

Tourism Strategy



Shire of
Serpentine
Jarrahdale



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Shire President

FOREWORD

We are at a very exciting stage in the development of tourism in our ever-growing Shire with our Tourism Strategy to provide the way forward until 2023. During this time, we will see a large range of tourism opportunities developed within our Shire that will make Serpentine Jarrahdale a key destination for visitors near and far.

Tourism will be a significant driver of economic prosperity for many new and existing businesses operating in the Shire. For this reason, our Tourism Strategy is designed to help attract a large and sustainable increase in visitations, which in turn should see an increase in existing business activity, new business creation and new jobs across the Shire.

Recently we joined the Perth Hills Tourism Alliance in addition to the Peel Region Leaders Forum to collaboratively brand and market tourism in the Shire. The goal is to create and increase visitor awareness and visitations across the numerous outstanding tourism attractions we share, as well as build a strong and attractive brand to compete over time with the better-known tourism destinations of Western Australia.

Tourism is not just important from a jobs and investment perspective; tourism, both the experience of visiting a place and broadcasting the messages about the visit, influences a location's overall image. We want Serpentine Jarrahdale to be known as a great family friendly place to visit for a huge range of

reasons – scenery, trails, food, entertainment, sport, events, heritage, culture and arts and so much more.

A great tourism destination also has the capacity to build local pride, which in turn helps build community spirit and involvement. Serpentine Jarrahdale has tremendous promise as a tourism growth centre, with a rich variety of natural, cultural and historic attractions already. These will be complimented by the development of new businesses and attractions as the tourism base grows over the next six years.

New tourism infrastructure is another critical component of developing our range of attractions and features strongly in the strategy. We want visitors to access our attractions and stay and enjoy them with ease. From roads to trails, new accommodation to new and improved tourism signage and from new entertainment and events to food and festivals, we want our visitors to find all of these easily and enjoy all Serpentine Jarrahdale has to offer.

Serpentine Jarrahdale has so much to offer our tourists and our own community, and with the implementation of the many exciting activities and plans within this Tourism Strategy, together with the Perth Hills Tourism Alliance collaboration, we can look forward to the exciting and productive tourism growth and development period ahead.

Cr Michelle Rich
Shire President

Chief Executive Officer FOREWORD



During the research into the Tourism Strategy for the Shire, the rich assets of the Shire's environmental beauty, its produce and destination opportunities began to materialise. Some of these opportunities included food, fun and forest experiences. Some of these are very old and some so very new, but all waiting to be rediscovered or seen for the first time.

It is with great pride that the Shire invites people to come and enjoy the experiences we have to offer. At the forefront of this Strategy, is the opportunity to present a connoisseurs menu of locations, events, history and produce for over 2 million people who live in the greater Perth region.

This Shire truly has all the hallmarks of other key tourism destinations in Western Australia. We are right on the doorstep of metropolitan Perth and the greater Peel region. The Shire has a unique opportunity to market these magnificent attractions to a huge audience within a short and enjoyable drive to the majority of the Perth and Peel population.

While this journey starts with looking at the history of Serpentine Jarrahdale, it also encompasses and celebrates the events of the district whilst being one of the fastest developing local governments in the nation.

Our Shire oozes with opportunity for tourism experiences and investment. We have a great desire to work with business and

community while at the same time respecting the environmental assets in Western Australia's last tourism frontier.

We look forward to you finding your way to SJ.

KR Donohoe
Chief Executive Officer

Executive Summary

The purpose of this Tourism Strategy (Strategy) is to provide direction for the sustainable development of tourism in the Shire of Serpentine Jarrahdale. Its core aims are to

- Identify opportunities for development of new and upgrading of existing tourism product to meet future visitor expectations and demands;
- Identify the need for new investment and infrastructure that supports the development of tourism in the Shire;
- Provide relevant, research-based information on current and future tourism supply and demand; and
- Provide recommendations on the focused priorities for engagement with key industry stakeholders, potential investors, customers and the community.

To achieve these aims, Brighthouse Strategic Consulting has applied best practice destination management principles, which integrate the key areas of research, analysis, consultation, planning, product definition and marketing. The result is a framework for the development of tourism in the Shire of Serpentine Jarrahdale for the next five years and beyond.

The Shire of Serpentine Jarrahdale understands that the development of tourism in the region is essential, both to the sustainability of its unique natural, cultural and historic attractions and to the creation of employment and prosperity of its residents. It seeks to address the imbalance

between the slow evolution of the area as a tourism destination and the recent rapid population and economic growth in the Shire.

The audience for the Strategy includes Local, State and Federal Government agencies, Regional Development agencies, Regional and Local Tourism Organisations and tourism industry investors, developers and operators.

Travel and tourism are important economic activities in many countries around the globe. As one of the world's largest economic sectors, tourism creates jobs, drives exports, and generates prosperity. The outlook for the tourism sector in the foreseeable future remains robust, and tourism will continue to be at the forefront of economic development and employment creation.

The value of tourism to Western Australia is expected to reach \$12 billion by 2020, up from \$6 billion achieved in 2010.¹ As the perspective of some nations appears to be focused increasingly inward, leading to the establishment of barriers to trade and the movement of people, tourism is taking on an even more significant role as an engine of economic development and as a vehicle for sharing cultures, creating peace, and building mutual understanding.

Over the longer term, growth of the tourism sector in Serpentine Jarrahdale will continue to be strong, so long as investment and development in the local government area takes place in an open and sustainable manner. Enacting a pro-tourism attitude, with

the support of the community, will enable the Shire to achieve much improved social and economic outcomes. The sustainable development of tourism will help foster entrepreneurship and develop the business environment necessary to enable the Shire to realise its tourism potential whilst maintaining protection of the area's natural habitats and biodiversity, as well as the lifestyle choices of those living in the community.

Key Findings

The strategic priorities for tourism development in Serpentine Jarrahdale evolved through a process of market demand and gap analysis; identification of the strengths, weaknesses, opportunities and threats confronting the Shire of Serpentine Jarrahdale (SWOT analysis); competitive review and consultation with key stakeholders.

From this research, a number of key areas were identified and explored, resulting in the development of eight tourism priorities that will take the Shire forward towards its goal of transforming Serpentine Jarrahdale into a high-ranking day-trip and holiday destination. The eight strategic tourism development priorities for the area determined through the Strategy preparation process are as follows:

Branding and Wayfinding, discussed in *Finding the Way* – This priority identifies the need for an innovative, consistent, consumer-centric tourism brand for the Shire of Serpentine Jarrahdale. This section also considers wayfinding – the means by which potential visitors discover the locality and, once they've decided to visit, move easily from point to point within it, so that maximum exposure of the area's tourism attractions is achieved.

Trails and expansion of the region's trail network, discussed in *On the Trail* – This priority reviews the existing trails network and considers the opportunity for Serpentine Jarrahdale to become a highly desirable Trails Town destination.

Food Tourism, discussed in *Food for Thought*

– This priority leverages the region's agricultural roots to develop opportunities in the food and wine tourism sphere.

Equine Tourism, discussed in *Horses for Courses*

– This priority recognises Serpentine Jarrahdale's peak position in Western Australia's equine tourism sphere and explores the potential for equine-based tourism across various areas of activity.

Attractions (Natural, Cultural and Historic), discussed in *Go Natural*

– This priority explores ways to develop sustainable tourism visitation through the significant portion of the Shire that is included in the natural estate.

Adventure Tourism, discussed in *Tap into Adventure*

– This priority takes advantage of the topography of the land in many parts of the Shire to develop healthy activities that will attract significant numbers of tourists. Adventure tourism integrates with other tourism priorities, such as trails and a number of private sector initiatives.

Tourist Accommodation, discussed in *Stay... Just a little longer*

– This priority recognises that the availability of appropriate tourist accommodation in the shire is critical to the development of short-stay tourism. This priority considers options for development, including the creation of a major tourist accommodation and activities hub in Jarrahdale.

Events, discussed in *In the Event* – This priority considers how the addition of regular and occasional events will help attract large numbers of special interest tourists to the Serpentine Jarrahdale area.

Together these eight tourism priorities form the framework of the Serpentine Jarrahdale Tourism Strategy 2018– 2023. As noted, each of these priorities is explored in depth in Part IV of the Strategy - Strategic Tourism Priorities for Serpentine Jarrahdale.

PART I

Developing A Plan

Tourism Strategy Overview

This tourism strategy identifies key opportunities for further development of tourism in the Shire of Serpentine Jarrahdale over the next five years. The selection criteria for the area's priority opportunities are detailed later in this report. The proposed tourism development aligns with existing tourism features and attractions. It considers the growth potential for the area, its suitability for local tourism product development, and investment and alignment with state, regional and local strategic plans.

The prioritisation of opportunities in this strategy is a reflection of their strategic importance and implementation potential. As a relatively old tourism destination, Serpentine Jarrahdale competes with a number of more established tourism locations, such as the Kimberley, Swan Valley and Margaret River. Research indicates that much of the area's tourism product is unknown and underdeveloped. There is a need for improved tourism infrastructure, such as wayfinding² and trailhead facilities, as well as the addition of complimentary tourism product, including accommodation, food and beverage services, and events.





Figure 1 Shire's Role in Tourism

Low awareness in its primary market of Perth is a challenge in terms of the ability to successfully reach out to the strategy's potential targets through innovative, yet cost-effective and sustainable methods. These will necessarily include disruptive technologies, internet-based marketing, mobile apps, location-reactive messaging, and online travel partnerships, in order to compete head-to-head with better resourced competitors.

The Shire of Serpentine Jarrahdale has the potential to add substantially to the positive tourism experience of intrastate, interstate and Perth-bound international tourists.

The emergence of new tourism markets, from China, South Korea, Malaysia and Indonesia, through increased affluence and the propensity to travel for particular market segments present a challenge in ability of the Shire of Serpentine Jarrahdale to remain attuned to these new growth-oriented market opportunities.

The development of tourism product and implementation of tourism opportunities in the Shire is acutely affected by external

factors, such as State government agency policy, especially through the Department of Biodiversity, Conservation and Attractions (DBCA) and the Department of Planning, Lands and Heritage (DPLH).



The close proximity to WA's tourist gateway and major population centre, in addition to the area's diversity of attractions, provide Serpentine Jarrahdale with an opportunity to become a new, fresh, awesome tourist experience.

To further develop tourism in Serpentine Jarrahdale, the Shire must be proactive in three key areas:

Advocacy

Promoting the necessity for and benefits of tourism to all levels of government, tourism investors and the community.

Facilitation

Maintaining active engagement with potential investors and developers of tourism and hospitality projects. Assisting investors, businesses, organisations and individuals to achieve their desired outcomes by cutting through red tape, maintaining a “can-do” environment and ensuring planning flexibility.

Development

Promoting development of critical tourism infrastructure, such as destination branding and wayfinding, establishing marketing partnerships and, where appropriate, being innovative with the use of Shire-controlled land.

Target Market Selection

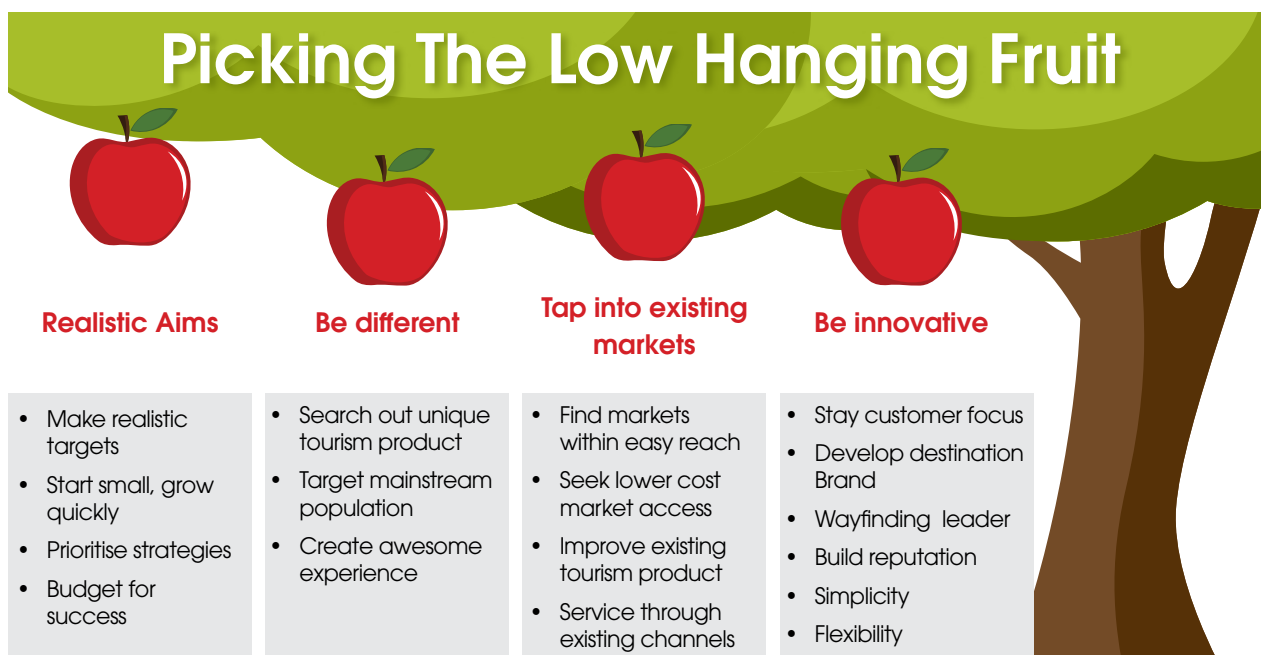
To ensure that the proposed tourism product development options are actionable and timely, only those that are deemed potentially achievable in the 2018 – 2023 timeframe have been identified as priority initiatives. This does not mean that other, more ambitious projects should not be investigated, considered and progressed according to circumstances. However, the prioritisation of tourism proposals

in the Strategy is strongly biased towards achievable outcomes in the short term.

The recommended approach is for the Shire to focus on attracting and facilitating viable and sustainable private sector tourism product development, enhancing the current capacity of the community to understand and accept the social and economic benefits of tourism, while advocating government funding of local tourism infrastructure for the benefit of Western Australia’s tourism economy.

To maximise the likelihood of achieving the goals defined in the Strategy within the 2018 -2023 timeframe, the proposed tourism product development will focus on consumers and strive to create unique tourism experiences appropriate to the character of the locality.

The strategies proposed in this report have been selected for their potential to achieve early results and provide the greatest return on tourism development investment in Serpentine Jarrahdale. Having identified the key markets, the strategy is to target the



largest groups of potential visitors, within each of the market segments rather than pursuing segments of markets, which are likely to be more discerning and more specialised (e.g., top-level competition mountain bike riders, a market segment currently being targeted by the Dwellingup National Adventure Trails Centre Project).

Therefore, the best outcomes in the initial development phase will likely result from “picking the low hanging fruit.”

Tourism Goals

The goal of this strategy is to provide the framework to transform Serpentine Jarrahdale into a high-ranking day-trip and holiday destination for both residents of the greater Perth region and inbound tourist visitors to Western Australia.

The Shire of Serpentine Jarrahdale understands that the development of tourism in the region is essential, both to the sustainability of its unique natural, cultural and historic attractions and to the creation of employment and prosperity for its residents. It

seeks to address the imbalance between the development of the area as a tourism destination and the recent population and economic growth in the Shire.

Through the involvement and cooperation of the community in the strategic planning of tourism development in the Shire, Serpentine Jarrahdale will become a destination of first choice, while retaining the character that makes the area unique to its population.

Due to the extraordinary current and projected rate of population growth for Serpentine Jarrahdale, a priority goal for the Shire is to provide significant employment opportunities for its residents.³ A critical aim of the Shire’s economic development strategy 2018-2023, and of documents such as this tourism strategy, is to identify measures to improve employment opportunities in the community, thereby reducing the social and economic risks associated with high unemployment.

Objectives

- To increase the contribution tourism makes to the local community and economy



*Image by Mandurah & Peel
Tourism Organisation Inc.*

- To focus resources on priority areas
- To provide stakeholders with a collective vision and a shared call to action
- To set a course of action that will achieve the vision.

Tourism Development Methodology

The strategic priorities for tourism development in Serpentine Jarrahdale evolved through research, strategy development and consultation with key stakeholders.

As a result of this research the following eight priorities have been established.

The assessment criteria for the eight tourism priorities included

- Potential for tourism visitation growth;
- Suitability for product development;
- Investor-operator interest potential;
- Alignment with the Shire's Economic Development Strategy;
- Alignment with state and regional strategic development plans;
- Ability to leverage existing products and industry;
- Potential for timely implementation; and
- Capacity to be competitive in the tourism market.

Tourism precincts and tourism sites

A key objective of the tourism component of a local planning strategy is to identify tourism precincts and tourism sites.⁴

The methodology adopted for this tourism strategy is to subject all of the proposed tourism priorities for the Shire of Serpentine Jarrahdale, to assessment under the following seven A's criteria, which add the metrics of awareness (tourism promotion) and action (implementation) to the five "A's" identified in the WA Tourism Planning Guidelines and other tourism publications.



8 In the Event

All the events that keep visitors coming back.



7 Stay... Just a little longer

All kinds of Accommodation options.



6 Tap Into Adventure

Challenging and Soft Adventure for all ages.



5 Going Natural

Cultural and Environmental Attractions.



1 Finding the Way

Tourism Branding and Wayfinding.



2 On the Trail

Serpentine Jarrahdale trails Hub.



3 Food for Thought

Food & Produce Based Activities



4 Horses for Courses

Everything Equestrian



The Seven A's of Tourism



A1 **ATTRACTIONS:** The appeal of a destination and its natural and created attractions.

A2 **ACCESS:** The level of convenience associated with getting to and from the destination, as well as moving around within the destination.

A3 **ACCOMMODATION:** The range and quality of overnight and short-stay accommodation available.

A4 **AMENITIES:** Provision of food, beverage, accommodation and other supplies at the destination to meet visitors' requirements.

A5 **ACTIVITIES:** Activities may include events, and these are generally a prime reason that tourists reach out to a destination.

A6 **AWARENESS:** The prior knowledge of the destination of prospective tourists.

A7 **ACTION:** The actions taken by the destination to improve viable tourist visitation.

PART II

Current Situation

Western Australian Tourism

Tourism is a significant driver of the economy of Western Australia (WA) and to Destination Perth, one of the five defined tourism regions of Western Australia. Tourism WA's report Economic Contribution of Tourism to Western Australia 2016-17 presents the following key findings⁵:

The WA tourism industry directly employs 71,100 people and accounts for a further 32,800 jobs indirectly; therefore, a total of 103,900 Western Australians are involved in tourism-related employment.

The value of the WA tourism industry is \$11.8 billion by Gross State Product (GSP).

Tourism WA's 2020 Strategy⁶ includes the goal of doubling the value of tourism in Western Australia from \$6 billion in 2010 to \$12 billion by 2020.

In 2015 and 2016, the top five most visited locations in WA were Perth, Busselton, Augusta-Margaret River, Mandurah and Albany. This information has been provided by MAPTO research in 2017/18. These areas are expected to continue to play an important role in the growth of tourism in Western Australia.



It is important to keep in mind that 70% of Australians live in urban centres with populations in excess of 500,000 people; this is the domestic market seeking travel experiences to escape from the pressures of urban living. Rural and regional locations provide opportunities for domestic day-trippers and weekend travellers to re-engage with a simpler, quieter way of life that offers them a chance to relax and recharge. For international travellers the clean, open vistas of the Australian landscape are also a major attraction.

Tourism WA's 2020 Tourism Strategy focuses on branding (e.g., Experience Extraordinary), infrastructure, business travel, Asian markets, events, regional travel and indigenous tourism. Initiatives to expand tourism across regional WA include a focus on caravan and camping excursions, food and wine, Aboriginal tourism, Parks for People (national parks), cruises and events. Where complementary, a number of these themes are captured in this Strategy.

Regional Tourism Opportunities

The potential for Australian tourism is in no way limited to its capital cities. Domestic and international travellers are realising that many Australian tourism icons and must-see spots are located across regional Australia.

In the 12 months to March 2018, visitors (both domestic and international) traveling to or within WA made 20.16 million intrastate daytrips and 10.8 million overnight visits. Together, these visitors spent \$9.2 billion in the State. Of this \$10.1 billion, \$4.3 billion (47%) was spent in Regional WA.⁷

The target groups for destinations in the Serpentine Jarrahdale area are the current Baby-Boomer and Gen- X budget-oriented travellers, and Gen-Y experience-seekers and adventure-explorers, who are leaving the

cities behind more and more to enjoy reconnecting with the 'real' Australia.

In addition to this audience, Millennials, who represent the next wave of travellers, are also an important target group for potential consumers. Their intense global demand for travel experiences is driving travel brands to develop product that is more adventurous, more personalised and more attuned to local culture. A key strategy for appealing to this demographic is inspiring consumers toward a path of self-discovery. Regional Australia is well placed to capitalise on this trend.

The most sought-after visitor experiences are those authentic experiences, often developed outside the regular tourism offering. These provide opportunities for visitors to experience the natural environment, people, culture, food and way of life enjoyed by the local community. These experiences relate "soft infrastructure", as compared to hard infrastructure such as built amenities and facilities, accommodation and transport.

There has also been growing interest in regional tourism destinations in emerging markets, such as China and South Korea, which augers well for regions of Western Australia in close proximity to Perth.

Finally, growth in self-drive travel for international visitors has the potential to increase visits to Australia's regions even more. ⁸Research indicated that there is a desire amongst travellers in this category to spend on average 6 nights out of a 14 night trip touring regional Australia and visiting up to 4 different destinations.



Figure 2 Shire of Serpentine Jarrahdale

Local Area Tourism Snapshot

Located near Perth in Western Australia's Peel Region, the Shire of Serpentine Jarrahdale occupies some 905 square kilometres within Western Australia's Experience Perth (Destination Perth) tourism region. Serpentine Jarrahdale is approximately 45 kilometres, or a 40-minute drive, from Perth City and Perth's international and domestic airports. The area is accessible via four major highways: the Kwinana Freeway, the Tonkin Highway, the South Western Highway and Albany Highway.

This area includes the diverse locations of Byford, Mundijong, Jarrahdale and Serpentine and is located in the Peel region alongside the City of Mandurah and the Shires of Murray, Waroona and Boddington. Tourism is currently an important employer in

the Experience Perth region, and a significant number of jobs in this area are tourism related.

Serpentine Jarrahdale has a diverse range of natural and developed tourist attractions, from superb forests and natural inland waterways, to extensive and highly productive food and winegrowing areas, equestrian facilities, and trails. Some of its tourism features are replicated in the neighbouring local government areas; however, the multiplicity of attractions in the one location is unique amongst its counterparts.

Currently, the volume of tourists visiting the Shire of Serpentine Jarrahdale is growing. Two recently developed facilities; Byford & District Country Club and King Road Brewery are attracting many thousands of visitors on an annual basis. Recent research indicates that amongst WA short break destinations in the Peel Region, only Mandurah rates awareness.

Awareness of towns within the Peel Region ranked Serpentine fourth and Jarrahdale fifth, behind Mandurah, Pinjarra and Waroona.⁹

An audit of tourism product conducted for this report identified there is no single, well-established, tourism experience linking the district as a whole. The audit also identified the following product and infrastructure gaps:

- Lack of major tourist attractions significant to the state or region
- Limited designated tourist accommodation
- Few dining or entertainment options
- Poor road signage.
- Lack of organised tour product

The proximity of Serpentine Jarrahdale to the capital city of Perth, the international airport, major access routes and the adjacent high-tourist-visitation location of Mandurah will help to ensure the growth of tourism in this Local Government Area (LGA). The tourism industry is a significant contributor to the local economy. Many local businesses and industries supply to the local tourism industry at some level.

Based on 2016 data from the National Institute of Economic and Industry Research (NIEIR) and information presented in economy.id's (<http://economy.id.com.au>) and the Australian Local Government Areas (LGA) Economic Profiles website, the Shire of Serpentine Jarrahdale's tourism economy output amounts to \$17 million per annum in direct spend and indirect flow in terms of jobs created/sustained, purchases of goods and services, etc.

Economy.id also indicates that for each dollar spent by a tourist in the Shire, an estimated \$0.35 is typically spent on transport, \$0.33 is spent on accommodation and food services, and \$0.15 is spent on retail purchases, including wine, local food, arts and crafts and activities such as horse riding.

Specific to the Shire of Serpentine Jarrahdale, economy.id also finds that the average spend per trip is \$96 for Domestic Day Visitors and \$663 for Domestic Overnight Visitors, while the average spend for International Visitors is \$2,503. The average spend per night for Domestic Visitors is \$185 and \$98 for International Visitors.

The Economic Value of Tourism to the Shire of Serpentine Jarrahdale 2015/16

MEASURE OUTPUT/SALES (\$M)	2015/16 SHIRE OF SERPENTINE JARRAHDALE (\$MILL)	% OF TOTAL INDUSTRY
Direct	16	1.9
Indirect	1	0.2
Total	17	2.1

Source – 2016, Economy.ID.

Peel Region LGAs – Tourism Employment and Number of Tourism Businesses

LOCAL GOVERNMENT AREA	EMPLOYMENT	BUSINESSES
Boddington, Shire of	50	10
Mandurah, City of	1,690	690
Murray, Shire of	350	160
SERPENTINE JARRAHDALE, SHIRE OF	390	180
Waroona, Shire of	60	40
Total	2,560	1,080

Percentage of total industry

According to the 2016 Tourism Work Atlas, compiled by the Tourism Council of Western Australia, the tourism sector in the Shire directly employs 390 workers, second only to the City of Mandurah among Peel Region Local Government Authorities. Additionally, there are 180 businesses in the Shire that are dedicated to tourism entirely, or at least partially (for example through the provision of goods and services to tourism operators and accommodation establishments). Source – 2016, TCWA Tourism Work Atlas of Western Australia

Serpentine Jarrahdale Tourism Scan

Trends and drivers

Trends influencing tourism across the Serpentine Jarrahdale Local Government Area over the medium term include the following¹⁰:

- WA's international markets:** The top three international source markets for travel to regional Australia in 2016 were the United Kingdom, New Zealand and the United States, which together comprised around one third of total visitor nights. This represents a marked difference to Australia as a whole, where China dominates as an inbound tourism market.
- China and Taiwan are the two largest Asian source markets, with an average growth of 13.4 per cent and 12.8 per cent respectively, over the past five years. Other high growth markets include Hong Kong, Malaysia, India and Thailand. These markets recorded double digit inbound growth between 2011 and 2016.
- Australia's ageing population:** The number of Australians over 65 will increase from 3.5 million in 2015 to 5.3million in 2028 (i.e., a 51% increase in 13 years). Many Australians in this group are expected to be comparatively healthier, wealthier and more active. It's also anticipated that many in this demographic group will seek recreational travel in caravans/campers/ motorhomes and that they will be interested in heritage, art-culture, nature-based experiences and hospitality.



Figure 3 Chinese Tourists Camping

- **Sharing economy (Uber, Airbnb etc.):** There has been a steady increase in the number of residents and visitors sharing accommodation, rooms and cars, etc.
- **Technology:** Smart devices and the 'Internet of things' (IoT) are becoming mainstream, with visitors making bookings, way-finding, sharing experiences, reviewing sites/places and monitoring media 24/7. GPS and Near-field communication are becoming more wide spread and effective in informing and dispersing information to tourists across many destinations.
- **Events, friends and relatives:** This source of tourism visitation continues to grow and will be sustained in the future, particularly with a number of vibrant and diverse events on the local calendar.
- **Green and sustainable tourism:** Amidst climate change, there's a growing focus on biodiversity, nature, and conservation, as well as local communities participating in and benefiting from eco-tourism.
- **Rising popularity of outdoor recreation activities,** including mountain biking, road cycling, canoeing/paddling and camping. This is coupled with the rising popularity of outdoor events, such as adventure races, great walks, bike challenges, etc.
- **Perth and Peel Green Growth Plan** for 3.5 million (projected population) proposing stronger conservation programs, expansion of national parks and nature reserves.

Experiential Travel and the Renaissance of Rural/ Regional Tourism

Australian tourism is not only about its capital cities. Domestic and international travellers are realising that many Australian tourism icons and must-see spots are located across regional Australia.

The following charts indicate:

- The breakdown of visitors to regional Australia by purpose of visit.
- The breakdown of visitors to regional Australia according to international and domestic travellers.

Visitors to Regional Australia 2011 – 2016

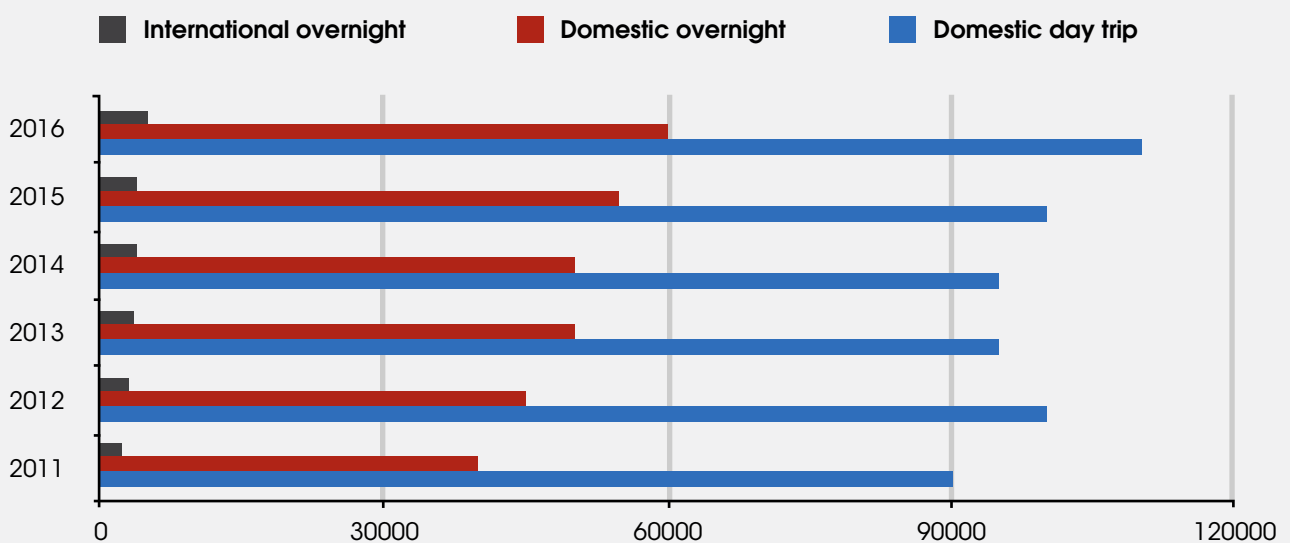


Figure 4 Source – Tourism Research Australia

Visitor Nights in Regional Australia

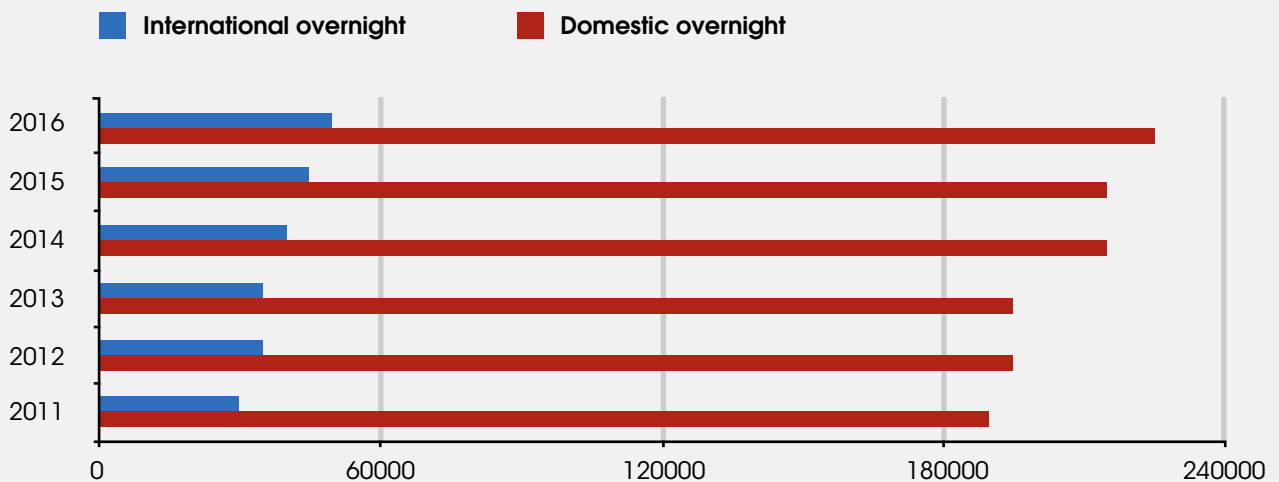


Figure 5 Source: Tourism Research Australia

Technology has empowered consumer information and purchasing power.

“Google has become the new travel agent”¹¹

With 77% of Baby Boomers and 89% of Gen X-ers using the Internet for research, and 69% and 73%, respectively, also using the technology for booking, it is clear that information technology and internet penetration are significant drivers in tourism product distribution. The wealth of immediately accessible information has led to comparison shopping by consumers in the area of tourism. Most leisure travellers are still using the more traditional online tools for researching and booking travel (i.e., Trip Advisor, Booking.com, Expedia, Zuji, Agoda and Travelocity).

- People now browse friends’ and acquaintances’ Flickr pages, Instagram, Pinterest, Facebook, Twitter, YouTube and many other social channels. They are being stimulated to think about travel all year round and use search engines, such as Google, constantly.

- Trip Advisor is growing very fast in Australia. Together with other social media sites, they offer tourism providers and the destination with the opportunity to promote their product, using a channel of choice that the public are increasingly preferring.¹²
- Consumers choose the Internet because they want to easily ‘pick and choose’ where they trade up or down; save money or splash out.¹³
- Digital technology has made travel choices and making reservations easier.

The data-gathering capabilities and sophisticated algorithms now employed by multinational technology and social media behemoths are used to push holiday and travel options based on consumer preferences – to the detriment of traditional marketing and media.

Online Travel Bookings Agencies (OTA) have grown significantly over the past five years. The rise of online purchasing channels has disrupted the tourism supply chain, increasing the choices available to consumers.¹⁴

80%

In 2004, only one in three Australian Internet users had ever made a holiday or travel booking online, and many weren’t comfortable using online channels exclusively. Now 80% of travel products in Australia are researched before online purchase.

Source – Statistic Brain, 2017

The emerging technology trend is mobile

Within the next few years, due to the mobile nature of travel, smartphones and tablets are expected to become the key tools used by travellers for their entire travel experience.

- Personalised services will be increasingly offered based on customer stored preferences.
- Many traditional Internet travel service providers already have free mobile apps.
- Asia Pacific is leading the world in mobile payment with over half (53%) of connected consumers using their mobiles to pay for goods or services at point of sale via apps, in comparison to 33% in North America and 35% in Europe.

Peer-to-Peer Travel¹⁵

Recent developments in online commerce and social media have made sharing travel services easier, leading to new business models involving peer-to-peer options.

- Peer-to-peer property rental (also known as person-to-person home rental) has been fostered through the disruptive Airbnb technology take-up. This is the process whereby an existing home owner makes their house or an empty room available for others to rent for short periods of time as an alternative form of accommodation.
- Peer-to-peer property rental is a form of the so-called sharing economy, which has largely been facilitated online and through social media.
- Young travellers especially seek low-cost travel options, and the sharing economy offers opportunities at lower prices than ever before.

Who are the peak digital consumers?

- Most commonly they are Generation Y, defined as people born between the early 1980's and 1994.
- They are:
 - **Comfortable with and even dependent on technology**, having grown up in a digital world where technology was ever-present
 - **Constantly multitasking** with a variety of online products and sophisticated electronic devices and have a tendency to appreciate simple, interactive designs
 - **Always connected**, communicating through various social networking channels, often across countries and cultures, a tendency that significantly influences their decision to tell stories online (social media and blog posts) to provide mutual benefits to visitors

Travellers preferences are changing

The rapidly changing social and economic environment is also responsible for a shift in the manner in which tourists are looking to purchase travel products. An examination of key global trends is equally important to consider when looking at product distribution – both the current state and what is required to maintain a competitive advantage into the future.

Demography – the number of healthy active seniors with higher disposable incomes is growing. This group will demand quality, convenience, security, easy transportation, relaxing entertainment facilities, one person products and an emphasis on comfort when buying a tourism experience. They will also increase their demand for luxury, special



products, city and short term breaks and winter sun holidays.

Health – likewise, the number of health conscious travellers who are demanding healthy destinations is growing.

Transportation – the advent of low cost carriers means that destinations that are available for easy short breaks will increase.

Insights and implications

What is clear from the research above is that contemporary Australians have become what Tourism Australia defines as “Experience Seekers”.

For example, Baby Boomers are relaxed, financially secure and keen to try new travelling experiences.

Gen X’ers have already travelled far more than their parents, and seek new experiences when they travel.

Gen Y are globally aware and technologically savvy, and Gen Z are seen as free independent travellers.

PART III

Unlocking Serpentine Jarrahdale's Tourism Potential

Enablers of Success



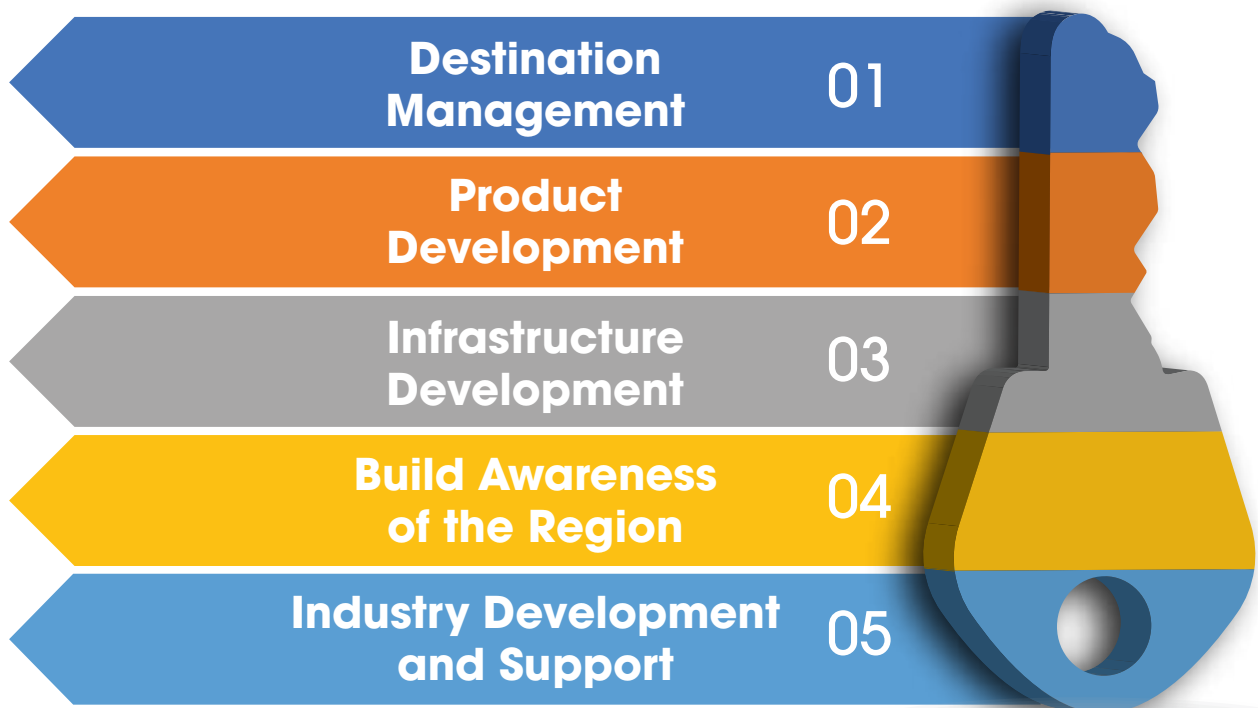
Destination Management

The development of a sustainable tourism industry in the region is unlikely to happen organically without a strategic and coordinated approach to destination management.

A consumer-centric destination management approach will provide a platform for

managing and implementing the tourism strategy across the district. Such an approach integrates the Shire of Serpentine Jarrahdale with key stakeholders, the community and partner organisations such as Tourism Western Australia, Experience Perth, and the Perth Hills Tourism Alliance.

Destination management needs to be driven by a team with the responsibility to implement the Tourism Strategy and support local industry. In the short-term, leadership is required by the



Shire of Serpentine Jarrahdale Council to provide this resource in order to drive the outcomes of this Tourism Strategy.



Product Development

Tourism development must be product led. A long-term increase in visitation is not achievable without significant product development.

In particular, such development requires identification of one or more state-significant or “signature experiences” that leverage the strengths and unique attributes of the locality.

These signature experiences need to provide sufficient drawing power to attract day visitors from Perth, the Shire’s key target market.

The Shire must play a lead role in facilitating the development of signature experiences. These will provide the catalyst for additional product development, particularly in Jarrahdale, Serpentine, and Byford, which have been identified as the key tourism locations.

Services, such as food and beverage and events are also critical to support this aim.

Additional tourism product development is also required across the Shire to diversify the visitor base.



Infrastructure Development

Infrastructure Improvements are required to enhance the visitor experience and support the demand created by product development and the signature attractions.

This includes external factors like public transport, as well as road and rail access.

The Commonwealth Government’s announcement of its commitment to substantially fund the extension of the Tonkin Highway to the South West Highway at Mundijong and the Metronet to Byford may be the catalyst for cementing Serpentine

Jarrahdale as a prime Perth day-trip and short-stay tourism destination by bringing many more day trip visitors into the Shire.

Signage, street scaping, accommodation, visitor information and amenities are critical components.

Investment is required from both the private and public sectors to ensure sufficient infrastructure services are available for visitors.

Incentives and support should be provided to help generate private sector investment.



Build Awareness of the Region

With the exception of the area’s key natural attraction, Serpentine Falls, awareness of the Shire of Serpentine Jarrahdale as a Perth-region tourism destination is low.

Promotion of the region is required as product is developed and the infrastructure is improved to provide quality visitor experiences.

In the first instance, a marketing strategy is required. This must outline how resources dedicated to marketing will be used to promote the district. It is envisaged that this promotion will focus on the visitor experience and leverage partnerships with other organisations, such as Tourism WA, Experience Perth, and Perth Hills Tourism Alliance to assist with the initiative.

The Shire’s facilitation and support of existing and potential tourism product developers is essential.

Given the likely limitations of available resources than can be allocated to marketing partnerships, creative use of digital and online marketing techniques are likely to be a central focus.



Industry Development and Support

In the medium to long term the success of the tourism industry is dependent on the participation of local businesses in the industry.

Without private industry support tourism will not reach its full potential. However, training and other support is required to increase private industry participating in tourism.

Industry development will empower private industry to undertake investment and product development as well as innovate to provide an enhanced visitor experience to tourists.

The community must embrace and support this direction and be united in its drive to develop a sustainable tourism industry.

Destination-defining projects such as the proposed International Motor Sports Complex at Keysbrook can attract significant tourist visitation to the Shire from which other tourism operators can leverage and develop other supporting tourism product and services

Mission, Vision and Objectives

Mission

To enhance the visibility of Serpentine Jarrahdale as a top-class tourist destination in traditional, emerging and new markets, so that our tourism sector becomes a key engine of regional growth.

Vision

We aim to become a destination of first choice by surprising and delighting all visitors.

Objectives

1. To transform Serpentine Jarrahdale into a top-ranked day-trip and holiday destination for residents of the greater Perth region and inbound tourists to Western Australia;

2. To retain the unique features of our lifestyle and environment by sharing our values with visitors;
3. To satisfy those who work, invest in and enjoy our tourism industry;
4. To increase growth in tourist visitation by focusing on strengthening the attractiveness and diversity of tourism products through sustainable investment and improving the quality of our tourism services; and
5. To improve the social and economic capacity of our community through the growth of tourism.

Core Markets

The priority market for the Serpentine Jarrahdale area is the capital city of Perth, which is Australia's fourth largest city, having a population of 2.14 million. As much of Perth is on or near the coast, the rural and forest landscapes will provide a point of difference and attraction for Perth residents to visit the many tourism venues within the Shire.

Another key driver is Serpentine Jarrahdale's proximity to Perth. Because the area is just 45 kilometres away – less than an hour's drive – its easy access allows Perth residents and visitors to spend more time exploring and enjoying what there area has to offer when compared to other popular South West tourism locations such as Dwellingup, Busselton and Margaret River.

Other key markets are intrastate, interstate and international visitors, who gravitate to Western Australia's capital city, arriving by air, ship and motor vehicle. Coach tours of our Shire and region are high on the action agenda to allow many more visitors to experience the beauty of our many natural attractions. These natural attractions include stunning wildflowers in season and huge variety of native bird species.



Key Tourism Precincts

The tourism strategy for Serpentine Jarrahdale will encompass all areas of the local government region, providing diversity of product and experiences to visitors.

Key locations within the Shire have been identified for priority tourism development. These include

- Jarrahdale
- Serpentine
- Byford

Secondary tourism development areas include

- Mundijong
- Keysbrook

Jarrahdale

Jarrahdale will form the centrepiece of this Tourism Strategy.

Jarrahdale is a tourism landmark in the Shire of Serpentine Jarrahdale. The historic town dates back to the 1800s and it has many points of interest, including the Mill Manager's residence, the historic timber mill, St Pauls Anglican Church and the old Jarrahdale Post Office.

A number of accessible trails can be found in the surrounding forest areas of the Darling Scarp, particularly around Langford Park, where there are equestrian, walking and biking trails, as well as picnic areas.

Millbrook Winery is a world-class facility and a popular destination for food and wine tourism. The winery's restaurant also attracts many visitors, especially on weekends, as does the Jarrahdale Tavern on the main street.



The Jarrahdale Historic Society actively promotes the historic significance of Jarrahdale and the town's local trails, and the group is instrumental in trail maintenance.

Jarrahdale has several advantages over other competing trail areas within the Peel Region and Hills Tourism Precinct. These include the diversity of the town's constructed trails, as well as its history, topography, and natural landscapes; together these features provide Jarrahdale with the potential to become a significant Western Australian trails town.

There is a potential for developing Serpentine Jarrahdale into the equestrian trails capital of Western Australia, due to its leadership in horse ownership and equestrian activity, as well as the presence of associated equine businesses in the State. Jarrahdale is well placed to become the hub of the Shire's trails activity. The existing and future Jarrahdale trail networks should integrate with the existing trails throughout the local

government area. The Shire has recently completed its Trails Strategy which will complement the work of this tourism strategy.

Mountain biking and walking trails are already well represented in Jarrahdale, and trails that cater to the emerging popularity of running could be incorporated.

The trails tourism opportunity is explored in more detail in the On the Trail section presented later in this report.

Jarrahdale is also identified as a prime location for a major tourist accommodation hub to service overnight and holiday visitors to the Shire. The Shire will be releasing an Expression of Interest document in late 2018 to seek submissions on a possible joint venture to fully develop the Shire owned land currently used as a RV Point into a significant Regional Tourism Facility.



Serpentine

Home to the picturesque Serpentine Dam and the Serpentine Falls, a frequently visited local landmark, the semi-rural town of Serpentine is located on the South West Highway, and presents a range of high-visibility opportunities for tourism development.

The Serpentine townsite features many historic buildings dating back to the nineteenth century, including Turner's Cottage (1856), Bishop Hale's Cottage (1864) and Baldwin's Cottage (1871). Other notable landmarks, including the Serpentine Bridge School, Summerfield Cottage, St. Stephens Anglican Church, Serpentine Falls Teahouse and the original settlers' cottages add to the town's historic interest.

Serpentine offers access to many of the Shire of Serpentine Jarrahdale's trails, especially its equestrian trails, which have important linkages to trails in other areas of the Shire,

including Jarrahdale, Darling Downs, Oakford and Keysbrook. These include the magnificent Gooralong Brook and the Kitty's Gorge trail walk linking Serpentine Falls to Jarrahdale.

Potential tourism developments for the Serpentine area include a commercial 4-wheel Drive and Trail Bike Park. This presents a viable development option provided that a site with suitable undulating terrain on (low-cost) land can be sourced.

The town boasts a hotel, a tourist caravan park, roadhouse, the Old Post Office, Hugh Manning Tractor and Machinery Museum. These are also popular tourist venues.

Recent research indicates that Serpentine Jarrahdale has the largest number of horses, greatest participation in equine activity and more equine-related businesses than any other WA locality. Serpentine is a prime location for the development of equine-related tourism projects, such as an Equine



Centre of Excellence, which could serve as a focal point for equestrian activity in the Shire. This could be easily accessed via the South West Highway and the proposed new Tonkin Highway extension.

Monthly on a Sunday, for most of the year the Serpentine Country Markets operate on the oval at the Clem Kentish Hall, Karnup Rd. With its central location, just one hour from Perth, high-visibility location on the South Western Highway and agricultural surroundings, **Serpentine should be considered for the development of a regular, weekly food and produce market.**

For towns like Serpentine, part of the solution to the future prosperity of frequently visited local landmark initiatives lies in making the most of their potential as places for people to visit. For these towns, visitors can play a key role – bringing benefits to the local producers, the local agricultural economy, to the community and to the surrounding areas of the Shire.

Income from visitors creates employment, increases the viability and range of businesses and services available locally, and contributes to community activities and investment in improvements to the town.

The future development of horticulture, viticulture, aquaculture, floristry and other agribusiness on the fertile plains around Serpentine, presents a significant opportunity to enhance related tourism product and attract many tourists who are highly interested in food and wine travel.

Byford

The township of Byford developed around the railway station, on the Perth-Bunbury railway line, during the early 1900s. Aided by the opening of the State brickworks and timber milling, the townsite developed as a residential centre. The surrounding land is currently used for sheep grazing, fruit growing, dairy and cattle farming, and equine activities. However, due to the town's



burgeoning growth, much of the semi-rural land is being converted for residential and commercial development.

Today, Byford is the fastest growing town in Australia, with a population of 16,871 (Shire of Serpentine Jarrahdale Economic Development strategy 2018-2023) and a major centre for the Shire of Serpentine's 29,455- strong community. Byford is projected to lift its population to 50,000 by 2050, making it a major residential and commercial centre.

Major features of the area include the dynamic Byford Town Centre, Byford Trotting Training Complex, Byford & Districts Country Club, and Briggs Park Sporting Complex. Other amenities include Beenyup Brook Reserve, Brickwood Reserve and Cohunu Koala Park. There is also a trail head at the rear of the Byford & Districts Country Club.

Briggs Park is home to the Byford BMX Club, which was formed at the height of the BMX

craze of the 1980s to hold the 1984 Australian BMX Titles. The track has a very high profile amongst BMX riders and was once raced regularly by Olympian BMX rider Khalen Young. It also hosts the Byford Skate Park, Byford Bushrangers Tee ball Club, Mundijong Centrals Junior Football Club and Serpentine Jarrahdale Cricket Club.

The current park is at capacity and the Shire of Serpentine Jarrahdale has secured \$1 million in State funding toward a \$3.9 million upgrade of the facility to support the current combined club membership, which is above 10,000. The existing Byford BMX Club is slated for relocation by 2022.

Byford is potentially an alternative location for a 4-wheel drive and trail bike park, due the existence of a number of mining and quarry sites in the Kiln Road area. These options will need to be considered in light of possible residential development.

For the same reason, Byford offers the potential for the development of higher impact cross-country trails. Development of introductory cross-country trails would provide a recreational resource for local families and enthusiasts.

The Byford Country Market is held at The Glades at Byford on a seasonal basis. The market features around 50 stalls selling fresh fruit and vegetables, farm produce, baked goods, honey, and arts and crafts. It provides visitors free live music, and food and beverages are available.

Given Byford's proximity to the major centres of Perth and the access linkages, especially once the Armadale rail line is extended to the Byford town centre. Byford must also be in contention for the development of a regular food and produce market, together with Serpentine, and Mundijong, (which hosts the annual and very popular Livelighter Community Fair in August each year).

The interesting street art, quirky retail outlets and the range of food and beverage spots, make Byford a desirable weekend hangout for locals and tourists wanting to explore, relax and socialise. The Byford Progress Association intends to produce a walk/drive art trail brochure for Byford, but more importantly the new Art, History and Culture Committee of the Shire is planning for artworks throughout all our towns and this would lead to walk/drive trails throughout the Shire.

Local tourist accommodation needs are currently serviced by bed and breakfast (B&B and Airbnb) establishments. Increased tourist traffic would provide an opportunity for the development of commercial tourist accommodation by the private sector or one of the incorporated clubs in the area. Dome Byford is scheduled to open in late 2018, and its establishment is a strong sign that Byford has become a significant destination. The proposed Metronet extension to Byford will

open up enhanced access to trails and other attractions in the Byford area.

Mundijong, Keysbrook

The town centre at Mundijong is the site of the Shire of Serpentine Jarrahdale Administration Centre, Community Resource Centre, Shire Library, and the rail stop for the Australind (Perth-Bunbury train), as well as the town's sports oval, police station and a number of local businesses.

It is anticipated that with the town's projected population growth to 50,000 people by 2050 and the development of the West Mundijong Industrial Area with all its associated infrastructure, significant opportunities for tourism development of the locality will arise. However, within the timeframe of this tourism strategy, the priority tourism areas will be Jarrahdale, Serpentine and Byford.

One game-changing project – the proposed 3.5 kilometre international Keysbrook Motorsport Complex – currently under Development Planning Application consideration has the potential to provide a significant boost to the local tourism and event economy and put Serpentine Jarrahdale on the local, national and international motorsport map. This may require the State government to contribute towards local road upgrades.

The design of the new venue, known as Track Perth, was developed in consultation with the FIA, the Confederation of Australian Motor Sport and Motorcycling Australia. The promoters are seeking to host an annual round of the Asian Le Mans Series, with the potential for TV exposure of the Shire, Perth and Western Australia back into the South East Asian and China marketplaces with their large audiences. It is also expected to include a world-class international standard go-cart track with an Australian round of the hugely popular Kart World Championships

possibly coming to this Shire. Both of these events will cement Track Perth as the premier motor sports destination in Western Australia, with a huge tourism dividend to the Shire and the State.

Quarry Farm has long been a draw card for visitors to the Shire, show casing a magnificent vista all the way down to the coast and is now a very popular function centre and wedding and conference venue.

Historical Whitby Falls, another place of great beauty and attraction for so many people. The Old Whitby Coach House has a great history and it would be a significant win if it could be restored to its former glory.

Aligning Serpentine Jarrahdale's Destination Marketing

The budget and resource constraints of local government areas such as Serpentine Jarrahdale make resource allocation and the selection of destination marketing expenditures extremely important. Now that MAPTO is focussing on Mandurah tourism only, it may be timely for the other Peel Regional Councils to consider working collaboratively on a collective tourism strategy.

In some areas, expenditures are mandatory and the Shire needs to ensure efficient and effective management through advocacy and direct participation to support maintenance of an active public profile and communication of issues critical to Serpentine Jarrahdale.

The discretionary choice of programs that best align with the Shire's tourism vision will require effective assessment of expenditures relating to its destination marketing budget

The Shire has indicated that an additional or alternative destination marketing option may

be alignment with the Perth Hills Tourism Alliance to provide a more associated and direct gateway to Serpentine Jarrahdale's tourism product.

On 20 June 2018 the State government announced a new strategy to maximise the Perth Hills Tourism precinct potential. Key items in the announcement are:

- Taskforce established to create a new planning and tourism strategy for the Perth Hills
- Tourism WA to assist in developing a destination-focused tourism strategy
- New marketing partnerships, experiences and planning assessments to help stimulate and encourage job growth for new and existing businesses

In view of the above events, it is the recommended strategy of this report that the Shire continues to engage with and to embrace the opportunity of contributing to the new Perth Hills Alliance tourism strategy and helping guide the formation of the new tourism organisation.

Consultative Destination Planning

Consultative destination planning is about local government and the community working together to share ideas and knowledge about creating a sustainable tourism destination, as well as defining what tourism will offer visitors and the community and how the proposed development relates to the community's established values. These values should be expressed in the tourism vision and brand and should underpin decision making.

The key is to communicate how tourism can deliver on the community's own vision for the future.



Selling the destination

2018 Research undertaken by MAPTO has identified that much of Serpentine Jarrahdale's tourism product is unknown and underdeveloped.

While prospective tourists will be considering an average of 3.7 WA destinations in the next 12 months, no Peel destinations will be in the top five. In fact, while Mandurah at number 9 had an awareness rating of 61% amongst the survey participants, the towns of Serpentine (21%) and Jarrahdale (18%) were the only towns in the Shire of Serpentine Jarrahdale to rate any recognition.¹⁶

There is a need for improvement of tourism infrastructure, such as wayfinding¹⁷ and trailhead facilities, as well as the addition of complimentary tourism product including accommodation, food and beverage services and events.

Different levels of awareness of the Shire of Serpentine Jarrahdale's tourism product presents a challenge to successfully reaching out to potential visitors through innovative, yet cost effective and sustainable marketing approaches.

The solution is omni-channel digital distribution of the destination marketing message through

- Development of a dedicated tourism website
- Tourism portal linkages
- Develop a tourism mobile app with wayfinding
- Newsletters
- Email marketing
- eWord-of-mouth (eWOM) online testimonials and social media conversations.

Today, the online revolution, which includes search engines (such as Google), destination websites and local or industry tourism portals, online travel agencies, and social media has levelled the playing field for all tourism industry marketers.¹⁸

Moreover, online marketing allows tourist destinations to present all manner of descriptive copy content, images and video, without the need for huge promotional budgets. It allows marketers to segment groups of potential visitors according to age, gender, interests and other visitor demographics. As there is no capacity or space limit on the web, a website can supply as much information as marketers want to present.

For tourist destinations that understand and can activate the technology, digital marketing tools can provide high visibility, brand image exposure, tourism product awareness and consumer interaction.

Destination marketing through storytelling

The fact is, pretty websites and images alone don't alone sell destinations, great stories do! However, social media including Instagram, Facebook and others is currently a widely used method to tell great stories through photographs and is increasingly becoming a more important activator of tourism worldwide.

Today, stories are an intrinsic part of modern society. The influence of storytelling is seen in all aspects of our life – through movies, books, music, television, religion, and social media – defining our values, desires, and dreams, as well as our preconceptions.

Destinations are defined by the stories that visitors see, hear, experience, take with them, and share.



Successful destination brand storytelling drives emotional engagement, combining attention-grabbing visuals with informative and entertaining narrative.

“Brand storytelling is a great way to get your point of across, differentiate your brand, and work out new ideas. Today, if you want to succeed as an entrepreneur or leader, you also have to be a storyteller.”¹⁹

With so many platforms and ways to share the Serpentine Jarrahdale tourism destination story, there has never been a better opportunity to engage tourists, make the destination brand a thought leader and help local tourism operators to reach out to potential customers through exciting, emotionally stimulating and focused brand narratives.

Some examples of brands that have successfully created “story-sharing” environments include Airbnb, with its “Imagine yourself there” story content, and of course the Nike+ Run Club.

These brands created a subject and an environment that allowed their customers to tell stories to each other, whether the stories they exchanged revolved around travelling and discovery or sharing experiences.



To help fulfil its advocacy, facilitation and development roles, the Shire of Serpentine Jarrahdale will harness the power of emotional and experiential branding using online digital technology to become a leader in destination marketing through storytelling.

PART IV

Strategic Tourism Priorities for Serpentine Jarrahdale

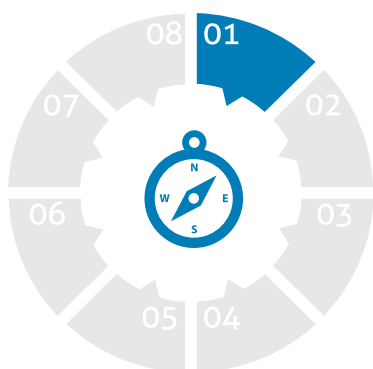
As indicated in the Tourism Development Methodology presented earlier in this report, the strategic priorities for tourism development in Serpentine Jarrahdale evolved through a process of market demand and gap analysis; identification of the strengths, weaknesses, opportunities and threats (SWOT analysis); competitive review and consultation with key stakeholders.

As a result of this research the following priorities have been established: branding and wayfinding, trails, food and agricultural produce-based activities, equine tourism, attractions (natural, cultural and historic), adventure tourism, tourist accommodation and events. Together these eight tourism priorities form the framework of the Serpentine Jarrahdale Tourism Strategy 2018 – 2023.



Exploring the Eight Priorities





Finding the Way Tourism Branding

Generally, both branding and wayfinding are covered in destination marketing plans, but they are of such critical importance to Serpentine Jarrahdale's tourism strategy, they have been singled out as strategic tourism development priorities.

In today's oversaturated world filled with too much choice and too little time, the competition for a customer's attention is fierce. Many tourism destinations appear similar in features and quality, making it difficult to convince consumers to travel and try new places.

A tourism brand is the personality that a destination projects to connect with its customers. It is one of the most critical marketing tools at the disposal of any organisation. It represents a destination's values, beliefs and culture; more importantly, it can help a destination to align with its customers. A brand is collection of attributes that include reputation, personality and the promises we make to our customers.

Destination brand management coordinate all elements that make up a destination, including the attractions, amenities, access, marketing and pricing. Strategic linking of these sometimes very separate aspects of a locale ensures more cohesive management of a destination.

Destination branding is about combining all things associated with the 'place' (i.e., its products and services from various industries, such as agriculture, tourism, sports, arts, investment, technology, and education) that collaborate under one brand. Its aim is to capture the essence of the destination in a unified manner so that it can be consumed simultaneously at a symbolic and an experiential level.²⁰

A destination brand is activated by the perception of customers and is split into two image components:

- Organic – Images formed by individuals themselves through such things as past experiences with the destination.
- Induced – Images created through information received from external sources, including destination advertising and promotion.



Shire of Serpentine Jarrahdale



Implementing a tourism strategy is about successfully managing the following aspects of a destination:

- Experience Development – tourism product development, packaging, and wayfinding;
- Tourism Branding – marketing and design services, social media, tour operator and press familiarisation (FAMILS) trips;
- Market Access – visitor centres, website reservation systems, social media, public relations, accessing existing networks;
- Ensuring Brand Integrity – establishing standards, tourism product and service accreditation, certification and training Customer Relationship Management – Maintaining life-long customer interaction; and
- Representation – giving our tourism stakeholders a voice.

Destination brand management is not to be confused with destination marketing, although the two are intricately linked. The basis of any successful marketing strategy is an inspiring brand that identifies the specific key drivers of the target market.

Effective tourism marketing of destinations is dependent on a broad range of influences. Brand is an important component, and together with wayfinding, it is one of the foundations of success.

Wayfinding

Tourism wayfinding is an information signage system that guides people through a region, town, or attraction that enhances our ability to navigate and understand our environment. However, wayfinding is clearly more than just how we find our way between places.



Tourism wayfinding involves a number of stakeholders including:

- Tourists
- Local government
- Community
- Tourism operators
- Retailers
- Transport providers
- External regulatory authorities (e.g., State Planning, Main Roads WA.)

Wayfinding is much more than interpretive signs. It is understanding travellers' needs prior to and during their visit ('the consumer journey'), and is part of the strategy to help visitors navigate their way easily to and around the Shire – to the attractions, accommodation, amenities, events and all else the location has to offer.

Wayfinding is a way of looking at an environment from a visitor's perspective and organising the visual and verbal cues within the local environment to help people access the areas they need and also say something about the community.

A wayfinding system may incorporate:

- Branding, Signage,
- Maps,
- Printed collateral, including brochures,
- Interpretation kiosks,
- Video screens,
- GPS navigational devices,

- Smartphone messaging and chat boxes,
- QR codes,
- Websites,
- Mobile apps,
- Virtual reality.

These are the tools we use that tell us where we are, where we want to go, and how to get there. Symbols can contribute simplicity, clarity and personality to a wayfinding system.

Components of a Good Wayfinding System

A well-designed wayfinding system acknowledges that people take in information in different ways. They do so in four ways:

- Cognitively focused, relying on maps and written directions (visual)
- Verbal communication, where one person explains directions to another (aural)
- Visual cues such as landmarks, colours, and noticeable features (visual)
- Touch assistance such as Braille signage (tactile)
- Personal interaction with people (visual, aural)

The wayfinding system is supported by visitor centre activity and promotion at external events such as the Holiday and Travel Show and Caravan and Camping Show.



Figure 6 Wayfinding Tools

Strategic partnerships and alliances are also an essential component of the wayfinding system. Tourism organisations (e.g. Tourism WA, Experience Perth and the Perth Hills Tourism Alliance) attend tourism events undertake promotions that attract potential visitors to the State, capital city, region and local government area. Visitor Centres provide wayfinding material to visitors. Car hire companies, government agencies (e.g., Department of Sport and Recreation, Parks and Wildlife) and membership organisations, such as RAC are also distributors of wayfinding material. It is important for the Shire to foster relationships with potential partners and maintain the supply of wayfinding material to them (paper-based collateral or electronic).

The Jarrahdale Heritage Society plays an important role in tourism in the Shire of

Serpentine Jarrahdale and is immersed in wayfinding. Its website and excellent trails booklet, Tracks and Trails, are excellent examples of good wayfinding. The Jarrahdale Heritage Society works closely with the National Trust and incorporates the historic locations under the Trust's control, into its wayfinding.

Rationale for the priority development Serpentine Jarrahdale's Wayfinding System:

- To inform potential visitors about the unique and memorable experiences that they may enjoy through visitation to serpentine Jarrahdale.
- To suggest the means to easily access the tourism attractions of the region, reinforcing the close proximity to Perth and diversity of tourism product.

- To provide a systematic network of directional signs to guide the traveling public from major highway gateways to key civic, cultural, regional and commercial destinations using the minimum number of signs.
- To reduce the frustration of visitors traveling in unfamiliar areas. Creating a very positive customer experience is important for return business and positive traveller reviews.
- To enhance local residents' pride in their sense of place, by reminding them of the sites which give character to their surroundings



It is anticipated that technology will play an important part in the Shire of

Serpentines wayfinding. The Internet and other digital technologies have created a situation where even the smallest tourism operators can compete with its major competitors – where all tourism product is recreated equal. Websites, mobile apps, online travel agent and online tourism portals are levelling the playing field. It will be important for the Shire to consider upgrades to its current IT systems to accommodate these requirements.



Technology also allows building of easy-changeable systems for the end-user to stay up-to-date with all relocations that take place.

The need for support of online distribution with traditional promotion and collateral, such as brochures and hand-held maps for key destinations and translation services for language issues, will remain.

Community Buy-In

Launch an “Importance of Tourism to Our Shire” awareness campaign

Establish a tourism development project team, perhaps as part of the Shire’s Economic Advisory Committee which help plan the messages to be conveyed to local residents, and businesses to attract support for the Shire’s tourism initiatives and consider the best means of getting the “messages” out – e.g., *Kick-off with a community Forum, promoted through the Shire’s website and social media, with a dedicated webpage (landing page) and flyers printed with the key messages.*

Action Implementation Summary

Tourism Priority	Finding the Way - Tourism branding and wayfinding
Attractions	<ul style="list-style-type: none"> Engage with DBCA regarding attraction development in areas under the Department's care. Collaborate with Jarrahdale Historic Society and Trails organisations on Trails development and maintenance. Build and formalise volunteer base to help manage and maintain trails. Develop wayfinding signage that is consistent with the Shire's tourism vision and brand. Develop a tourism website that covers all aspects of tourism product, services and events in SJ and includes booking facility. We could also consider providing a link from the Shire's own website. Engage international and domestic tourists through storytelling approach, including Instagram, Facebook, Trip Advisor and others in every area of activity – website, blog, interactive GPS mapping app, interpretive signs. Develop a mobile app to serve as the point of reference for all visitors to the Shire.
Access	<ul style="list-style-type: none"> Collaborate with Tourism WA, Peel Development Commission, and Perth Hills Tourism Alliance to align SJ Brand with external tourism initiative. Engage with Main Roads re highway signage.
Accommodation	<ul style="list-style-type: none"> Consider the establishment of online accommodation database and online reservations system as well as linking in with Book Easy in conjunction with Visitor Centres, Experience Perth, and Perth Hills Tourism Alliance, etc. Assist private sector operators in promoting accommodation product and reaching target markets.
Amenities	<ul style="list-style-type: none"> Work with tourism operators, retailers and other businesses in the Shire that interface with tourists to maintain consistency in delivery of service (e.g., customer service, opening hours, involvement in tourism). Facilitate development of complimentary tourism product and services to enhance visitor experience.

Tourism Priority	Finding the Way - Tourism branding and wayfinding
Activities	<ul style="list-style-type: none"> • Ensure representation of Shire’s tourism product at all relevant tourism events, though collaboration with state and regional tourism organisations, tourism association and interest groups. Encourage and facilitate attendance and participation of operators at all at tourism events. • Collaborate with other Peel region local government areas to find ways of complimenting each area’s tourism product and promotion.
Awareness	<ul style="list-style-type: none"> • Create a tourism brand for SJ. • Engage international and domestic tourists through storytelling approach via social media including Instagram, Facebook and Trip Advisor in every area of activity, especially through the tourism website, interactive wayfinding (GPS mapping) mobile app with QR code reading, interpretive signage and printed collateral. • Utilise the tourism operator network and the Shire’s promotional assets to promote the website and app. • Promote the importance of tourism through social and economic benefits messages and inclusion of the community in events. • Attend tourism conferences, promotions and events. • Create an online tourism newsletter that provides information about past, current and future tourism events; tell stories about tourism activities in the Shire and post them to a database of tourism stakeholders and past visitors.
Action Owner	<ul style="list-style-type: none"> • Lead: Shire of SJ • Support: Shire of SJ tourism operators, State Government agencies, (Tourism WA, DBCA - Parks and Wildlife, Peel Development Commission and Perth Hills Tourism Alliance.



On the Trail

Serpentine Jarrahdale Trails Hub

Trails are routes through the natural landscape that enable people to enjoy the environment whilst undertaking some degree of physical activity. Trails are areas that provide an opportunity for tourists and the community to experience recreational, health & wellbeing, environmental, economic and/or cultural enrichment through the interaction with the environment.

This includes:

- Areas used for active and passive pursuits;
- Land trails (e.g. walking, off-road/rail trail cycling, mountain biking, equestrian);
- Trails within urban and rural settings;
- Defined (or formally recognised) and undefined (social) trails;
- Areas used for motorised and non-motorised activities; and
- Areas managed on behalf of the community by local government and/or Department of Biodiversity, Conservation and Attractions. In some situations, trails may also pass through areas of privately owned land.

The Shire of Serpentine Jarrahdale boasts a diverse range of outdoor trails attractions,

ranging from pristine bushwalks and historic trails to mountain bike bridle paths and equestrian tracks.

Whilst providing recreational benefits to the local community, appropriately marketed trails and trails 'hubs', offer tourism destination and attraction benefits that may have a broader appeal and positive impact on the local economy through domestic and international tourism visitation.

An opportunity exists to develop Jarrahdale with 'Trail Town' status through a dedicated Trail Town strategy and brand for the Shire of Serpentine Jarrahdale.

Trails Towns, Centres and Networks²¹

In Western Australia trail opportunities for local people and visitors are enhanced by the development of clusters of linked trails in localities. The definitions of the different categories of trail clusters are:

Jarrahdale as a Trail Town:

A Trail Town is a population centre connected to circular trail networks that allow visitors to pass through unique natural landscapes before returning to town, helping to secure more trade for local hotels, bars, restaurants and other small businesses. A Trail Town has been assessed and accredited as a



destination for its trails offering through the provision of high quality

- Trails (single or mixed use);
- Outdoor experiences that encourage extended visitation;
- Trail-user related facilities and services (including accommodation);
- Trail-related businesses; and
- Trail branding and signage.

Trail Centre:

A managed multiple trail facility with dedicated visitor services supported by high quality

- Trails (single or mixed use);
- Outdoor experiences that encourage single day visitation;
- Trail-user related services; and
- Trail branding and signage.

- A Trail Centre can be a stand-alone site in an individual location or may be positioned within a Trail Town.

Trail Network:

A multiple trail facility with limited or no visitor services, supported by high quality

- Trails (single or mixed use);
- Outdoor experiences that encourage single or part day visitation; and
- Trail branding and signage.
- A Trail Network may be a stand-alone facility or form part of a Trail Town or Trail Centre.



Plotting the future of trail town tourism to create jobs in the regions²²

Western Australia's potential to create jobs and revitalise regional economies by developing specialised trail towns was the focus of a forum held by the WA Department of Sport and Recreation in Collie on the 29th May 2018.

Around the world, trail towns have been successful in revitalising regional towns, creating jobs, and boosting local tourism.

The forum considered potential locations for Western Australian trail towns and featured demonstrations on successful trail town case studies from Australia and the world and was part of the ongoing work set out in the Western Australian Strategic trails Blueprint 2017-2021.

Impact of a Successful Trail Town Program²³

- **CREATES** economic growth;
- **GROWS** local business and creates jobs;
- **COMPOUNDS** the trail's economic potential as it turns a simple day excursion into a short to long term overnight stay destination;
- **IMPROVES** infrastructure in regional areas opening doors to new ventures and opportunities for businesses and the community; and
- **PROTECTS** the trails and surrounding nature through dedicated maintenance and conservation efforts

Serpentine Jarrahdale Trails Town Designation



To take its rightful place in the hierarchy of Western Australian trails localities, Serpentine

Jarrahdale must seize the initiative, develop its trails network and wayfinding, and seek accreditation.

A unique opportunity exists to develop a dedicated tourism brand and marketing strategy for trails and linked trail itineraries for extended trail experiences and visitor stays in Serpentine Jarrahdale.

Trails Planning and Development – Shire of Serpentine Jarrahdale

A **Trails Master Plan** was prepared for the Shire of Serpentine Jarrahdale in 2009 and is designed to guide the Council, stakeholders and local volunteer groups in their recreation trail development activities.

A Trails Working Group, known as SJ Trails Incorporated has been formed and consists of representatives from local community members and groups who have a vested interest in the development and maintenance of trails within the Shire.

Advantages of Trails Planning and Development:

- Presents a unique opportunity for education, not only environmental, but also cultural and historical, incorporating both Aboriginal and European material;
- Presents easy access to natural bush settings and can help satisfy a growing demand for outdoor recreation in WA;

- Helps deliver community and individual benefits through economic stimulation, increased standards of living, heightened sense of community consciousness, and a positive impact on people's health and lifestyle;
- A trail network can play an important role through its unifying effect on rural communities. An integrated network would generate both symbolic and physical unity between rural towns, just like railways in the past;
- Physical well-being through the activity of using the trails; and
- Providing a focus for a community groups to work on and maintain a trail in their local area and providing a safe environment for recreation pursuits.

Previous investigation by the Shire of Serpentine Jarrahdale has identified opportunities to capitalise on its enormous potential as a trails destination by consolidating and upgrading the region's existing trails and planning future trails as part of a comprehensive trails hub strategy.

The vision is for The Shire of Serpentine Jarrahdale to become one of Australia's best trails destinations – a world-class "Trails Town".

The Trails Town inclusion in this Tourism Strategy is not intended to replicate or compete with the Serpentine Jarrahdale Trails Strategy being prepared by the Shire. It is complimentary to the Shire's Trail Strategy and approaches the trails opportunity from a consumer and market development perspectives rather than trails infrastructure. It will prioritise target market segments and seek to identify particular trails that have the potential to drive significant tourist visitation to the area.

The Shire of Serpentine Jarrahdale's trails are of exceptionally high quality, but there is a need to consolidate them together into distinct groups based on the experience they provide and improve features like signage and promotion.



As part of the Trails Hub Strategy, the Shire of Serpentine Jarrahdale trails will be packaged together with a comprehensive suite of visitor services in order to promote the Shire of Serpentine Jarrahdale as the go-to place for outdoor trails adventures.

Trails Town Strategy Methodology

The Shire of Serpentine Jarrahdale has identified the need to develop a Shire of Serpentine Jarrahdale Trails Hub Strategy to consisting of

- A clear vision, objectives and key priority areas with supporting strategies;
- A review and audit of the existing trails network;
- An assessment of Serpentine Jarrahdale's status as a Trails Tourism Hub and development opportunities;
- A prioritised list of suggested new trail types and locations;

- A prioritised list of existing trails requiring upgrade and/or remedial works;
- Guidelines to support the future development of trails and supportive trail infrastructure; and
- Marketing and promotional strategies to support Serpentine Jarrahdale towards becoming a Trails Tourism Hub.

Trails – Community Assets

Well-planned, managed and promoted trails provide significant benefits to the broader community such as

- Opportunities for low-key unstructured passive recreation for locals and visitors;
- Opportunities for health gains and foster general well-being in the natural environment;
- A valuable tourism attraction, especially when marketed well (e.g.,

Bibbulmun Track and Munda Biddi Trail);

- Opportunities to promote a conservation ethic amongst trail users;
- A means of educating users about the features of an area (when combined with good interpretation);
- Provide access for fire-fighting purposes; and
- Support for the control and/or reduction of dieback.

Tracks and Trails in the Shire of Serpentine Jarrahdale

The Shire of Serpentine Jarrahdale boasts a considerable suite of trail options across a range of recreational activities for example:

- Walking / Bushwalking / Hiking and Running;
- Mountain Biking and Road Cycling;
- Trail bike riding
- Horse riding; and
- Horse drawn carriages/buggies (townsite).

There are over thirty assorted trails located within close proximity to each other in the Shire of Serpentine Jarrahdale featuring flagship natural attractions such as the iconic Serpentine Falls, spectacular landscapes, scenic lookouts, heritage sites and interpretive walks.

The world-class Bibbulmun Track (1000km hiking track from Kalamunda to Albany) and Munda Biddi Trail (1,000km off-road cycling trail from Mundaring to Albany) have dedicated sections connecting to access points within the Shire and linking to existing local Jarrahdale trails.

Many tracks and trails in the region have been formally assessed and graded across the following classes:

- Class 1 - Easy flat walking, suitable for prams and wheel chairs;
- Class 2 - Well defined path, gentle gradients;
- Class 3 - Well defined path, short steep sections, some uneven or loose surface
- Class 4 - Variable surface, steep sections, loose gravel, slippery, fitness required;
- Class 5 - Difficult trek, unmarked, variable loose surface, high fitness required; and
- Class 6 - Cross country, unmarked, experience and special equipment may be needed.

The following tables provide examples of a variety of tracks and trails either existing, or in development in the Shire of Serpentine Jarrahdale.

TRAIL	LOCATION	DISTANCE	CLASS
Trails and Walks			
Heritage Railway Trail 1872	Jarrahdale	4km and 10km trails	Class 3
Baldwin's Bluff Nature Track	Serpentine National Park	6km	Class 4
Balmoral Trail	Jarrahdale *Links with World War 11 Prisoner of War Camp Trail, Mundlimup Timber Trail, the Bibbulmun Track and the Munda Biddi Cycle Trail	11km	Class 1
Bibbulmun Track *Links to a variety of trails in Jarrahdale	Jarrahdale The Darling Range, - Kalamunda to Dwellingup Track	211km	-
Blue Rock Trail	Jarrahdale	2km and 5km trails	Class 3
Byford Hills Walk Trail ((Macora Trail	Byford	2.7km loop	Class 2
Jarrahdale Heritage Town Walk	Jarrahdale	4.5km loop	Class 2
Jubbs Ramble Trail	Jarrahdale	-	-
Kingsbury Lookout Walk Trail	Keysbrook	-	-
Kitty's Gorge Trail	Jarrahdale *Links with Stacey's Track	(7km (or 14km return	Class 4
Korribinjal Brook Trails	Korribinjal East Trail *Links with West Trail	3km	Class 2
	Korribinjal West Trail *Links with East Trail	2km	Class 3
Langford Park Walk Trails	Tallow-wood Trail, Jarrahdale *Links with Ken Jones Trail	2km	Class 2
	Ken Jones Trail, Jarrahdale *Links with Tallow-wood Trail	4.5km	Class 3
Mundlimup Timber Trails	Jarrahdale *Links with the Balmoral Trail	3km & 6km loops	Class 2
Oakford Trails	Oakford – in development	-	-
Stacey's Track	Jarrahdale *Links with Kitty's Gorge Trail	5km loop	Class 2
Tony Henniker Long Walk	Jarrahdale	20km loop	Class 3
Wetlands Experience	Jarrahdale	2.5km	Class 1
World War 11 Prisoner of War Camp Trail	Jarrahdale *Links with Balmoral Track	0.5km loop	Class 1

TRAIL	LOCATION	DISTANCE	CLASS
Mountain Bike Trails			
Langford Park Mountain Bike Trails, Jarrahdale	The Spine	0.5km	-
Trails can be linked for a longer ride through a variety of landscapes	Lovers Lane	1.4km	-
	Woodley’s Loop	4.4km	-
	Reflectors	0.7km	-
	Button’s Fall	0.7km	-
	Watch Your Head	0.7km	-
	The Fox	5.1km	-
Munda Biddi Trail *Links to a variety of trails in Jarrahdale	Mundaring to Jarrahdale Trail	103km	-
	Jarrahdale to Nanga Trail	95.37km	-
Bridle – Equestrian Trails			
Jarrahdale Bridle Trail	Jarrahdale	16km	-
Darling Downs Bridle Trails, Darling Downs	The Comic Court Circuit	5.5km	-
	The Birriga Drain Circuit	2.6km	-
	The Rowley Road Ride	-	-
Guided Walking Trails			
Guided Walking Trails	Jarrahdale Heritage Society, from the Old Post Office Museum, Jarrahdale *Aboriginal Cultural Walk currently in development		
Food and Wine Trails			
Food and Wine Trails	Currently in development by the Mandurah and Peel Tourism Organisation in correlation with Tourism WA’s Taste 2020 Food & Wine Tourism Strategy – locations yet to be .confirmed		

Action Implementation Summary

Tourism Priority	On the Trail - SJ Trails Town
Attractions	<ul style="list-style-type: none"> • Together with the key stakeholders in trails development, establish a range of sustainable trails for Serpentine Jarrahdale. Specifically target those trails that appeal to the largest core market of young families, fitness enthusiasts, couples and active seniors i.e. recreational versus competitive users. • Cover the key areas of equine, walk and run trails, mountain bike trails, trail bike trails. • Instigate the development of a multi-function Equine Centre of Excellence with the goal of establishing SJ as the leader in equine trails and other equestrian activity in the State and expanding existing equine activity in the Shire; help incubate new equine-associated manufacturing, retail, and service industries. • Develop a 'Serpentine Jarrahdale Mix and Match Trail Town Adventures' brand and support creation of a marketing strategy showcasing the diverse range of existing trails and nature-based attractions in the area. Combine with complementary destinations, accommodation, products and services to enhance the visitor experience, extend overnight visitor stays in the area, and create a point of difference to other destinations home to trails in Western Australia. • The brand will incorporate a host of mix and match trail adventure networks through the development of predetermined, timed, and graded trail category itineraries that will appeal to a large variety of middle ground target markets (the largest accessible target demographics), for example: <ul style="list-style-type: none"> • Families with children • Outdoor enthusiast singles and couples • Active seniors
Access	<ul style="list-style-type: none"> • Engage with DCBA-Parks and Wildlife to ensure the trails on controlled land aligns with tourist market requirements. • Seek agreement of DBCA to appropriately develop specific areas, such as Langford Park for trails and investigate opportunities for private sector involvement under NatureBank or similar initiatives. • Ensure a maintenance program is established to maintain all trails in a clean safe condition. • Install wayfinding signage with appropriate colour of other coding to easily identify suitability of trail (degree of difficulty, length) for particular markets segments.

Tourism Priority	On the Trail - SJ Trails Town
Accommodation	<ul style="list-style-type: none"> Consider opportunities for on-trail niche accommodation in conjunction with private sector operators and other key trails stakeholders (e.g. camping and corralling for equestrian trails, glamping or basic overnight shelter on longer walk and bike trails). Engage with accommodation providers to build a stay-trail program.
Amenities	<ul style="list-style-type: none"> Directional signage. Interpretation, including storytelling at specific points of interest. Point-of-departure amenities to be addressed – secure car parking, advice on trail’s degree of difficulty and suitability to specific visitor segments (e.g. very young children, elderly). Advice on requirements for safe trailing – footwear, apparel, food and water. Group tour drop-off and pick up. Facilitation of use of the more than 60km of Horse trails currently maintained by the Shire, though provision of site amenities.
Activities	<ul style="list-style-type: none"> Foster development of Jarrahdale as a “trails town”. Facilitate trails organisations to overcome barriers to tourism trails market development. Meet with key trails stakeholders to keep abreast of market developments, trends and issues. Build and maintain an online volunteer database. This would allow local residents and those from outside the Shire with specific local interests to register as local volunteers and commit to regular or occasional maintenance, management and event coordination.
Awareness	<ul style="list-style-type: none"> Ensure that priority is given to trails on the Shire of Serpentine Tourism website. Promote to “mainstream” users of trails through trails organisation websites, health and fitness outlets, and tourism organisations. Establish and promote regular escorted and unescorted group trail activities to introduce new participants to the enjoyment of trails. Engage with Perth Hills Tourism Alliance, Peel local government areas and other relevant organisations to maintain high awareness of SJ’s trails product.
Action Owner	<ul style="list-style-type: none"> Leads: Shire of SJ, DBCA. Support: Shire of SJ tourism operators, State Government agencies, (Tourism WA, Peel Development Commission, Experience Perth etc.), Trails WA and the Perth Hills Tourism Alliance.



Food For Thought

Food Tourism

Research into activity by industry sector for the Shire of Serpentine Jarrahdale in the 2015-16 year demonstrates that the majority of the activity is in construction at \$259 million or 42.1 of the total generated in all industry sectors.²⁴ This is hardly surprising, considering the enormous growth within the shire's boundaries over the last decade. Furthermore, this growth is expected to continue, and the population is projected to double over the next decade and quadruple by 2050.²⁵

Setting aside construction, the agriculture, forestry and fishing category dominates. The leading commodities that provide the highest value of agricultural production for the Shire of Serpentine Jarrahdale are as follows:

- Livestock
- Fruit and Vegetables
- Nurseries and Cut Flowers
- Dairy Products and Eggs

Therefore, it is only fitting, that the Shire of Serpentine Jarrahdale should seek to leverage this industry sector through Food Tourism.

The Peel Tourism Economic Development Infrastructure Strategy identified food-based tourism as a high priority for the Shire of

Serpentine Jarrahdale. It identified indoor and outdoor produce markets (farmers' markets), producer outlets, marron farming, winery cellar doors, food-wine trails, and events highlighting local produce at the Shire's hospitality venues as potential tourism product.

The report also identified the need for regional culinary branding and signage.

The market for organic, healthy, and natural products in Australia continues to grow rapidly. Although Australia is a large producer of organic raw products, Prospects are excellent for organic and natural ingredients, as well as consumer-ready processed foods and beverages.²⁶

²⁷The need for creative responses to the delivery of fresh food has led to the re-emergence of fresh produce markets, which deliver fresh food from regional growers to visiting residents of nearby cities and towns.

Healthy communities need vibrant public spaces. Farmers' markets provide a sense of intimate connection with the outdoors, and as they supply products of the earth to urban dwellers, they help create environmental awareness. The ever-changing selection of seasonal produce encourages consumers to see, touch and smell products while they are shopping.



Farmers' markets help connect local people to local produce at reasonable prices, as well as providing local farmers and producers with regular point-of-sale income that they may not be able to achieve with other food distribution networks. Community Farmers' markets are a growing trend, with more and more people wanting to purchase fresh, healthy food from local farmers, producers and growers. They create a community environment whilst encouraging visitation to a town. They become a grower-direct, one-stop shop and increase sustainability in the communities with a regional focus, providing a sales outlet for small producers who might not otherwise be able to get their product to market.

Individual grower who sell their produce at farmers markets and the customers that shop there both gain from this enterprise.

Farmers' markets can wield a significant impact on the Shires agricultural economy. They can serve as conduits for keeping farmland in production. The production and

processing of food sold at local markets is often labour intensive and can lead to job creation. Furthermore, they fulfil a role in developing skills such as picking, transportation, retailing, customer service, marketing and promotion. And, because the businesses are generally locally owned, they use other local suppliers, providing a significant economic multiplier effect.

Urban produce market research shows that the rise of online shopping does not seem to have diminished people's fascination with produce markets. In fact, there is plenty of evidence that consumers are now more interested than ever in knowing about the provenance of their food, learning how to best prepare it and meeting the gardeners, farmers, fishers and others who earn their living growing all of this fantastic produce.²⁸

Farmers markets have a higher tourism value to regional areas due to their frequency. Visitors to markets generally spend longer shopping and enjoying the ambience than customers visiting shopping centres.



FARM FRESH EGGS

Surveillance Camera in Use

FARM FRESH EGGS - \$4.50 per dozen
Lemonade - \$2.00
Farm Fresh Honey - \$5.00
CANDLES - \$1.50
Bacon - \$1.00
Pumpkin - \$1.00

Do not enter the house before entering
Do not enter the house without the owner's approval
Keep to the left of the stall and
Health Department
1800 084 000

People will travel to Serpentine Jarrahdale to attend a market and use it as an opportunity to take the family out to enjoy a fun and stress-free day.

A key proposal of this tourism strategy is that the Shire of Serpentine Jarrahdale take a role in facilitating a sustainable farmers' market.

There is currently an annual event at Quarry Farm in Whitby organised by the Serpentine Jarrahdale Food and Farm Alliance (SJFFA) <http://www.sjfoodandfarmalliance.com.au/>, which is supported by the Shire of Serpentine Jarrahdale. The vision of SJFFA is to support the Shire of Serpentine Jarrahdale as a hub for sustainable peri-urban agriculture in the Peel Region. Their mission is to

- Champion annual educational activities that support peri-urban agriculture and influence broader issues such as food security, benefiting community health and nutrition and increasing local economies;
- Encourage healthy eating habits through education;
- Foster support for locally grown and value added foods;
- Educate the community to access local fresh food, and understand the food supply chain;
- Raise awareness of the importance of small farms to community vitality and well-being; and
- Strengthen the relationship of urban communities to other surrounding agriculture and environment through education.

Through the support of local government to organisations such as SJFFA there is the opportunity to expand on the Farmers' market concept, initially on a smaller scale weekly basis and focus on the sale of local seasonal produce each week. The current

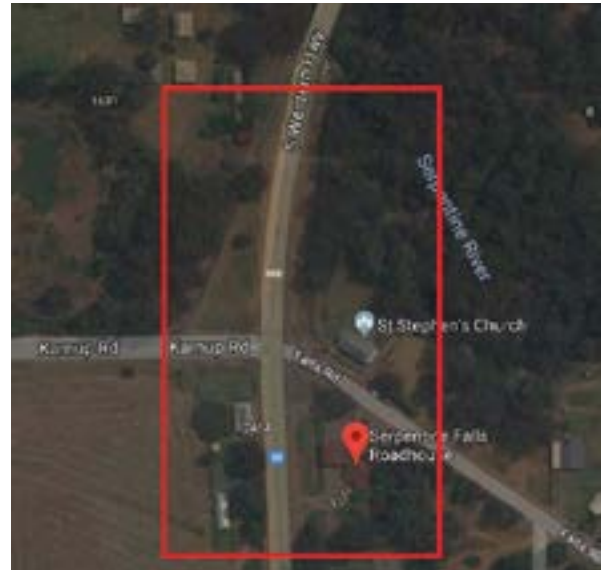


Figure 7 Potential location for Farmer's Market and Tourism Precinct

location could be moved to a much more visible location, preferably on the South-Western Highway through support offered by the Shire of Serpentine Jarrahdale, which could seek grant funding for its establishment.



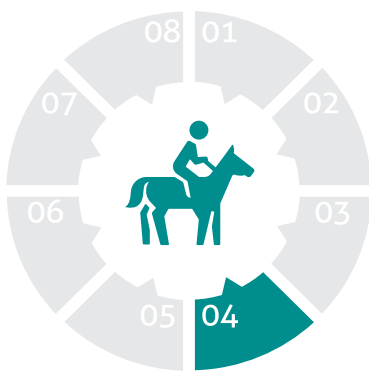
The proposed Farmer's markets could be located within the high-visibility Serpentine historic precinct at the junction of South Western Highway, Karnup Road and Falls Road, next to a reactivated Turners Cottage the relocated Tractor Museum and perhaps a co-located Equine Centre of Excellence.

The establishment a successful farmer's market in Serpentine Jarrahdale will require extensive research, thorough analysis of best practice examples, consultation with fresh food producers and retailers and investigation into all the potential market locations.

Action Implementation Summary

Tourism Priority	Food for Thought - Food and Produce Tourism
Attractions	<ul style="list-style-type: none"> • Establish a high profile, near-highway site for private operator to establish a farm produce market, utilising local produce and creating an attraction similar to Kalamunda Farmer's Market and the numerous successful farm produce markets in Australia and elsewhere. • Healthy communities need vibrant public spaces. Farmers' markets provide an intimate connection with the outdoors and because they offer products of the earth, they help to create environmental awareness. The ever-changing selection of seasonal produce encourages touch and smell product before buying. • Farmers' markets help connect local people with local produce reasonable prices, as well as providing local farmers and producers with regular point-of-sale income that they may not be able to achieve with other food distribution networks. Community Farmers markets are a growing trend with more and more people wishing to purchase fresh healthy food from local farmers, producers and growers and create a community environment whilst encouraging visitation to a town. They become a grower direct on-stop shop and increase sustainability in the communities with a regional focus, providing a sales outlet for small producers who might otherwise be unable to get their product to market. • Individual growers who sell their produce at farmer's markets and the customers that shop there, both accrue benefits from the markets. Businesses in the markets' locality also gain from the spill over effect, adding to local economic development. Farmers' markets are natural business incubators, offering small affordable retail spaces. • Pop-up food and beverage venues (food vans) for local events to use local produce (e.g., Jarrahdale Log-Chop) and proposed events). • Develop food and wine trails, extending to and including other Peel locations to add to tourist experience.
Access	<ul style="list-style-type: none"> • Consider the Shire acquiring an appropriate site for a permanent, weekly farmers' market. • Develop farm-stay options particularly targeted at international markets.

Tourism Priority	Food for Thought - Food and Produce Tourism
Accommodation	<ul style="list-style-type: none"> • Through the events associated with the Farmer's Markets, encourage tourists to stay overnight and experience the other attractions and amenities of the area. • Encourage and help facilitate planning approval for larger scale venues, such as Millbrook Winery, to develop tourist accommodation on the site to enhance tourists' experience and enjoyment. • Seek opportunities for smaller, cellar door wineries to provide a limited amount of overnight caravanning and camping, subject to licencing under the Caravan and Camping Regulations. • Facilitate farm-stay accommodation options (see Stay...just a little longer section).
Amenities	<ul style="list-style-type: none"> • Encourage small-scale transport operators, such as Margaret River Touring Company to establish a presence in SJ. Proximity to the Perth International Airport and Perth City creates an opportunity for operators to package transport and tours.
Activities	<ul style="list-style-type: none"> • Invite high-profile chefs and providores to connect with producers in SJ to use local produce, so that their endorsements can be utilised to promote the food and produce tourism activities of the area.
Awareness	<ul style="list-style-type: none"> • Develop a food and produce section on the SJ Tourism website for producers and farmer's market retailers to promote the locally-grown fresh food and produce as well as promoting Farmer's market activities and events. • Encourage guest celebrity chefs to demonstrate their expertise on the Farmer's market stage and to stay overnight and cook through collaboration with a local restaurant, which would promote the event. • Tell the "stories" of the farmers and local producers to bring a wider appreciation of the local food and produce, skills and knowledge in the area. • Encourage local food and beverage outlets to buy and promote local produce to enhance the "fresh, healthy, clean" image of the locality. • Produce online and printed food and wine trail maps
Action Owner	<ul style="list-style-type: none"> • Leads: Shire of SJ, SJ Food and Farm Alliance. • Support: Shire of SJ tourism operators, State Government agencies, (Tourism WA, Peel Development Commission, Experience Perth etc.), Trails WA, Perth Hills Tourism Alliance.



Horses for Courses Everything Equestrian

The Peel Regional Investment Blueprint 2013 by the Peel Development Commission states as part of a thriving regional industry, *'The Peel Region is positioned as the premier region for the expansion of the equine industry in regional Western Australia'*.

The Peel Region has long been acknowledged as being a key component of the State's thoroughbred and harness racing industry. A 2015 Racing and Wagering (WA) Economic and Social Impact Report found that the racing industry in the Peel provides \$77.2 million in economic value per annum and contributes 13.9% of the State's total racing industry economic value. This percentage makes the Peel racing equine sector the largest ahead of the South West (10%). In addition, the Peel has a vibrant, though more loosely confederated, non-racing equine industry.

The Peel region has an enduring rich and successful history with the equine industry. It is presently home to the Byford Trotting Training Facility, Pinjarra Racing Club, Pinjarra Harness Racing Club, Boddington Riding Club, Murray Equestrian Association and the Murray Districts Carriage Driving Club.

In February 2018, the Peel Development Commission launched a strategy positioning the Peel Region as a premier site for the expansion of the equine industry in Western Australia.

The Shire of Serpentine Jarrahdale has adopted a new Equine Plan 2018. This confirms that the Shire has the largest population of horses across all disciplines totalling 8,375 animals. This is the largest concentration of horses within the Peel Region. The equine industry within the Shire has an annual economic benefit of some \$168 million dollars.

In its *Economic Development Strategy 2018-2023*, the Shire of Serpentine Jarrahdale noted the opportunity for the development of the equine industry through a range of activities including horse breeding and training, recreational use and equestrian servicing. The Shire identified that the local government area has a strong existing equine cluster and supply chains, 820 established equine properties and support businesses and \$820 million in existing equine property assets. The Shire has a new Equine Strategy which provides greater detail around these areas.

The Shire is currently undertaking a survey of equestrian business in the local government area to

- Determine the level of interest, current use and future demand for equine facilities and services;



- Explore the challenges and identify opportunities for the equine industry; and
- Define the way forward for Council's support of the local equine industry.

The equine industry is important to Serpentine Jarrahdale. The industry provides a growing contribution to the community's economy. It is particularly important in (but by no means confined to) rural areas. Recent reports into the equine industry that assessed the economic contribution of the racing and non-racing equine sectors, have recognised the potential for the further growth of the equine industry in the Serpentine Jarrahdale Shire, which already hosts the largest concentration of equestrian related activity in the Peel region.

The supporting activities to the equine industry, which include the growing and distribution of fodder, horse training and agistment, stabling, veterinarian services, horse transport and saddlery are well established in local government area.

The Byford Harness Training Facility is a well-developed training facility with two tracks. It is located within a specifically designated

equine facility in the local planning scheme identified in the *"Perth and Peel @ 3.5 million" planning report*.

For Serpentine Jarrahdale, it is the racing industry and recreational equestrian use that presents the most significant equine tourist opportunity.

Target markets include:

- Horse owners in the Perth, Peel and South West regions;
- Horse enthusiasts – local, regional, domestic, international;
- Equestrians – local, regional, domestic and international;
- Equine clubs and associations;
- Visitors to Perth and Peel;
- Domestic and inbound tour companies and agencies;
- Meeting, incentives, conferences and events market; and
- Outdoor recreation, health and wellness market

The opportunity for development of more successful equine tourism businesses is founded on the bonds that equestrian people have for horses, many of whom live and breathe recreation and holidays based around horse riding. However, they will need to demonstrate an appreciation of effective marketing techniques, based on a deep understanding of what their customers are looking for by

- a. Finding their niche markets;
- b. Offering a point of difference; and
- c. Creating a satisfying customer experience.

A number of equine-based tourism opportunities are identified in this tourism strategy, mainly based around recreational riding on the excellent bridle trails network that exists in the Shire of Serpentine Jarrahdale. It recognises the existence of a number of recreational equestrian businesses and puts forward suggestions on how these can be enhanced, through creation of equestrian events and development and marketing of equine trails.

With the proposed extensions of the Tonkin Highway and Armadale rail line to Byford, there is an opportunity of Serpentine Jarrahdale to develop equine facilities that are localised to the largest horse population in the Peel region and complimentary to the other equine facilities in the region.

Concept: Serpentine Centre of Equine Excellence.



The concept of an Equine Centre of Excellence in the Shire of Serpentine Jarrahdale

is one which seeks to compliment other equine facilities in the Peel Region, boost the profile and economic development of the extensive equine-based activity that already exists in the local government area and take advantage of the proximity to the major user market of the Perth Metropolitan area. There are few locations within an hour of Perth and so close to a high-density equine population.

A possible location for the Equine Centre of Excellence is the historic precinct at the intersection of Karnup Road and the South Western Highway in Serpentine, where this strategy recommends a major, high visibility tourism point is established, containing the historic Turner's Cottage, Baldwin Cottage and St Stephens Church, and the proposed farmer's markets.

Whilst the scope of equine travel is relatively limited in Western Australia, the substantial base of recreational horse owners and other recreational users serves as a platform from which to launch a tourism product that takes advantage of this market niche.

Those people that participate in equestrian activity, particular horse owners, breeders and service providers have a substantial investment in their chosen sport.

The Equine Centre of Excellence concept is targeted towards regular and occasional recreational equestrian users of all ages,



those that work in the industry or have a regular association with horses though their work and the service businesses that are associated with the industry.

It is a single go-to place that provides a wide range of activities, products, events, training and services and provides an incubator for development of new equestrian initiatives. It is anticipated that a facility located in the Shire of Serpentine Jarrahdale would draw on the Perth Metropolitan area, where urban development is impacting equestrian activity, as well as the Peel and South West regions.

One of the major attractions of the area is the extensive network of existing bridle trails, which offer a unique blend and variety of changing landscapes, native wildlife and more and less challenging terrain.

This equestrian servicing and tourism destination facility, invites equine industry

stakeholders, tourism operators, landowners, the agricultural sector and affiliated goods-and-service providers within the Shire of Serpentine Jarrahdale to benefit from this growing market.

The Centre of Equestrian Excellence concept may include some of the following uses:

- Office space for industry associations and affiliated businesses;
- Horse, pony and Polo club facilities;
- Horse riding and equestrian skills tuition;
- Horse racing and farrier tuition (apprenticeships);
- Non racing and equestrian sports disciplines including show jumping, dressage, eventing, vaulting, cross country, endurance, showing, breeding, polocrosse, trail riding, rodeo and camp drafting;



- Elite riding programs (competitive/ talent development);
- Associated equine services/training (e.g., vets, farriers, physiotherapists, and equine dentists), photography, saddlers and clothing suppliers, horse transportation, float hire and educational (qualification) providers;

The Centre of Equestrian Excellence concept may include an appropriate building that is capable of incorporating some or all of the following equestrian uses:

Attached to the equestrian amenities is an even larger opportunity for associated commercial and tourism development. This is the point of difference between the other equine facilities in the region, including racing clubs training facilities and the Murray Regional Equestrian Centre.

The tourism opportunities include hire and BYO horse activities such as escorted and self-ride tours and trails, training for inexperienced riders, skill development in specialist equestrian disciplines, horse and

pony care and management, retail, and food and beverage.

There is a further, opportunity to provide accommodation for tourists and other users of the Centre of Excellence within the Serpentine-Jarrahdale locality in the form of short-stay motel-style rooms, cabins, caravan and camping sites and glamping tents.

An essential part of the accommodation would be corralling and stabling for guests' horses. We also encourage horse safe and friendly accommodation options in the trails hubs and along the trails.

The accommodation would potentially service the following users:

- Visitors to local equestrian and other events;
- Visitors to the Equine Centre for training, meetings and conferences;
- Regional or Perth-based horse trainers utilising the Byford Trotting Track whilst preparing for racing at Gloucester Park or Pinjarra;

- Recreational horse riders;
- Visitors interested in local trails and natural environment; and
- General tourist travellers to and passing through Serpentine Jarrahdale and the Peel region.

The provision of tourist accommodation on the urban fringe and within an hour of Perth would reinforce Serpentine Jarrahdale's claim as a primary gateway to the Peel Region.²⁹

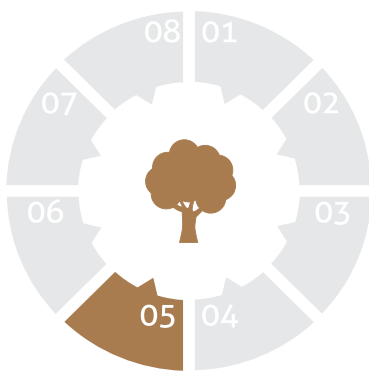
The accommodation suggested at the Equine Centre of Excellence and that proposed at the Jarrahdale Tourist Accommodation Hub, fulfil differing and complimentary functions and provide an alternative to tourists seeking experiences that are different to those on offer at coastal areas, such as Mandurah. We should look at encouraging the use of Jarrahdale Oval as a potential campsite for overnight equestrian events, and also for mountain biking events.

Action Implementation Summary

Tourism Priority	Horses for Courses - Everything Equine
Attractions	<ul style="list-style-type: none"> • Reinforce SJ's position as the leader in equine tourism in Western Australia through a variety of equine activities that includes the Equine Centre of Excellence, equestrian retail, trail tour, servicing, training and event facility. • Define equestrian tourism opportunities on the SJ Tourism website including: <ul style="list-style-type: none"> • Bridle Trails • Polo / Polocrosse • Horse Riding and Stables (hire, training) • Equestrian Supplies and Services • Agistment • Equestrian Supplies
Access	<ul style="list-style-type: none"> • The Peel Regional Investment Blueprint by the Peel Development Commission states as part of a thriving regional industry, 'The Peel Region is positioned as the premier region for the expansion of the equine industry in regional Western Australia'. This presents opportunity for SJ to leverage the State and regional equine initiatives. • Seek funding through the Peel Development Commission for the Equine Centre of Excellence development. • Advocate for horse friendly accommodation options and venues for people to bring horses to the Oakford, Byford and Serpentine Jarrahdale bridle trails, stabling and accommodation. • Engage DBCA in regard to opening Langford Park for commercial activity associated with equine and trails.

Tourism Priority	Horses for Courses - Everything Equine
Accommodation	<ul style="list-style-type: none"> • Encourage rural properties involved in the equine industry to add short-stay motel-style rooms, cabins, caravan and camping sites and glamping tent accommodation to their facilities to encourage overnight visitation. An essential part of the accommodation would be corralling and stabling for guests' horses. The accommodation would potentially service: <ul style="list-style-type: none"> • Visitors to local equestrian and other events; • Visitors to the Equine Centre for training, meetings and conferences; • Regional or Perth-based horse trainers utilising the Byford Trotting Track whilst preparing for racing at Gloucester Park or Pinjarra; • Recreational horse riders; • Visitors interested in local trails and natural environment; and • General tourist travellers to and passing through Serpentine Jarrahdale and the Peel region to other destinations.
Amenities	<ul style="list-style-type: none"> • The Centre of Equestrian Excellence concept may include an appropriate building that is capable of incorporating some or all of the following equestrian uses: <ul style="list-style-type: none"> • Office space for industry associations and affiliated businesses; • Horse and pony club facilities; • Polo clubs; • Horse riding tuition; • Equestrian skills tuition; • Horse racing tuition (apprenticeships); • Farrier tuition (apprenticeships); • Non-racing equestrian sports • Elite riding programs • Associated equine services/training • Specialist skills training • Calendar of visiting industry professionals • Equine industry advisory services • Research programs; • Breeding programs; • Social, educational and health programs; and • Performances, competitions and events.

Tourism Priority	Horses for Courses - Everything Equine
Activities	<ul style="list-style-type: none"> • Determine the level of interest, current use and future demand for equine facilities and services through the Shire's new Equine Plan 2018; • Explore the challenges and identify opportunities for the equine industry through the Shire's new Equine Plan 2018; • Define the way forward for Council's support of the local equine industry through the Shire's new Equine Plan 2018; • Hire and BYO horse activities such as escorted and self-ride tours and trails, training for inexperienced riders, skill development in specialist equestrian disciplines, horse and pony care and management, retail, and food and beverage.
Awareness	<ul style="list-style-type: none"> • With the proposed extensions of the Tonkin Highway and Armadale rail line to Byford, there is an opportunity of Serpentine Jarrahdale to develop equine facilities that are localised to the largest horse population in the Peel region and complimentary to the Murray Regional Equestrian Centre and other equine facilities in the region. • Develop equine activities as a tourism priority though assisting equestrian organisations and operators of equine businesses to target specific key markets though the tourism promotion initiatives outlined in the attractions and access sections above, of this table.
Action Owner	<ul style="list-style-type: none"> • Leads: Shire of SJ, Peel Development Commission, Racing and Wagering WA • Support: Shire of SJ tourism operators, State Government agencies, (Tourism, Experience Perth etc.), Trails WA, Perth Hills Tourism Alliance Wagering and Gaming and Equestrian state bodies.



Going Natural Leverage Cultural and Natural Attractions

There is a vast range of natural assets in the Serpentine Jarrahdale region. These assets, if developed and promoted effectively have the potential to attract an increased proportion of desirable 'Nature-based' tourism visitors to the region.

Some of the key natural, cultural and heritage attractions in Serpentine Jarrahdale include the following:

- The scenic features of Serpentine National Park together with its close proximity to Perth have attracted visitors for almost 100 years. It is a sanctuary for an array of plants and animals (particularly kangaroos) with a shaded grassed area popular for picnics. Set in a naturally beautiful cleft at the foot of the scarp, the park stretches up the steep slopes of the Serpentine River valley, past a sheer face of granite polished smooth by the rushing waters. Past weathering has resulted in distinct landscapes of lateritic uplands, minor and major valleys and abrupt scarps presenting interest for geo tourists and nature enthusiasts.
- The Serpentine Falls are at their most stunning when gushing in winter, posing an opportunity to draw visitors in the quieter times of the year. Nature enthusiasts, adventure seekers and

photographers would all be strong potential tourism visitors through the winter months. During summer the falls are a popular spot for a picnic, walk and a swim. There is also the opportunity to enjoy the local wildlife, which includes kangaroos, holding appeal for international visitors.

- There are several spectacular walk and cycle trails allowing the interaction with nature, whilst participating in active recreational pursuits. From the Serpentine Picnic Area car park, visitors can access the Falls Walk Trail, Baldwin's Bluff Nature Track and Kitty's Gorge Walk Track. These are covered in the trails section of this strategy but are an important consideration for attracting nature-based visitors and should be central to communications for this target market.
- Horse Riding Trails (covered in Equine) present a unique opportunity to enjoy the regions natural assets particularly along trails such as the Darling Downs Bridle Trail.
- Scenic lookouts improve opportunities for viewing the flora and fauna (including kookaburras, black cockatoos, parrots, magpies, and wrens) as well as highlighting the regions landscape vistas.

- The WA Herbarium lists over 1000 species of plants present in the Shire of Serpentine-Jarrahdale. Wildflowers can be viewed whilst hiking or riding the numerous walk, cycle and bridle trails in the region or from the comfort of a vehicle. This makes them accessible to a wide range of visitor demographics. They are most prevalent from July to November, which makes this a peak walking period.
- The National Park abounds with bird life and other wildlife, with over 70 bird species recorded. Sightings of western grey kangaroos, echidnas, mardo, quendas, brushtail possums, western brush-wallabies and quokkas have also been reported.
- Heritage attractions can be appreciated at Jarrahdale (old mill site and town) as well as Serpentine Main Dam, which is situated amidst classic scenery in the Darling Scarp. Jarrahdale Heritage Park includes heritage listed and historically significant buildings with an outlook over the Brook and forest in the heart of Jarrahdale.
- Aboriginal culture in the area is of intense interest to visitors (particularly international) with the opportunity to explore the woodlands where the local Aboriginal peoples hunted and camped. The Serpentine River, the surrounding hills and the wetlands of the coastal plain provided the Noongars with fresh water, fish and other food resources such as tortoises, lizards and birds. Visitors could learn how fish traps were constructed on the river, downstream from the falls, and hear about the corroborees, which were reportedly held at what is now known as Spencer's Flats.



A variety of opportunities to leverage of the region's natural assets needs to be considered and should include those with a direct economic development impact such as tours, cafes, attractions and accommodation as well as those which will add to the overall destination appeal such as interpretive information, accessibility and amenity.

Tourism development opportunities for Serpentine Falls

- Hire equipment (e.g., quad bikes, dirt bikes, mountain bikes, etc.)
- Cafés or food/coffee vans at strategic locations facilitating enjoyment of the natural environment, or elsewhere where people can purchase picnics to take into the National Park
- Accommodation and camping near the falls or Serpentine River, potentially to include tented accommodation and/or specialist tourism such as weddings, school camps and event accommodation to improve year-round viability.
- Guided tours (adventure or interpretive) through the National Park and/or ex-Perth to including mountain biking, hiking, kayaking, horse-riding, visits to the dam and falls etc.

- Aboriginal cultural tours, retail and interpretive information, which could be accommodated in the proposed Centre for Equestrian Excellence building (see opportunity detailed on the next page).
- Specialised events around the Falls.

Tourist Amenities at Serpentine Falls

- Picnic tables, chairs and shade
- Consider opportunities to improve access to the Serpentine Falls, perhaps facilitated through increased onsite management/policing funded through increased entry fees which are unlikely to deter tourist visitors) whilst improving access to the park (i.e. overcoming concerns of driving out there and not gaining admission due to park being 'full').
- Improved signage and interpretive information including more detailed information to facilitate appreciation and participation in walking, cycling, kayaking, bird watching, flora and fauna spotting, natural landforms, culture and heritage etc.

Natural assets will continue to be sought out and appreciated by self-sufficient nature enthusiasts in their natural form with little need for development. However, to attract a broader market (including international and interstate visitors) infrastructure such as cafes, accommodation and camping facilities need to be provided at highly appealing and strategic locations (such as at the Falls) and elsewhere along the key trails (Munda Biddi) and within the National Park.

Where this has been facilitated at other locations, it has served as a key visitor attraction drawing a new demographic of soft adventurers and other visitor types to participate and appreciate/enjoy all that a region has to offer.

The flow on effect of increased visitation will facilitate the development of new tours, attractions and food and beverage/ tourism retail businesses further adding to the destination appeal of the region.

Bringing it to fruition

- The Shire should continue to advocate and work with DBCA to identify a potential NatureBank site within the National Park to encourage private investment in development of accommodation and camping infrastructure near to the Falls or dam (or both).
- Investigate other accommodation and tourism infrastructure opportunities, such as
 - Working with National Trust to develop Old Jarrahdale Mill Building for weddings/events
 - Help facilitate the offering of the historic Jarrahdale Mill Managers House for accommodation (working in with old mill building events) to include lodge style in existing cottage.
 - Low-scale safari tents/bell tents and camping site accommodation and facilities along key walk/cycle trails, which improve opportunities to interact comfortably with the regions nature and heritage.
- Work with the Shire and DBCA to address concerns with opening up broader opening hours for visitors to the falls without having to close off access once the park becomes "full".
- Collate and disseminate interpretive information including motivational images of people enjoying interacting with the natural assets. Improve image library and refresh interpretive and marketing communications accordingly.

- Work with existing Aboriginal tour operators in nearby areas, as well as aspiring Aboriginal tour operators to encourage the development of Aboriginal tours in the National Park and incorporate cultural and heritage interpretive information in other visitor attractions.



Opportunity – Engage with organisations such as WAITOC and Tourism WA to encourage the development of Aboriginal cultural tourism to include art, craft and artefacts (display/retail), bushfoods, accommodation/camping, interpretive information and on-country tours. Here's just one example:

- *A local aspiring Aboriginal tour operator could be encouraged to develop guided walking tours showcasing the Aboriginal history of the area; Dreamtime stories; flora and fauna; artefacts; traditional cooking; bushfoods tasting; language and music etc. at key locations such as Serpentine National Park, Serpentine Falls, Serpentine Dam or Pipehead Dam.*

Agricultural opportunities for local farmers and Aboriginal people to collaborate to grow and manufacture bushfood products such as anise, cinnamon or lemon myrtle; bush tomato etc. These could be retailed, through the Farmer's Markets, together with bush fruits, teas, fruit pastes and jams; and native nuts, Aboriginal native plant and cookbooks and Native plant nursery sales.

In the first instance the Shire could undertake community consultation to identify existing Aboriginal owned and operated businesses; and level of interest in tourism business development by Aboriginal people residing in the area. It could also conduct some

preliminary market research and identify appropriate supporting agencies or partners for Aboriginal tourism or food tourism development.

Success factors

- Provide certainty of entry to the Falls through removal of barriers (opening times and closing access once 'full');
- Improve drawcards for overnight stays through the provision of appealing nature-based tourism accommodation options (which will then facilitate and encourage the development of supporting tours and activities etc.);
- Improve marketing and interpretive communications with imagery which highlights the regions natural, cultural and heritage attractions; and
- Promote trails and escorted tours.

Action Implementation Summary

Tourism Priority	Going Natural - Cultural, Historical and Natural attractions
Attractions	<ul style="list-style-type: none"> • Work with DBCA and key trails stakeholders such as the Jarrahdale Historic Society to further develop historic and other trails on conservation estate, in the local government area. • Enter into high-level discussion with DBCA regarding the critical importance of the conservation estate to the growth of tourism in SJ and seek to overcome barriers to the barriers to access to natural attractions and trails development in the Shire. • Shire to investigate opportunities for the private sector and/or other organisations to develop and manage commercial activities at key tourism locations, under a NatureBank or similar arrangement on land under care and management of DBCA. • Work with the National Trust to develop opportunities for the utilisation of historical assets such as the historic Jarrahdale Mill and Mill Manager's house for social events such as weddings and also meetings, conventions and conferences. • Engage with organisations such as WAITOC and Tourism WA to encourage the development of Aboriginal cultural tourism to include art, craft and artefacts (display/retail), bushfoods, accommodation/camping, interpretive information and on-country tours. • The concept is the development of individual, or a range of Aboriginal cultural tourism offerings to meet the demands of the domestic and international traveller (incorporating adventure and food tourism offerings).
Access	<ul style="list-style-type: none"> • Work closely with trails stakeholders and DBCA to organise volunteers to manage and maintain approved trails. • Consider the further development of Langford Park as a key component of the Jarrahdale Trails Town initiative. • Promote the Jarrahdale accommodation Hub to tourist trail walkers as a launch point to accessing the Bibbulmun Track at Sullivan Rock, near Jarrahdale and Munda Biddi Trail. Potential for transport to Sullivan Rock at specified time of day subject to reservation.
Accommodation	<ul style="list-style-type: none"> • Develop accommodation and camping near the falls or Serpentine River (potentially to include tented or glamping accommodation and/or specialist tourism such as weddings, school camps and event accommodation to improve year-round viability). • Discuss with DBCA and trails stakeholders, the development of appropriate overnight shelter accommodation on Munda Biddi Trail with secure lock-up for users' bikes.

Tourism Priority	Going Natural - Cultural, Historical and Natural attractions
Amenities	<ul style="list-style-type: none"> • Determine trail viewpoints to be identified and interpretation services to be provided. • Provide picnic furniture at selected key tourist rest areas. • Organise and utilise volunteer network to maintain tourist areas and trails under DBCA guidance.
Activities	<ul style="list-style-type: none"> • Engage with DBCA on improving tourist access to key locations such as Serpentine Falls, Langford Park and trails. • Investigate the development of Aboriginal cultural tourism in the Shire through initial engagement with Tourism WA, WAITOC and local indigenous groups. • Develop wayfinding for trails and other tourism attractions.
Awareness	<ul style="list-style-type: none"> • Work with tourism agencies, Tourism WA, Experience Perth and MAPTO to improve external marketing and interpretive communications with imagery which highlights the regions natural, cultural and heritage attractions. • Develop SJ Tourism website to encompass all the areas natural attractions, historic places and cultural tourism assets. • Improve trails signage and wayfinding to provide tourist information and improve visitor experience.
Action Owner	<ul style="list-style-type: none"> • Leads: Shire of SJ, DBCA. • Support: Shire of SJ tourism operators, State Government agencies, (Tourism WA, Peel Development Commission, Experience Perth etc.), Trails WA, Perth Hills Tourism Alliance.



Tap into Adventure

Challenging and Soft Adventure for all ages

Progressive councils are discovering the economic benefits of developing their own adventure niche to attract repeat visitation from adventure enthusiasts. Serpentine Jarrahdale is well positioned to cater to the needs of Perth metro 'weekend warriors' looking to 'blow out the cobwebs' at the end of their working week (which with the re-emerging growth in FIFO and other 7-day a week jobs, weekends are no longer exclusively Saturday and Sunday).

There appears to be significant unmet demand for accessible 4WD and trail bike tracks as well as 'world class' BMX trails, forcing many enthusiasts to travel interstate or utilise unofficial or illegal tracks.

Current supply and demand of off-road tracks

Use of 4WD vehicles and Trail Bikes is a popular pastime across WA. It is estimated there are around 20,000 to 30,000 active 4WD and 50,000 trail Bike owners in WA. Many of these regularly take off-road driving/riding trips for recreation.

However, there are no 4WD parks in the state that are open to the public. The existing 4WD parks are only open to registered 4WD club members. In comparison there are five 4WD parks in Queensland and four in NSW.

Discussion with the Chairman of the WA 4WD Association, Bruce Brinkley, confirmed the possible need for a dedicated, commercial 4WD Park.

Opportunity for a 4WD & Trail Bike Park, Off-Road Demonstration and Training Facility

There is an opportunity to develop a commercially operated, 4WD and Trail Bike Park, Off-Road Vehicle Demonstration and Training Facility (the Park) within the Shire of Serpentine Jarrahdale. The Park could include a variety of 4WD and Trail Bike trails, a training centre (or be aligned with the proposed Motorplex Complex at Serpentine), a picnic area and potentially a campground, perhaps with cabin or safari tent accommodation.

Alternatively, dependent upon the eventual location of the Park, the overnight accommodation could be provided at the proposed Jarrahdale tourist accommodation hub at Jarrahdale.

The Park would need to be at least 35-40 hectares with diversity in topography to ensure the constructed trails vary in difficulty to cater for all skills levels. In particular the trails must include a number of challenging trails for more experienced drivers of both 4WDs and Trail Bikes.

Potentially some of the visitors would also be able to stay overnight in the Park at a designated campground within the Park boundary. The campground should be equipped with basic amenities including toilets, showers and picnic facilities and perhaps on-site accommodation, should a feasibility study indicate the viability of built accommodation.

The Park will enable 4WD owners to share stories and experiences in a bush setting. A number of 4WD events will also be hosted at the Park throughout the year.

A training centre could also be located within the park or at the proposed Serpentine Motorplex, offering accredited 4WD courses. These courses would be run and operated by a registered training organisation.

The Park would ideally link in with existing 4WD and Trail Bike tracks in the Experience Perth region. This may include the Captain Fawcett Commemorative 4x4 Trail that runs from Lane Poole Conservation Reserve, Dwellingup and finishes near Quindinning. This would provide a round-trip itinerary for weekend visitors from Perth.

The Off-road Enthusiasts

The primary target market is active 4WD vehicle owners in WA. These are 4WD owners who take their vehicles off-road for recreational purposes. 4WD club members will be the target market for events.

A secondary target market is people that use 4WDs in the workplace and require skill in operating these vehicles. These people are the target market for many of the training courses that would be provided at the park.

Some insights into the size of the target market include:

- It is estimated there are up to 35,000 active 4WD enthusiasts in WA.

- There are more than 1,000 4WD club members in the 29 registered 4WD clubs in WA.

The Gaps in the Market

Preliminary market research has identified the following key desirables for a new 4WD and Trail Bike Track:

- The park must have a range of challenging and varied trails suitable for inexperienced and beginner 4-wheel drivers.
- Accommodation options across a range of quality and price points. May include campsites in the 4WD Park, which would ideally be scenic and provide a bush experience for campers.
- The Park is open to the public and not exclusive to 4WD clubs. Liability and insurance issues will need to be addressed for this to be permissible.
- Park is accessible throughout the year and in most conditions, including wet weather.
- External 4WD tracks, including the Fawcett Commemorative Trail are promoted as part of the Park holiday/recreational experience and linkages established to the Park that provide a suitable weekend driving itinerary from Perth.
- Regular events held at the Park with involvement from the 4WD clubs and associations
- Greater than 80 acres in size.
- The Park is run by a suitably qualified and suitably resourced operator, capable of ensuring a quality experience for visitors.
- Effective marketing and promotion of the Park of is undertaken.



How to Deliver

Development options

Option One: Privately owned and operated
- Under this option the park could be owned and operated by an existing landowner. Preferably the land is bush scrub that has not been cleared for agriculture.

Under this scenario the landowners would manage and be responsible for all aspects of the park including events.

Option Two: Park developed to Shire of Serpentine Jarrahdale KPIs by private developer under land-lease arrangement.

Under this scenario the Shire of Serpentine Jarrahdale would own private land and the development. The developer/operator would construct the 4WD Park on the land and manage the operation of the park as a private enterprise. An experienced developer/operator would be selected by tender and would operate the 4WD Park under contractual agreements.

This is a preferred option as it provides the Shire with greater control in the development

and operation of the 4WD Park, without the capital cost of development.

Option Three: Shire of Serpentine Jarrahdale acquires land and develops park to be leased by experienced operator.

This would give the Shire virtually complete control of the operation but is the most capital cost intensive option.

Move Over Mountain Biking, Make Way For A World Class BMX Track

BMX is one of the fastest growing sports in Australia and one of the only sports where whole family participation can take place. Riders of all ages compete across Australia and this sport has now been included in the 2020 Summer Olympics.

Following on from this, Freestyle BMX is growing in popularity. Freestyle BMX is bicycle, scooters and skateboard motocross and stunt riding on BMX bikes. It is an extreme sport descended from BMX racing that consists of 5 disciplines: street, park, vert, trails and flatland. Although popular on the east

coast, it is slow to take off in WA due to available facilities.

Freestyling is about entertaining stunt shows and performances.

Previous studies (Serpentine-Jarrahdale Community Facilities & Services Plan to 2020), Serpentine-Jarrahdale Sport and Recreational Precinct, Draft Feasibility August 2013, Serpentine-Jarrahdale Sports & Community Group Inc., community Infrastructure and Public Open Space Strategy 2016 show there is a growing need for the expansion of sporting facilities and in particular the BMX track and skate park in the region.

To enable the expansion of this sport, ideally a new facility need to be developed to overcome the constraints of the Briggs Park location, in order to cater for this sport.

The new growth opportunity

With the inclusion of BMX racing in the 2020 summer Olympics increase in the sport is growing.

There are currently 20 clubs throughout Western Australia, one of which is in Byford. However, there is limited room at the Byford BMX Club for growth and the skate park is too small to incorporate the freestyle events.

In discussions with BMXWA and the Byford BMX club there is obviously a need to expand to cater for these two growing sports with a new BMX track and skate park. Should state of the art facilities be built, with ample parking and facilities, there is the opportunity for the facility to become a training ground for all clubs and host local, State and National events. Local events are held over one day, State events over 2 days and attract up to 600 riders and over 2,000 visitors. They are prepared to travel to these events.

With the addition of tailored accommodation options, visitors and riders to the State events

will have the opportunity to stay overnight, which in turn supports the local economy.

National events are held over 2-3 days. The national series were held in Bunbury this year and WA is set to host the event again in 2021 at a metropolitan venue still to be decided. Tourism WA has previously supported this national event.

Bringing it to fruition

Previous studies (Serpentine-Jarrahdale Community Facilities & Services Plan to 2020)), Serpentine-Jarrahdale Sport and Recreational Precinct, Draft Feasibility August 2013, Serpentine-Jarrahdale Sports & Community Group Inc., have highlighted the need for the expansion of not just the BMX track and skate park, but also other sporting facilities.

If the proposal was developed up expeditiously, there could be the potential to bid for the 2021 National BMX championships or to host the State championships.

Keysbrook Motorplex Proposal

Planning is underway for a new international standard race circuit to be constructed in Western Australia, subject to appropriate local and state regulatory processes. This development has the capability to be a major tourism and event catalyst for the Shire and the wider Perth and Peel regions.

A development application proposal including designs for a 3.5km circuit located approximately 60km south of Perth in Keysbrook has been submitted by the Stati Group for approval by the Shire of Serpentine Jarrahdale.

The document claims the circuit will be initially built for state and national racing although there are longer term plans to attract the Asian Le Mans Series and international karting events to Keysbrook.

A two-stage build has been cited for the project, which will be built to FIA, CAMS and Motorcycling Australia high standards.

“The proposed Keysbrook Motorsport Facility (the Motorsport Facility), will be a significant facility that will provide local and regional benefits to the Shire of Serpentine-Jarrahdale and broader Perth Metropolitan Region,” read the document.

“The Motorsport Facility will supply an advanced race circuit designed and constructed to Federation Internationale de l’Automobile (FIA) and Confederation of Australian Motor Sport (CAMS) standards with a Go-Kart Circuit to Commission Internationale de Karting (CIK) level.

“This will enable the potential for National and International race events to occur on the site at a future time.

“Initially, the facility will be developed to host amateur state and national events, and later the possibility to host international motor racing events. It will also host Car Club days, driver training for police, military and emergency services personnel.”

If successful, the circuit would join CAMS approved circuits Barbagallo Raceway, which currently hosts Supercars, and the state-level Collie Motorplex in Western Australia.

Other Potential Adventure Options

Opportunities may arise for private operators to develop forest adventures similar to the activities described below. The Shire may be able to help facilitate such tourism developments through its “open for business” approach.

Swing, Ziplining and Adventure Course Attraction

Location – at or adjoining a major natural asset.

Examples are:

- Swing (e.g., Nevis Swing, Queenstown NZ <https://www.bungy.co.nz/swings/>)
- Ziplining – Forest Surfing (e.g., Daintree Jungle Surfing QLD <http://www.junglesurfing.com.au/>)
- Largest flying fox in Australia (Forest Adventures Busselton <http://www.forestadventures.com.au/>)
- Associated tour adventure activities by qualified instructors (e.g., Rock climbing, Ropes Course, Orienteering – Outsourced to qualified Outdoors WA members <http://www.outdoorswa.org.au/>)

Action Implementation Summary

Tourism Priority	Tap into Adventure - Challenging and soft adventure for all ages
Attractions	<ul style="list-style-type: none"> Facilitate development of a commercial 4WD and Trail Bike Park, Off-Road Vehicle Demonstration and Training Facility. This type of facility has proven very successful in the Eastern States of Australia, where there are numerous such facilities. However, to date there has not been a development in a WA location close to the Perth Metropolitan population centre. The Park would include a variety of 4WD and Trail Bike trails, a training centre (or be aligned with the proposed Motorsport Complex at Serpentine), a picnic area and a potentially a campground, perhaps with cabin or safari tent accommodation. Assist the proponents of the Proposed Motorsport facility, currently under planning consideration, to overcome barriers and add this game-changing facility to the area's tourism product. Continue to move forward the proposal for the development of the new purpose-built BMX facility in Mundijong. Consider a concept to develop a themed Water Playground and Entertainment Park attraction that reflects the Shire of Serpentine Jarrahdale's objectives and provides a quality, regionally significant experience for visitors. This facility could possibly adjoin the new adventure playground, conservation area and community garden recently opened on Mortar Pass in Byford (if land available/ suitable), or be situated in a highly visible location such as the South Western Highway or adjoining the proposed Accommodation Hub in Jarrahdale.
Access	<ul style="list-style-type: none"> Review town scheme provisions to ensure that tourism proposals are consistent with current planning scheme and make adjustments where necessary to facilitate appropriate development. Caravan and camping sites could improve viability of a 4WD park.
Accommodation	<ul style="list-style-type: none"> Caravan and camping sites could improve viability of a 4WD park.
Amenities	<ul style="list-style-type: none"> Ensure appropriate food and beverage provision at adventure venues. Consider traffic management at special high popularity events.
Activities	<ul style="list-style-type: none"> Canvas property owners in SJ for potential for development of 4WD and Trail Bike Park.
Awareness	<ul style="list-style-type: none"> Seek expressions of interest from property owner for development of a 4WD park.
Action Owner	<ul style="list-style-type: none"> Leads: Shire of SJ, DBCA. Support: Shire of SJ tourism operators, State Government agencies, (Tourism WA, Peel Development Commission, Experience Perth etc.), Trails WA, Perth Hills Tourism Alliance.



Stay... Just a little longer

Tourist Accommodation Options

The establishment of overnight tourist accommodation in the Shire of Serpentine Jarrahdale would present great opportunities for domestic and international tourists to experience the diversity of activities and attractions that cannot be enjoyed on a short day trip, adding significantly to the social and economic benefits from tourism. Visitor accommodation often acts as a conduit for other tourism development, encouraging operators to develop tourism product, servicing, attractions and events.

The Caravan and Camping Regulations 1997 allows a variety of accommodation in tourist caravan parks, including powered and unpowered caravan and camping sites, tourist cabins and “glamping” tents. The growth of the health and wellbeing industry presents opportunity for the development of wellness retreats with appropriate accommodation and activities buildings.

Other tourism development options that could be co-located on the site are a stabling and corralling area near the accommodation hub, to facilitate equestrian activity (trails, Langford Park) associated with short-stays and a water park for tourist and community use.

The Shire of Serpentine Jarrahdale has indicated that it would be prepared to enter

into preferential leasing arrangements with suitably qualified developer/operators for the large parcel of land, described as Lot 814 Jarrahdale Road, Jarrahdale, which is currently owned by the Shire, to develop and operate tourist accommodation at the site.

There are numerous opportunities for accommodation development at the site and it is proposed that a concept, which contains a variety of complimentary accommodation development options by separate individual developer/operators, would be the most practical way forward.

It is considered that the primary focus should be toward low-impact, lower and medium cost developments that are consistent with the identified target markets. Therefore, accommodation that is suitable for people who visit Jarrahdale to experience the various types of trails, including equestrian, walk and run trails, mountain bike and motorised trail bike trails, together with those that visit for natural attractions and events, should be considered for Jarrahdale.

Due to its proximity to Perth, Jarrahdale is an ideal overnight or short-stay destination for caravanners and campers, adventure seekers and visitors wishing to experience the historical and natural attributes of the location.

There is an opportunity for an operator to tap into the flourishing weddings market where there is almost an insatiable appetite for new and unique wedding venues within a reasonable distance of Perth.



The historic Jarrahdale Mill Manager's House and Timber Mill building present an

opportunity for a weddings and functions organiser to gain a share of this established market. The Mill Manager's House could be transformed into a luxury accommodation in the period theme. Perhaps a feature could be a horse and carriage transfer between the Mill Manager's House and the Historic Mill function venue.

The use of both venues would not necessarily be confined to weddings and could also cater for high- end conferences and meetings.

Accommodation Options

Tourist Caravan Park

Caravan parks provide for a vast and growing market of captive travellers (those that own a caravan, recreation vehicle or camping equipment), as well as budget conscious visitors who prefer self-contained cabin accommodation up to more high end accommodation options.

Caravan parks hold a special place in the development of regional communities and iconic tourism attraction locations in Western Australia.

In the past, Caravan Parks were often the first tourism developments in regional Australia.

Despite double digit growth of the sale of caravans, recreational vehicles and camping equipment over the past decade, the number of available caravan and camping sites in Western Australia has diminished. New and existing sites are being developed for higher level and better use.

A report commissioned by Caravan Industry Australia³⁰ found significant social and economic benefits to local government areas benefits from commercial caravan parks, including:

- For every \$1 of park income, \$1.38 of local economic activity is generated, by visiting tourists.
- The availability of caravan parks encourages longer duration of visitation.
- Commercial caravan holiday parks contribute financially to their local area by way of direct expenditure from the parks and expenditure in the local region by the park owners.
- Tourist caravan parks account for approximately 12% of all accommodation industry revenue and 9% of industry employment.
- Non-financial contributions made by parks play a key role in developing a socially cohesive community or region.

Also, travellers that utilise caravan park sites and accommodation exceed the duration for users of hotels, motels and boarding accommodation by three to four times.

Serpentine Falls Tourist Village is a well-appointed caravan park and tourist accommodation facility located at the junction of the South Western Highway and Falls Road, