



**City of Kalamunda**  
**Tourism Development Strategy**  
**2019 - 2025**

JUNE 2019



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*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 Francesca Flynn, the Chair of the Kalamunda TCRG, who worked in collaboration with members of 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 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 of Perth Observatory (Author of Strategy)
- **TCRG Deputy Chair: Caroline Babbage**, President of Kalamunda Chamber of Commerce and owner of Fawkes House Country Spa Retreat
- **Bob Melville**, Deputy President of Kalamunda Chamber of Commerce, former President of Tourism Association of WA and owner of Melville Rose Farm
- **Mack McCormack**, Owner of Chalet Rigi Restaurant, Piesse Brook
- **Eric and Lucy Radice**, Owners of La Fattoria Perth Hills Restaurant and Orchard, Pickering Brook
- **Judy Poletti**, Bickley Valley landowner
- **Rebekah Wilson**, Owner of Lawnbrook Estate and Packing Shed Restaurant, Bickley Valley
- **Michael Collins**, FACET (Forum Advocating Cultural and Eco-Tourism) Board Member and Wattle Grove resident
- **Kerry Ann-Winmar**, Owner of Nyungar Tours, South Perth

We also wish to acknowledge the City of Kalamunda's staff, councillors and volunteers, particularly Mayor John Giardina, whose 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 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 support 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.

Selection of Community Feedback on the Tourism Development Strategy:

*"Comprehensive consultation of the community. All-encompassing strategy - well written and clearly sets direction."*

*"It's good to see a comprehensive tourism strategy with input from local residents and businesses."*

*"Comprehensive, well developed plan."*

*"Covers many areas and adds a lot of great ideas whilst still showing we have a natural environment."*

*"It covers a broad range of ideas and highlights a lot of possible projects and outcome aims."*

*"It is a comprehensive and well thought out plan for the future that the community has participated in and fully supported for the direction that tourism needs to take in the City of Kalamunda. It now just needs to happen."*

*Scattered throughout the extensive Darling Scarp is the Perth Hills region, an increasingly popular tourist destination set within beautiful 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, Carmel and Pickering Brook regions boast award-winning family-owned boutique wineries, breweries and orchards, whilst surrounding National Parks offer endless freedom to interact with nature via worldclass mountain bike and walking trails that meander past creeks and waterfalls through jarrah 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.

One of the first European settlers 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.

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 facilities in suburbs lying at the foothills of the scarp, comprising High Wycombe, Maida Vale, Forrestfield and Wattle Grove, which are well connected to Kalamunda townsite via public transport and offer access to major road links.



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. The Strategy builds on pivotal work undertaken to develop tourism in Kalamunda over the past 30 years by various agencies, including the East Metropolitan Regional Council and the Perth Hills Strategic Marketing Group chaired by Kalamunda resident Mr Leon English.

#### **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.*

*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 through establishment of the TCRG and authoring of the Strategy by the TCRG Chair.

The Strategy summarises key outcomes from a series of community engagement workshops and incorporates them into five key Tourism Strategies that are supported by individual Action Plans designed to achieve those Strategies.

Production of an Implementation Plan, including prioritisation of key tasks, identification of responsible parties, and estimated costings for undertaking the works (allocation of funding) was outside the remit of this Strategy. These elements will be undertaken by City of Kalamunda staff following formal adoption of this document and are considered essential to ensuring the successful implementation of the Strategy. Successful implementation will be measured by evaluation against Key Performance Indicators, as defined by the City of Kalamunda, at regular 2-year intervals.

Key steps in the process include:

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
11. **Creation of a Kalamunda Tourism Advisory Committee** to guide and oversee the implementation of the Kalamunda Tourism Development Strategy
12. **Establishment of Key Performance Indicators** to measure successful implementation of the Strategy.
13. **Undertake Progress Review** at 2-year intervals to measure success of implementation measures.

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



#### 4.1. Existing 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:

- Kalamunda Clean and Green (2019)
- Industrial Development Strategy (2018)
- Public Open Space Strategy (2018)
- Economic Development Strategy (2017)
- Kalamunda Advancing - Strategic Community Plan: 2017-2027 (2017)
- Kalamunda Bicycle Plan (2017)
- Hills Rural Study 2014 (2015)
- Local Planning Strategy (2010)
- Community Development Plan
- Annual Business Plan & Budget
- LLP P-DEV 47 – Effluent Disposal from Agri Tourism Development in PDWSA
- LPP P-DEV 64 – Requirements for Local Planning Scheme Amendments
- LPP P-DEV 45 – Public Notification of Planning Proposal

#### 4.2. Developing Strategies

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

- **Local Planning Strategy review** – successful implementation of this Strategy requires close collaboration with the City of Kalamunda and adoption of key Tourism Precincts and Action Plans into the amended document.
- **Kalamunda Activity Centre Plan** – will facilitate the ongoing development and redevelopment of the Kalamunda Town Centre, shaping its future and positioning it as a contemporary, attractive and functional centre for residents and visitors.
- **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.
- **Kalamunda Clean and Green** – requires development and delivery of a Local Environment Strategy to deliver environment sustainability and maintain the integrity of the natural environment by providing direction on best practice environment stewardship, common environmental priorities, and clear environment leadership from the City and community.



- **Environmental Land Use Planning Strategy** – will provide strategies and actions to improve and protect the local natural environment in balance with future development growth.
- **Rural Planning Strategy** – will inform the key strategies and actions relating to land use and development within the Hills Rural Area within the City of Kalamunda and will form a key component of the Local Planning Strategy being prepared in 2019/2020.
- **Forrestfield North Residential Precinct Local Structure Plan** – will set a vision and planning framework for development within the residential precinct surrounding the future railway station in Forrestfield North.
- **Forrestfield North Transit Orientated Development Precinct Local Structure Plan** – will set a vision and planning framework for commercial and mixed use development surrounding the future railway station in Forrestfield North.
- **Local Activity Centres Strategy** – will provide direction to guide the future development and enhancement of amenity of the City's Commercial Centres set within the State Planning Framework.

5.1. FEDERAL

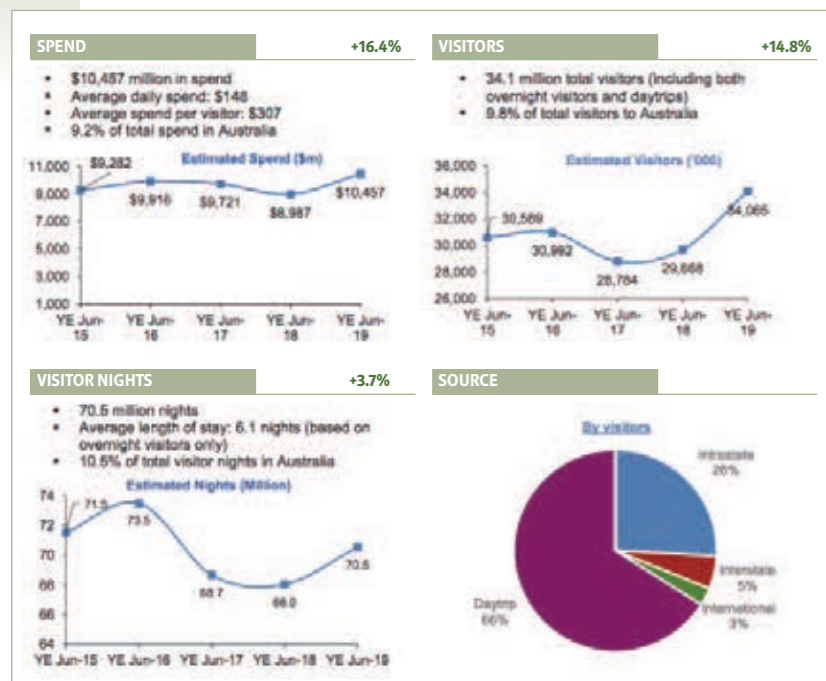
5.1.1. Tourism Australia

Tourism Australia is the Australian Federal Government agency responsible for attracting international visitors to Australia, both for leisure and business. It is active in 15 key areas including advertising, PR and media, trade shows and industry programs, online communications and consumer promotions and research. In 2010, Tourism Australia released a national strategy entitled **Tourism 2020** - a whole-of-government and industry long-term strategy designed to build the resilience and competitiveness of Australia’s tourism industry and grow its economic contributions. The strategy focuses on improving performance by pursuing new opportunities for growth and increased consumer spending and addressing supply-side factors. The primary goal of “*Tourism 2020*” is to achieve more than \$115 billion in overnight spend by 2020 (up from \$70 billion in 2009).

5.2. STATE

5.2.1. Tourism WA

Tourism WA is the State Government agency responsible for developing tourism in WA and promoting it as an extraordinary tourism destination. It works in partnership with industry, private sector and government to develop and promote WA’s tourism experiences, attract events to the State, and help the tourism industry thrive, including providing funding, strategic direction, domestic marketing, research and other resources. In response to “*Tourism 2020*”, Tourism WA published the **WA Tourism 2020 Strategy** in 2012, which describes 7 strategic ‘pillars’ of growth (Brand; Infrastructure; Business Travel; Regional Travel; Indigenous Tourism; Events; Asia) linked by ongoing operations, to deliver a goal of doubling tourism spend from \$6 billion in 2010 to \$12 billion by 2020.



Source: Tourism WA (www.tourism.wa.gov.au)

Tourism makes an increasingly significant contribution to the WA economy. In 2016-2017, Tourism WA reported that the tourism industry employed over 7.7% of the WA workforce and was valued at \$11.8 billion by Gross State Product (GSP) – a rise of 0.9% from the previous year and over \$3 billion in 4 years (2012-2013 \$8.6 billion GSP). However, whilst 2017-2018 saw an increase of 7.4% in overnight and daytrip visitors to or within WA, visitor spend declined by 5.2%, largely due to reduced length of stays by interstate and international visitors and declining daily spend of intrastate visitors.



In 2017, Tourism WA issued the **Two-Year Action Plan** designed to grow the number of visitors to WA in 2018 and 2019. Its overall aim is to make WA the “*most desirable leisure and business events destination in Australia*”.

The plan focuses on four key areas that will help drive visitation:

- Positioning WA as Australia’s western gateway
- Promoting Perth as an affordable, vibrant destination close to nature
- Attracting more people to regional WA
- Intensifying promotional activity in target markets to encourage travel

Stakeholder consultation played an important part in developing the document, which considers changing market conditions and the State Government’s commitment to provide \$425 million to Tourism WA over the next five years, for destination marketing and events. Highlights of the plan include:

- Maximising leisure visitation from AFL games at Optus Stadium with a target of 18,000 additional visitors a year
- Working with Qantas to maximise the London-Perth route to encourage stopovers and regional dispersal and attracting more overseas direct flights to Perth
- Securing and hosting major travel trade events
- Launching a new “home-grown” Perth event in 2019

### 5.2.2.WA State Government

In 2014, the WA State Government Department of Planning, Lands and Heritage (DPLH) published the **Tourism Planning Guidelines** in partnership with Tourism WA. The aim of the guidelines is to assist Local Government Authority's (LGA) with the development of the tourism component of a local planning strategy; providing a rationale for determining future land allocation, planning controls and infrastructure needs for tourism, based on sound planning principles.

The objectives of the guidelines are to:

- Encourage a consistent approach to planning for tourism across local planning strategies
- Ensure that tourism planning and development is considered at the strategic planning stage, as part of the wider planning context
- Clarify expectations on the scope and detail required as part of a planning assessment, to enable considered planning decision making around tourism uses at the State, regional and local levels

Where a local tourism planning strategy has been previously prepared by a local government, a summary of the key findings and recommendations should be incorporated into the local planning strategy as per the Tourism Planning Guidelines.

### 5.2.3.WA Local Government Association

In 2015, the WA Local Government Association (WALGA) developed the **Local Government and Tourism Discussion Paper** which identified a series of recommendations that were endorsed by the State Council in September 2015.

The discussion paper recognises LGAs as being at the forefront of tourism delivery and the "linchpin" to other spheres of government, industry and the community by providing key tourism infrastructure, from roads and airports to visitor centres and signage.

This paper identifies the context of tourism for LGAs in their current and future roles and provides a series of recommendations that incorporate LGA feedback and the economic climate of Federal and State Governments. The recommendations aim to support and provide guidance to LGA's in planning for and delivery of tourism products, including a recommendation that WALGA work with Tourism WA specifically to develop a Local Government Tourism Strategy to deliver local tourism outcomes.

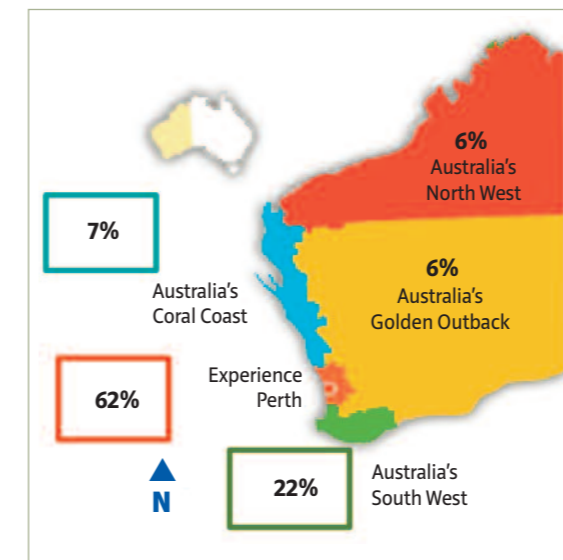
### 5.2.4.Tourism Council WA

Tourism Council WA is the peak body representing tourism businesses, industries and regions in WA. It promotes the value of tourism, facilitates sustainable tourism development and advocates industry policy on behalf of members, comprising more than 1,500 private and public sector organisations including aviation, accommodation, venues, hospitality, tours, attractions and events sectors. The Council is also the peak body for WA regional and industry tourism associations.

## 5.3. LOCAL

### 5.3.1.Destination Perth

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 ([www.tourism.wa.gov.au](http://www.tourism.wa.gov.au))

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.



### 5.3.2. Perth Hills Tourism Alliance

The Perth Hills Tourism Alliance is a collaboration between the neighbouring LGAs 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 LGA 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.

### 5.3.3. Pickering Brook and Surrounds Sustainability and 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 LGAs. The Taskforce has two key objectives:

Investigate the possible expansion and revitalisation of the Pickering Brook townsite and develop a strategy for economic development initiatives including growth of tourism activities in the hills rural areas. Key focuses will include development of the Pickering Brook townsite, opportunities for 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."*

### 5.3.4. East Metropolitan Regional Council

In 2010, the East Metropolitan Regional Council (EMRC) published its Regional Tourism Strategy 2010 – 2015 in collaboration with its six member Councils comprising Kalamunda, Mundaring, Swan, Belmont, Bassendean and Bayswater. The Strategy aimed to provide a strategic framework that enabled the EMRC and member Councils to broaden focus and deliver achievements beyond destination marketing and regional events by addressing issues such as land use planning, infrastructure and product development, termed "creating the right environment for growth and change".

The structure and approach of the Strategy was based on the Local Destination Management Framework, developed by the Sustainable Tourism Cooperative Research Centre, which defines three components of management necessary for sustainable tourism within an area. The Strategy then identified seven key focus areas and associated objectives which align with the three management components necessary for sustainable management of tourism within Perth's Eastern Region.

