



GOLDFIELDS-ESPERANCE
REGIONAL TOURISM
DEVELOPMENT STRATEGY
2023-2033

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge Aboriginal people as the traditional custodians of Western Australia and pay our respects to Elders past and present. We celebrate the diversity of Aboriginal West Australians and honour their continuing connection to Country, culture and community. We recognise and appreciate the invaluable contributions made by First Nations peoples across many generations in shaping Western Australia as a premier destination.





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INTRODUCTION

The Goldfields-Esperance Regional Tourism Development Strategy (RTDS), together with the overarching Australia's Golden Outback (AGO) Tourism Destination Management Plan (TDMP), will help guide decision-making, investment and capacity development for tourism over the next ten years.

The RTDS has been informed through comprehensive engagement with industry and stakeholders across the region to understand opportunities and priority projects. These projects have been assessed at a regional and subregional level through an analysis of the region's tourism offering, to prioritise initiatives that will have the most impact on growing the visitor economy sustainably.

Both documents make recommendations on actions and priorities to support the management and growth of the destination in the following areas:

- Supply** including attractions, events, accommodation, access and connectivity and other visitor-related infrastructure.
- Demand** including the region's positioning, markets and destination marketing.
- Capability** including workforce and skills development, funding and partnerships.

This abridged RTDS outlines the key priorities and actions for tourism development in the Goldfields-Esperance region, in alignment with the AGO TDMP.

It is important to note that many of the priorities identified in the document are aspirational and unfunded. Their inclusion will provide industry and government with the strategic direction to seek resourcing, if required, to deliver initiatives within their areas of responsibility.





An aerial photograph of a vast, arid landscape. The ground is a rich, reddish-brown color. Scattered across the terrain are numerous small, green, leafy shrubs. A single, light-colored SUV is driving along a dirt road that cuts through the landscape. The road has distinct, dark, parallel tracks from the vehicle's tires. The overall scene conveys a sense of isolation and the vastness of the outback.

PART 1: RTDS VISION, GOALS & PRIORITIES

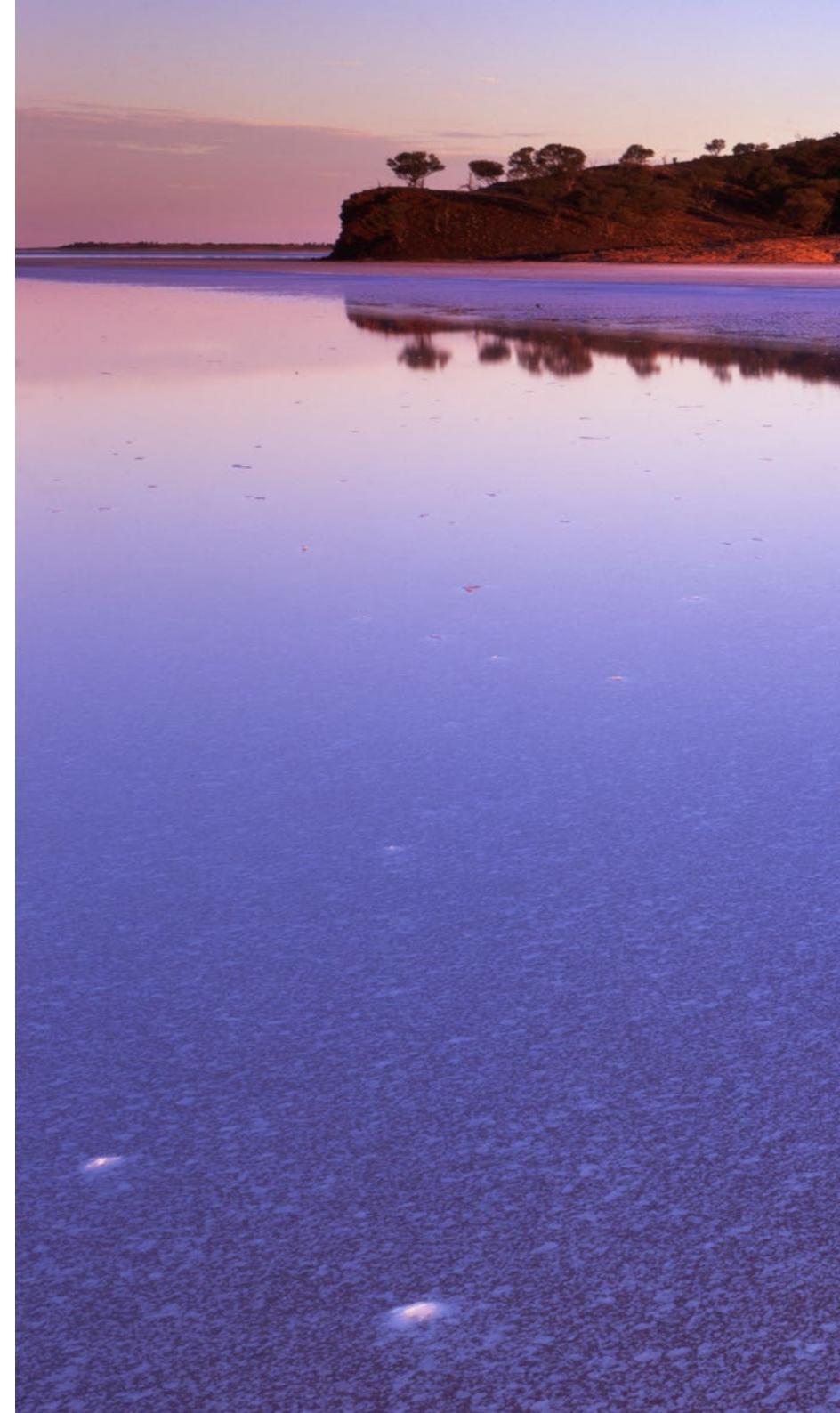


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10-YEAR VISION

The AGO region is a truly unique destination where visitors can traverse remarkable open landscapes, engage with connected communities and witness unrivalled natural beauty.

