



TOURISM STRATEGY for the Shire of Ravensthorpe

EVOLVE Solutions
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CONTACT

Enquiries regarding this submission should be directed to:

Jenny Nichol, Director
EVOLVE Solutions
23 Lyall St South Perth 6151
PO Box 164 North Fremantle 6159
M: 0417 978 919
F: 08 9367 4066
E: jenny@nbdmarketing.com.au



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1. Executive Summary

Project Background

The Shire of Ravensthorpe and its community received a particularly devastating blow in January 2009 when it was announced by BHP Billiton that the Ravensthorpe Nickel Mine would be suspended. The closure of the operation resulted in a decrease in population, potential loss of services and underutilisation of infrastructure.

Given tourism's traditional role in the area (providing a small but not insignificant economic impact) it is believed important to reevaluate this industry and determine a strategy to assist it to grow to support the local economy and help optimise infrastructure investment. This Strategy is designed to commence that process.

The Shire has received funding of approximately \$300,000 over two years to employ a Tourism Manager and support development of tourism. The Tourism Manager's role will be to implement this Strategy.

This Strategy assessed the position of the Shire in relation to tourism development and has recommended a range of strategies to grow visitation to the area. Because the Tourism Manager is not yet appointed this Strategy evaluates a number of options to assist the Shire to determine how to ensure delivery of this Strategy over the funding period.

Vision for Tourism

Visitors to Hopetoun Ravensthorpe fall in love with feeling that they have escaped the rat race in a surprisingly short time and arrived at another world, where they are privileged to experience weird and wonderful unique natural features whilst comforted and treated by friendly welcoming locals.

Market Segments:

Market Segment	Source
Grey nomads, retirees and self drive caravanners	Intrastate, Interstate (4wd, 2wd)
European independent travellers	International (fly /drive/walk)
Families & summer holiday makers seeking an alternative to the hustle & bustle of Albany & Esperance	Intrastate- Perth, Goldfields, Australia's South West (4wd, 2wd)
Adventurers and backpackers- domestic and international including older Europeans.	Domestic, International (coach, bus, drive)

Goals

- o **Leadership:** Local government leadership to kick start tourism development through implementing this Strategy including encouraging community involvement in tourism and accompanying investment in improving access and amenity and raising the destination's profile.
- o **Identity:** Develop a distinct brand reflecting unique values. Promote destination as Fitzgerald Coast. Focus all development activities to reinforce this brand.
- o **Exposure:** Communicate the brand with well targeted activities focused on market niches.

- o **Dispersal:** Promote both Ravensthorpe and Hopetoun (and Bremer Bay) as support towns for the Fitzgerald Coast destination- Hopetoun offering beachside respite and Ravensthorpe being gateway into the whole experience. Improve signage. Create links between towns (e.g. Heritage trail bike trail; 4wd loop around towns).
- o **Destination Development:** Focus Shire expenditure on marketing, improving visitor access, amenity and developing activities and attractions for visitors to do. Encourage collaboration between the two towns.
- o **Yield:** Enhance visitor servicing (Ravensthorpe) and focus on customer service and opening hours to improve yield; encourage business development in areas of day activities.

Project Implementation Priorities

A vast range of projects are identified to achieve the goals described above. The short term priorities are identified in a budget over three years. Other medium and long term priorities are also identified which reach beyond the three years of the draft budget.

Three options are presented for how to achieve the priorities, based on \$300,000 in funds available for tourism over two years, leading to a total of \$150,000 available per year.

1. Tourism Manager

If the Tourism Manager is appointed the projects listed in the budget under "Governance" and "Branding" are recommended to be implemented first as they are priorities and achievable within the budget. However this leaves only two projects to implement in year one, given the budget limitations, and the Tourism Manager himself/herself would be greatly underutilised in this scenario.

Alternatively the Shire could commit to investing increased revenue in tourism allowing the Tourism Manager to then prioritise implementation of more of the major projects.

2. Visitor Centre Manager

As an alternative a local person with marketing and project management skills could be appointed as a Visitor Centre Manager on a salary of \$55,000. Essentially this scenario describes achievement of all projects outlined in the budget, using a Visitor Centre Manager to implement some of them and project managers with specific skills to implement others, overseen by the Visitor Centre Manager.

3. Project Managers

A third option is the appointment of one or numerous project managers to commence some of the key projects in Year One prior to the appointment of the Tourism Manager, or Visitor Centre Manager. A number of projects are recommended which involve a Project Manager being appointed for each distinct project. This would cost a total of \$79,300 based on a range of priority projects proposed.

Governance Options

A range of options were considered to ensure that a structure is in place to manage and drive the development of tourism in the Shire. It is recommended that the Shire takes a leadership role in tourism by forming a Tourism Committee of Council. This committee could be represented by the following:

- 1-2 Shire Councilors
- 1 x RHAPS
- 1 x Chamber of Commerce
- 1x Accommodation Provider
- 1x Ravensthorpe Retail
- 1 x Hopetoun Retail
- 1 x Department Environment and Conservation
- 1 x Jerramungup Shire Rep
- 1 x Friends Fitzgerald River National Park

The Committee would report to Council on key projects and where applicable would persuade Council to support tourism initiatives financially. This Committee would also oversee the progression of the development of tourism through encouraging the evolution of RHAPS into a tourism industry body which would be responsible for marketing and promotions of the local tourism industry (of both Ravensthorpe and Jerramungup).

Performance Indicators

Leadership:

Year1	Year 2	Year 3
Shire appoints Project Manager to progress projects	Tourism Manager appointed and supported by appropriate budget.	
Shire budgets for expenditure on tourism in Year 2		
Shire creates a Tourism Committee of Council.	A tourism association is formed or RHAPS evolves into one supported by local tourism operators	Shire funds RHAPS or separate Committee through a performance agreement.
Shire adopts a range of policies to promote sustainable tourism development		

Identity:

Year1	Year 2	Year 3
Development of new brand. Website launched.	Roll out of new brand into marketing activities through website, brochures, signage	ASW/AGO redevelop drive trails to incorporate Fitzgerald Coast
Shire of Jerramungup joins Fitzgerald Coast brand	Maps/Brochures developed.	

Exposure:

Year1	Year 2	Year 3
National Landscapes project develops in line with Fitzgerald Coast re-branding	Branded signage welcomes visitors into towns	Photographic competition launched
New branding launched at Caravan and Camping	Wildflower and other themed tours and trails	Sculpture trail launched

show	promoted	
Preparation of a marketing strategy guiding investment in targeted advertising		Conservation or restoration projects arranged as tour products

Dispersal:

Year1	Year 2	Year 3
Welcome Signage is developed	Improved directional signage highlights west and eastern beaches, day use activities.	Fitzgerald Coast Signage placed on major routes into Ravensthorpe.
Heritage trail converted to dual use	Develop brochures promoting day use areas, themed itineraries: fishing, wildflowers, family etc.	Complete GPS mapping for day use areas
Develop Southern Ocean Drive and other day use amenities	Promote Great Southern Drive	Truck bypass achieved
Research and develop Quad bike trail	Build Quad bike trail	Further trails development- Hamersley Inlet, Culham Inlet etc
Main street improvements in both towns.	Car parking and access improvements to beaches and day use sites	
Intersection of Hopetoun Ravensthorpe road and Morgan St improved		

Destination Development:

Year1	Year 2	Year 3
Interpretation and Trails Plan developed	Mountain biking, walking, 2wd and 4wd trails developed and mapped.	Complete GPS mapping and brochures promoting trails and Geocache trail
Truck bypass and safe anchorage progressed	Develop interpretation for specific trails as per plan.	Continue to develop interpretation for specific trails and sites as per plan.
Interpretation centre research conducted	Themed interpretation placed at Visitor Centre	Fitzgerald Coast Interpretation provided at Visitor centre
Meridian project researched/competition launched	Source funding and commence Meridian project	Meridian project offering day activity
Large vehicle parking both towns progressed	Tourist node at Hamersley Inlet	Accommodation constructed at Hamersley Inlet

Yield:

Year1	Year 2	Year 3
Appointment of part time Visitor Centre manager	Day use activities developed at Philips River, Culham Inlet, Ravensthorpe Range, Mt Drummond, Mt Barren lookout	Increase in visitor numbers through visitor centre to 12,000.
Rename visitor centre "Fitzgerald Coast Visitor Centre".	Business development encouraged (canoe, sandboarding, surfcat, mountain bike, camping gear, 4wd hire, Rockclimbing, abseiling)	Canoe Hire, Surf cat, Sand boarding and 4wd tours developed
Achievement of welcome shops in Hopetoun	Guided walks and interpretive tours encouraged	.
Caretaker installed at Masons or Starvation Bay		
Completion of volunteer familiarisations and training in customer service for businesses		

Brand Recommendations

The research recommended that the Fitzgerald Coast is the ideal name to launch the area as a 'new' destination with Hopetoun and Ravensthorpe becoming support towns for the Fitzgerald Coast destination.

Differentiation for the Fitzgerald Coast destination is to be based on the unique features such as FRNP-Biosphere [biodiversity, wildflowers], ranges/mountains and the unique beach/coastal sites. Other key features include the secret, undiscovered nature of the destination, its historic isolation, wildness and relative ease of enjoying the wilderness experience.

Six potential logos are presented as options to promote the Fitzgerald Coast as one destination. These are included in the following page. In addition 10 tagline options are also proposed:

1. Wilderness. Real. Easy (or Real. Easy. Wilderness)
2. Discover Real Wild (followed by Wildflowers. Wilderness. Wildlife. Wild Views.
3. Discover. Real. Wilderness
4. Get Real Wild (could also be followed by Wildflowers. Wilderness. Wildlife. Wild Views)
5. Wilderness within Reach
6. Your wilderness escape.
7. Explorers Only
8. Find the explorer in you.
9. Surprisingly close; Wilderness awaits.
10. Wilderness still to discover.



2. Introduction

2.1. Purpose of this Strategy

This Tourism Strategy for the Shire of Ravensthorpe aims to guide the Shire's investment and priorities in relation to tourism development within the Shire over the next three years.

The brief provided to the consultants included

- Assess current tourism infrastructure (Five A's).
- Understand characteristics, perceptions and behaviours of visitors and non-visitors.
- Develop a Regional Tourism Vision and Development Plan to assist business growth, recommend new tourism opportunities and position the Shire as a premier destination for recreation, eco and adventure based tourism experiences

The task of pulling the Strategy together considered all aspects of the tourist offering from the supply perspective with a particular focus on optimising governance, resourcing, infrastructure, services, accommodation, amenities, activities, attractions and access into the future. Recommendations in relation to marketing were also made and a brand developed to assist to raise the profile of the destination.

The aim of this project is to provide a clear direction for the sustainable development of tourism in the Shire and a strategy that optimises the Shire's potential as a tourism destination over the next three years.

2.2. Background

The Shire of Ravensthorpe and its community received a particularly devastating blow in January 2009 when it was announced by BHP Billiton that the Ravensthorpe Nickel Mine would be suspended. The closure of the operation resulted in a decrease in population, potential loss of services and underutilisation of infrastructure.

Given tourism's traditional role in the area (providing a small but not insignificant economic impact) it is believed important to reevaluate this industry and determine a strategy to assist it to grow to support the local economy and help optimise infrastructure investment. This Strategy is designed to commence that process.

The Shire has received funding of approximately \$300,000 over two years to employ a Tourism Manager and support development of tourism. The Tourism Manager's role will be to implement this Strategy.

This Strategy has assessed the position of the Shire in relation to tourism development and has developed a range of strategies to grow visitation to the area. Because the Tourism Manager is not yet appointed this Strategy evaluates a number of options to assist the Shire to determine how to ensure delivery of this Strategy over the funding period. These options include: an experienced Tourism Manager implementing the Strategy; Visitor Centre Manager implementing elements of the Strategy and appointing Project Managers for various other aspects of the Strategy; or a Project Manager/s appointed to implement a range of projects.

3. Part 1: Situation Analysis

3.1. Market Research

Market Research firm, Painted Dog Research, was appointed to provide input into the development of a brand that will optimise the number of visitors to the Shire of Hopetoun-Ravensthorpe. A full report of their findings is provided in a separate report however a summary is provided below.

Painted Dog considered a qualitative approach would be the best method to satisfy the Shires objectives, implementing a two staged approach:

- 8 depth interviews- with visitors and non-visitors to the Shire living in the South West and the Golden Outback
- 3 focus groups- with visitors and non-visitors to the Shire living in Perth

The following summarises the questions which were addressed through the research and the findings developed by Painted Dog Research:

1. Understand how Hopetoun-Ravensthorpe is positioned in comparison to key competitors

The participants of the interviews and focus groups listed Albany, Esperance and Denmark as the top three holiday destinations of WA's south, with awareness of Hopetoun as a holiday destination very low, whilst awareness of Ravensthorpe as a holiday destination is virtually non-existent, even amongst past visitors. Both Hopetoun and Ravensthorpe are perceived to be inferior holiday destinations in comparison to these destinations, with Ravensthorpe having the least positive perceptions in WA's South.

Current brand perceptions of Hopetoun Ravensthorpe is that it is sleepy, relaxed, simple and boring, in sharp contrast to Esperance- which is perceived to be fun, beautiful, free and beachy- and Albany, which is considered to be comfortable and reliable, with lots to see and do. The challenge for the Shire of Hopetoun-Ravensthorpe is to overcome some relatively negative associations to promote the positive brand opportunities of the area.

2. Identify the key draw cards to Hopetoun-Ravensthorpe that will encourage visitation to the Shire and extend the length of stay amongst visitors

The participants were asked to determine the positive aspects of Hopetoun. Firm strengths of the area include:

- The ability to enjoy nature with proximity to the Fitzgerald River National Park and the beach/river/estuary a big draw card. Also fishing, whale watching, scenery and a quiet, untouched feel were further opportunities for potential visitors to immerse themselves in an authentic natural experience.
- A small town 'feel' - a place that is non-commercial, relaxed, laid back, quiet and peaceful, with locals who are hospitable and generous, providing the potential for visitors to really get away and enjoy their own space.

Hopetoun will find it difficult to compete with other destinations based on key strengths like beaches, fishing and facilities, as other destinations already own these. The true

power of Hopetoun lies in combining these with its untouched serenity, its raw, peaceful nature.

Additionally, Hopetoun's offerings on their own are not enough to draw people from Perth, the South West or the Goldfields, however they are strong enough to make Hopetoun an important stop-over destination for any trip between Albany and Esperance. The challenge lies in educating people and building awareness so that people learn that Hopetoun exists.

Ravensthorpe presents greater obstacles for development into a tourist destination, as the perception is that there is not a lot there for visitors to see and do. It is considered to be a nice place to drive through, a good 'pitstop', but it is isolated with no beach and no real facilities. With this in mind, the Shire should focus its efforts and resources on developing Hopetoun as the main attraction with the most latent demand, and develop Ravensthorpe as a support attraction. I.e. Hopetoun is the destination for a three day stay with Ravensthorpe a supporting attraction (and gateway).

3. Uncover barriers to visiting Hopetoun-Ravensthorpe

A lack of detailed knowledge about Hopetoun and Ravensthorpe is one of the key barriers to visiting the area. Very little is known about what the area and its surrounds have to offer, although participants from Kalgoorlie seemed to have more familiarity than participants from other places in WA. There is also a lack of knowledge about the existence of the Fitzgerald River National Park, which is the Shire's key attraction.

This lack of knowledge is further exacerbated by the lack of access to information about the area, with no one having seen any brochures or advertising about the area and its attractions.

Perception of distance and time were another barrier to visitors to the Shire, as the time it takes to get to Hopetoun necessitates about a weeks stay, but currently there isn't enough to do or see to keep people interested for that length of time.

4. Understand if these barriers can be overcome and how

Perceptions and the likelihood of visiting Hopetoun skyrocket when people are made aware of it and provided with some basic information about its unique features and benefits. At the conclusion of the non-visitor focus group participants were exposed to an informational booklet which contained facts and pictures about Hopetoun, Ravensthorpe and the Fitzgerald River National Park.

Once participants learned about the area, particularly the National Park, they were excited and enthused about it. Furthermore, all participants indicated that they would like to visit the area. Participants cited their main motivations to visit the area would be the opportunity to camp in the Park itself or the chance to explore the Park via day-trips from an accommodation base in Hopetoun itself. Most indicated they would consider staying for a couple of nights, during which all attractions could be seen.

Improving the market's knowledge of the areas attractions will help to improve attitudes and increase visitation. Painted Dog Research conducted an exercise with the participants designed to uncover rational versus emotional elements when considering a trip to Hopetoun. Initially negative thoughts and feelings dominated the process, but

once the participants had been exposed to information on the area thoughts and feelings are significantly more positive.

Similarly, comments prior to being presented the information on the area centred around concerns about lack of activities to do, things to see and distance, but after being informed about the area participants are much more enthusiastic about visiting the Shire, which emphasizes the **importance of increasing the availability of information to the general public.**

5. Identify areas of improvement to Hopetoun-Ravensthorpe to increase and extend visitation

Participants provided a variety of suggestions to encourage greater visitation to Hopetoun and Ravensthorpe, however most pointed out that as visitation increases some of the areas greatest points of difference will disappear,

The first priority is to increase awareness, followed by educating the public about the key features and benefits of the area, with Hopetoun the main focus since it has most to offer from a tourism perspective. A significant increase in visitation would be achieved by merely letting the public know that it exists and promoting its key draw cards. However promotions should only commence once the product is ready.

The perception was that development does need to occur, including creating a wide range of accommodation opportunities, and more things to do, both active and passive. Any development must be done carefully to preserve the natural, untouched, and private feel.

Suggested improvements to increase visitation from the market research:

- Create more activities and things to do- camping trails, playgrounds, deep sea fishing charter, whale watching tours, 4WD tours, annual fishing competition
- Offer a variety of accommodation options- to appeal to a range of different visitor types, cheap to expensive
- Improve access to key features- with sealed roads and guided tours
- Discounts and trial offers- to increase trial and word of mouth, and ultimately repeat business

The researchers recommended that visitors need to be encouraged to trial an overnight stay in the area, as once they stay and enjoy it they will return and tell their friends. Primary motivational segments interested in Hopetoun are likely to be Relaxers, Self Developers, Nature Explorers, Variety Seekers and Connectors, with the potential to cater for other segments over time.

An overnight stop-over in Hopetoun should be the main objective in the short to medium term. Hopetoun's draw cards are not currently strong enough to be a regional draw card in their own right, however they are strong enough to make Hopetoun an important stop-over for any trip between Albany and Esperance. Primary stop-over markets may include existing visitors to Esperance, Albany, Denmark and Bremer Bay, as well as residents of nearby towns.

6. Summary of Perceptions:

Ravensthorpe- drive through destination, with a bad reputation caused by mine closure, lack of attractive amenity, no attractions and lack of destination appeal.

Hopetoun- perceived as a destination you might stay at, but negatively perceived as offering nothing to do and no decent accommodations.

Both are perceived as a long way away, and there is low awareness overall of these places. They are perceived to have limited accommodation options, amenities and access severely limited without a 4wd. Whilst both are perceived as isolated, however, they are also considered untouched and uncrowded.

7. Conclusion

Based on Painted Dogs findings the aim of any marketing and branding strategy should be to extend the visitor's stay to 1-3 days in Hopetoun with Ravensthorpe offering added attractions and supporting infrastructure. Since both towns have fairly low awareness and less than positive associations, any branding development and marketing needs to reposition the destination as an attractive undiscovered new place and focus on the strengths of its unique biodiversity, uncrowded places and country town hospitality. Product development is needed and all developments and marketing need to focus on enhancing and promoting the range of activities for people to do.

3.2. Visitor Analysis

The Shire of Ravensthorpe hosts an estimated average 30,000 visitors annually, staying 160,300 nights, for an average of 5.3 nights per visit¹. The vast majority [78%] of visitors are from WA and approximately half from Perth [staying 4.6 nights on average]. Domestic visitors are mostly aged 24-64yrs, approximately two-thirds are males (67%), around half are visiting friends and relatives or on a holiday/leisure visit and one-third (31%) are on business. The fact that one third are on business demonstrates that the destination is a fledgling tourist economy with a large proportion of visitors actually not visiting for leisure purposes. International visitors represent 8% of all visitors to Ravensthorpe but account for 21% of nights stayed. Three-quarters of international visitors are 24-64yrs, over half stay in caravan [or camping] style accommodation, around half are adult couples and one-third are solo travellers [and the balance young backpackers]. Visitor profiles are summarised in the following table.

Profile of Visitors to Ravensthorpe

Visitor Origin	No. Visitors [8yr avg.]	Visitor Nights [8yr avg.]	Demographics ²	Purpose	Accommodation Used	Other Traits
Intrastate³	23,545 78%	109,881 69% [Avg. Stay 4.6]	Male 67% Female 33% 15-24yrs 7% 24-44yrs 44% 45-64yrs 35% 65+yrs 14%	Hol./Leis. 37% Business 31% VFR 18% Other 15%	Hot/Res/Mot 24% Friends 22% C-Park/Camp 17% Other 37%	Adult Couple 31% Solo 20% Family Group 17% Other 32% Origin in WA: Perth 49% Aus. Gold O 26% Aus. Sth West 24%
Interstate⁴	4,155 14%	16,419 10% [Avg. Stay 3.9]	..as above	..as above	..as above	..as above
International	2,300 8%	34,000 21% [Avg. Stay 14.8]	Male 55% Female 45% 15-24yrs 11% 24-44yrs 32% 45-64yrs 42% 65+yrs 16%	Hol./Leis. 74% VFR 13% Other 13%	Caravan 58%	Adult Couple 47% Solo 32% Other 21%

Domestic visitors are a significant segment of the visitor market. Additional features of domestic visitors to the Shire of Ravensthorpe include⁵:

1. Main activities undertaken include: eat out/restaurants [39%], go to the beach [38%], walk or drive around [30%], and visit friends and relatives [26%].
2. Duration of visit: 1-2 nights stay [60%], 3-4 nights stay [26%], and 5+ night stay [14%].

¹ Tourism Western Australia. Estimated Visitors, Nights and Average Length Of Stay In The Shire Of Ravensthorpe Year Ending December 2007/08/09.

² Tourism Research Australia, Tourism Profiles for Local Government Areas in Regional Australia, Shire of Ravensthorpe, March 2008.

³ Op.cit. indicates interstate visitors represent 85% of domestic visitors inferring 15% of domestic visitors are from interstate.

⁴ Op.cit. indicates interstate visitor nights represent 87% of domestic visitor nights inferring 13% are from interstate.

⁵ Op.cit.

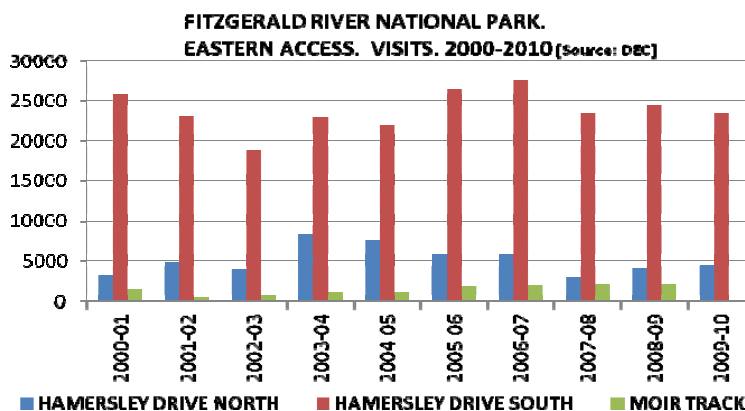
3. Stop-overs: Shire of Ravensthorpe was the only stop-over [51%], and the trip included multiple stop-overs [49%].
4. Lifecycle group: young midlife singles and couples [28%], parents with children [25%], older working [19%], and older non-working [28%].

Discussion and Comparison to local competitors

- The 92% of visitors to the Shire of Ravensthorpe which are domestic (31,800) compares with 149,000 domestic visitors to Esperance which represents 80% of the total visitation to the Shire of Esperance. Esperance’s significantly larger market and relatively lower proportion of domestic visitors indicates that Esperance is a much more mature destination with an international brand and profile able to attract larger numbers and significantly more international visitors;
- The 30,000 visitors to the Shire of Ravensthorpe represent 1/5 of the visitors to Esperance (164,900) and 1/10 of the visitors to Albany (350,300) again demonstrating that the Shire of Ravensthorpe is starting from a very low visitor base, undeveloped tourism infrastructure and facing tough competition from neighbouring, well established and well marketed destinations.

