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Message from Shire President

On behalf of the Shire of Irwin, I am proud to present our Tourism Development Plan 2013 – 2018 (TDP). It is a fantastic outcome for the Shire and community, and is an important step in working towards our vision for creating;

“a motivated, progressive and friendly community offering a brilliant blend of opportunity, natural beauty and heritage, with an enviable lifestyle.”



The TDP will enable Council and staff of the Shire of Irwin to make informed decisions in regards to promotion, marketing, infrastructure and facilities, projects, programs and planning to increase tourism opportunities.

Contributions and feedback from local businesses, tourism operators, regional stakeholders and community members have been collated to develop clear strategies for Council to consider and implement.

The process has also strengthened Council’s relationship with tourism stakeholders and improved engagement processes with the community, which will better equip us to achieve the shared outcomes from this Plan.

I acknowledge the significant work that has been undertaken by our Manager Tourism and Library Services, Ms Nicole Nelson and other team members involved in the project.

I also wish to acknowledge our consultants for preparing and collating this document to a high standard that has considered the needs and wants of the Shire of Irwin.

This Plan will be continually reviewed to meet the ever-changing social, economic and environmental needs of our region, and I welcome any further contributions or feedback.

Stuart Chandler
Shire President

2. Executive Summary

Dongara and Port Denison straddle the Irwin River and are the two main towns that are the centre of the tourism industry in the Shire of Irwin. While there is an established tourism industry it has stagnated in recent years and has not reached its potential in terms of visitor numbers and economic benefit for the local community. The current tourism industry is built on word of mouth repeat business attracting primarily low yield visitors for a traditional caravan or chalet type holiday. It is also an extremely popular destination during school holidays and at peak times such as Easter most accommodation providers are reporting 100% occupancy.

Recent changes within the Shire of Irwin and input from the community have identified tourism as being a sector that has significant potential for growth. As a result the Council have commissioned the development of this Tourism Development Plan which will enable Council to take an integrated and co-ordinated approach allowing for a long term focus on forward planning and provide an opportunity to develop strong partnerships and a shared vision between Council and local tourism stakeholders guiding growth in tourism in the Shire of Irwin over the next five years.

The Irwin Shire's vision is "A motivated, progressive and friendly community, offering a brilliant blend of opportunity, natural beauty and heritage, with an enviable lifestyle."

The vision for tourism is recommended to be "The sustainable growth of a tourism sector that contributes to the lifestyle of the community by the promotion and support of the destination's natural beauty, heritage and activities to visitors."

Research of available data has confirmed that the Shire's market share is consistently dominated by the intrastate market travelling for leisure as adult couples and family groups. This reinforces the current perception of the area as being a safe family destination having good beaches and traditional activities such as fishing and going to the beach. Research conducted for this report in the Perth Metropolitan market has identified a lack of awareness of the destination and attractions of the Shire and a lost opportunity for those travelling past the towns on their way to holiday destinations further north.

The reality is that the destination's major market, northern metropolitan Perth does not know about it, has no current intention to visit but does travel north of the destination, with only 5.7% of those travelling breaking their journey at Dongara-Port Denison although 15.8% advised they were at least likely to consider stopping.

All of the above shouts "opportunity", Dongara-Port Denison needs to tell its story and build on its strengths. One of those strengths is that the Brand Highway, the major route north and south for tourist traffic skirts Dongara and can deliver many more visitors than it currently does. One of the keys to diverting tourist traffic will be in improving the signage on the Brand Highway at Dongara and throughout the Shire.

The two towns are well catered for in terms of the variety of accommodation and the number of accommodation providers. Raising the profile of the area, targeting specific markets and more

effective marketing particularly the increased use of technology will bring additional visitors. There is however potential to provide additional facilities for visitors driving RVs and towing caravans with a site being identified for a public RV dump point and rest area next to the Brand Highway.

Attractions, activities and amenities are important elements in making any destination successful. The Irwin River is an attraction that provides passive tourism through interpretive walk trails along the banks, however appropriate use of the river for the likes of kayaks and canoes should be encouraged to further enhance the appeal. The drive-in movie site is also a unique attraction and all efforts should be made to access funding for the required capital improvements to its projection equipment. The Port Denison Foreshore Masterplan and subsequent redevelopment will enhance the area from a tourism perspective and give visitors an area to congregate and pursue traditional activities.

Events play a vital role in tourism with their ability to attract visitors, extend the traditional visitor season, increase length of stay and visitor spend and generate media exposure for the host destination. Tourism events attract participants or attendees from outside of the immediate area and are important in their triple bottom line benefits to the region including economic, media exposure in tourism markets and community development. Dongara – Port Denison has the potential to develop an attractive event calendar, built on a recommended community based process.

The use of technology is becoming increasingly important in destination marketing not only for major tourist destinations but also for smaller destinations allowing them to compete in a far wider marketplace. The Shire will need to embrace the use of technology if it is to position itself as a must visit destination.

In order to grow Dongara – Port Denison's tourism sector over the next five years five key strategies have been developed. These strategies address the five A's of tourism, access, accommodation, activities, attractions and amenities and are designed to position the destination in selected target markets and develop the visitor experience consistent with community aspirations and market trends. Each strategy is supported by a number of actions:

Strategy one - Implement actions, which will encourage tourist traffic on the Brand Highway to divert through Dongara - Port Denison.

Strategy two – Drive increased visitation by branding and maximised exposure of the destination using electronic means.

Strategy three – Attract and develop appropriate events.

Strategy four – Support the coordinated efforts of local tourism related businesses.

Strategy five – Prioritise and source funding for tourism related product and infrastructure development.

3. Introduction and Objectives

The Shire of Irwin is located on the Batavia coast 360 kilometres north of Perth and 65 kilometres south of Geraldton and covers an area of 2,233 square kilometres. Originally established by European settlers in 1853 the area it became historically known for its broad acre farming and its lobster fishing industry although in recent years mining and resources and its tourism industry have grown in significance to the local economy. The twin towns of Dongara and Port Denison span the Irwin River and contain the majority of the population. They are also the focus for tourist accommodation and services. The towns are noted for their traditional family holidays offering a safe and modestly priced destination.

In 2012 the shire produced its first Strategic Community Plan (2012 – 2022) which reflects the aspirations of the community as a whole. The plan addresses a number of objectives including economic objectives with one of the economic outcomes being “Increased and diverse tourism opportunities”. To assist in achieving this outcome the shire has developed several actions one of which is to develop and implement a Tourism Development Plan. It is considered that the development of a Tourism Development Plan will enable Council to take an integrated and co-ordinated approach allowing for a long term focus of forward planning and provide an opportunity to develop strong partnerships and a shared vision between Council and local tourism stakeholders, guiding growth in tourism in the Shire of Irwin over the next five to ten years.

Specifically the key goals of the plan are to:

- Increase market share by growing the number of visitors to Dongara – Port Denison, their length of stay and expenditure levels in line with visitation to Australia’s Coral Coast;
- Establish a positive climate within the Shire of Irwin’s tourism sector for sustainable business development, investment and growth and increased income and employment for the local community;
- Identify how to be different from competing destinations;
- Understand what ‘Tourism’ means for Dongara-Port Denison;
- Provide an understanding of the market and a targeted approach - understand the broad market trends and the needs of specific market segment(s);
- Identify ways to collaborate with event organisers and the tourism industry to promote the region’s key festivals and events to visitors and have more on offer.
- Identify key objectives that promote tourism opportunities within the region;
- Develop a realistic and measurable action plan to support the delivery of key outcomes to support the industry within the Shire of Irwin.

The scope of the strategy is to:

- Identify tourism strengths, weaknesses, opportunities and threats (SWOT);
- Identify key products;
- Identify assets which need enhancement;
- Identify product gaps;
- Identify key issues;

- Identify short, medium and long term marketing opportunities
- Give an overview of visitor profile/potential markets, demographic and economic profile;
- Include a definition of Tourism, its value and impact on the Shire of Irwin;
- Audit the existing tourism product readiness; Accommodation, Amenities, Attractions, Activities and Access;
- Analyse customer expectation: current usage/demand and emerging market opportunities to meet the current unmet demand: Product, Place, Promotion and Price.
- Evaluate the current image of the Shire of Irwin and its impact on tourism development, including an analysis of the impact posed by current town planning restrictions on improving image from a tourist prospective.
- Explore appropriate partnership opportunities and communication strategies including cooperative partnerships with members, regional tourism bodies and Tourism WA.
- Offer a strategic direction for tourism within the role of Local Government as an adjunct to the role of the Visitor Centre which is that of visitor servicing.

4. Definition of tourism and its impacts

Tourism and its impacts can be defined in a number of ways as it has a range of impacts including economic, social and environmental. The measurement of these impacts is influenced by the definitions applied and they should be considered by communities in the context of their aspirations and the capacity of tourism to impact on those aspirations.

Tourism's contribution to Western Australia's economy continues to grow and can be expected to further increase over the years as a prime generator of economic and social benefits for the state particularly in regional communities.

Recent Tourism WA (TWA) reports confirm tourism is one of WA's leading industries accounting for 3.3% of the State's economic activity (1.7% by gross value added plus a further 1.6% indirectly) , \$8.52 billion by gross State product (direct and indirect) and providing jobs for an estimated 89,000 people. This represents an estimated 7% of total employment in the state.

34% of the tourism industries economic contribution is directed to expenditure and employment in the accommodation, cafes and restaurants, bars and clubs sectors.

Growth for the year ending March 2013 was 6.4% on the previous year for intrastate tourism and 6.5% for interstate leisure travel in the same period. While international visitor growth was a modest 3% it saw a 12.4% increase in expenditure over the same period.

Tourism Growth for regional WA is forecast by the Tourism Forecasting Committee (TRA) at an annual average for all visitation of 1.6% between 2011/12 and 2016/17.

At a national level a compelling measure of future growth in the industry is a 22% increase in the value of tourism investment in the pipeline in 2012 compared to 2011. (Reference; Tourism Research Australia – 2013 Tourism Investment Monitor)

These statistics raise the question. How do you define what is a tourist? In Australia, a tourist is broadly defined as either...

- A person who undertakes travel, for any reason, involving a stay away from his or her usual place of residence for at least one night; or
- A person who undertakes a pleasure trip involving a stay away from home for at least four hours during daylight and involving a round distance of at least 50 kilometres however for trips to national parks, state and forest reserves, museums, historical parks, animal parks or other man made attractions, the distance limitation does not apply.