Access	Visitors can easily navigate to and within the vast open spaces of the region, traversing unrivalled natural beauty with ease and comfort. The region is rugged, diverse and accessible. Travellers are encouraged to look for otherworldly experiences and immerse themselves in the region's natural beauty.
Attitudes	AGO will be recognised for its authenticity, diversity and inclusion. Boasting connected communities, culture and heritage. Stakeholders understand the tangible benefits that tourism brings to the region. Travellers want to return because they are genuinely welcomed and celebrated.
Administration	Government enables the tourism industry to thrive. Development is encouraged, and small businesses are supported. The economy thrives through coordinated decision-making, appropriate planning and intelligent investment strategy.
Attractions	There is a breadth of offerings across the subregions. Visitors have a choice in where they stay, what they do and how they do it. Whether you're seeking adventure, solitude, or simply a chance to disconnect from the modern world, AGO has it all.







10-YEAR TOURISM GOALS & PRIORITIES

1. Prioritise increases in aviation, self-drive and cruise sector connections by growing capacity and infrastructure.

- Complete the sealing of Western Australia's section of the Outback Way and in conjunction with Traditional Owners, prioritise investment to provide required visitor facilities and amenities.
- Support the expansion and improvement of drive tourism routes to encourage the dispersal of traffic.
- Explore the opportunity to establish regular passenger transport services to Kalgoorlie-Boulder and Esperance from the east coast.
- Deliver infrastructure upgrades at the Kalgoorlie-Boulder and Esperance airports to support aviation route development and capacity.
- Deliver infrastructure upgrades to support cruise visitation at Esperance port.

2. Grow and diversify accommodation offerings in the region.

- Grow and diversify the accommodation offer by encouraging investment in new development that meet the needs of priority markets, focusing on key tourism hubs and around major subregional attractions.
- Seek the development of accommodation in and around national parks and reserves.

3. Refresh existing and develop new unique experiences.

- Enhance visitor facilities and infrastructure at key attractions, national parks and reserves to support visitation.
- Expand the range of bookable tour product to elevate the visitor experience, with focus on key themes of heritage tourism, arts and culture, adventure, Aboriginal tourism, agritourism, nature and biodiversity.



- Align product development to the region's existing and future iconic road-trips including Outback Way, Gunbarrel Highway and Canning Stock Route to build appealing self-drive itineraries with depth, diversity and uniqueness.
- Maximise tourism opportunities associated with the James Street Cultural Precinct upgrades in Esperance.
- Support a more extensive portfolio of unique experiences to leverage cruise demand in Esperance and encourage further dispersal of visitors throughout the region.

4. Create and utilise unique events to promote visitor dispersal.

- Leverage and grow existing events throughout the region to develop a portfolio of events throughout the year, to encourage inter-regional and intrastate travel.
- Support the development of a significant event in the region to showcase strengths and grow shoulder season demand.

5. Improve the capacity and capability of the tourism sector to ensure its sustainability.

- Increase the pool of tourism and hospitality workers by developing targeted strategies.
- Provide training and mentoring opportunities for operators to improve the visitor experience, develop new products, and retain and upskill workers.
- Support operators in embracing sustainable/accessible practices and gaining relevant certification.

6. Develop and showcase Aboriginal tourism.

- Integrate Aboriginal culture into existing offerings and develop new and unique hero experiences championed by Aboriginal Custodians.
- Implement priority actions from the Jina: WA Aboriginal Tourism Action Plan 2021-2025 (or future editions) relating to AGO, including the Custodians program.

PART 2: UNDERSTANDING THE REGION



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GOLDFIELDS-ESPERANCE REGIONAL OVERVIEW

The Goldfields-Esperance region is located east of Perth in the south-eastern corner of Western Australia and incorporates ten local government areas. It is bounded by the Little Sandy Desert and Pila Nature Reserve to the North, the Wheatbelt region to the West, the Great Australian Bight to the South, and the South Australian and Northern Territory borders to the East.

Spanning an area of approximately 955,000 square kilometres, the Goldfields-Esperance region is the largest in Western Australia (by Development Commission area) and is home to seventeen Aboriginal language groups. The richness and diversity of Aboriginal culture give the region a unique point of difference over other destinations.

The main regional population centres of the Goldfields-Esperance region are Kalgoorlie-Boulder, Esperance, Norseman, Kambalda, Hopetoun, and Leonora, with smaller regional population centres in Eucla, Coolgardie, Wiluna, Ravensthorpe, Salmon Gums, Menzies, Laverton, and Warburton.

Growing the tourism industry in the Goldfields-Esperance region by capitalising on its unique

natural assets, rich cultural heritage and outback adventure experiences will provide important economic diversification to the region.

The region contains a diverse range of tourism attractions and destinations that range from stunning coastal experiences, authentic rugged outback, internationally significant biodiversity hotspots and unique cultural and historical heritage, including historic buildings.

