

Working Draft
**City of Kalamunda: Draft Tourism
Development Strategy**

Prepared by: Tourism Community Reference Group



**city of
kalamunda**

City of Kalamunda

DRAFT Tourism Development Strategy 2019 - 2025

February 2019



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ACKNOWLEDGEMENTS

The City of Kalamunda adopted a community-led approach to production of this Tourism Development Strategy through engagement of a Tourism Community Reference Group (TCRG), who aimed to bring a community-driven focus centred on protecting the area's natural beauty and cultural heritage, supporting local businesses and residents, and coordinating a network of key individuals motivated to drive change.

This Tourism Development Strategy was authored by the Chair of the Kalamunda TCRG, Francesca Flynn, who worked in collaboration with the TCRG, City of Kalamunda staff and councillors, and the wider community throughout the production of this document.

We wish to acknowledge the hard work, dedication and commitment shown by members of the Kalamunda Tourism Community Reference Group (TCRG) and thank them for volunteering their time to bring a community-led approach to driving tourism in Kalamunda. The TCRG comprises:

- TCRG Chair: Francesca Flynn, Operations Manager Perth Observatory
- TCRG Deputy Chair: Caroline Babbage, President of Kalamunda Chamber of Commerce
- Bob Melville, former President of Tourism Association of WA
- Mack McCormack, Owner of Chalet Rigi Restaurant, Piesse Brook
- Eric and Lucy Radice, Owners of La Fattoria Perth Hills Restaurant and Orchard
- Judy Poletti, Bickley Valley land owner
- Rebekah Wilson, Owner of Lawnbrook Estate and Packing Shed Restaurant, Bickley Valley
- Michael Collins, Wattle Grove resident and FACET Board Member
- Kerry Ann-Winmar, Owner of Nyungar Tours, South Perth

We also wish to acknowledge the City of Kalamunda's staff and councillors, in particular Mayor John Giardina, who vision it was to create a Tourism Development Strategy for Kalamunda and realise the region's true tourist potential. City staff, led by CEO Rhonda Hardy, have been immensely supportive of the unique community-led approach of this Strategy and it is this innovation that has enabled the TCRG to develop this extraordinary flagship Tourism Development Strategy – developed BY the community, FOR the community.

Finally, and most importantly, we wish to acknowledge the community of Kalamunda who have shown tremendous enthusiasm and backing for development of this Strategy and provided invaluable feedback through a series of community workshops. Without community engagement, this Strategy would not exist, and we are immensely grateful for the opportunity to share community insights and develop a one-of-a-kind Community-led Strategy.

The Kalamunda TCRG is proud to share our Vision of establishing the City of Kalamunda as a major tourist destination with a sustainable and vibrant future for visitors and locals alike; a future filled with remarkable visitor experiences, innovative partnerships and ventures, and a connected and passionate community. In delivering this Tourism Development Strategy, we look forward to an exciting future of making our vision a reality.

1. INTRODUCTION

Scattered throughout the extensive Darling Scarp is the Perth Hills region, an increasingly popular tourist destination set within pristine Western Australian bush. Kalamunda, one of the region's character townships, enjoys a lofty view over Perth and the Swan Coastal Plain, and exudes a gentle country charm and historical elegance.

Kalamunda offers a range of experiences centred on stunning natural beauty, rich cultural heritage, and gourmet food and wine establishments delivering local produce and friendly service. The rolling Bickley Valley and Carmel region boasts award-winning family-owned boutique wineries, breweries and orchards, whilst surrounding National Parks offer endless freedom to interact with nature via world-class mountain bike and walking trails that meander past creeks and waterfalls through pristine forest. Kalamunda's bustling townsite is a vibrant setting for socialising and engagement with local arts, heritage and culture, and it enjoys an ideal location only 30 minutes from Perth CBD.

The first European settler in the area was Benjamin Mason who built a successful timber station. By 1872, he and his partner Francis Bird had constructed a horse-drawn wooden tram to transport timber to the Canning River. Stirk Cottage, the first dwelling on the future townsite, was built in 1881 by the Stirk family, and by 1891, the tram was replaced with a steel tracked Zig Zag Railway designed to overcome the scarp's steep gradient. Many orchards were established in the surrounding fertile valley soils and by 1902, the Kalamunda townsite was created. The area quickly developed into a popular tourist destination and weekend retreat, with the Zig Zag railway taken over by the State Government for passenger transport and extending from Midland through to Karragullen at its peak.

By the 1920s, Kalamunda had been cemented as a premier health and spa resort, with thousands of visitors journeying "up-the-hill" to escape City life and experience the rural tranquillity of a nearby cool mountain retreat. The Kalamunda Hotel saw fame as a world-class visitor resort until World War II, which saw an immediate down-turn in visitors from which Kalamunda never fully recovered. The Zig Zag railway became economically unviable in 1949 and the track removed in 1952. Since the 1950s, Kalamunda has continued to grow to meet demand for property within commuting distance of Perth, and whilst it thrives with natural beauty and cultural heritage, it is yet to reach its full potential in terms of re-establishing its status as an iconic Perth tourist destination.

The City of Kalamunda's "*Strategic Community Plan – Kalamunda Advancing 2017-2027*" identifies a key priority as the production of a **Tourism Development Strategy** leveraging the award-winning Experience Perth Hills brand to promote Kalamunda's many food and wine establishments and cultural heritage assets; maximise visitor numbers; and drive economic growth and diversity.

The City of Kalamunda adopted a community-led approach to production of the Tourism Development Strategy through engagement of a Tourism Community Reference Group, who bring a community-focus centred on protecting the area's natural beauty and cultural heritage, supporting local businesses/residents, and coordinating a network of individuals motivated to drive change.

2. VISION AND MISSION

Vision: To establish the City of Kalamunda as a major tourist destination with a sustainable and vibrant future

Mission: To create remarkable and memorable visitor experiences that celebrate our natural environment and rich cultural heritage, to maximise opportunities for innovative partnerships and tourism ventures, and to work collaboratively with the community to create committed and passionate local ambassadors for the City.

3. METHODOLOGY

This Tourism Development Strategy is designed to guide the City of Kalamunda in achieving their vision and mission, by providing a community-led framework for tourism planning, destination branding and product marketing over the next six financial years (2019-2025). A community-led approach was adopted by the City in production of this Strategy, with key steps identified below:

1. **Kalamunda Tourism Visioning Workshop** to identify key themes and community stakeholders
2. **Tourism Community Reference Group** established to lead engagement and drive focus
3. **Community Engagement Workshops** to obtain detailed feedback on key strengths, opportunities and constraints for developing tourism products in Kalamunda
4. **Data Review and Collation** to transcribe and summarise community feedback
5. **Draft Tourist Development Strategy** authored by City of Kalamunda and Chair of TCRG
6. **Summary Workshops** to enable TCRG to review key strategies and provide comment
7. **Council Review** to seek approval for release for public comment
8. **Public Review** period to allow comment on the draft Strategy
9. **Final Tourism Development Strategy** amended based on public comment
10. **Adoption by Council** for implementation by the City

4. ALIGNMENT WITH STRATEGIES

This Tourism Development Strategy seeks to align with existing City of Kalamunda strategies that set the broader planning context for tourism development in the region, including:

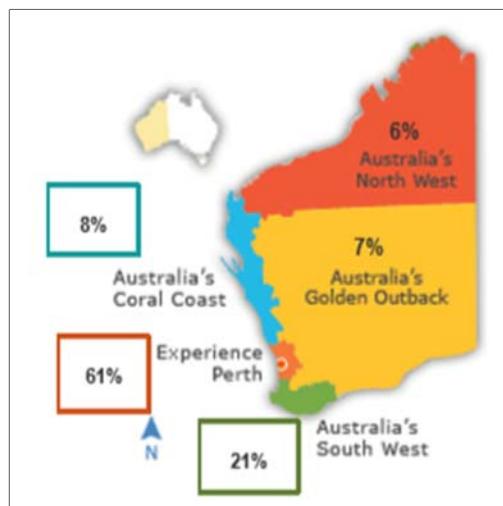
- Public Open Space Strategy (2018)
- Economic Development Strategy (2017)
- Kalamunda Advancing - Strategic Community Plan: 2017-2027 (2017)
- Kalamunda Bicycle Plan (2017)
- Hills Rural Strategy 2014 (2015)
- Community Development Plan
- Annual Business Plan & Budget

This Tourism Development Strategy also seeks alignment with developing City of Kalamunda strategies that will directly impact tourism development, including:

- **Local Planning Scheme (LPS) amendment** – successful implementation of this Strategy requires close collaboration with the City's Planning Department and adoption of key Tourism Precincts and Strategies into the updated LPS (anticipated 2019).
- **Kalamunda Activity Centre Plan** – will address key components of this Strategy through redevelopment of the Kalamunda townsite to celebrate its character, strong and engaged community, and vibrancy as a social hub to live/work/play.
- **Arts and Cultural Policy/ Art in Public Places Policy** – will address key components of this Strategy through placing creative practise at the heart of the Kalamunda community, strengthening sense of place and visual appeal, and promoting engaging arts and cultural experiences.
- **Industrial Development Policy** - opportunity for developments to support tourism, including potential hotel and commercial complexes that complement the natural environment.

5.3. Local

Within WA, there are 5 Government funded regional tourism organisations who work both independently and in partnership with Tourism Australia, Tourism Western Australia, the tourism industry and key local stakeholders to promote tourism across the State. The City of Kalamunda sits within the **Perth Region Tourism Organisation** or “**Destination Perth**” (formerly Experience Perth), which captures around 60% of visitors to the State.