While the above technical definitions are critical for the consistent measurement of tourism and its impacts it explains why the next level of measurement/definition includes purpose for travel descriptions such as business, visiting friends and relatives and leisure which are further defined by source, accommodation used, age, travel party etcetera.

The tourism experience and tourists can also be defined in the context of special interests such as eco, heritage, cruise, cultural and a range of even more specific activities such as wildflowers, dive, surf, golf and very importantly for Dongara-Port Denison caravan travellers.

To the above analysis can be added the more recent trend to further define tourists by their "mindset" with sociographic/psychographic descriptors such as; Dedicated Discoverers, Aspiration Achievers, Grey Explorers etcetera, with all of these descriptors designed to better target marketing messages and their delivery.

In the case of Dongara - Port Denison the impact of tourism is both positive and negative when defined by the local population.

It is positive in that it has the potential to create employment opportunities and bring investment through new businesses and infrastructure development which will benefit not only tourists but also local residents. Contrary to that opinion is that it has a negative impact in that it overloads local services during peak months, creates traffic problems and can bring antisocial behaviour. This activity can impact on resident's lifestyle particularly those who have retired to the area and will be resistant to change.

However overall the impact of tourism on Dongara Port Denison has been positive in that it has:

- Created employment when other sectors are in decline;
- Created opportunities for small business particularly in the accommodation sector;
- Created demand for support services such as plumbers, electricians and general maintenance
- Created rates income to support the provision of additional services
- Created demand for infrastructure such a walk trails that have been of benefit for local residents

In the case of Irwin and Dongara- Port Denison it is critical to consider a market, which could be defined as “traditional family holidays” where families and family groups can enjoy healthy, safe and affordable time together doing something different every day. The profile of this market is family groups with children of pre-school and school age and older couples primarily from the intrastate market. A secondary target market is special interest groups associated with events and specific amenities and attractions.

The definition of tourism for Dongara -Port Denison is;

A sector that has the potential to attract leisure and business visitors to the area that creates opportunities for residents through employment, investment and social interaction. Overwhelmingly visitors come for “traditional family holidays” where families and family groups can enjoy healthy, safe and affordable time together doing something different every day.

This plan recommends a tourism sector for Dongara-Port Denison that recognises and accommodates the communities aspirations, the visitor experience that can be delivered and market trends.

5. Current situation analysis

5.1 Existing tourism markets

A number of statistical research reports have been consulted in the process of determining the existing visitors to the Irwin Shire and the trends. While a number of those reports are related to the region (Coral Coast) and adjacent shires, as a result of Irwin not having sufficient accommodation to be included in the National and International Visitor Surveys, two research reports are Dongara - Port Denison specific and very significant. They are;

- Visitor research collected by the Dongara -Port Denison Visitor Centre and
- Commissioned research on the Dongara- Port Denison Intrastate market.

The findings across all of this research consistently highlight the significance of the intrastate market travelling for leisure as adult couples and family groups. For the Coral Coast the annual average of this market segment over the three years 2009/10/11 was 78% of the total market. The remainder of Coral Coast visitation is 9% interstate and 13% international. In the three years 2010/11/12 this was even more pronounced with 82% intrastate, 8% interstate and 9% international.

Domestic

The 2010/11/12 annual average domestic market share (overnight visitor figures) for Dandaragan and Geraldton (both 90%) and Northampton (82%) would suggest that for Irwin approximately 90 - 95% of its' visitor market is domestic as it is assessed as currently having less appeal to the international market than Dandaragan. This assessment is made in contrast to the Dongara –Port Denison Visitor Centre statistics which reveal that 30% of its visitors are from

international sources and 23% interstate. However it is acknowledged that the Visitor Centre will receive higher levels of visitation from these markets as they are the visitors that will require its services.

The assessment is that Dongara-Port Denison currently has a dominant domestic tourism market share of approximately 95% with it comprised of 90% intrastate and 5% interstate.

These visitors are overwhelmingly travelling for holidays and leisure (80%) with their activity centred on the beach (47%), fishing (32%), eating out (44%) and general sightseeing (31%).

Seasonality is a strong influence with local operators highlighting the following;

- School holidays
- Easter holidays and long weekends

as periods of high occupancy and even full capacity. The operators identified summer months as experiencing greatest current demand.

Dongara - Port Denison does not have published commercial accommodation occupancy statistics and the regional data surprisingly shows little seasonal variation with the lowest occupancy being 55.4% in December and the highest 70.7% in April with an annual average of 63.5% in 2012.

Interstate and International markets

As with the domestic market, there is limited data available for Irwin Shire and it is estimated that the market for Dongara-Port Denison will not be dissimilar to the region in terms of understanding source markets.

The estimated 5% of the destination's market, which is interstate, is dominated by the populous states of Victoria, New South Wales and Queensland with approximately one third each as recorded by the Visitor Centre.

The estimated 5% of the destinations' market, which is international, is dominated by the United Kingdom, Germany, France, Switzerland and New Zealand and while there is currently great attention to the Chinese market it is not considered a priority for Dongara-Port Denison in the next five years. It is however recognised that several iconic attractions/experiences in the Coral Coast region will have strong appeal to the Chinese market with possible opportunities for Dongara-Port Denison.

These visitors are enjoying the same experiences as the intrastate market with the only exception being less participation in fishing and greater visitation to national parks/nature reserves.

Again there is a lack of research data to assess the value of this market in terms of length of stay and purpose of visit however it is considered that this market is not destination specific. That is few international or interstate visitors would have specifically travelled to Dongara-Port Denison

as their holiday destination unless visiting friends and relatives. It is most likely an optional stopover on a longer journey or travel to another destination.

5.2 Perth market perceptions

Research conducted for this report (Refer; attachment B) further defines the domestic market by analysing the primary intrastate market of Perth and identifies a number of important characteristics including that;

- Only 7.3% of respondents had visited Dongara and 4.5% had visited Port Denison. While 59% have a favourable impression of the destination as a place to visit currently only 9.5% are likely or very likely to consider a holiday there and only 56.3% had heard of Dongara, 39.5% had heard of Port Denison. Yet 26.5% of metropolitan respondents advised they travelled to Geraldton or further north.
- The largest proportion of respondents had visited Dongara-Port Denison for fishing (24%). This was followed by those who went there for sailing/boating (20%), were passing through (20%) or was going for a seaside holiday (17%). A further 10% each went for diving and visiting friends/relatives, followed by using walk trails (7%) and going for sporting purposes (3%).
- The largest proportion of visitor respondents stayed in a caravan park (27%), followed by those who did not stay in Dongara-Port Denison but passed through (20%). Respondents also stayed in a private house (17%), campgrounds (14%), a hotel/motel (13%) or short-term rental units (9%).
- The largest group of visitors to Dongara-Port Denison liked the atmosphere there (28%). This was followed by respondents who liked the weather (20%) and that it was quiet/laid back (20%). Other respondents liked the good beaches (20%), good fishing (17%), ocean/seaside activities (14%), attractive surrounds (10%), and that it was out of the way and they had good times with friends/relatives (7% each).
- The largest group of visitors to Dongara-Port Denison felt that no improvements were necessary (41%). This was followed by respondents who would like there to be more facilities – recreation, shopping, etc (20%) and better/more places to eat (17%). Other respondents would also like to see activities for children (10%), entertainment venues (7%) and child care (7%).

The reality is that the destination's major market, northern metropolitan Perth does not know about it, has no current intention to visit but does travel north of the destination with only 5.7% of those travelling breaking their journey at Dongara-Port Denison although 15.8% advised they were at least likely to consider stopping.

All of the above shouts “opportunity”. Dongara-Port Denison needs to tell its story and build on its strengths.

5.3 Caravan Park Research

This section contains comment on the TWA/Tourism Research Australia survey – “Evaluating the Caravan Park and Self – Contained Traveller Sectors in Western Australia” July 2013.

This just released survey has valuable insights for Dongara - Port Denison where 41% of its primary market (Perth residents) stay in caravan parks or camping sites. Of significance is a high propensity to use free camping sites when travelling, the figure is 90% and they are keen to see more sewerage dump facilities and appropriate parking for which there is a significant preparedness to pay a fee of between approximately \$4-\$5 for dump facilities, rest bays and water access.

The average daily spend of these travellers is \$78.03 primarily on fuel, food and drink. Responding to these needs and characteristics by the provision of services is considered an effective way of bringing passing travellers, who would normally not stop into the town centre. Generating increased exposure of the town’s attractions and increased retail spend.

5.4 SWOT

A Swot analysis was undertaken by the industry stakeholders where the following results were achieved.

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> Variety of accommodation Cost of accommodation Country service Friendly town Food variety Recreation Centre Drive-in (iconic) Nature Fishing Wind surfing Boating South Beach – car access Safe location River Easy access to other country towns Distance from Perth Easy for stop over Variety of kids activities Food Champions (olive oil assoc) 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> Lack of lobsters Operating hours for some businesses Promotion – awareness Activities for youth Industry commitment and drive No ‘icon’ or USP No tours based here Off highway Signage Parking in Main Street Not RV friendly Control of parking Uncontrolled camping Highway planning (to make cars stop)
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> Marketing Regional conference / meeting centre Sporting events Water based activities Signage RV Friendly Food festival Community events 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> Community support e.g. events Community energy Other destinations e.g. Bali Regional competition Indian Ocean Drive towns.

Cruise market Day trippers (Regional) Food Champions Highway traffic Toilets Touring base History / Heritage Events e.g. 175 yr. crossing of river by Grey Trails Kalbarri Bleed offs	
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In summary from the SWOT analysis we can conclude that Dongara -Port Denison is seen as being traditional family holiday towns that are safe and have good beaches and fishing (traditional activities). They offer a wide variety of cost effective accommodation that is backed up by a friendly good quality service as would be expected in a country town.

The awareness of the range of activities in the towns is generally low, which is a reflection on there being little in the way of targeted promotion in the past. The lobster, which was a product associated with the town, is no longer available locally. The town is not seen as being RV friendly which is an opportunity missed due to the distance from Perth.

Opportunities also exist to raise awareness particularly in niche markets such as cruise ships and the day trip market as well as encouraging tourist traffic using the Brand Highway to stop. Events are also seen as a way in which additional visitors can be attracted. Competition is growing particularly from those towns located on Indian Ocean Drive.

5.5 Competitors

The destination is in a very competitive market place with competition coming from nearby destinations, other regional destinations and international destinations.

In all source markets – international, interstate and intrastate the competition comes from the considerable number of destinations that promise an offering comparable to Dongara-Port Denison. Some of them less expensive or possessing an iconic/well known attraction or the appeal of “overseas”, others simply better known.

The competitors for the prime Perth metropolitan market includes both distant and nearby coastal towns such as Busselton, Bunbury, Albany, Kalbarri, Geraldton, Jurien, Lancelin. The opportunity and the challenge is to create awareness and differentiate Dongara-Port Denison from these competitors which will be achieved through the implementation of this Tourism Development Plan. . The recommendations outlined in this plan for infrastructure development and marketing are designed to set the destination apart from these competitors.

Most of these competitors offer a comparable or better range of accommodation, services and infrastructure and most would be better known. Several are identified with iconic natural or built attractions.

As a touring stop over the primary competitor is considered to be Geraldton for both north and south bound traffic and the challenge will be to increase both impulse and planned stop overs. The stopover can be either overnight or short break. Geraldton's strength lies in the advantages that come from its size and thus services however it comes with the "hassle" of a city.

6.0 Development

6.1 Planning & zoning

Day to day planning decisions within the Shire are guided by the Local Planning Scheme (LPS) which was adopted in 2008. There is, in draft form, a District Structure Plan (DSP) which is a high level long term planning document that is expected will be adopted by Council later in 2013. There is no Local Tourism Planning Strategy.

Within the LPS there are two blocks currently zoned tourism, those being on Point Leander Drive overlooking the marina. There are a number of sites which are currently zoned special use which could be used for tourism development. There are no Tourism precincts identified in the LPS.

Western Australian Planning Commission (WAPC) recently issued Planning Bulletin 83/2013 which sets out the policy position to guide decision making by WAPC and local government for sub division, development and scheme amendment proposals for tourism purposes. It recommends that a more detailed tourism component of local planning strategy be prepared by local government in consultation with Tourism WA. A key objective of the tourism component of a local planning strategy is to identify tourism precincts and tourism sites. Tourism precincts are localities of tourism value or amenities that incorporate, or have the potential to incorporate, the 5A's of tourism destination development (attractions, accommodation, access, amenities, and activities). Tourism sites are locations which are zoned for tourism purposes or have an existing tourism function and the qualities and attributes which necessitate their retention for tourism purposes. It would be desirable to have a Local Tourism Planning Strategy to sit under the Local Planning Scheme.

Within the Shire's Corporate Business Plan there is a strategy to review current guidelines and provide appropriate zoned land to support commerce and industry with the action being to review the Local Planning Strategy to ensure that current and future zoning supports industry growth. It is recommended that when this review takes place the development of a Local Tourism Planning Strategy also takes place within the overall project. An example of a Local Tourism Planning Strategy is the one developed for the Shire of Dandaragan in December 2012 which makes specific land use planning recommendations in relation to specific sites, caravan parks and short term accommodation.

A major development within the Shire in the short to medium term will be the implementation of the Foreshore Masterplan. Concept plans for the Port Denison Foreshore were presented at Community Workshop's held on Thursday, 23 May 2013 and at the time of writing this report

community feedback on the draft masterplan were expected to be presented to the July 2013 Council meeting with the masterplan also expected to be adopted at that meeting.

The future development of the Port Denison foreshore is a key element in infrastructure improvements to meet the needs of not just local residents but also visitors.

There is currently no policy on short stay accommodation as at this point in time there does not seem to have been many issues due to conflict between short stay accommodation and permanent accommodation. The Shire's Planning Department are aware of how short stay accommodation has become an issue in other communities and are monitoring the situation. Should it be deemed necessary, a policy on short stay accommodation would be developed for consideration by Council.

The Shire's current Policy manual has a section, which gives guidance, particularly on planning matters in relation to tourism. Overall it gives a commitment to the development of tourism within the Shire of Irwin. It makes the following relevant statements:

- Endeavour to provide an adequate budget allocation for tourism expenditure.
- Endeavour to assist tourist organisations or events, which have the potential to develop tourism in the Region.
- In the formulation of its planning regulations and preparation of By-Laws and other Regulations, Council will have regard to the requirements of tourism development.
- In its review of planning instruments, i.e.: Strategic Plans, Town Plans and Development Control Plans, take into consideration Policies on tourism and other leisure related issues.
- In the preparation of By-Laws and Regulations, have regard to their impact on tourism and the balanced development of the Council's area.
- Encourage tourism product development and investment throughout the area and will facilitate the development application process.
- Encourage a high standard of design and aesthetics in all forms of tourist development.
- Ensure the welfare of the whole community when supporting tourism development and the provision of facilities.
- When considering tourism developments, consider the social, cultural, economic, and environmental impact, of the proposal within town.
- Ensure that where sensitive environmental, historic, or cultural areas exist, these areas will be adequately protected in relation to development or usage.
- Initiate the provision of facilities sufficient to cater for destination and day trip visitors to appropriate areas within its boundaries.
- Seek financial involvement from other sources wherever possible in the provision of tourist facilities.

The Shire of Irwin Strategic Community Plan (2012 – 2022) reflects a vision for the future and is the principal strategic document for future planning and activities. The plan was developed after gaining considerable community input on their priorities for the future. With regards to tourism and tourism related issues it identified the following actions:

- Develop and implement a signage and information strategy within the town centres
- Recognise places of heritage value within the 'Tourism Development and Promotion Plan' including cultural and built heritage
- Develop and implement a Tourism Development and Promotional Strategy
- Partner and work with local businesses, state government agencies and other regional tourism organisations
- Continue to fund, manage and grow the Shire of Irwin's Visitor Centre.
- Investigate the provision of a waste Dump Point
- Conduct a feasibility study for a footbridge over the Irwin river
- Develop a Town Centre Revitalisation Plan

The Corporate Business Plan 2013 – 2017, which was adopted by Council on 25th June 2013, identifies and prioritises appropriate actions to achieve the strategic objectives of the Strategic Community Plan. The Strategic Community Plan and Corporate Business Plan are legal requirements under the Local Government Act.

The quality of tourism signage within the Shire, particularly the signage directing traffic off the Brand Highway, is poor and represents a lost opportunity to target passing traffic. While signage on main roads is controlled by the Main Roads Department the Shire has control over other signage within the area. This control is guided by a local law under the Local Government Act relating to signs, hoardings and bill postings. There is currently no signage style guide to influence a consistent approach to tourism related signage.

6.2 Product / Product audit

Tourist needs and demands can generally be defined in terms of the following 5 A's:

- Attractions
- Activities
- Access
- Accommodation
- Amenities

A product audit has been undertaken and is given as attachment D to this report. In summary the audit identified eighty businesses within the Shire that are involved in one way or another in tourism. In general those businesses can be split into the following categories (some fit more than one)

Activities 10

Accommodation 38

Amenities 8

Attractions 5

Retail 23

These businesses can be further broken down by their appeal to visitors as a tourist business/experience.

High tourism appeal 29

Medium tourism appeal 36

Low tourism appeal 14

Tourism potential 6 (can be included in other figures)

Attractions

Attractions are key elements that need to be considered in assessing the tourism potential of an area. The uniqueness and appeal of attractions will influence the type of visitors that are attracted and determine how far people will travel to visit that attraction. Uniqueness is a key element as many communities will have the same or similar attractions such as sunsets, beaches etc.

Much of the research confirms that one of the main attractions of Dongara- Port Denison is that it is a traditional family holiday destination which is safe and has a variety of affordable accommodation. The attraction for families being that they can relax using the natural amenities such as the beaches to enjoy time together.

Dongara - Port Denison has a significant story to tell pre and post European settlement. The current museum which is located next to the Visitor Centre has an impressive collection of local artefacts which attracts visitors throughout the year. The museum is operated by a group of dedicated volunteers and should be included as a significant attraction in any destination marketing material for the area.

An attraction in summer months for Dongara-Port Denison is the drive in movie theatre which still has much of the original projection equipment. Drive-in theatres were once common in Western Australia although now there are less than ten operating in the whole state. The drive in is currently leased to a local sporting club to operate and raise funds, however significant investment is required in order for it to continue to show the latest movies. As the number of drive in theatres gets less, as it will due to pressures on land use, the tourism value of the existing ones increases and it is considered that the retention of this attraction should be treated as a priority to be used as a unique attractor in future. This drive in facility is particularly relevant to the caravan and RV market as that demographic was brought up when these facilities were common. It is therefore important that the drive in theatres is highlighted in promotional material as a unique facility.

Irwin River Vineyard and Silverdale Olive Orchard both open to the public at certain times to showcase their products. Silverdale also has an annual arts and crafts Exhibition in September.

On a regional basis a major attraction are the wildflowers which occur in large numbers inland from the shire but with people basing themselves in the shire due to the variety of accommodation available.

The area does not have what could be classified as an iconic attraction, something that people immediately think of when the name Dongara or Port Denison is mentioned. One thing it does

have is a reputation for being a windy place which is reflected in the fact that Kitestock is held at South Beach. There are examples elsewhere of sculptures that have been designed to make a sound when the wind is blowing or to light up or in some way to create an action because of the wind. The installation of a series of sculptures in a particular area could be the Port Denison Foreshore, can create a year round attraction that in time can become associated with the location. It is recommended that a planning process for the design of creative installations be initiated and include a competition be held to encourage artists to submit ideas for sculpture designs that will use the wind to create sound and activity.

As with the development of events the process of developing an iconic attraction should ideally be a creative process in harmony with the environment and community aspirations. It can be a private sector initiative facilitated by government planning and incentives or a not for profit initiative. Aspirational concepts for consideration by Irwin could involve light, sound and wind experiences/installations like those created by Janet Echelman(www.echelman.com), the light and projection shows of Vivid Sydney festival (www.vividsydney.com), Heritage Perth's Light up the City project (heritageperth.com.au)or appearances of experiences such as Strange Fruit Melbourne (www.strangefruit.net.au).

These concepts require night attendance and can be experienced at selected times. They do not come cheaply however they deserve consideration.

Activities

While attractions are things that can bring people to the area, activities are those things that they do when they get there. Activities add variety and can make a visit more enjoyable, but it is important to understand that they cannot replace attractions.

Current activities in the Shire include golf, fishing, bowling, walks, markets as well as what could be described as business activities including Dingo's at Dongara and the Dongara Activity Park. Some of these sporting related activities can attract groups for specific events or can be used by individuals, couples or families as part of their visit.

The natural beauty of the area is not currently fully promoted. A walk along Ocean Drive gives an opportunity to climb to a viewing area or to observe the pelicans at the river mouth. While there are twelve walk trails in Dongara and Port Denison they have potential to be a major activity particularly to the grey nomads and the family markets. A review of the trails and the promotional material that has been produced for them should be undertaken.

The Irwin River is a major asset for the community and an area where visitors like to walk and explore the countryside. Access to the river is easy in places and footpaths have been constructed to allow residents and visitors to view the river and its wildlife. In other areas where a river forms a focal point for the town, tour operators have taken advantage of the natural asset and developed tourism products which have minimum impact and are sustainable. An example of this type of product could be the hire of kayaks for people to explore either as part of a group or on their own. A key to attracting this type of tourism product is to provide an area which can be used for the launching of non-motorised crafts which could in reality be an existing area where

access is over a flat riverbank and close to a road. It is recommended that the Shire identify an area where this could occur and seek expressions of interest and input from potential operators including the existing hire operator.

Another way in which the river can be brought to life and be a focal point for the community and visitors in summer months could be to create a light show in and on the river which could involve the creative use of lighting and possibly sound.

Dongara is noted for its history and currently has a Historical Society that operates the Museum next to the Visitor Centre and Russ Cottage on Point Leader Drive. They have over 3,000 exhibits, are operated by volunteers and attract visitors of all types from backpackers to grey nomads. Viewing the heritage of the area is an important activity and should be promoted to target markets.

While wildflowers grow in Western Australia throughout the year the main period for viewing in the mid-west is between July and November. This activity creates significant interest and many wildflower trails have been developed by various groups to attract visitors to their area. Just outside the Shire boundary is Western Flora which provides accommodation and has built up an excellent reputation for the quality of the wildflower tours.

Wildflower Country is a marketing initiative supported by nine local governments from Moora in the south to Dalwallinu in the east, Mullewa in the north and Coorow and Geraldton in the west. These shires have a dedicated website, erect signage and undertake joint marketing activities. It is recommended that the Shire of Irwin consult local industry to measure support for joining this initiative. A big advantage that the Shire has over the majority of the other participants is the amount of accommodation that it has available.

Access

Access can include public transport, well signed and maintained roads, parking availability, walking and cycling.

Signage is a key element in creating good access to a destination and particularly so when a major highway passes within 500m of the town centre. There are however many different types of signage and in all cases it would seem that these are in need of improvement within the shire. While the main type of vehicle directional signage (green with white lettering) on main roads is under the control of Main Roads WA the shire has control over minor roads and tourism signage. This type of signage can be extremely influential in diverting traffic off the main road and into the town centre. This can also include brown tourism signage indicating a scenic drive or alternative tourist route. Having attracted the visitor into the town centre it is important to have wayfinding signs including maps for pedestrians. There are few wayfinding signs in Dongara or Port Denison. The third type of sign that is also important to visitors is interpretive signage particularly of heritage buildings and other points of interest. There is interpretive signage in the shire particularly along the walking trails however these are in poor condition and need replacing. There are also many examples of poor promotional signs. The example below portrays Dongara

as being a gateway to the Batavia Coast, a gateway being something to pass through (without necessarily stopping).

It is not within the scope of this report to identify existing signage for replacement and locations for new signage however it is recommended that a signage audit and development of a new signage style guide be treated as a matter of urgency.

There is a large sculpture of a Western Rock Lobster (WRL) at the entrance to Dongara and clearly visible from the Brand Highway. While WRL are still landed at Port Denison no processing takes place locally and they are immediately transported to Geraldton for processing and despatch. A number of communities along this stretch of coast have a WRL as part of their entry statement and therefore it is not a unique and possibly not appropriate entry statement. It is suggested that when undertaking a signage audit the entry statement be included for review.

A popular spot particularly in the summer months is South Beach to the south of Port Denison which is accessed via White Tops Road. The nature of this beach is such that the sand is hard for the majority of the time and therefore can be accessed by two wheel drive vehicles, the result of which is that many families drive on to the beach to spend the day. The beach is also suitable for certain types of events such as Kitestock. It is not within the scope of this report to comment on environmental and risk management issues in relation to beach access, but from a tourism perspective the beach is a major draw card and public access should be maintained.

The Indian Ocean Drive officially came into being when the road link between Lancelin and Cervantes was completed in 2010 thus negating the need for traffic from Perth to Geraldton to use the inland Brand Highway route. Research on the Indian Ocean Drive shows that its starting and finishing points depend on which website is accessed or which organisation is consulted. For example Main Roads on its website has the Indian Ocean Drive starting at St Georges Terrace in central Perth and finishing at Geraldton. Both the RAC and Australia's Coral Coast have the Indian Ocean Drive as starting in Perth and being a round trip to Geraldton up the coast and returning by an inland route. There is no doubt that tourist traffic is using the Indian Ocean Drive as an alternative to the Brand Highway and as such presents an opportunity for the Shire to target this traffic. This can be achieved by working with other organisations such as Australia's Coral Coast to place Dongara-Port Denison as the ideal stopping off point for those using the route. Consideration should be given to additional initiatives for maximising visitation from IOD traffic, these initiatives could include.

- Strategically positioned signage along the IOD northbound to promote Dongara – Port Denison as the ideal stopping point for accommodation and caravan parks.
- Having links to IOD sites on the proposed Dongara-Port Denison website
- Create an IOD festival with events along the length of the “marketed” drive which is Perth to Geraldton.
- Continued efforts to participate in the marketing of the IOD online.

Accommodation

Although day trippers spend money on consumable items it is overnight visitors who bring additional economic benefit in that have a variety of needs, including accommodation and dining and are also more likely to spend on attractions and activities. A variety in style and quality of accommodation in a region/ town provides an important means to increase the economic impact of visitors.

A significant advantage for the shire in terms of tourism is the variety and amount of accommodation that is located in Dongara and Port Denison. This accommodation includes caravan parks, motels, self-catering, Bed & Breakfast and private rentals. The three caravan parks are all on Shire owned land but leased to private operators. These caravan parks offer a range of options from camping sites through to luxury self-contained chalets.

Due to its close proximity to the Brand Highway, a major market, and potentially bigger one, is the caravan and RV market with facilities being provided at the caravan parks to cater for their needs. There is a public RV dump point located at the Dongara Denison Tourist Park. There are no RV friendly towns listed on the Campervan & Motorhome Club of Australia website between Perth and Broome and therefore an opportunity exists for Dongara-Port Denison to become an RV friendly destination with facilities that specifically cater for travellers in RVs close to the town centre. There is an area adjacent to the Brand Highway that is currently owned freehold by the shire (opposite Irwin Crescent). Technically it would not be difficult to provide access to this area and provide free facilities, including a dump point that would cater for travellers wishing to have an overnight stay. The area could be screened from adjacent housing to remove any negative impact. Its close proximity to the town centre would mean that travellers would be inclined to walk into the town centre and purchase provisions, meals etc. A voucher system could also be developed where the traveller wishing to stay would need to acquire a voucher from the Visitor Centre or town centre business thus making them come in to town. It would be expected that RV travellers who have used the town centre site and having been impressed with the town would return and use the caravan parks.

There currently exists coastal camp sites at Knobby Head, Fresh Water Point and Cliff Head approximately 50 kilometres south of Port Denison on the Indian Ocean Drive and 7 Mile Beach north of Dongara off the Brand Highway. There are a number of sites adjacent to the beach that attracts caravans, RVs and campers. Due to the distance, it is an area that is not patrolled by the Shire ranger on a regular basis. This is a lost opportunity for the Shire in that the people that stay at this site bring no economic benefit as they do not necessarily buy supplies in Dongara-Port Denison and in fact are a cost in that the sites need to be visited from time to time and rubbish needs to be collected. There are a number of alternative approaches to these sites from closing them and that signs are erected advising that caravan and camping sites are available in Dongara - Port Denison through to contracting/licencing a third party to manage these areas and charge for use. Detailed analysis of the options is beyond the scope of this study and it is recommended that a review of the sites and options should take place with the view to increasing the benefits to local business and protecting the environment.

Amenities

Amenities are services that most visitors take for granted until they are not there: visitor information centres, telecommunications, roads, drinking water, toilet blocks, rubbish bins, signage, park benches etc.

The area is reasonably well equipped with amenities that serve not only the local community but also visitors. Improvements to existing amenities have been identified in various plans and in particular in the Port Denison Foreshore Masterplan which includes parking, boat ramps and recreational areas. While the Masterplan has yet to be formally adopted by Council its implementation is crucial, from a tourism perspective in maintaining Port Denison as a family holiday destination.

Within the District Structure Plan it is identified that a footbridge over the Irwin River be constructed primarily for community use. The proposal to undertake a feasibility study into the construction and location of the bridge is supported as it is considered that such a footbridge would greatly enhance the walk trails on either side of the river for visitors. Completion of the bridge would allow the shire to reassess its walk trails and redesign them to incorporate the bridge.

The redevelopment of the area adjoining the Brand Highway to accommodate RVs and camping (opposite Irwin Crescent) would provide an ideal opportunity.

6.3 Port Denison Foreshore

The Shire of Irwin recently adopted the Port Denison Foreshore Masterplan which considered and made recommendations on the best use of the foreshore for both the local community and for visitors. The plan considered issues such as:

- Pedestrian connectivity
- Realignment of space surrounding the Obelisk
- Parking and the use of the boat ramp
- Walking and fitness
- Signage
- Trees and vegetation
- Use of terracing and shade structures
- Event space

As with any major redevelopment it may be implemented in its entirety or partially implemented in stages depending on the availability of funding. From a tourism perspective the redevelopment of the foreshore, as outlined in the Masterplan, would bring many benefits and overall would reinforce Port Denison as a traditional family holiday destination that offers a variety of activities in a safe environment. The key to attracting visitors is to provide open space that can be used by families as well as space that can accommodate events both formal and informal. The use of public art should be encouraged to retain attention in the area and to provide extra incentive for visiting.

7.0 Marketing

7.1 Target Market Recommendations

The situation analysis in the context of existing markets, market perception, the experience offered (product and infrastructure) and the resources available leads to the recommendation of the following prioritised target markets;

1. Brand Highway –drive-by holidaymakers (overnight and day visitors – domestic and international) this market will have as subsets parties from the markets, which follow below.
2. Caravan and camping markets dominated by the over 60 grey nomads and family groups
3. Metropolitan Perth Families and older couples
4. Event Participants and spectators/supporters
5. Special interest groups –Geraldton cruise visitors, golf, kitesurfing and windsurfing, wildflowers, boating, car clubs.
6. Interstate and international visitors travelling in Western Australia.

These are the primary target markets for destination and stop-over at Dongara and Port Denison. The recommended marketing strategies and branding will communicate the Dongara and Port Denison experience to these target markets.

It should be recognised that some attractions and activities will appeal to and draw visitors from other markets however they are not considered a priority and they can participate in and benefit from the recommended marketing activities. An instance of this is the potential appeal of Dingos at Dongara to wildlife enthusiasts and international visitors.

7.2 Branding

“A brand is a name, term, sign, symbol, or design, or combination of them intended to identify the goods or services of one seller or group of sellers and to differentiate them from those competitors” .

In terms of destination branding;

“Destination branding is about combining all things associated with a ‘place’ (i.e., its products and services from various industries – agriculture; tourism; sports; arts; investment; technology; education, etc.) that collaborate under one brand. Its aim is to capture the essence of the destination, in a unified manner, and can be consumed simultaneously at a symbolic and experiential level .

What makes a good destination brand?

- Attractive
- Consistent with positioning
- Conveys excitement and quality
- Expresses the destination's personality
- Memorable
- Simple
- Transportable to the web as a domain name
- Transportable to a range of promotional and packaging formats
- Unique
- Well accepted by all partners.

A destination brand is the first mental picture that comes to mind when a person hears the name of a tourist destination.

The current brand that is used in any promotional activities is also the brand for the Shire of Irwin and is used in all material for the Shire whether it be tourism related or not. The brand signifies the importance of the Morten Bay Fig trees in Moreton Terrace, Dongara. The tag line is “a brilliant blend which has been adapted to include:

- A brilliant blend of coastal and rural
- A brilliant blend of old and new
- A brilliant blend of two towns
- A brilliant blend of lifestyle and employment opportunities

This approach of using the Shire brand for tourism purposes is common in regional Western Australia but the question must be asked does shire branding work in a tourism context. In the tourism context the destination is Dongara-Port Denison and not the Shire of Irwin.

In the short term (six to twelve months) the branding is adequate for the promotion of the area. It captures the essence and general feel of the area and is suitable for most forms of media. It is however not well recognised outside of the immediate area due to a lack of general exposure in target markets and it is important that the branding be used at every opportunity.

Ideally the tourism brand should be aligned directly to the destination which is Dongara - Port Denison as distinct from the Shire of Irwin. The clear challenge is to communicate and position the towns with the selected tourist/visitor markets. While the existing logo could be adapted for tourism purposes it is considered appropriate that a separate and unique brand is created for the towns as opposed to the Shire. This project should be treated as a priority as the brand needs to be in place before major expenditure is committed to marketing activities. However it is recommended that a professional design process be put in place to succinctly define the brand and produce a logo and style for the two towns - the destination.

Consistency must be in place with regard to the use of the two town names, is it Dongara, is it Port Denison, is it Dongara and Port Denison, is it Dongara Denison or is it Dongara – Port

Denison? The recommendation of this report is Dongara-Port Denison, this communicates the destinations offering most effectively.

Brand identity should be reviewed at least every three years to assess if it is having an impact in the marketplace and is gaining or has gained an acceptable level of brand recognition. It is therefore recommended that a formal review of the brand be undertaken in three years' time.

7.3 Signage

As already highlighted in section five the signage in the shire is generally of poor quality and does not inspire visitors to divert into town or to spend more time when they are there.

Directional signage – In addition to the Main Roads Green signage which directs to towns there needs to be brown tourist signage indicating scenic route or alternative tourist route and this should include appropriate symbols which are internationally recognised. On the Brand Highway there are a number of “Beautiful Marina” signs which indicate the distance to the turnoff.

While a Marina is an attraction it is not something that will appeal to everybody or that reflects the range of attractions in Dongara and Port Denison. These signs are in some cases hidden by other signs or by trees and therefore of limited value.

Wayfinding signage – Once in Dongara - Port Denison there is very little signage to guide vehicular traffic or pedestrians round town. Town centre signage for pedestrians is extremely important it directing visitor to places of interest.

Interpretive signage – there is some interpretive signage located on the walk trails that is faded and in extremely poor condition. In their current condition these signs have a negative impact on visitors and leave them with an impression of neglect and a community that is not interested. QR codes could also be included on signage to provide further information on specific locations.

It is recommended that an audit of tourism signage, both directional and promotional, be undertaken to include roadside (Brand Highway) advertising signage. The results of the audit to be used to develop a tourism signage strategy for implementation. The audit should include both directional signage and tourism signage. It is also recommended that this project includes the development of a signage style guide in harness with brand development which can be used to ensure a consistent approach to signage in future.

7.4 Promotion / product opportunities

The shire has a limited budget which is used to promote its attractions to target markets. Listed below are a number of activities which can be undertaken to raise the profile and attract additional visitors. The activities listed below are also included in the actions tables

Research – this is an extremely important but often ignored part of any destination marketing strategy. Only by gaining an insight on the views and habits of existing visitors and potential visitor can informed decisions be made. Ideally research and the gathering of information should be undertaken over a prolonged period in order to build an understanding of trends and identify

any new influences as they arise. A base research tool should be developed which should include using information gathered by other stakeholders i.e. accommodation occupancy levels. The information to be collated on a monthly basis and reported to Council.

Printed material – The Shire currently produces printed tourism marketing material including trails brochures, maps, and guides. While online marketing is increasingly the most effective way to reach target markets there is still a need to produce printed maps, guides and brochures to satisfy traditional demand through the Visitor Centre, other Visitor Centres and local businesses.

Promotional activities – it is recommended that the Shire works closely with Australia's Coral Coast and supports a number of initiatives in its calendar including representation at selected trade shows. It is also important that local businesses are encouraged to enter joint marketing activities with Australia's Coral Coast and thereby raise the overall coverage of the destination. Local promotional activities should also be undertaken aimed at raising awareness in both the Geraldton market and inland agricultural markets. Awareness in surrounding communities re the benefits of visiting Dongara - Port Denison will already be reasonably high therefore promotional activities should concentrate on specific events which give an extra reason for visiting. Local radio and newspapers would be the best form of promotion for this purpose.

Famils – These are an excellent way of exposing the product to specific groups who can send visitors to the destination. They do however take a considerable amount of time to organize and rely on the good will of businesses to participate and give up their own time. A maximum of four famils with a strong focus on Perth media should be organized in any one year. The impact of this can be maximized by working closely with Australia's Coral Coast and Tourism WA. They should ideally include media such as the West Australian, Sunday Times, RAC and selected specialist publications in areas that include RVs, caravans, fishing, sailing/boating. This activity must be coordinated with media/PR activity.

Cooperative campaigns – By far the most effective means of maximising the impact of the budget is by undertaking cooperative campaigns with industry. While putting these together is time consuming it not only buys more space but also raises the profile of the destination. The aim should be to get industry to match the Shire's contribution dollar for dollar. For example this could include targeted publications aimed at specific markets such as the Wildflower market.

Media relations / PR – an important part of maintaining the high profile of the district is the continuous use of media releases targeted at particular sectors and geographic areas. As well as reacting to events as they happen an annual media plan should be developed identifying regular topical happenings that can be targeted. Consideration should be given to the appointment of Media/PR representation for the development of the plan and its implementation. It is suggested for instance that more could have been made of the recent success of the town businesses in winning state awards that were specifically related to tourism.

Targeting the Perth market – The Perth market research commissioned for this plan clearly identified an extremely low level of consumer/market awareness for the destination. If the Shire and the local industry decided to make an immediate impact on this low level of awareness it is

recommended that a promotional campaign be planned to include Perth billboard advertising alongside other possible initiatives such as radio advertising. The Perth market is the most important market for the Shire to access and raise the Dongara-Port Denison profile. Specific activities to target the Perth market could include:

- Radio advertising/promotion outside of the school holiday periods with the aim to promote specific accommodation packages in the shoulder months
- Billboard campaign in northern suburbs to raise awareness
- Contract a Perth media company to maximize Perth media coverage.
- Advertise on West Oz Kite boarding website and newsletter
- RAC drive market advertising

Positioning in the Perth market will be important and one approach that could be adopted would be to promote Dongara-Port Denison as a place to act as a base for day trips which could reach from the Pinnacles to Kalbarri

7.4 Website, Social media and technology

The use of technology is increasingly important in destination marketing and while there is a Shire of Irwin website there is not a dedicated tourism website or structured approach to social media. Social media is an area where consumer trends change rapidly and where there is a need for constant monitoring of these trends to identify the latest popular methods of gaining information or communicating.

These rapidly changing trends are particularly apparent in the use of mobile technology (mobile phones, ipads etc). Recent research conducted by PayPal found Australia is one of the company's leading markets in regards to mobile payments, particularly in travel, with mobile payment volume for Australian travel merchants growing 16-fold in 2012 compared to 2011. One out of every five consumers booking travel via PayPal is now made through a mobile device.

Due to these constantly changing trends it is extremely difficult to accurately predict what technology will be in use or popular in a year or two years. An annual or even six monthly review of the technology actions within this report will be required if the Shire is to maintain effective use of technology in its destination marketing.

Overall through the effective use of technology the Shire should aim to maximise Dongara-Port Denison's presence and exposure to its key target markets.

www.irwin.wa.gov.au - This website is managed by the Shire of Irwin and serves as the main Shire website giving mainly community related information. There is a button for tourism which has lists of accommodation, community events, maps, things to do and information on the Visitor Centre. From a tourism perspective this website is not effective, very few potential visitors are going to search a local government website for tourism information. In order to maximise the impact of the website it is recommended that a new independent website be developed. This should be achievable for a budget of around \$15,000. The website should then be maintained and as a key tool for promotion of the destination.

Dongara-Port Denison App – In the past two years the app market has exploded. In less than 9 months the Apple store reported over a billion downloads, and then doubled that number in half the time. Given the increase in the number of people using apps and mobile devices to research and book destinations it is important that a Dongara-Port Denison App be part of the overall technology mix. The advantages of having an app include:

- Having information on the district accessible from mobile devices 24 hours a day
- Gives additional exposure to the brand
- Via “Push Notifications” messages can be sent for free to customers.
- The App can provide GPS directions to the destination
- The App can be linked to Facebook, Twitter, Youtube, and other Social Networking Sites
- Special offers can be sent direct to potential visitors

It is considered that the development of a new website is a priority but that the development of an App should be included in the not too distant future in order to maximise coverage on mobile devices.

Social media has mushroomed in recent years and there are now over 350 sites which could be classified as social media sites. With that number it is important to identify the most effective in promoting the destination. The list below may be relevant now however the use of social media is constantly changing and monitoring of the effectiveness of used sites needs to be undertaken in order to adapt strategies. Recent research has given the following results:

- 46% of West Australians log on to Social Media once a day
- There is a trend for teenagers to cut back on their time on social media
- 67% now use their smartphone to access social media.
- Compared to 2012 the proportion of online Australians who use social media has increased 3% to 65%
- 58% of social media research results in a purchase

Social media usage statistics (Source: David Cowling, SocialMediaNews.com.au, 2013)

Social network	Feb 2012	Feb 2013
Facebook	10,703,160	11,677,680
YouTube	11,000,000	11,000,000
Blogspot	3,500,000	3,200,000
Tumblr	1,100,000	2,800,000
LinkedIn	2,220,000	2,400,000
Twitter	1,800,000	2,200,000
Instagram	250,000	1,101,667
Flickr	920,000	850,000
Pinterest	650,000	630,000
Google+ (estimates)	1,200,000	340,000
Myspace	520,000	310,000

Demographics of social media users¹

All social media users	
Men	62%
Women	71%
Age	
18 – 29	83%
30 – 49	77%
50 - 64	52%
65+	32%

It is also important when considering the use of social media that all tourism related businesses in the Shire are encouraged to participate and promote their own businesses in the same way.

Trip Advisor – Dongara - Port Denison businesses do feature on Trip Advisor and many of them do receive good reviews, however there are many businesses that do not feature and operators should be encouraged to make sure their business features on Trip Advisor.

Facebook – Facebook has over 300 million active users worldwide and close to 3.5 million users in Australia. If Facebook was a country it would be the 4th largest in the world. Currently Facebook's largest growing demographic is those 35 years and older which fits well with the target market. The Shire of Irwin does not currently have a Facebook page linked to its website. It is recommended that when a new Dongara-Port Denison website is developed a new Facebook page also be developed. Given the popularity of Facebook it is important to maintain its presence and constantly update content.

There are many other social media tools that can be used in destination marketing including Twitter, Instagram, Pintrest, Podcasts and Blogs however they all require human resources to keep them up to date. Given the limitations of a shire the size of Irwin it is not recommended that at this point any of these social media tools are developed however the situation should be constantly monitored as the popularity of different social media tools can change rapidly.

The use of mobile devices such as phone and i-pads to book accommodation and tours is increasing dramatically and it is extremely important that destinations become known as being user friendly for these devices. Visitors use their mobile devices to check their itinerary, research

¹ Pew Research survey December 2012

attractions, find events, load maps and check restaurant reviews. More devices now use WIFI than ever before and it is now expected in city/town centres that free Wi-Fi will be available.

Therefore the opportunity exists for Dongara - Port Denison to provide free Wi-Fi access in Moreton Terrace and along the Port Denison foreshore. This is technically feasible however a feasibility study will need to be undertaken to consider how it would fit with existing WIFI. If the service is promoted through appropriate signage then visitors will be attracted to those areas to spend time and bring economic benefit to local businesses. An example of WIFI signage in Fremantle is given below.

When the signage audit and strategy is developed it will be important to consider all types of signage including interpretive signage and wayfinding signage. Both these types of signs offer opportunities for using QR codes. QR codes is a code that can be read by a mobile device and provide information to the reader. When used on signage they can interpret far more information than can be included on the sign.

8.0 Events in a tourism context

Events play a vital role in tourism with their ability to attract visitors, extend the traditional visitor season, increase length of stay and visitor spend and generate media exposure for the host destination. By working together with event organisers, venues, tourism organisations, suppliers and the community the Shire of Irwin can contribute to its Tourism Development Plan and Strategic Community Plan outcomes through events.

Major drivers of the recommendations which follow are the economic benefits generated by events and the social and cultural benefits that are accrued. Events can be based around three broad themes:

- Sport
- Culture
- Lifestyle

Events can also be defined broadly as “ specific rituals, presentations, performances or celebrations that are consciously planned and created to mark special occasions and/or to achieve particular social, cultural or economic goals” or very simplistically as “ happenings with a specific purpose, objective and a predetermined timescale”. Events can be further defined/described in a number of ways including:

1. Size – the number of attendees and or participants
2. Type or activity - such as sporting, lifestyle, music, community etc.
3. Market appeal – attracting local, regional, interstate or international attendees and/or participants.
4. Frequency – such as weekly, monthly, annually or biannually.

5. Location – indoors or outdoors
6. The nature of benefits derived such as media exposure, economic impact, and community development.

The recommendations here are designed to optimise the opportunity for what will be defined as “Tourism Events” and the following definition is applied;

“A tourism event is an event which attracts attendees and/or participants from outside of the Shire of Irwin and which has triple bottom line benefits to the region including economic, media exposure in tourism markets and community development.”

The Shire will need to adopt a number of strategies and actions to support tourism events including:

1. To support venue providers and event organisers;
2. To support individuals and local organisations to grow and manage community events;
3. To have efficient internal processes to assist event organisers and stakeholders;
4. To measure the impact of events socially, economically and environmentally; and
5. To ensure there is appropriate infrastructure planning for the hosting of a variety of events.

Event trends

Events as a component of tourism activity continue to grow and importantly add an additional driver for visitation to a destination that other activity cannot. The information and analysis which follows provides an indication of the rationale for the investment in events as part of tourism.

Available statistics point to attendance at/participation in events as a growing purpose/reason for visiting Western Australia by the domestic market.

Table 1 - Domestic and International Overnight Visitors to Western Australia – By Purpose (holiday/leisure)

Overnight Visitors who travelled to WA for the purpose of holiday/leisure	Year ending Dec 2006 (000)	Year ending Dec 2007 (000)	Year ending Dec 2008 (000)	Year ending Dec 2009 (000)	Year ending Dec 2010 (000)	Year ending Dec 2011 (000)	3 Year AAGR*	5 Year AAGR*
Domestic	2,903	2,768	2,603	2,242	2,195	2,304	1.4%	-5.6%
International	343	351	335	337	322	334	-0.4%	-0.6%
Total	3,246	3,119	2,938	2,579	2,517	2,638	1.1%	-5.0%

Table 2 - Domestic Overnight Visitors to WA – By Purpose

Domestic Overnight Visitors To WA	Year ending Dec 2006 (000)	Year ending Dec 2007 (000)	Year ending Dec 2008 (000)	Year ending Dec 2009 (000)	Year ending Dec 2010 (000)	Year ending Dec 2011 (000)	3 Year AAGR*	5 Year AAGR*
Entertainment or attending special event - e.g. festival, performance	108	139	135	102	101	117	7.1%	2.0%

Source: Tourism Research Australia – International and National Visitor Surveys (visitors aged 15+)

The three year annual average growth of 7.1% for purpose of travel entertainment or attendance at special event when compared with the broader purpose of travel category of holiday/leisure growth of 1.4% suggests that event tourism is performing better than the broader category of holiday/leisure tourism.

In 2010/11 year the State Government investment in tourism events was \$16.8m when in comparison \$22.8m was spent by the State Government on leisure and business tourism . There is a clear move to back events as a major motivator to visit Western Australia, with 43 local governments now having events listed by Eventscorp in their major events calendar. Tourism Western Australia currently has 542 events listed across the State with Irwin listed as hosting just two events.

The trend in the type of events for support at a state level is reflected in the event criteria operated by Eventscorp and it mirrors a national trend that prioritises those events which deliver economic benefits at optimum times and media exposure in target markets. There is a stated preference for ongoing (annual events) and those which are unique to the state or region, that is those which are less likely to be “poached” by competing destinations.

While the trends outlined above are consistent with the development of events as a driver of tourism growth there is also a growing body of thought and trend concerning event management processes that incorporate social and community wellbeing outcomes from the staging of events by actively involving the community in the design and management process. This may result in the development of events with greater benefits than tourism and stronger local commitment/involvement.

This can be achieved by a bottom up approach involving the community at the start and seeking to have events “reveal something about a place/destination that has real meaning”

The above approach is strongly recommended for the Shire of Irwin and its community.

Event Audit

An audit of current events has clearly identified a range of factors that give a lead to future directions. Specifically events have mirrored the normal tourism seasonality factors and sporting and community events have been found to be dominant. The opportunity is to create new “tourism” events that mesh with the destinations strengths and have a wider appeal. Focus also needs to be brought to the opportunity to stage some events outside peak accommodation demand. Strategies for events and infrastructure initiatives are outlined to achieve this shift in the mix.

Dongara-Port Denison Existing Calendar of Events

Consultation and workshops conducted as part of this planning process has confirmed the following list of existing events. It is suggested that the viability of some events is questionable however they meet local interests and needs but vary in their capacity to be classified as tourism events. It is suggested that the Easter Races and Kite stock draw the largest number of visitors.

Market Days – first Saturday of every month

Wildflower season – August to October (a natural event)

January – 26th Australia Day celebrations held at the Port Denison foreshore

February – 14th - 16th Kitestock at South Beach, Port Denison

April – Easter Markets + Easter Horse races

August - Mixed bowls carnival

September – Batavia Classic Men’s Bowls + Silverdale Olive Orchard Arts & Crafts Exhibition

October - Dongara Patchwork Club hanging of the quilts (triennial)

November – Larry Lobster Festival + Blessing of the fleet + Art Exhibition

December – Carols in the Park

Event Infrastructure

The Dongara/Port Denison locality has a number of event venues/locations that includes both built and naturally occurring locations. They include;

Recreation Centre

Golf course

Lawn Bowls

Tennis courts

Race track

South Beach/ocean

Irwin River

Main Street

Drive In theatre

Organisational/People Capacity

Consultation has revealed a number of clubs such as the Dongara Denison Surf Lifesaving Club, Dongara Golf Club, Dongara Tennis Club, Bowls Club, Dongara Football Club, Lions Club, Irwin District Historical Society, Dongara Irwin Race Club, Dongara Horse Riding Club and others that are to varying degrees hosting and running events that attract visitors.

This is not a complete list of organisations however it serves to demonstrate the range of resources and interested and capable persons available to support events. The November Community Festival does have a coordinating committee that incorporates a number of clubs and the Shire and while consultation suggests there have been some operational difficulties the process continues to engage people.

People capacity and commitment is the most critical component of successful event management in any destination and if Irwin is to have viable group of tourism events it is preferable that they have local participation in the operation of a majority of those events that it supports as tourism events.

Shire Role in Events

The Shire has a major and critical role in the successful staging and promotion of both community and tourism events encompassing the functions of Community Services, Environmental Health, Planning and Infrastructure, Recreation and Tourism services. The task of having all of these services coordinated in their approach to specific events and the event operators should not be left to chance and it is recommended that events be an agenda item for Shire Executive meetings.

Events are a cost to the Shire and it is recommended that decisions need to be made on the priority of events for support with both resources (non cash) and any cash/sponsorship being assessed in the context of those events designated as tourism and/or community.

The Shire is also recommended to be proactive in establishing contact with Eventscorp and the Mid-West Development Commission in order to progress regional events grant funding for selected events. The support of the Shire in applying for event funding support from Lotteries West and Healthway is also recommended as frequently the community organisation will not have the skills to be competitive in the grants process.

This facilitating/coordinating role for the Shire in events could also be extended to engaging local tourism businesses in the staging of events, they are significant beneficiaries of the activity and

need to be contributors to the promotion and operation of events. The Shire could for instance require its promotional funding of approved tourism events to be matched by industry.

A selection of tourism event suggestions is included at attachment (A) and is intended to give guidance to the type of event which will drive increased exposure of the destination in its target markets and deliver visitors.

9.0 Federal, State, Shire & Industry cooperation and coordination

Federal, State and Local Governments all have a role to play in tourism development and marketing. Federal and state governments can act as funding organisations through awarding of grants and both are also involved in marketing to various target markets. It is however at a local level that significant influence on the tourism sector can be felt. Local government control many areas that can influence a local tourism industry including planning and building controls, signage approvals, economic development, community development, events, provision of amenities and roads and access. In fact there are few parts of local government that are not somehow influential on tourism. For that reason it is important that all employees are made aware of this plan and how it can impact on most local government areas.

However local government does not operate in isolation and in certain circumstances there is a benefit in working with other local governments, state and federal government departments. This cooperative approach is to be encouraged where possible.

The Shire of Irwin has developed a Strategic Community Plan for the ten year period from 2012 to 2022. This document is based on extensive community engagement and reflects the community's vision for the future in the key areas of, economic, environmental, social and civic leadership. All shire activities should support the outcomes detailed in the Strategic Community Plan. There are a number of outcomes which are identified that relate to tourism.

Economic Outcome 1.3 - Increase and diversify tourism opportunities

Develop and implement a Tourism Development and Promotion Strategy. Partner and work with local businesses, state government agencies and other regional tourism organisations.

Continue to fund, manage and grow the Shire of Irwin's Visitor Centre.

Environmental Outcome 2.1 – Recognise and retain our places of heritage value

Recognise places of heritage value in the Tourism Development Plan, including cultural and built heritage.

The Shire of Irwin has already committed to supporting tourism through the adoption of its Corporate Business Plan. Within that plan are a number of financial commitments.

Strategy	Additional recurring expenditure (\$)			
	2013-14	2014-15	2015-16	2016-17
Continue to fund, manage and grow the Shire of Irwin's Visitor Centre	10,000	20,320	20,900	21,641
Develop and implement a signage and information strategy within the Town Centres			10,000	10,000
Develop and implement a Tourism Development and Promotion Strategy	20,000	10,000	10,000	
Conduct a feasibility study for a footbridge over the Irwin River	10,000			
Develop a Town Centre Revitalisation Plan	100,000			
Continue to support and fund community events and prepare an events management strategy		25,000		

There is currently no formal tourism association operating within the district. The only informal group of tourism related businesses is currently the members of the Visitor Centre who receive tourism related information in regular updates issued by Visitor Centre staff.

The future of tourism in the Shire must involve private businesses as they are the people that are going to provide the services and products that tourists demand. While local government can take a leadership role it must work in conjunction with the private sector and that means that the private sector needs to have a means of expressing its views and concerns and resources as one voice. This ideally would be some sort of organisation that can genuinely say that it represents the sector in the Shire however; unfortunately, this does not currently exist. Unfortunately, at the moment there does not appear to be the desire for an official group representing the sector in the Shire.

The future of tourism in the Shire must involve private businesses, as they are the people that are going to provide the services and products that tourists demand. While local government can take a leadership role it must work in conjunction with the private sector and that means that the private sector needs to have a means of expressing its views and concerns and resources as one voice. This ideally would be some sort of organisation that can genuinely say that it represents the sector in the Shire however, unfortunately this does not currently exist. Unfortunately at the moment there does not appear to be the desire for an official group representing the sector in the Shire.

It is therefore recommended that the members of the Visitor Centre be invited to attend an industry forum twice a year where they will be given information on the latest happenings in the industry and will be given an opportunity to express their views on local developments and issues. This will enable the Shire of Irwin to gain valuable feedback on its activities and also on the implementation of this plan.

10.0 Visitor Servicing

The shire's major commitment to tourism, in terms of financial and human resources, is the operation of the Dongara Visitor Centre. The Visitor Centre was originally operated by the industry but that model was found to be unsustainable and the shire took over operation and located it in the same building as the library and licensing centre. This enables the shire to maximise services with limited staff.

The Visitor Centre location on Waldeck Street makes use of an existing Shire owned building and is next to the Irwin District Museum. This location is not ideal as it is not on the main street and parking is limited to roadside parking. However for the short and medium term it would not be viable to move the centre but planning should start on the feasibility of moving it and resourcing it so it operates at weekends and on public holidays.

Opening hours for the Visitor Centre are an issue that has been raised by the business community as the centre is not open on Sundays even during peak season and public holidays. This is a resourcing issue for the Shire and staffing on Sundays and public holidays are not currently budgeted for. The general opening hours of a number of businesses have also been raised as an issue. In small regional communities, especially during peak tourism periods, businesses should be encouraged to stay open longer but the reality is that they are only going to do so if demand results in income being generated.

The visitor information board which is located on the Brand Highway to the east of the Moreton Terrace intersection is of typical regional design in that it has a map which is surrounded by adverts for local businesses, many of which have long ago ceased trading. When the signage audit is undertaken the information Board should be included and recommendations made for its future.

11.0 Strategies

From the research undertaken and the information gathered five key strategies have been developed which collectively will ensure that tourism within the Shire of Irwin is taken to the next level with economic and social benefit being brought to the district as a result. The strategies are:

Strategy one - Implement actions which will encourage tourist traffic on the Brand Highway to divert through Dongara - Port Denison.

Strategy two – Drive increased visitation by branding and maximised exposure of the destination using electronic means.

Strategy three – Attract and develop appropriate events.

Strategy four – support the coordinated efforts of local tourism related businesses.

Strategy five – Prioritise and source funding for tourism related product and infrastructure development.

12.0 Action Plan

The following tables list the actions which will address the five strategies detailed in the previous section. These actions are desirable dependant on funding and budgets allocated.

Year 1 – 2013/2014 Budget

Year 2 – 2014/2015

Year 3 – 2015/2016

Year 4 – 2016/2017

Year 5 – 2017/2018

Strategy One - Implement actions which will encourage tourist traffic on the Brand highway to divert through Dongara - Port Denison						
Item	Description of actions & outcomes	Target Market	Resources	Measurement of success	Participants	Year
1.1	Signage audit, signage strategy, style guide.	Drive by	As per CBP 1.2.2 internal 2014/15	Implementation of strategy and adoption of style guide	Shire of Irwin	2
1.2	Implementation of Signage Audit	Drive by	\$20,000	Signs erected	Shire of Irwin	3
1.3	Review the entry statement including the continued use of the WRL	Drive by	Internal included in 1.1	As 1.1	Shire of Irwin	2
1.4	Establish an RV and caravan site next to highway (opposite Irwin Crescent) including Dump Point.	Drive by Caravan & Camping & RV	30,000	Site completed	Shire of Irwin	2
1.5	Review of a new co-location facility to include the Visitors Centre	All	Internal as per 1.3.4 CBP	Study completed	Shire of Irwin Govt dept within the Shire	2
Strategy two – Drive increased visitation by branding and maximised exposure of destination using electronic means.						

Item	Description of actions & outcomes	Target Market	Resources	Measurement of success	Participants	Year
2.1	Develop a brand for the two towns separate from the Shire brand	All	External (\$25,000)	New brand adopted	Shire of Irwin Industry Brand designer	2
2.2	Develop new tourism website	All	External (\$15,000)	Website operational	Shire of Irwin Web developer	2
2.3	Establish Presence on social media including Facebook, twitter, pinterest	All	Staff time	Number of 'friends'	Shire of Irwin Visitor Centre Local businesses	2

Strategy three – Attract and develop appropriate events						
Item	Description of actions & outcomes	Target market	Resources	Measurement of success	Participants	Year
3.1	Facilitate planning meeting with local event organisers/clubs to complete an audit and identify opportunities and challenges	All	Staff time	List of event opportunities, roles and needs	Shire of Irwin Community	1
3.2	Meet with Kitestock organisers and Race club to explore opportunities for growth and media exposure for their events	All	Staff time	A Plan for optimum growth	Organisers, Shire of Irwin	1 - 5
3.3	Initiate liaison with Eventscorp and MWDC to identify event and funding opportunities	All	Staff time	A dialogue and financial support for agreed events.	Shire of Irwin Selected organisers	1-5
3.4	Develop Shire event criteria and processes	All	Staff time	Criteria & processes complete	Shire of Irwin	1
3.5	Investigate work on drive in film festival, South beach sports and sand sculpting, Indian Ocean Drive or agreed priority events	All	\$8000 across two years	Events underway for 2015/16	Shire of Irwin Community, Organisers, IOD shires	2&3
3.6	Host annual event training workshop	Event organisers	\$500 pa	Attendance and feedback	Organisers Shire of Irwin	Annual

Strategy four – support the coordinated efforts of local tourism related businesses

Item	Description of actions & outcomes	Target Market	Resources	Measurement of success	Participants	Year
4.1	Continue to fund and support the Visitor Centre	All	Staff costs	Visitor Centre open	Shire of Irwin Local Business	Ongoing
4.2	Seek Expression of Interest for river based activity	All	Staff time	Acceptable EOI received	Shire of Irwin	2
4.3	Continue to produce and distribute printed material to promote the district	All	Staff time	Material produced and distributed.	Shire of Irwin Local Businesses	Ongoing
4.4	Undertake cooperative marketing activities with Australia's Coral Coast (ACC) and local business	All	Staff time \$2,000	Feedback via ACC	Shire of Irwin ACC Local businesses	Ongoing
4.5	Continue to gather industry research and report outcomes to Council and businesses.	All	Staff time	Annual report	Shire of Irwin local businesses	Ongoing
4.6	Maximise media coverage through targeted media releases	All	Staff time	Media coverage	Shire of Irwin Local Businesses	Ongoing
4.7	Negotiate membership of Wildflower marketing initiatives with other local governments	Drive / wildflower market	\$5,000 pa + \$4,000 initial costs	Wildflower visitor numbers	Nine local governments	Ongoing
4.8	Undertake destination promotion activities in external markets	Intrastate	Dependent on activities but realistically \$30,000 pa	Visitor numbers	Shire of Irwin / local industry	Ongoing
4.9	Extend the free 24 hour overnight camping to	Sailing groups	Staff time	Increase visitors	Shire of Irwin	Ongoing

	Yacht owners mooring at the recreation jetty.			Mooring at the Marina		
Strategy five – Prioritise and source funding for tourism related product and infrastructure development.						
Item	Description of actions & outcomes	Target Market	Resources	Measurement of success	Participants	Year
5.1	Use this Tourism Development Plan to inform the Shire's Local Planning Strategy	N/A	Staff Time	LPS adopted which includes tourism	Shire of Irwin	2
5.2	Conduct a feasibility study for a new footbridge over the Irwin River	All	As per 2.4.5 of the CBP \$10,000 External drawings	Study completed	Shire of Irwin Community	1
5.3	Develop a Town Centre revitalisation plan	All	As per 2.5.1 of the CBP \$150,000 External	Plan complete	Shire of Irwin Community	1
5.4	Investigate and implement free WIFI in Dongara and Port Denison	All	Staff time external consultants \$50,000	WIFI installed	Shire of Irwin	2
5.5	Upgrade drive-in facilities	All	Staff Time \$100,000 covered by funding and contributions	Facilities upgraded	Shire of Irwin	2
5.6	Conduct a new event such as a wind/sand sculptures competition or sound and light show.	All	Staff time \$5,000	New Event	Shire of Irwin	2
5.7	Monitor the outcomes of the feasibility study for a new footbridge over the Irwin River	All	To be determined	Outcome implemented	Shire of Irwin	3 - 5
5.8	Review of coastal camp sites within the Shire	Caravan/RV	Staff time	Review complete	Shire of Irwin	2

*Included in review of Town Planning Scheme.

Costs for strategies included in Corporate Business Plan and/or already budgeted

Strategy	Action	Budget 2013/14	Year two 14/15	Year three 15/16	Year four 16/17	Year five 17/18
Strategy 1						
1.2	Implementation of Signage Audit			10,000	10,000	
	Strategy one totals already included in the budget/CBP			10,000	10,000	
Strategy 5						
5.2	Conduct a feasibility study for a new footbridge over the Irwin River	10,000				
5.3	Develop a Town Centre revitalisation plan	150,000				
	Strategy five totals already included in the budget/CBP	160,000				

Costs for new projects not included in Corporate Business Plan or budgeted

Strategy	Action	Budget 2013/14	Year two 14/15	Year three 15/16	Year four 16/17	Year five 17/18
Strategy 1						
1.4	Establishing RV, camping and caravan site next to highway (opposite Irwin Crescent) including Dump Point.		30,000			
	Strategy one total of new projects		30,000			
Strategy 2						
2.1	Establish brand		25,000			
2.2	Establish website and App		15,000			
	Strategy two totals for new projects		40,000			
Strategy 3						
3.3	Investigate work on drive in film festival, South beach sports and sand sculpting or agreed priority events		4,000	4,000		
3.4	Host annual event training workshop		500	500	500	500
	Strategy three totals for new projects		4,500	4,500	500	500
Strategy 4						
4.1	Continue to fund and support the Visitor Centre (costs are additional		1,000	1,200	1,200	1,400

	to existing for Sundays and Public Holidays)					
4.4	Undertake cooperative marketing activities with Australia's Coral Coast (ACC) and local business		2,000	2,500	2,500	3,000
4.7	Negotiate membership of Wildflower marketing initiatives with other local governments		9,000	5,000	5,000	5,000
4.8	Undertake destination promotion activities in external markets			30,000	30,000	30,000
	Strategy four totals for new projects		12,000	38,700	38,700	39,400
Strategy 5						
5.4	Investigate and implement free WIFI in Dongara and Port Denison			50,000		
5.6	Conduct a new event such as a wind/sand sculptures competition or sound and light show.		5,000			
	Strategy five totals for new projects		5,000	50,000		

Five year strategy costs for new projects

Strategy	2013/14 this budget additions	Year two 14/15	Year three 15/16	Year four 16/17	Year five 17/18
Strategy 1		30,000			
Strategy 2		40,000			
Strategy 3		4,500	4,500	500	500
Strategy 4		12,000	38,700	38,700	39,400
Strategy 5		5,000	50,000		
Total		91,500	93,200	39,200	39,900

ATTACHMENT D – Product Audit

Product	Location	Activities	Accom	Amenities	Attractions	Retail	High Tourism	Medium Tourism	Low Tourism	Tourism Potential	Intl	Interstate	Intrastate
AJ's Warratina	Port Denison		x					x					x
Bartlett Holiday Home	Port Denison		x				x						x
Be Kirvi Surf	Dongara					x		x					x
Beauty on Fusion	Dongara					x			x				x
BP Roadhouse	Dongara			x		x		x			x	x	x
Breeze Inn Travellers Lodge	Dongara	x	x				x				x	x	x
Caltex Dongara - award winning pie maker	Dongara			x		x				x	x	x	x
Cedar Views Holiday Accommodation	Port Denison		x					x					x
Coote Holiday Units	Port Denison		x						x				x
Dat & Thu's	Dongara					x			x	x			x
Denison Waterfront	Port Denison		x				x					x	x
Denison Bowling Club	Port Denison	x						x					x
Denison Central Units	Port Denison		x				x						x
Denison South Beach	Port Denison		x				x						x
Dingo's at Dongara	Dongara	x					x				x	x	x
Dongara Activity Park	Dongara	x					x				x	x	x
Dongara Bakery	Dongara					x		x			x	x	x

Dongara Beachside B&B	Dongara		x					x				x	x
Dongara Cemetery	Dongara	x							X			X	X
Dongara CRC	Dongara					x		x			x	x	
Dongara Denison Beach Holiday Park	Port Denison		X				X				X	x	x
Dongara Fish and Chips	Dongara					x		x			x	x	x
Dongara Golf Club	Dongara	x						x		x	x	x	x
Dongara Holiday Homes	Dongara		x				x					x	x
Dongara IGA	Dongara					x		x			x	x	x
Dongara Marina Holiday Units	Dongara		x				x				x	x	x
Dongara Markets	Dongara	X						x			x	x	x
Dongara Hotel Motel	Dongara		x				x				x	x	x
Dongara News and Video	Dongara					x		x			x	x	x
Dongara Pharmacy	Dongara					x			x		x	x	x
Dongara Pizza Bar	Dongara					x			x		x	x	x
Dongara Sport & Tackle	Dongara					x		x			x	x	x
Dongara Taxis	Dongara			x					x		x	x	x
Dongara Tourist Park	Port Denison		x				x				x	x	x
Dongara Visitor Centre	Dongara			x	x		X				X	X	X
Dongara Walks	Dongara	x					x				x	x	x
Drive - In	Dongara				X				X	x			X

Fig Tree Fashions	Dongara					x			x				x
Fisherman's Lookout	Port Denison			X				X			X	X	X
Getaway Beach	Dongara		x				x				x	x	x
Grandviews	Dongara		x					x				x	x
Icon Charters	Port Denison	x							x	x	x	x	x
Irwin District Historical Society	Dongara						x						
Irwin District Museum	Dongara				X			X			X	X	X
Irwin Recreation Centre	Dongara			x					x			x	x
Irwin River Vineyard	Dongara				x				x	x	x	x	x
Lazy Lobster Holiday Units	Port Denison		x				x				x	x	x
Leander Cottage	Dongara		x					x			x	x	x
Leander Reef Holiday Park	Port Denison		x				x				x	x	x
Marina Heights (Unit 4)	Port Denison		x					x			x	x	x
Old Mill Motel	Dongara		x				x				x	x	x
Ormsby Holiday Home	Port Denison		x					x					x
Port Denison Beach Resort	Port Denison		x				x				x	x	x
Port Denison Getaway	Port Denison		x					x					x
Port Denison Holiday Units	Port Denison		x				x				x	x	x
Port Denison Marina	Port Denison			X				X			X	X	X
Port Store	Port Denison					x		x			x	x	x

Porteus Heights	Port Denison		x					x				x	x
Prezentz On Leander	Port Denison					x			x		x	x	x
Priory Lodge	Dongara		X					X			X	X	X
Riverbend Supermarket	Port Denison					x			x		x	x	x
Rockpool Beach House	Dongara		x				x				x	x	x
Rustic Moon Retreat	Port Denison		x					x				x	x
Sea Vista B&B	Dongara		x					x			x	x	x
Seaspray Beach Café	Dongara					x		x			x	x	x
Seaspray Beach Holiday Park	Dongara		x				x				x	x	x
Silverdale Olive Orchard	Dongara				x		x				x	x	x
South Beach Retreat	Port Denison		x					x				x	x
Southerleys Tavern	Port Denison					x		x			x	x	x
Stamps N Stuff	Dongara					x		x			x	x	x
Star fish Café	Port Denison					x	x				x	x	x
Sugar Shack Café	Dongara					x		x			x	x	x
Thalassa Holiday House	Port Denison		x				x				x	x	x
The Barnyard	Dongara			x			x				x	x	x
The Beach Cottage	Port Denison		x				x						x
The Season Tree	Dongara					x		x			x	x	x
The Snapper Hutt	Port Denison		x					x					x

The Surf Shack	Port Denison		x					x					x
Waldeck Cottage	Port Denison		x					x			x	x	x

PMB 21, 11-13 Waldeck Street

Dongara WA 6525

t 9927 0000

f 9927 1453

www.irwin.wa.gov.au