The Kalgoorlie-Boulder and Goldfields subregion offers Australian outback adventures and a fascinating insight into the region's colourful gold rush heritage. The heritage buildings and character pubs of destinations like Kalgoorlie-Boulder and Coolgardie offer more than a century of gold rush history, while ghost towns such as Gwalia and Siberia tell the story of early gold prospecting dreams that have long been abandoned.

Wiluna acts as the gateway to the iconic drive trails Canning Stock Route and Gunbarrel Highway, that offer outback heritage and Aboriginal cultural experiences including unique rock art, whereas Coolgardie can serve as a starting point for some of the Goldfields' great drives, such as the Golden Quest Discovery Trail.

Other significant road-trips of the region include the Golden Pipeline Heritage Trail, which follows the original pipeline from the Perth Hills to the Eastern Goldfields, that provided water to the region 100 years ago; and the Outback Way, an interstate road-trip that crosses from Winton in Queensland, past Uluru and ending in Laverton.

The region also boasts a diverse range of arts and cultural attractions including Antony Gormley's Inside Australia exhibition at Lake Ballard, near Menzies, and the Heartwalk public art trail in Kalgoorlie city centre. The Tjulyuru Cultural and Civic Centre in the heart of Australia features the Tjulyuru Regional Art Gallery and displays a range of Aboriginal artwork. The Kalgoorlie-Boulder and Goldfields subregion is famous for its Aboriginal artwork, forming part of the Western Desert art group which spans the Northern Territory, Western Australia and South Australia.

The Esperance and South Coast subregion boasts some of the State's most pristine and untouched natural coastal scenery, national parks and marine playgrounds.

Esperance serves as an ideal base to explore a string of stunning beaches and natural landscapes including Cape Le Grand National Park, Cape Arid

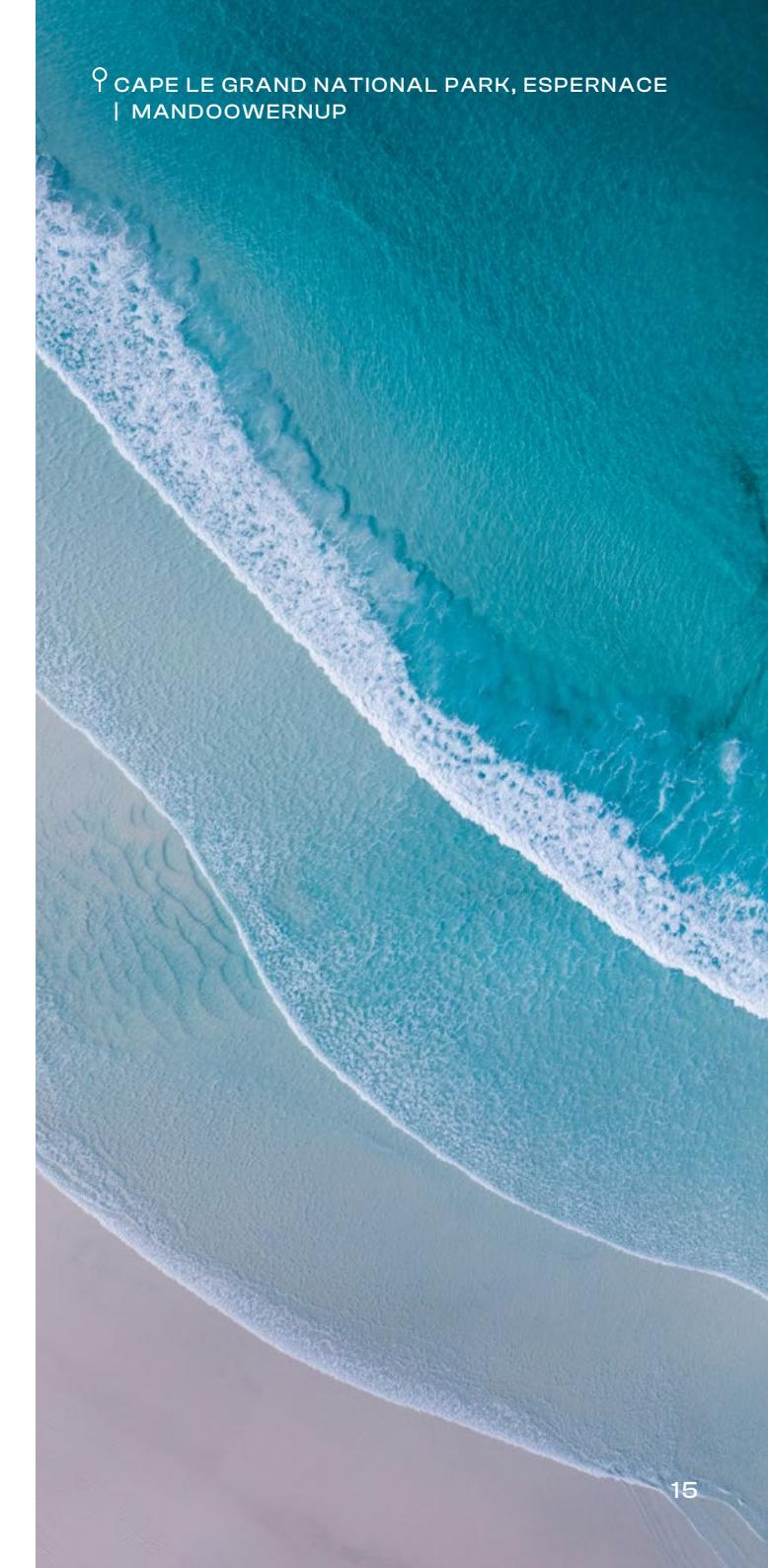
National Park and the islands of the Recherche Archipelago. Hopetoun and Ravensthorpe offer arts, culture, heritage and wildflower attractions and are also gateways to the Fitzgerald River National Park, home to an incredible array of animal life and unique plants.

The Fitzgerald Biosphere, encompassing the area between Bremer Bay and Hopetoun on the south coast, was first nominated under UNESCO's Man and the Biosphere Programme in 1978 with the Fitzgerald River National Park sitting at the heart of the biosphere. The total area covered by the Fitzgerald Biosphere is 1.53 million hectares and encompasses the entire Shire of Jerramungup (in the Great Southern region) and most of the Shire of Ravensthorpe. The Fitzgerald Biosphere is the only biosphere in Western Australia and is internationally recognised for its number of rare plant and animal species.

Norseman provides a service hub for visitors entering the State on the region's second interstate crossing, Eyre Highway, that traverses the Nullarbor Plain. This trip boasts views of the Great Australian Bight and untouched Australian nature from the southern coastline

of the region. It also offers outback experiences and station stays, historic ruins at Eucla and Australia's first bird observatory.

The two subregions are linked by the Great Western Woodlands, an area of great biological richness that extends over 16 million hectares — about the same size as England. It is regarded as the largest remaining area of intact Mediterranean-climate woodland left on Earth and contains about 3,000 species of flowering plants, about a fifth of all known flora in Australia.



PART 3: STRATEGY & IMPLEMENTATION





GOLDFIELDS-ESPERANCE ACTION PLAN

The Goldfields-Esperance RTDS has been informed by the subregional priorities developed through industry consultation. The following tables outline actions and projects and the partner agencies/stakeholders responsible.

KEY AGENCIES AND PARTNERS FOUND WITHIN THE ACTION PLAN

These agencies/organisations have been identified as having a role to play in leading and/or coordinating the implementation of the project within the confines of their remit but may not be solely responsible for delivery. The recommendations are aligned with the core functions of the individual agencies. The expectation is that these agencies will work together to ensure the recommendations are implemented and pursued to a measurable conclusion. A glossary of the agencies is listed in the Legend below.

ACs – Aboriginal Corporations	LGA – Local Government Authorities
ACMA – Australian Communications and Media Authority	MRWA – Main Roads WA
AGO – Australia's Golden Outback Regional Tourism Organisation	OHDC – Outback Highway Development Council
BEP – Business Events Perth	RDA – Regional Development Australia
CoKB – City of Kalgoorlie-Boulder	SoE – Shire of Esperance
DBCA – Department of Biodiversity, Conservation and Attractions	TOs – Traditional Owners
DoT – Department of Transport	TWA – Tourism Western Australia
DTWD – Department of Training and Workforce Development	WAITOC – Western Australian Indigenous Tourism Operators Council
GEDC – Goldfields-Esperance Development Commission	VCs – Visitor Centres

1. PRIORITISE INCREASES IN AVIATION, SELF-DRIVE AND CRUISE SECTOR CONNECTIONS BY GROWING CAPACITY AND INFRASTRUCTURE

INITIATIVE	PARTNERS	ACTION	SUBREGION
ADDRESSING SUPPLY ISSUES			
Deliver aviation upgrades and increased airline services.	CoKB, TWA, DoT, GEDC, AGO, Airlines	Prioritise the attraction of domestic regular passenger transport (RPT) services from east coast capital cities to Kalgoorlie-Boulder.	Kalgoorlie-Boulder and Goldfields
		Support implementation of infrastructure upgrades to the Kalgoorlie-Boulder Airport including improvements to the visitor experience in the terminal, runway extension and capacity to cater for a new range of jets, in line with the Kalgoorlie-Boulder Airport Master Plan.	
		Support implementation of the upgrades proposed for the Esperance airport to increase intrastate and interstate access.	Esperance and South Coast
		Seek to improve the capacity and frequency of regular passenger transport (RPT) services into and from Esperance.	
		Explore the opportunity to create a service from Adelaide to Esperance.	
Pursue improvements in mobile connections in key tourism locations.	GEDC, RDA, ACMA, Mobile Coverage Providers	Investigate opportunity for improved aviation services to Ravensthorpe.	Throughout region
		Advocate for improved digital connectivity/mobile communication services across the region on a priority basis, to rectify gaps across the area and along major interstate transit routes including the Outback Way and Eyre Highway.	
		Upgrade welcome/entry statements to ensure consistency across all WA border crossings, including Nullarbor and Outback Way.	
		Develop a masterplan to guide Great Ocean Drive development, including trails, car parks, lookouts, interpretation and beach access to position Great Ocean Drive as one of the world's great short coastal drive loops, including the opportunity for outstanding sunset and sunrises from some locations.	Esperance and South Coast
		Support the sealing of WA's portion of the Outback Way to completion to allow for improved interstate access into the region.	
Support road upgrades and signage to enable visitor dispersal and improve sustainability of leisure drive routes.	MRWA	Encourage investment and development of critical visitor infrastructure and amenities along the Outback Way, including fuel stops/roadhouses, medical services, phone connectivity, and visitor accommodation as required.	Kalgoorlie-Boulder and Goldfields
		Explore the potential of one-way car rental through the region by conjoining one-way drive capabilities and aviation.	
Encourage ease of travel for self-drive visitors to the region.	AGO, MRWA, LGAs, TOS	Implement a subregional signage strategy, that incorporates Aboriginal place names, to update and improve visitor wayfinding and interpretation, focusing on routes that encompass main subregional access points and tourism itineraries.	Throughout region
		Explore the potential of one-way car rental through the region by conjoining one-way drive capabilities and aviation.	