Source: Tourism WA

Destination Perth is the region's peak destination marketing organisation responsible for promoting Perth and its surrounds as a desirable leisure destination. It is a not-for-profit marketing organisation established in 2004 to act as the primary body for the marketing of Perth to domestic and international consumers, travel trade and media. Their vision is to establish the Perth region as a globally recognised must-visit tourist destination through increased visitor numbers, length of stay and visitor spending in the region. Their focus is on building destination awareness within Australia and targeted international markets through a program of marketing initiatives that grow sustainable tourism for the region.

Destination Perth represents Perth and its surrounds, comprising six tourism precincts:

1. Perth City
2. Fremantle and Rottnest Island
3. Sunset Coast
4. Peel and Rockingham
5. Swan Valley and Darling Range
6. Avon Valley

Whilst the City of Kalamunda currently falls within the “Swan Valley and Darling Range” tourism precinct; recent focus from both the State Government and Tourism Industry Bodies has been centred on creation of a separate tourism precinct for the Perth Hills, which is in many ways a hugely different visitor experience to the Swan Valley. The Perth Hills are a hidden gem which by contrast to other food and wine focused destinations, offers a more intimate connection with the natural environment and boutique family-owned venues where you can meet the maker and hear personal stories. Aligning with the “*Taste 2020 Tourism WA Strategy*”, Kalamunda offers a smaller-scale, rustic and personal charm enhanced by rich a cultural heritage and burgeoning calendar of Special Events.

5.4. Perth Hills Tourism Alliance

The Perth Hills Tourism Alliance is a collaboration between the neighbouring local government authorities of the Perth Hills region aiming to coordinate marketing efforts and resources to increase visitor numbers, maximise branding opportunities, and attract increased investment to the region.

The Alliance, who comprise the Cities of Kalamunda, Armadale, Swan and the Shires of Mundaring and Serpentine and Jarrahdale, are working closely with Destination Perth to develop an integrated tourism brand for the Perth Hills, focusing on combined Perth Hills marketing and visitor maps, a coordinated social media, online and visitor centre experience, and promotion of industry training opportunities.

Each Local Government Area within the Alliance has signed a Memorandum of Understanding to forge an agreement to work in collaboration to develop combined tourism products for the wider Perth Hills region, and the Alliance meet on a regular basis with a remit to encourage positive promotion of the wider Perth Hills region.

5.5. Perth Hills Tourism Taskforce

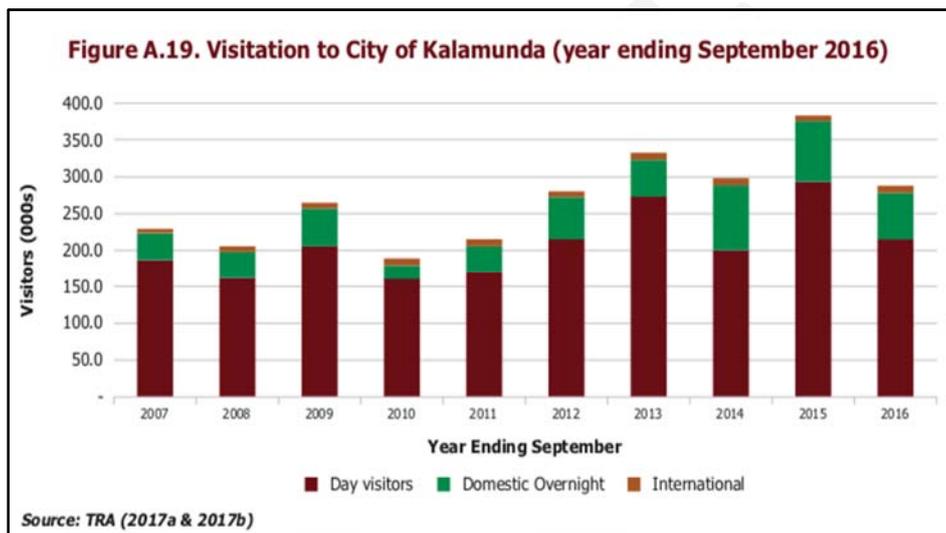
Focus on the Perth Hills was cemented in June 2018 by WA Premier Mark McGowan who announced the Perth Hills Tourism Taskforce to be led by Tourism Minister Paul Papalia and Planning Minister Rita Saffioti and include collaboration between the City of Kalamunda and surrounding Local Government Authorities. The Taskforce aims to address planning, tourism and agricultural challenges to create a more sustainable economic future for landowners, encourage job growth for new and existing businesses, and engage with the community to retain and strengthen cultural heritage values. Key focuses will include development of the Pickering Brook townsite, improved accommodation facilities, opportunities for horticultural businesses to expand into eco and agritourism, and branding and marketing of the Perth Hills region. The Premier was clear in his commitment, stating:

“Our picturesque Hills have so much to offer, and they are right on our doorstep. It’s time we develop a proper plan for this precinct, so it can thrive into the future and attract more visitors, boosting our local tourism industry and creating new jobs along the way.”

6. KALAMUNDA TOURISM MARKET

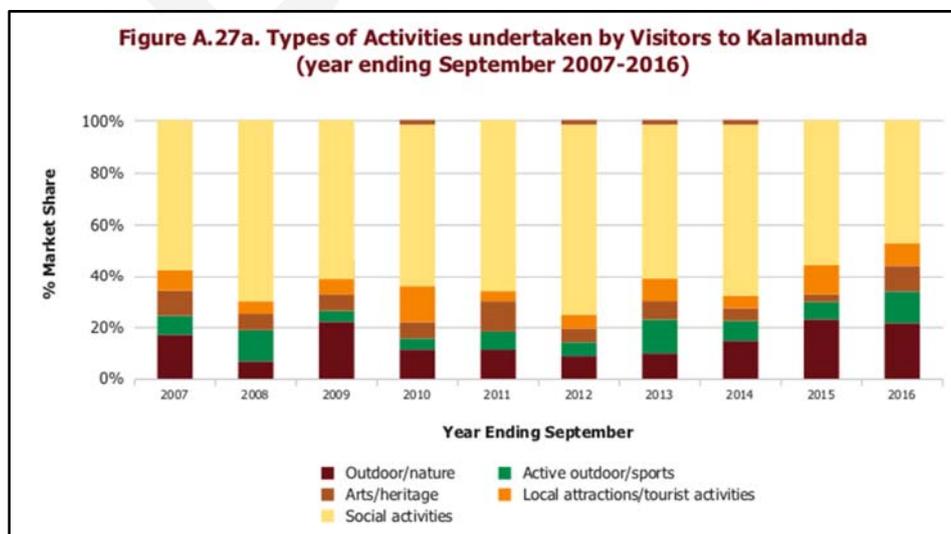
Over the last five years, Kalamunda has welcomed an average of 295,000 visitors a year who make the trip “up to the hill” (source: Tourism Research Australia). Most of these (75%) are “day visitors”, whilst the remainder are “domestic overnight visitors” (22%) with only 3% comprising international visitors. Domestic overnight visitors are most likely to come from Perth or regional WA, day visitors are most likely to come from the eastern regions of Perth, whilst international visitors are most likely to come from the UK. Strategic opportunities exist to “convert” day visitors to overnight visitors and increase interstate and international visitor numbers, whilst retaining spend from local visitors.

Average growth in visitor numbers to Kalamunda is around 8.7% each year, with the largest increases reported in domestic overnight visitors (+ 26%) and international visitors (+17%). The over 55 demographic is the main visitor group, making up 36% of all visitors, although Kalamunda is experiencing increasing visitor numbers in the 20-29 age group.



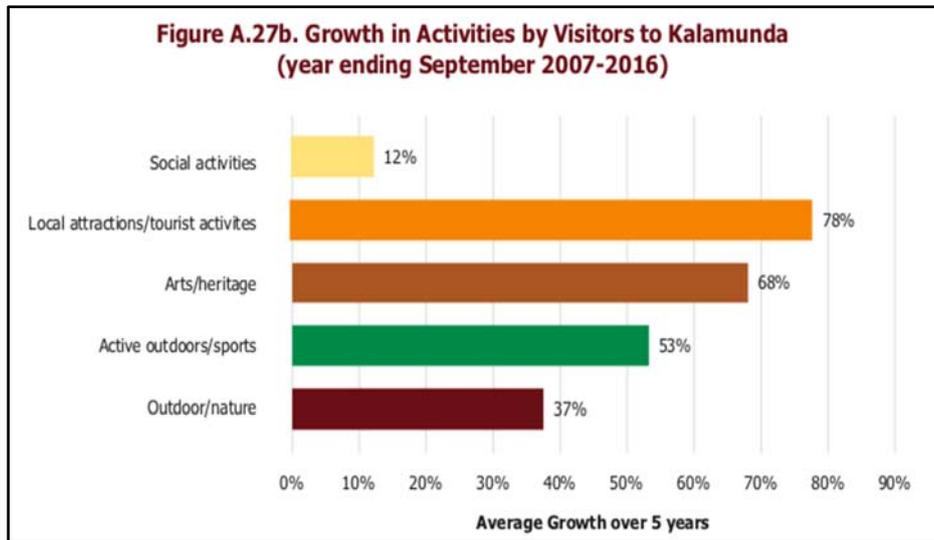
Visitation to City of Kalamunda by type (Tourism Research Australia)

“Social” activities”, including dining out/bars, visiting family/friends or shopping, were reported as the main visitor activity (48%) in Kalamunda, followed by participation in outdoor/nature activities (23%), active outdoor sports (12%), arts/heritage activities (10%) and visiting local attractions (8%). “Visiting Friends and Family” was the major reason for visiting Kalamunda with this accounting for approximately 40% of visitors over the last five years.



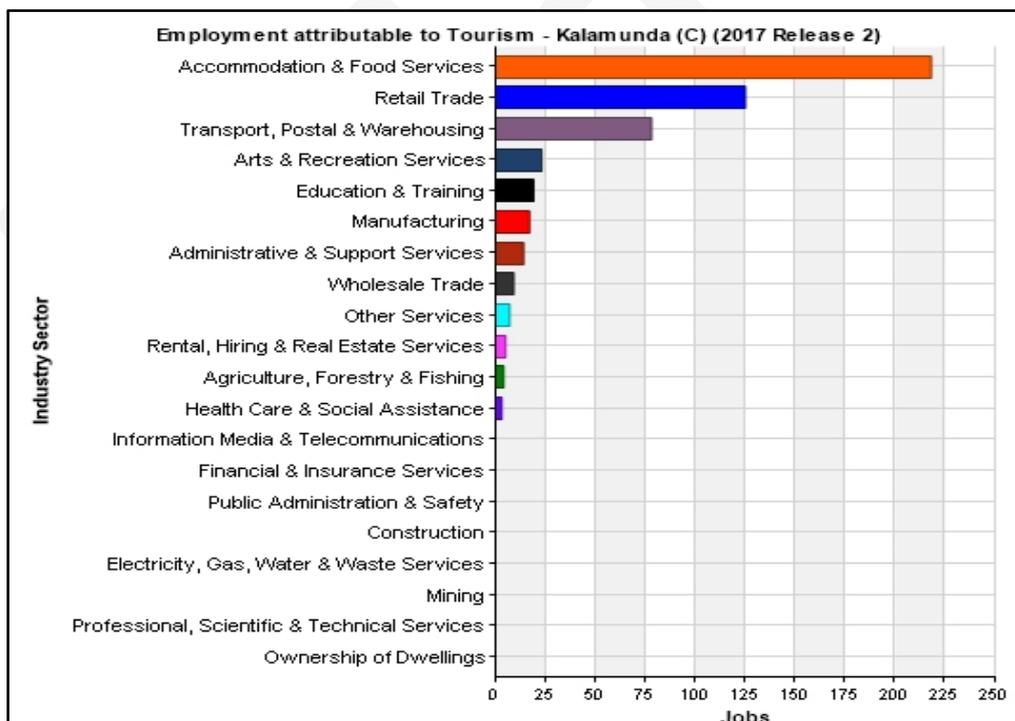
Types of Activities undertaken by Visitors (Tourism Research Australia)

With respect to growth trends, whilst social activities have remained the most popular visitor activity, it showed the lowest growth rate (12%) over the 2007 – 2016 period. Conversely, significant increases in visits to local attractions and tourist activities (78%), arts and heritage attractions (68%) and active/outdoor sports (53%) were reported, representing an increased demand from visitors for tourism experiences, and reflecting the State-wide focus on key attractions over recent years.



Growth Activities by Visitors (Tourism Research Australia)

The value of tourism to the Kalamunda economy is \$112.4 million with an estimated 523 jobs created across industry sectors such as retail, accommodation, cafes/restaurants, and cultural and recreational services.



Source: REMPLAN

While the Kalamunda economy is not dominated by tourism, it holds huge potential. Kalamunda’s rich diversity of tourist products, if properly developed, invested and managed, can offer a significant boost to the economy through visitor expenditure. As identified in the City’s 2017 Economic Development Strategy: *“With the right mix of proactive product development, destination marketing and destination management activities, Kalamunda can reach its tourism potential.”*

7. KALAMUNDA TOURIST PRECINCTS

7.1. Kalamunda Townsite

Kalamunda townsite is located 25km east of Perth and a short 30-minute drive from Perth CBD. It is situated 300 metres above sea level on the Darling Scarp, is bound by National Parks and State forest, and offers magnificent views over the Swan Coastal Plain. European settlement dates from 1860, with the townsite boasting several points of historical and cultural interest including Heritage Trails, Stirk Cottage and the Zig Zag Scenic Drive. It is home to the Kalamunda Cultural Precinct, featuring Kalamunda History Village and Steam Locomotive, Zig Zag Gallery, and the award-winning Experience Perth Hills Visitor Centre, which provides a range of visitor services and information.

The townsite has become a hub for world-class mountain bike and walking trails; hosting the Northern Terminus of the Bibbulmun Track and offering connection to the Munda Biddi. A strong café and market culture is firmly entrenched, with flourishing artisan, farmers and night markets operated by Kalamunda Chamber of Commerce and Kalamunda Rotary, showcasing local produce and artistic talent. A range of restaurants, bars and historical taverns offer lively venues for socialising, whilst nearby Stirk Park provides a historical stage for open air concerts and special events. The townsite hosts numerous art galleries and studios, offering the chance to purchase local artwork and learn new skills during workshops and artist residencies.

Further south, the neighbouring suburb of Lesmurdie delivers the stunning Lesmurdie Falls National Park, with breathtaking views of the cascading falls and surrounding Swan Coastal Plain, and a chance to encounter native wildlife at Kanyana Wildlife Rehabilitation Centre.

Despite proximity to Perth Airport, there are no significant commercial hotel developments in the City and tourist accommodation is limited to small bed and breakfast offerings. Public transport from Perth CBD is available via a direct 60-minute Transperth bus service from St Georges Terrace to Kalamunda's Mead St, and various buses operate within the townsite and surrounding suburbs. The closest rail link is Midland, with connecting buses to Kalamunda. The future Forrestfield-Airport Link, which forms part of METRONET, will see Kalamunda connected to Perth Airport and Midland via rail, significantly expanding visitor transport options.

7.2. Bickley Valley and Carmel

The Bickley Valley and Carmel region is located a short drive south-east/south of Kalamunda townsite and is characterised by rolling valleys, winding roads, boutique wineries, vineyards and orchards, rustic day spas and luxury retreats, and State Forest/National Parks.

The popular Bickley and Carmel Wine Trail winds its way through a cluster of small family-owned wineries, cideries and breweries offering award-winning beverages and dining options showcasing fresh local produce, from simple platters to á la carte dining.

The area boasts world-class mountain bike experiences; with over 40 km of signed single-tracks, Kalamunda Trails is the most popular mountain bike destination in WA. They are situated in picturesque National Park and State Forest and connect with the Munda Biddi. Trail management involves community stewardship by the Kalamunda Mountain Bike Collective (KMBC); a not-for-profit association that aims to develop trail networks and encourage participation in the sport.

Bickley Valley is home to the Perth Observatory; a unique tourist attraction where science and history come to life through telescopes and artefacts. Last year, it hosted over 200 events attended by 10,000 visitors, including telescope viewings, heritage tours, school programs, star adoptions, public lectures, Aboriginal tours and global science events. Recent funding is set to transform WA's

oldest Observatory into a “Living Museum of Science and Technology” through creation of an Aboriginal Astronomy Centre, redevelopment of the museum, and improved visitor facilities.

Given proximity to Mundaring Weir, some areas are located within a Public Drinking Water Source area meaning that recreation and leisure activities are governed by the Department of Water and Environmental Regulation (DWER) Operational Policy 13 to protect water quality in the catchment.

Tourist accommodation needs are serviced by several small-scale boutique establishments offering rustic sophistication that reflects the rural nature of the Bickley Valley, including a variety of five-star award-winning spa resorts and luxury retreats. A large majority of the area is not serviced by regular public transport, so visitors are required to have their own transport.

7.3. Pickering Brook

Located 15 minutes south-east of Kalamunda, Pickering Brook is a former mill town previously connected by the Upper Darling Railway at the turn of the 20th century. Following decline of the timber industry, much of the fertile valley became home to family-run orchards involved in apple, stone-fruit and grape production. Seasonal produce is often available direct from the farm-gate and some orchards offer “pick-your-own” experiences.

A growing number of small-scale boutique wineries and cideries can be found within the grounds of the working orchards, with a focus on orchard-originated food, wine and cider in an intimate setting. Challenges exist due to agricultural land-use zoning throughout most of the area, particularly restrictions on subdivision, lot size and waste-water treatment for properties not on mains sewerage. The June 2018 State Government “Perth Hills Tourism Taskforce” aims to focus on redevelopment of the Pickering Brook townsite and opportunities for horticultural businesses to expand into eco and agritourism. Potential exists for a wide variety of experiences that leverage our key strengths, including working farm holidays, eco-stays, and “glamping under the stars”.

Tourist accommodation needs are serviced by several family-owned bed and breakfast establishments. A large majority of the area is not serviced by public transport, so visitors are required to have their own transport.

7.4. Foothill Suburbs

Whilst a natural focus for tourism is the spectacular landscapes of the National Park and State Forest that make up the eastern portion of the City of Kalamunda, opportunities should equally be sought to improve visitor facilities in suburbs lying at the foothills of the scarp. These suburbs, comprising High Wycombe, Maida Vale, Forrestfield and Wattle Grove, are well connected to the Kalamunda townsite via regular public transport and offer access to major road links including the Roe and Tonkin Highways. The eastern boundary of Perth Airport directly neighbours the foothill suburbs from High Wycombe in the north to Wattle Grove in the south and opportunity should be leveraged from the Forrestfield-Airport rail link to foster strong relationships with Perth Airport.

Forrestfield is home to Hartfield Country Park and Golf Club, an award-winning championship 18-hole course set in natural bush with spectacular views of the Darling Range and located just 10 minutes from Perth Airport. The City of Kalamunda’s premier leisure facility, Hartfield Park Recreation Centre, is also located in Forrestfield, where refurbished facilities provide a wide range of recreational opportunities and a thriving social environment.

Like nearby Pickering Brook, Wattle Grove was historically involved in timber production and fruit growing. Orchards continue to operate in the area alongside other agricultural uses including poultry farms, equestrian studs, agistment paddocks, horticultural nurseries, pet kennels, hobby farms and cattle breeders. The WA Planning Commission’s (WAPC) North-East Sub-Regional Planning Framework, adopted March 2018, identifies the majority of Wattle Grove South as Urban Expansion/

Urban Investigation Area. As a result of community opposition, Wattle Grove South was removed as an investigation area from the City's draft Industrial Development Strategy in October 2018, however, its status remains in the WAPC Framework.

7.5. Cycling Precinct

The cycling precinct comprises the extensive network of road and mountain bike trails which extend throughout the City of Kalamunda. The cycling network is considered a separate precinct in its own right; extending throughout the City and connecting key tourism precincts to provide a City-wide approach to visitor flow.

The City's 2017 *Bicycle Plan* identifies the following route types within Kalamunda's cycling precinct:

- **Primary Routes:** high-quality regional routes such as the existing and proposed Principal Shared Paths (PSPs) along Roe Highway, Tonkin Highway and railway corridors, which are also the backbone of the cycling network in Perth Metropolitan Area. These paths provide high-quality direct cycling connections completely separated from road traffic.
- **Secondary Routes:** safe and directional connections between Primary Routes and major attractions or facilities such as shopping centres, sporting and civic facilities.
- **Local Routes:** provide safe cycling conditions in local (predominantly residential) areas, collecting cycling traffic from local roads within suburbs and distributing it to the primary and secondary networks.
- **Training Routes:** provide training or sports cyclists with designated routes in which to undertake long distance rides in on-road environments. These are normally located on rural or semi-rural roads but can also include other major access roads to these areas.

The Bicycle Plan offers the opportunity to overcome one of the key barriers to encouraging greater cycle tourism in the City – the condition of the cycling network and lack of clearly defined, high-quality touring routes.

8. COMMUNITY CONSULTATION

8.1. Tourism Community Reference Group

The City of Kalamunda adopted a community-led approach to production of this Strategy through engagement of a **Tourism Community Reference Group** (TCRG) who worked in collaboration with the City to host a series of interactive community workshops and develop this Strategy. Community engagement is vital to the successful implementation of this Strategy, by ensuring local residents and businesses are connected, passionate and committed to the City's tourism vision.

The TCRG was formed following an Initial Tourism Visioning Workshop hosted by the City in May 2018 and attended by key community stakeholders. The TCRG comprises nine residents and business operators who volunteered their time to bring a community-led approach to the Strategy, focusing on protecting the area's natural beauty and cultural heritage, supporting local businesses/residents, and coordinating a network of motivated individuals to drive change.

- **Chair:** Francesca Flynn, Operations Manager Perth Observatory (Author of Strategy)
- **Deputy Chair:** Caroline Babbage, President of Kalamunda Chamber of Commerce and Owner of Fawkes House Spa Retreat, Carmel
- Bob Melville, Vice President of Kalamunda Chamber of Commerce, former President of Tourism Association of WA
- Mack McCormack, Owner of Chalet Rigi Restaurant, Piesse Brook
- Eric and Lucy Radice, Owners of La Fattoria Perth Hills Restaurant and Orchard
- Judy Poletti, Bickley Valley land owner
- Rebekah Wilson, Owner of Lawnbrook Estate and Packing Shed Restaurant, Bickley Valley
- Michael Collins, Wattle Grove resident and FACET Board Member
- Kerry Ann-Winmar, Owner of Nyungar Tours, South Perth

The TCRG worked in collaboration with City of Kalamunda staff and councillors throughout the production of this document.

8.2. Community Engagement Workshops

The TCRG hosted six interactive Community Engagement Workshops facilitated by the TCRG Chair and City of Kalamunda. The workshops focused on key tourism themes and were designed to gather information on what the community wants and expects from tourism in Kalamunda. The workshops were well attended by over 150 residents, businesses owners, community organisations and government agencies. A full list of workshop participants is provided in Appendix 1.

Workshop	Location	Date	Participants
Agri-Tourism, Food & Wine, Accommodation and Retail Tourism	City of Kalamunda Function Room, 2 Railway Rd	19 Sept 2018	52
Special Events Tourism	Zig Zag Cultural Centre, Seminar Room, 50 Railway Rd	25 Sept 2018	16
Heritage, Arts & Culture Tourism	Perth Observatory, 337 Walnut Rd, Bickley	27 Sept 2018	17
Aboriginal Tourism	Perth Observatory	2 Oct 2018	19
Active Adventures, Cycling & Sport Nature Based & Physical Attractions	City of Kalamunda Function Room	17 Oct 2018	30
Tourism Support Services, Infrastructure, Marketing & Planning	City of Kalamunda Function Room	24 Oct 2018	17

Workshop participants were asked to consider four questions to gain insight into strengths, weaknesses, opportunities and threats associated with tourism in Kalamunda.

1. Describe our key tourism products or offerings available in the City of Kalamunda?
2. What opportunities exist for tourism experiences/products?
3. What constraints exist for tourism experiences/products?
4. It would be interesting if we could.....?

A large volume of data was collected, which provided a diverse range of local opinions, community insights, suggestions and industry views, that form the basis of this Tourism Development Strategy. All data collected during workshops was transcribed in full as presented in Appendix 2.

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9. KALAMUNDA'S TOURISM STRENGTHS

When asked to describe where our strengths lie in tourism products or experiences offered by the City of Kalamunda, the following key themes emerged in community feedback:

- **A charming and historical townsite**, offering a wide range of social activities centred on café/restaurants, museums, heritage attractions, markets, art galleries and cultural experiences that allow engagement with our friendly and connected local community.
- **Unique vantage point** at the top of the escarpment offering spectacular elevated views over Perth and the Swan Coastal Plain.
- **Stunning backdrop of pristine natural beauty** in National and Regional Parks that provide endless opportunities to interact with nature, including towering forest, rolling valleys and hills, meandering creeks, pools and waterfalls, and an abundance of native flora and fauna.
- **Award-winning boutique wineries, breweries, cideries and restaurants** within a small locality, offering fresh seasonal produce and opportunity to engage with local families.
- **World-class mountain, road bike and hiking trails** through outstanding National and Regional Park landscape, with potential to host large-scale events in connection with the Bibbulmun Track and Munda Biddi trail.
- **Engaged and active arts community** with a wide range of public artwork, art galleries and travelling exhibitions, studios, artist residences, open-air theatre and music concerts.
- **Rich cultural heritage attractions** including award-winning Perth Observatory, Kalamunda History Village and strong links with Aboriginal culture including Noongar name.
- **Flourishing Special Events Calendar** including annual Perth Hills Spring Festival, Bickley Valley Harvest Festival, Summer Series Movie Festival, Jazz in the Park, Quit Targa West, Zig Zag Festival, Kalamunda Agricultural Show, Corymbia Festival and well-established markets.
- **Luxury boutique accommodation** including small-scale high-end spa retreats, family-owned bed and breakfasts and home stays that offer an intimate window into Kalamunda life.
- **Proximity to Perth CBD and Perth Airport** with State Government funded improvements to public transport and future rail connection through the Metronet Forrestfield-Airport Link.
- **Strong and connected local community** including thriving community-led markets, active engagement groups, and an abundance of volunteer-led organisations.

10. TOURIST OPPORTUNITIES AND CONSTRAINTS

When asked to describe opportunities and challenges relating to the development of tourism within the City of Kalamunda, the following key themes emerged in community feedback:

10.1. Opportunities

1. Revitalise the Kalamunda Townsite to improve visual appeal and build connectivity:

- Rejuvenate Haynes Street to improve aesthetic appeal of shop fronts and commercial units
- Use public art, street furniture and gardens to add colour and texture
- Revitalise empty commercial space via innovative “start-ups/pop-ups” or community hub
- Investigate traffic control measures and pedestrianisation zones

2. Leverage Kalamunda’s unique location and setting to maximise opportunities:

- Develop products that showcase views over Swan Coastal Plain e.g. Zig Zag, Lesmurdie Falls
- Develop “photographic viewpoints” at key locations to encourage social media posts/tags
- Partner with local operators to promote major attractions including Bibbulum Track, Munda Biddi Trail, Perth Observatory and Kalamunda History Village.
- Promote proximity of Kalamunda to Perth CBD and neighbouring Perth Airport

3. Encourage tourism products that cement Kalamunda as a key tourism destination:

- Boutique wineries, cideries, orchards, breweries and restaurants offering fresh local produce
- World-class bike trails through unspoiled National Parks ready to support global events
- Strong links with Noongar heritage present opportunity to create authentic Aboriginal tourism products including guided tours, public art, workshops and festivals
- Expand Special Events in collaboration with key attractions and globally recognised events
- Develop interactive app to provide easily accessible and single information source for visitors

4. Improve constraints associated with Planning to encourage new business ventures:

- Investigate subdivision in agricultural areas to support environmentally sensitive ventures such as agri and eco-tourism, open-orchards, working/hobby farms, eco-stays and glamping
- Champion wastewater management for landowners not connected to mains sewerage to support new tourism ventures that are sensitive to our drinking water catchment location
- Manage bushfire risk including improved road access to support increased visitor numbers

5. Improve Kalamunda destination marketing, branding and signage:

- Develop striking and memorable destination marketing that identifies Kalamunda as a key tourist destination with a niche brand to complement that of the wider Perth Hills region
- Improve how visitors navigate to Kalamunda including creation of bold welcoming entry statements along key transport links and improved directional signage
- Adopt consistent Perth Hills branding in collaboration with other local government authorities to promote cohesion within the region
- Improve information signage for key attractions and combine with walking tours to promote visitor engagement
- Facilitate visitor navigation via visually appealing and easily-identifiable road and trail signs

6. Improve transport links, services and resources:

- Leverage the new rail link to Forresterfield including regular connecting buses
- Improve local transport links and investigate set fares to encourage hop-on/hop-off use
- Develop tour packages combining attractions, transport and accommodation
- Develop relationships with Perth Airport and tour operators at refurbished Fremantle Docks
- Increase parking facilities to support larger visitor numbers

7. Increase and diversify tourist accommodation:

- Investigate medium-sized hotel to cater for larger visitor numbers and leverage proximity to Perth Airport and major transport links
- Encourage alternative accommodation that celebrates our natural setting, e.g. camping, glamping, eco-resorts, air-crete domes and tree-house cabins,
- Experience Perth Hills Visitor Centre to be a potential conduit for accommodation booking

10.2. Constraints

1. Financial pressure on local businesses and community organisations:

- Lack of significant funding opportunities and support for new and existing businesses throughout all levels of Federal, State and Local government
- Competition from other more established food and wine destinations

2. Restrictions from Bushfire risk management:

- State Planning Policy 3.7 (Planning in Bushfire Prone Areas) limits new developments, particularly in relation to road access capable of supporting higher visitor numbers

3. Restrictions from Public Drinking Water Source Area:

- DWER Policy 13 (Recreation within Public Drinking Water Source Areas on Crown Land) limits recreational land use and development
- Lack of State guidance on waste-water management for properties not on mains sewerage
- New ventures face arduous and economically unfeasible off-site water treatment
- “Way-forward” sought through review of Policy 13 (anticipated 2019) and production of a catchment District Water Management Strategy

4. Restricted access and land-use on government or privately-owned land:

- City houses extensive Water Corporation owned-land and State National Parks managed by the Department of Biodiversity Conservation and Attractions (DBCA)
- Recent conflicting interests include removal of informal bike trails on the Zig Zag by DBCA due to environmental degradation and soil erosion concerns
- Opportunity to strengthen relationship with DBCA and other landowners to achieve shared goals to protect and celebrate the natural environment through eco-sensitive tourism

5. City of Kalamunda planning restrictions

- LPS considered obstructive and disconnected with the City’s tourism vision
- Seen to limit and delay progress rather than a mechanism of encouraging new ventures
- Lack of support to guide businesses through “red-tape” approvals with City and State
- Kalamunda developed in piecemeal fashion under differing planning regimes, resulting in an ad-hoc and fragmented town centre that lacks cohesion of architecture, land use and access.
- Opportunity to revitalise planning process and support ventures that align with the tourism vision through the updated LPS currently under development (anticipated 2019)

6. Inadequate tourist services and infrastructure:

- Limited directional and information signage, and lack of entry statements/welcome
- Inadequate parking, public transport and toilets
- Limited business opening hours - major tourist destinations offer extended opening hours
- Limited mobile phone and Wi-Fi coverage and lack of interactive tourist app
- Absence of medium sized hotel and limited caravan/RV and camping facilities
- Lack of trackable statistical data on visitor numbers by the City of Kalamunda

11. TOURISM DEVELOPMENT STRATEGIES

Strategy 1: Create and maintain welcoming, inclusive and accessible facilities for visitors to enjoy the natural and built environment

- 1.1 Improve visitor access to and navigation between key attractions, precincts and services
- 1.2 Provide accessible and robust tourism support services that exceed visitor expectations
- 1.3 Develop diverse and unique accommodation offerings that encourage visitors to stay longer

Strategy 2: Leverage Kalamunda's natural beauty and award-winning attractions to grow destination appeal and recognition

- 2.1 Enhance Kalamunda townsite to grow vibrant and engaging "rural village" atmosphere
- 2.2 Promote key attractions that secure Kalamunda's reputation as a premier tourist destination
- 2.3 Preserve and celebrate the natural environment through eco-sensitive outdoor adventures

Strategy 3: Develop arts, heritage and culture opportunities that engage creative investment, participation and community pride

- 3.1 Promote Kalamunda as a thriving arts, heritage and cultural hub within the Perth Hills
- 3.2 Lead authentic and culturally-aware Aboriginal tourism experiences
- 3.3 Expand Special Events to offer diverse, stimulating and globally recognised programs

Strategy 4: Further develop the Kalamunda tourism brand and destination marketing to raise awareness and inspire visitor interest

- 4.1 Foster strong awareness and recognition of the Kalamunda brand
- 4.2 Work towards cohesive and connected regional Perth Hills branding and marketing
- 4.3 Increase Kalamunda's share of local, intrastate, interstate and international tourism markets

Strategy 5: Encourage an innovative and collaborative tourism industry that supports local business and drives economic growth

- 5.1 Provide dedicated and industry-specific support services for local tourism operators
- 5.2 Foster strong partnerships with key stakeholders, industry bodies and local community
- 5.3 Lead innovation through creative collaboration and progressive forward-thinking ethos

To ensure a continued community-led approach, it is recommended that the City of Kalamunda engage a Tourism Advisory Committee of Council by at least October 2019 to lead the successful implementation of this Strategy and the Action Plan contained within.

12. TOURIST DEVELOPMENT STRATEGIES ACTION PLAN

STRATEGY 1:

Create and maintain welcoming, inclusive and accessible facilities for visitors to enjoy the natural and built environment

1.1 Improve visitor access to and navigation between key attractions, precincts and services		
Actions	Responsibility	Timing
<p>Conduct major tourism signage audit:</p> <ul style="list-style-type: none"> - Identify optimum locations for wayfinding signage and entry stacks. - Install bold, colourful and welcoming entry statements along major transport links. - Identify major tourist attractions, precincts and services to include in directional signage. - Improve wayfinding signage to provide easily-identifiable and visually appealing signs at key locations for road and trail users. - Audit walking and cycling trails to improve navigational and information signs directing users to nearby attractions or services. - Review signage to improve and facilitate disability access. - Improve information signage for key visitor attractions and combine with walking tours to promote visitor engagement. 	TBC	TBC
<p>Improve delivery and quality of tourist information:</p> <ul style="list-style-type: none"> - Review printed and digital tourist maps relating to Kalamunda to assess usability. - Update visitor maps with new developments to keep them relevant and dynamic. - Audit Tourist Information bays and maintain with up-to-date information, maps and visually appealing displays. - Investigate increased WiFi Hotspot coverage to enable self-guided tours and digital wayfinding. - Develop holistic interactive Kalamunda tourism app that combines maps, navigation, cultural heritage information, special events and promotions. - Prepare a Kalamunda tourism investment prospectus to attract investors to the region. 	TBC	TBC
<p>Engage with key stakeholders:</p> <ul style="list-style-type: none"> - Foster strong relationship with Perth Airport and promote link through Forrestfield-Airport rail link. - Collaborate with Main Roads WA to identify optimum locations for directional and entry statement signage on major transport routes. - Work with DBCA, DFES, Department of Water, Water Corporation and other stakeholders to manage access and land-use. - Collaborate with key tourism bodies including Tourism WA, Destination Perth and local Visitor Centres, to maintain up-to-date information. 	TBC	TBC
1.2 Provide accessible and robust tourism support services that exceed visitor expectations		
Actions	Responsibility	Timing
<p>Increase and improve road access to and within City of Kalamunda:</p> <ul style="list-style-type: none"> - Work with Main Roads, DBCA and other stakeholders to review road infrastructure to and within Kalamunda and surrounding National Parks. - Work with DFES to improve access to tourism precincts in adherence with Policy 3.7 (Planning in Bushfire Prone Areas). - Audit and improve vehicle access to National Parks including off-road access in partnership with DBCA. 	TBC	TBC
<p>Increase parking facilities and accessibility:</p> <ul style="list-style-type: none"> - Review and increase parking capacity at key attractions/points of interest and ensure cost-effective options to encourage longer stays. - Develop facilities for coach/bus parking to encourage day trip excursions and work with DBCA to manage parking within National Parks. 	TBC	TBC

<p>Advocate for and develop public transport offerings:</p> <ul style="list-style-type: none"> - Work with State Government to increase transport opportunities to Kalamunda, including shuttle from Perth CBD. - Leverage development of Forresterfield Train Station to include regular buses to tourist precincts via the foothill suburbs. - Develop the Kalamunda bus station to make it more accessible, visually appealing, user friendly and connected to the town centre. - Forge strong relationship with Perth Airport to develop connecting road, bus and rail networks. - Improve local transport links throughout Tourist Precincts through commercially operated shuttle buses featuring set day or weekend fares to encourage hop-on/hop-off use by visitors. 	TBC	TBC
<p>Increase profile and service diversity of the Experience Perth Hills Visitor Centre:</p> <ul style="list-style-type: none"> - Investigate and implement more robust booking system for attractions and events; - Visitor Centre to be actively marketed as a conduit for booking accommodation. - Investigate opportunity for online sales website. - Implement Local Products Policy to support local producers, artists and suppliers. - Research options for liquor licensing and sale of locally produced wine at the Visitor Centre. - Develop “day” and “weekend” packages which combine key attractions with group transport. - Investigate innovative visitor information opportunities and interactive displays. - Liaise with other VCs, particularly Perth Hills Mundaring and Armadale, to ensure cohesion. 	TBC	TBC
<p>Increase and improve ablution amenities and waste-water management facilities:</p> <ul style="list-style-type: none"> - Audit public toilet facilities in the City to identify locations where additional facilities are required. - Work with DBCA to manage toilets in National Parks. - Lobby State Government to develop management procedures to support tourism development in drinking water catchments. - Champion innovative wastewater treatment facilities to enable tourist ventures to manage wastewater in a cost efficient and sustainable manner. 	TBC	TBC
<p>1.3 Develop diverse and unique accommodation offerings that encourage visitors to stay longer</p>		
<p>Actions</p>	<p>Responsibility</p>	<p>Timing</p>
<p>Increase tourist accommodation capacity:</p> <ul style="list-style-type: none"> - Investigate medium-sized hotel development to cater for larger visitor numbers and leverage proximity to Perth Airport and major transport links. - Environmentally-sensitive development to be located on brownfield land, in keeping with Kalamunda’s cultural heritage, and providing clear benefit to the community e.g. transport such as shuttle bus and coordinated special events. 	TBC	TBC
<p>Expand low-cost camping and recreational vehicle amenities:</p> <ul style="list-style-type: none"> - Audit current facilities, including privately owned holiday parks and National Parks, to investigate demand for increased offerings. - Investigate demand for increased facilities including overnight stops, powered sites, wastewater dump points and electric charge facilities. - Explore options for DBCA campgrounds to be located within surrounding National Parks. 	TBC	TBC
<p>Encourage alternative and boutique accommodation:</p> <ul style="list-style-type: none"> - Provide support for unique accommodation that maximises the beauty of our natural setting e.g. glamping, air-crete domes and tree-house cabins. - Investigate opportunity for small-scale, open-air options that showcase the views over Perth and the Swan Coastal Plain. - Investigate opportunity for Tiny House Policy, pioneered by the City of Fremantle, to provide small-scale and alternative accommodation options. - Encourage accommodation providers to develop tourist products in collaboration with local tourism operators to inspire longer stays. 	TBC	TBC

STRATEGY 2

Leverage Kalamunda’s natural beauty and award-winning attractions to grow destination appeal

2.1 Enhance Kalamunda townsite to create vibrant and engaging “rural village” atmosphere		
Actions	Responsibility	Timing
<p>Improve visual appeal and charm of Kalamunda town centre:</p> <ul style="list-style-type: none"> - Create central and focal meeting point focusing on rejuvenation of Haynes Street as a bustling high street. - Develop cost effective and simple method to improve aesthetic appeal of shops and commercial units e.g. colours, patterns, screens and awnings. - Use public art, outdoor furniture, decorative lighting, information signage and street gardens to add features and points of interest. - Use the City’s planning process to support ventures that reflect our history and environment and are in keeping with a “small-village” feel. - Revitalise empty commercial space by developing or supporting innovative “start-ups/pop-ups” or locations for community hubs. - Improve connection to the Northern Terminus of the Bibbulmun Track including visual appeal of the nearby St Barnaby’s Church wall. - Preserve and protect cultural and historical assets that enhance the townsite’s character e.g. protection of heritage trails from urban development. - Kalamunda Activity Centre Plan will redevelop the townsite to celebrate its character and vibrancy as a social hub to live, work and play. 	TBC	TBC
<p>Provide opportunities to interact with the local community and “bring life onto the street”:</p> <ul style="list-style-type: none"> - Encourage live entertainment e.g. acoustic and classical sessions at bars/wineries, comedians and open-mic nights and open-air concerts. - Promote night-time activities e.g. markets, pop-up street bars, walking tours, and late-night theatre and music gigs. - Encourage interactive experiences e.g. street performers, magicians and art buskers. - Increase diversity and capacity of cafés, restaurants and bars that offer alfresco seating, outdoor dining, good acoustics and landscape views. - Expand shaded public seating with beneficial vantage points where visitors can sit and watch the world go by. 	TBC	TBC
<p>Improve accessibility and functionality of the town centre and provide strong connections to tourism precincts:</p> <ul style="list-style-type: none"> - Improve connections between key attractions within town centre e.g. Haynes St, Zig Zag Scenic Drive, Stirk House, Bibbulmun Track, History Village. - Improve public transport facilities through better connection with the bus station and increased number of bus stops. - Work with Transperth or private companies to expand public transport services through the centre and between surrounding tourism precincts. - Investigate commercially operated shuttle buses featuring set fares to encourage hop-on/hop-off use by visitors. - Improve traffic control measures and speed limits to manage and guide vehicle flow through key areas. - Increase road crossings and paved footpaths and investigate potential pedestrianisation zones to improve walkability e.g. Haynes Street, Railway Rd. - Improve wayfinding signage to provide easily-identifiable and visually appealing signs at key locations for road and trail users. - Increase parking capacity, improve access from carparks to key attractions, and ensure cost-effective options to encourage longer stays. - Improve cycling facilities and infrastructure e.g. increased cycle lanes, paved tracks, bike racks and bike lock-ups. 	TBC	TBC
2.2 Promote key attractions that secure Kalamunda’s reputation as a premier tourist destination		
Actions	Responsibility	Timing
<p>Promote award-winning and boutique wineries, cideries, breweries and restaurants:</p> <ul style="list-style-type: none"> - Strong marketing to cement Kalamunda as a key Perth metro food and wine destination, uniquely different to Swan Valley and Margaret River. 	TBC	TBC

<ul style="list-style-type: none"> - Encourage local businesses to coordinate openings to achieve coverage all-week long across several establishments and extend opening hours over public and school holidays. - Encourage venues that maximise our natural setting e.g. alfresco dining, open-air seating and landscape views, or reflect our cultural heritage. - Encourage vendors to focus on providing seasonal and fresh produce from local suppliers with opportunities for farm-to-plate experiences. - Advocate for bars and restaurants to showcase diversity of locally-produced beverages e.g. beers, ciders, wines and soft drinks. - Promote and support agri-tourism ventures e.g. open-orchards, “pick-your-own”, working farms/allotments and apiaries. - Encourage operators to add a personal touch to visitor experiences e.g. meet the maker and sharing personal tales of family-operated businesses. - Host national and international culinary events, competitions and festivals at City owned venues or encourage events at private owned venues. - Champion wastewater management for landowners not connected to mains sewerage to support new tourism ventures in the catchment area. - Work in partnership with Transperth and private operators to improve local transport links between venues to support businesses who extend their opening hours e.g. potential shuttle bus. - Work closely with tourism operators to maintain best-practice alcohol awareness. 		
<p>Develop and market iconic “Hero Attractions” that entice visitors to the region:</p> <ul style="list-style-type: none"> - Develop active adventure activities at Lesmurdie Falls in partnership with DBCA that showcase the spectacular views and surrounding National Park e.g. climbing, abseiling, ziplining and tree-top walks. - Expand and upgrade the world-class Kalamunda Trails in partnership with DBCA and KMBC e.g. increased trail network and land access, improved facilities, and hosting of international events and competitions. - Increase collaboration and support for Perth Observatory, a unique historical tourist attraction that provides a gateway to our universe through telescope viewings, exploration of Aboriginal culture and global science, e.g. host community events, improve transport links, and leverage marketing appeal. - Develop the Kalamunda Cultural Precinct as an engaging focal point that offers an award-winning Visitor Centre and cultural heritage via Kalamunda History Village and Zig Zag Gallery, e.g. expand KHV openings and services, repair steam locomotive, and improve connection with Haynes Street. - Promote Kalamunda as a Market Town and expand offerings in collaboration with Chamber of Commerce and Rotary Kalamunda to encourage arts and cultural engagement e.g. markets featuring live music and pop-up markets at Perth Observatory that include astronomy or Aboriginal themes. - Produce Zig Zag Feasibility Study to convert under-utilized Zig Zag Scenic Drive into a Hero Attraction and fulfil its potential as an iconic heritage attraction with stunning views. Community suggestions include a replica train to transport passengers up the scarp, installation of a cable cart, luge or zipline, removal of vehicle access, construction of revolving café/restaurant, and eco-glamping that offers extraordinary vantage. 	TBC	TBC
<p>2.3 Preserve and celebrate the natural environment through eco-sensitive outdoor adventures</p>		
<p>Actions</p>	<p>Responsibility</p>	<p>Timing</p>
<p>Promote world-class mountain biking and road cycling facilities:</p> <ul style="list-style-type: none"> - Market Kalamunda as a world-class cycling hub offering spectacular scenery, challenging landscapes and easy-access from Perth metro. - Improve cycling infrastructure in townsite e.g. increased cycle lanes, paved tracks, bike racks and bike lock-ups. - Expand, upgrade and improve the Kalamunda Trails mountain bike network and facilities in partnership with key stakeholders. - Work with DBCA and KMBC to manage and map informal trails network. - Work with Munda Biddi Foundation to identify opportunities to strengthen its connection with Kalamunda. - Review road safety for bike users e.g. increased road crossings, cycle lanes, sealed paths and improved links from townsite to mountain bike circuits. 	TBC	TBC

<ul style="list-style-type: none"> - Remove accident blackspot by diverting cyclists from Mundaring Weir Road onto alternative routes with low traffic e.g. Hummerston Road. - Audit cycling trails to improve navigational and information signage directing users to nearby attractions or services. - Identify opportunities to host national and international cycling events, including a potential annual “Hero Event” e.g. week-long cycling festival. - Work with residents to build a more tolerant acceptance of cyclists in the City. - Work with other local government authorities to encourage cross-boundary cycling events. - Leverage the thriving local cycling community and work collaboratively to provide a community-led approach to developing Kalamunda’s trails. 		
<p>Expand opportunities for outdoor activities, including hiking and active adventures:</p> <ul style="list-style-type: none"> - Expand, upgrade and improve key hiking trails in partnership with DBCA. - Work with Bibbulmun Track Foundation to improve connection of the town centre with the northern terminus. - Investigate potential to extend footpath from Bibbulmun Track northern terminus through the town centre to Stirk Park or the Zig Zag. - Audit walking trails to improve navigational and information signage directing users to nearby attractions or services. - Expand and diversify outdoor active adventure products that exploit our natural setting e.g. abseiling, climbing, high-ropes, and tree-top walks. - Investigate opportunities for ziplining that maximise our elevated vantage point and deep valleys e.g. Lesmurdie Falls and Kalamunda National Park. - Seek opportunities to host national sporting events e.g. annual King of the Mountain triathlon combining running, road cycling and mountain biking. - Encourage outdoor accommodation offerings that promote interaction with nature e.g. camping, glamping, tree-cabins and air-crete domes. - Develop outdoor activities for children through increased “nature play” infrastructure e.g. large playground development in foothills. - Develop geo-caching and “treasure-hunting” opportunities. 	TBC	TBC
<p>Preserve and protect Kalamunda’s natural environment:</p> <ul style="list-style-type: none"> - Work with key Government stakeholders and community groups to protect and preserve Kalamunda’s natural environment. - Prioritise the preservation of natural assets e.g. protection of heritage trails from urban development. - Increase coverage of native garden beds, particularly in the town centre and foothill suburbs, to attract birds, bees and other wildlife. - Encourage protection of and interaction with native wildlife through Kanyana Wildlife Rehabilitation Centre. - Encourage growth of astro-tourism, a niche and expanding market, by protecting dark skies from light pollution through appropriate public lighting. 	TBC	TBC
<p>Celebrate Kalamunda’s striking natural beauty, elevated location and unique landscapes:</p> <ul style="list-style-type: none"> - Develop visitor attractions at locations that leverage the stunning views over the Swan Coastal Plain e.g. Zig Zag, Lesmurdie Falls and Lions Lookout. - Install “photographic viewpoints” at key locations that showcase Kalamunda’s diversity and encourage social media posts/tags. - Strong marketing to showcase Kalamunda’s backdrop of pristine natural beauty and abundant National Parks. 	TBC	TBC
<p>Work with key stakeholders to improve accessibility of land for recreational use:</p> <ul style="list-style-type: none"> - Develop strong partnerships with key landowners to achieve shared goal of protecting and celebrating the environment through tourism. - Seek opportunities to expand land access to National Parks and State forest, including review of key vehicle entry points, trails and “off-limit” areas. - Seek enterprise between DBCA, Water Corporation and KMBC to bring a progressive and cohesive approach to developing mountain bike trails. - Consult with DWER on updated Policy 13 Recreation within Public Drinking Water Source Areas on Crown Land (anticipated 2019). - Lobby State Government and DWER to produce a District Water Management Strategy to guide and support development of tourism products in drinking water catchments, particularly endorsement of innovative wastewater treatment facilities for properties not connected to mains sewerage to enable tourist ventures to manage wastewater in a cost efficient and sustainable manner. 	TBC	TBC

STRATEGY 3

Develop arts, heritage and culture opportunities that engage creative investment, participation and community pride

3.1 Advance Kalamunda as a thriving arts, heritage and cultural hub within the Perth Hills		
Actions	Responsibility	Timing
<p>Identify, connect, develop and promote arts and cultural tourism attractions and providers:</p> <ul style="list-style-type: none"> - Establish and maintain a publicly available network of key arts and cultural attractions, providers and stakeholders within the City. - Work with Kalamunda Arts Advisory Committee to develop and implement the “<i>Arts and Cultural Policy</i>” and “<i>Art in Public Places</i>” policy. - Invest in public artworks that create a strong Kalamunda identity, a focal point for social media tags and improved visual appeal of public places. - Support and engage Kalamunda-based artists where ever possible to grow local talent. - Develop and support interactive arts and cultural programs that encourage visitor participation and engagement. - Work with the local arts community to maximize participation in arts and cultural programs by all generations of residents and visitors. - Develop public artwork opportunities that allow community participation and create a sense of ownership and pride e.g. mural on St Barnaby’s wall. - Identify opportunities to enhance arts and culture programs by incorporating elements of our natural environment or choosing unique host venues. - Increase engagement by residents to become more involved in the arts e.g. as creators, audience and source of ideas. - Ensure that arts and cultural contributions are recognised for their value. 	TBC	TBC
<p>Preserve, protect and share the rich history and cultural heritage of Kalamunda:</p> <ul style="list-style-type: none"> - Establish and maintain a publicly available network of key historical attractions, providers and stakeholders within the City. - Use State and Municipal Registers to identify significant historical buildings and work with key stakeholders to develop the registers further. - Prioritise the protection and preservation of historical and cultural heritage assets e.g. protection of heritage trails from urban development. - Partner with local attractions to develop heritage tour packages that combine attractions and transport with a historical focus. - Promote and support historical focused Hero Attractions e.g. Kalamunda History Village, Perth Observatory and Zig Zag Scenic Drive. - Increase interpretative signage for historical attractions e.g. information signs at former historical sites within Pickering Brook townsite. - Develop self-guided heritage tours, both walking and driving, which encourage visitors to learn about our past at their own speed. - Leverage community support through promotion and backing of local groups e.g. Pickering Brook Heritage Group, Kalamunda Historical Society. - Encourage and support unique heritage experiences e.g. School of Clock Making led by Watch and Clock Makers Association of WA. 	TBC	TBC
3.2 Lead authentic and culturally aware Aboriginal tourism experiences		
Actions	Responsibility	Timing
<p>Develop and promote strong Aboriginal cultural identity:</p> <ul style="list-style-type: none"> - Clarify and promote Noongar origin of the name Kalamunda and leverage connection with Noongar warrior Yagan through his brother Mundi. - Develop Aboriginal marketing and brand for the City of Kalamunda in collaboration with Traditional Land Owners. - Establish Advisory Panel with local Elders and operators to guide Aboriginal tourism and ensure cultural protection, permissions and approval. 	TBC	TBC
<p>Expand and grow Aboriginal-led tourism products:</p> <ul style="list-style-type: none"> - Develop Hartfield Park to promote Aboriginal culture e.g. walking trails, information signs, art installations, sacred trees, fire pit and yarning circles. - Develop self-guided and operator-led walking tours that document and celebrate Noongar occupation of Kalamunda and the wider Perth Hills. - Develop Aboriginal-led accommodation offerings through State Government Camping with Custodians program. 	TBC	TBC

<ul style="list-style-type: none"> - Collaborate with Perth Observatory to promote their Aboriginal Astronomy Centre which aims to celebrate 60,000 years of Noongar sky stories. - Support employment of Aboriginal youth e.g. proposed Aboriginal Nature Trekz (ANTZ) led by Koya Aboriginal Corporation at Perth Observatory. - Develop experiences showcasing native bush tucker e.g. harvesting of native flora, cooking classes, and cafes offering local bush tucker. - Engage Noongar Artists through Art in Public Places Policy to create authentic and vibrant artwork celebrating Kalamunda’s Noongar heritage. - Develop a program of Special Events focusing on the six Noongar seasons and culminating in Makuru Arts Festival celebrating the Noongar “winter” season e.g. artist workshops, cooking classes, music and theatre, and public education. 		
<p>Promote understanding and awareness of Aboriginal culture:</p> <ul style="list-style-type: none"> - Develop interpretative signage sharing knowledge of local Aboriginal culture, heritage, songlines and dreaming. - Work with State Government to protect, promote and expand registered Aboriginal heritage sites. - Work with key stakeholders and Traditional Land Owners to identify new Aboriginal sites of interest and ensure protection of their heritage. - Work with key stakeholders to research, document and share stories of Wadjuk occupation of Kalamunda prior to arrival of European settlers. 	TBC	TBC
<p>3.3 Expand Special Events program to offer diverse, stimulating and globally recognised programs</p>		
<p>Actions</p>	<p>Responsibility</p>	<p>Timing</p>
<p>Develop and expand existing Special Events program:</p> <ul style="list-style-type: none"> - Combine Kalamunda Show with a food and wine event showcasing local producers. - Develop a Kalamunda Gourmet Escape satellite event comprising a weekend long festival of gourmet food and beverages. - Increase open-air concert offerings hosted at City and privately-owned venues e.g. Stirk Park, Perth Observatory and local wineries. - Develop series of events to complement the long-established annual Perth Festival (previously Perth International Arts Festival). - Create local hub for annual Fringe Festival through partnership with organisers and register of City-owned venues. - Improve offerings and promotion of Bickley Carmel Harvest Festival to encourage higher visitor numbers. - Support and promote global astronomy and public education events at Perth Observatory. - Develop tourist-facing competitions e.g. barista competitions. - Investigate potential for annual “Sculpture in the Trees” event in similar vein to Sculpture by the Sea event. - Investigate potential for Farmers Market to be expanded to include Pickering Brook oval (in addition to Kalamunda town centre). - Develop and expand Corymbia and Makuru Festivals offerings including increased local and state-wide promotion. 	TBC	TBC
<p>Improve organisation and coordination of Special Events program:</p> <ul style="list-style-type: none"> - Promote and communicate a calendar of events with key stakeholders sufficiently in advance to allow preparation and marketing. - Distribute calendar of events amongst key tourism industry bodies and at Perth CBD hotels and Visitor Centre. - Work with bordering local government areas to coordinate regional events and avoid clashes e.g. Open Studios on different weekends. - Provide advice and networking to tourist attractions and community members who are looking to develop new events e.g. liquor licensing. 	TBC	TBC
<p>Investigate and develop opportunities for flagship annual “Hero Events” – community suggestions include:</p> <ul style="list-style-type: none"> - Food festival and long table lunch/dinner event at independent venue to showcase diversity of local produce e.g. Perth Observatory. - Progressive dinner held across several establishments with accompanying transport. - World-class sporting events e.g. King of the Mountain, international competitions. - Kalamunda rodeo in collaboration with local pony club e.g. Walliston Pony Club. - Large “Woodstock”-style music festival within City parks e.g. Kalamunda Oval. - Event to capitalize on the location of the northern terminus of Bibbulmun track e.g. “Bibfest”. - International wedding festival to promote Kalamunda’s wineries and historical attractions as a key wedding destination. 	TBC	TBC

STRATEGY 4

Further develop the Kalamunda tourism brand and destination marketing to raise awareness and inspire visitor interest

4.1 Foster strong awareness and recognition of the Kalamunda brand		
Actions	Responsibility	Timing
<p>Strengthen Kalamunda brand through striking, bold and memorable marketing:</p> <ul style="list-style-type: none"> - Develop striking and memorable logo and associated destination marketing that identifies Kalamunda as a key tourist destination. - Produce concise, clever, conceptual and customer centric marketing with a niche “Kalamunda” identity that complements the Perth Hills brand. - Develop catchy and memorable slogan capturing what Kalamunda represents to a tourist e.g. Gateway to the Hills. - Investigate potential to improve “Experience Perth Hills” brand and remove confusion by incorporating the name “Kalamunda”. - Create bold, visually-appealing and welcoming entry statements along key transport links and improved directional signage. - Invest in public artworks that create a strong Kalamunda identity and a focal point for #Kalamunda social media tags. - Install “photographic viewpoints” at key locations that showcase Kalamunda’s diversity and encourage social media posts/tags. - Investigate opportunity for celebrity selfie in Kalamunda to go viral on social media and spark “copycat” selfies. - Engage a professional photographer to produce catalogue of marketing imagery demonstrating range of visitor opportunities and beauty of natural and built environments to be used by the City of Kalamunda and key tourism industry bodies e.g. Destination Perth. - Provide City of Kalamunda staff and volunteers with key marketing messages and images for use in promoting attractions and events e.g. slogans, logos, information on Hero Attractions and Events, key resources to support tourist visitors etc. - Develop tourist survey, potentially in connection with tourism app, that provides clear and measurable feedback on visitor experiences. - Partner with local operators, within and outside the City, to promote awareness of major attractions including Bibbulum Track, Munda Biddi Trail, Perth Observatory and Kalamunda History Village. - Leverage opportunities available through the 2018 Excellence in Local Government Tourism Award bestowed to the Experience Perth Hills brand. 	TBC	TBC
<p>Increase advertising efforts and promotion:</p> <ul style="list-style-type: none"> - Tap in to Scoop Digital marketing. - Investigate opportunities for promotion through Western Tourism Radio (87.6 FM). - Leverage Federal and State funding for tourism marketing and local/interstate promotion. - Focus on local print, radio and online marketing to target day visitors and encourage them to “convert” to overnight visitors. - Organise annual exposition at Parliament House to showcase Kalamunda’s diversity and increase awareness amongst State politicians. - Develop short marketing film for online promotion and investigate opportunity to engage local filmmakers e.g. aerial drone footage. - Develop holistic interactive Kalamunda tourism app that combines maps, navigation, cultural heritage information, special events and promotions. - Investigate opportunities for visually striking advertising within Arrivals Terminals at neighbouring Perth Airport. - Investigate free and paid advertising opportunities available to Local Government Authorities through Tourism WA and Destination Perth. 	TBC	TBC
4.2 Work towards cohesive and connected regional Perth Hills branding and marketing		
Actions	Responsibility	Timing
<p>Develop and support Perth Hills tourism branding:</p> <ul style="list-style-type: none"> - Develop and adopt consistent Perth Hills branding in collaboration with other local government authorities to promote cohesion within the region. 	TBC	TBC

<ul style="list-style-type: none"> - Create a Perth Hills destination marketing plan and promotional strategy in collaboration with other local government authorities, including clear definition of the geographical boundaries of the “Perth Hills”. - Create a shared fund or reserve to support Perth Hills tourism marketing across relevant local government authorities. - Work in conjunction with the Perth Hills Tourism Alliance to facilitate improved opportunities for marketing and promotion with collective collateral across several Local Government Authorities. - Work in partnership with Destination Perth to have “Perth Hills” recognised as a separate tourism precinct distinct to Swan Valley. 		
<p>Work closely with the State Government’s Perth Hills Tourism Taskforce to achieve common goals:</p> <ul style="list-style-type: none"> - Work closely with the Perth Hills Tourism Taskforce to facilitate opportunities for redevelopment, shared marketing and branding, and joint promotion and advertising. - Address strategic planning challenges at a regional level (e.g. bushfire risk, waste water use) through regular and proactive engagement with the Taskforce and key stakeholders including DBCA, DFES, Department of Water and others. - Focus on providing a solution to shared goals in partnership with the Taskforce, including redevelopment of the Pickering Brook townsite, provision of increased accommodation facilities and opportunities for horticultural businesses to expand into eco and agritourism, and branding and marketing of the Perth Hills region. 		
<p>4.3 Increase Kalamunda’s share of local, intrastate, interstate and international tourism markets</p>		
<p>Actions</p>	<p>Responsibility</p>	<p>Timing</p>
<p>Increase marketing and promotion to interstate and international markets:</p> <ul style="list-style-type: none"> - Investigate opportunities for advertising on international airlines and cruise operators servicing Perth e.g. inflight magazines, short video adverts. - Investigate opportunities for visually striking advertising within Arrivals Terminals at neighbouring Perth Airport. - Increase marketing of Kalamunda at key “tourist hot spots” within Perth and WA e.g. Visitor Centres, hotel chains, regional airports, roadhouses. - Leverage global-astronomy events held by Perth Observatory e.g. live stream of eclipses viewed by up to 5 million people globally. - Investigate opportunities for overseas marketing in print and online forms in key countries e.g. UK, Singapore, Malaysia. - Investigate and promote “Sister City” relationship. - Work with Tourism WA and Destination Perth to lobby interstate and international travel journalists to visit and review Kalamunda. 	<p>TBC</p>	<p>TBC</p>
<p>Develop specific tourism packages or services targeting international travelers:</p> <ul style="list-style-type: none"> - Develop holistic “day” and “weekend” packages which combine key attractions, food/beverages and group transport. - Develop relationship with key cruise/tour operators at newly refurbished Fremantle Docks and promote “day” packages to incoming passengers. - Look for opportunities to host and promote globally-recognised or international events and competitions. - Investigate medium-sized hotel development that leverages proximity to Perth Airport and major transport links. - Improve public transport links for international visitors who do not have their own vehicle. - Encourage tourism operators to become “China-ready” and “India Ready” through provision of training and support for new applicants. 	<p>TBC</p>	<p>TBC</p>

STRATEGY 5

Encourage an innovative and collaborative tourism industry that supports local business and drives economic growth

5.1 Provide dedicated and industry-specific support services for local tourism operators		
Actions	Responsibility	Timing
<p>Design and implement City of Kalamunda specific support services:</p> <ul style="list-style-type: none"> - Designate a member of staff to “walk” tourism businesses through City of Kalamunda and State Government department approvals requirements. - Provide a single contact person to communicate with new tourism business ventures and connect them with the existing network of businesses. - Develop tourism-specific networking events to encourage collaborations and partnerships. - Offer training opportunities to upskill tourism operators in best-practice customer service, marketing and promotion. - Offer training opportunities and support for businesses who want to become “China Ready” and “India Ready”. - Work with key stakeholders to provide professional advice to businesses to maintain and improve their offerings and enhance visitor experience. - Develop planning templates and guidelines for tourism operators to guide them through complex planning approvals. - Develop Local Planning Scheme that supports tourism operators and recognises the economic contribution tourism brings e.g. strong connection between City’s tourism vision and Planning Department, adoption of key tourism precincts and strategies into LPS. - Lobby State Government to develop management procedures to support tourism development in drinking water catchments. 	TBC	TBC
5.2 Foster strong partnerships with key stakeholders, industry bodies and local community		
Actions	Responsibility	Timing
<p>Identify and communicate regularly with key stakeholders and industry bodies:</p> <ul style="list-style-type: none"> - Create Tourism Stakeholder database detailing relevant contacts and identifying City staff responsible for relationship management. - Regularly review key stakeholders and continually investigate potential new contacts for ongoing engagement. - Establish regular (at least quarterly) face-to-face meetings with Tourism WA and Destination Perth to keep them informed of recent developments. - Maintain relationship with Tourism Council of Western Australia and ensure continued accreditation of the Perth Hills Visitor Centre. - Maintain initial monthly meetings with the Perth Hills Tourism Alliance to sustain momentum of regional focus. - Host bi-annual events attended by key stakeholders and tourism operators to encourage networking and local partnerships. - Foster strong relationship with neighbouring Perth Airport and promote link through Forresterfield-Airport rail link. - Collaborate with Main Roads WA and DBCA to identify optimum locations for directional and entry statement signage on major transport routes and increase/improve road access to and within the City and its surrounding National Parks. - Work with DBCA, Water Corporation and other stakeholders to manage access and land-use particularly in relation to Policy 13. <p>Work closely with DFES to assess and manage bush fire risks:</p> <ul style="list-style-type: none"> - Establish strong relationship with key staff at DFES to identify and overcome challenges associated with adherence to Policy 3.7 (Planning in Bushfire Prone Areas) including regular meetings and updates. Communication should be proactive and not reactive. - Work to secure early “buy-in” to this Strategy by DFES such that common goals can be shared. - Promote a “can-do” attitude to overcoming challenges, rather than adopting a “too hard” approach. - Work in partnership with DFES and the State Government, particularly Perth Hills Tourism Taskforce, to overcome challenges associated with planning and bushfire management, e.g. lot size, road access and access to water. 	TBC	TBC

<p>Work closely with the community to involve them in key decision-making processes:</p> <ul style="list-style-type: none"> - Create a Tourism Community Advisory Committee to provide feedback from local residents and business owners on all aspects of tourism. - Work with the local community to promote understanding around the value of tourism and create community ambassadors through regular workshops and Q&A sessions. 		
<p>5.3 Lead innovation through creative collaboration and progressive forward-thinking ethos</p>		
<p>Actions</p>	<p>Responsibility</p>	<p>Timing</p>
<ul style="list-style-type: none"> - Research and develop initiatives to support the growth of the MICE market (Meetings, Incentives, Conferences and Events). - Promote innovative and unique community-led approach of this Tourism Development Strategy. - Investigate opportunities to tailor the City’s planning process to facilitate the application process, support new tourism ventures and encourage more creativity in town planning e.g. staged planning conditions, designated Planning Officer assigned solely to tourism-related applications, delayed fees to allow operators to recoup money rather than paying upfront and controlled development conditions. - Investigate opportunity for reduced rates to support tourism operators. - Champion innovative wastewater treatment facilities to enable tourist ventures to manage wastewater in a cost efficient and sustainable manner. 	<p>TBC</p>	<p>TBC</p>

13. Appendices

Appendix 1 Community Workshop Participants

Appendix 2 Community Workshop Responses

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