisory group, a total of five Key Strategic Elements were identified and prioritised as follows:

1. Destination marketing (*targeting eco and adventure tourism*)
2. Visitor servicing (*face-to-face and digital*)
3. Coastal development and activation
4. Events activation (*entertainment destination*)
5. Mid-tier MICE attraction



## 4. The Way Forward

In support of the Unique Selling Proposition and Rockingham's Pillars of Competitive Advantage, each of the five identified Key Strategic Elements will address the following:

### 1. **Destination marketing (*targeting eco and adventure tourism*)**

*Strategic Objective:*

Establish and promote Rockingham as a coastal and adventure destination which offers unique coastal facilities and scenery, as well as various outdoor adventure activities.

*Actions incorporated within this Key Element include:*

- Develop a brand and key messages for the Rockingham region that tells Rockingham's story
- Develop and implement a Marketing Plan that includes promotion of the City of Rockingham across WA, interstate and overseas
  - *Host media and key influencers to increase the awareness of Rockingham in key source markets and best prospect segments*
  - *Promote suggestions of day trip itineraries and packages for each of the target segments*
- Facilitate an interest with tourism stakeholders to expand the collection of nature-based experiences and assets (*for example whale watching*)
  - *Work with Rockingham Wild Encounters, and other tourism service providers and stakeholders to establish Rockingham as an ecotourism hub*
- In close collaboration with Rockingham, Perth (Destination Perth), State (Tourism Council WA) and Federal Tourism (Tourism Australia) bodies, apply effective face-to-face and digital marketing approaches to inform locals and tourists on what Rockingham has to offer
- The City to coordinate and fund an update of the Tourism Rockingham website to enhance its effectiveness in promoting Rockingham as a destination
  - *The website, bookings and social media channels still to be operated by Tourism Rockingham following the update*
  - *The City will provide content and images for use on the website as and when new information becomes available*
  - *Should Tourism Rockingham or the Visitor Information Centre cease to exist, the City will take full ownership of the "Visit Rockingham" website as per agreed contract*
- Maximise opportunities through the Rockingham Visitor Centre, WA Visitor Centre (WAVC) and surrounding local government visitor centres
- Establish a relationship with Ecotourism Australia with the purpose of achieving accreditation as an ECO Destination in the medium to longer term future
- Align the City's Economic Development Strategy with the City's Tourist Destination Strategy
  - *Track progress on the development of a hotel, improved camping facilities and the attraction of tourism service providers and communicate progress across the industry as and when this happens.*
- Identify opportunities in the non-coastal areas of Rockingham which could be developed and promoted to enhance Rockingham's image as a tourist destination that caters for the needs of all.

## 2. Visitor servicing

### *Strategic Objective:*

In close collaboration with Rockingham, Perth, State and Federal Tourism bodies, apply effective face-to-face and digital visitor servicing approaches to inform locals and tourists on what Rockingham has to offer.

### *Actions incorporated within this Key Element include:*

- Enter into a fee-for-service agreement (*\$100 K per annum and no charge for the facility*) with Tourism Rockingham Inc. for the Rockingham Visitor Centre service at the Gary Holland Centre for a period of three years (*July 2019 to end of June 2022*), with the option to extend for another three years following this period.

- *Develop a Visitor Information Centre Plan in cooperation with Tourism Rockingham Inc. and the Rockingham Visitor Centre staff (during the 2019/2020 financial year)*
  - Determine the business justification for the acquisition of a mobile visitor information unit
  - Tourism Rockingham is strongly encouraged to optimise its position with regards to the generation of revenue e.g. membership fees, sale of merchandise, charging of commissions etc.
- *Continue with the current booking services agreement with the Rockingham Visitor Centre for the same three year period*
- Facilitate cross-promotion and collaboration within the industry
  - *The establishment of a committee could be a possible method of achieving this*
  - *Identify opportunities for supply chain integration amongst service providers*
- Cooperate with Tourism Council WA for the provision of training to tourism operators and the industry
- Update signage (*including interpretive*) and include some other languages
- Through Tourism Rockingham, support shopping centre activation with information brochures on things to do in Rockingham.

### **3. Coastal development and activation**

#### *Strategic Objective:*

Facilitate and promote the development of a more vibrant foreshore and coastal strip, including the consideration of infrastructure, pedestrian traffic, and parking.

#### *Actions incorporated within this Key Element include:*

- Implementation of Rockingham Foreshore Beach Revitalisation project
- Develop Safety Bay Shoalwater Foreshore Revitalisation Masterplan
- Communicate parking options to ensure that it is not seen as a stumbling block to visitors
- Support the establishment of more night time activities
- Attract interested parties to establish new tourist adventure activities (*eg. bike hire*)
- Establish more art in central spots across the coastal strip (*allow street art and urban art*) and actively promote
- Work with Trails WA and other relevant organisations to facilitate the development and promotion of more trails in Rockingham – coastal, walking, cycling, heritage and wine/food trails
- Advocate for the establishment of public and other transport from the station to various tourist locations
- Continue to follow an advocacy approach with regards to Cape Peron<sup>19</sup>.



#### 4. Events activation (entertainment destination)

##### *Strategic Objective:*

Continue to activate Rockingham as an entertainment destination through the marketing of iconic attractions and events ranging from small (under 1,000 people) to large (more than 5,000 people).

##### *Actions incorporated within this Key Element include:*

- Actively market the City's current events – *Perth Symphony Orchestra (PSO), Castaways, International Food Festival etc.*
- Support and promote third party events – *Rockingham Beach Cup horse race, kitesurfing championship etc.*
- Activate small to medium activities at the foreshore
- Encourage third parties to host iconic events
- Embrace, promote and communicate on the rich Aboriginal heritage
- Encourage business and restaurant investment



#### 5. Mid-tier MICE attraction

##### *Strategic Objective:*

Establish Rockingham as a destination for small to medium conferences and corporate retreats.

##### *Actions incorporated within this Key Element include:*

- Close collaboration with the Perth Convention Bureau
- The City to develop a MICE Plan for the coordination of mid-tier conferences and events in the medium to longer term
- Promote packages to conference organisers and inbound tourism operators specialising in incentive groups.

## 6. General Actions

- Establish a team to implement the Tourist Destination Strategy (appoint 1.5 FTE)
- Track key performance indicators to measure implementation success of the Tourist Destination Strategy
- Track performance of the Rockingham Visitor Centre
  - *Quarterly tracking of key performance data*
  - *Annual review on the service offering and deliverables*
- Establish collaboration with other local governments through relationships
- The TSDAG to continue to exist as a reference group for a period of 12 months to provide inputs on the implementation of the Rockingham Tourist Destination Strategy 2019-2024.





## 5. Actions

**STMC** = Strategy, Tourism, Marketing and Communications

**IA** = Investment Attraction

**CCB** = Community Capacity Building

**CIP** = Community Infrastructure Planning

**CSS** = Community Support and Safety Services

**AM** = Asset Maintenance

**EPS** = Engineering and Parks Services

**CD** = Community Development Service

**PD** = Planning and Development Services



### New Actions

**Note:** Timing of all actions will consider the status of the Foreshore Revitalisation project, in order to be aligned with its completion

#### 1. Eco and adventure tourism

<i>Task</i>	<i>Cost</i>	<i>Team</i>	<i>Commence</i>	<i>Complete</i>
Develop a brand and key messages for Rockingham that tells Rockingham's story	<i>Officer time</i>	<i>STMC</i>	<i>March 2019</i>	<i>July 2019</i>
Develop and implement a Marketing Plan that includes promotion of the City of Rockingham across WA, interstate and overseas <ul style="list-style-type: none"><li>Branding and image library (\$50K)</li></ul>	<i>\$148,000</i>	<i>STMC</i>	<i>March 2019</i>	<i>Sept 2024</i>

<ul style="list-style-type: none"> <li>• Destination Marketing campaigns and hosting of key influencers (\$80K)</li> <li>• Social media advertising (\$8K)</li> <li>• Shopping Centre activation (\$10K)</li> </ul>				
<p>Facilitate an interest with tourism stakeholders to expand the collection of nature-based experiences and assets (<i>for example whale watching</i>)</p> <ul style="list-style-type: none"> <li>○ <i>Work with Rockingham Wild Encounters, and other tourism service providers and stakeholders to establish Rockingham as an ecotourism hub</i></li> </ul>	<i>Officer time</i>	<i>STMC, CCB.</i>	<i>March 2019</i>	<i>Dec 2022</i>
<p>Establish a relationship with Ecotourism Australia with the purpose of achieving accreditation as an ECO Destination in the medium to longer term future</p>	<i>Officer time (\$1,500 once-off for accreditation and thereafter a \$1,000 annual fee)</i>	<i>STMC, Rockingham Visitor Centre</i>	<i>June 2019</i>	<i>Dec 2021</i>
<p>The City to coordinate and fund an update of the Tourism Rockingham website along with search engine optimisation to enhance its effectiveness in promoting Rockingham as a destination</p>	<i>\$ 80,000</i>	<i>STMC</i>	<i>March 2019</i>	<i>Oct2019</i>
<p>Maximise opportunities through the Rockingham Visitor Centre, WA Visitor Centre (WAVC) and surrounding local government visitor centres</p>	<i>Officer time</i>	<i>STMC</i>	<i>March 2019</i>	<i>March 2024</i>
<p>Identify opportunities in the non-coastal areas of Rockingham which could be developed and promoted to enhance Rockingham's image as a tourist destination that caters for the needs of all.</p>	<i>Officer time</i>	<i>STMC</i>	<i>March 2019</i>	<i>March 2024</i>





## 2. Visitor servicing (face-to-face and digital)

<i>Task</i>	<i>Cost</i>	<i>Team</i>	<i>Commence</i>	<i>Complete</i>
Enter into a fee-for-service agreement with Tourism Rockingham Inc. for the Rockingham Visitor Centre service at the Gary Holland Centre for three years	\$100 K per annum, no charge for the facility, officer time	STMC and Tourism Rockingham Inc.	July 2019	End June 2022
Develop a Visitor Information Centre Plan in cooperation with Tourism Rockingham Inc. and the Rockingham Visitor Centre staff (during the 2019/2020 financial year) <ul style="list-style-type: none"> <li>Determine the business justification for the acquisition of a mobile visitor information unit</li> </ul>	Officer time (\$ included within Tourism and Marketing budget)	STMC and Tourism Rockingham Inc.	July 2019	Dec 2019
Continue with the current booking services agreement with the Rockingham Visitor Information Centre for the same three year period	\$120 K per annum	The City and Tourism Rockingham Inc.	July 2019	End June 2022
Cooperate with Tourism Council WA for the provision of training to tourism operators and the industry	Officer time (\$ included within Tourism and Marketing budget)	STMC	March 2019	July 2024
Update signage (including interpretive) and include some other languages	2018/2019: \$30,000 2019/2020: \$10,000 2020/2021: \$10,000	STMC, CSS, EPS, PD	March 2019	Dec 2020

### 3. Coastal development and activation

<i>Task</i>	<i>Cost</i>	<i>Team</i>	<i>Commence</i>	<i>Complete</i>
Communicate parking options to ensure that it is not seen as a stumbling block to visitors	<i>Officer time</i>	<i>EPS, PD, STMC</i>	<i>Aug 2018</i>	<i>Sept 2019</i>
Attract interested parties to establish new tourist adventure activities (eg. bike hire)	<i>Officer time</i>	<i>STMC, PD</i>	<i>March 2019</i>	<i>Oct 2021</i>
Establish more art in central spots across the coastal strip (allow street art and urban art) and actively promote	<i>Officer time</i>	<i>CCB, STMC</i>	<i>July 2019</i>	<i>Dec 2021</i>
Work with Trails WA and other relevant organisations to facilitate the development and promotion of more trails in Rockingham – coastal, walking, cycling, heritage and wine/food trails	<i>Officer time and 2019/2020: \$10,000 2020/2021: \$10,000</i>	<i>STMC, PD</i>	<i>March 2019</i>	<i>Oct 2021</i>

### 4. Events activation (entertainment destination)

<i>Task</i>	<i>Cost</i>	<i>Team</i>	<i>Commence</i>	<i>Complete</i>
Activate small to medium activities at the foreshore	<i>Officer time and as per CCB budget</i>	<i>CCB, STMC</i>	<i>March 2019</i>	<i>June 2024</i>
Encourage third parties to host iconic events	<i>Officer time</i>	<i>CCB, STMC</i>	<i>March 2019</i>	<i>June 2024</i>

### 5. Mid-tier MICE attraction

<i>Task</i>	<i>Cost</i>	<i>Team</i>	<i>Commence</i>	<i>Complete</i>
Develop and implement a MICE Plan for the coordination of mid-tier conferences and events in the medium to longer term	<i>Officer time and 2018/2019: \$5,000 2019/2020: \$10,000 2020/2021: \$20,000</i>	<i>STMC in collaboration with RKCC</i>	<i>March 2019</i>	<i>July 2021</i>

### 6. General Actions

<i>Task</i>	<i>Cost</i>	<i>Team</i>	<i>Commence</i>	<i>Complete</i>
Establish a team to implement the Tourist Destination Strategy (appoint 1.5 FTE)	<i>As per budget</i>	<i>STMC</i>	<i>March 2019</i>	<i>June 2019</i>

Track key performance indicators to measure implementation success of the Tourist Destination Strategy	<i>Officer time</i>	<i>STMC</i>	<i>Dec 2019</i>	<i>Dec 2024</i>
Track performance of the Rockingham Visitor centre <ul style="list-style-type: none"> <li><i>Quarterly tracking of key performance data</i></li> <li><i>Annual review on the service offering and deliverables</i></li> </ul>	<i>Officer time</i>	<i>STMC</i>	<i>Dec 2019</i>	<i>Dec 2022</i>
Council/City representation on future Tourism Rockingham board meetings	<i>Officer time</i>	<i>STMC</i>	<i>Nov 2018</i>	<i>Ongoing</i>
The TSDAG to continue to exist as a Reference group for a period of 12 months to provide inputs on the implementation of the strategy	<i>Officer time</i>	<i>STMC</i>	<i>March 2019</i>	<i>June 2019</i>

## Ongoing actions

Once established, the relevant identified new actions will become ongoing actions. These actions will be associated with officer time, and predominantly a Marketing budget as identified through the annual Team Plan process.

## 6. Proposed expenditure

The composition of the allocated budget for 2018/2019 is summarised below in Table 14, and the proposed spend of this budget is summarised in Table 15. Table 15 also reflects anticipated spend for ongoing actions over the two years following the implementation year (2018/2019).

**Table 14:** Allocated budget for 2018/2019

	<b>Allocated Budget (2018/2019)</b>
Digital Platform Development	\$80,000
Mobile Visitor Servicing Facility	*\$80,000
Tourism and Marketing	\$280,000
<b>TOTAL</b>	<b>\$440,000</b>
Staff	1.5 FTE

*\* Note: Mobile servicing facility to be postponed to the 2020/2021 financial year*

**Table 15: Proposed expenditure**

Proposed outlay of costs - 3 years					
		2018/2019	2019/2020	2020/2021	2021/2022
<b>Staff</b>		<b>1.5 FTE</b>	<b>1.5 FTE</b>	<b>1.5 FTE</b>	<b>1.5 FTE</b>
<b>Digital Platform Development</b>	Website upgrade and search engine optimisation	80,000	10,000	10,000	10,000
<b>Mobile Visitor Servicing Facility</b>	Design, develop, maintain mobile unit	0	0	80,000	5,000
<b>Tourism and Marketing</b>	Develop branding and destination marketing image library	50,000	20,000	20,000	20,000
	Visitor Servicing Fee - Tourism Rockingham	97,000	100,000	100,000	100,000
	Destination marketing campaigns and hosting of key influencers	80,000	40,000	40,000	40,000
	Social media advertising	8,000	4,000	4,000	4,000
	Shopping Centre activation (through Tourism Rockingham)	10,000	2,000	2,000	2,000
	MICE development	5,000	10,000	20,000	30,000
	Signage (directions, other languages, interpretive)	30,000	10,000	10,000	10,000
	Trail development with Tourism WA	0	10,000	10,000	10,000
<b>Total</b>		<b>360,000</b>	<b>206,000</b>	<b>296,000</b>	<b>231,000</b>
<b>Current and future Funding to Tourism Rockingham</b>					
<b>Currently in Facilities budget</b>	Fee for Gary Holland Bookings	118,800	119,869	120,948	122,037
<b>Other indirect benefits</b>	No rent charged to Visitor Centre (in return for specific deliverables)	30,000	30,000	30,000	30,000
<b>Income from Tourism Rockingham for Facility bookings</b>					
<b>Income from Facility bookings</b>	Income to the City from facility bookings	160,000	160,000	160,000	160,000

## 7. Stakeholder Engagement

<i>Key Stakeholders invited to participate</i>	<i>Contributed?</i>	<i>Engagement method used</i>
<i>Tourism Strategy Development Advisory Group</i>	<i>Yes</i>	<i>Meetings, emails and phone calls</i>
<i>Noeleen Pearson (ex CEO Destination Perth)</i>	<i>Yes</i>	<i>E-mail and meeting</i>
<i>Brian Handley (Professor in Marketing at UWA)</i>	<i>Yes</i>	<i>E-mail and meeting</i>
<i>Tracey Cinavas-Prosser</i>	<i>Yes</i>	<i>E-mail and meeting</i>
<i>Kym Francesconi</i>	<i>Yes</i>	<i>E-mail and meeting</i>
<i>Business Community</i>	<i>Yes</i>	<i>Workshop and online survey</i>
<i>Rock Port Community</i>	<i>Yes</i>	<i>Online survey</i>
<i>Manager Investment Attraction</i>	<i>Yes</i>	<i>E-mail and meeting</i>
<i>Manager (collaborative) Community Capacity Building</i>	<i>Yes</i>	<i>E-mail and meeting</i>
<i>Senior Projects Officer – Community development</i>	<i>Yes</i>	<i>E-mail and meeting</i>
<i>Strategy and Corporate Communications team</i>	<i>Yes</i>	<i>E-mail and meeting</i>



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19. *Proposed Advocacy Approach - Cape Peron. Memo from Mr. Bob Jeans (Director, Planning and Development Services, City of Rockingham) to Mr Michael Parker (CEO, City of Rockingham). 6 September 2018. LUP/820-12; D18/158177*
20. *Meeting held with CEO, Destination Perth (Tracey Cinavas-Prosser) and Partnership manager, Tourism WA (Kym Francesconi) on 20 September 2018*
21. *Meeting held with ex-CEO, Destination Perth (Noeleen Pearson) on 21 September 2018*
22. *Phone conversations with Tourism and Marketing officers at the City of Swan, City of Greater Geraldton, City of Armadale and City of Mandurah*
23. *A National perspective on visitor information servicing, 2018. Developed by Tourism Australia in collaboration with State Tourism Organisations.*
24. *Tourism Western Australia. Western Australian Tourism Industry Scorecard – Year Ending December 2018.*