INITIATIVE	PARTNERS	ACTION	SUBREGION
Drive the sustainable growth in cruise tourism across the region.	TWA, AGO	Encourage private sector investment into coach infrastructure to service passengers during cruise ship arrivals into Esperance and leverage economic benefits of cruise visits.	Esperance and South Coast
	Southern Ports Authority, GEDC	Identify opportunities to develop scale-appropriate cruise and vessel berthing infrastructure in Esperance to attract increased cruise ship visitation.	
ADDRESSING DEMAND ISSUES			
Build the profile for iconic road-trips to encourage visitation and dispersal.	AGO, TWA	Continue promotion of key self-drive itineraries to establish the region as the premium destination for road-tripping in WA. Promote subregional dispersal to/from the key hubs of Kalgoorlie-Boulder and Esperance.	Throughout region
		Increase awareness of the Outback Way as an epic outback adventure trip/iconic tourism route for interstate access to AGO, and the South West Edge for access to AGO from other regions of WA.	
		Increase awareness of Visitor Centres, apps, websites, etc. as existing sources of visitor information.	

2. GROW AND DIVERSIFY ACCOMMODATION OFFERINGS IN THE REGION

INITIATIVE	PARTNERS	ACTION	SUBREGION
ADDRESSING SUPPLY ISSUES			
Identify accommodation supply needs throughout the region to inform future planning.	TWA, AGO, GEDC, LGAs, DPLH	Conduct an accommodation needs assessment throughout the region to determine capacity, understand visitor needs, assess distribution and potential gaps, and to identify any alternative accommodation requirements. Staff accommodation should be considered as part of the assessment.	Throughout region
Facilitate the development of tourism workers accommodation.	GEDC, LGAs, TWA, DPLH	Assess the planning requirements for tourism workers accommodation, and seek to address any barriers.	Throughout region
Increase and diversify the range of accommodation options for visitors.	AGO, LGAs, GEDC, TWA TOs, Station owners	Advocate for new larger tourism developments to incorporate staff accommodation requirements.	Throughout region
		Grow and diversify accommodation offerings by encouraging investment in experiential accommodation: <ul style="list-style-type: none"> • Station/farm stays, tiny cabins, glamping, and agritourism experiences • Family style facilities • Self-contained accommodation such as self-catering and serviced apartments • Explore opportunities for Camping with Custodians offerings 	Throughout region
		LGAs, Private sector	Increase the amount of built-form (cabins and chalets), caravan sites and camp site accommodation in LGA managed caravan parks to cater for growing self-drive activity.
	TWA, DBCA, AGO, LGAs, GEDC, TOs	Support the development of accommodation offerings in and around national parks, with particular focus on Fitzgerald River and Cape Le Grand National Parks.	Throughout region
		TWA, SoE, GEDC, AGO, PS	Explore opportunities for the development of higher-end accommodation in Esperance and seek to attract private investment in new offerings, such as a coastal lodge.

INITIATIVE	PARTNERS	ACTION	SUBREGION
Invest in tourism accommodation development opportunities.	AGO, LGAs, DPLH, Private sector	Identify unused historic buildings of Kalgoorlie-Boulder and Coolgardie and investigate potential to repurpose for tourism opportunities.	Kalgoorlie-Boulder and Goldfields
		Enhance the quality of existing accommodation offerings in Kalgoorlie-Boulder and other tourism hubs through new investments and upgrades to improve accommodation standards in the subregion.	
	TWA, GEDC, TOs, LGAs	In conjunction with Traditional Owners, investigate the opportunity for appropriate accommodation development to support Outback Way visitation.	
	TWA, GEDC, TOs, LGAs, MRWA	Explore partnership opportunities with Native Title Holders interested in engaging in tourism accommodation developments throughout the region.	Throughout region
ADDRESSING DEMAND ISSUES			
Explore partnership opportunities to target private investors with development opportunities.	LGAs, TWA, AGO, GEDC	Develop an investment prospectus to promote accommodation development and other opportunities within the region.	Throughout region
Achieve trade readiness for accommodation products.	AGO, TWA	Work with industry to achieve trade readiness for accommodation products not currently operating in the trade distribution space.	Throughout region
ADDRESSING CAPABILITY ISSUES			
Instigate a mentoring program for accommodation operators, including sharing of insights.	AGO, TWA, Tourism Industry	Assist accommodation providers to increase marketplace presence and trade distribution, including sustainability and accessibility best practice.	Throughout region
		Develop and implement a system to work with accommodation properties to capture quarterly data on visitor source markets to create a realistic picture of source markets and length of stay in the region.	
Improve coordination between key government stakeholders to streamline approval processes.	GEDC, TWA	Continue to participate in the Regional Development Commission's government working group and ensure key tourism stakeholders are engaged to represent views from each subregion and discuss streamlining of priority projects.	Throughout region
Advocate for tourism focused land use planning.	TWA, LGAs, WAPC, DPLH	Advocate for greater consideration of tourism in local planning strategies and policy frameworks.	Throughout region

3. REFRESH EXISTING AND DEVELOP NEW UNIQUE EXPERIENCES

INITIATIVE	PARTNERS	ACTION	SUBREGION
ADDRESSING SUPPLY ISSUES			
Develop bookable tourism products and experiences that capitalise on the signature and unique assets of the subregion.	AGO, LGAs, GEDC, TWA	<p>Enhance and grow local touring opportunities in Kalgoorlie-Boulder focusing on themes including local history, Aboriginal culture, mining and pastoral.</p> <p>Activate and enhance the Heritage Precinct in Boulder including the Loopline and station to offer an authentic tourism experience.</p> <p>Capitalise on mining heritage through enhancement of the Hannans North experience.</p> <p>Repurpose historic buildings and other attractions in the region to deliver a sense of place, including Kalgoorlie-Boulder and Coolgardie.</p> <p>Develop supporting experiences across the region to add further depth to existing drive trails.</p> <p>Investigate opportunities to enhance dark sky tourism through product development at strategic locations such as Lake Ballard.</p>	Kalgoorlie-Boulder and Goldfields
	WA Museum, GEDC, CoKB	Enhance existing high visitation tourism assets such as the Museum of the Goldfields to deliver new experiences that showcase the Aboriginal culture, natural environment and historical significance of the region.	
	AGO, TWA, LGAs	<p>Encourage the development of commercial transport services between Esperance and Cape Le Grand, including Lucky Bay, allowing for easier access and return trips.</p> <p>Develop additional shore-based tour product and unique experiences in Esperance and its surrounds that appeal to cruise passengers. Continue to support Esperance as a key cruise destination by promoting products to cruise operators.</p> <p>Develop tourism experiences along major tourist routes, including between Ceduna and Norseman by enhancing the visitor experience and encouraging subregional dispersal.</p> <p>Leverage recent improvements to visitor servicing infrastructure in the Shire of Dundas for product development opportunities.</p>	Esperance and South Coast
	SoE, TOs, DBCA	Advocate for the development of coastal infrastructure (boat ramps, beach access tracks and walking trails) to leverage the South Coast Marine Park and support visitation.	
	AGO, TWA	Establish and grow the number of paddock/ocean to plate businesses and build a network for the supply of local produce within the region to strengthen awareness of its rich provenance.	
	TransWA, AGO, TWA, GEDC	Explore the feasibility to introduce leisure tourism focused carriages on the Prospector with premium service level to elevate it from transport to an experience along the entire route.	Kalgoorlie-Boulder and Goldfields
	AGO, WAITOC, TOs	In partnership with Traditional Owners, facilitate the development of supporting tourism products on the Outback Way and other major touring routes to capitalise on the authentic outback experience.	

INITIATIVE	PARTNERS	ACTION	SUBREGION
Deliver new tourism experiences that encourage increased length of stay and regional dispersal.	AGO, LGAs, GEDC, DPIRD	<p>Develop themed evening products and experiences to add greater depth to the range of available opportunities in the towns across the Goldfields and enhance the night-time economy.</p> <p>Work with suppliers and hospitality businesses to improve regional food and beverage opportunities, including developing signature dining experiences.</p>	Kalgoorlie-Boulder and Goldfields
	SoN, AGO, GEDC, OHDC	<p>Support implementation of the Warburton Civic Precinct Master Plan (Warburton Gallery and Entry Concept Plan 2022) and ensure provision of relevant support across government to support its delivery.</p> <ul style="list-style-type: none"> Overall amenity and connectivity improvements throughout Civic Precinct Indigenous Interpretative Tourist Walk, including signage and wayfinding for the precinct Entry statement and Gallery upgrades 	
		<p>Investigate feasibility and scoping of additional opportunities identified in the Plan, including:</p> <ul style="list-style-type: none"> Roadhouse amenity improvements Artist in residence programs Staff housing Accommodation enhancement and development (e.g. additional caravan and camping options and consolidated booking system to improve visitor experience) 	Esperance and South Coast
	SoE	Implement the James Street Cultural Precinct Development Plan that aims to provide a vibrant and culturally important precinct including a review of the visitor centre location.	
	LGAs	Continue to develop the liveability of the subregion through promoting and installing public art and sculptures, focusing on destination hubs and silo art.	
Enhance infrastructure and experience provision in national parks and reserves.	TWA, DBCA, AGO, TOs	Investigate opportunities for iconic attractions with particular focus on Fitzgerald River, Cape Le Grand and Cape Arid national parks.	Esperance and South Coast
		Maintain and upgrade infrastructure and campsites in coastal areas, including Cape Arid National Park.	
		Identify product gaps and opportunities to encourage new experience development in areas including nature-based tourism, water-based tourism, adventure tourism, dark sky tourism and Aboriginal culture.	
ADDRESSING DEMAND ISSUES			
Support the development of an interstate marketing network.	AGO, TWA, LGAs	Develop a marketing strategy in partnership with AGO RTO, Tourism WA, Tourism NT and Tourism Australia to position the section of the Outback Way from Uluru to Laverton as one of Australia's great drives.	Kalgoorlie-Boulder and Goldfields
Formalise target markets for existing and proposed tourism product offerings.	AGO, TWA	<p>Develop an insight driven marketing approach:</p> <ul style="list-style-type: none"> Implement a consistent approach to data capture to inform regional and subregional marketing activity. Implement Tourism WA's Domestic Segmentation model for intra and interstate markets including the day trip market. 	Throughout region

INITIATIVE	PARTNERS	ACTION	SUBREGION
Develop brand stories and dispersal initiatives.	AGO, TWA	Further promote and enhance the self-drive itineraries across the Goldfields-Esperance region based on themes and experiences, including opportunity to deliver cross-regional product bundles.	Throughout region
		Amplify promotion of the South West Edge brand, to encourage visitor dispersal from ASW to AGO.	Esperance and South Coast
	AGO, SoE, Industry	Implement and leverage the new Esperance tourism brand to strengthen the destination's image, appeal to high-yield travellers, and encourage sustainable tourism.	
		Encourage closer collaboration between state and regional marketing to elevate visitor knowledge of the region and increase representation in state and national campaigns.	
ADDRESSING CAPABILITY ISSUES			
Establish Esperance as a nationally and internationally competitive destination.	AGO, TWA	Facilitate industry collaboration and consultation to develop capability in product development and delivery. Enhance the standard of visitor experience through active support of new tourism and hospitality ventures in Esperance.	Esperance and South Coast
Instigate a mentoring program for operators, including sharing of insights	AGO, TWA	Undertake experience development workshops to highlight tourism development opportunities and tourism niche product to enhance experience offerings and capability in local touring and dining.	Throughout region
		Provide market insights to operators to enhance understanding of various visitor profiles and adapt products and experiences that cater to the needs of different markets.	
Support industry to build capacity and achieve trade readiness.	AGO, TWA, GEDC	Assist tour operators and local tourism businesses to increase marketplace presence and trade distribution, including sustainability and accessibility best practice.	Throughout region
		Develop bookable experiences on farm stay properties to increase length of stay through capacity-building programs.	

4. CREATE AND UTILISE UNIQUE EVENTS TO PROMOTE CROSS-REGIONAL TRAVEL

INITIATIVE	PARTNERS	ACTION	SUBREGION
ADDRESSING SUPPLY ISSUES			
Grow and enhance the event offering across the subregions.	AGO, LGAs, TWA, GEDC, Event holders	<p>Assess existing event offerings and identify any gaps to enable development of a subregional events strategy, including consideration of business events.</p> <p>Encourage partnership development and coordination of joint events between LGAs in the subregion with a particular focus on shoulder season events and marketing.</p> <p>Leverage the large range of existing events to invigorate subregional travel.</p> <p>Grow a schedule of weekend niche events that capitalise on unique subregional strengths (i.e. outback rodeos and regional music festivals).</p> <p>Support the development of a significant event to showcase subregional strengths and grow shoulder season demand.</p> <p>Investigate development of a smaller number of on-brand events such as the proposed Fitzgerald River Adventure and Outdoor Festival based in Hopetoun and Ravensthorpe.</p>	Throughout region
	AGO, TWA	Explore the opportunity to establish a food and beverage event that highlights the AGO region's unique agricultural assets and connects travellers to agritourism experiences.	Kalgoorlie-Boulder and Goldfields
			Esperance and South Coast
			Throughout region
ADDRESSING DEMAND ISSUES			
Drive awareness of event offerings in the region.	AGO, EDC, TWA, LGAs, BEP	<p>Establish and promote a calendar of events to grow awareness and promote the product available in the region.</p> <p>Use business and sporting events to drive visitation across the region, including satellite events in smaller towns and possible pre and post-event famil visits to drive business tourism.</p> <p>Conduct a baseline review of local capacity, appropriate accommodation, and industry suppliers to service business event enquiries.</p> <p>Actively prospect local business event opportunities through relevant sources, taking advantage of opportunities to access business event calendars.</p> <p>Identify and develop product packaging models for events and local tour operators.</p>	Throughout region
Assess event marketing communications to maximise awareness and visitation	TWA, Private sector	Optimise event branding to align with Tourism WA initiatives, whenever feasible.	Throughout region
ADDRESSING CAPABILITY ISSUES			
Develop industry capability to maximise event opportunities.	AGO, TWA, GEDC, LGAs	<p>Work with event holders and industry operators to develop event-based packages that offer visitors accommodation and attractions opportunities.</p> <p>Establish knowledge and skills-sharing program amongst local event operators to enhance industry sustainability.</p>	Throughout region

5. IMPROVE THE CAPACITY AND CAPABILITY OF THE TOURISM SECTOR TO ENSURE ITS SUSTAINABILITY

INITIATIVE	PARTNERS	ACTION	SUBREGION
ADDRESSING SUPPLY ISSUES			
Elevate workforce capacity to enhance the visitor experience.	AGO, TWA, LGAs, Industry	Undertake cross-region workshops with industry to improve existing visitor experiences and identify new opportunities.	Throughout region
Support local tourism plans and initiatives to ensure sustainability of the industry.	LGAs, AGO, TWA, GEDC	Encourage the development of new tourism plans and initiatives that drive tourism product and experience development throughout the region.	Throughout region
		Facilitate appropriate sustainable development goals and in particular lead the community in the circular economy opportunities.	
	SoE, AGO	Implement the Shire of Esperance Tourism Strategy. Continually review and evolve the tourism governance and leadership recommendations contained within this strategy.	Esperance and South Coast
ADDRESSING DEMAND ISSUES			
Maximise awareness of tourism and hospitality employment opportunities.	TWA, AGO, GEDC, LGAs	Raise awareness of the WA Jobs website (westernaustralia.jobs) as the main portal for tourism and hospitality jobs.	Throughout region
		Develop targeted campaigns towards seasonal work opportunities with backpackers/ travellers.	
		Continue to develop and implement communications that raise awareness and knowledge of the visitor economy its benefits to business and community regionally and locally.	
ADDRESSING CAPABILITY ISSUES			
Collaboration between industry, government and community.	LGAs	Through the Goldfields Alliance of Local Governments, demonstrate the economic value and benefits that tourism delivers to liveability within their communities through a targeted communication strategy.	Kalgoorlie-Boulder and Goldfields
		Increase capability of the region to deliver new tourism development through the AGO Goldfields based tourism development manager, and explore opportunities to collaborate with industry and local stakeholders.	
		Develop a working relationship with the mining industry to elevate tourism and mining as compatible industries, and explore opportunities for experience development.	
	AGO, LGAs, GEDC, DTWD	Elevate tourism as a major industry within the area also highlighting opportunities for business tourism.	Throughout region
Implement Tourism WA workforce development strategies.	TWA, DTWD	<p>Support and facilitate training and development opportunities across the region to increase the pool of tourism workers:</p> <ul style="list-style-type: none"> • Seek a closer connection to the regional workforce through tourism and hospitality job portals, programs, incentives and campaigns. • Support industry involvement in raising the profile of career opportunities in tourism. • Develop recognised pathways to support career opportunities in tourism. • Position Aboriginal tourism as a viable employment avenue. 	Throughout region

INITIATIVE	PARTNERS	ACTION	SUBREGION
Provide training and mentoring opportunities for operators to enhance the visitor experience.	AGO, TWA, GEDC	<p>Provide training and mentoring opportunities to operators on how to improve visitor experiences and develop new products, prioritising niche tourism trends and focuses including (but not limited to):</p> <ul style="list-style-type: none"> • Agritourism • Dark sky Tourism • Sustainable/ecotourism • Accessible and inclusive tourism best practice <p>Actively engage with industry through functions/networking events with a focus on skills development, collaboration and cooperation.</p> <p>Build workforce capacity to enhance subregional reputation through consistency in customer service and opening hours.</p>	Throughout region

6. DEVELOP AND SHOWCASE ABORIGINAL TOURISM

INITIATIVE	PARTNERS	ACTION	SUBREGION
ADDRESSING SUPPLY ISSUES			
Develop Aboriginal tourism products and experiences across the region.	ACs, WAITOC, TOs, GEDC	Work with Traditional Owners and Aboriginal Corporations to facilitate tourism business development.	Throughout region
	MRWA, AGO	Develop unified signage that identifies Traditional Country names and dual naming of places to enhance the Aboriginal cultural experience for visitors.	
	TWA, WAITOC, TOs, ACs GEDC, LGAs	<p>Investigate opportunities for product/experience development in alignment with Tourism WA's Custodians program, including the Camping with Custodians and Walking with Custodians initiatives.</p> <p>Explore opportunities to enhance Aboriginal art offerings and visitor experiences around art centres.</p> <p>Identify gaps in the Aboriginal tourism product offer and facilitate a strategic response, in collaboration with Traditional Owners.</p> <p>Work with Aboriginal groups and non-Aboriginal operators, to integrate Aboriginal storytelling elements across all tourism experiences.</p>	

INITIATIVE	PARTNERS	ACTION	SUBREGION
ADDRESSING DEMAND ISSUES			
Address key audience interests through targeted marketing for Aboriginal tourism experiences.	AGO, OHDC, LGAs, GEDC, VCs	Integrate communications and marketing of Aboriginal tourism experiences and Aboriginal art centres/galleries with sealing of Outback Way.	Kalgoorlie-Boulder and Goldfields
	WAITOC, AGO, TWA	<p>Target awareness-raising of existing Aboriginal-owned tourism operators and products in a collaborative manner to increase reach and impact of promotional communications.</p> <p>Elevate Aboriginal culture and tourism representation in regional marketing and communications activity by updating the website, social media and digital activities.</p> <p>Create campaigns to ensure visitors are informed of the opportunities throughout the subregion to have an Aboriginal tourism experience.</p>	Throughout region
ADDRESSING CAPABILITY ISSUES			
Increase Aboriginal tourism and hospitality employment.	AGO, TWA, WAITOC, Industry	<p>Develop initiatives and programs to encourage Aboriginal people to consider participation and careers in tourism and hospitality throughout the region. Facilitate collaborations for Aboriginal people to work with mainstream tour operators in a consultative role or direct employment to deliver cultural content.</p> <p>Undertake business development programs to support existing Aboriginal tourism operators and identify potential start-ups.</p>	Throughout region
	TWA, WAITOC	Implement workforce initiatives outlined in the Jina: WA Aboriginal Tourism Action Plan 2021–2025 including future editions, and position Aboriginal tourism as a significant employment opportunity.	
Work with TOs interested in engaging in tourism.	WAITOC, TWA, GEDC, AGO, LGAs	<p>Support Traditional Owners in delivering their aspirations for tourism enterprises.</p> <p>Utilise WAITOC's Business Support Hub to build capacity and deliver back end administration support.</p> <p>Build capacity in the Aboriginal tourism sector through ranger programs, highlighting the importance of visitor servicing and potential visitor asset management.</p>	Throughout region

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