**1. Destination Management** – Advocacy and Governance; Research

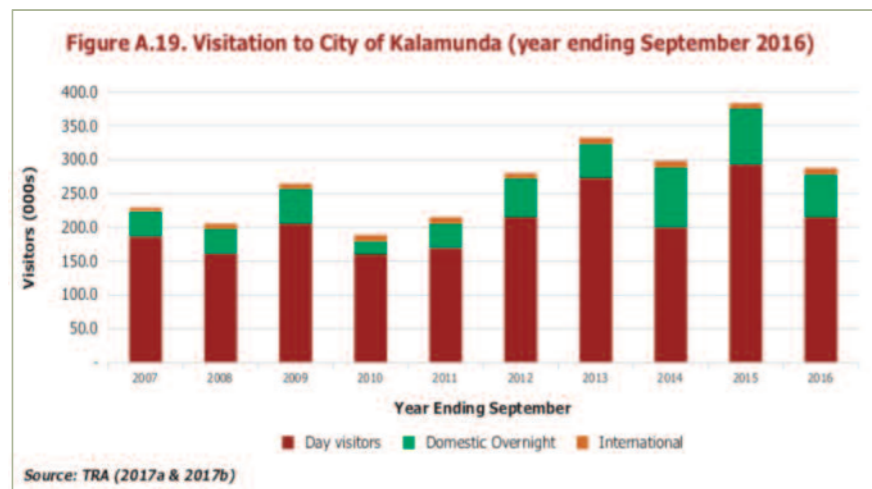
**2. Destination Development** – Land Use Planning; Infrastructure; Product Development

**3. Destination Marketing** – Regional Event Programs; Collaborative Marketing



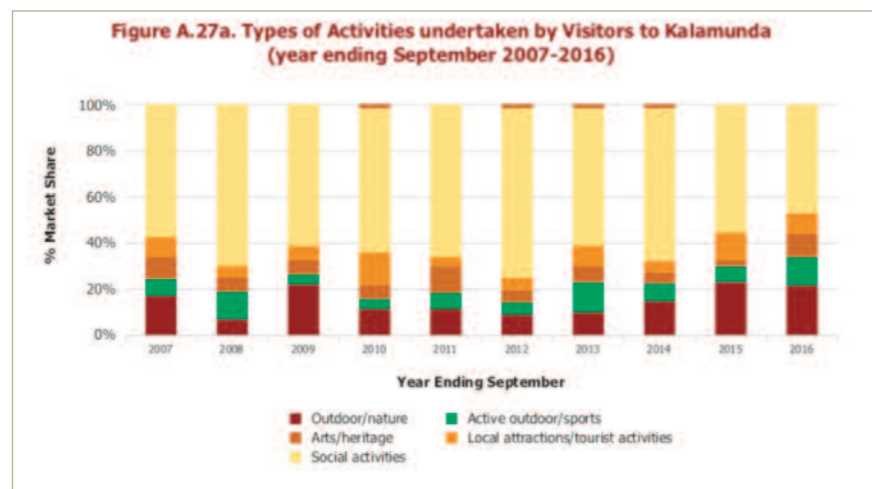
Over the last five years, Kalamunda has welcomed an average of 295,000 visitors a year who make the trip "up to the hill" (source: Tourism Research Australia). Most of these (75%) are "day visitors", whilst the remainder are "domestic overnight visitors" (22%) with only 3% comprising international visitors. 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.



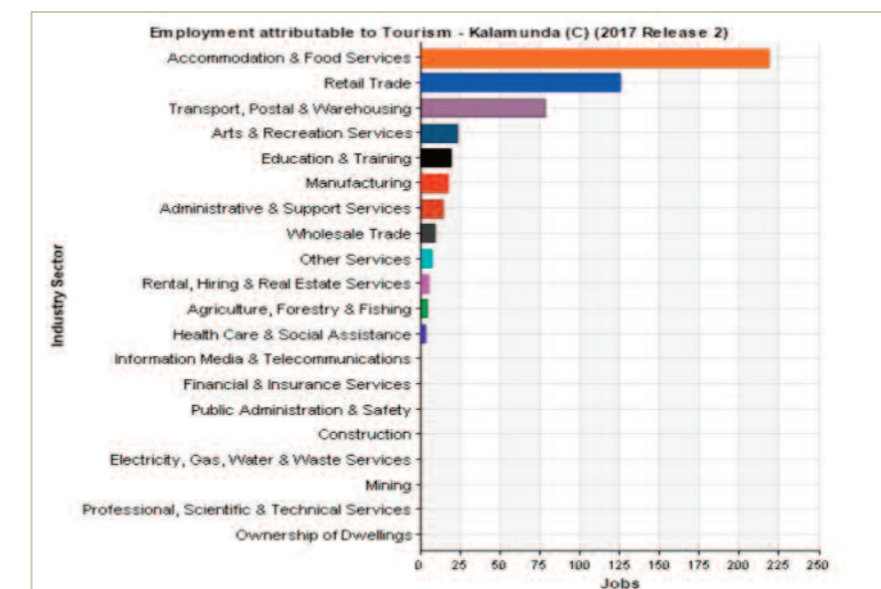
Types of Activities undertaken by Visitors (Tourism Research Australia)

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."

### 7.1. 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 Perth Hills Visitor Centre, which provides a range of visitor services and information and is supported by the Perth Hills Visitor Centre volunteers.

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 weekly farmers and seasonal night markets operated by Kalamunda Chamber of Commerce and a monthly artisan markets operated by Kalamunda Rotary, showcasing local produce and artistic talent. Founded in 2002, the Kalamunda Artisan Market is one of Perth's premier art and craft markets with a unique array of handcrafted and homegrown products. 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, Carmel and Piesse Brook

The Bickley Valley, Carmel and Piesse Brook regions are located a short drive southeast/south of Kalamunda townsite and are 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 "pickyour-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 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, including High Wycombe, Maida Vale, Forrestfield, Wattle Grove and Crystal Brook, 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 foothills suburbs provide the "**Gateway to the Hills**", providing easy access "up-the-hill" via Welshpool Road East and Kalamunda Road.

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 by the City of Kalamunda from the under-construction Forrestfield-Airport rail link to foster strong relationships with Perth Airport. Prospects include marketing and advertising opportunities within the Airport terminals, visual striking signage along main transport routes from the Airport and increased public transport opportunities linking Kalamunda tourism precincts with the Forrestfield rail terminal.

**Forrestfield** is one of the fastest growing communities within the City of Kalamunda. It 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. Lesmurdie Falls, Whistle Pipe Gully and the walking

trails of the Darling Scarp can all be accessed from Forrestfield, with easy-to-access parking and amenities, alongside the remains of an old Japanese-style house designed and built by Wallace Greenham in the 1960s. Commercial accommodation offerings in Forrestfield are limited to Discovery Holiday Parks for caravan users and Advent Park campground and caravan park in nearby Maida Vale.



Construction of the in-progress Forrestfield-Airport rail link, commenced in 2016, will provide a much-needed boost to public transport in the City of Kalamunda. The \$2billion State Government funded project is the intended transport solution to improve connections to and from Perth Airport, the eastern suburbs and regional centres, by providing an underground rail link from Bayswater Station on the Midland Line along Tonkin Highway and Brearley Avenue through the Perth Airport Estate and on to Forrestfield within Kalamunda. By providing a rail link for the foothills for the first time, the Forrestfield-Airport Link aims to improve public transport options to and from the airport and will help relieve pressure on existing roads. The improved transport options also provide a reliable alternative for airport workers and passengers.

**Maida Vale** is primarily a residential area with some hobby farms, recreational areas and nature reserves, including Hillview Golf Course and Maida Vale Nature Reserve. It is home to Zanthorrea Nursery, a family-owned and award-winning nursery specialising in native species, and Romancing the Stone and Little Convent Garden, a multi-award winning garden and amphitheatre that seats 200 people and is free to use for performances. Over the past 10 years, Romancing the Stone and Little Convent Garden has raised over \$100,000 for various charities.

**High Wycombe** is primarily a residential area made up of housing estates, some industrial and rural pockets, sporting facilities, and several recreational reserves including Fleming Reserve, a multigenerational community play space that encourages physical activity and social interaction.

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 equestrian studs, agistment paddocks, horticultural nurseries, pet kennels and hobby farms. Accommodation in Wattle Grove includes the Wattle Grove Motel and Rothwood Homestays, which also offers luxury wedding and event venue hire. Further afield in the suburb of **Orange Grove** is Crystal Brook Caravan Park and the Bickley Outdoor Recreation Camp which offers dormitory accommodation and tent camping for school, corporate, sporting, church, youth, family and community groups wishing to experience a variety of recreational and educational opportunities.

The WA Planning Commission's (WAPC) North-East Sub-Regional Planning Framework, adopted in 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.



### 8.1. 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 of 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, Deputy President of Kalamunda Chamber of Commerce, former President of Tourism Association of WA and owner of Melville Rose Farm, Carmel
- Mack McCormack, Owner of Chalet Rigi Restaurant, Piesse Brook
- Eric and Lucy Radice, Owners of La Fattoria Perth Hills Restaurant and Orchard, Pickering Brook
- Judy Poletti, Bickley Valley landowner
- Rebekah Wilson, Owner of Lawnbrook Estate and Packing Shed Restaurant, Bickley Valley
- Michael Collins, FACET (Forum Advocating Cultural and Eco-Tourism) Board Member and Wattle Grove resident
- 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.

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, cultural experiences and award-winning Perth Hills Visitor Centre 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 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, including Kalamunda Chamber of Commerce, Rotary Kalamunda, Perth Hills Visitor Centre Volunteers, Kanyana Wildlife Rehabilitation Centre, Perth Observatory Volunteer Group, Kalamunda Volunteer Fire and Rescue Service, Kalamunda Volunteer Bush Fire Brigade, Kalamunda Men's Sheds, All you Need it Right Here, RSL Kalamunda, Pickering Brook Heritage Group, over 47 individual Friends Groups registered to undertake bushcare activities, and many more.

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 mountain bike trails through unspoiled State Forest and National Parks ready to support global events
- Recognise the potential for wildflower tourism in State Forest and National Parks
- 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. Overcome 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 LGAs 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 Forrestfield 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,
- 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
- Priorities should be achievable, affordable and use existing assets where possible
- 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 on-site water treatment
- Review of proposed 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 Forest/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**

- Local Planning Scheme (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 Local Planning Strategy currently under development



**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 in rural areas 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

**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 and protect Kalamunda’s natural beauty and awardwinning attractions to grow destination appeal and recognition**

- 2.1 Enhance Kalamunda townsite to create a 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 forwardthinking ethos



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

*Production of an Implementation Plan, including prioritisation of key tasks, identification of responsible parties, and estimated costings for undertaking the works (allocation of funding) was outside the remit of this Strategy. These elements will be undertaken by City of Kalamunda staff following formal adoption of this document and are considered essential to ensuring the successful implementation of this Strategy. Successful implementation of the Strategy will be measured by Key Performance Indicators at regular intervals.*

**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><b>Conduct major tourism signage audit:</b></p> <ul style="list-style-type: none"> <li>- Identify optimum locations for wayfinding signage and entry stacks.</li> <li>- Install bold, colourful and welcoming entry statements along major transport links.</li> <li>- Identify major tourist attractions, precincts and services to include in directional signage.</li> <li>- Improve wayfinding signage to provide easily-identifiable and visually appealing signs at key locations for road and trail users.</li> <li>- Audit walking and cycling trails to improve navigational and information signs directing users to nearby attractions or services.</li> <li>- Review signage to improve and facilitate disability access.</li> <li>- Improve information signage for key visitor attractions and combine with walking tours to promote visitor engagement.</li> </ul>	TBC	TBC
<p><b>Improve delivery and quality of tourist information:</b></p> <ul style="list-style-type: none"> <li>- Review printed and digital tourist maps relating to Kalamunda to assess usability.</li> <li>- Update visitor maps with new developments to keep them relevant and dynamic.</li> <li>- Audit Tourist Information bays and maintain with up-to-date information, maps and visually appealing displays.</li> <li>- Investigate increased WiFi Hotspot coverage to enable self-guided tours and digital wayfinding.</li> <li>- Develop holistic interactive Kalamunda tourism app that combines maps, navigation, cultural heritage information, special events and promotions.</li> <li>- Prepare a Kalamunda tourism investment prospectus to attract investors to the region.</li> </ul>	TBC	TBC
<p><b>Engage with key stakeholders:</b></p> <ul style="list-style-type: none"> <li>- Foster strong relationship with Perth Airport and promote link through Forrestfield- Airport rail link.</li> <li>- Collaborate with Main Roads WA to identify optimum locations for directional and entry statement signage on major transport routes.</li> <li>- Work with DBCA, DFES, Department of Water, Water Corporation and other stakeholders to manage access and land-use.</li> <li>- Collaborate with key tourism bodies including Tourism WA, Destination Perth and local Visitor Centres, to maintain up-to-date information.</li> </ul>	TBC	TBC

1.2 Provide accessible and robust tourism support services that exceed visitor expectations		
Actions	Responsibility	Timing
<p><b>Increase and improve road access to and within City of Kalamunda:</b></p> <ul style="list-style-type: none"> <li>- Work with Main Roads, DBCA and other stakeholders to review road infrastructure to and within Kalamunda and surrounding National Parks.</li> <li>- Work with DFES and WAPC to improve access to tourism precincts in adherence with Policy 3.7 (Planning in Bushfire Prone Areas).</li> <li>- Audit and improve vehicle access to National Parks including off-road access in partnership with DBCA.</li> </ul>	TBC	TBC
<p><b>Increase parking facilities and accessibility:</b></p> <ul style="list-style-type: none"> <li>- Review and increase parking capacity at key attractions/points of interest and ensure cost-effective options to encourage longer stays.</li> <li>- Develop facilities for coach/bus parking to encourage day trip excursions and work with DBCA to manage parking within National Parks.</li> </ul>	TBC	TBC
<p><b>Advocate for and develop public transport offerings:</b></p> <ul style="list-style-type: none"> <li>- Work with State Government to increase transport opportunities to Kalamunda, including shuttle from Perth CBD.</li> <li>- Leverage development of Forrestfield Train Station to include regular buses to tourist precincts via the foothill suburbs.</li> <li>- Develop the Kalamunda bus station to make it more accessible, visually appealing, user friendly and connected to the town centre.</li> <li>- Forge strong relationship with Perth Airport to develop connecting road, bus and rail networks.</li> <li>- 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.</li> </ul>	TBC	TBC
<p><b>Increase profile and service diversity of the Perth Hills Visitor Centre:</b></p> <ul style="list-style-type: none"> <li>- Investigate and implement more robust booking system for attractions and events;</li> <li>- Visitor Centre to be actively marketed as a conduit for booking accommodation.</li> <li>- Investigate opportunity for online sales website.</li> <li>- Implement Local Products Policy to support local producers, artists and suppliers.</li> <li>- Research options for liquor licensing and sale of locally produced wine at the Visitor Centre.</li> <li>- Develop "day" and "weekend" packages which combine key attractions with group transport.</li> <li>- Investigate innovative visitor information opportunities and interactive displays.</li> <li>- Liaise with other VCs, particularly Perth Hills Mundaring and Armadale, to ensure cohesion.</li> </ul>	TBC	TBC
<p><b>Increase and improve ablution amenities and waste-water management facilities:</b></p> <ul style="list-style-type: none"> <li>- Audit public toilet facilities in the City to identify locations where additional facilities are required.</li> <li>- Work with DBCA to manage toilets in National Parks.</li> <li>- Lobby State Government to develop management procedures to support tourism development in drinking water catchments.</li> <li>- Champion innovative wastewater treatment facilities to enable tourist ventures to manage wastewater in a cost efficient and sustainable manner.</li> </ul>	TBC	TBC

1.3 Develop diverse and unique accommodation offerings that encourage visitors to stay longer		
Actions	Responsibility	Timing
<p><b>Increase tourist accommodation capacity:</b></p> <ul style="list-style-type: none"> <li>- Investigate medium-sized hotel development to cater for larger visitor numbers and leverage proximity to Perth Airport and major transport links.</li> <li>- 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.</li> </ul>	TBC	TBC
<p><b>Expand low-cost camping and recreational vehicle amenities:</b></p> <ul style="list-style-type: none"> <li>- Audit current facilities, including privately owned holiday parks and National Parks, to investigate demand for increased offerings.</li> <li>- Investigate demand for increased facilities including overnight stops, powered sites, wastewater dump points and electric charge facilities.</li> <li>- Explore options for DBCA campgrounds to be located within surrounding National Parks.</li> </ul>	TBC	TBC
<p><b>Encourage alternative and boutique accommodation:</b></p> <ul style="list-style-type: none"> <li>- Provide support for unique accommodation that maximises the beauty of our natural setting e.g. glamping, air-crete domes and tree-house cabins.</li> <li>- Investigate opportunity for small-scale, open-air options that showcase the views over Perth and the Swan Coastal Plain.</li> <li>- Investigate opportunity for Tiny House Policy, to provide small-scale and alternative accommodation options.</li> <li>- Encourage accommodation providers to develop tourist products in collaboration with local tourism operators to inspire longer stays.</li> </ul>	TBC	TBC

**STRATEGY 2:**

**Leverage and protect Kalamunda's natural beauty and award-winning attractions to grow destination appeal**

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

2.2 Promote key attractions that secure Kalamunda’s reputation as a premier tourist destination

Actions	Responsibility	Timing
<p><b>Promote award-winning and boutique wineries, cideries, breweries and restaurants:</b></p> <ul style="list-style-type: none"> <li>- Strong marketing to cement Kalamunda as a key Perth metro food and wine destination, uniquely different to Swan Valley and Margaret River.</li> <li>- Encourage local businesses to coordinate openings to achieve coverage all-week long across several establishments and extend opening hours over public and school holidays.</li> <li>- Encourage venues that maximise our natural setting e.g. alfresco dining, open-air seating and landscape views, or reflect our cultural heritage.</li> <li>- Encourage vendors to focus on providing seasonal and fresh produce from local suppliers with opportunities for farm-to-plate experiences.</li> <li>- Advocate for bars and restaurants to showcase diversity of locally-produced beverages e.g. beers, ciders, wines and soft drinks.</li> <li>- Promote and support agri-tourism ventures e.g. open-orchards, "pick-your-own", working farms/allotments and apiaries.</li> <li>- Encourage operators to add a personal touch to visitor experiences e.g. meet the maker and sharing personal tales of family-operated businesses.</li> <li>- Host national and international culinary events, competitions and festivals at City owned venues or encourage events at private owned venues.</li> <li>- Champion wastewater management for landowners not connected to mains sewerage to support new tourism ventures in the catchment area.</li> <li>- 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.</li> <li>- Work closely with tourism operators to maintain best-practice alcohol awareness.</li> </ul>	TBC	TBC
<p><b>Develop and market iconic "Hero Attractions" that entice visitors to the region:</b></p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- Expand and upgrade the world-class Kalamunda Trails in partnership with DBCA and KMBC e.g. increased trail network and land access, improved facilities, education of environmental stewardship, community participation, and hosting of international events and competitions.</li> <li>- Increase collaboration and support for Perth Observatory, a unique historical tourist attraction that offers unique experiences through telescope viewings, exploration of Aboriginal culture and global science, e.g. host community events, improve transport links, and leverage marketing appeal.</li> <li>- 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.</li> <li>- 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.</li> <li>- 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, cycle-only access, construction of revolving café/restaurant, and eco-glamping that offers extraordinary views.</li> </ul>	TBC	TBC

2.3 Preserve and celebrate the natural environment through ecosensitive outdoor adventures

Actions	Responsibility	Timing
<p><b>Promote world-class mountain biking and road cycling facilities:</b></p> <ul style="list-style-type: none"> <li>- Market Kalamunda as a world-class cycling hub offering spectacular scenery, challenging landscapes and easy-access from Perth metro.</li> <li>- Improve cycling infrastructure in townsite e.g. increased cycle lanes, paved tracks, bike racks and bike lock-ups.</li> <li>- Expand, upgrade and improve the Kalamunda Trails mountain bike network and facilities in partnership with key stakeholders (DBCA and KMBC).</li> <li>- Work with DBCA and KMBC to manage and map informal trails network, encourage community participation and ownership, and promote environmental sustainability of mountain bike trails e.g. trail building, prevention of dieback spread and soil erosion, and bushcare practices.</li> <li>- Work with Munda Biddi Foundation to identify opportunities to strengthen its connection with Kalamunda.</li> <li>- Review road safety for bike users e.g. increased road crossings, cycle lanes, sealed paths and improved links from townsite to mountain bike circuits.</li> <li>- Remove accident blackspot by diverting cyclists from Mundaring Weir Road onto alternative routes with low traffic e.g. Hummerston Road.</li> <li>- Audit cycling trails to improve navigational and information signage directing users to nearby attractions or services.</li> <li>- Identify opportunities to host national and international cycling events, including a potential annual "Hero Event" e.g. week-long cycling festival.</li> <li>- Work with residents to build a more tolerant acceptance of cyclists in the City.</li> <li>- Work with other LGAs to encourage cross-boundary cycling events.</li> <li>- Leverage the thriving local cycling community and work collaboratively to provide a community-led approach to developing Kalamunda’s trails.</li> </ul>	TBC	TBC
<p><b>Expand opportunities for outdoor activities, including hiking and active adventures:</b></p> <ul style="list-style-type: none"> <li>- Expand, upgrade and improve key hiking trails in partnership with DBCA.</li> <li>- Work with Bibbulmun Track Foundation to improve connection of the town centre with the northern terminus.</li> <li>- Investigate potential to extend footpath from Bibbulmun Track northern terminus through the town centre to Stirk Park or the Zig Zag.</li> <li>- Audit walking trails to improve navigational and information signage directing users to nearby attractions or services.</li> <li>- Expand and diversify outdoor active adventure products that exploit our natural setting e.g. abseiling, climbing, high-ropes, and tree-top walks.</li> <li>- Investigate opportunities for ziplining that maximise our elevated vantage point and deep valleys e.g. Lesmurdie Falls and Kalamunda National Park.</li> <li>- Seek opportunities to host national sporting events e.g. annual King of the Mountain triathlon combining running, road cycling and mountain biking.</li> <li>- Encourage outdoor accommodation offerings that promote interaction with nature e.g. camping, glamping, tree-cabins and air-crete domes.</li> <li>- Develop outdoor activities for children through increased "nature play" infrastructure e.g. large playground development in foothills.</li> <li>- Develop geo-caching and "treasure-hunting" opportunities.</li> </ul>	TBC	TBC

**2.3 Preserve and celebrate the natural environment through ecosensitive outdoor adventures**

Actions	Responsibility	Timing
<p><b>Preserve and protect Kalamunda's natural environment:</b></p> <ul style="list-style-type: none"> <li>- Work with key Government stakeholders and community groups to protect and preserve Kalamunda's natural environment.</li> <li>- Prioritise the preservation and protection of natural assets e.g. protection of heritage trails from urban development.</li> <li>- Increase coverage of native garden beds, particularly in the town centre and foothill suburbs, to attract birds, bees and other wildlife.</li> <li>- Encourage protection of and interaction with native wildlife through Kanyana Wildlife Rehabilitation Centre.</li> <li>- Provide support through resources and funding to Friends Groups who protect the natural environment through bushcare activities.</li> <li>- Encourage growth of astro-tourism, a niche and expanding market, by protecting Kalamunda's dark skies from light pollution through selection of appropriate public lighting where possible, hosting of dark-sky events to raise awareness and support for businesses adopting dark-sky measures.</li> </ul>	TBC	TBC
<p><b>Celebrate Kalamunda's striking natural beauty, elevated location and unique landscapes:</b></p> <ul style="list-style-type: none"> <li>- Develop visitor attractions at locations that leverage the stunning views over the Swan Coastal Plain e.g. Zig Zag, Lesmurdie Falls and Lions Lookout.</li> <li>- Install "photographic viewpoints" at key locations that showcase Kalamunda's diversity and encourage social media posts/tags.</li> <li>- Strong marketing to showcase Kalamunda's backdrop of natural beauty and abundant National Parks.</li> </ul>	TBC	TBC
<p><b>Work with key stakeholders to improve accessibility of land for recreational use:</b></p> <ul style="list-style-type: none"> <li>- Develop strong partnerships with key landowners to achieve shared goal of protecting and celebrating the environment through tourism.</li> <li>- Seek opportunities to expand land access to National Parks and State forest, including review of key vehicle entry points, trails and "off-limit" areas.</li> <li>- Seek enterprise between DBCA, Water Corporation and KMBC to bring a progressive and cohesive approach to developing mountain bike trails.</li> <li>- Consult with DWER on updated Policy 13 Recreation within Public Drinking Water Source Areas on Crown Land (anticipated 2019).</li> <li>- 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.</li> </ul>	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><b>Identify, connect, develop and promote arts and cultural tourism attractions and providers:</b></p> <ul style="list-style-type: none"> <li>- Establish and maintain a publicly available network of key arts and cultural attractions, providers and stakeholders within the City.</li> <li>- Work with Kalamunda Arts Advisory Committee to develop and implement the "Arts and Cultural Policy" and "Public Arts Contribution policy".</li> <li>- Invest in public artworks that create a strong Kalamunda identity, a focal point for social media tags and improved visual appeal of public places.</li> <li>- Support and engage Kalamunda-based artists where ever possible to grow local talent.</li> <li>- Develop and support interactive arts and cultural programs that encourage visitor participation and engagement.</li> <li>- Work with the local arts community to maximize participation in arts and cultural programs by all generations of residents and visitors.</li> <li>- Develop public artwork opportunities that allow community participation and create a sense of ownership and pride e.g. mural on St Barnabas' wall.</li> <li>- Identify opportunities to enhance arts and culture programs by incorporating elements of our natural environment or choosing unique host venues.</li> <li>- Increase engagement by residents to become more involved in the arts e.g. as creators, audience and source of ideas.</li> <li>- Ensure that arts and cultural contributions are recognised for their value.</li> </ul>	TBC	TBC
<p><b>Preserve, protect and share the rich history and cultural heritage of Kalamunda:</b></p> <ul style="list-style-type: none"> <li>- Establish and maintain a publicly available network of key historical attractions, providers and stakeholders within the City.</li> <li>- Use State and Municipal Registers to identify significant historical buildings and work with key stakeholders to develop the registers further.</li> <li>- Prioritise the protection and preservation of historical and cultural heritage assets e.g. protection of heritage trails from urban development.</li> <li>- Partner with local attractions to develop heritage tour packages that combine attractions and transport with a historical focus.</li> <li>- Promote and support historical focused Hero Attractions e.g. Kalamunda History Village, Perth Observatory and Zig Zag Scenic Drive.</li> <li>- Increase interpretative signage for historical attractions e.g. information signs at former historical sites within Pickering Brook townsite.</li> <li>- Develop self-guided heritage tours, both walking and driving, which encourage visitors to learn about our past at their own speed.</li> <li>- Leverage community support through promotion and backing of local groups e.g. Pickering Brook Heritage Group, Kalamunda Historical Society.</li> <li>- Encourage and support unique heritage experiences e.g. School of Clock and Watch Making led by Watch and Clock Makers Association of WA.</li> </ul>	TBC	TBC

3.2 Lead authentic and culturally aware Aboriginal tourism experiences		
Actions	Responsibility	Timing
<p><b>Develop and promote strong Aboriginal cultural identity:</b></p> <ul style="list-style-type: none"> <li>- Clarify and promote Noongar origin of the name Kalamunda and leverage connection with Noongar warrior Yagan through his brother Mundi.</li> <li>- Develop Aboriginal marketing and brand for the City of Kalamunda in collaboration with Traditional Land Owners.</li> <li>- Establish Advisory Panel with local Elders and operators to guide Aboriginal tourism and ensure cultural protection, permissions and approval.</li> </ul>	TBC	TBC
<p><b>Expand and grow Aboriginal-led tourism products:</b></p> <ul style="list-style-type: none"> <li>- Develop Hartfield Park to promote Aboriginal culture e.g. walking trails, information signs, art installations, sacred trees, fire pit and yarning circles.</li> <li>- Develop self-guided and operator-led walking tours that document and celebrate Noongar occupation of Kalamunda and the wider Perth Hills.</li> <li>- Develop Aboriginal-led accommodation offerings through State Government Camping with Custodians program.</li> <li>- Collaborate with Perth Observatory to promote their Aboriginal Astronomy Centre which aims to celebrate 60,000 years of Noongar sky stories.</li> <li>- Support employment of Aboriginal youth e.g. proposed Aboriginal Nature Trekz (ANTZ) led by Koya Aboriginal Corporation at Perth Observatory.</li> <li>- Develop experiences showcasing native bush tucker e.g. harvesting of native flora, cooking classes, and cafes offering local bush tucker.</li> <li>- Engage Noongar Artists through Art in Public Places Policy to create authentic and vibrant artwork celebrating Kalamunda's Noongar heritage.</li> <li>- 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.</li> </ul>	TBC	TBC
<p><b>Promote understanding and awareness of Aboriginal culture:</b></p> <ul style="list-style-type: none"> <li>- Develop interpretative signage sharing knowledge of local Aboriginal culture, heritage, songlines and dreaming.</li> <li>- Work with State Government to protect, promote and expand registered Aboriginal heritage sites.</li> <li>- Work with key stakeholders and Traditional Land Owners to identify new Aboriginal sites of interest and ensure protection of their heritage.</li> <li>- Work with key stakeholders to research, document and share stories of Wadjuk occupation of Kalamunda prior to arrival of European settlers.</li> </ul>	TBC	TBC

3.3 Expand Special Events program to offer diverse, stimulating and globally recognised programs		
Actions	Responsibility	Timing
<p><b>Develop and expand existing Special Events program:</b></p> <ul style="list-style-type: none"> <li>- Combine Kalamunda Show with a food and wine event showcasing local producers.</li> <li>- Develop a Kalamunda Gourmet Escape satellite event comprising a weekend long festival of gourmet food and beverages.</li> <li>- Increase open-air concert offerings hosted at City and privately-owned venues e.g. Stirk Park, Perth Observatory and local wineries.</li> <li>- Develop series of events to complement the long-established annual Perth Festival (previously Perth International Arts Festival).</li> <li>- Create local hub for annual Fringe Festival through partnership with organisers and register of City-owned venues.</li> <li>- Improve offerings and promotion of Bickley Carmel Harvest Festival to encourage higher visitor numbers.</li> <li>- Support and promote global astronomy and public education events at Perth Observatory.</li> <li>- Develop tourist-facing competitions e.g. barista competitions.</li> <li>- Investigate potential for annual "Sculpture in the Trees" event in similar vein to Sculpture by the Sea event.</li> <li>- Investigate potential for Farmers Market to be expanded to include Pickering Brook oval (in addition to Kalamunda town centre).</li> <li>- Develop and expand Corymbia and Makuru Festivals offerings including increased local and state-wide promotion.</li> </ul>	TBC	TBC
<p><b>Improve organisation and coordination of Special Events program:</b></p> <ul style="list-style-type: none"> <li>- Promote and communicate a calendar of events with key stakeholders sufficiently in advance to allow preparation and marketing.</li> <li>- Distribute calendar of events amongst key tourism industry bodies and at Perth CBD hotels and Visitor Centre.</li> <li>- Work with bordering LGAs to coordinate regional events and avoid clashes e.g. Open Studios on different weekends.</li> <li>- Provide advice and networking to tourist attractions and community members who are looking to develop new events e.g. liquor licensing.</li> </ul>	TBC	TBC
<p><b>Investigate and develop opportunities for flagship annual "Hero Events" - community suggestions include:</b></p> <ul style="list-style-type: none"> <li>- Food festival and long table lunch/dinner event at independent venue to showcase diversity of local produce e.g. Perth Observatory.</li> <li>- Progressive dinner held across several establishments with accompanying transport.</li> <li>- World-class sporting events e.g. King of the Mountain, international competitions.</li> <li>- Kalamunda rodeo in collaboration with local pony club e.g. Walliston Pony Club.</li> <li>- Large "Woodstock"-style music festival within City parks e.g. Kalamunda Oval.</li> <li>- Event to capitalize on the location of the northern terminus of Bibbulmun track e.g. "Bibfest".</li> <li>- International wedding festival to promote Kalamunda's wineries and historical attractions as a key wedding destination.</li> </ul>	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><b>Strengthen Kalamunda brand through striking, bold and memorable marketing:</b></p> <ul style="list-style-type: none"> <li>- Develop striking and memorable logo and associated destination marketing that identifies Kalamunda as a key tourist destination.</li> <li>- Produce concise, clever, conceptual and customer centric marketing with a niche "Kalamunda" identity that complements the Perth Hills brand.</li> <li>- Develop catchy and memorable slogan capturing what Kalamunda represents to a tourist e.g. Gateway to the Hills.</li> <li>- Investigate potential to improve "Experience Perth Hills" brand and remove confusion by incorporating the name "Kalamunda".</li> <li>- Create bold, visually-appealing and welcoming entry statements along key transport links and improved directional signage.</li> <li>- Invest in public artworks that create a strong Kalamunda identity and a focal point for #Kalamunda social media tags.</li> <li>- Install "photographic viewpoints" at key locations that showcase Kalamunda's diversity and encourage social media posts/tags.</li> <li>- Investigate opportunity for celebrity selfie in Kalamunda to go viral on social media and spark "copycat" selfies.</li> <li>- 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.</li> <li>- 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.</li> <li>- Develop tourist survey, potentially in connection with tourism app, that provides clear and measurable feedback on visitor experiences.</li> <li>- 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.</li> <li>- Leverage opportunities available through the 2018 Excellence in Local Government Tourism Award bestowed to the Experience Perth Hills brand.</li> </ul>	TBC	TBC
<p><b>Increase advertising efforts and promotion:</b></p> <ul style="list-style-type: none"> <li>- Develop a visually appealing and informative Perth Hills Holiday Planner in collaboration with neighbouring LGAs.</li> <li>- Tap in to Scoop Digital marketing.</li> <li>- Investigate opportunities for promotion through Western Tourism Radio (87.6 FM).</li> <li>- Leverage Federal and State funding for tourism marketing and local/interstate promotion.</li> <li>- Focus on local print, radio and online marketing to target day visitors and encourage them to "convert" to overnight visitors.</li> <li>- Organise annual exposition at Parliament House to showcase Kalamunda's diversity and increase awareness amongst State politicians.</li> <li>- Develop short marketing film for online promotion and investigate opportunity to engage local filmmakers e.g. aerial drone footage.</li> <li>- Develop holistic interactive Kalamunda tourism app that combines maps, navigation, cultural heritage information, special events and promotions.</li> <li>- Investigate opportunities for visually striking advertising within Arrivals Terminals at neighbouring Perth Airport.</li> <li>- Investigate free and paid advertising opportunities available to LGAs through Tourism WA and Destination Perth.</li> </ul>	TBC	TBC