Fitzgerald River National Park

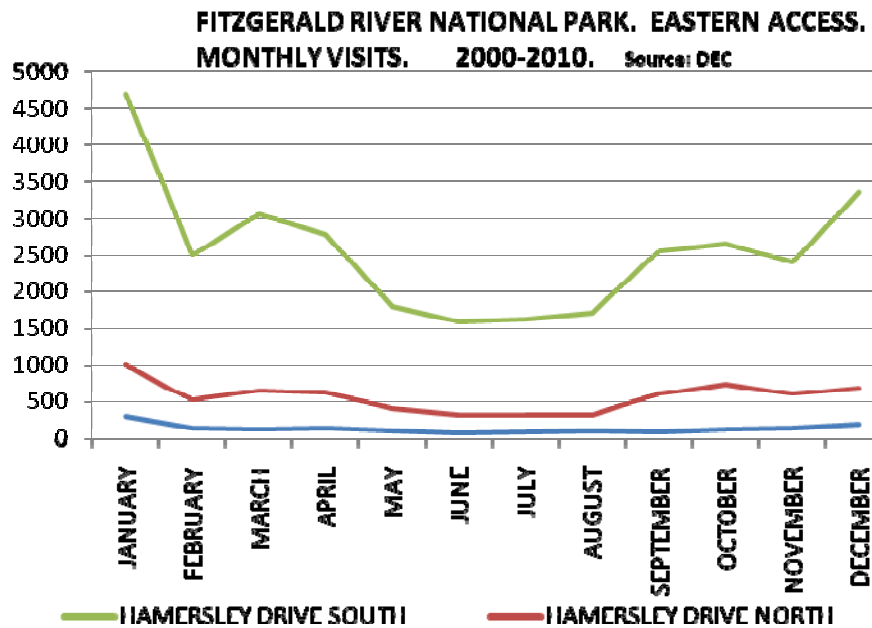
Fitzgerald River National Park, within the Shire of Ravensthorpe, is an iconic nature reserve of international significance. Historically, the Park has been maintained on a ‘status quo’ basis with minimal upgrades or improvements to visitor amenities. This is reflected in steady annual visitation over ten years [2000-2010] compared to other parks across the Great Southern such as Cape Le Grande, Two Peoples Bay and Stirling Ranges that have received greater levels of investment and consequently greater growth in visitor numbers. Frequent road closures are required due to wet weather which threatens the spread of dieback. Of the Park’s eastern access and in close proximity to Hopetoun, Hamersley Road South carries the vast majority of visitor traffic into the Park compared to lesser used roads such as Moir Track and Hamersley Drive North. Current investment in sealing Hamersley Road South will allow year round access and is expected to increase visitation to Hamersley Inlet, East Mt Barren and several of the eastern beaches. Average annual visits to the Park of 30,389 over ten years [2000-2010] are similar to annual visitor estimates for the Shire of Ravensthorpe. Anticipated growth in Park visitation, once Hamersley Road South is sealed, is expected to stimulate growth in accommodation usage [demand], visitor expenditure and visitor activities within the Shire of Ravensthorpe.



*data for 2010 is projected by Evolve Solutions based on ten year monthly averages.

Seasonality

Seasonality of tourism within the Shire of Ravensthorpe is impacted mainly by school holidays, the wildflower season and favourable summer-autumn weather. Peak visitation is December-January, which corresponds with school/Christmas holidays and the warmer summer weather. The shoulder period of visitation corresponds to autumn weather and Easter holidays [March-April] and the wildflower and whale season in September-October. The low period is May to August, which corresponds with cooler, wet winter weather. Seasonality is likely to remain highly cyclical due to seasonal changes in weather and the significance of the wildflower and whale season. Building visitation in the shoulder season to increase annual utilisation, expenditure and patronage is the most realistic approach as a growth strategy. Visitor seasonality is shown in the following chart.



Visitation Summary

Holiday and recreational visitor numbers to the Shire of Ravensthorpe are relatively low compared with nearby competitor destinations. In addition, investment in tourism infrastructure has been relatively low compared to those other more mature destinations and the amount of local tourism product (i.e. things for people to do) is limited and not well promoted. These factors describe a destination in a much earlier stage of development compared to other destinations (as discussed in the chapter on Butler's Tourism Area Lifecycle Analysis) and influence the recommendations made in this report.

3.3. Desktop Analysis

A significant range and number of documents were reviewed in order to gain a better understanding of the region and its tourism characteristics. These documents are listed in the Appendix 1. The information gleaned from these documents was used to inform the following analysis and recommendations made explicit in this report.

The long and short-term trends and opportunities presented to the Shire of Ravensthorpe in relation to tourism development are summarised below.

Trends Impacting Tourism the Shire.

Long term trends that are likely to impact on tourism in the Shire of Ravensthorpe include the following:

- **Rising environmental awareness:** concern for impacts on the planet, a growing 'green shift' towards environmentally aware products and services, favouring undisturbed nature-based experiences.
- **Ageing population:** over 65's treble from 2005 to 2020 and they will be comparatively healthier, wealthier and mobile, driving an urgency to understand their desires, preferences and motivations.
- **Changing spending patterns:** rising aspirations and expectations, visitors increasingly expect and want premium service at affordable prices [i.e. the best for less, now, e.g. 'flashpackers' or upmarket backpackers are early evidence of this].
- **Sustainable tourism:** travelling responsibly, visiting sustainable environments, having authentic experiences, and tourism that delivers increased benefits for locals and their environment.
- **Experience economy:** people valuing experiences over possessions; using experiences to express status; travel value being derived from the experience [i.e. memories, feelings, emotions].
- **Owning a home on wheels:** Over 1.2 million Australians own a caravan and over 20,000 new caravans, motorhomes and camper-trailers were built in Australia in 2008.
- **Long trip travellers:** There are over 80,000 caravans, motorhomes and camper trailers on Australian roads at any one time and yet the number of overnight sites and bays across Australia continues to decrease [since the late 1980's]. Shortages, overflow facilities and illegal camping are on the rise.
- **Park Popularity:** The annual occupancy [utilisation] of tourist parks in Western Australia has increased from 47% to 52% in recent years. The availability of short-term caravan park sites has declined by 12% since 2008 [and this will continue with sites steadily being converted to cabins/chalets/park homes].

The implications for the Shire of Ravensthorpe include the need to emphasise the 'naturalness' of the local area and the uniqueness of the Biosphere; being able to offer visitors a choice of options to enjoy natural experiences [e.g. whale watching, viewing inlet/estuary birds, bush walks and cycling along the heritage trail, enjoying isolated beaches; viewing rare wildflowers in the national park]; emphasising sustainable tourism [e.g. local businesses, local staff, local benefits]; and offering beachside accommodation in caravan parks/shire campgrounds or motel/holiday chalets close to the national park.

Short-medium term trends that are likely to impact on the Shire of Ravensthorpe include the following:

- **Increase in overseas travel by Australians** due to the high Australian dollar, lower priced airfares and increased competition among popular destinations [Bali, Thailand, Malaysia, Singapore, Vietnam and New Zealand] and cheaper cost to visit long-haul destinations [e.g. USA, Europe, South America].
- **Increased competition among established destinations within Australia** offering a wider range of incentives such as free nights, children stay free, family tour discounts, in-house upgrades, etc [e.g. on the Gold Coast, Queensland island resorts, Broome, Margaret River, Byron Bay, Noosa, etc].
- **Increased range of all-inclusive short-stay getaways** targeting all age groups to visit Australia's regional 'hot spots', driving the increase in short holidays across Australia.
- **Growth is emerging in the popularity of small group tours**, personally escorted tours, women-only tours and traditional hop-on hop-off tours. Organised tours for niche segments are on the rise.
- **Visitors and travellers have rekindled their interest** in cultural experiences, passive outdoor experiences [walking, cycling, fishing] and active experiences [hiking, kayaking, climbing/abseiling] as a result of seeking more from their holidays.
- **Steady growth in the use of online bookings** including budget bookings with Wotif, Ubid, etc, to secure discounts and incentives across accommodation, travel, tours and activities. Growth is emerging in impromptu 'getaways' spurred on by visitors accessing heavily discounted offerings at the last minute.

The implications for the Shire of Ravensthorpe include the need to develop and promote a range of 2-4-6 day itineraries based on low-medium cost budgets; develop alliances with coach/tour operators travelling the South Coast Highway and/or to Hyden-Wave Rock offering half-day activity and accommodation packages [e.g. staying at Hopetoun Motel Village or Wavecrest]; establish an online presence promoting the region; and local tourism operators to collaborate in developing a range of incentivised offers and packages that can be used to promote the destination in editorial/publicity/media releases.

3.4. Community and Stakeholder Consultation

Meetings were held with representatives of Ravensthorpe Hopetoun Progress Association, Ravensthorpe Progress Association, Hopetoun Progress Association, and Ravensthorpe Chamber of Commerce.

A survey was prepared and distributed to local community members through direct meetings and through the Hopetoun and Ravensthorpe Progress Associations. In total seven completed surveys were received.

The results of this feedback have been considered in conjunction with all the other research and have influenced the analysis which is outlined below.

Consultation with Skywest revealed a desire to recommence flights to/from Ravensthorpe Airport once the requirement from the mining industry increases (eg when First Quantum ramps up). This development would present good opportunities for tourism as Skywest has indicated an interest in tourism to fill airline capacity by packaging flights with local accommodation and product.

Consultation with the Goldfields Esperance Development Commission revealed them to be very supportive of completion of this Strategy. Indications are that once the Strategy is complete, it in conjunction with the Commission's own Regional Development Strategy will be used to guide future funding and investment decisions. Hence this Strategy will place the Shire of Ravensthorpe in a better position to leverage for project funding through such programs as the Country Local Government Fund and the Royalties for Regions.

3.5. Five A's and Visitor Servicing

The following provides a summary of key findings in relation to the audit undertaken of the Five A's (Access, Amenity, Attractions, Activities, and Accommodation) and a brief assessment of current events and marketing. Analysis of local government governance and visitor servicing was also undertaken.

Amenity

Key aspects of visitor amenity were analysed, with the assessments provided in the following table.

Amenity	Situation	Assessment
Visitor servicing- maps and brochures	Not adequate.	A need for a range of informational packs, brochures and maps, for distribution from Visitor Centres, local businesses and various visitor hubs.
Visitor servicing- signage	Lacking, not cohesive, old, illegal 'sandwich-style' signage at roundabout.	Cohesive, branded signage within Hopetoun-Ravensthorpe would create a feeling of destination and visitor experience. Out-of-town signage would create anticipation and excitement. Better directional signage for visitors needed to beaches, camping sites and picnic spots.
Visitor servicing- at Visitor Centre	Currently Ravensthorpe's visitor centre funded by the Shire and run by volunteers who do a sterling job given limited resources and time. Needs all volunteers to be well versed in all product etc in both towns. No online booking. Reportedly there is an 'us and them' approach between Hopetoun and Ravensthorpe hence Hopetoun is not getting promoted by Ravensthorpe volunteers. There are two cafes in Hopetoun who display the "i" sign – one of which believes it has approval from Tourism WA and the other one believes it has approval from the	VC and its volunteers need to have a whole of region focus. Needs one full time or paid staff member to coordinate volunteer training and hours. Volunteers need formal training in the product, access and accommodation in both towns and including Hopetoun. Familiarisations need to become a regular calendar item. The website could be developed to incorporate an online booking system. This needs to be evaluated for cost effectiveness.

	Shire to display the I sign. According to Tourism WA neither of these is accredited to display the "i" sign.	
Toilets	Some parks, beaches are well serviced.	Some toilets need to be better maintained.
Parking	Inadequate, particularly in town centres and at beaches.	A need for extra parking, particularly large vehicle parking for tour buses and motorhomes both within town centres and at beaches and attractions. West Beach Car park could be improved to accommodate caravan parking.
Interpretation	Great opportunities.	Interpretation strategies need to be consistent with new branding signage, FRNP to be interpreted.
Opening hours	Not adequate to service tourist needs, with minimal evening meal options.	Local hospitality providers need to extend opening hours, particularly in the evenings. Restaurants in Hopetoun need to cooperate through a roster system. A night-time restaurant needed in Ravensthorpe. Good caterer needed in Ravensthorpe to service tour groups (potential growth market).
Hospitality/meals	Not adequate to service tourist needs, particularly in the evenings. Limited options, predominantly pub and café style meals. Service standards need to be lifted.	Ravensthorpe has only one provider of evening meals - the Palace Hotel [Pub]. Hopetoun has three providers of evening meals including the Port Hotel [with dining room], Toun Beach Café [open 3-4 nights a week] and Nics 107 at Wavecrest Village [open 6-7 nights]. A night-time restaurant is needed in Ravensthorpe, to provide an alternative to the current pub-meal option. Hospitality providers need to be educated on service standards.
Cleanliness	Cleanliness issues on Ravensthorpe roads, relating to smell and appearance.	Livestock trucks heading west through Ravensthorpe often leave a trail of excrement / urine over the road [caused by the steep gradient and trucks travelling fast to avoid changing too many gears]. The smell is obscene, the appearance is ghastly.

		A truck bypass must be expedited ASAP.
Dump points	Dump point currently at Ravensthorpe Caravan Park (\$5).	One planned for free to be offered by Shire. This may take business away from the Ravensthorpe Caravan Park.
Safety	Speeding livestock trucks heading west through Ravensthorpe are dangerous.	A truck bypass must be expedited ASAP with the Shire preparing a concept proposal for MRD / Planning Commission approval before initiating a joint funding agreement.
Rest areas	Many good rest areas. Some could be improved.	Rest area 2km south of Ravensthorpe on Hopetoun Road, next to what appears to be an old mine. Needs to have interpretation, and picnic seats installed.

Access

Key aspects of visitor access were analysed with the assessments provided in the following table.

Access Method	Assessment	Recommendations
Roads	There are many good places to visit however the majority of roads are gravel which prevents hire cars from travelling far within the shire. Many opportunities exist to make it easier for visitors to explore the region.	Sealing of Jerdacuttup and Hamersley Drive will significantly improve access and planned improvements to visitor facilities within FRNP will also help. Some beach areas east of Hopetoun could be made more accessible for 2wd and hire cars. The entire Southern Coast drive could be developed as a 4wd tourist drive and areas of Ravensthorpe Ranges could be developed similarly.
Public transport	Lacking, not adequate to accommodate those not wishing to transport themselves.	Need to develop package tours to incorporate the various attractions within the Hopetoun Ravensthorpe region and surrounding towns, along with other considerations such as large vehicle parking and accommodation.
Car Parking	Inadequate parking, particularly in town centres.	Need easily organized parking areas to reduce challenges for cars, buses and motorhomes.
Caravan Parking	Inadequate parking, with no capacity for caravans to park in Hopetoun currently, which discourages caravan travellers from stopping and	Need to create the ease and need for caravan visitors to stop, by developing parking opportunities for caravans within Hopetoun, with particular focus near Veal St and beach car parks (especially at the

	<p>staying.</p> <p>Caravan Parking in Ravensthorpe is also lacking and difficult on main street and outside Visitor Centre.</p>	<p>Breakwater).</p> <p>Caravan parking needs to be addressed in the main street of Ravensthorpe especially outside Visitor Centre (Shire to progress Truck bypass).</p>
Roads	<p>Sealing Jerdacuttup Road end of March/April.</p>	<p>This will improve access to Hopetoun for westbound travellers, effectively stopping Hopetoun from being a 'deadend' destination.</p> <p>Should promote Southern Coast Drive as a drive trail.</p>
Signage	<p>Perceived as inadequate- no cohesive branded signage, lacking entry statements and directional signage to beaches and other attractions, affecting destination functionality and 'feel'. Inhibits the ability for visitors to access areas of Hopetoun-Ravensthorpe.</p>	<p>A need for branded directional signage and entry statements, both in town to create a destination feel, and out-of-town to create a sense of anticipation and excitement.</p> <p>No directions to West Beach at all from main street in Hopetoun, or highlighting what facilities are available there (bbq etc).</p> <p>Southern Ocean Road sign at Hopetoun needs to be bigger- sign it as a tourist drive.</p>
Pamphlets/maps	<p>Range of maps and brochures currently available through Visitor Centre (although many old). Range could be rebranded, consolidated and improved.</p>	<p>A need for a range of informational packs, brochures and maps, for distribution from Visitor Centres, local businesses and various visitor hubs.</p>
Internet	<p>www.wildflowersravensthorpe.org.au- http://ravensthorpe.wa.gov.au/</p>	<p>The wildflowers website is very informative. Improvements could be made to the amount of tourist information available on both sites.</p>
Interpretation	<p>Fitzgerald River NP- poor interpretation at front gate.</p>	<p>FRNP is the key selling point for the destination and must be promoted and interpreted accordingly.</p>

Attractions

Key aspects of current local attractions were analysed with the assessments provided in the following table.

Attraction	Assessment	Recommendations
Fitzgerald River National Park	Key draw card for the area- highly unique and also scenic.	Interpretation and signage is a priority. Reinstate camping at Four Mile Beach and at Mylies. Add a gondola (cable car) to Mount Barren.
Flora	Key draw card for the area- highly unique.	Need to develop themed drive trails to promote flower watching. Need to develop numerous ways to interpret this value to add to the visitor experience- an Interpretation Centre could be created but in the meantime, films, online brochures and GPS and satellite interpretation and information, signage are all key things that could be developed to enhance the visitor experience. Create an Interpretive Centre in the whole region!
Beaches	Very attractive, not well promoted and access is difficult. Whilst they get gazzumped by Esperance which has 50km stretches you can drive along the advantage is that there are not lots of 4wds driving along the beach spoiling the solitude.	Improve access, maps and proper signage. Southern Coast Drive should be developed as a Tourist Drive. Promote remote beaches – have a beach to yourself.
Goldfields History	Interesting historical feature which can add to the quality of the visit.	Fossicking and panning for gold opportunities could be developed and packaged in with themed drive trails.
Mining- industrial tourism	Another feature which differentiates this area from nearby alternatives.	Tours of mines could be offered? Certainly a lookout could be developed over RNM.
4wd-ing	It's currently difficult to access many of the key features of the area.	Improve access or promote the area as a 4wd heaven! Offer cheap 4wd hire to visitors with a 2wd. Create a range of drive trails linking in with others outside the area (Holland Track, Latitude links, Meridian towns).
Southern Ocean Discovery Centre located at The Deck	Well promoted. Good website.	Currently acting as the region's Interpretive Centre.

Accommodation

A comprehensive Accommodation demand and supply assessment was undertaken for this project. See Appendix 2 for details. The following provides an assessment of the accommodation supply based on the consultations and on-site Five A's audit undertaken in February 2010. A conclusion from the Demand and Supply assessment is provided at the end of this section.

Accommodation in the Shire of Hopetoun-Ravensthorpe is predominantly caravan and camping focused, with a perceived shortage of other styles of accommodation, particularly 4-5 star hotel/motel and backpacker accommodation. Additionally there is no luxury style accommodation option available. It is perceived that this lack of accommodation availability and option inhibits the opportunity for the region to attract more overnight stays, limiting the ability for the area to accommodate groups and coach tours.

Inland caravan parks such as at Ravensthorpe have to compete with free roadside campsites and usually rely on permanent residents, short [one night] stay travellers or blue collar workers. As Ravensthorpe is a mining town, much of the accommodation within the area is utilized by mine workers during construction, further limiting the regions ability to accommodate tourists, with further flow out to Hopetoun, Lake King and Mungilup.

In some regional areas powered caravan park sites are declining in demand with more travellers having solar/genset/integrated power systems that don't require 240V to stay overnight. Whilst there are a number of camping sites within the Shire, they vary in quality and suitability for visitors to the area. Beach campsites are small and have limited facilities, though are booked out at capacity on long weekends indicating a significant shortage during peak periods.

Many backpackers and nomads reportedly won't stay in Hopetoun Caravan Park and instead drive 5-10km out of town and stay at 2-5-12 Mile Beach. In order to encourage visitors to stay within town the Shire needs to consider formalising overnight sites or enforce a no camping policy [i.e. via the Shire Ranger].

Camping is limited within the FRNP from the east side except at Hamersley Inlet. In addition there are no package deals incorporating the FRNP and local accommodation options for those who do not wish to camp. There is a perceived need for a larger scale motel facility to cater for tour bus groups and a luxury accommodation option available for visitors.

A houseboat business has recently begun operating in Hamersley Inlet. Additional houseboats may be offered depending on demand and viability.

Accommodation appears to be under-utilised between Easter and September but there is good occupancy during the Summer holidays and Easter.

Accommodation Site	Facilities	Beds/campsites
Masons Bay	Fishing, \$7 a day, Gas BBQs, Rubbish bins	approximately 12 campsites
Starvation Bay	Toilets average, BBQs, Rubbish bins, good campsites, campsites for walkers, boat launching, big area for tour buses turning around but would need upgrading.	12 campsites
Hamersley Inlet, DEC site	Toilet, gas BBQ.	6 campsites
Hamersley Inlet-Shire site		4 campsites
Foreshore reserve south of Southern Coast Road	Numerous day use facilities which could be converted to campsites if it was deemed necessary.	

See Appendix 2 for a comprehensive assessment of accommodation demand and supply.

Conclusion

The Shire of Ravensthorpe is comparatively well placed to service the low price segment of the accommodation market although not well placed to service the mid and high price segments of the market. Potential future expansions may overcome some or most of this shortfall. The opportunity exists to encourage investment in converting existing residential accommodation to expand the supply of 'family-oriented' facilities. Similarly, opportunity exists to expand public campgrounds to limit uncontrolled camping across the Shire and/or to contain public camping to manageable sites such as Starvation/Masons Bay, Hamersley Inlet or possibly new amenities at Five or Twelve Mile Beaches along Southern Coast Road. Potential expansion of camping grounds within FRNP will remain vulnerable to closure due to fire, dieback or visitor impacts limiting their contribution to accommodation capacity. It is important that the Shire of Ravensthorpe encourages the potential 'known/planned' additions and encourages investors to introduce accommodation that serves the mid and high price segments of the market thus ensuring all price-points are suitably available within the Shire. Failure to realise the increase in accommodation capacity outlined in the assessment in Appendix 2 is likely to result in shortages, tariff increases and overflow pressures that would exacerbate until capacity increases are realised.

Activity

Key things to see and do within the region were analysed with the assessments provided in the following table.

Mountain Bike Hire	Toun Beach Café has mountain bike hires and will soon add paddle board hires.
4wd Tours	4wd tour commencing being run by The Deck, 4-6 visitors, \$53 per head, includes park fee, water, biscuits, coffee, 3 hour return.
Canoe hire	The houseboat operator proposes to hire out canoes from the Inlet.
Wildflower Tag-along tours	Tag-along tours are provided as part of the Wildflower Festival (as a fundraiser for the Progress Association).
Camel rides	Camel rides at camel farm.
Day use facilities- beach	<p>Two Mile Beach- Really good day use facilities. BBQ, parking, toilet, lovely protected swimming beach, good fishing.</p> <p>Five Mile Beach- lovely beach and fishing, no toilet, dangerous rip.</p> <p>Twelve Mile Beach- great protected long beach, very safe swimming, access over steep hill.</p> <p>Barrens Beach- Whale bone viewing, good swimming beach.</p> <p>Echo Point- campsite not developed, difficult access road, but worth the drive. Potential to develop as day use picnic site or camp site.</p> <p>Beaches- best ones are West, 12 Mile and Barrens- need to be made people friendly, more seating, tables and chairs, car parking and signage (directional and facilities).</p> <p>Pichi Richi- a site visit revealed the 4wd access track fair condition, substantial damage to trees at Pichi Richi campsite [i.e. some impassable tracks], and a drought-affected waterhole [e.g. dead fish, algae, highly saline water]. Potentially a very impressive site but susceptible to drought and storm damage [probably much nicer September to December before the summer drought]. Could be developed as a Spring/Winter day visit site.</p> <p>Philips River Reserve- potential day use site or overflow campsite. Needs parking, seating and barbecues. Could introduce a flying fox, canoe launching facility to enhance the appeal of the site.</p>

	<p>Culham Inlet- Potential to develop as a day use activity area involving surfcat, canoe hire, cycle and walk trails (interpreted).</p> <p>Cacacorup Road- Could be developed as a 4wd loop, incorporating a lookout from both the southern and northern aspects. This should include interpretation. (Proprietors are reportedly interested in running tours of the site and/or opening it for hospitality or accommodation. This should be encouraged as a key heritage tourism attraction in the vicinity. This could also be an ideal location to add in the Flora Interpretation Centre or some interpretive tools (e.g. Film night?).</p> <p>Mt Drummond Lookout- needs signage, facilities improved and interpretation.</p> <p>Ravensthorpe Range 4wd Route- Good drive which needs signage, lookout and picnic facilities, mapping and branding.</p>
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Events

Event	Description
Ravensthorpe Rat Run	150 riders, plus support vehicles, enduro club event.
Peak Charles Run,	90km Motorcross enduro club.
Fishing Competition at Easter	gets 25 big boats, 15 dinghys, 60 fishers on shore.
Annual Wildflower Show	14 September. Largest array of native flora in the world.
Wings and wheels	Held in February, highly successful and profitable event.
Band in the Park Progress Association Event	in January.
Eventscorp Wildflower loop	Eventscorp is planning to develop a seasonal loop drive around WA highlighting places such as Ravensthorpe/Hopetoun wildflowers.

Events Assessment:

There is an opportunity to develop more family style events especially around Easter and the summer months (refer to Valley of the Giant's summer interpretation program).

Marketing

The following is an assessment of some of the marketing activity currently undertaken for the Shire. Further marketing issues are discussed in the SWOT analysis.