4.2 Work towards cohesive and connected regional Perth Hills branding and marketing		
Actions	Responsibility	Timing
<p><b>Develop and support Perth Hills tourism branding:</b></p> <ul style="list-style-type: none"> <li>- Develop and adopt consistent Perth Hills branding in collaboration with other LGAs to promote cohesion within the region.</li> <li>- Create a Perth Hills destination marketing plan and promotional strategy in collaboration with other LGAs, including clear definition of the geographical boundaries of the "Perth Hills".</li> <li>- Create a shared fund or reserve to support Perth Hills tourism marketing across relevant LGAs.</li> <li>- Work in conjunction with the Perth Hills Tourism Alliance to facilitate improved opportunities for marketing and promotion with collective collateral across several LGAs.</li> <li>- Develop a visually appealing and informative Perth Hills Holiday Planner in collaboration with neighbouring LGAs.</li> <li>- Work in partnership with Destination Perth to have "Perth Hills" recognised as a separate tourism precinct distinct to Swan Valley.</li> </ul>	TBC	TBC
<p><b>Work closely with the State Government's Pickering Brook and Surrounds Sustainability and Tourism Taskforce to achieve common goals:</b></p> <ul style="list-style-type: none"> <li>- Work closely with the Pickering Brook and Surrounds Sustainability and Tourism Taskforce to facilitate opportunities for redevelopment, shared marketing and branding, and joint promotion and advertising.</li> <li>- Address strategic planning challenges at a regional level (e.g. bushfire risk, wastewater use) through regular and proactive engagement with the Taskforce and key stakeholders including DBCA, DFES, Department of Water and others.</li> <li>- Focus on providing a solution to shared goals in partnership with the Taskforce, including redevelopment of the Pickering Brook townsite and opportunities for businesses to expand into eco and agritourism, and branding and marketing of the Perth Hills region.</li> </ul>	TBC	TBC



**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><b>Design and implement City of Kalamunda specific support services:</b></p> <ul style="list-style-type: none"> <li>- Designate a member of staff to "walk" tourism businesses through City of Kalamunda and State Government department approvals requirements.</li> <li>- Provide a single contact person to communicate with new tourism business ventures and connect them with the existing network of businesses.</li> <li>- Develop tourism-specific networking events to encourage collaborations and partnerships.</li> <li>- Offer training opportunities to upskill tourism operators in best-practice customer service, marketing and promotion.</li> <li>- Offer training opportunities and support for businesses who want to become "China Ready" and "India Ready".</li> <li>- Work with key stakeholders to provide professional advice to businesses to maintain and improve their offerings and enhance visitor experience.</li> <li>- Develop planning templates and guidelines for tourism operators to guide them through complex planning processes.</li> <li>- Develop Local Planning Strategy 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 actions into a new Local Planning Strategy, provision of more information relating to development proposals particularly relating to objections.</li> <li>- Lobby State Government to develop management procedures to support tourism development in drinking water catchments.</li> </ul>	TBC	TBC

5.2 Foster strong partnerships with key stakeholders, industry bodies and local community		
Actions	Responsibility	Timing
<p><b>Identify and communicate regularly with key stakeholders and industry bodies:</b></p> <ul style="list-style-type: none"> <li>- Create Tourism Stakeholder database detailing relevant contacts and identifying City staff responsible for relationship management.</li> <li>- Regularly review key stakeholders and continually investigate potential new contacts for ongoing engagement.</li> <li>- Establish regular (at least quarterly) face-to-face meetings with Tourism WA and Destination Perth to keep them informed of recent developments.</li> <li>- Maintain relationship with Tourism Council of Western Australia and ensure continued accreditation of the Perth Hills Visitor Centre.</li> <li>- Maintain initial monthly meetings with the Perth Hills Tourism Alliance to sustain momentum of regional focus.</li> <li>- Host bi-annual events attended by key stakeholders and tourism operators to encourage networking and local partnerships.</li> <li>- Foster strong relationship with neighbouring Perth Airport and promote link through Forrestfield-Airport rail link.</li> <li>- 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.</li> <li>- Work with DBCA, Water Corporation and other stakeholders to manage access and land-use particularly in relation to proposed Policy 13.</li> </ul>	TBC	TBC
<p><b>Work closely with DFES to assess and manage bush fire risks:</b></p> <ul style="list-style-type: none"> <li>- Advocate through Western Australian Planning Commission and 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.</li> <li>- Work to secure early "buy-in" to this Strategy by DFES such that common goals can be shared.</li> <li>- Promote a "can-do" attitude to overcoming challenges, rather than adopting a "too hard" approach.</li> <li>- 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.</li> </ul>	TBC	TBC
<p><b>Work closely with the community to involve them in key decision-making processes:</b></p> <ul style="list-style-type: none"> <li>- Create a Tourism Community Advisory Committee to provide feedback from local residents and business owners on all aspects of tourism.</li> <li>- Work with the local community to promote understanding around the value of tourism and create community ambassadors through regular workshops and Q&amp;A sessions.</li> </ul>	TBC	TBC

5.3 Lead innovation through creative collaboration and progressive forward-thinking ethos		
Actions	Responsibility	Timing
<ul style="list-style-type: none"> <li>- Promote innovative and unique community-led approach of this Tourism Development Strategy.</li> <li>- 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.</li> <li>- Host bi-annual planning workshops to encourage businesses wanting to set-up a new tourism venture (or expand an existing venture) to meet with City Planning staff and be educated on the complexities of the planning process.</li> <li>- Host bi-annual Tourism Familiarization events to encourage City staff and Councillors to meet regularly with businesses or organisations involved in supporting tourism in Kalamunda to encourage development of strong relationships, and promote a sense of trust, openness and transparency.</li> <li>- Encourage City staff, Councillors, tourism businesses and community groups to "think outside the box" and develop a progressive attitude as defined by EMRC as "creating the right environment for growth and change".</li> <li>- Promote a "can-do" attitude to overcoming planning challenges, rather than adopting a "too hard", "no change" or "NIMBY" approach.</li> <li>- Investigate opportunity for reduced rates to support and encourage tourism operators or businesses.</li> <li>- Champion innovative wastewater treatment facilities to enable tourist ventures to manage wastewater in a cost efficient and sustainable manner.</li> <li>- Research and develop initiatives to support the growth of the MICE market (Meetings, Incentives, Conferences and Events).</li> </ul>	TBC	TBC



**APPENDIX 1: COMMUNITY WORKSHOP PARTICIPANTS**

- |                           |                  |                    |                    |
|---------------------------|------------------|--------------------|--------------------|
| Mayor John Giardina       | Bryan Tepper     | Mike Robenson      | Jacly Noel         |
| Cr Dylan O'Connor         | Michael Collins  | Dallas Lynch       | Dominica Ferrari   |
| Cr Brooke O'Donnell       | Lucy Cole-Radice | Sven Borg          | Nathaniel Altinier |
| Cr Cameron Blair          | Eric Radice      | Viv Marelich       | Michelle White     |
| Rhonda Hardy (CEO)        | Rebekah Wilson   | Lynda Tomlinson    | Petra Smeets       |
| Gary Ticehurst (Director) | Judi Polletti    | Mack McCormack     | Harry Smeets       |
| Francesca Flynn           | Steve Gibellini  | Marilyn Keys       | Nick Smeets        |
| Caroline Babbage          | Jenny Lewis      | Steve Castledine   | Jenette Graham     |
| Bob Melville              | Elisa Skillen    | Mikaela Castledine | Belinda Henderson  |
| Matthew Hughes MLA        | Eileen Stark     | Bill Hardman       | Dinesh Henderson   |
| Mandy Skeates             | Jenelle Altinier | Jenny Van Gartum   | Zena Melville      |
| Vanessa McNair            | Michelle Collins | Kaye Moro          | Chris Culley       |
| John Verbeek              | Linda Daniels    | Jenny Lewis        | Dolores Stafford   |
| Brett Jackson             | Justin Mountford | Gordon Freegard    | Rachel Davison     |
| Dennis Humfrey            | Mark Wardle      | Ian Moss           | Peter Cooke        |
| Sean Brice                | Andrew Liddawi   | Gordon Mitchell    | Aidan Cosgrove     |
| Sheila Jackson            | Jennifer Wardle  | Paul Jones         | Adele Standeven    |
| Joanne Smith              | Alex Wade        | George Hayward     | Maresa Robbers     |
| John Edmonds              | Murray Dickson   | Glenn Shaw         | Mark Benley        |
| Dianne Harrison           | Barbara Wright   | Leon English       | Hilton Izzett      |
| Helen Riley               | Bill Tomlinson   | Quinton Tucker     | Ray Furfaro        |
| Jarree Murray             | Hannes Holly     | Linda Daniels      | Sue Bilich         |
| Ellie Whitney             | Alan Know        | Emily Lyons        | Wayne Garwood      |
| Ashley Gibson             | Peter Forrest    | Andrew Guimeli     | Nicole Airay       |
| Andrew Gill               | Gillian Gates    | Larry Jorgenson    | Yvonne Fletcher    |
| Ross Hooper               | Tony Fowler      | Vince Giglia       | Melissa Radford    |
|                           | Margaret Fowler  | Seanne Heslop      |                    |

## APPENDIX 2: COMMUNITY WORKSHOP RESPONSES

Tourism Community Reference Group:

**Agri-tourism, Food, Wine Retail & Accommodation • Wednesday 19 September**

### 1. DESCRIBE OUR PRODUCT

- Boutique wineries
- Alternative food options
- Farm Gate
- Alternative??
- Well priced
- Not well known
- Historical
- Close to the city
- Business revival/ centre of town – economic input
- Remote – difficult to reach via public transport
- Intimate experience – grower connected
- Old – feels aged. Old mentality not progressive
- Charm
- Conservative brand
- Product is understated
- Disconnected from history
- Audio app – bob stay
- Social marketing
- Somewhat constrained
- Community
- Country in the city
- Untapped potential
- Looking for an identity
- Not marketed correctly
- Quaint/village feeling/ rustic
- Nature/outdoors/active
- Picturesque
- Wineries/orchards
- Cycle/walk/hike trails
- Lesmurdie Falls/creek
- Pristine environment
- SME – locally owned operators
- Patchwork pavement in Kalamunda
- Inadequate pedestrian walkways
- Buildings in need of repair
- Retail variety
- Inadequate car parking
- Gumnut fountain
- Flora & fauna – fantastic feature
- No parking for Bibbulmun track
- Upgrade of Bibb track very appealing
- Perth Observatory
- Pickering Brook Sawmill
- Zig Zag Scenic Drive
- Just City of Kala & surround-centric (suburbs not in the hills)
- Bickley Harvest Festival (No info)
- VC Volunteers – not informed – more meetings
- Lacking bus tours – weekend hop on hop off – 16-22 seats
- Passionate owner operators – ambassadors for the region
- Haynes St needs to be upgraded/beautified
- Things stale – need new innovation
- No offerings like ‘Cabin Fever’ (entire season i.e. winter)
- Blossom Festival
- Natural
- Family
- Green & Bushy
- Rustic Beauty (except Kala central)
- Unique??
- Community
- Personal contact
- Making people feel connected & valued
- Regenerating/wellness
- Country on the edge of the city
- Having time for people
- Meet the owners
- Multi-cultural backgrounds
- Multi-generational families
- Everyone brought a bit of their culture
- Stories/culture
- History of accommodation/ orchards
- Pioneering spirit
- Self-made businesses
- Old fashioned values
- Slower pace
- Pride & passion – amore
- Time to breathe and smell the roses
- Being in the moment/mindfulness
- Lack of mobile reception
- Tranquillity
- Boutique
- Deciduous trees – four seasons
- Locals who want to share history
- Diverse
- Relaxed
- Bushlands
- Wineries – cideries – brewery
- Views
- Unique
- Farming
- Indigenous heritage
- Retirement villages
- Farmers/night/artisan markets
- Sporting community
- Escape from the city
- Heritage
- Food/cafes
- Landscapes
- Serene - Hidden Gem
- Free parking
- Award winning
- Family driven
- Our own vibe
- Entrepreneur friendly
- Paddock to plate
- Blueberries/cherries/ stone fruit/honey
- Serenity
- Personable
- Rural Experience
- Stirk Park – history
- Rich heritage
- Theatre
- Homemade
- Alternative shire/city – Hidden city - Rural city
- Darling Scarp – Australia’s biggest regional park
- Luxurious/comfortable accommodation
- Access to public transport – taxis, limo’s, buses

### 2. WHAT OPPORTUNITIES EXIST?

- Consider visual – element – landscaping. Need pride in our own town – all business. Policy for landowners
- Bringing people up to the hills – e.g. Café, blossom, orchards, pick your own fruit
- Accommodation – difference, Earth?? Glamping, tiny homes, alternatives
- Encourage diversity of retail – pop-ups. Revitalise/change up Activating space/street/buildings
- Mountain biking/cycling
- Zig Zag
- School excursions
- More boutique style business
- Variety accommodation
- Wineries/cideries
- Cooperative marketing networks
- Pool – wet & wild
- Golf courses
- Farm shops – eggs, produce
- Stirk Park, national parks
- Lesmurdie Falls
- Heritage & History village
- Proximity to the airport & CBD
- Partnering with DPAW
- Railway line extension
- Community theme event every year e.g. recycled reindeer/scarecrow
- Education – skill sharing workshops i.e. cooking, gardening, traditional
- Business Partnerships – packaging
- Winery – food hospitality – ag/grow experience. Boutique products/ produce
- Support for new, boutique artisan food venues
- Manage the growth of the brand so that it is controlled & sustainable
- Open up people’s ideas, view & perception
- Overseas market – sister city, international branding
- Employment
- Open Mundaring (water activities)
- Distillery gin – unused grapes
- Bird watching tours
- Bush, scenery, art, music, view
- Perth Observatory
- Concert – open day events
- Restaurants
- Drone racing
- Kala market stalls fresh unique ARTS
- Mountain bike events
- Motorcycle/car clubs
- Land available for boutique businesses (crown land)
- Wine & food sampling events – expanding our identity
- Amphitheatre – local music, opera alternatives
- Public promotion of events – boards that everyone can see – suffering low publicity.
- New centralised accommodation in Kalamunda i.e. Quest apartments, mid-range
- Events with day & night activities @ location with accommodation. Festivals
- Street events with business (local) open (not competing with other external stalls)
- Unified cooperative social media marketing – targeted approach
- Promote community, neighbourhood. Start in the local streets.
- Walking trails/ Hike trails – tapping in to networks
- Boutique shops – Dreams, First Ave, etc.
- Promotional video of energy, attractions, slogan recognisable identity
- Grape Crushing events “Long table lunches” Apple bobbing/wine tasting – long table dinner under the stars
- Tap into Chinese market for orchard, wine, food, retail – hills experience (compete with the Swan Valley)
- Open Studios art trail – winter & summer. Indigenous and Multicultural
- Maintain our natural beauty – open views, orchards, vistas
- Promoting natural beauty walk trails. Guided trails - flora & fauna – history tours – guided indigenous walks – history – bush tucker. Celebrate individual achievements, install photographs, history points, information
- Tourism in our town – promote (fill Tuesday gaps) – no more tumbleweed – cheaper rent – pop up opportunities (provide free space).
- Food Branding – kala centric ‘Perth Hills Food’ Develop a boutique brand E.g. Sth West Food Council, Origin Green
- Meet the maker “Open Farm Door” (like cellar door). Custom tours, seasonal experience. Organic, taste & buy produce, interactive experience, fresh produce, clean environment. Secondary products – sauces.
- Provide good facilities e.g. Toilets & drinking fountains.
- Dedicated Perth hills tourist website/event calendar/public IT web/hard copy
- Overnight glamping in the park – music/food
- Pointing signage at entry points of hills events – what days make people want to drive up the hill
- Nature play for children. Adventure hills experience – upgrade parks or derogated areas in to nature play
- Shuttle bus – winery, tourism, food, Into the valleys – Bickley & Mundaring (Mapping)
- Cheese & Choc businesses Council assistance with planning & land
- All round attractive signage to promote unique business tourism opportunities Winery/activity/view
- Work with a collaborative space - encouraging diversity
- Open door, bring in other producers in to one space – join forces
- Cooperative business expansion opportunities
- Cooperative business expos events/partners
- Open competition. Create diversity. No close door – invite diversity
- More youth events – music – filmmaking
- Chamber of Commerce need to support small business
- Promote existing water park/dams
- Car Rallies – vintage motorbike event
- Sculpture in the hills/park
- Public Art to add interest
- Visual interest
- Seasonal promotions
- Cider Trail

### 3. WHAT CONSTRAINTS EXIST?

- Red tape setting up anything. Planning process. State Gov overriding
- Lack of cohesion between related industries
- Branding & marketing - local, state, national
- Lack of infrastructure i.e. signage, transport, facilities
- Saturation point of the Perth Hills
- Viability - 7 days a week?
- Bushfire - DFES
- A boring town centre & unattractive
- Funding this strategy
- Establishment costs
- Lack of strategy (marketing)
- Conflict Business vs Nature
- Funding
  - Grants
  - Assistance from the City
  - Cost to applicants for report
- Process & policies i.e. subdivision/planning/zoning (especially Pickering Brook etc.)
  - Too complicated
  - Conflicting advice from departments
- Lack of parking
  - Markets
  - Badly maintained
- The City of Kalamunda
  - Lack of passion
  - Attitude
  - Lack of collaboration & support
  - Challenging process
  - No drive/ambassador/dedicated resources
- Traffic management for functions
- Fear of change
- Lack of identity/vibe/feel
- Age demographic
- Resistance to change
- Bushfire Plans
- Public water source
- Need scheme amendments
- No clear definition of the Perth Hills product. What are we offering that's unique?
- Lack of promotion
  - Network of business
  - From the city & chamber
- More phone coverage
- Limited operating times
- Business confidence
- Need more accommodation - all levels
- Shared agreement with the community
- Lack of definition in local planning scheme
- Water catchment - DWEK
- Time - commitment
- Business not supporting each other - more inclusive communication
- Public opinion of 'The Hills' & accessibility
- Employment - getting accommodation to stall
- Neighbour complaints
- Lack of infrastructure - water, sewer, parking, transport, public
- Lack of imagination/creativity/common sense
- Zoning issues restricting opportunity
- Lack of opportunities for second dwelling on one land title

### 4. IT WOULD BE INTERESTING IF WE COULD

- Have a significant entry statement to signify the Perth hills
- Have a dedicated wine centre in town - ZZCS?
- Have a MOU that all businesses promote each other
- Gourmet escape collaboration with established LGAs/Cities.
- More advertising - more enticing brand
- Unified theme
- Support for initiatives from council & those resistant to change (while protecting property owners)
- Embrace and support local initiatives
- Be open minded to new ideas - move away from traditional
- Music amphitheatre/ events
- Highlight other sectors e.g. Active outdoors
- Tour of the hills/ ex railway trails - Clare Valley, its flat.
- Dedicated destination marketing officer
- Kalamunda CAT - more transport. Infrastructure - to bring people to town
- Reinstate Zig Zag Railway line
- Electric Bike/ride share
- International recognition of the Perth Hills
- Offer packages Food/accom/nature/observatory/cultural experiences through the visitor centre
- Tourism radio/ interactive apps
- Combine Kala show with a food & wine event
- Pop up roadshows at key venues to promote the Perth hills
- Expo at parliament house
- Orchards - highlight their appeal
- Cable car @ Zig Zag
- Café on the escarpment/restaurants
- Observation deck overlooking the city
- Luge ride down the Zig Zag e.g. NZ
- Abseiling at Lesmurdie Falls
- Open licenced areas at night markets - pop up bar like Yagan Square
- Tours through the Weetbix factory
- Pickering Brook Farmers Market
- Supa Golf at Pickering Brook
- Rotation of community events & promoted by the city - different orchards/venues
- More summer movie series
- Accommodation at Perth Observatory/ camps for school & visitors
- Reinstate safe pedestrian crossings
- New easy to use website
- Rebranding - identity crisis
- Produce festival to celebrate our produce rates
- Have better roads - bitumen
- Cycle safety - trail on Mundaring Weir Rd but not Canning Rd
- A massive marketing (together) department to max potential of the region
- Outsource to the best marketing company to create amazing events
- An Accommodation website - unique domain name for Kalamunda
- Shuttle bus service around the valley
- Look at Parnell Road (NZ) - specialty shopping
- Subdivision for more tourism operators/accommodation
- Attract major investment partner
- Have a wildlife zoo
- Signage - wayfinding - walk trails
- Recognised nationally a "top of mind" tourism place like Barossa Valley
- Geo caching - popular worldwide
- Chocolate factory
- Themed accommodation (e.g. Hobbitville)
- Learn artisan skills e.g. cheese making
- 'Learning' tourism destination
- Buses from the airport direct to Kalamunda
- More amazing restaurants
- Backpackers resort
- One City of Kalamunda representative who coordinated planning for individual businesses rather than owners talking to several departments
- Animal farm for learning experiences
- A tourist in our own town first
- Reasonable rent for retailers
- All round year festival/ events themes
- Wine nights in the CBD - small tasters no fee. Sample Kalamunda
- Business cards promo stands in all shops B2B
- Stallholders & event organisers conditioned to promote Kalamunda
- Open top "London Bus"
- Chambers register every business on their books - business encyclopaedia
- Promotion at the new train station
- Attract international travellers to stop at Kalamunda
- Businesses working together - bridge the gap between Bus & Tourism
- Build a boutique hotel selling all unique products
- Approval for any good idea
- Haynes St 1 way up & angle parking
- A special cycle lane on Mundaring weir road
- Open Mundaring Weir to water sports
- Operate like a village - everyone helps each other
- Limit outsiders coming in
- Close the streets in the CBD - festivals not stalls
- Become a "wellness" centre (Ubud- Bali) a 'Hub 4 spirituality'
- Move events around for street/oval markets Kalamunda fringe festival - for food, wine & entertainment (local)
- Stand-up comedy festival & open mike nights
- Sky Rail/ Pod Car
- Tunnel to Mundaring
- Air-Crete domes for accommodation (showers)
- Approval for alternative accommodation
- Glamping

**Tourism Community Reference Group:  
Special Events • Tuesday 25 September**

**1. LIST THE SPECIAL EVENTS IN OUR CITY**

- Perth Hills Comedy
- Perth Hills Singles
- Christmas Carols in the Park
- Soup Pitch
- CCI Sundowners & Breakfast
- Fairy Door Trail
- Christmas Shop Lights
- Christmas in July
- Walk the Zig Zag
- Zig Zag Festival
- Corymbia Festival
- Wellness Expo – Lesmurdie Club\*
- Carols by Candlelight
- Targa West
- Perth Hills Wedding Fair\*
- Kalamunda Show
- Cycling Club Events
- Kalamunda Night Markets
- Kalamunda Farmers Market
- Kalamunda Open Studios
- Oxfam Trail Walker
- Harvest Festival
- KPAC Programme
- Kalamunda Garden Festival
- Perth Hills Wine Show\*\*
- Summer Movie Series
- Blossom Festival \*\*
- Perth Hills Festival – Karragullen
- Wine/Cider/ Producer events\*\*
- Araluen Festival
- Anzac Parade
- Fight Nights – Martial Arts
- Breakfast in the Park
- School Fetes & Fairs
- Sporting Events (BB, FB, Soccer)
- Jazz in the Park
- ZZCC - Events & Art
- Opera in the Park
- Drone Racing – Pickering Brook
- Hills are Alive\*\*
- Perth Hills Music Festival
- All things Vintage Car Boot Sale
- Strawberry Festival\*\*
- Lesmurdie Arts & Craft Show
- Walliston Car Club
- Show & Shine
- Gem Photography Art Exhibition
- Youth Art Show
- Kalamunda Residents Show
- Seniors Week
- Mazenod Arts Show
- Ramp it Up – Skate comp
- Thank a Volunteer Event
- Scout Sheep Poo Sale
- Kalamunda Swing Band in the Park

\*New events

\*\* Producer Events

- Lunches, special releases, art shows, meet the maker, music, sundowners, pop-up cafes.

**2. WHAT OPPORTUNITIES EXIST FOR OUR SPECIAL EVENTS?**

- Guided walks – flowers, cultural, trees, history, aboriginal (& Nature)
- KPAC
- Track – Mundi biddi
- Railway History
- Pop Up Shops
- Wildlife
- Tree Walk – Zip Line down Lesmurdie Falls
- Readers/Writers Festival
- Flower Show
- Pet Show
- Hill Trolleys (Kids) – Billy cart festival
- Snow Show/Winter Fest
- Summer Slip n Slide
- Soft fruit festival
- Food harvesting events such as wine stomping.
- Cycling events & trails promotions
- Outdoor Wild Child Tree World
- Outdoor Play Centre – Flying foxes, cubbymaking etc.
- Eco Tourism – sustainable living Expo using relevant local business.
- Interactive, new nature-based activities
- Music events at wineries
- Utilise City views – eg amphitheatre at Lions Lookout
- Bibbulmun Track – Charity Walking event? Telethon?
- History Village – involve younger people, distillery/brewery, dress ups, period rock nights
- Cheap bar for youth
- Special Event programme – wildlife interaction, trees & hills
- Research Centre – Biodiversity - David Attenborough visited High Wycombe
- Star Gazing
- Train – Zig Zag
- Haynes Street – outdoor village shopping
- Equinox Festival
- Swag night - Celebrating the stars & sounds of night.
- Car Rally
- Zig Zag – Night Festival, Light Festival, Enviro Festival
- Food Escape – tap in to this
- Aboriginal seasons
- Harvest Festival – lost its village feel. Was once all wineries and local producers involved now it seems to be only chamber invite
- Wineries – have own events
- Events to celebrate unique business products.

### 3. WHAT CONSTRAINTS EXIST?

- Government Funding, grants, sponsorship, entry fees
- Marketing – lack of, need to create a strong brand
- Reach – people
- Fear of change
- Collaboration between op.
- Transport Signage
- Only thinking of 2 days per week
- Town Planning
- Accommodation
- Relationship between business, community & council is key
- Constrained by residents opposing growth, noise, development & tourism. They do not want change.
- Shire red tape
- City (Perth) think we are so far away. Distance misconception
- Cooperation between business – cross promotions – need more
- Not enough promotion of accommodation options
- What has the town got to bring them in? Variety.
- Not having an outdoor activity centre – ropes etc.
- Internet Issues slowing work loads
- No electric car charger
- Nature activity not harnessed
- Long term vision – 5/10yr plan. Famous for what? Personality missing
- What is Kalamunda? What is it seen as? Food/wine/outdoor All the mod cons in the hills. Fruit trees. Cycle way
- Not enough Kalamunda staff involved in wine/food/tourism
- Change night market away from so many food stalls, make it more festive – stilt walkers, farm area
- Parking at a premium in Kalamunda with big events. Need alternative parking with transport.
- Health & safety – state and local Planning point of view.
- Legalities – local & state
- Insurance costs – until packaging is available for smaller events to be delivered. System is unfair
- Duty of Care
- Make sure key stakeholders are contacted.
- Clashes with other events
- IT – communications. Tech.

### 4. IT WOULD BE INTERESTING IF WE COULD

- Council assist smaller events to help them grow
- Provide incentives/ less regulations to keep business open
- Have cleaner, safer, well maintained venues
- Horse & Cart
- Annual barista competition “Kala Barista” Voting – world barista games – pair with recycling – keep cups
- Actively engage private business to get involved in KCC. Include a large and diverse group. Business drives all of this.
- Sculptures by the sea type event “Sculptures by the trees”. Local artists. Launch of existing sculptures brand i.e. Northcliffe sculpture walk with headphones – self walk
- Develop an overarching brand/ identity with specific Perth hills wine region brand. Sold to particular markets to grow it well and sustainably
- To be considered as part of the Perth International Festival – appropriate venue required
- Improve public transport infrastructure to meet tourism needs
- Adams Coach (Swan Valley bus)
- Overarching events calendar of everything occurring in the City of Kalamunda
- Wedding Festival that utilises locals – florists, chauffeurs, limos, clothing
- Innovative marketing techniques
- Open Gardens
- Tree top walks
- Ski & slide down Haynes St
- Jacobs Ladder type exercise attraction
- Make it cheaper to hire the Ag Hall to encourage more use
- Pop-up entertainment nights – bands, comedians
- Fashion shows – capitalise on clothing boutiques
- Gourmet shop/fresh fruit & veg/bushtucker
- Heating the Kalamunda Pool
- Historical guided walking tours/bushtucker
- Niche drawcard – bread, pie etc.
- Yarn bomb Haynes St (decorating trees with yarn)
- Make a community/city facility free to use & activate
- Do a concert, long table lunch, dinner at Lesmurdie Falls, Stirk Park or other (Haynes St)
- Kanyana Wildlife, Camel farm, observatory, rose farm, exhibitions market better
- Progressive dinners course by course matching dinner and wineries with a bus
- Love our neighbouring shires – no boundaries i.e. Bike event that goes through Hills shires
- Celebrate local singers & bands – Kate Ceberano in the Park festival
- Make more use of Lesmurdie Falls
- Guided bus tours with strategic plan. Drop offs etc. Shuttle services servicing bus or train station
- Mystery shopping tour advertised in an affluent suburb, taken to specialty shops
- Something for kids to do in the town centre
- Sell some stuff that comes through the tips
- Give teachers day packs on what to do i.e. observatory etc.
- Tap in to Scoop Digital
- Have a relationship with Kings Park & Zig Zag “our kings park of the hills”
- Leave no footprint
- Capitalise on the first 10kms of the Bibbulmun Track start – Bib-fest
- Overarching marketing plan contributed by everyone
- State of the art exhibition centre for events i.e. PCEC
- Passive recreation area for events i.e. Jorgensen Park
- The Zig Zag games for oldies and kids
- Refine the process/ procedures to be more flexible and accommodating
- The Hills Orchards (promotion of) – Blossom Festivals

**Tourism Community Reference Group:  
Natural & Physical Attractions / Active Adventure & Sport • Wednesday 17 October**

**1. DESCRIBE  
OUR PRODUCT**

- Bushwalking – Bibbulmun Track
- Trampolining
- Photography – Art – Filmmaking
- Rock Climbing/Abseiling
- Meditation/Yoga/ Tai Chi/Pilates
- Physical Training – Boot Camp
- Cycling – MTB – Munda Bidli – Road
- Golden View Lookout Beelu, Kurong, Kalamunda, Gooseberry Hill National Parks
- Football/Hockey/ Tennis/Bowls/ Soccer/Archery/ Netball/Squash/ Rugby/Karate/
- Ballet/Gymnastics/ Fitness/Kickboxing/ Swimming/ Water Polo/ Underwater Hockey/ Golf/Basketball/ Baseball/ Softball/ Cricket/T-Ball/Scouts
- Shooting/ Pistol/ Rifle Clubs/ Guides/ Mini Golf/
- Dog Walking
- Botanising/ Bird Watching
- Pigging/Hunting
- Cycleways/Hill Challenge
- Chess (Stirk Park)
- Skateboarding, BMX, Roller Skating
- History Village
- Bridle Trails
- Kanyana Wildlife
- Forrestfield Soccer Stadium
- Oxfam Walk
- Tour De Perth
- Zig Zag Festival
- Perth Hills Festival
- Bickley Harvest Festival
- Kalamunda Show
- Sports Parks – Ray Owen, Kosteria
- Liberty Swing
- Creeks
- Piesse Brook
- Whistlepipe Gully
- Perth Observatory
- Friends Groups Reserves
- Lovely Urban Parks
- Natural Landscapes
- Seniors Week
- Prime Movers
- Jorg Park Community Learning Centre
- Corymbia Festival Water Park
- Adventure Playground (Lenihan Cnr)
- City Views
- Horse Riding
- Youth Swing Band
- Our People
- Munda Bidli
- Railway Heritage Trail
- Zig Zag Scenic Drive
- Natural Environment (Trees)
- Rocky Pool
- Lesmurdie Falls
- Trail Running Events – Feral Ultra, Perth Trail Series
- Darling Range Branch of The WA Nat Club
- Kalamunda MTB Circuit, Little Ovens Circuit, Trails Loop, Pump Track
- Running – Hash Harrier – Regaining/ Scouting/Orienteering
- Scenic Drives
- Nature Based Walking Trails, Living Streams
- Parks/Playgrounds, BBQs Etc.
- Amphitheatres
- Lions Lookout
- National Parks
- Stirk Park
- Tennis Courts
- Sunsets
- Wildflowers
- Nordic Walking WA
- Alan Anderson Reserve (Over 100 Wildflowers)
- Citizen Science – WA Nats, Birds Aust, Wildflower Soc
- Abseiling/Ziplining – Perth Obs & Statham’s Quarry
- Pickering Brook/ Lesmurdie/ Kalamunda Clubs
- Katamorda
- Kep Track
- Camel Rides
- Laser Tag
- Geo Caching
- Falls Farm Heritage Rose Garden
- Pony Club
- Mundaring Weir
- Targa West Rally
- Victoria Dam
- Bickley Reservoir
- Helena Pipe Head
- Mundy Regional Park
- Walliston Reserve

**2. WHAT  
OPPORTUNITIES  
EXIST?**

- Roller Skiing
- Cycle Paths
- Scenic Tram Ride
- Zorbs In the Valley
- Treetop Walk Trails
- Skywalk on The Scarp
- Tree Ladder – Like Pemberton
- Rooftop Cinema
- Long Table Lunches/ Dinners – Outdoors
- Slacklining/Highlining
- Better Walk Trail Signage
- Camping Opportunities
- Keep Evolving Peoples Experience
- Nocturnal Wildlife Tours
- Better Website
- World MTN Bike Series
- Stirk Park Could Be Made Attractive (Water Park)
- Tourist Info Counter at The Train Station
- Better Seating and Amenities on Trails
- Organised Tours Targeted at Cruise Passengers
- Better Trail Signage – Directional Signage
- Camping/Nature based/Van/RV
- Maintain Heritage (Plan To)
- Trail Camp Grounds Similar to Wharncliffe Mill in Margs or Dwellingup
- Off-Road Motor Bikes, Cars (I.E. Controlled Locations)
- Passive Use of Mundaring Weir (Water Use)
- Mundaring Weir, Bickley Reservoir, Lesmurdie Falls
- Natural Environment – Wildflowers, Bush Blossom
- Unique Bio Diversity on The Hills
- Tree Top Cycling
- Hot Air Ballooning
- Zip Lining
- Various Triathlons – Tetrathlon (Run, Swim, Shoot, Equestrian)
- Ag Hall & KADS For Tourism Related Events
- Equestrian 2-Day Events at Jorgensen Park
- Billy Cart/Skateboard Championship (Hummerston Rd)
- Glamping
- Guided Walks
- Walk & Bike Trails
- Gravel Biking
- Bird Watching, Wildlife
- High Ropes Course
- Wildlife Park Learning Centre
- Family Friendly
- Nature Play, Playgrounds
- Art Trails (Spring)
- Zig Zag Fest & Ag Show
- Off-Road MTB – Audio Tour
- Environmental Awareness
- Develop Adventure Based Tourism
- A Zoo – Wildlife
- Tree Sleeping
- Promote Local Stuff on Local Radio 102.5FM
- Make the Most of the City Views from The Hills
- Developing Stronger Working Relationships with Stakeholders
- More Promotion of Environmental Values at The ZZCC
- Re-Vamp the Walking Trails & Brochures
- Get Youth Involved in Tourism Activities
- To Find Better Ways to Engage with People
- To Connect & Care for The Natural Environment
- More Pedestrian/Bike-Friendly (Mall for Haynes St)
- Keeping Kalamunda Unique – Building Development Controls
- Create More Spaces to Have Community to tell their Stories
- Better Involve the Aboriginal Community
- Accommodation Opportunities including Accessible to Ages & Abilities
- Valley Trails Development and Sanction Existing Trails Where Possible
- Shuttle Bus from Train Station – Midland & Perth
- Festivals/Events Focusing on Adventure Activities
- Better Connection Between Events & Opportunities
- Easier Access to Trails and Trail Information at Trail Heads
- Better Parking and Traffic Management
- Better Parking for Larger Vehicles
- Explanatory Signage Describing What Is There in Various Seasons and Ecological Relationships
- Working Together Cooperatively (State Gov, LGA, Associations, Individuals, Businesses) To Achieve Model Practice
- Undertake Our Strategy in an Environmentally Sensitive Way from The Get-Go
- Weed Control/Dieback Control/ Feral/ Erosion/ Animal Control as Part of the Strategy
- An Existing Range of Disconnected Trails Need More Connection Instead of Having Smaller Individual Trails
- To Say ‘NO’ To Inappropriate Development. Scale, Look, Placement – Ability to Refuse Development Through Planning Decisions Congruent with A Tourism Focus.
- A Circular Mini-Bus Service Linking Attractions. Regular Service from The Train Station
- King of The Mountain Event – Road Cycling Up The ZZ, MTN Biking, Motor Sports Etc.

### 3. WHAT CONSTRAINTS EXIST?

- Misunderstanding of impacts on enviro by different activities/ user groups
- Inadequate infrastructure - parking public transport. (expanding infrastructure impacts environment)
- Environment already looking ugly due to poor management (eroding, fire breaks, weeds)
- In truth the bush is best left alone as much as possible to keep it pristine
- Restrictions imposed by parks and wildlife & Dept of Water
- Committees/working groups/bureaucracy
- Toilets, shower, bike parking, secure storage
- Land tenure/ management/ guidance & information (plain English)
- Funding
- Police presence/security
- Funding
- Aging population
- After hours activities
- Dangerous condition of Mundaring Weir Rd ref problem of pedal bikes and cars
- Lack of secure bike storage
- Inability to change/ reluctance
- Happy with the status quo
- Risk aversion
- Climate change
- Urban development/infill
- Balancing wild space & people space
- Protecting wild places from over-use through tourism
- Competition in the market
- Lack of allowing/ supporting creativity
- Lack of plan for the town centre
- Sale of local bushland
- Maintaining the soul of the space
- Managing population growth
- Not enough urban art
- Lack of young people in this workshop
- Lack of mobile coverage
- Too many "OLD VIEWS"
- Water catchment areas - policy 13
- Budget/finances
- Public transport
- Legalities
- Zoning
- Lack of resourcing
- Cycling infrastructure
- Need to be open for business (econ benefits) (opening hours - public hols)
- Lack of coordinator feedback on state of trails & attractions
- Local ideas need state support/ approval of funding
- Lack of clarity to policies/ development requirements
- Threatened ecological communities
- Red Tape
- Shire approval
- Seasonality
- Lack of opportunities for kids & families
- DPAW, DOW section 13 limiting MTN Biking expansion
- Road network doesn't safely accom road cyclists
- Limited city funds - Ext funding sources
- Competing priorities across the City of Kal
- Election pledges (state/ Fed) may not be aligned to city priorities
- State or international awareness of city of Kal - what we offer etc.
- Lack of signage on trails - confusion
- Lack of amenities (toilets, water fountains)
- No cycling links from foothills to scarp - lack of cycling infrastructure in general
- No camping or low cost accom
- Anti-social behaviour is preventing people from using facilities & attractions
- Signs too small
- Fatigue in groups/ volunteers
- Lack of info on existing facilities
- Length of time for permits
- Potential for people to not adhere to protective guidelines
- Spread of dieback/ weeds/other environmental threats
- Land tenure - no development on the scarp
- Any development/ strategy poses threats to natural environment
- Turn of staff/personal communication causing delays
- Increased access to areas leads to impact upon environment unless well managed
- Parks & wildlife service's/ government body constraints
- Necessity for wilderness/conservation (nature for nature - exclusion of people)
- No Marketing
- Attitudes to change/ resistance
- Building constraints
- Who owns what land.
- Education

### 4. IT WOULD BE INTERESTING IF WE COULD

- Restaurant on scarp overlooking the city. Eco-camping with infinity pool overlooking city.
- Ecological hub/centre for excellence. Scientist in residence, artist in residence. Community education.
- Have an interesting playground to attract families - nature based - skate park
- Produce more information brochures on Kalas Natural (and tourism) attractions - education & promotion
- Make Kalamunda & Perth Hills vibrant
- Have adequate accommodation
- Develop an informative/ interpretive trail
- A tour shuttle bus
- The hills were recognised as a world class adventure & nature based destination
- Use walks to take advantage of the natural wildlife and wildflowers
- Maintain the walk trails that centre on the ZZCC
- Have good service and adequate opening times
- Connections to other localities - cycling/ walking. Midland, Mundaring, Gosnells, Armadale
- A connected walking trail from the Kalamunda town centre through Mundy Regional Park to Lions Lookout. Walkers can catch a bus back to Kalamunda
- Promote more awareness of what's in kala that is unique, endangered and what they can do to get involved in protecting it.
- Upgrade lower Lesmurdie Falls in Forrestfield café/ toilets. Install a gate on Palm Terrace to prevent antisocial behaviour at night
- Increase people's connection to kala as a space
- Complete effective protection for bushforever sites
- Develop a more comprehensive bike plan
- Promote more aboriginal activities involving local mob
- Carless Haynes St
- RV friendly towns - parking & greywater dump points
- Gondola - kings park - scarp
- Work on views/aspects
- Have a zipline at Jorgensen park
- Tree preservation/ protection
- Re-write policy 13.
- Abseil or zipline off Lesmurdie Falls
- Leverage funds from tourism industry to help protect environmental assets
- Integrate sport & leisure (e.g. Wineries) events give people a reason to attend
- Create new trails - link trail between Carmel & Kalamunda
- Events near town/city Interstate advertising
- Shuttle bus to different tourist locations
- Build a world class MTB hub
- Tourism MTB Park or trails
- Run events from Pickering Brook Sports Club
- More trail or link trails to nature features/ views
- Road cycling "up only" lane on popular climbs
- End of trip infrastructure for road/MTB/walking
- Create art walks/trails
- Flying fox down the Zig Zag
- Kalamunda App/free
- Musical speedbumps down the Zig Zag
- Get trails off badly 4WD tracks & mark them again
- Sustainable resorts/ accommodation. Eco resort/hotel
- Space museum - linked to the Perth Observatory
- Provide more Instagram opportunity locations
- Have more interpretive walk trails (headphones)
- Extra 50km of MTB trails - MTB hub/ destination
- Improve accessibly to Haynes St - parking
- High ropes course - potential at the lions lookout or a zipline
- Ski/Nordic training opportunities
- Yoga/Pilates areas (platforms)
- More accessible pathways
- Hop on/off bus & train link
- Audio-interactive station/channel
- Build a massive waterfall in Kalamunda
- Treetop walking platform
- Restore the Zig Zag Railway
- Local community campaign for the importance/value of our trees natural areas. Particularly for new residents
- Promotion of indigenous management of the local environment
- Car events e.g. Zig Zag hill climb (regular licence rather than CAMS)
- Bring back the quokka/ redtails other threatened species. Enclosed conservation areas
- Attract a mid-range hotel group e.g. Accommodation
- Have a tourist/ism based hub on the Kalamunda website - easy to use for all
- Cycle links from Kalamunda town centre to MTB trails
- Long table dinner/festival e.g. At observatory - million star restaurant
- Grow an aboretum
- Create a Kalamunda brand
- Camping/glamping
- Council/govt support
- Access to water at the Mundaring weir
- A treetop walk
- Have fabulous marketing
- Week-long festival of cycling
- All work together
- Public transport within the city
- Lions lookout utilisation
- Steam train operating
- Have interpretive information on trails
- Install CCTV in high traffic tourism areas



**Tourism Community Reference Group:  
Sport • Wednesday 26 September**

**1. PLUSES**

- Maida Vale Oval – Int Small Sports
- BMX HQ At Ray Owen
- Famous Hockey Player – Tyle Lovell
- Top Level Soccer At FUSC
- Nature – trees
- Bridge Club
- Cycle Plan Adopted
- Drones
- Venues - Ray Owen, Hartfield, Jorgensen Park, Kostera, Various Others
- The Trails, P.O.S, Forested Areas, Mundaring Weir, Lake O'Connor, The Hills
- Sporting Clubs - Football, Swimming, Baseball, Orienteering, Archery, Cricket, Hiking/Walking, Lawn Bowls, BMX,
- Sporting Clubs - Tennis, Trail Bike, Road/Trail Cycling, Basketball, Netball, Hockey, Soccer, Gymnastics, Athletics
- Mountain bike & Mundaring Weir opportunities
- School Ovals – LSHS, Mazenod, St Brigid's, Carmel
- Astronomy – Successful World Record Attempt
- Amazing Cycle Tracks – Famous Bibb Track & Munda Bididi
- Vistas
- Hills – downhill
- Cross country
- Markets
- Bickley Valley – wineries/local produce
- Group activities
- Different abilities/ grades
- Variety of terrain
- Connections
- Distances Cafes
- Events
- Zig Zag
- Community Groups
- Golf
- Accommodation facilities
- Ease of access from main roads.
- Nature – open space
- Basketball state team
- Big Hills – Cyclists
- Proximity to Perth
- Road bike network
- Rail station access
- Abseiling - Stathams Quarry
- Bike & skate park
- Wheel chairing
- Munda Bididi
- Bibbulmun Track
- Mundaring Road Cooperative – Road Riding
- Rail trails to Karragullen & Pickering Brook
- National Park Fire Vehicle Trails – Bikes & Walking
- Quality of surfaces – cater to large events
- Swimming Pools – Public & school
- Improving activity levels – gym, pool, ovals & parks
- Aged focus improving/ live life program
- Variety of environments – road off roads – bush – open space
- Great for exploring locality/enviro
- Bickley Valley circuit
- Proximity to city

**2. MINUSES**

- Sports tourism and cycling constraints
- Gulf between attractions & Parks – not all connected
- We don't know what we have here
- We don't know what happens in the city now, we need date & then measure economic benefits
- Locals who advocate/ sell the city to others
- App for walking to see wildflowers in National Parks – discover Perth Hills
- Walk & Picnic App & lunch
- Adequacy of existing venues – some excellent, some not so (Ray Owen). Parking/ other visitor infrastructure. Venues need to be 'A' class to attract major events
- Source of funding – competition for limited resources. Federal, State Gov – Lotterywest.
- Infrastructure around trails
- Ongoing maintenance cost – replacement. Down to local govt? Down to state/ national organisations?
- A coherent "Hills" region tourism economic development policy/strategy
- Need to have a point of difference – perhaps to select a smaller number of events?
- Promotion of the hills by LG's
- Free-up access to water catchment/too risk adverse
- Poor public transport connectors
- Limited range of accommodation types/ family accommodation
- Apps
- Rapidly changing demands – solo pursuits occasionally done in a group/event
- Ownership
- Collaboration across tenure – working within policy
- Circular/loop trails
- Trailheads – branching trails
- Disease risk areas
- Parking to accommodate up to 500
- Promotion, traffic, funding
- Aging infrastructure/ maintenance
- Road network limitations
- Community conflict between vehicles & cyclists – noise impacts/complaints
- Limited opportunities for additional parks/ reserves
- Limited water resources uphill for parks and reserves
- Limited funding opportunities to complement parks/ strategies
- Parking off road mountain bikes
- Fire risk/die back management on trails
- Waste water management/sewerage
- Funding for cycling infrastructure – investment plan
- Old facilities that need modernising
- Sporting clubs that won't share or won't get involved
- Funding for promotions
- Word of mouth by local community to sell/ promote cycling/sport tourism
- Do we know if sporting clubs want tourism?
- Motorists want to keep the roads
- Signage for cyclists is not great (trail heads)
- Environmental damage from mountain biking
- Approval for activities in hills for trails to be made are hard to get.
- Water for ovals
- Tourism app
- City "image" – country
- Too far to go
- In hills accommodation low numbers (on plain better facilities)
- Not enough hills – only ones we've got but not much; need to do a lot to a achieve 'a climb'
- Kalamunda pool – limited opening times – not heated
- Road works narrow – Danish cycle paths
- Seasonal, lack of regular events/ attractions. 1st Saturday busy (market day) rest of the month quieter
- Imbalance of population up to down
- Barriers to use school facilities: St Brigid's is available after hours
- Perceived age of buildings – not good, poor quality
- Restrictions on access to PI areas: Surface water not a main supply (relaxing across Gnangara so why not here) ok there's die back so tricky.
- Staff/volunteers for large event
- Impact on general public – road closures and communication
- Conflict of events/ access to facilities.

**3. IT WOULD BE INTERESTING IF WE COULD**

- Build a stadium for sport at pioneer park
- Get every person in Kalamunda involved in promoting cycling to their friends.
- Become a famous global destination for mountain bikers/ hikers by bringing a "Celebrity" selfie here to go internet viral
- Make a movie of Kalamunda sports & cycling
- Find investors to help us build it & they will come
- Solar farm on Pioneer Park to power our ovals
- Temporary & removable speed humps and roundabouts
- Something as big as Floriade Festival over a week/two weeks.
- Turn the town centre into an attractive visitor destination. Improve our facilities
- Ambience
- Improved facilities - lighting
- Feature & sell the nature
- Specialise
- Gopher races
- Across the hills
- Macro to micro - Attenborough focus on the bush
- Feature events - calendar linked, invite professional groups. Work groups. Book club retreats
- Wheel chair accessible events
- Downhill grass slopes
- Overnight campsite on loop trail
- Cross country/long trail for horses
- Expand international tourism/nature based sports
- Coexistence between all land uses tourism/ agri-tourism/ agriculture/sportsbased tourism
- Expansion of Ray Owen masterplan
- Completion of Stirk Park masterplan
- Completion of the Maida Vale masterplan
- Improved signage around facilities and on trails
- Heat Kalamunda pool using ground heat pumps to allow year-round operation
- More gym facilities in the hills area say at Ray Owen. Currently only at Hartfield and High Wycombe
- Address the barriers to sharing school facilities out of hours - for example similar to Wesley College in South Perth
- Integrate with art - photo and painting works. Combine or include in the redevelopment of the learning centre at Jorgensen Park.
- Better promotion of the hills. Include a bus tour of the region for cabinet as they don't seem to know where we are
- Better cycle lock-up facilities across the region at key destinations/locations.

Work with Mundaring and Gosnells to better use the scarp region for bikes, walking, activities

- Provide schools for climbing and rock work - Statham's Quarry and other locations
- Large scale public art Redevelop centre in Jorgensen Park to include showers and other sport facilities for sporting activities
- Create actual bike paths in Jorgensen - get separation from walkers (had a few close calls over the years when bikes appear out of the bush)
- Redesign main roads through the region to provide actual cycle paths (already in the cycle plan) - Danish example
- Bike bridges and underpasses to allow bikes to avoid main intersections and roads - safety benefit too

*Tourism Community Reference Group:  
Tourism Support Services, Infrastructure, Marketing and Planning  
Wednesday 24 October*

**1. LIST THE TOURISM SUPPORT SERVICES IN OUR CITY**

- Zig Zag Cultural Centre
- Heritage Groups
- Destination Perth
- Experience Perth Hills
- Bibb Track Foundation
- Trails WA
- Munda Bididi Foundation
- MTB Collective (Kalamunda)
- Explore WA
- DBC- Parks, wildlife & attractions
- Discovery Centre - Mundaring
- Perth Observatory
- History Village
- Camel Farm
- Wineries
- Restaurants
- Kalamunda Chamber of Commerce
- Kalamunda Bus Services
- Targa Rally
- Perth Hills Visitor Centre
- City of Kalamunda
- Artisan & Night Markets
- Trip Advisor
- Cycle West

**2. LIST THE INFRASTRUCTURE WITHIN OUR CITY**

- Mundaring Weir
- Scenic routes - wine, bike, walk
- Zig Zag Railway tracks
- Zig Zag Centre/ Visitor Centre
- Observatory
- History Village
- Kalamunda Water Park - pool & slides
- Skate parks
- Golf courses
- Roads
- Trails
- Signs - direction & interpretive
- National Parks
- Recreation facilities
- Regional parks
- Local parks (Jorgensen)
- Lookouts
- North Terminus Bibb Track
- Munda Bididi Trail
- Car Parks - trailers/ trucks
- Cycling facilities
- Toilets

**3. LIST THE CURRENT TOURISM MARKETING WITHIN THE CITY**

- Experience Perth Hills - website & social media
- Hello Perth - maps & brochures
- Perth Hills Visitor Centre
- Weekend Notes
- KCR Radio
- Bibb Track foundation
- Senior City - website
- Winery/cidery - websites & social media
- Buggybuddies
- Trails WA Apps
- WOM
- Corflute signage
- Existing business marketing - blogs, websites & social media
- Kalamunda History Village - website & social media
- Newspaper - local, the West Australian, Sunday Times
- City of Kalamunda - website & social media
- Kids Spot

**4. OPPORTUNITIES**

- Re-open Zig Zag Railway
- Mountain bike trails
- Increase short term accommodation
- Zip Line
- Bitumenise Ashendon & Gungin Rd
- Maximise public transport
- Federal Gov Grants
- Environmental education
- Inbound tourism operators
- High Wycombe tourist centre
- Tourism apps
- Tourism business startup (incubator)
- Bus service from the new train station
- Apps
- Targeting seniors
- Develop an identity – niche marketing
- Internet based booking & information service – Perth Hills/Darling Range
- Radio advertising app overrides car radio
- Promote nature based tours to international tourists
- Multilingual promotion/ signage/marketing/ websites
- Regional tourism networks
- Tourism available 7 days a week
- Children drive parents
- Media liaison
- More opportunities for accommodation
- Hospitality service training
- Electric car recharging points
- Better market infrastructure
- Outside performance areas
- New train station – tourism presence – brochure racks, manned tourism centre
- Already established venues/attractions
- Packages – two day wine tour of the Swan Valley & Perth Hills
- Collaborative approach between Agri/ horticulture & indigenous
- Ongoing events space for competitions & events – themed e.g. wine, music, gourmet food
- Proximity to Perth airport/FF Train station
- Collaborative marketing – local & nearby areas.
- Stirk Park
- Mountain biking
- Space/exhibition conference centre
- Boutique hotel
- Interactive map for tourist (diorama) to put hills in perspective
- Connecting with all tourism related services
- Repurpose bus stops in Pickering Brook for food trail
- Vacant buildings – tourism activities (art uses, NFP uses, events space)
- Motel/hotel up the hill
- Proximity to airport & city (30 mins)
- Good road access
- Partnerships
- Sister cities (Indian)
- Altitude – king of the mountain
- Attractions – ziplines, rail
- Interpretation
- WOM
- New families – day care centres, did you know
- Target children/ schools with info on nature play
- Outdoors WA – ambassadors (local ex residents stars/media)
- Pump tracks for primary aged
- Contacting inbound tour operators
- Build existing brand – experience Perth hills
- Re-zoning of land
- Infill
- Signage/advertising
- Improved parking
- Flexible/ open to land uses/zoning
- Promote wider suite of events – lead one on to the other. Tie in with operators
- Changes to LPS 2 land use table to promote greater diversity of land uses within the zone
- Building on volunteer groups – knowledge and experience (ground roots up)
- Internal & external education – local, primary schools, cultural, environment, nature
- Identify areas to increase tourism – tourism precincts
- Learning from other regions – Agri-tourism, Australia & overseas
- Removal of nonconforming use time lapse
- Dedicated regular bus service taxi hub at the train station
- Cooperation between Vollies/council
- Fire risk management
- Retaining heritage

**5. CONSTRAINTS**

- Water catchment areas
- Budget
- Accessibility to all abilities
- Competition
- Funding
- Govt red tape
- Identity
- Identified land use planning tourism
- Funding to implement
- Farming interference with tourism
- Land zoning limitations
- Parking at peak times
- Road infrastructure for buses, bikes etc
- Facilities while retaining character
- Staffing – costs
- Fire risk – escape
- Conflicting view – promotion
- Conflicting uses – manage
- Accommodation
- Competition from Swan Valley
- Residents reluctant to change tourism – Nimbies
- Public opposition to Nimby – environmental & political
- Competing land use in central Kalamunda – conflicting to tourism
- RV friendly car parks
- Lack of confidence by business – to start up, to put in the time required.
- Lack of resources, time, skills & knowledge – of what marketing exists
- Protection of bushland – control access
- Size of the city of Kalamunda – geography, topography, demographics
- Limited public transport
- Lack of adequate transport connections
- The hills & honky nuts
- Collaboration
- Good service/bad service
- Limited marketing
- Public transport
- Sewerage – water catchment
- Road infrastructure
- Accessibility/off-road
- Public facilities/ BBQs, toilets
- Up the hill, down the hill divide
- Managed control burns with land owners/ wineries
- Volunteers based tourism support groups stretched to the limit
- Fire/FESA/Dept Water/Dept Ag/Red tape
- Getting approval from different departments – local/state/federal
- Local support of Kalamunda businesses restricted to limited parking both day & night
- Connectivity between districts – Kalamunda, Mundaring, Armadale. Marketing, infrastructure, management, promotion. Collaboration between councils
- Not enough space near attractions for car parks to accommodate visitor numbers
- “Perth Hills” is a broad term, difficult to manage marketing of a region that spans 4 shire/cities & 200kms. How do you control the brand?
- Commercial rate amounts
- Current local planning scheme
- State gov policy
- Nimby
- Closing parks/reserves
- Die back erosion
- No ground water for green parks

**6. IT WOULD BE INTERESTING IF WE COULD**

- Revolving restaurant at the Zig Zag
- Glamping
- Increased train services to Kala central
- WIFI infrastructure
- Staged planning conditions
- Get camping related store in the area
- Better bus/taxi services
- Better use of our national parks
- Planning template for new ventures - guidelines
- Trail hub centre (Bibb track, Munda Bididi etc)
- Better coordination of the tracks & trails
- Develop an up to date wine trail
- Develop a tourism list
- Events social media page
- Eco camping
- Indigenous tourism centre
- Haynes St - one way, tree lined, enhanced, pedestrian friendly, farmers market opportunity.
- Accessibility map for tourists e.g. Disabled access
- Manage tourism numbers for future sustainability
- Find our unique point of difference to market and theme
- Link the flats (HW & FF) to the hills with walk & cycle trails
- Get on international and domestic planes coming in
- Develop façade theme in town centre/ Haynes St
- Walk along the top of the escarpment - views
- City officers assigned to tourism issues in planning. "tourism team/ city officers" \*disagree, we think it should be independent, but work collaboratively
- Develop cycle trails that are interesting down the hill and up in the hills (none exist)
- Venues to accommodate M.I.C.E - meetings, incentives, conventions, events
- Develop Zig Zag - fun train - special events. Puffy billy - motorised. No rail tracks.
- Delayed headworks charges
- Delayed fees & charges planning
- Sealed cycle paths
- Central mall as a restaurant hub
- Funds are ring-fenced for tourism development. Partially self-funding
- Long term security to operators and trust in strategy
- Controlled development conditions i.e. Satterly Estate
- Differential rates to tourism operators, land owners.
- Develop tourism apps
- Down the hill - world class playground

**Tourism Community Reference Group: Aboriginal • Tuesday 2 October**

**1. CURRENT OFFERINGS**

- Bush Tucker Walks
- Munda Bididi - where does it start?
- Bibb Track - Start/finish
- Environment - Nature/ Food sources
- National Parks - Kalamunda, Piesse Brook, Mundy, Beelu
- 36 Registered Aboriginal Heritage sites
- Mundy Swamp
- Poison Gully Creek
- Helena River (runs in to Swan - access issues)
- National Parks are key - protection. Very cautious of foot traffic
- Yearly exhibition at the ZZCC gallery
- Makaru Festival
- Sterling Cres Swamp
- Kanyana Wildlife Rehab - educational
- Rich & vibrant connections
- Naidoc - programming
- Corymbia Festival - Multicultural
- Kambarang?? Adventures
- Perth Observatory
- Farmers Market - Max's black sauce
- Hartfield Park - walks, sacred trees, art installations, federation gardens, fire pit, yarn circle
- Mundi was the brother of Yagan and was allocated Kalamunda as his area by their mother
- Go Cultural (Perth CBD) Indigenous WA (Freo & CBD) Aboriginal Art Gallery (Swan & City) Koya Aboriginal (Swan & City) Aboriginal Quotes @ Optus Stad
- Perth Hills Spring Fest @ Perth Observatory
- Aboriginal History Brochure

## 2. WHAT OPPORTUNITIES EXIST

- Connect to Australian identity – aboriginal culture – people and the landscape. Welcome to country – better understanding – constantly evolving.
- Empower local aboriginal residents to feel comfortable to work with us to create amazing products and business opportunities
- Develop an entrepreneur – younger generation – risk takers – need to focus the enthusiasm – channel it and capture energy
- Create new sustainable jobs for people in the community – youth unemployment is huge. No jobs at the end of TAFE. Unique skill set.
- Connect with schools, follow the dream. Indigenous focussed program educating students & indigenous students – leadership opportunities
- How can we learn about the benefits of aboriginal culture & build respect particularly around the difference between how elders are respected & leaders in Aboriginal culture compared to European culture
- Bush tucker/bush medicine guided tours. Lack of trained tour guides – need funding with links to established aboriginal corporations e.g. Koya
- National Parks – infrastructure in place. Joint cooperative management. What do we need to change to increase foot traffic?
- Heritage site tours – getting young people in to do tours – managing and looking after sites
- St Barnabas wall – prime location for aboriginal community art project – link with stained glass window
- Partnership with the museum – what are they doing with it?
- Work closely, build trust & collaborate positively with elders & their communities
- Partner with companies (trade & logistics) CBH – promotes community “social licence” – tax relief. CBH is a NFP
- Need to learn new discoveries to existing features with existing aboriginal stories/ knowledge
- Cultural infrastructure – Local Government, Dept. Communities – more consultation
- Supported small operators – who know country and have respect for country
- Indigenous business Australia – business development and support
- Understand protocols, cultural awareness
- Stage younger generation – accept and garner pride in heritage
- Heritage – contemporary – needs to be built in to tourism strategy
- Community based programmes – education programmes
- Federal elections – push now for tourism money.
- Capture the stories, songs, and dance. Facilitate conversations
- Artists hub for students who leave school / rolla-rama
- Lesmurdie Falls, Bibb Track, Zig Zag Rocky Pool, Munda Biddi
- Signage – external, visual, key locations, interpretation
- Artists in residence opportunities/links with schools
- Ranger programme – work experience, learning about culture
- Reconciliation Action Plan to build respect needed to start the journey
- Asset map all cultural heritage sites in the city that can be shared
- Aboriginal liaison office with in the City of Kalamunda
- Closer engagement with NAIDOC week – arts, cultural (week long activities)
- Rotary funding for foetal alcohol syndrome.
- Tour guides – rotary community grants to fund guides/rangers
- Site recognition 14 different languages
- Head, hoops, heart, after school program
- Bibb Track aboriginal guided tours
- Education of cultural seasons (6)
- Aboriginal astronomy guides
- Develop authentic tourism products
- A deep history to uncover
- Coordination through WAITOC
- State Gov get more involved
- Aboriginal Leadership – Noongar CCI
- Role clarity
- Future land use
- Registered Aboriginal sites
- Target offerings – seniors.
- Link with Artisan Markets
- DBCA – middle management
- Development of tours
- Licensing for aboriginal business
- Education system to be improved
- Good teachers in Yr. 11 & 12 - product
- Brand offering in the eyes of tourists
- Awareness & Interpretation – Country (landscape), Bibb Track, Observatory, Trees
- Naming of streets & new developments trees – flora & fauna
- Visitor Centre – stage back & amphitheatre
- Train station – bus to central Kalamunda – interpretive materials
- Nature Tourism – trails
- Trails – walk & cycling link to indigenous info
- Music @ KPAC
- Local expertise of indigenous tourism – Noel Morich

## 3. WHAT CONSTRAINTS EXIST

- Infrastructure in National Parks
- Where will the money come from?
- Will council give/ approve the budget – we need to deliver.
- Overcoming negative attitudes in the community about the City supporting aboriginal tourism
- Conflicting priorities in the community about where we spend our money
- Dealing approvals system S18 etc. to build trails & develop sites
- Overcoming ignorance in the community toward aboriginal culture
- Funding – silo effect of available money, limited use of funds, project ready
- Project ready – local market, domestic, international
- Understand local indigenous networks – traditional owners, who are the elders, who are the leaders?
- Intellectual Property
- Not enough indigenous artwork, merchandise – VC is merchandise genuine?
- Competition from other LGS – existing as opposed to emerging (where we are)
- Diversity of tourists
- Education system – failing – TAFE doesn't work. Need more vibrancy
- No TAFE training – cultural heritage management
- Land conservation/ management
- Public schools – progress issues
- Lack of understanding of Aboriginal heritage & culture – not entrenched in WA
- Lack of association – how natural resources link. Lands law status
- Lack of vision & leadership – not resourced
- Lack of resources – people funding etc.
- Public Transport – very poor
- Capital costs
- Education of tour operators
- Cement partnerships now – find synergies
- Independence – not leveraging common ground
- State has under resourced
- South West settlement a year away – is there any way to access now?
- Funding opportunities with Rotary??
- Cultural knowledge/ lore about Kalamunda/ geological fault line
- Ensure delivery
- Staff
- Central location to find aboriginal services – coordinated, licenced

#### 4. IT WOULD BE INTERESTING IF WE COULD

- Download a free app that tells stories
- Alternative learning models
- Product development workshops
- Bibb Track flora & fauna interpretation
- Noongar Cultural Centre – central hub, buy a package of tours. Feature how they lived, hunted, social structure etc. interactive museum/exhibits, dancing, and artworks. Jorgensen Park opportunity.
- Tourism business precinct – tourism hub, business planning, coworking spaces, business mentoring
- Funding – interpretation, product development education & training, small business development
- Youth employment in large organisations - traineeships. School based training. Mentoring program. Ranger program
- Arts connection – open to anything, plays, art, film
- Long table dinner on Bibb Track – indigenous chef, food, entertainment
- Shuttle bus from train station to indigenous precinct/ VC
- Documentary promotion – once seen on TV – now want to go to the region
- Cultural Development – linking pockets of thoughts
- Go to mob and ask what can be delivered here, they then have ownership
- Aboriginal marketing, branding, logo.
- Bush medicine in green spaces – Vince?? Hanson
- City land – which is crown land that is managed by the city has many historical sites/values – partner on these
- Need shape files or pin numbers of managed lands to send to Glen at Land and heritage council.
- Create a local indigenous experience, festival on the Bibb Track, street festival
- Cohesion – linking everyone together so people are not having conflicting ideas/ competitive experiences
- Create an artwork to celebrate Kalamunda & its Aboriginal heritage. St Barnabas wall? Can be community driven - \$10 per bucket of tiles – funding needed for artists to design & lead works
- Access nights for cultural activities – access through Water Corp. Settlement decision is on 17 Oct but may be Aug 2019.
- Go to the destination of aboriginal heritage and culture in the city – create links to produce delivery (reverse engineer)
- Local Aboriginal people in a room brainstorming – package they can deliver and tap in to. Come up with 4-5 products that could be developed that way the onus is on the mob.
- If we can bring the tourists, we heal the problems, we develop capacity and we build, educate, and create community pride to be part of the journey.
- Build or attract a world class aboriginal cultural centre/village and walkways so tourists can sample the world's oldest culture.
- We need a strong leadership group of elders, students, artists, and great communicators to be champions of the mission.
- Aboriginal quotes for common attractions – arts advisory committee. Library stained glass window proof of concept.
- Artefact – development
- Dedicated tourism workshops
- Asset register (Heritage survey)
- Successful indigenous business
- Camping with custodians
- Interactive Tours
- Technology

#### Tourism Community Reference Group: Heritage, Arts & Culture • Thursday 27 September

##### 1. DESCRIBE OUR PRODUCT

- City of Kalamunda art collection
- Learning centre
- Overflow cottage – restored and used
- Open Studios
- Railway heritage trail
- Kalamunda hotel
- Whistlepipe Gully
- Lesmurdie/Kalamunda/ Piesse Brook/Pickering Brook precinct
- Sanderson house
- St Brigids
- Falls House
- Historical Homes – Parke Road (Historical drive) Recreation Road
- Patsy Durack Rose Garden
- Upper Lesmurdie Falls
- Municipal inventory of historical places
- Piesse Brook interpretive trail
- Town Heritage walk trail app
- Kalamunda/Gooseberry Hill/Lesmurdie Arts & Craft groups
- Observatory
- Zig Zag Cultural Centre
- History Village
- ZZ Heritage Trail / Railway Line
- Boutique Studio – Artists in residences
- Stirk Park & Stirk Cottage
- Old Mill – Pickering Brook
- Pickering Brook Sports Club
- The pioneer's child grave in Pickering Brook
- Federation Gardens
- Ag Hall/KPAC
- Original Orchards – See Roger Marchetti
- Bibb Track Terminus
- Stained glass window & gumnut fountains
- Churches (Kostera house/historical church)
- Vintage houses (Bickley Valley & Girrawheen Drive) & amazing houses - open house attractions
- Plane crash in Gooseberry Hill plaque – Blue Goose
- Pioneering History (Railway/Forestry)
- TV Towers Jarrah Stump – original (Paul Jones knows this location)
- Natural/Historic/ Aboriginal
- Mundaring Weir Precinct – Kookaburra Cinema, North Ledge, Hotel, Walk Trails, South Ledge
- Walk Trails – Bibb Track, Munda Biddy, Katamoorra, Weir Walk Trail, O'Connor Trail, Kep Track, Railway Reserve
- Wineries, Restaurants, Cideries, Flora/Fauna, Public Gardens
- Victoria Reservoir
- Mason Mill Site
- Carmel – Walks, nature pools
- Bickley Reservoir
- Ray Owen Cottage
- Fruit growing
- Camel Farm
- Paulls Valley
- Switchback Trail (Dell to No1 pumping station)
- Helena River (has been improved with the help of friend's groups)
- Walk trails & sites need interpretive signage & other media
- We need more events at these sites that explore the heritage
- The trusts and friend's groups provide opportunity for cultural learnings etc. through river repair – experiences
- Zig Zag Scenic Drive
- Lesmurdie Falls & Upper creek lines
- Local Festival
- Kala Art & Farmers Market
- Special Art School (GATE) – promote Youth Art
- Railway Reserve/Rail tracks
- Railway tracks – re-veg with local botanical species, "Kings Park" of Kalamunda, Tourism Opportunities (wildflowers), Rest. & Café links, Railway reserve make a great location for botanical gardens, timber industry history – mill info plaques etc,
- Promote health retreat history – 20s/30s (existing day spas)
- Arts, textiles, knitting, digital defrag weekends
- Kalamunda Hotel History – ghost tours, plaques
- KADS
- Local music/swing bands

## 2. WHAT OPPORTUNITIES EXIST

- Zig Zag festival – local events
- Tapping in to groups that come to area for other events (e.g. cycling) – promotion of location
- State Government support
- So close to city – need to change perception (day trippers & weekenders – Alternative accommodation)
- Film industry
- 20 mins from airport, 30 mins from CBD
- Perth locals visiting family & friends – wildflowers, walk trails, accommodation, blossom festival, fruit picking, bike tracks
- Nature Tourism – Asian market
- New DFO – collateral
- High proportion of local artists in the area
- Good number of venues/galleries/studios
- Zig Zag Gallery
- Monthly Art Markets
- History to improve – village - sites – town – opportunity
- Interactive technology
- Spring & Autumn Weather Nature/ Seasonal
- Arts & Craft groups – existing/well established
- Hill/Valley/Elevation/ Environment
- Support and Open collaborative city
- Good local centres/ town – opportunity to improve POA
- Opportunity to influence town planning
- Local music – swing band, local artists (youth), local bands
- Diversity of place/ Culture
- Driven Community groups
- Involve young people – art, sport, science
- Apps – GATE
- Promote across arts, culture, heritage events to leverage what we do, involve all the ‘product owners’ in key events
- Timetable it all better & WOMBAT (word of mouth, buy & tell)
- Ambassadors
- We all recommend Kala Tourism
- Trip Advisor – feedback loop system need/ phone based best
- Website “not seen as a city site” it’s a what’s on Kalamunda/Perth hills coordinated approach to promoting all types of events e.g. Melville, Sth Perth, Stirling do it Reinforces successes and alludes to what’s coming. Set a template, update and monitor.
- Signage – VMBs, what’s on signs. Invent a ‘spectacular’ artistic looking VMB – unique
- Aboriginal opportunities – sites, events, education
- Leeuwin Estate type of concert
- West Aust Symphony Orchestra concert
- Best of British type of event
- Collaboration between LGAs & tourism providers
- Leveraging the state gov current interest and focus
- Location (close to Perth)
- Co-location – i.e. Creating hubs, leveraging what we have – Perth Obs, Mundaring Weir
- Water Sports on Mundaring weir
- Hills Environment/ The Hills Accommodation – food/ drink – environment/nature Aboriginal story
- Walk trail network – removing barriers, improve signage etc. Aboriginal sites & education
- Developing experiences (i.e. Rose Garden events)
- Zig Zag Railway with actual trains
- Exploiting our natural heritage – aboriginal programmes, events
- Market opportunities/ festivals

## 3. WHAT CONSTRAINTS EXIST

- Our imagination
- Limited amounts of collaboration between groups/LG/Industry/ Business/Volunteers
- Better planning to leverage events
- People fear change/fear unknown
- Quality of public debate
- Money
- Current layout of town centres – loss of village
- Past decisions – destruction of lost heritage
- Inconsistency of rules/compliance
- Squeaky wheel – the loud minority – quiet majority, lack of engagement
- Lack of vision
- Lack of big picture/blue sky thinking
- Time
- Lack of awareness of the power of change – community driven
- Perception of local community/ lifestyle/isolation
- Transport – lack of connection – too long (milk run), lack of connection to gathering places/attractions
- Input from youth – younger local population < 18
- Product ready?
- How do we meet high expectations?
- Critical appraisal of products
- Mystery Shoppers
- Information Bays e.g. Maida Vale
- Walk maps are rubbish – people get lost with maps. Use walk app
- Red tape & bureaucracy Use a risk-based approach S.G requiring Health & safety plans. Why? P.L. for small studios. Why? Hire Halls – too many Q’s to answer. Why? (K.I.S)
- Information available – signage, interpretation. E.g. a book for open studios like Mundaring Or an artist creative booklet for all year round. A movie for the internet about our artists. An app for mobile phones to engage younger tourists
- Staffing, transport, Saw Mills etc. What is available, lack of marketing, social media.
- Footpaths, way finding to the places
- Funding – need a 10y investment plan allocate to culture & arts promotion
- Public toilets, where are they?
- Collaborating – cross promo
- Communication – how do we all know what we are doing?
- A community – word of mouth
- Building experiences – joining things up, making tourists stay for days
- Volunteers – lack of. Explore W.I.F.M for young. Social benefits, building expansion, inspiring
- Changing the image/ name/annotations for the younger generation
- Lack of interest from state tourism
- More community advocates – advocates & pressure
- Processes/approvals – neighbours
- Lack of hills economic development council – catalyst for funding
- Red tape restrictions/ bureaucracy
- Lack of vision
- Lack of collaboration
- Lack of focus on what is MOST appealing. Lack of something iconic, point of difference/ special offering
- Lack of identity/ reputation
- Lack of marketing
- Insurance/litigation
- Tall poppy syndrome
- Costs (i.e. Local vs chain)
- Not enough focus or support for use of local produce – business models
- Feasibility of being open 24/7. PHs
- Resourcing
- Entrepreneurial spirit 7 support/funding to foster
- Lack of wildlife/fauna capitalisation
- Absence of public transport infrastructure/ system

**4. IT WOULD BE INTERESTING IF WE COULD**

- Get collaboration between our city, artists, community and business owners to build & rehab.
- Create amazing looking concept for the town centre. A unique character & look for the town centre as an attraction.
- Refine our vision for the town centre. If the History Village is key – how do, we flow the concept into our town centre... imagery and dialogue in the streets
- Direct connect Bibb track through the town centre to Stirk Park. Historical Centre
- Improve vision – wholesale approach. Improve local assets that exist already
- Connecting Mundaring views with local/ tourism/ visiting trails
- Walking & driving – promote vistas – lookout points
- Support more diversity in the arts – digital/new techniques/sound/light/ sensory
- Lighting events
- Quarry – sound & light
- Performance art & visual art
- Uncover hidden local indigenous stories/ dreamtime/
- Six seasons – promote traditional culture
- Respect culture in branding/tourism
- “Alternative” accommodation opportunities: environment. Glamping, pop-up events, art event & nature camp-in
- Wine & food camping (glamping event)
- Access to water bodies or creative waterbased landscapes. Piesse Brook pools.
- Zig Zag – sculpture walk display, develop café overlooking vista/view
- Unique – utilise quarry opportunity
- Involve LGAs (Mundaring & Kalamunda) in collaborative, cooperative developments
- Develop themes circular tours (walk trails, Drive)
- Connective trails along the scarp
- Promote the trails
- Promotion through Tourism WA
- Improve information on transitional aboriginal trails, cultural sites, interpretive sites – involving/developed by aboriginal people
- Explore further education opportunities with forest discovery centre/nearer to nature programme
- Sculptural trail – seasonal promotion/ event
- Improve/redesign shop front of town centres – improve heart
- Cluster seating / gathering places
- Create culture
- Remove limited thinking of funding first
- Encourage more creativity in town planning
- Re-market – the east wind (freo doctor) reinvent for marketing – look to local indigenous story?
- Improve local character
- Incentive for local business to improve character & image of town centres
- Landscaping/creative interesting spaces/flow
- Railway reserves botanical garden with long table lunches
- Convince DPAW that we can be trusted with their resources
- Make it possible for us to do the things we desire – glamping in national parks
- Glamping on private property
- RV friendly in the town centre – proximity to the VC
- Have a specialised event unique to Kalamunda – barista festival
- Re-invent Zig Zag Railway, Saw Mills, drive-ins – build experiences
- Eco tourism
- Good value for money



**City of Kalamunda**  
**Tourism Development Strategy**  
**2019 - 2025**

JUNE 2019