Marketing Tool	Description	Assessment
www.wildflowersravensthorpe.org.au	informative website.	Promote more tourism information on the site.
http://ravensthorpe.wa.gov.au/	Shire's site which could do with re-branding once the new brand is developed.	Promote more tourism information on the site.
Australia's Golden Outback website	Dedicates some pages to Hopetoun and Ravensthorpe.	Needs to promote the new brand when developed. Currently the website says that Hopetoun is 7.5 hours from Perth – when its actually 6.5hours. This is not good for the destination's reputation. On the Hopetoun page of AGO website it says "Visit the following websites, www.gotothedeck.com.au or www.visitesperance.com for more information about Hopetoun accommodation and attractions." Should be directing people to a dedicated destination website.
Destination name	Shire has registered the Fitzgerald Coast- name and website.	The Fitzgerald Coast brand is being used currently for example at the March 10 Caravan and Camping Show in Perth in a dedicated stand. Gave away five holidays (to Fly/Drives) including flight and accommodation and vehicle hire.
Destination positioning	Ravensthorpe is in Australia's Golden Outback and Albany is in Australia's South West.	Nothing linking Ravensthorpe with Albany so difficult to encourage people travelling from Albany/South West to put Ravensthorpe on their itinerary. Possibly better to advertise in ASW Magazine than AGO because more businesses come that way.

Visitor Servicing

The Visitor Centre in Ravensthorpe receives 8,500 visitors a year, including many who are visiting the region on organized Wildflower Tour buses. It is reported that approximately 50% of visitors to the Visitor Centre are seeking information on Albany and Esperance.

The Visitor Centre is run by volunteers who are dedicated but have received no formal training. It is reported that they lack the knowledge to promote Hopetoun’s product and accessibility.

There is no online booking facility, which may be due to the fact that the town lacks attractions which can be booked online. This lack of attractions may also be hindering the opportunities for volunteers to promote the region and keep people in the region for longer.

Two cafes in Hopetoun are currently claiming to provide ‘visitor services’ with the placement of an ‘I’ sign outside. Neither of these are accredited visitor centres under the national accreditation program administered in Western Australia by the Tourism Council of Western Australia.

3.1.1. Local Government Governance

Issue	Assessment	Recommendations
Dump points	Grey nomads are reportedly dumping waste in Shire lay bys illegally.	The Shire is building a dump point in town. The Shire should be charging significant fines for dumping waste and should promote this at all road lay bys.
Quad bikes	Quad bike usage is detrimental to the important biodiversity of the area and needs to be managed.	Shire should develop a Quad bike track and then introduce significant fines for use of Quad bikes on non-designated tracks.

Conclusion

Despite perceptions that there is little to do in the area and the reality that there is little ‘developed’ product to attract visitor or entertain coach groups, there appears many opportunities to enhance or develop new visitor activities, attractions and also improve visitor amenity and access. The region is very beautiful and offers many good natural features which can offer the more adventurous tourist who displays some initiative, a sense of an adventure and a 4wd, plenty to do. Opportunities to promote the beautiful coastline, mountain ranges and unique National Park have to date not been optimised.

3.6. Competitor Analysis

A comprehensive analysis of the marketing and positioning of caravan, camping and nature based destinations around Australia was conducted. This Competitor Marketing Audit is provided in Appendix 3.

The following provides a summary of the perceptions of the three main competitors revealed in the market research undertaken by Painted Dog and in the other research undertaken for this project.

Summary of Key Competitors

Albany

Albany is a major destination with broad family appeal and the perception it has plenty to offer. Barriers to travel to Albany include that it is perceived as a long way to travel, it is cold and windy and perceived as possibly getting too big and busy during holidays. It is considered the poor cousin of Margaret River and also seen as too far to go for visitors from Kalgoorlie.

Albany is part of the Australian South West marketing zone and Ravensthorpe isn't, resulting in Ravensthorpe not being included as part of itineraries or trips to and from Albany.

Esperance

Esperance is considered the big cousin which overshadows any attempts to promote Ravensthorpe and Hopetoun. Esperance has a bigger brand, larger pool of things to offer the visitors and is a much more highly developed destination. The Shire of Esperance supports tourism marketing activities on behalf of Esperance but doesn't appear to favour or encourage any promotion of Ravensthorpe-Hopetoun. This is to Ravensthorpe's disadvantage because the Shire is positioned close to Esperance which is a major gateway and draw card to the region. In addition the Shire of Ravensthorpe is part of the Australia's Golden Outback which promotes Esperance heavily but seems to forget the Shire of Ravensthorpe as a credible tourist destination. In reality Ravensthorpe and Hopetoun are too close to Esperance to be an overnight stop-over for someone who has just been holidaying in Esperance. It is more likely to attract visitors coming from Albany. Esperance has a big reputation and marketing budget making it hard for Ravensthorpe to compete.

There are however numerous barriers to travel to Esperance, including some which are similar to those for Albany. For example distance to travel is a big factor, and Esperance is perceived as twice as far from Perth as Albany. In addition the journey there is considered bland. In comparison to Albany, it is perceived there are no additional benefits for travelling the extra distance and time, it is also considered cold and windy and not lively (i.e. it is perceived there is less choice of things to do than Albany). Esperance is also considered too busy in summer and that accommodation is expensive.

South West

The South West has many positive associations however it was perceived to be becoming too busy, over crowded and hard for people to be spontaneous (due to the

need to book in advance). It was also perceived as expensive, touristy and commercialized.

Barriers to Travel in WA

The research found that there are three main barriers to travel in WA:

1. Cost- WA is perceived as more expensive than Bali and the East Coast
2. Distance- it is a long way to get to places/sites and expensive to get around
3. Time- the time taken to travel is too long and the hours between attractions inconvenient and annoying.

Summary of Competitor Analysis

Based on the findings in the Competitor Marketing Audit (Appendix 3) and the market research it is clearly a highly competitive market place with every destination small or large now vying for a slice of the tourist dollar.

The Competitor Marketing Audit revealed an overcrowded market place of destinations (in WA especially) all offering the visitors similar attractions and activities relating, for example, to beaches and fishing.

Many WA locations are also claiming to be a biodiversity hotspot. The challenge for the Fitzgerald Coast will be to convince visitors that having the only "Biosphere" in the southern hemisphere accounts for a great deal of uniqueness which a visitor would otherwise not get at any of these other 'biodiversity hotspots'. Visitor education about the unique natural features and untouched quality of the Fitzgerald Coast will be a priority.

This analysis reinforces the need for the Shire to position itself strongly against competitors as a significant destination renowned for its uniqueness. It also needs to focus on its cleanliness, untouched nature and the fact that it is unknown and uncrowded.

3.7. SWOT

SWOT

Strengths

FRNP most unique NP in WA (arguably?)- untouched wilderness, soon to be more accessible (all weather road).
Water paradise: Lakes, rivers inlets, oceans wetlands.
Small town feel- relaxed, laid back, quiet and peaceful.
Enthusiastic locals.
Whales have been viewed close to Hopetoun for three weeks in September, which coincides with the peak wildflower season [and festival].
The Fitzgerald Coast has all that AGO has to offer and its only 6 hours from Perth- goldfields, rare fauna, mountains, spectacular coast, farming, heritage . Complete destination and closer!
H/R do not have the crowded reputation that Esperance does. H/R- undiscovered
A small town, noncommercial relaxed holiday destination with locals who are hospitable and generous .
Uncrowded, undeveloped, old-fashioned beachside holiday destination in comparison to Esperance and Albany.
Perceived as a boomers/nomads destination.
Good support for FRNP in European market- sophisticated adventurous travellers.
Mild climate all year round- not extremes like in Kimberley- wilderness but much more accessible than the northern alternatives.

Weaknesses

Destination lacks a wide range of offerings and lacks a reputation.
Long way from Perth and major gateways.
DEC not maintaining eastern side of park .
Reputation as lacking in accommodation, activities, things to do.
Lack of signage generally.
Out of date tour planners.
Lack of information and promotion from Albany and Esperance- R/H are an after thought.
Food provision-at night time especially Sunday.
Ravensthorpe not able to cope with tourist buses. Better catering facilities are needed.
Reputation of poor quality of accommodation in Ravensthorpe.
Accommodation insufficient for large tourist buses to stay overnight (45 pax on a bus) and lack of product to service coach market.
Visitor Centre run by volunteers who have limited training and time constraints.
FRNP closed when wet (problem solved by sealed road).
Limited tours available.
AGO and ASW appear not to collaborate in respect to promoting the Albany to Esperance route, which attracts many east-bound travellers.
H/R part of AGO but Bremer Bay part of ASW- the areas is not seen as one destination.
Lack of an attraction- something to market to people or send people to.
Hire Cars (2wd) can't go on gravel and most roads in Shire are gravel.
Albany and Esperance Visitor Centres are ill-informed about the Ravensthorpe and Hopetoun tourist offering.
Esperance has long beaches that can be driven along- which Hopetoun doesn't have.
Not perceived as family destination due to lack of things to do for kids/teenagers.
Not perceived as romantic getaway.
Too far away for weekend getaways.
Reputation of both towns (by name) isn't strong, awareness isn't strong, and perception they offer nothing to do, are fully booked and have poor customer service.
Perception that there is no good local fishing (created by locals who don't want to giveaway their local fishing spots).

Opportunities

The Fitzgerald Coast brand promoted as a distinct destination.
Leverage the uniqueness of the Biosphere, biodiversity and undiscovered, "inaccessibility" of FRNP to attract high-end ecotourists
Enhance accessibility and promote day activities to create perceptions that there is plenty to do.
DEC building long distance walk trail plus recreational facilities on Hamersley Drive which will enhance tourism offering of FRNP
Entry signage to shire near Mungilup and Jerramungup boundaries.
Four wheel drive routes and trails.
Mine visits/tours
Viewing platform off South Coast Hwy over mine and interpret mine.
High-end/Ecotourism village at Hamersley Inlet- plus shop , camping and caravan sites.
Restaurant to be opened at night in both towns.
Chairlift/Gondola up East Mt Barren.
Opportunity for Interpretive Centre based on mining and wildflowers, wilderness of FRNP, biosphere.
Biosphere themed tours, trails, interpretation, sculpture trail and photographic exhibition.
Combined Interpretive Centre and Local Art Gallery for something for people to do in winter.
Better catering facilities in Ravensthorpe for tour groups .
Meridian sun dial
Outback tour to the park- exclusive access to forbidden or difficult to access areas.
Contribution of \$500,000 and Seaview village shopping centre from BHP to Shire to be used as Future Fund.
Develop an alternate coastal route via Hopetoun and South Coast East Road with day sites at selected beaches and bays.
Promote Wilderness plus- top quality service, food and accommodation.
Prospecting tours and itineraries
Join ASW.
Promote as getaway-from-it-all/escape, unpressured (find yourself) destination with good coastal offerings, without being commercial.
Promote as quiet relaxed unique alternative to Esperance and closer- undiscovered opportunity.
Driving from Albany H/R are at a suitable overnight stop-over distance but need to capture these visitors before they keep on to Esperance.
Aim to encourage people to stay in H/R and make Esperance a stop-over/day visit rather than the reverse.
Shire has opportunity to take a leadership role in tourism through \$300,000 contribution over two years.

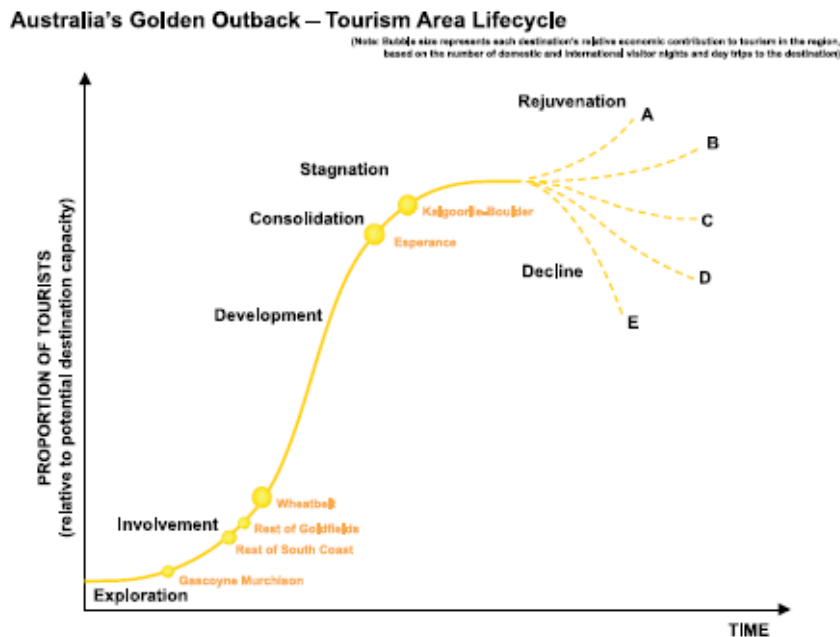
Threats

Bad customer service, limited opening hours continue
Lack of coordination amongst the towns and too many groups competing for people's time and for limited resources.
Locals do not support tourism growth (ie by protecting their local haunts, by booking up accommodation by parking their caravans there, by not promoting good fishing spots)
Continued argument and lack of cooperation amongst Hopetoun café operators especially with regards to opening hours and visitor servicing.
Damaged reputation of Ravensthorpe (selling guns with property) unable to be fixed.
Shire loses ability to influence developments occurring through DEC at FRNP.

3.8. Tourist Area Life Cycle

R.W. Butler created a model in 1980 of the "Tourist Area Life Cycle" (Butler 1980 p.8). The model hypothesised that tourist destinations pass through various stages of development, starting with exploration and then moving through stages of involvement, development, consolidation and stagnation before going through different degrees of decline or rejuvenation. The model links the changing nature of the tourism market and motivations of the traveller over the lifecycle of the destination with the economic, social and physical impacts of those changes on the destination. Hence destinations are considered to have environmental, physical and social factors which affect their capacity to absorb tourists and tourism development. Typically the initial force motivating tourists is the landscape or setting, encompassing attributes of both the physical and social environment. As a tourist destination matures these attributes undergo change and the landscape of tourism reflects the imprint of an increasing numbers of visitors (Wahab and Pigram 1997 p 25).

Tourism WA have placed Ravensthorpe and Hopetoun (which fall in the South Coast) in the involvement stage. The beginning of this stage is characterised by low visitor numbers and limited involvement in tourism by locals. As the number of visitors increases and patterns of visitation become more regular, some local residents enter the involvement stage whereby they begin to provide facilities tailored specifically to tourists. Contact between visitors and locals increases and efforts to commence to identify visitor markets and undertake some level of advertising also increase. A tourist season begins to emerge and social patterns of involved local residents are adjusted. At this stage, pressure starts to be placed on government and public agencies to provide or improve suitable transport and other facilities and amenities for visitors.



Situation for the Shire of Ravensthorpe

The reality is that the Shire of Ravensthorpe is a destination that will likely (in the medium term at least) only attract people to stay 1-3 nights (excepting families on extended summer holiday if they can be convinced that there is enough to do). The challenge is to develop activities for day use and promote the destination as a 'must do' based on its distinct identity (different from its neighbours) which is the unique biosphere values. Investment by local government will be required to kick start the tourism economy. The areas of focus will include visitor amenity and access as well as raising the profile of the destination through enhanced branding and targeted marketing activities. In addition the local government has a role in assisting to develop a tourism governance structure that can work to energise locals to embrace tourism, develop tours and product and support the Shire's marketing and branding initiatives.

Conclusion

The Shire currently has registered the name "Fitzgerald Coast". Since both Hopetoun and Ravensthorpe have perceived weak brands in the market place and because individually they do not represent a strong offering to the market place in comparison to Esperance, Albany and other more established destinations. It is recommended that the "Fitzgerald Coast" brand becomes the main tourism marketing brand that is promoted to external audiences. Both Ravensthorpe and Hopetoun are therefore positioned as the gateway, hubs or support towns for the bigger destination. It is recommended that Bremer Bay and Jerramungup be also brought under the Fitzgerald Coast banner so that both Shires of Ravensthorpe and Jerramungup pool resources to promote the bigger Fitzgerald Coast destination. All branding, product development, marketing activities and Shire investment should be focused around promoting and developing the destination as a unique nature based destination. Values such as sustainability, environmental conservation and biodiversity can be promoted through association with the Fitzgerald Biosphere. In addition the ocean, mountains, goldfields, unique flora and whales can be used to reinforce this brand. Other key features of the brand will include the fact that the destination is unknown, undiscovered and 'secret'.

4. Part 2: Recommendations

4.1. Vision for Tourism

Visitors to Hopetoun Ravensthorpe fall in love with feeling that they have escaped the rat race in a surprisingly short time and arrived at another world, where they are privileged to experience weird and wonderful unique natural features whilst comforted and treated by friendly welcoming locals.

4.2. Target Markets

Main target markets

- a) Tourists prepared to go off the beaten track and keen to see something unique
- b) Passive visitors who want to fish and swim.

Segments:

Market Segment	Source
Grey nomads, retirees and self drive caravanners	Intrastate, Interstate (4wd, 2wd)
European independent travellers	International (fly /drive/walk)
Families & summer holiday makers seeking an alternative to the hustle & bustle of Albany & Esperance	Intrastate- Perth, Goldfields, Australia's South West (4wd, 2wd)
Adventurers and backpackers- domestic and international including older Europeans.	Domestic, International (coach, bus, drive)

Specific strategies are needed to target these segments. It is recommended that a marketing strategy be developed which evaluates the various advertising options available to target these specific segments and identifies a budget required to support these priorities.

4.3. Goals

- o **Leadership:** Local government leadership to kick start tourism development through implementing this Strategy including encouraging community involvement in tourism and accompanying investment in improving access and amenity and raising the destination's profile.
- o **Identity:** Develop a distinct brand reflecting unique values. Promote destination as Fitzgerald Coast. Focus all development activities to reinforce this brand.
- o **Exposure:** Communicate the brand with well targeted activities focused on market niches.
- o **Dispersal:** Promote both Ravensthorpe and Hopetoun (and Bremer Bay) as support towns for the Fitzgerald Coast destination- Hopetoun offering beachside respite and Ravensthorpe being gateway into the whole experience. Improve signage. Create links between towns (e.g. Heritage trail bike trail; 4wd loop around towns).
- o **Destination Development:** Focus Shire expenditure on marketing, improving visitor access, amenity and developing activities and attractions for visitors to do. Encourage collaboration between the two towns.

- o **Yield:** Enhance visitor servicing (Ravensthorpe) and focus on customer service and opening hours to improve yield; encourage business development in areas of day activities.

4.4. Priorities

The following recommendations are made in consideration of the research conducted for this project. It is noted that a range of initiatives are already funded and underway following the Shire's initiative over the past 18 months. These developments include the sealing of Hamersley Drive to Hamersley Inlet, the sealing of Jerdacuttup Road and the development of associated recreational facilities including a walk trail in the FRNP. The following recommendations are made based on the assumption that the above listed developments will go ahead and as a result those developments are taken as 'given' and are therefore not discussed below. Priority projects are categorised into short, medium or long term. Short term priorities are also prioritised into Years 1, 2 or 3 of this Strategy.

Short term

Access		Year
Parking	<ul style="list-style-type: none"> • Hopetoun streetscape upgrade must include parking for large vehicles (motorhomes, caravans, cars towing vans and buses / coaches). Either angle parking or off-street parking. At the end of Veal Street near the beach create improved caravan/campervan parking in current car park or adjacent to the park on Southern Ocean Road, opposite IGA could create caravan parking facing Veal St. 	1
	<ul style="list-style-type: none"> • Improved parking in Morgan St Ravensthorpe for large vehicles, in particular attention focus on creating suitable parking for visitors with caravans etc near the visitor centre. 	1
Road Upgrades	<ul style="list-style-type: none"> • Shire to continue to support development of truck bypass (over-permit deviation) through Ravensthorpe (as its absence is holding everything else up - e.g. Tourist information bay, entrance statements, main street developments, lighting, curbing, median strips). 	1
Signage	<ul style="list-style-type: none"> • Entry onto Hopetoun-Ravensthorpe Road (off Morgan St in Ravensthorpe) requires improved signage (directional, welcome and informational) promoting Hopetoun and availability of all facilities plus landscaping. The design of the turn-off is not very inviting to people not familiar with the area and should be improved to make it more accessible to visitors. 	2
	<ul style="list-style-type: none"> • A large sign required at Southern end of Veal Street featuring a map of the Coastal region including FRNP and other beaches and highlighting day use sites, features and activities for people to do and go to. The sign could do something humorous like pointing out Antarctica and London. 	2

<ul style="list-style-type: none"> • Intersection of Hamersley Drive and Hopetoun-Ravensthorpe Road (just north of Hopetoun) needs improved signage pointing to FRNP, promoting camping, canoeing, walking etc and branding for the Region. 	2
<ul style="list-style-type: none"> • Directional signage which builds anticipation for the "Fitzgerald Coast" required 20km, 50km and 150km East, West and North of Ravensthorpe. This signage needs to promote both Hopetoun and Ravensthorpe in order to create anticipation and a destination 'feel' and they need to promote the towns as part of a complete holiday experience using the new "Fitzgerald Coast" brand. 	3
<ul style="list-style-type: none"> • Five Mile Beach - needs signage warning about rips and promoting safe spots for fishing and swimming. Improvements could include a toilet. 	2
<ul style="list-style-type: none"> • Changes to information signage as per Tourism WA's Signage Audit 2008 recommended throughout Ravensthorpe. 	1
<ul style="list-style-type: none"> • Hopetoun Welcome signage required (perhaps at the roundabout), with directions and summarising what's available at Hopetoun and surrounds (e.g. "Your gateway to the FRNP"). Completion of landscaping required at car wash. 	1
<ul style="list-style-type: none"> • Entry statements into Ravensthorpe to be constructed/replaced at West and East entries and should be consistently branded with new branding (such as Gateway to the Fitzgerald Coast). Information layby on Western entry into Ravensthorpe main street requires an upgrade and information signage needs to highlight FRNP, trails, attractions and accommodation options. 	2
<ul style="list-style-type: none"> • Signage at the junctions of Jerdacuttup Road, Springdale and the Southern Ocean Road access to Hopetoun with the South Coast Highway is required [e.g. tourist route, XXkm to Hopetoun] to promote access to Hopetoun from east. Signage at Jerdacuttup Road/South Coast Highway Intersection required to promote Hopetoun and the region. 	2
<ul style="list-style-type: none"> • Remove old signs on road from Albany (and replace with new branded signage as per above recommendation). 	2
<ul style="list-style-type: none"> • Signage within FRNP needs significant attention- including interpretation about the values of the Park (updated) and welcome signage (promoting importance and creating anticipation) and directional and informational (highlight key day use areas, Hamersley Inlet tourist node and camping). DEC responsibility. 	2
<ul style="list-style-type: none"> • Directional signage to direct visitors to beaches and other attractions in Hopetoun, needed within Hopetoun. Signage needed at the main car park, beach and groin at the end of Veal Street indicating safe swimming beach and directing to the right or left for further beaches. 	2

Activities		
Parks and Reserves	<ul style="list-style-type: none"> The Culham Inlet Management Group could use the adjacent Shire Reserve [an A-Class reserve] for tourism and recreation purposes [for example developing surf cat and canoe / kayak hire, designated fishing locations, walk and bike trails] to maximise day usage of the Inlet. 	2
Fishing	<ul style="list-style-type: none"> Additional boat moorings and Hopetoun Jetty Upgrade (as per Tourism WA's Tourism Asset Assessment, Feb 2009) are required to ensure Hopetoun acquires a reputation as a safe and accessible boating and fishing destination. 	1
Tracks and Trails	<ul style="list-style-type: none"> Wildflowers- self drive and tours could be further developed and guided tours expanded e.g. along Moir Track, Hamersley Drive North road, Phillips River access track, Ravensthorpe Ranges track and Cocanorup Road. 1 Create a calendar and map for what wildflowers you can see at different times of year. 2 Mountain biking routes within Ravensthorpe Ranges should be identified and promoted. 2 Existing Heritage Walk Trail could be re-developed and re-positioned as a dual-use walk/cycle trail (for mountain bikes and walkers) with appropriate signage and information. Bike Hire at both Hopetoun and Ravensthorpe could be introduced to enable visitors to ride the trail or parts of it. 1 Walk trail could be developed around Culham Inlet extending up to Phillips River. 3 Walk trail and canoe trail should be developed around Hamersley Inlet once the Hamersley Inlet hub is developed (as mentioned elsewhere in this report). 3 Develop 4wd loop trail on Ravensthorpe Range past Mt Benson, mark as trail/map trail/sign, and include GPS coordinates and condition of road. Road needs trail markers to reassure drivers of direction and for easy navigation, plus installation of BBQ facilities, picnic area at existing lookouts. Could also create a walk trail of approximately 600m at the top to enjoy flora and scenery from vantage / view sites. Existing Ravensthorpe Range 4wd trail lookout could be upgraded to a raised wooden deck for more expansive views [include a BBQ & picnic bench to create a sunset venue, possibly located on the ridge south of the existing lookout]. Once signage, mapping and picnic facilities are in place the route needs branding and promoting. 2 	

	<ul style="list-style-type: none"> • Develop themed trails throughout the FRNP focused on flowers, whales, flora and fauna. Create interpretation for these trails based on print, signage, audio (listening posts) or downloadable itineraries (through smart phones or internet). Alternate trails should be developed for a range of access- e.g. walking, riding, canoeing, 2wd and 4wd, and boating. Map itineraries using GPS coordinates to appeal to a different market segment. • Establish a collection of Geocache sites within the FRNP to create a Geocache treasure hunt [trail] within the park based on GPS coordinates. • Create a prospecting trail with highlighted areas for prospectors to find minerals. • Develop and promote as an alternate coastal route via Hopetoun and Southern Ocean Road with day sites at selected beaches and bays. Call it "Great Southern Ocean Drive" and promote as a 4wd soft adventure drive. Create stops of interest along the route (interpreted) and logged with GPS coordinated. • View of Dunn Brothers Homestead and information about the Pioneer Grave could be interpreted through a podcast. • Create a dedicated quad bike trail and introduce fines (in conjunction with DEC) for Quad bike use anywhere else. 	2 3 2 1 3 2
Day Use and Recreation	<ul style="list-style-type: none"> • Canoe hire could be offered from Hopetoun for day use in the many waterways- Culham, Hamersley, Philips River etc. • Sand boarding and toboggans could be offered on Hamersley Dunes (these could also be rented from the Hamersley Inlet hub mentioned elsewhere in this report). 	2 2
Mine	<ul style="list-style-type: none"> • Negotiate with First Quantum, nickel mine operator, to establish a viewing area for visitors modelled on the Big Pit facility in Kalgoorlie [or a parking area/lookout in proximity to the mine]. 	2
Lookout	<ul style="list-style-type: none"> • Mt Drummond lookout needs an improved platform to encourage expansive views and could be promoted as a sunset and sunrise opportunity. Champagne breakfast sunrise tours could be offered for tour groups. The Lookout also needs directional signage and interpretation of the North, South, East and West views. 	1

Accommodation		
Caravan and Camping	<ul style="list-style-type: none"> • Become an RV friendly town . • Starvation Bay and Masons Bay are Shire Reserves with established camping infrastructure including boat ramp, toilets, barbecues and pathways to the beach. An increase in camping sites is possible. It is recommended a resident caretaker be installed to manage Masons Bay and Starvation Bay for five months each year (Sept-Jan or to Easter) to increase revenue and manage overflow camping. Solar showers at Starvation Bay could help extend the length of stay (water quality will need to be potable). Also install signage of fines for illegal camping at other locations. • Ravensthorpe Council has adopted a concept plan for the Shire reserve at Hamersley Inlet to create a tourism hub, based around camping, caravan and potentially a high-yield eco-accommodation facility. It is recommended that this goes ahead to ensure that there is an 'attraction' at the end of the newly sealed road. Issues to be addressed are water, rubbish and Park entry fees for paying overnight guests. It should be planned and promoted as a sustainable, ecotourism attraction and fees charged accordingly. • A caretaker will be required at Hamersley Inlet whether managed by DEC or the Shire. 	<p>1</p> <p>1</p> <p>1</p>
Attractions		
Meridian Sundial	<p>A number of alternative opportunities exist to exploit the Meridian feature and to create an attraction and photo opportunity in the area, the two most favourable options are to:</p> <ol style="list-style-type: none"> 1. Develop an attraction such as a big sundial at the existing layby and place a mark across the South Coast Hwy road [subject to MRD approval]. 2. Develop attraction/sundial at Rangeview Park in Ravensthorpe to encourage visitors to stop and use the park (recommend an upgrade to the toilets). <p>The advantage of locating the meridian attraction in Rangeview Park is that this will provide an attraction in the heart of Ravensthorpe thereby encouraging visitors (through the "clustering" effect) to spend time and money in local businesses.</p> <p>Research needs to be conducted as to the impacts on a meridian-based attraction if the attraction were located a few km from the actual Meridian. If the impacts are minimal this report recommends that the sundial be developed in the townsite of Ravensthorpe so that visitors are encouraged to stop in town and to spend money at local businesses.</p>	<p>1</p>

	<p>Other recommendations include:</p> <ul style="list-style-type: none"> • A daytime activity should take place at noon everyday at the Meridian Sundial to create an attraction for people to stop at meridian when sun is at its most interesting. (e.g. a market is held; bread comes out of oven; a beam of sunlight is cast on a wall or sculpture or lights up something (link to Stonehenge and/or Incan ruin); a town crier cries/a town bell rings; a physics-based event is set in motion (e.g. short waterfall; pendulum swings, oscillator rotates, etc). • Hold a state-wide competition seeking ideas for the activity. Offer prize money and five nights accommodation. • Use promotional phrases: <ul style="list-style-type: none"> • You are in the right place at the right time • Have your best night's sleep in WA • If you haven't set your clock do it here! • When you're in Ravensthorpe you're always on time • Add camping spots "have the best night's sleep on your whole trip". 	
<p>Interpretation and Interpretive Centre</p>	<ul style="list-style-type: none"> • Conduct Trails and Interpretation Plan to guide development of both throughout the region. • Develop Biosphere Interpretive Centre in Ravensthorpe (at upgraded Visitor Centre initially and then in dedicated low cost building when funding available) based around unique flora and fauna of the Fitzgerald Coast including eucalypts and wildflowers. Link with unique and diverse mineral distribution and mining. Interpretive Centre to be located in Ravensthorpe to attract passing traffic and tour groups and to encourage dispersal throughout the destination from the gateway (i.e. Ravensthorpe is the gateway), allowing visitors to see the flowers when not in season and creating an all weather attraction for tour buses, groups and visitors to both towns. Any investment in a building should adopt a low cost structure. 	<p>1</p> <p>1</p>
<p>Industrial Tourism</p>	<ul style="list-style-type: none"> • Cattlin Mine head [poppet] approx. 500m north of Ravensthorpe on Cattlin Creek is an ideal location for kids to try panning for [alluvial] gold. Could be an enterprise operated from the Visitor Centre. 	<p>2</p>
<p>Heritage and Cultural Tourism</p>	<ul style="list-style-type: none"> • Create Sculpture trail and local art trail focused on interpreting the biosphere using art (i.e. promote it like Kulin uses their Horse Trail to promote Kulin Races). This could be linked to or part of a Sculpture Drive developed around Ravensthorpe Ranges and the Hopetoun area based on the wildflower/unique flora and fauna theme. The development of the trail and drive could be part of a statewide competition seeking entries. 	<p>2</p>

<p>Hamersley Inlet</p>	<ul style="list-style-type: none"> • As mentioned earlier there is a need to create a tourist node at Hamersley Inlet because once bituminised it will feel like a road to nowhere unless there is an attraction at the end. This may be managed by DEC or the Shire. • High-yield accommodation and caravan and campsites are currently proposed. The following are also recommended at Hamersley Inlet: <ul style="list-style-type: none"> ○ Canoe hire/canoe trail/jetty and launch facilities ○ Fishing gear hire ○ Wildflower trail ○ Sunset view spots ○ House boat ○ Swimming ○ Walk trails ○ Picnic areas 	<p>1</p>
<p>Amenities</p>		
<p>Beaches</p>	<ul style="list-style-type: none"> • West Beach, Twelve Mile, Mary Ann Haven and Barrens Beaches are the most accessible swimming beaches and require car parking improvements, signage (directional and facilities), pedestrian access, tables and seating. West Beach could be improved to accommodate caravan parking. Beach access to West Beach, Mary Ann Haven needs improving including. These beaches should also be promoted through maps and brochures. • Need to create 2wd access to car parks at some beaches to access some of the unique sheltered coves inside the reef along the southern coast east of Hopetoun. Some of these beaches are very well suited to fishing, safe swimming, beach lazing and occasional surfing. Improved access will encourage day use sites (east side of Hopetoun) and enable 2wd hire car access. These sites then need to be promoted as day use sites. • An unused protected beach is located approximately 600m west of Beach Place [west of the Hopetoun Caravan Park] that could be made accessible with a 2wd gravel road and made into a day use site. The west-facing beach has a protected shore with relatively calm shoreline [e.g. no breaking waves, no surging swell, safe for swimming, which is otherwise hard to find] making it an ideal swimming beach. • Twelve Mile Beach - consider managed paths because of erosion. 	<p>1</p> <p>2</p> <p>3</p> <p>1</p>
<p>Rest Areas</p>	<ul style="list-style-type: none"> • Rest area 2km south of Ravensthorpe on Hopetoun Road, next to what appears to be an old mine dump [slag heap]. Needs to have interpretation, and picnic seats installed or the site closed if risks are unmanageable. 	<p>3</p>

Toilets	<ul style="list-style-type: none"> Toilets in day use sites need maintaining (this is already part of current Shire activity and not an additional task). 	1
Events		
Family	<ul style="list-style-type: none"> Introduce family focused events in summer and school holidays such as an annual calendar of family friendly interpretive activities and a school holiday program (refer to Valley of the Giant's School Holiday program). 	2
Regular Events	<ul style="list-style-type: none"> Introduce a weekly event at night or early morning to attract people to stay overnight. For example 'Pancake morning with the Artists', or weekly Trash and Treasure market or "High Tea" on Mount Barren or Mount Drummond (whilst watching sunset). 	3
Product		
Develop Itineraries, Tours and Trails	<ul style="list-style-type: none"> Introduce half day, full day walks and high grade walking tracks in FRNP as per as per Tourism WA's Tourism Asset Assessment, Feb 2009. 3 Create itineraries- Mining History-Geological significance; self walk and self drive (link fact that Ravensthorpe has more minerals than most other towns with unique flora availability). 3 Offer 4wd hire (for two-wheel drivers and hire car drivers) that allows hirers to go off-road and promote one day hire packages for local area. 2 Create itineraries for drive routes for 4wd and 2wd. Including linking Holland Track route through to Ravensthorpe, new interpretive centre and Ravensthorpe Ranges. Fossicking and panning for gold opportunities could be developed and packaged in with themed drive trails around Ravensthorpe. 1 Continue to support development of 4wd tours to Park (currently being undertaken by The Deck). 1 Ravensthorpe heritage trail could be developed as a Wildflower tour and promoted specifically during wildflower season and on wildflower itineraries (as mentioned earlier in this report). Tours could be developed including pickups and drops off on the trail combined with accommodation and meals. 1 Rock climbing /abseiling could be developed as a tour product in FRNP [subject to DEC access, regulations, etc] 3 Develop conservation focused tours- e.g. dieback cleanup projects or feral animal shooting. 3 Package a 3-day trip, with maps where you find ten plants over 5-6 different day activity locations across the whole Fitzgerald Coast. 3 	3

<p>Create Supporting Collateral</p>	<ul style="list-style-type: none"> • Create drive trail booklets/pamphlets- Five Fitzgerald Flowers, Fauna, Whales/Views. • Develop a booklet promoting drive trails in Fitzgerald Coast and differentiate between 2wd and 4wd routes. • Develop new collateral (brochures, maps, itineraries) focused on different target market needs (e.g. family fun, 4wd fun, summer fun, nature, adventure, prospecting path etc.) to create impression that there are plenty of things to do in the region. • Include GPS based mapping on brochures and develop itineraries using Google Maps. 	<p>2</p> <p>1</p> <p>2</p> <p>3</p>
<p>Marketing</p>		
<p>Strategy</p>	<ul style="list-style-type: none"> • Prepare a Marketing Strategy which will devise strategies and allocate funding to deliberately target the key market segments identified in this report. 	<p>1</p>
<p>Differentiation</p>	<ul style="list-style-type: none"> • Promote FRNP and Biosphere as key regional draw card through branding, improved signage, focus on Park values through Fitzgerald Coast publications and web presence, and development of a Biosphere focused Interpretation Centre in Ravensthorpe. • Position the Fitzgerald Coast as the 'smart traveller's' alternative. Differentiate the destination based on the destination's offering to the computer, internet and GPS savvy traveller as well as appealing to the smart, educated, traveller interested in learning more about the world. Include in all branded marketing initiatives links to websites and mentions of GPS positioning information. Make 'smart' information available on nature and heritage features via downloadable audio and written material. Link mapping to GPS positioning and add in additional features such as information and photos to Google Maps. • Focus on how the smart independent traveller is prepared to make their own fun and interested in discovering new things. Promote the destination as a sustainable destination which explains why the FRNP is not always accessible and attract ecotourists as a result. • Develop an annual photo competition to be held in a shoulder season (e.g. after Easter and not during Wildflower season) focused on the unique Biosphere. Invite all visitors to submit their local photos. Display them in Visitor Centre or in new Interpretation Centre. This draws out the natural/unique values of the region even when the wildflowers are not in season. Could call it Fitzgerald Coast Fotocomp (FCFC). 	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>3</p>
<p>Regional Tourism Marketing</p>	<ul style="list-style-type: none"> • Links will need to be established with Jerramungup Shire to involve them in the Fitzgerald Coast branding. 	<p>1</p>

	<ul style="list-style-type: none"> • Fitzgerald Coast (once joined with Jerramungup Shire) should join ASW to be included in itineraries coming from the West. • Concentrated campaign needed to educate staff within AGO and other members of AGO about the Fitzgerald Coast and its positioning relative to surrounding destinations (brand values, destination advantages). Errors on website need to be corrected such as direction to click on www.visitesperance (on the Hopetoun page!) and incorrect statement that Hopetoun is 7.5 hours from Perth (should be 6.5). The AGO website should direct visitors to the new Fitzgerald Coast destination website. • Fitzgerald Coast should join Hidden Treasures as one destination (i.e. Bremer Bay is already part of it). 	<p>1</p> <p>2</p> <p>2</p>
<p>Internet and Website</p>	<ul style="list-style-type: none"> • Upgrade Shire website. • Develop Fitzgerald Coast website as main dedicated tourism website for the Shire and region. Create downloads from all the pamphlets currently at the Visitor Centre and a selection of maps based on the Ravensthorpe [RAC] map. This to become the primary web presence for the two towns. Get Bremer Bay/Jerramungup to join in on website. • Create links from Fitzgerald Coast website to www.wildflowersravensthorpe.org.au- and http://ravensthorpe.wa.gov.au/. Improvements should then be made to the amount of tourist information available on both these sites, and upgrade these websites with new tourism branding. • Promote the website and web capability on signage as you approach town- including promoting downloadable interpretation and GPS positioning. 	<p>1</p> <p>1</p> <p>1</p> <p>1</p>
<p>Brochure/Maps</p>	<ul style="list-style-type: none"> • Proposed brochures/maps are made in consideration of the recommendations made within this document. • Conduct an audit of all brochure info and rebrand. • Reprint and develop trails/itineraries based on the following themes: <ul style="list-style-type: none"> ○ historical, family, mining, wildflowers, and adventure. ○ Time oriented, half to three day, morning and afternoon ○ Segment oriented- historical, family, mining, wildflowers, adventure • Consolidate brochures, maps and itineraries promoting what there is to see and do in the area for distribution at/to Visitor Centres, local businesses and other visitor hubs. Add GPS coordinates on all maps and itineraries for every turnoff and activity to attract the smart traveller. 	<p>1</p> <p>1</p> <p>2</p> <p>3</p>

	<ul style="list-style-type: none"> • Develop a Fitzgerald Destination booklet incorporating Bremer, Hopetoun and Ravensthorpe- working together to promote the unique wilderness of FRNP. 	2
	<ul style="list-style-type: none"> • Develop a brochure focused on the Top Five Fitzgerald Tours- list Five Drives, Five Walks, Five Flowers, Five places to swim, Five activities etc. Make this available for download on website. 	3
	<ul style="list-style-type: none"> • Develop a Drive Trail booklet/pamphlet covering a range of theming options such as Five Fitz Flowers, fauna, whales/views, 4wd, 2wd, ranges, minerals. 	2
	<ul style="list-style-type: none"> • Utilise brochures and maps to promote the region as a 4wd heaven with a range of trail options for 4wd-ers, including itineraries and interpretation. Link trails to existing trails including Holland Track, Rabbit Proof Fence. 	3
	<ul style="list-style-type: none"> • Promote 2wd access to a select group of beaches along Southern Ocean Drive, promoting toilets, fishing, swimming, snorkelling and surfing opportunities through brochures and maps. 	3
	<ul style="list-style-type: none"> • Promote safe fishing spots- brochure and availability of fishing gear hire and bait. 	1
Eco-niche	<ul style="list-style-type: none"> • Continue to participate in National Landscapes project. • Whales have been viewed close to Hopetoun for three weeks in September, which coincides with the peak wildflower season [and festival]. This fact should be heavily promoted. • Promote views of Seal Island (currently being undertaken by The Deck) as an attraction. 	1 2 2
Collaborative Marketing	<ul style="list-style-type: none"> • Join ASW. • Work with AGO and ASW to encourage collaboration in respect to promoting the Albany to Esperance route, which attracts many east-bound travellers. • Once the Fitzgerald Coast brand is developed then create itineraries on AGO and ASW website dedicated to the brand- e.g. "Fitzgerald Coast drive" (from Perth, Albany or Kalgoorlie). • Reposition Ravensthorpe as a junction to/from Albany, Esperance, Wave Rock [Hyden] and Hopetoun. 	1 3 2 2
Local Government Resourcing		
Development	<ul style="list-style-type: none"> • Shire to continue to progress Truck Bypass project with State Government. • Promote opportunities to develop holiday accommodation on blocks in Hopetoun. 	1 1

<p>Policy</p>	<ul style="list-style-type: none"> • Some campers at Starvation / Masons Bay park their van in advance of long weekends to secure sites. Some vans are left on site for 3-4 weeks to hold sites. Council needs a policy to stop this. • Shire should promote and charge fines for camping in undesignated spots. • Shire should promote and charge fines for dumping waste. • Shire is creating a free dump point. Once complete signs should be placed at road laybys to promote dump point at Shire and at caravan park. • Shire should introduce a ban on quad bikes except on designated tracks and introduce large fines for transgression. This will allow walking tracks to be rehabilitated. • Shire could require mining companies to use existing accommodation rather than setting up their own accommodation. This would allow existing operators to have contracts allowing them to go to banks to fund upgrades. 	<p>1 1 1 1 1 1</p>
<p>Planning</p>	<ul style="list-style-type: none"> • Hopetoun- need town planning design guidelines to keep the beachside, holiday feel to housing developments (some housing developments are not 'in keeping' with the holiday feel and therefore spoil the streetscape). • The Shire could consider planning requirements such as parking, access/easement, signage and zoning restrictions to encourage more hospitality establishments and increase Ravensthorpe restaurant capacity for tourists, miners /workers and residents. • Develop policies to encourage infill in commercial development on main streets of both towns to reduce the 'empty' feeling and improve street-scapes. • Ravensthorpe- tree planting, setbacks, restricting access and smaller building envelopes needed in main street. 	<p>1 1 1 1</p>
<p>Streetscapes</p>	<ul style="list-style-type: none"> • Upgrade of streetscapes for Hopetoun to include management of emptiness via screening off of unused infrastructure, maintenance of empty buildings and diversion of traffic from the empty streets (as per as per Tourism WA's Tourism Assets Assessment, Feb 2009). Shire planning should include management of "beach-side holiday destination" feel of the town through housing design guidelines and development approvals and proactive encouragement of infill (especially commercial developments) within main street. Large vehicle parking and signage improvements as recommended previously in this report. 	<p>1</p>

	<p>tourist friendly - training and education to enhance customer service and tourist friendly ethic.</p> <ul style="list-style-type: none"> • Visitor Centre should be open 9-5 daily, seven days a week. • Visitor Centre could hire out metal detecting gear and create linked self guided itineraries. • Encourage all businesses in Hopetoun to become "Welcome Shops"- i.e. everyone is in the business of helping visitors. 	<p>1</p> <p>2</p> <p>1</p>
Governance		
	<ul style="list-style-type: none"> • Ravensthorpe and Hopetoun have 3-4 community groups that work independently when they could be streamlined and working in unison under the Fitzgerald Coast brand (e.g. Progress Associations, Chamber of Commerce and RHAPS). These groups could be encouraged to coordinate activities or amalgamate to reduce the load on individuals and improve opportunities for grant funding application. These groups could also be encouraged to take a more proactive role in tourism (this is discussed separately in Chapter 4.7). 	<p>1</p>

Medium Term

Access	
Road Upgrade	<ul style="list-style-type: none"> • Cocanorup Road, Pioneer Grave and Homestead- promote and develop it as a scenic drive alternative 4wd route to Ravensthorpe (note weather dependant and only accessible with high clearance trailer). Approach signs needed at Cocanorup Road marking the Cocanorup Timber Reserve as a "Tourist Attraction" (once interpretation and viewing areas are installed as recommended elsewhere in this report). This road needs also to be mapped as a tourist drive. Add bench/layby area with view- near southwest end of property (off track) in a shaded area. Add sign to John Dunn's grave. Develop a layby/lookout off the South Coast Hwy overlooking the Dunn Brothers Homestead to link with other opportunities to interpret Cocanarup. Develop interpretation.
Signage	<ul style="list-style-type: none"> • Entry statement into Hopetoun required before the Information Bay (approx 5km out of Hopetoun). • Southern Ocean Road sign at Hopetoun needs to be bigger and signed as a tourist drive. • Need better signage on approach to Meridian layby area (west of Ravensthorpe), marking "Meridian" and "Tourist Attraction".
Hospitality/Meals	<ul style="list-style-type: none"> • Shire could support the Chamber of Commerce to facilitate/encourage restaurants in Hopetoun to share a roster system to ensure that there is availability of good food 7 days per

	<p>week for both breakfast and evening meals. Shire to review any policies which may be prohibiting the opening of cafes at night time in Hopetoun. Opening times to be coordinated and consistent.</p> <ul style="list-style-type: none"> • Shire needs to encourage the development of a night time restaurant in Ravensthorpe for overnight guests. Shire to review / or ease any policies which may be prohibiting the opening of a restaurant for night time meals in Ravensthorpe.
Parks and Reserves	<ul style="list-style-type: none"> • Develop Philips River Reserve as a day use facility including possible addition of a flying fox or a slide into the water, a board walk for accessing the water, canoe launching facility, walk trail up river, barbeques and picnic facilities.
Fishing	<ul style="list-style-type: none"> • A range of fishing spots could be developed (i.e. made more accessible) to either 4wd (onto the beach) or to a car park (via car parking improvements especially east or west of Hopetoun). These could then be promoted as designated day sites.
Activities	
Tracks and Trails	<ul style="list-style-type: none"> • Develop a 4wd loop similar to the Holland Track around Ravensthorpe (and including Jerramungup Shire) linking spots with known minerals, wildflowers, views, heritage and rest areas. Also could link to Rabbit Proof Fence. Possibly 150-200km long [1-2 days travel] with overnight rest areas [e.g. fire ring, bench, shade shelter, water tank]. Mostly following fire breaks and existing tracks / unsealed roads. Link it into the Interpretation Centre in Ravensthorpe and possibly Hamersley Inlet via the Moir [4WD] Track. • Geological Drive Trail and interpretation could be developed in conjunction with the Surveyor General's Office highlighting the 72 minerals located in the area. This could link with industrial tourism (see below) including mine tours and views over the various mines.
Day Use and Recreation	<ul style="list-style-type: none"> • Indoor mini golf could be developed as something to do in winter.
Accommodation	
Caravan and Camping	<ul style="list-style-type: none"> • Over time as more camping facilities are required expansion options include Kundip, Meridian layby area, Pitchi Ritchi, Echo Point and Philips River Reserve. DEC plans to re-open camping at 4 Mile Beach [approx 10-12 sites] and Mylies Beach [possibly 8-10 sites] which will alleviate short term shortage of camping facilities. • Echo Point - could be developed for overflow camping and day use. Road needs tending. • Pitchi Ritchi could be expanded to create additional camps and for day recreation use.
Rest Areas	<ul style="list-style-type: none"> • The South Coast Highway from Albany to Esperance to Norseman has no 24hr rest areas, hence travellers stop anywhere. The Shire should work with MRD to establish 1-2 sites suitable for 24hr stopovers. Encouraging travellers to stop and/or congregate in the Shire will help build visitation to day use sites and/or extend their stay at commercial sites. Sites should include an informational and interpretive panel inviting travellers to enjoy local experiences and services.

Attractions	
Meridian Sundial	<ul style="list-style-type: none"> • Link Meridian sites with GPS coordinates and Geocache trail mentioned elsewhere.
Interpretive Film	<ul style="list-style-type: none"> • RHAPS in conjunction with Ravensthorpe Regional Arts Council should create an interpretive film on the unique values of the Park- whether fictional (Man of Aran style, or Lockie Leonard style) or non-fiction (documentary, scientific) and provide daily projections of the film (for an entry fee) for all visitors to view. It could be projected within the Visitor Centre or be combined with a meal and sold as a package as a rainy afternoon or evening event.
Industrial Tourism	<ul style="list-style-type: none"> • There is a diamond drill core available to be displayed in new Interpretive Centre (refer Ravensthorpe Progress Association). • Marion Martin mine could be cleaned up and made accessible for visitors. • At Interpretive Centre could have a volunteer on site with rock-cutting equipment for visitors to pay to have rocks cut and polished into mementos. This might suit peak visitor periods only.
Nature Tourism	<ul style="list-style-type: none"> • Junction of Jerdacuttup River and Daniels Road [east of Hopetoun] has a wetland area suitable for a day use site, highly attractive and under-utilised. Warrants investigation for a walk trail, guided field notes etc.
Interpretation and Interpretive Centre	<ul style="list-style-type: none"> • A low-key visitor facility could be developed at Hamersley Inlet based in a 40-foot sea-container fitted out as an eco-sustainable facility with solar power, harvesting fresh water, using biolytic toilets etc. This facility would then be able to hire out canoes, sell basic foodstuffs, allocate sites/cabins for accommodation guests and facilitate guided tours of the Park and Inlet.
Heritage and Cultural Tourism	<ul style="list-style-type: none"> • The Ravensthorpe Arts community is very active and could be used to create another tourist attraction- a gallery featuring local artists (with weekly opportunities to meet the artists?). This gallery could be incorporated into the new Interpretation Centre (if developed) or accompanying another visitor attraction or occupying a currently unoccupied [Shire owned?] space on the main street of Ravensthorpe or Hopetoun. • A second Sculpture Trail could be developed based on the Wings and Wheels theme.
Events	
	<ul style="list-style-type: none"> • Introduce a family rainy day or movie night activity which could involve screening of a story about the biosphere (fictional or non-fictional) as per recommendation elsewhere in this report.
Product	
	<ul style="list-style-type: none"> • Guided tours of the FRNP should be developed including via walking, mountain bikes and 4 wheel driving. • Create interpretation that is downloadable to Smart phones via Telstra coverage (or satellite) (i.e. Podcasts). • Develop Coach Tour and Guided Tour with guide/wildflower up through ranges. • Develop a trail linking "Meridian towns" along the meridian line from north to south including H/R to create a "meridian trail". • Develop a trail along the east west line- Bunbury, Collie, Katanning

	<p>H/R Esperance (Geotourism link across the latitude- study of changing landscapes, Gondwana connections).</p> <ul style="list-style-type: none"> • Develop a Rabbit Proof Fence trail linking towns and sites from North to South to raise profile of Fitzgerald Coast destination. Develop interpretation along the route (subject to approvals).
Tours	<ul style="list-style-type: none"> • Develop a Tour which picks up backpackers from Trans WA in Ravensthorpe and delivers them to Hopetoun with a 3 day package itinerary. • Owners of Cocanorup (Thomas family) are willing to do unique personal historical tours. Don's sons want to establish overnight accommodation at Cocanorup. There is an opportunity to promote heritage tours and develop this as a heritage tourism attraction. This could be a location to host the film night mentioned under the marketing section.
Marketing	
Regional Tourism Marketing	<ul style="list-style-type: none"> • Work with other RTO's to get Fitzgerald Coast into Nullabor drive itineraries.
Internet and Websites	<ul style="list-style-type: none"> • Develop downloadable itineraries and interpretation.
Brochure	<ul style="list-style-type: none"> • Develop an interpreted GPS based or distance based mystery drive to discover secret flowers/locations. ie treasure hunt.
Younger Market	<ul style="list-style-type: none"> • Once the destination is further established (with product and suitable accommodation) there would be an opportunity to attract younger visitors for romantic weekend getaway destination. Chalets could possibly be developed is this market grew.

Long Term

Access	
Road Upgrade	<ul style="list-style-type: none"> • Seal access to Hopetoun (from east) from Esperance via Southern Ocean Road and create an 'iconic' 2wd tourist drive to Hopetoun. This would require improvements to beach access along the length of the route to optimise scenic deviations and views over the Southern Ocean. • Improve crossing at Ongerup Road so buses can access FRNP. • Improve access roads into Masons and Starvation Bays.
Signage	<ul style="list-style-type: none"> • Signage required in Albany and Esperance to promote Fitzgerald Coast destination and tell visitors of 24-hour rest areas in Ravensthorpe.
Activities	
Tours	<ul style="list-style-type: none"> • Flights over the Park could be a unique tour opportunity to interpret the region (once a larger visitor market is established). • Coastal drop offs into unique places (eg Twin Bays) of FRNP could be developed as a business. Could be day package including pre-prepared picnic and interpretation notes for bird or whale watching.
Accommodation	
Caravan and Camping	<ul style="list-style-type: none"> • Fitzgerald River bridge crossing is very popular with overnight campers and could be upgraded with a dump point and/or

	<p>benches, fire rings and shade shelter. If this were implemented (low priority) signs should be installed to promote tours, products and services available for visitors in Hopetoun-Ravensthorpe.</p> <ul style="list-style-type: none"> • Five Mile Beach east of Hopetoun could be developed as an informal campground for overnight [short stay] visitors and gradually upgraded to an eco-park with renewable-sustainable power, water harvest / recycling systems, eco-friendly sewerage system and eco-huts/cabins. Camp ground could occupy around 8-10 hectares spread along the Shire's coastal reserve. The Shire could establish the informal facility and invite private operators to invest in infrastructure in exchange for a 10-20 year lease.
Larger scale /high end accommodation	<ul style="list-style-type: none"> • Once the destination is differentiated greater demand for 4-star accommodation and a 'flashpacker' style of accommodation may exist. • Could develop eco-chalets along the Fitzgerald Walk Trail within FRNP to accommodate fee paying walkers on packaged tours (refer Milford Sound NZ model). • Hopetoun could develop 20-30 small ecocabins [2-3 beds] to accommodate bus/coach passengers. Especially during Sept-Jan when wildflowers are in abundance, whales can be spotted and bike / walk trails are particularly scenic. • Could develop chalets to create a 'romantic eco-getaway'.
Product	
All weather attraction	<ul style="list-style-type: none"> • Build a Gondola up East Mount Barren as a new Hopetoun attraction providing fair weather, all abilities access to the views.
Ecotourism Niche Market	<ul style="list-style-type: none"> • Development of the long distance walk trail within FRNP will assist to raise the profile of the destination as a key ecotourism destination. Once product and branding is developed there will be the opportunity to leverage the uniqueness of the FRNP (Biosphere, biodiversity, isolation, unique, untouched wilderness etc) to attract a new market- the high end international ecotourist. This market is willing to spend money for unique natural experiences. This will lead to new product development opportunities, such as fly/drive or fly/walk packages; fully serviced guided walks (accompanied by the construction of eco-chalets along the walk trail), fly over packages and coastal drop-off packages to otherwise unreachable locations.
Visitor Servicing	
Visitor Centre and Visitor Servicing	<ul style="list-style-type: none"> • Web booking service may be needed once more product is available to be promoted.

4.5. Budget

The following provides a Draft Budget highlighting all the major projects to be prioritised in the first three years of Strategy implementation. * Note Items shown in red are anticipated to be prioritised within normal Shire annual works budget and as such are not considered additional expenditure. Items in black in the "Shire" column are considered new or additional items to Shire expenditure. Items in the "Other" column are not expected to come from the Shire budgets but could be addressed through grant funding. (ie Lotterywest, Royalties for Regions, Country Local Government Fund). The actual recommended grant funding source has not been specified for each project.

Category	Task	Responsibility	Budget					
			Year 1		Year 2		Year 3	
			Funding source		Funding source		Funding source	
			Shire*	Other	Shire*	Other	Shire*	Other
Governance	Identify a governance structure for tourism	TM						
	Work with Jerramungup Shire to encourage to join Fitzgerald Coast							
	Promote Fitzgerald Coast brand	TM						
	Join ASW & undertake marketing	TM	\$ 2,500		\$ 2,500		\$ 2,500	
	Caravan and Camping Show	RHAPS/new entity	\$ 5,000		\$ 5,000		\$ 5,000	
	Value of tourism education	TM	\$ 2,000					
Branding	Style guide	TM	\$,000					
	Website	TM	\$ 2,500		\$ 1,000		\$ 1,000	
	Brochures	TM			\$ 5,000			
	Itineraries	TM			\$ 5,000			
	Branded and Welcome signage	TM	\$ 8,000		\$ 15,000		\$ 15,000	
	Maps	TM			\$ 5,000			
	National Landscapes branding	TM	\$ 3,000		\$ 3,000		\$ 3,000	
Infrastructure	Large vehicle parking- both towns	Shire	\$?					

Category	Task	Responsibility	Budget					
			Year 1		Year 2		Year 3	
			Funding source		Funding source		Funding source	
			Shire*	Other	Shire*	Other	Shire*	Other
	Directional signage	TM	\$ 10,000		\$ 10,000		\$ 10,000	
	Toilets maintenance	TM	\$?		\$?		\$?	
	Picnic facilities	TM			\$?		\$?	
	Road access (2wd and 4wd)	Shire			\$?		\$?	
	Day use upgrades (lookouts, beaches etc)	Shire	\$?		\$?		\$?	
	Safe anchorage	TM		?		?		?
	Truck bypass road	TM		?		?		?
	Mainstreet improvements	Shire	?		?		?	
	Entry to H/R Rd in Ravensthorpe	Shire			?			
Visitor servicing	Increase paid staffing at VC	TM/RHAPS	\$ 15,000		\$ 20,000		\$ 20,000	
	Volunteer customer service training	TM	\$ 5,000		\$ 2,000		\$ 2,000	
	Familiarisations- volunteers	TM	\$ 2,000		\$ 2,000		\$ 2,000	
	Familiarisations- externals	TM				\$ 2,000	\$ 2,000	
	Welcome shop training	TM	\$ 2,000		\$ 500		\$ 500	
	Local business networking	TM	\$ 1,000		\$ 1,000		\$ 1,000	
	Local business customer service training	TM	\$ 2,000		\$ 2,000			
	Local business opening hours coordination	TM/Chamber						
Activities	Interpretation and trails plan	TM		\$ 30,000				
	Mapping-beaches, fishing spots, picnic, 4wd,2wd routes	TM				\$ 10,000		\$ 10,000

Category	Task	Responsibility	Budget					
			Year 1		Year 2		Year 3	
			Funding source		Funding source		Funding source	
			Shire*	Other	Shire*	Other	Shire*	Other
	Trails development-mountain biking, 2wd, 4wd, walking	TM				\$ 30,000		\$ 40,000
	Interpretation-audio;signage;online;etc	TM				\$ 20,000		\$ 50,000
	Lookouts	Shire	\$?		?			
	GSOcean Drive-development and marketing	TM	\$?		\$ 1,000			
	Family focused events and daily activities	TM/RHAPS				\$ 2,000		\$ 2,000
Product development	Interpretation Centre-planning, design, implement (In Visitor Centre or separate building)	TM		\$ 20,000		\$ 80,000		\$250,000
	Tours-encouragement-guided, sunset, Interpreted, champagne, wildflowers, conservation focused	RHAPS/new entity	\$ 5,000			\$ 10,000		\$ 10,000
	Meridian-research, design, construct	TM	\$ 5,000			\$ 15,000		\$ 50,000
	Sculpture trail/art sculpture competition	RHAPS				\$ 20,000		
	Quad bike trail	Shire			\$?			
	Indoor mini golf	Chamber/Progress		?		?		
	Interpretive film	RHAPS		?		?		
	Biosphere conservation focused tours- bird, dieback, feral animal	Chamber/Progress/DEC		?		?		
	Photo competition- online	RHAPS/Rav Arts					\$ 2,500	

Category	Task	Responsibility	Budget					
			Year 1		Year 2		Year 3	
			Funding source		Funding source		Funding source	
			Shire*	Other	Shire*	Other	Shire*	Other
	Business development (canoe hire, abseiling etc)	Chamber		?		?		?
	Geocache trail	RHAPS		\$ 20,000				
	Audit all brochures and priorities	TM						
Marketing and Supporting Collateral	Develop Marketing Strategy	TM		\$ 30,000				
	Itineraries development and working with ASW and AGO	TM			\$ 2,500		\$ 5,000	
	Maps, Google mapping/GPS mapping, Geocache	TM				\$ 5,000		
	Brochure tours/itineraries	TM	\$ 10,000		\$ 15,000		\$ 20,000	
	Attach itineraries to website	TM			\$ 2,500			
Accommodation	Hamersley Inlet (feasibility, Design, EOI)	Shire		\$ 30,000		\$ 50,000		\$ 5,000
	Starvation/Masons Bay-maintenance, upgrades, additional sites	Shire	?		?		?	
	Caretaker	Shire	\$ 5,000		\$ 5,000		\$ 5,000	
TOTAL			\$90,000		\$105,000		\$96,500	
Shire extraordinary expenditure*			\$ 82,500		\$ 97,500		\$ 65,500	
*Budget Key	Items shown in red are items which are anticipated to be prioritised within normal Shire annual works budget and as such are not considered additional expenditure							

4.6. Project Implementation Options

The budget estimate provided above outlines a total estimated extraordinary Shire expenditure in Year 1 of \$82,500.

Based on \$300,000 in funds available for tourism over two years, a total of \$150,000 is available per year. A number of options are presented below for how this resource could be allocated.

1. Tourism Manager

The Shire plans to appoint an experienced Tourism Manager on a package (salary, house and car) of approximately \$120,000. With the existing budget this leaves approximately \$30,000 to be spent on implementing items from this Strategy.

If the Tourism Manager is appointed it is recommended that the projects listed in the budget under "Governance" and "Branding" should be implemented first. This would total \$28,000 and would come in within the existing budget of \$30,000. However with only \$30,000 and only two projects to implement, the Tourism Manager himself/herself would be greatly underutilised in this scenario.

Alternatively the Shire could commit to investing increased revenue in tourism allowing the Tourism Manager to then prioritise implementation of more of the major projects.

2. Visitor Centre Manager

As an alternative a local person with marketing and project management skills could be appointed as a Visitor Centre Manager on a salary of \$55,000. This leaves a balance of \$95,000 to be spent on projects. The budget of \$82,500 outlined above includes a \$15,000 allocation for increased Visitor Centre management. Hence if a full time Visitor Manager is appointed there would be a saving of \$15,000 from this budget, reducing the total amount for Shire extraordinary expenditure to \$67,500.

With an allocation of \$95,000 and projects requiring a total of \$67,500, the Visitor Centre manager would be left with a balance of \$27,500 which could be used to appoint project manager/s who could implement some of the projects which are not within the skill base or experience of the Visitor Centre Manager.

Essentially this scenario describes achievement of all projects outlined in the budget in section 4.5 above, using a Visitor Centre Manager to implement some of them and project managers with specific skills to implement others, overseen by the Visitor Centre Manager.

3. Project Managers

A third option is the appointment of one or numerous project managers to commence some of the key projects in Year One prior to the appointment of the Tourism Manager or Visitor Centre Manager. A number of projects are recommended below which involve a Project Manager being appointed for each distinct project. This would cost a total of \$79,300 based on the estimates below.

Project One

1. Governance
 - a. Creation of a Committee of Council as a management structure for tourism.
 - b. Working with RHAPS, Progress Associations and Chamber of Commerce and Shire of Jerramungup to progress development of a tourism committee. \$1000
 - c. Ensuring tourism operators and businesses are supportive of Fitzgerald Coast brand.
 - d. Join ASW \$500. Advertising in magazines- \$2000.
 - e. Value of tourism education, \$2000

Budget:

Project Manager Salary \$2400

Working Budget (not part of normal operating budget) \$5500

Project Two

2. Brand
 - a. Develop Style Guide. Budget \$5000
 - b. Develop Website. Budget \$2500 (contribution from Jerramungup \$2500)
 - c. Develop welcome signage x4 \$8000
 - d. Attend Caravan and Camping Show- \$5000 (normal shire expenditure)
 - e. Continue to participate in National Landscapes program.\$3000
 - f. Development of a Marketing strategy to guide investment, funded by grant funding.

Budget:

Project Manager Salary \$4000

Working Budget(not part of normal operating budget) \$18500

Project Three

3. Visitor servicing

Appoint someone on 10 hours per week for 2 months to work with Volunteers in visitor centre and improve customer service standards, product knowledge, rostering, Introduce Welcome shops into willing businesses in Hopetoun (remove I signs). Rename visitor centre "Fitzgerald Coast Visitor Centre".

- a. Volunteer payments (normal shire expenditure).
- b. Customer Service Training costs and familiarisation event costs. \$7000
- c. Local business networking . \$1000
- d. Local business customer service training. \$2000
- e. Local business opening hours coordination.
- f. Welcome Shop training. \$2000

Budget:

Project Manager Salary \$6400

Working Budget (not part of normal operating budget) \$12000

Outcome – enhanced expenditure from visitors, increased dispersal throughout the area, creating demand for new day use activities and tour products.

Project Four

4. Infrastructure
 - a. Large vehicle parking (from normal Shire operational budgets)
 - b. Directional signage –to and around Hopetoun- Jerdacuttup Road, Hopetoun Ravensthorpe Road, at end of Veal St. \$10000
 - c. Toilets- maintain toilets at beaches along Southern Coast Road (Shire operational expenditure).
 - d. Mainstreet improvements- as per Shire operational budgets.
 - e. An extension of the Breakwater at Hopetoun including construction of pens/moorings and an additional boat ramp: Project Manager to progress as priority with GEDC and Royalties for Regions funding.
 - f. Truck bypass- Shire/Council continue to progress this project with State Government.

Budget:

Project Manager Salary \$2000

Working Budget (not part of normal operating budget) \$10000

Project Five

5. Activities
 - a. Source funding through Lotteries to develop interpretation and trails plan for region based on Fitzgerald Coast brand values (i.e. FRNP, Biosphere, Mountains, Goldfields, Waterways). \$30000 (grant funded)
 - b. Prioritise Shire operational expenditure to develop Mt Drummond Lookout. Add directional, interpretive and welcoming signage. (normal operational budget \$15000)
 - c. Prioritise operational expenditure to develop Great Southern Ocean Drive as a 4wd tourist drive. (normal operational \$20000)

Budget:

Project Manager Salary: \$3000

Project Six

6. Product Development
 - a. Seek Funding to undertake a business case for an Interpretation Centre. (\$30000 grant funded)
 - b. Research opportunities to place interpretation within existing Visitor Centre.
 - c. Encourage operators to develop Tours- -guided, sunset (at Mt Barren or Lookout), Interpreted, champagne (at Mt Barren or Lookout).
 - d. Undertake research or conduct a competition into an innovative physics-based activity that could be developed at the Meridian attraction.\$5000
 - e. Foster community groups to develop a Sculpture trail based on the Fitzgerald Coast branding. Develop as a competition.
 - f. Shire to prioritise expenditure to develop a Quad bike trail to act as sacrificial trail. Shire to work with DEC and introduce fines to Quad bike and off-road bike use on non-designated trails.
 - g. Work with DEC and Friends of FRNP to develop Biosphere conservation focused tours- bird, dieback, feral animal.
 - h. Join geocache and identify funding to develop a trail.

Budget:

Project Manager Salary: \$5000

Working Budget (not part of normal operating budget) \$5000



Project Seven

7. Accommodation

- a. Continue maintaining campsites at Starvation Bay and Masons Bay.
- b. Continue working with DEC to ensure positive outcome for the Shire and community in relation to proposed accommodation and tourism developments at Hamersley Inlet.
- c. Advertise for a caretaker to reside at Starvation Bay or Masons Bay and to manage both sites. Ongoing maintenance costs as per existing budget. Caretaker to be provided with on-site accommodation for 5 months (Dec-March) in exchange for collecting visitor fees and maintaining the areas.

Budget

Project Manager Salary: \$500

Caretaker Campsite Expenses: \$5000

4.7. Governance Options

The Shire is keen to see tourism progress in the most efficient manner and foresees that a more formal governance structure is required to provide leadership to the local tourism industry and to manage and drive the development of tourism in the Shire.

In order to explore the best possible governance options it is worthwhile considering the role that local government can play in tourism.

Historically local government has taken a variety of roles in assisting the progression of the tourism industry. Some of these are listed below:

- Developer of tourism infrastructure;
- Progression of tourism development through policy;
- Policing of issues which impact tourism;
- Governance of tourism through recreation of a Committee of Council;
- Resourcing of tourism development through:
 - Funding visitor servicing (signage, information bays, visitor centre);
 - Funding promotion (brochures, maps, advertising);
 - Grant funding to a separate local tourism association to support their work in undertaking any of the above listed activities;
- Progression of economic development through dedicated resourcing to promote local business development; and
- Partnerships with other local government agencies to achieve economies of scale in any of the above options.

All or many of these opportunities could be pursued by the Shire of Ravensthorpe.

At the same time operation of an independent tourism association is a desired outcome because this would see private business controlling its own industry. However the area encompassing the Shire of Ravensthorpe is in its very early stages of development as a tourist destination and there are very few tourism operators available to form such an entity. Therefore a range of alternative governance structures need to be considered.

The following discusses four different possible governance structures available to the tourism industry in Ravensthorpe and outlines the advantages and disadvantages of each.

1. Subcommittee of existing group (e.g. Chamber of Commerce creates a Tourism Advisory Subcommittee)

Advantage	Disadvantage	Comments
No new governance structure required.	Tourism may not be a priority for the CCI.	CCI could play a key role in assisting the fledgling industry by providing a structure which is independent of the Shire to provide direction to the tourism industry.
Utilising existing resources and not over stretching members.		

2. Evolution of RHAPS into membership based tourism association

Advantage	Disadvantage	Comments
Not a completely new governance structure (although would potentially need to adjust constitution)	Needs leadership from within, which may not currently exist.	RHAPS already exists with an imprimatur to promote the region so its not a big stretch for it to evolve into a tourism organisation.
Utilising existing resources and not over stretching members.	Would need to ensure new people join RHAPS who have experience with tourism industry.	
RHAPS could invite members from Shire of Jerramungup to join in.		
RHAPS has indicated an openness to change and/or taking on a new role.		

3. Creation of new separate dedicated membership based Tourism Association

Advantage	Disadvantage	Comments
Dedicated to promoting tourism.	Needs leadership i.e. someone to drive the process. This person may not exist.	At this stage of Ravensthorpe's development as a tourism destination it would appear to be impractical to start a new entity, especially given the small size of the industry.
	Not a large tourism industry at the moment. Not likely to attract a large number of members.	
	There are already numerous community based groups which take up volunteer time of many local people. A new entity may be a drain on limited time and people resources and may create a conflict for local groups.	

4. Creation of a Committee of Council

Advantage	Disadvantage	Comments
On behalf of the Shire, Committee would provide leadership and resourcing to the fledgling industry.	Tourism industry may resist Council making decisions which influence their business.	A Committee of Council would be a suitable structure to progress tourism at this early stage.
Could invite key tourism players to participate in the Committee.		

Discussion

Following the analysis above, it would appear that the two most favourable options would be:

1) Encourage RHAPS to evolve into a new entity with a broader vision (encompassing both Ravensthorpe and Jerramungup) and focusing on tourism promotions and development.

OR

2) Create a Committee of Council which is charged with responsibility to provide direction to the development of the fledgling tourism industry.

Broadly a Shire's responsibility includes local infrastructure and services for communities and it may adopt a broader economic development mission to support community growth. Hence while tourism marketing may not traditionally be a role of local government, promoting tourism for economic growth can be.

A local community group can also play a role in tourism promotions (and marketing) on behalf of its tour-operator members. This demonstrates that ultimately there can be a reason for both types of organisations listed above to play a role in tourism.

There is an argument for the Council to create a committee to oversee broader economic development goals, while a local community group would be charged with the responsibility for tourism marketing, funded by local member's fees, advertising funds and by accessing grant funding (some of which may come through local government).

Recommendation

It is recommended that the Shire takes a leadership role in tourism by forming a Tourism Committee of Council. This subcommittee of Council would report directly back to Council through the Chair (who would need to be a Shire Councillor). This committee could be represented by the following:

1-2 Shire Councillors

1 x RHAPS

1 x Chamber of Commerce

1x Accommodation Provider

1x Ravensthorpe Retail

1 x Hopetoun Retail

1 x Department Environment and Conservation

1 x Jerramungup Shire Rep

1 x Friends Fitzgerald River National Park

The Committee would report to Council on key aspects the Committee is progressing and conversely would be in a position to persuade Council to support tourism initiatives financially where applicable. This Committee can also oversee the progression of the development of tourism through encouraging the evolution of RHAPS into a tourism industry body which would be responsible for marketing and promotions of the local tourism industry (of both Ravensthorpe and Jerramungup).

4.8. Performance Indicators

Leadership: Local government leadership to kick start tourism development through implementing this Strategy including encouraging community involvement in tourism and accompanying investment in improving access and amenity and raising the destination's profile.

Year1	Year 2	Year 3
Shire appoints Project Manager to progress projects	Tourism Manager appointed and supported by appropriate budget.	
Shire budgets for expenditure on tourism in Year 2		
Shire creates a Tourism Committee of Council.	A tourism association is formed or RHAPS evolves into one supported by local tourism operators	Shire funds RHAPS or separate Committee through a performance agreement.
Shire adopts a range of policies to promote sustainable tourism development		

Identity: Develop a distinct brand reflecting unique values. Promote destination as Fitzgerald Coast. Focus all development activities to reinforce this brand.

Year1	Year 2	Year 3
Development of new brand. Website launched.	Roll out of new brand into marketing activities through website, brochures, signage	ASW/AGO redevelop drive trails to incorporate Fitzgerald Coast
Shire of Jerramungup joins Fitzgerald Coast brand	Maps/Brochures developed.	

Exposure: Communicate the brand with well targeted activities focused on market niches.

Year1	Year 2	Year 3
National Landscapes project develops in line with Fitzgerald Coast re-branding	Branded signage welcomes visitors into towns	Photographic competition launched
New branding launched at Caravan and Camping show	Wildflower and other themed tours and trails promoted	Sculpture trail launched
Preparation of a marketing strategy guiding investment in targeted advertising		Conservation or restoration projects arranged as tour products

Dispersal: Promote both Ravensthorpe and Hopetoun (and Bremer Bay) as support towns for the Fitzgerald Coast destination- Hopetoun offering beachside respite and Ravensthorpe being gateway into the whole experience. Improve signage. Create links between towns (e.g. Heritage trail bike trail; 4wd loop around towns).

Year1	Year 2	Year 3
Welcome Signage is developed	Improved directional signage highlights west and eastern beaches, day use activities.	Fitzgerald Coast Signage placed on major routes into Ravensthorpe.
Heritage trail converted to dual use	Develop brochures promoting day use areas, , themed itineraries: wildflowers, fishing, family activities etc.	Complete GPS mapping for day use areas
Develop Southern Ocean Drive and other day use amenities	Promote Great Southern Drive	Truck bypass achieved
Research and develop Quad bike trail	Build Quad bike trail	Further trails development- Hamersley Inlet, Culham Inlet etc
Main street improvements in both towns.	Car parking improvements and access improvements to beaches and day use sites	
Intersection of Hopetoun Ravensthorpe road and Morgan st improved		

Destination Development: Focus Shire expenditure on marketing, improving visitor access, amenity and developing activities and attractions for visitors to do. Encourage collaboration between the two towns.

Year1	Year 2	Year 3
Interpretation and Trails Plan developed	Mountain biking, walking, 2wd and 4wd trails developed and mapped.	Complete GPS mapping and brochures promoting trails and Geocache trail
Truck bypass and safe anchorage progressed	Develop interpretation for specific trails as per plan.	Continue to develop interpretation for specific trails and sites as per plan.
Interpretation centre research conducted	Themed interpretation placed at Visitor Centre	Fitzgerald Coast Interpretation provided at Visitor centre
Meridian project researched/competition launched	Source funding and commence Meridian project	Meridian project offering day activity
Large vehicle parking both towns progressed	Tourist node at Hamersley Inlet	Accommodation constructed at Hamersley Inlet

Yield: Enhance visitor servicing (Ravensthorpe) and focus on customer service and opening hours to improve yield; encourage business development in areas of day activities.

Year1	Year 2	Year 3
Appointment of part time Visitor Centre manager	Day use activities developed at Philips River, Culham Inlet, Ravensthorpe Range and Mt Drummond Lookout, Mt Barren lookout	Increase in visitor numbers through visitor centre to 12,000.
Rename visitor centre "Fitzgerald Coast Visitor Centre".	Business development encouraged (canoe, sandboarding, surfcat, mountain bike, camping gear, 4wd hire. Rockclimbing, abseiling)	Canoe Hire, Surf cat, Sand boarding and 4wd tours developed
Achievement of welcome shops in Hopetoun	Guided walks and interpretive tours encouraged	.
Caretaker installed at Masons or Starvation Bay		
Completion of volunteer familiarisations Conducting of training in customer service for businesses		

4.9. Brand Development Recommendations

A range of tagline and logo options have been developed for the Shire of Ravensthorpe to consider. The following provides the research that went into developing these.

Branding Basis:

Fitzgerald Coast is the ideal name to launch the area as a 'new' destination. Hopetoun and Ravensthorpe individual brands are currently not strong enough however instead they become support towns for the Fitzgerald Coast destination. (In the long term separate branding can be developed for Hopetoun and Ravensthorpe to re-establish their individual reputations.)

Differentiation for the Fitzgerald Coast destination is to be based on the unique features such as FRNP-Biosphere [biodiversity, wildflowers], ranges/mountains and the unique beach/coastal sites. Other key features include the secret, undiscovered nature of the destination, its historic isolation, wildness and relative ease of enjoying the wilderness experience.

Destination Values

- Where the mountains meet the sea
- Where the goldfields meet the sea
- Ecogreen biosphere
- Like Denmark is to Albany- Stay in R/H escape the riff raff- visit Esperance
- An alternative to Esperance without the crowds and closer to Perth
- An alternative to Albany and Margaret River -no crowds, pure escape, still unspoilt
- An alternative to Kalgoorlie- but with pristine beaches !
- Pristine
- Undiscovered, unknown, unspoilt
- Escape
- The Fitzgerald Coast has all that AGO has to offer and its only 6 hours from Perth- goldfields, rare fauna, mountains, spectacular coast, farming, heritage
- H/R Gateway to Fitzgerald
- Wilderness without the wild weather
- Medicinal respite
- Australia's north west in the south
- Safari in the South
- The Complete Destination
- Satisfy your urge for wilderness and escape
- Takes investment from the visitor to reveal its secrets.
- Worth the effort
- Majestic mountains

Brand Position

- Diverse and interesting offering
- Beautiful
- Cheaper
- Biosphere
- Less crowded
- Wilderness but Easy to Access
- Safe all year round
- Where a little bit of prodding reveals tremendous secrets.
- Hopetoun- like a beachside holiday destination of yesteryear.
- Ravensthorpe- more than you think

Personality/Brand Essence

Rare	Peaceful	Safe	Beautiful
<i>Unique Priceless</i>	<i>Escape Timelessness Uncrowded Like holiday destinations used to be Forget reality Nostalgic</i>	<i>Comfort Low Risk</i>	<i>Rewarding Discover Sensuous</i>
Wild	Close(relative)	Secret	Diverse
<i>Untouched Pristine Unspoilt Wilderness</i>	<i>Easy Accessible Low effort Within reach</i>	<i>Undiscovered New Unknown Explore Delve</i>	<i>Interesting Variety Revealing Contrast</i>

Messages relevant for target markets

Target	Message
Self Drive/Retiree/Grey Nomad	The complete destination- mountains, goldfields, sea, heritage Pure Wilderness- Closer than you think Visit an island without crossing the sea Wilderness is still being discovered
Adventurous/sophisticated European traveller	Smart people seek out destinations like this one. Wilderness closer than you think Wilderness is still being discovered
Backpacker- domestic, international	Room for adventure Wilderness is still being discovered Pure Wilderness- Closer than you think
Families seeking an alternative to hustle and bustle of Albany and Esperance	The Complete Escape The perfect escape –closer than you think. Wilderness is still being discovered Pure Wilderness- Closer than you think
2wder seeking a 4wd trip	Room for adventure Wilderness is not that far away



30-40's- stressed out, seeking escape from it all	The perfect escape –closer than you think. Wilderness is still being discovered Pure Wilderness- Closer than you think The Complete Escape
Tour groups- overnight to stay in a motel (when there is a suitable one); Tour groups to stop and have a good meal in Ravensthorpe	Wildflowers and Wilderness within reach

Top Ten Tagline Options:

1. Wilderness. Real. Easy (or Real. Easy. Wilderness)
2. Discover Real Wild (followed by Wildflowers. Wilderness. Wildlife. (you could add in Wild Views)
3. Discover. Real. Wilderness
4. Get Real Wild (could also be followed by Wildflowers. Wilderness. Wildlife. Wild Views)
5. Wilderness within Reach
6. Your wilderness escape.
7. Explorers Only
8. Find the explorer in you.
9. Surprisingly close; Wilderness awaits.
10. Wilderness still to discover.

The recommended logos are provided in Appendix 4.

5. Appendices

Appendix 1

Reference Materials analysed for the Desktop Study

Australia's Golden Outback Tourism Development Priorities, 2010-2015, Tourism WA, 2010

Community Resilience in a Boom Economy, Working Paper Series, Curtin University,
Professor Fiona Haslam McKenzie, October 2009

Esperance Better Business Blitz Visitor Research 2009, Tourism WA

Fitzgerald Biosphere, Tourism Planning and Development Strategy, Advance Tourism,
2006

Hopetoun-Ravensthorpe Tourism Asset Assessment February 2009, Tourism WA

Local Planning Strategy, Shire of Ravensthorpe, Land Insights, Dec 2009

Nature: The Leading Edge for Regional Australia, Tourism Tasmania

Experience findings, April 2009

Ravensthorpe Hopetoun Tourism Action Plan, prepared by Lance Hardy Tourism WA, July
2009

Realising Hopetoun /Ravensthorpe Tourism Potential, prepared by Lance Hardy Tourism
WA, July 2009
Shire of Ravensthorpe Service Delivery Questionnaire, 2009, Shire of
Ravensthorpe

Shire of Ravensthorpe Audit of Existing Road Signage, Tourism WA, 2008

South Coast Region Submission, for recognition as a National Landscape, January 2010

Tourism Australia's Experiences Framework Research, Excerpts from "Outback"

Visitor Estimates for the Shire of Ravensthorpe, Esperance and Albany, Tourism WA

Appendix 2

Short Stay Accommodation Supply Demand Assessment

Background

The Project Brief required an assessment of existing and potential [i.e. projected future] accommodation demand across different growth scenarios with estimates of the likely accommodation mix required within the short term [1-5 years], short-medium [5-10 years], medium [15 years] and long term [15-20 years].

Visitation and Accommodation Demand Drivers

Local drivers of visitation and accommodation demand during 2010-2020 within the Shire of Ravensthorpe include the following.

1. Mining [e.g. exploration, construction, commissioning]:

- o First Quantum [previously BHP] nickel ramping up the Ravensthorpe operations during 2010-2013. Estimated staff levels range from 200 in 2010 to 800 in 2012.
- o Tectonic Resources. Gold, silver and copper deposit. Exploring ground at Phillips River and Kundip 2010. Estimated construction 2012. Estimated commencement 2013.
- o Galaxy Resources. Lithium / tantalum deposit. Mining and processing to commence mid-late 2010.

2. Tourism [demand]:

- o Improvements in marketing tourism linkages between Hopetoun-Ravensthorpe and Albany and Esperance to raise the profile of Hopetoun-Ravensthorpe and therein stimulate increased stopover traffic. Estimate from 2012 onwards.
- o Proposed alternate route to Hopetoun via sealed access on Jerrdacuttup and/or Springdale Roads or unsealed access along the Southern Ocean Rd increasing visitation from 2011-12 onwards.

3. Tourism [supply]:

- o Improved, more effective promotion of Hopetoun-Ravensthorpe [including information and signage for visitors] leading to an increase in visitation from 2011 onwards.
- o Investment in new camp sites, new day use activities, new tours and improved visitor services leading to an increase in overnight visitors an/or longer stay from 2011-2013.
- o New accommodation [e.g. hotel / motel, private holiday homes, camp sites and motorhome/RV bays] leading to more visitors and possibly overnight coaches from 2012.
- o Improved access, amenity and awareness of Fitzgerald River National Park [e.g. sealed access roads, new coastal hiking route, improved day use sites, upgraded camp sites and improved range of visitor options / tours].

4. CONCLUSION:

Based on the *known and potential* local drivers of accommodation demand the estimated growth in visitation and/or accommodation demand within the Shire of

Ravensthorpe is inferred as follows [with projected⁶ change in WA regional visitor nights shown in parentheses for comparative purposes]:

2010:	low-moderate increase [-0.6%].
2011:	moderate increase [2.0%].
2012:	moderate-high increase [3.3%].
2013:	moderate-high increase [1.8%].
2014:	moderate increase [1.5%].
2015-2017:	moderate increase [5.2%].
2018-2020:	low-moderate increase [4.7% ⁷].
2021-2030:	low-moderate increase [18.8% ⁸].

The accommodation demand-supply model used in this report adopts the Tourism Forecasting Council regional WA growth projections as a base line [shown above in parentheses for 2010-2017]. Alternative scenarios adopt the inferred 'local' drivers of growth [outlined above] across high/medium/low growth scenarios in evaluating the potential accommodation requirements for the Shire of Ravensthorpe. The alternative scenarios are presented in detail below.

Tourism and Accommodation Market Overview

Fieldtrip observations, consultation with stakeholders and desktop analysis provided the following:

1. Length of Stay

Average length of stay [nights] in the Shire of Ravensthorpe is as follows:

Source	Domestic Visitor	International Visitor
Tourism Research Australia	3.8	n / a
Tourism WA	4.0	10.6

Accommodation operators within the Shire indicated the following length of stay [nights] for the respective visitor types:

Visitor Type	Shire Campgrounds	National Park	Caravan Park	Hotel / Motel / Park Homes
Backpackers	2-6	2-4	2-4	
Families on Holidays	6-14		6-14	5-8
Retirees / Nomads	6-21		6-21	
Blue Collar Workers			3-7	3-7

⁶ Tourism Forecasting Council, December 2009, projected regional WA visitor nights [domestic + international].

⁷ Evolve Solutions Projection.

⁸ Evolve Solutions Projection.

2. Seasonality

Visitation to the Shire of Ravensthorpe is influenced by a range of seasonal factors including wildflowers, whales, fishing [& boating], school holidays, events and weather. These are shown below.

Influencing Factor	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
School Holidays												
Wildflowers												
Fishing												
Optimum Weather												
Events												
Whales												
Visitation	PEAK	SHLDR	SHLDR	PEAK	LOW	LOW	LOW	LOW	PEAK	PEAK	SHLDR	PEAK

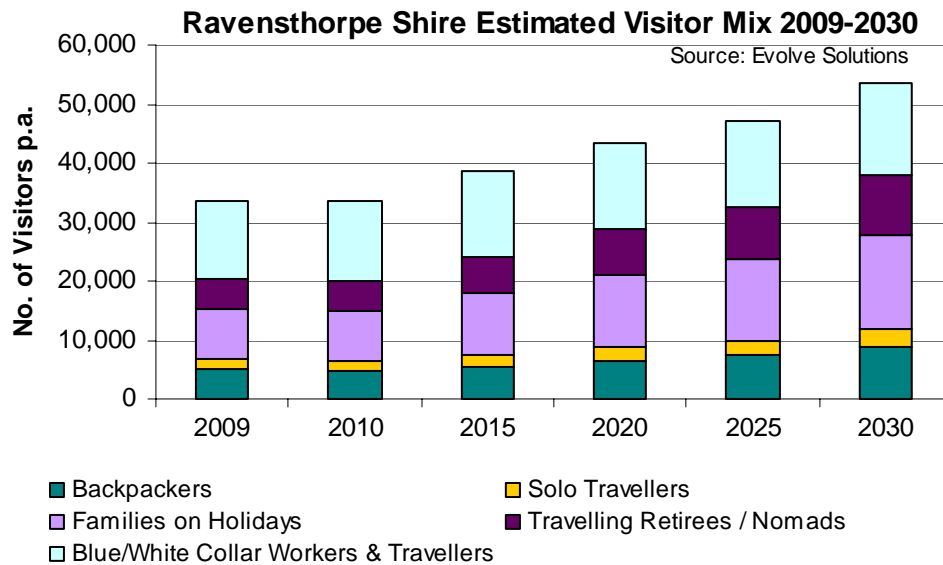
Visitation seasonality within the Shire of Ravensthorpe directly impacts utilisation. Five months of peak, three months of shoulder and four months of low utilisation translates into annual utilisation of up to 75-80% [maximum]. The visitation season would need extending to increase annual utilisation above 80% [and this has been recognised in developing the projections].

3. Visitor Mix

The past and [potential] future mix of visitors to the Shire of Ravensthorpe is outlined as follows.

- o Historically, Ravensthorpe is visited overnight by: families enroute to farther destinations [10-15%]; elderly travellers [e.g. nomads] enroute to farther destinations especially east-bound [10-15%]; international travellers staying in the caravan park/national park [4-5%] and blue collar workers associated with projects in the surrounding area [60-70%].
- o Historically, Hopetoun is visited overnight by: families staying in the caravan park during school holidays [25-30%]; elderly and family travellers staying in the caravan park [25-30%]; international travellers staying in the caravan park/national park/Shire campgrounds [5-10%] and blue/white collar workers staying in B&B/motel/hotel/cabins [30-40%].
- o Anticipated changes to the Shire of Ravensthorpe visitor mix include an increase in elderly travellers [i.e. nomads] staying in Shire campgrounds; an increase in international visitors staying in National Park / Shire campgrounds; an increase in families staying in the caravan park [i.e. including those visiting friends and relatives working in the area & enjoying seasonal highlights of the region]; an increase in families and elderly couples staying in hotel/motel/park homes/cabins; and an increase in domestic and international solo travellers staying in National Park/Shire campgrounds/caravan park for. The estimated

and projected visitor mix for the Shire of Ravensthorpe is shown graphically below.



4. Trends

Underlying trends in travel patterns and visitor behaviours that may potentially influence future visitation and/or accommodation demand in the Shire of Ravensthorpe include the following [i.e. not an exhaustive list of global / national tourism trends].

- o Growing urban congestion is increasing the need to escape and/or indulge, for example, the recent growth in weekend getaways and “pay for 2 stay for 3 night” deals.
- o Australians are travelling less often, for shorter periods [i.e. fewer domestic trips].
- o Australians are spending less on travel/holiday expenditure [i.e. travel occupies a lower share of disposable income].
- o Australians perceive domestic travel is comparatively ‘poor value’ [e.g. lack of quality budget accommodation; relatively high cost of domestic air travel].
- o For a growing number of Australians overseas travel is more appealing than domestic travel.
- o There is a growing ‘green shift’ towards environmentally aware destinations, products and services, favouring undisturbed nature-based experiences [e.g. Biosphere Reserves].
- o By 2020, Australia’s population of over 65’s will have trebled and they will be comparatively healthier, wealthier and potentially more mobile than their predecessors.
- o With rising aspirations and expectations there is a change in spending patterns whereby visitors expect and want premium service at affordable prices [i.e. best for less, now].
- o Visitors increasingly value experiences over possessions, using experiences to express status, and travel value is being derived from the experience [i.e. memories & feelings].
- o There is an estimated 80,000+ caravans/motorhomes/camptrailers on Australian roads while the number of overnight sites/bays continues to decrease [i.e. driving

an increase in informal camping in rest bays, car parks, picnic areas and road reserves].

Accommodation Supply

The supply of 'existing' commercial accommodation within the Shire of Ravensthorpe has been estimated based on desktop analysis, consultation and field observations. A summary of the existing supply as at March 2010 follows.

RAVENSTHORPE SHIRE ACCOMMODATION SUPPLY					
Accommodation Type	Establishments	No. of Establishments	No. of Rooms	No. of Beds	% of Total Supply
Hotel	Port Hotel 8 rooms; Palace Hotel 4 Rooms [upstairs]	2	12	20	3%
Motel	Wavecrest 15 x 2-3 Brm Park Homes; Hopetoun Motel 5 Self Cont rooms + 6 Std rooms; 3 x B&B's 7 rooms; Ravensthorpe Motel 10 Sgle + 2 Dbl rooms; Palace Motel 16 Sgl + 15 Dbl rooms; Qualup Homestead 2 Chalets.	8	78	220	22%
Caravan Park Cabins	Hopetoun CP 24 cabins; Ravensthorpe CP 9 cabins + 5 onsite vans + 2 BP dongas;	2	40	160	11%
Caravan Park Sites	Ravensthorpe CP 50 Pwrld + 10 Unpwrld sites; Hopetoun CP 94 Pwrld sites; Wavecrest 16 Dble/Lge sites;	3	170	356	48%
Shire Camp Sites	Hammersley Inlet 6 sites; Masons Bay 11 sites; Starvation Bay 12 sites;	3	29	58	8%
NP Camp Sites	Hammersley Inlet 5 sites; Fitzgerald Inlet 5 sites; St Mary Inlet 12 sites;	3	22	44	6%
TOTAL		21	351	858	100%

Source: WWW, RAC Accommodation Guide, Evolve Solutions & Personal Communications.

Star ratings of accommodation establishments within the Shire of Ravensthorpe are predominantly within the 2.5-3.5 star range with two establishments at around 4 star standard [e.g. Wavecrest Park Homes and Hopetoun Motel & Chalet Village]. There are no 4.5-5.0 star establishments such as full service hotels / resorts or serviced apartments and subsequently no 'premium' quality offering for overnight visitors. Tariffs within the existing establishments are generally comparable to similar facilities along the South Coast.

Potential [known] future additions to short stay accommodation within the Shire of Ravensthorpe include the following.

Type & Name of Accommodation	Timing	Potential Increase	% of Total
Hotel / Motel Hopetoun Motel and Chalet Village	2011-2013	8-9 self contained 'premium' units. 55 beds	6%
Hotel / Motel / Apartments	2011-2013	10-12 two-bedroom	

Wavecrest Village		park homes. 29 beds	3%
Hotel / Motel Ravensthorpe Motel	2012-2015	10-12 Park homes. 29 beds	3%
Caravan Park Hopetoun Caravan Park	2011-2014	30 powered sites & 8 cabins / chalets. 93 beds	11%
Caravan Park Ravensthorpe Caravan Park	2011-2014	4-6 cabins / Chalets. 15 beds	2%
Campgrounds Shire of Ravensthorpe. Hamersley Inlet	2012-2013	6 eco-cabins, 10 caravan bays & 8 camp sites. 59 beds	7%
Estimated Total		101 rooms / 280 beds	32%

Potential [known] additions to accommodation within the Shire of Ravensthorpe amount to 53 units/park homes/cabins, 30 caravan sites and 18 camp sites during 2011-2015. Each of the 'known' additions has been included into future supply projections.

Accommodation Demand

The utilisation of accommodation within the Shire of Ravensthorpe has been determined based on desktop analysis and consultation. A summary of accommodation utilisation follows.

- o Occupancy in Ravensthorpe and Hopetoun prior to 2004 [i.e. before RNO construction began] was typically 25-45%. Around 2005 to 2009 during RNO construction and operation accommodation occupancy in Ravensthorpe was around 75-95%. During 2009-2010 [i.e. after RNO closed] occupancy in Ravensthorpe has averaged around 55-65%.
- o Expected occupancy in Ravensthorpe and Hopetoun caravan parks during 2011 is 60-70% and 65-75% occupancy within hotel / motel / park homes / cabins. Further increases of up to 10% are expected in 2012-2013 as new mines commence, access roads are sealed / upgraded, Ravensthorpe-Hopetoun promotion improves and upgrades are completed within Fitzgerald River National Park. Sustained low growth in occupancy is expected thereafter.

Land Availability

Shire of Ravensthorpe is currently in the final stages of amending its current town planning scheme [TPS] and proposed amendments allow for tourism developments within 'special use' zones within Ravensthorpe and Hopetoun on currently vacant and/or improved land. Many of Hopetoun's residential homes are within special use zones enabling use as holiday accommodation although very few homes have been used for this purpose. In addition, the Shire of Ravensthorpe has capacity to increase the number of camp sites within Shire Reserves at Masons and Starvation Bay as well as in other areas including sections of the Phillips River [e.g. Pichi Richi, Echo Point] Kundip and at the Meridian rest bay. Most of the existing accommodation operators have land available within or adjacent to their existing properties to expand their accommodation infrastructure. Overall, there appears to be significant land available to develop additional tourist accommodation sites, cabins and rooms within the Shire.

Accommodation Demand & Supply Projections

1. Background

Assessment of the Shire of Ravensthorpe accommodation demand and supply balance during 2010 and 2030 included the following:

- o Recognition of Tourism Forecasting Council's projections for international and domestic [and total] visitor nights in regional Western Australia during 2010 to 2018.
- o Recognition of local factors stimulating accommodation demand within the Shire of Ravensthorpe such as increased mining activity, road/access upgrades, infrastructure improvements within Fitzgerald River National Park, improved promotion of Hopetoun-Ravensthorpe as a destination and potential emergence of bus/coach passengers and organised tours for short stay stopovers [i.e. new visitor segment].
- o Recognition of local accommodation operator's potential expansion of existing establishments including the Shire of Ravensthorpe's scope to expand facilities within existing Shire Reserves.
- o Recognition of regional and State-level factors stimulating tourism, holidays and short-stay getaways during 2010 to 2014.
- o Recognition that length of stay for respective visitor types will remain within a relatively narrow range [i.e. similar to 2006-2009].

2. Industry Norms

Industry norms [as shown graphically below] have been applied in assessing the need for additional supply of short stay accommodation within the Shire of Ravensthorpe.

- o Industry norms suggest sustained annual occupancy of over 70% can lead to an increase in tariffs [i.e. due to supply limitations], increased margins [i.e. revenues appreciably exceeding costs], sufficient cash flow to fund capacity expansion [i.e. additional rooms, sites or cabins] or new establishments emerging given conditions of demand growth exceeding supply growth.
- o Industry norms suggest sustained annual occupancy of 50-69% are indicative of a sustainable demand-supply state with accommodation establishments generating typical industry returns [i.e. surplus free cash flow, return on capital exceeding the cost of capital], tariffs remaining within a relatively narrow range [i.e. market forces limiting price increases] and supply is sufficiently under-utilised to deter new establishments or encourage significant capacity expansions.
- o Industry norms suggest sustained annual occupancy below 50% can lead to low levels of re-investment [i.e. insufficient repair, maintenance, replacement], price competition, declining quality standards and cause for reduction in capacity [i.e. decommissioning of sites/bays, removal of old cabins / vans, closure of run down rooms, etc].

Industry Norms to Assess Accommodation Demand-Supply Status

Annual Occupancy	Accommodation Status	Supply Response
> 70%	Expansionary	Expand
50 ~ 69%	Sustainable	Hold / Maintain

< 50%	Unsustainable [over long term]	Contract [over short-medium term]
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3. Scenarios

It should be noted that short stay accommodation markets are largely imperfect with cycles of peak/shoulder/low utilisation caused by an ever-changing combination of seasonal weather patterns, comparative destination appeal, supply limitations, uncertain planning approval processes, irregular availability of land/materials/labour/capital and various short-term approaches to expand and/or satisfy demand. Short stay accommodation markets can change ‘overnight’ or gradually over seasons or years.

Accommodation demand-supply projections are based on underlying assumptions, anticipated scenarios and potential future outcomes that invariably differ to actual future outcomes. For example, changes in long term visitor trends or demand/supply growth rates can affect demand-supply relationships within a relatively short period making medium-long term projections [e.g. 5-10 year and 10-20 year] vulnerable to error. The randomness of markets and industry responses invariably bring outcomes that undermine demand-supply projections.

In this assessment four scenarios have been adopted to evaluate short stay accommodation requirements within the Shire of Ravensthorpe during 2010 to 2030. Each scenario adopts 2009 occupancy rates as the beginning of the time series. The four scenarios include:

1. **Base Case:** Adopts Tourism Forecasting Council’s [TFC] projected visitor nights for regional Western Australia [based on projections issued December 2009], which has an average annual growth rate of 0.6% during 2009-2018. A moving average has been applied to extend the time series out to 2030. Base case scenario reflects a conservatively low growth outcome from the proposed investment in tourism infrastructure within the Shire.
2. **Low Growth:** Incorporates anticipated and potential impacts on visitor nights during 2009-2030 with an average annual growth rate of 1.6%. Low growth scenario reflects a ‘subdued’ or marginal outcome from the proposed investment in tourism infrastructure within the Shire.
3. **Medium Growth:** Incorporates anticipated and potential impacts on visitor nights during 2009-2030 with an average annual growth rate of 1.8%. Medium growth scenario reflects a ‘sustainable’ positive outcome that might be broadly expected from the level of proposed investment in tourism infrastructure within the Shire.
4. **High Growth:** Incorporates anticipated and potential impacts on visitor nights during 2009-2030 with an average annual growth rate of 2.1%. High growth scenario reflects a ‘significant’ positive outcome from the proposed investment in tourism infrastructure within the Shire.

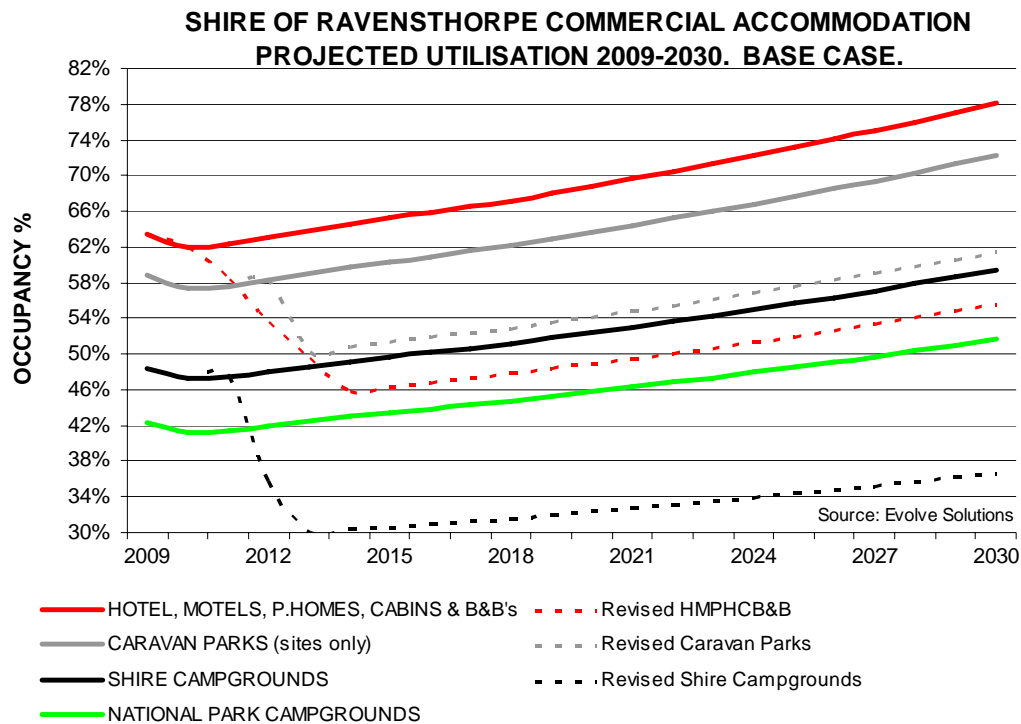
4. Base Case Scenario

With a projected demand growth of 0.63%p.a. and assumed increase in ‘known’ supply of 101 rooms [i.e. approximately 280 beds or 1.4%p.a supply growth], there is a sharp decline in occupancy across all types of establishments during 2010-2015 followed by a

steady increase in utilisation thereafter albeit to levels well below that of 2010. Hotels/Motels/Park Homes/Cabins and Shire Campgrounds exhibit a short period of unsustainable low utilisation after the 'known' expansions suggesting sustained low demand growth could have potentially significant impact on these types of accommodation [if 'known' expansions were realised].

Conclusion: During 2010-2030, assuming the 'known' supply increases are realised and comparatively low demand growth is sustained, there is no compelling reason to further increase accommodation. Adding the 'known' supply increases has potential to impose unsustainable conditions for a short term on some establishments. If none of the 'known' increases in supply are realised there is cause to add capacity at around 2020 within the Hotel/Motels/Park Homes/Cabin sector and at around 2028 within the caravan park sector. This is shown graphically in the chart below

In the charts that follow the dashed lines indicate occupancy AFTER 'known' anticipated supply increases have been taken into account whilst the solid dark lines show occupancy with NO 'known' supply increases [i.e. the current existing supply is maintained over the long term].

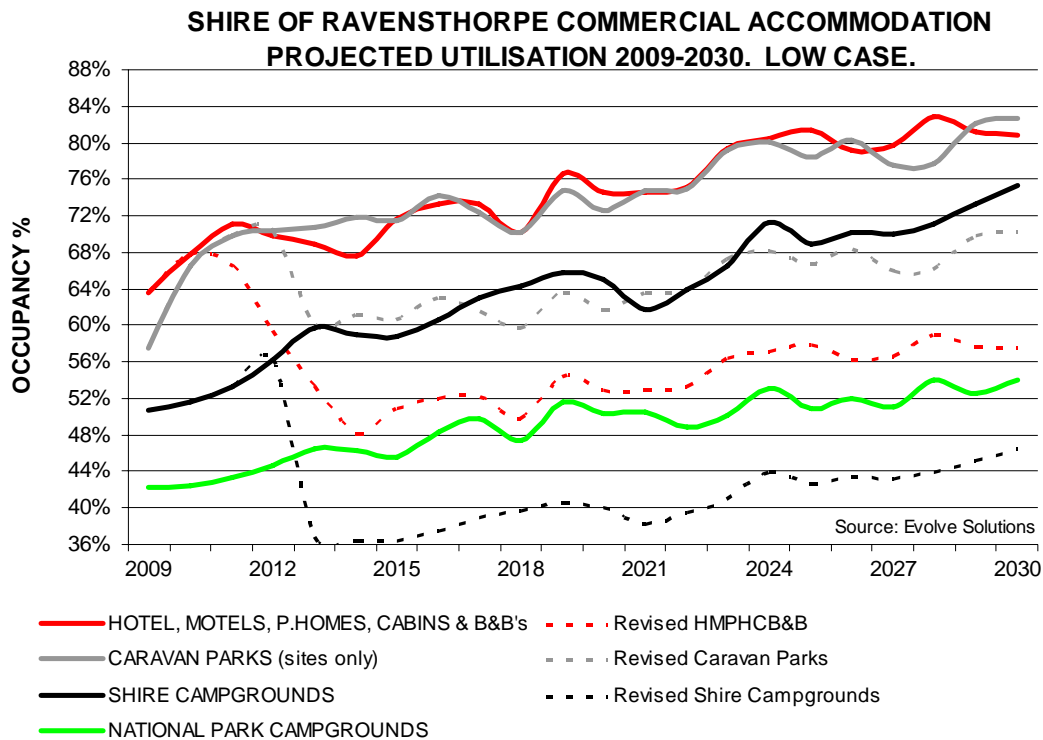


5. Low Growth Scenario

With a projected demand growth of 1.6%p.a. and anticipated 'known' increase in supply of 101 rooms [i.e. approximately 280 beds or 1.4%p.a supply growth], there is a noticeable decrease in occupancy across all types of accommodation during 2010-2014 followed by an undulating upward trend in utilisation thereafter to levels significantly below that of 2010. Hotel/Motel/Park Homes/Cabins and Caravan Parks exhibit a period

of 'sustainable' utilisation from 2015 onwards suggesting sustained low growth in demand would be unlikely to drive expansion or attract new investment to raise capacity over the longer term.

Conclusion: During 2010-2030, assuming the 'known' supply increases are realised and comparatively low demand growth is sustained, there is no expected cause to further increase accommodation capacity. If none of the 'known' increases in supply are realised utilisation in the Hotel/Motel/Park Homes/Cabin and Caravan Park sectors remains above 70% from 2014 onwards, which would be expected to contribute to shortage of room/site availability, tariff increases or investment in new establishments from 2014 onwards. Shire campgrounds could face a shortage of sites from 2024 onwards. This is shown graphically in the chart below.

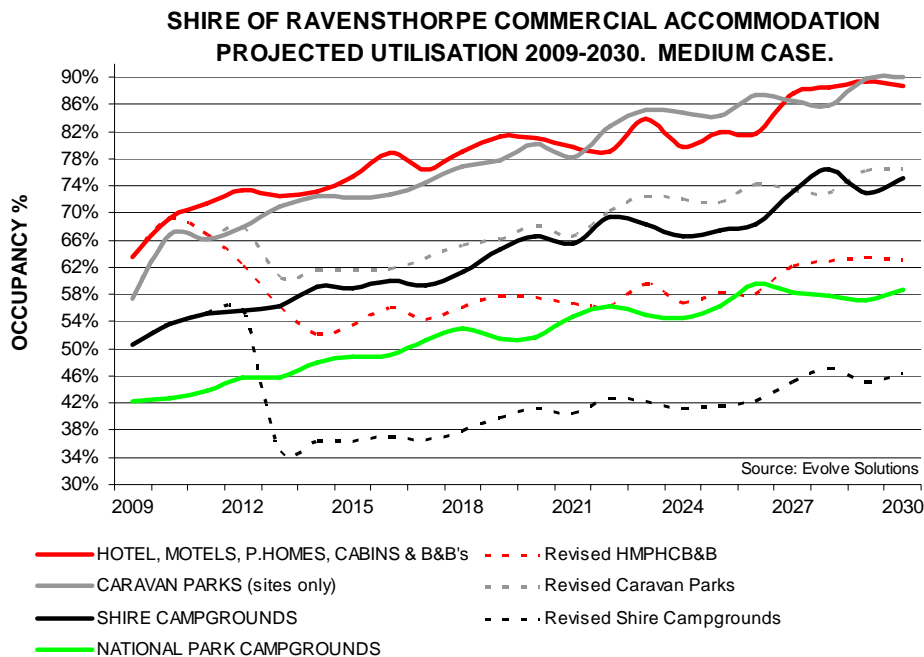


6. Medium Growth Scenario

With a projected demand growth of 1.8%p.a. and anticipated 'known' increase in supply of 101 rooms [i.e. approximately 280 beds or 1.4%p.a supply growth], there is a noticeable decrease in occupancy across all types of accommodation during 2010-2014 followed by an undulating upward trend in utilisation thereafter to levels generally below that of 2010 [with exception of the Caravan Park sector]. Hotel/Motel/Park Homes/Cabins sector exhibits a period of 'sustainable' utilisation from 2014 onwards suggesting sustained low growth in demand would be unlikely to drive expansion or attract new investment to increase park capacity over the longer term. Conversely, the Caravan Park sector exhibits a period of 'expansionary' utilisation from 2022 onwards

suggesting sustained low-moderate growth in demand could potentially impact tariffs, site availability or investment attractiveness and/or lead to an increase in capacity over the medium - longer term.

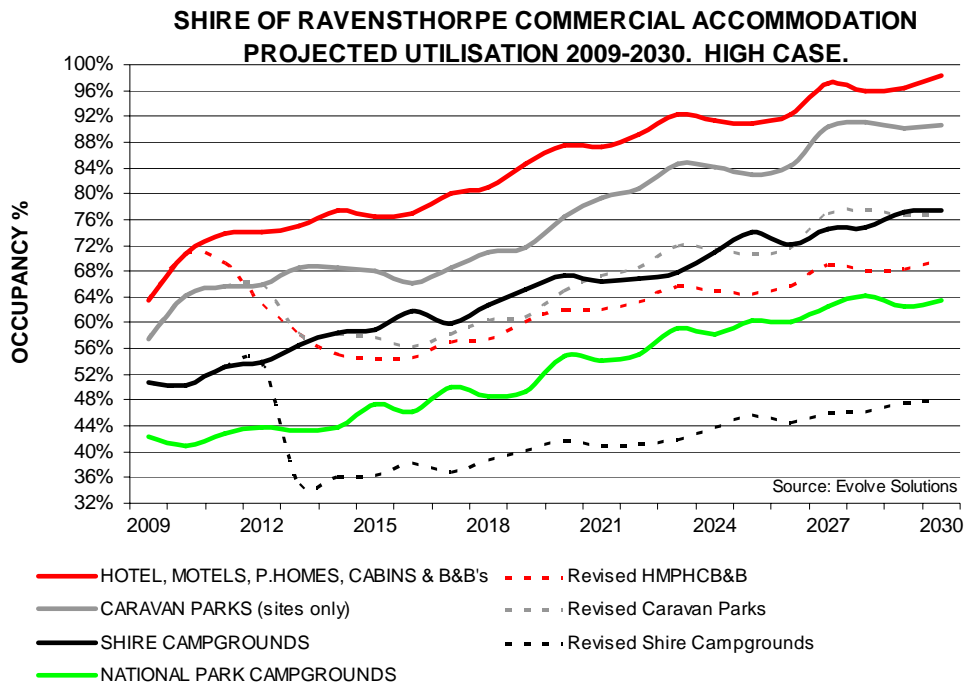
Conclusion: During 2010-2030, assuming the 'known' anticipated supply increases are realised and comparatively low-moderate demand growth is sustained, there is potential cause to further increase caravan park accommodation after 2021. Other accommodation types have adequate capacity to meet low-moderate demand growth. If none of the 'known' increases in supply are realised utilisation in the Hotel/Motel/Park Homes/Cabin and Caravan Park sectors remains above 70%, which may contribute to room/site availability limitations for visitors, tariff increases or investment in new establishments from 2011 onwards. This is shown graphically in the chart below.



7. High Growth Scenario

With a projected demand growth of 2.1%p.a. and 'known' anticipated increase in supply of 101 rooms [i.e. approximately 280 beds or 1.4%p.a supply growth], there is a noticeable decrease in occupancy across all types of accommodation during 2010-2015 followed by an undulating upward trend in utilisation to levels generally below that of 2010 [with exception of the Caravan Park sector]. Hotel/Motel/Park Homes/Cabins sector exhibits 'sustainable' utilisation from 2014 onwards suggesting sustained moderate growth in demand would be unlikely to drive expansion or attract new investment over the longer term. The Caravan Park sector exhibits a period of 'expansionary' utilisation from 2022 onwards suggesting sustained moderate growth in demand could potentially impact tariffs, site availability or investment attractiveness and/or lead to investment in capacity over the longer term.

Conclusion: During 2010-2030, assuming the 'known' supply increases are realised and moderate demand growth is sustained, there is potential to cause further increases in caravan park accommodation after 2021. If none of the 'known' increases in supply are realised utilisation in the Hotel/Motel/Park Homes/Cabin sector remains well above 70% from 2010 onwards, which would contribute to chronic shortage of available rooms or pronounced tariff increases from 2015 onwards and/or investment in new establishments. The caravan park sector would be expected to exhibit a shortage of available sites or pronounced tariff increases from 2020 onwards and/or investment in new establishments. Shire campgrounds would be in short supply with limited site availability during peak/shoulder periods from 2020 onwards. This is shown graphically in the chart below.



8. Key Findings

Indications are that a significant portion of the 'known' anticipated 29% increase in accommodation supply can be expected to eventuate [i.e. 101 rooms, approximately 280 beds, 1.4%p.a average supply growth]. The anticipated increase in accommodation capacity during 2011-2015 coincides with an anticipated surge in demand and thereafter low or medium growth in demand delivers a sustainable demand-supply state for all types of accommodation without causing tariff increases, chronic room / site shortages or need to invest in further capacity expansions or new facilities/establishments [i.e. during 2015-2030]. The projected accommodation requirements closely approximate the 'known' anticipated increase due on stream during 2011-2015 as shown in the table below. Investment in additional built accommodation, for example 25-30 hotel/motel/self contained units to accommodate coach-packaged tours, is not anticipated [or known] as at March 2010 and if this was to eventuate the viability of existing 'built' accommodation establishments would depend on how much of the anticipated increases were realised.

Projected Accommodation Requirements

Horizon	Type Of Accommodation	No. Additional Rooms / Sites Required
Short Term: 2010-2015	Hotel / Motel / Apartments / Park Homes / Cabins	53 rooms
Short Term: 2010-2015	Caravan Park	30 sites
Short Term: 2010-2015	Public Campgrounds	18 sites
Short-Medium Term: 2015-2020	nil	0
Medium term: 2020-2025	Caravan Park	20 sites
Medium-Long Term: 2025-2030	Public Campground	20 sites

9. Conclusion

The Shire of Ravensthorpe is comparatively well placed to service the low price segment of the accommodation market although not well placed to service the mid and high price segments of the market. Potential future expansions may overcome some or most of this shortfall. Opportunity exists to encourage investment in converting existing residential accommodation to expand the supply of 'family-oriented' facilities. Similarly, opportunity exists to expand public campgrounds to limit uncontrolled camping across the Shire and/or to contain public camping to manageable sites such as Starvation/Masons Bay, Hamersley Inlet or possibly new amenities at Five or Twelve Mile Beaches along Southern Coast Road. Potential expansion of camping grounds within FRNP will remain vulnerable to closure due to fire, dieback or visitor impacts limiting their contribution to accommodation capacity. It is important that the Shire of Ravensthorpe encourages the potential 'known' additions and encourages investors to introduce accommodation that serves the mid and high price segments of the market thus ensuring all price-points are suitably available within the Shire. Failure to realise the increase in accommodation capacity outlined in this assessment is likely to result in shortages, tariff increases and overflow pressures that would exacerbate until capacity increases are realised.

Appendix 3

Competitor Destination Marketing Analysis

Name	Location	Positioning /Offering	Statement/Brand	Comments
Wildflower country	Moora Dalwalinu, Mullewa	Just two hours from Perth to nature's floral wonderland		
WA's Wildflowers brochure	WA	Esperance, Pemberton, Denmark, Northcliffe, Albany and Margaret River are popular wildflower areas and most celebrate the season with wildflower events.		H/R need to claim a position in the wildflower destination landscape
	Esperance Trail in brochure	Highlights Rav Show. FRNP isn't a must see and do. Cape Le Grand promoted as one of WA's most pristine coastal environments		Could cut off Esp from the tour and make it the Fitzgerald Coast drive
Wildflowers wa.com	WA	Mention wildflowers and most people think of Western Australia – and it's no wonder		Events are promoted all over the state during Aug-Oct with majority in Sept when Rav one is on
	trails	Trails promoted as a way to enjoy wildflowers.		Could add in Rav Heritage Trail as a two-day trail to enjoy wildflowers
Tracks	Bibbulmun Track Best of the Bibbulman Highlights Tour- 14-21 Sept Perth Hills promote MBT and walks	See wildflowers up close		Special events/unique interpretive trails walks could be promoted to raise awareness of destination
Margaret River		Sexy, sophisticated, sun, surf and sea life (fishing, whales) trails, biodiversity, caves, culture, wine, events (sport, culture), weddings, food, well being	"relish the diversity" "MR is the southern hemisphere's equivalent of the Amazon, as part of one of only 34	Cheaper wellbeing? Sea change-escape without cost? Medicinal respite? Be reinvigorated in one of the

Name	Location	Positioning /Offering	Statement/Brand	Comments
			biodiversity hotspots in the world	most untouched places in the world.
Geographie Bay		Water, diving, wildlife (wetlands, birdwatching), forest, caving, wildflowers, walk trails, culture (indigenous, history), art, food, spa health, family, romantic escape, self drive on a budget	WA's Natural Playground "one of only 34 biodiversity hotspots in the world"	
Walpole wilderness		Biodiversity hotspot- forests, wildlife, fauna		
Hidden treasures of the Great Southern	Woodaniling, Ongerup, Jeramungup, Bremer Bay, Stirling Ranges, Broomehill	Heritage, agriculture, country hospitality, themed drive trails, Holland Track, route of Great Southern Railway, Jeramungup and Bremer Bay promoted for war service settlement, pristine white beaches, whales, fishing, relaxation. Beaches listed with their accessibility and offerings listed. Promotes sand boarding. Offering rural group tours themed on golf, archery, bush poets and wildflowers, Bowls	Great Southern Naturally Pristine white beaches	H/R are similar to Bremer. Should work together and jointly promote. Should join Hidden Treasures and offer the experience from BB to H/R as one experience. H/R should promote the offerings at each local beach.
Gnowangorup		Offering mineral springs, Yongernow Malleefowl Centre	Heart of the Stirlings	
Kojonup		Kodja Place, heritage, wildflower festival, Bush Heritage Reserve (bird habitat) and Flora Fauna Sanctuary, links to Frankland wine	Gateway to Australia's South West	
Denmark			Welcome to the Wilderness Coast. Where the forest meets the sea	
Southern Forests	Manjimup, Northcliffe, Walpole (Shire of Manjimup)	none	none	
Australian South West	Geographie, Margaret River Wine Region,	Forest, wilderness, wildflowers, beaches, skies, wine, beer fresh fare, culture, outdoor based (get out there), families, kids activities	Where wilderness meets life luxurious. A	H/R should try and become part of ASW and grouped

Name	Location	Positioning /Offering	Statement/Brand	Comments
	Blackwood River Valley, Southern Forests, Great Southern (Bremer Bay, Jerramungup get a mention)	endless, No wonder Lonely Planet named us in the world's top 10 regions to visit in 2010! Bremer Bay position on swimming, surfing, sandboarding, snorkelling, diving, and 4wding -	destination of diversity. BB- Popular fishing holiday town	with BB as the "Fitzgerald Coast".
John Holland Way and Holland Track	Way- 2wd 600km between Broomehill and Coolgardie. Track- 350km Hyden to Coolgardie.			Link to Holland Track through to H/R through vermin proof fence or Lake King
Albany Traveller	Albany	Smart city outlook with a gentle coastal heart. Sophistication and choice, shops, eateries, beaches, trials wildflowers and whales, history, events	amazingalbany	
Geraldton Greenough Getaway	Geraldton Greenough	Wajarri Welcome to Country, Step back in time, ocean hills and natural environment, windsurfing, kitesurfing, wildflowers, crayfishing, surfing, culture (Batavia, indigenous), food (lobster)	Climate of Opportunity	
Australia's Coral Coast	Cervantes to Exmouth	White beaches, coral reef, gorges, canyons, wildflowers, adventurous streak or secluded beach, nature's calendar (turtles, coral, whale sharks, wildflower, lobster, manta rays, dolphins. Kalbarri NP has more than 800 species. Lesuer has almost 900 & represents 10% of the Sates known flora. Diving fishing	Unspoilt, Uncrowded, Underwater	More difficult to access. Itineraries provided
Shark Bay		World Heritage- humpback, southern right whale, dugong, manta ray, turtles and dolphins. Stromatalites Swim, snorkel, walk or just relax. Event: Shark Bay Fishing Fiesta, May 2010, World Heritage Discovery Centre, diving, quad bike, fishing tours, extreme boat cruises	Touch another world	Flash Packers, quad bikes, Skywest flights \$222 one way, sailing cruises, Ocean Park
Exmouth Coral Bay			Gateway to the Ningaloo Coral Bay- perfect pristine	Allen's Car Hire from \$45 per day incl 150km per

Name	Location	Positioning /Offering	Statement/Brand	Comments
			and protected	day 25 Things to See and Do Mini golf
Carnarvon		Food, indigenous culture, outback golf course, bowls, speedway, race club, windsurfing, kitesurfing, kayaking, boating, scenic flights (Mt Augustus), fishing, bird watching	Your year round destination. The hub of the Gascoyne! Catch a taste of the great life (Shire)	
Australia's North West	Onslow to Kununurra	Pioneer, indigenous history, breathtaking scenery, ancient rugged ranges, spectacular waterfalls and pristine coastline. Outback expeditions, luxury cruising, 4wd safaris, cultural encounters, isolation, ruggedness. Drive adventures (Warlu, Savannah, Gibb River, Canning Stock). Dampier archipelago- snorkeling, pearls, scenic flights, Bungles	A place like no other on earth. Nearly 1 mill sq kms of extraordinary grandeur, colour and contrast. Outback. Pilbara- Take time out to discover an adventure -2 billion years in the making. The Kimberly- one of the last true outback adventures. Faraway Bay- you've never been this far away.	climate (under 5degrees to over 40C)- two seasons offer vastly different holidays H/R offer mild climate all year round.
Warlu Way	Coral Bay to Broome via Karijini		The Land the Culture the Journey	
The Nullabor- ending in Kalgoorlie via Balldonia and Norseman		Nullabor Links- the world's longest golf course	Australia's Great Road Journey	Esperance and Albany are highlighted
Kalgoorlie		Unearth gold rush stories, plus modern vibrant city, rich in natural treasures, Golden Quest Discovery Trail	Heart of the Goldfields. Australia's largest outback city	
Northern Goldfields	Sandstone to Warburton	Broad Horizons, Boundless Heavens Where the Wedge Tailed Eagle soars above the Mulga Plain, pioneers, mining, adventure	The Real Outback. Open Spaces. History.	

Name	Location	Positioning /Offering	Statement/Brand	Comments
		touring, towns and unique places. Outback Events- bike race, gift, golfing, Ball, Rodeo, Lake Ballard, Explorers Hall of Fame, Gwalia		
Golden Quest Discovery Trail		Guidebook, CD, interpretation panels	A 965km adventure drive through WA's Goldfields	

South Australia

Name	Location	Positioning/Offering	Statement/Brand	Comments
Kangaroo Island		Pristine wilderness protecting population of native animals. beauty and escape. Nature, wildlife, coastline (sailing, fishing, snorkelling scuba, surfing) 891 species of native plants, 267 birds, committed to sustainable tourism (TOMM), food, wines, art,	One of the world's great wilderness destinations	Accommodation with a difference- lighthouse keeps cottage or swag on the beach. Art-meet the people who paint. Sand boards and toboggans
Yorke Peninsula	West of Adelaide	Two hours in a car to access. Bounded on 3 sides by ocean, stunning beaches, friendly coastal towns. Surf, farming, wildlife and seafood, walking trails	A coastal getaway	Saltwater classic (wooden and classic boats Regatta). Ales, Sails and Scales Festival. Pancake morning plus trash and treasure.
Limestone Coast	Mt Gambier - Victor Harbour	Kanawinka Global Geopark (a territory encompassing one or more sites of scientific importance for geological, archaeological, ecological or cultural value. World Heritage Naracoorte Caves, Coonawarra wine	The endless coast. Limestone Coast's Brilliant Blend- landscape of dramatic contrasts, breathtaking scenery and unique experiences. Kanawinka "The Land of Tomorrow"	Save 4c per litre at participating fuel stations. Event :High Tea and High Fashion
South Australia		11 distinct regions. Passion for wildlife and nature well	SA a Brilliant Blend Clare Valley- the	

Name	Location	Positioning/Offering	Statement/Brand	Comments
		catered for	roads are open and air is fresh	
Fleurieu Peninsula		Hike ancient forests, surf amazing breaks, laze on sandy beaches, discover art, sip world class wine and sport whales- all within an hour of Adelaide. Surfing, skating, diving, wildlife (whales, leafy sea dragon), fishing, golf, bird watchers paradise, Heysen Trail 1200km, Kidman Trail	Beach, Trails, Food, Wine.	The Fleurieu Way is 235km tourist route. Prints of Whales photo competition- www.printsofwhales.com.au Markets Family- horse drawn tram- collect the business cards of one of the 7 horses that pulled you. Cycling, blading route,
Tracks in SA- Oodnadatta, Birdsville, Strzelecki, Simpson etc		20% of SA set aside for conservation, well maintained tracks, spectacular wilderness		
Murray River		History, cruising, aboriginal, water sports, cycling, walking and drive trails, nature and ecotourism accreditation, national parks	Australia's greatest waterway- one of the world's mighty rivers A backpackers' dream- endless sunshine, laid back lifestyle, great water sports, superb ecotourism attractions, work /opportunities	

Northern Territory

Name	Location	Positioning/Offering	Statement/Brand	Comments
The CeNTral Australian Guide	Red centre- Alice, Ayres, Simpson, Barkly	Warm hospitality, ancient culture, memories that last a lifetime, vast contrasting landscapes, unwind	Get ceNTred	
The EsseNTial Top End	Darwin, Tiwi, Kakadu, Litchfield,	Tropical weather, rich indigenous culture, national parks and laid	Wildlife Wild Land ENTicing	In the NT cyclists have right of way on roads and highways so drivers have to be mindful of cyclists. Sanidumps.com/sanidumps_australia.php

Name	Location	Positioning/Offering	Statement/Brand	Comments
	Arnhem, Katherine	back lifestyle, brilliant sunsets, fishing and colourful calendar of events. Immersed in nature.		lists Dump Points. Disadvantages- crocodiles, box jellyfish. H/R are safe destinations (except sharks and being washed off rocks) National Trust Burnett House serves High Tea every Sunday 3.30-6pm. Sporting shooters are welcome to join organised wild game hunts.(note regulations pertaining to firearms). Fishing charters of all sorts
Northern Territory		Natures Way Drive Trail from Darwin to Kakadu	Share our Story You could holiday in the NT annually and have a completely new exp each time	East Kimberley (WA) is promoted in NT publications.
The EsseNtial Drive Guide to the NT	NT	Exciting 2wd and 4wd destination Large, contrasting, diverse	A Place for travellers who think differently. For people who enjoy their freedom, welcome choice, sense of adventure and who appreciate the oldest culture on earth.	2wd and 4wd highlights are outlined and named –eg Explorer’s way, Binns Track and then each destination has a 2wd and 4wd section. Outback Ballooning offered as a way to enjoy the vastness and spectacular dawn colours.

Queensland

Name	Location	Positioning/Offering	Statement/Brand	Comments
Charters Towers and Region		Scenic mining town that is big on character. Gold, greed, ghosts and grandeur Self guided drive routes. Historic Ravenswood! Advantage- many historic buildings	Welcome to our World- it really is something to write home about. "The World"	Poor branding. Listed: Five experiences; Five parks; Five Discovery Drives; Five ways to relive the glory days of gold- including a film under the stars, orientation film and virtual tour. Could be good option for something for people to do during bad weather?
Cape York	Cape York Peninsula	4wd, adventure wilderness frontier region	none	

Australia's Country Way	Sydney to Rockhampton via Tamworth	Guides you through the delights and treasures that pepper the Great Dividing Range	Our Country. Your Way.	
Channel Country, Outback Qld	Channel Country	The Adventure Way (route through the Bulloo Shire)	Adventure This Way.. This is the Real Outback Spirit of Adventure	
Queensland's Outback		Tales and trappings of yesteryear; awe-inspiring landscapes, fair dinkum locals, It's a big country waiting to be explored. Unexpected adventures and unforgettable experiences	Adventure out there	Publications focused on 4wd tours; Outback Pubs and 101 things to experience
Thargomindah	Bulloo Shire	Adventure starts here	Ever changing always amazing	
Far West		Wide open spaces, small town hospitality, horizons come interrupted		
Central West		Journey to the heart of the outback and experience the cultural and natural heritage that has shaped the nation		
Maranoa	West of Toowoomba	Escape and indulge your senses within this hidden gem	Real Experiences. Real Close. "The Unique getaway experience"	
Cunnamulla	800km SW of Brisbane			Cunnamulla Outback Masters Games
Longreach		Paleontology. Cobb and Co, RFDS	Many great Attractions One Amazing Destination	Longreach School of air tours. Outback Theatre Shearing Shed

Digthetropic.com.au Outback to Reef	Boulia to Yeppoon- Tropic of Capricorn	You don't have to be have a degree in Paleontology to experience an unforgettable adventure holiday. Features 15 geological wonders along the Tropic of Capricorn	Explorer. Treasure Hunter. Trail Blazer. Home Decorator	H/R could link with other towns along the meridian line OR along the east west line- Bunbury, Collie, Kattaning H/R Esperance. Geotourism link across the latitude- study of changing landscapes, Gondwana connections Or Rabbit Proof Fence
Winton		Experience brilliant sunsets, amazing stars, wide open spaces, landscapes of many colours	Place of many treasures	

Australia's Golden Outback

Name	Positioning /Offering	Statement/Brand	Comments
Australia's Golden Outback	<p>Esperance features in first sentence- snow-white beaches & turquoise waters given profile (plus image of kangaroo on beach featured on front).</p> <p>Rich Diversity- 54% of WA- red earth to coast. Blue skies, wide horizons or spectacular oceans. Four subsections promoted- The Gascoyne-Murchison; Wheatbelt; Goldfields and Esperance and the Coast.</p> <p>Natural Landscape, dazzling wildflowers, beautiful beaches, plains, woodlands, rocky outcrops, gold history legend, pioneering innovations, strong connection to the land. Farmstays.</p> <p>Wildflower map shows that the Coastal Discovery trail has the least amount of flowers- surely this is incorrect?</p>	<p>Out of the Way.</p> <p>Out of this World.</p> <p>A region where driving is an adventure in itself</p>	<p>Promoted as part of Esperance- but a bit of an after thought.</p> <p>Farmstays in Ravensthorpe?</p> <p>The Fitzgerald Coast has all that AGO has to offer and its only 6 hours from Perth- goldfields, rare fauna, mountains, spectacular coast, farming, heritage</p> <p>Mentions H/R being the 'eastern gateway to FRNP.</p> <p>Needs to be just the GATEWAY.</p>

Esperance	<p>One of Australia's fastest growing visitor destinations. Temperate climate, squeaky white fine sand, blue bays, peace and simplicity. Ideal to getaway from it all- devoid of high-rises and crowds. Paradise for lovers of water and sun-fishing, surfing, sailing, sandboarding, sunbathing. Islands; National parks, bird lovers, 4wd along beaches Stark contrast to the Outback. Pristine magical wilderness with necklace of 110 islands. Lots of accommodation available. Cape Le Grand most popular, breathtaking coastal scenery, rugged granite peaks, heathlands. FRNP promoted as similarly impressive.</p>	<p>Home of Australia's Best Beaches Unspoilt marine playground backdrop to magnificent national parks</p>	<p>H/R do not have the crowded reputation that Esperance does. H/R- undiscovered! Esperance has a road called Great Ocean Drive FRNP needs its own marketing campaign to raise its profile.</p>
Shire of Ravensthorpe	<p>Eastern half of Fitzgerald Coast. Geology, flora, fauna, mining, farming. RV- temperate Med climate, ancient mountain ranges, rocky hills, rugged river valleys, sand plains, rich red soils, creating interesting landscapes. HN- nestled in tranquil shores of Mary Ann Haven- small township, unspoilt wilderness, abundant pristine white beaches perfect for relaxed all year round holiday. Last thing in the book apart from Norseman and Nullabor!- once again an afterthought</p>		<p>Raveaboutarts.org.au is a very active program. Local arts could be promoted more and be added to the range of features on offer to the visitor. Local Art gallery for something for people to do during winter? Create art trail (Like Kulin races) HN promoted as eastern gateway to FRNP - should be just gateway</p>
Gascoyne Murchison	<p>Australia's largest rock. World renowned national parks Kennedy Range and Mt Augustus NP- biggest rock in the world.</p>	<p>Real Australian outback. Everything is big here</p>	
Wheatbelt	<p>Patchwork of golden fields, character towns, pioneering history, fun farm stays</p>	<p>Home to Wave Rock</p>	
Goldfields	<p>Heritage, sense of adventure, character, romance</p>	<p>Fortune seekers</p>	



Appendix 4

Brand Recommendations

Brand Identity Project

A joint presentation by Evolve Solutions and Iannello Design

This document provides five clear and consistent Brand Identity Options for consideration.

All logos, associated design elements and applications contained within this document are presented as working concepts and appear for visual purposes only. They are NOT to be used as artwork or reproduced in any form without specific prior permission.

FITZGERALD COAST



Your branding is the visual personality that connects you with your customers. It reflects an organisation's style, what it does, individuality and uniqueness.

In an age where communication must be swift, sure, confident and on the money, effective branding should not only be your mark, but seen as a potential sales tool.

An identification and branding program is a valuable and essential business tool for any organisation, large or small. It unifies you visually and assists in building brand recognition and equity, as well as providing a framework for a consistent and uniform presentation to your customers and the community in general. It should be applicable to your audience and most of all visually engaging in the marketplace.

While a logo is the entry-point of the brand, a brand goes well beyond the logo to incorporate a collection of tangible and intangible assets.

AN ICONIC LOGO MUST:

Have meaning and be appropriate to whom it representing

Remain memorable, appealing and individual with strong and instant recognition

Be effective in colour as well as black and white

Contain design elements that can be used to extend the overall brand

Be effective at small size reproduction as well as reversal formats

UNIQUE DIVERSITY

Fitzgerald River National Park on the southern coast of Western Australia, is located 419km south-east of Perth, 180 kilometres north-east of Albany, 9Km west of Hopetoun and 215Km west of Esperance.

It is made up of rugged coastal hills known as the Barrens. These stretch across from east to west, and feature diverse landscapes, protected beaches, rugged sea cliffs, steep ranges and extensive plains. Of the 1800 species of flowering plants, 62 of the plant species are found only in Fitzgerald River National Park Biosphere Reserve, with a further 48 species rarely found elsewhere. If you love Orchids, 81 can be found in the park, and 70 appear nowhere else on earth.

Fitzgerald River National Park Biosphere Reserve has more recorded species of birds, mammals and frogs than in any other Biosphere national park in south-west Australia. The Park is home to 209 listed birds and a variety of animals found no where else in the world.

DESIGN DIRECTION

Logos presented visually represent and take design direction from nature based shapes, the rugged coastline, unique shapes and colours of both fauna and flora along with the land itself.

Many factors have been taken into account when designing the following logos.

They have been designed to present the many unique aspects of the location as well as enhance and unify the locations of Ravensthorpe and Hopetoun, key towns located in the region.

Wildflowers - Including Royal Hakea, Qualup Bell
(unique colours and distinct leaf and flower shapes)

Biosphere - Man and nature in balance,
man's interaction with nature

Coastline through to inland Aspect

Fauna / Birdlife

Natural / Organic Shapes / Mountain ranges (Mt Barren)

Combination of many diverse elements to form a whole

History - Man on the land / Mining

Panoramic Nature of Scenery / Vast Wide Spaces

Colour Palette

A colour palette has been developed to reflect a range of colours through:

Sandy beaches

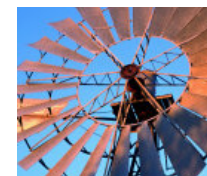
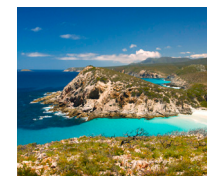
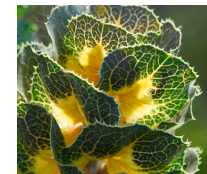
Bright, multi-coloured wildflowers

Red earth / rusted tin

Green leaves and trees

Aqua hues of the sea and sky

Sunburnt landscapes



Taglines

Several taglines have been developed to further re-enforce the key message visually represented within the logo. These taglines are short, sharp and to the point.

Suggested ways to incorporate these taglines have been presented within this presentation to demonstrate how the “Brand” can be extended via promotional material when required.

The diverse beauty of the Fitzgerald Coast should be captured via photography that reflects the essence of the location.

Primary Options:

1. Real. Easy. Wilderness OR Wilderness. Real. Easy
2. Discover Real Wild (followed by Wildflowers. Wilderness. Wildlife. (you could add in Wild Views)
3. Discover. Real. Wilderness
4. Get Real Wild (could also be followed by Wildflowers. Wilderness. Wildlife. Wild Views)
5. Wilderness within Reach
6. Your wilderness escape.
7. Explorers Only
8. Find the explorer in you.
9. Surprisingly close; Wilderness awaits.
10. Wilderness still to discover.

For Consideration

The following pages outline 6 logo options to consider along with demonstrated use of the above taglines.

Within the Logo

Organic, free form shapes to come together to represent wildflower

Abstract "F" and "C" for Fitzgerald Coast

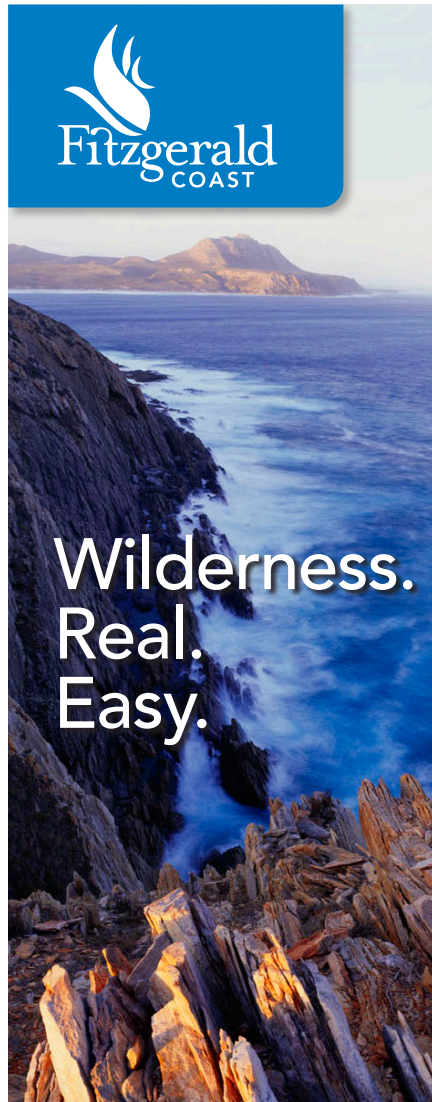


Type has been chosen to complement the shapes within the logo









Within the Logo

Contained unit of shapes
all linked together to reflect
biosphere

Sun, Sea, Sky, Land, Mount Range

Curves of the landscape
Mountains and coastlines

Animals
Whale
Paws

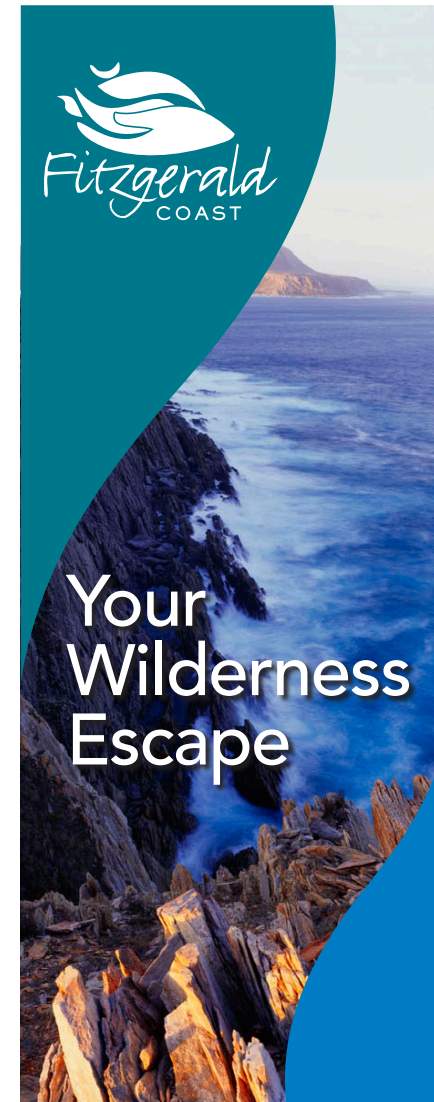




Type has been chosen to complement the shapes within the logo and reinforce the rugged and free form look of the region







Within the Logo

Organic, free form shapes to reflect leaves, landscape, wildflowers

Abstract "F" and "C" for Fitzgerald Coast



Type has been chosen to complement the shapes within the logo and reinforce the rugged and free form look of the region









Within the Logo

Organic, free form shapes to reflect distinct contours of leaves, water, waves, landscape (mount range), wildflowers and animals & marine life unique to the region

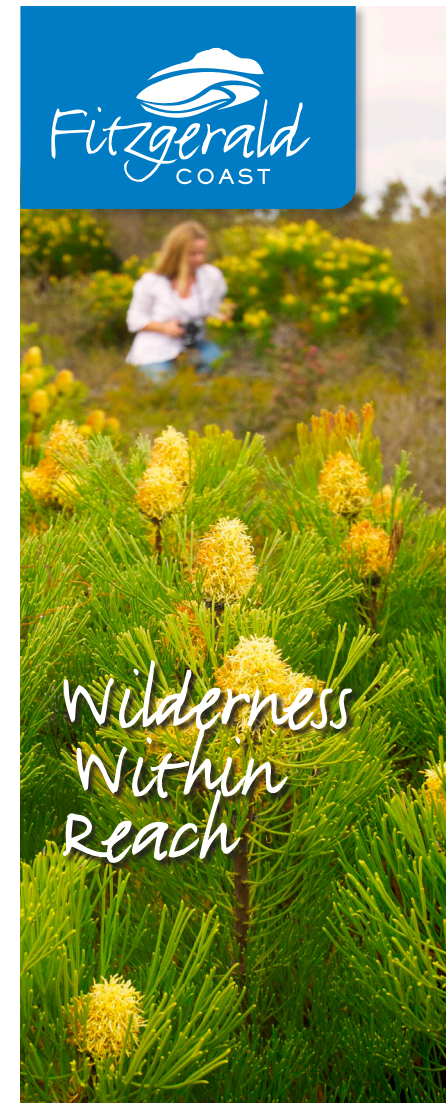


Type has been chosen to complement the shapes within the logo and reinforce the rugged and free form look of the region











Within the Logo

Organic, free form shapes to reflect leaves, landscape (mountain rang) , wildflowers

Criss-crossing shapes reflect diverse rang of landscape from water to inland areas.

Wide format to represent panoramic nature of landscape

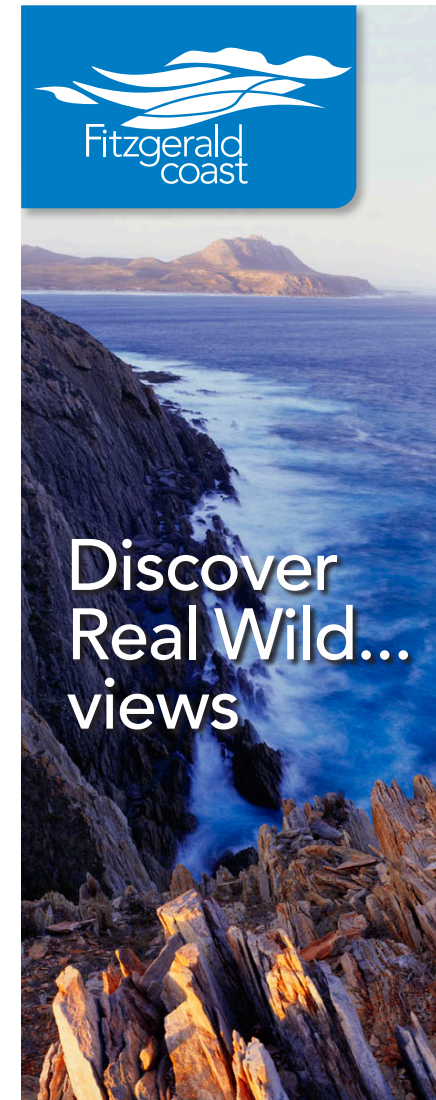
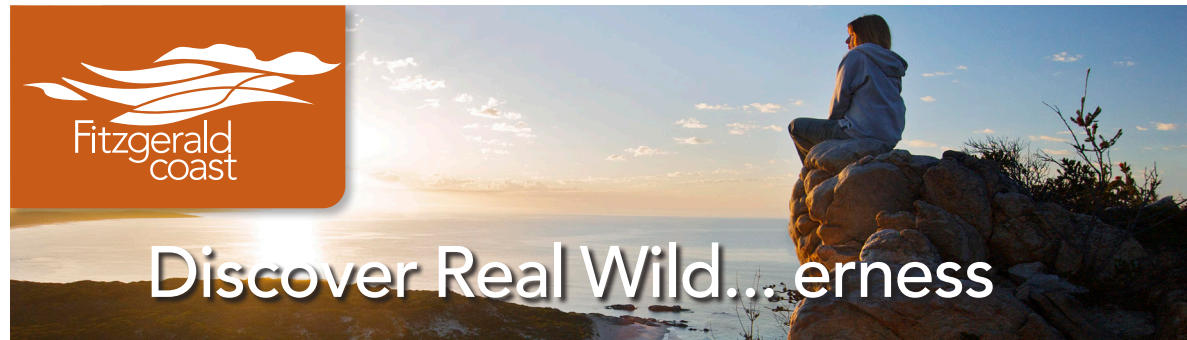


Type has been chosen to complement the shapes within the logo









Within the Logo

Circular format to emphasise biosphere aspect

Self contained

All elements within the region (flora, fauna, the landscape) come together to make up the whole picture

Jigsaw type connection
One element effects the other

All encompassing





Fitzgerald
coast



Fitzgerald
coast



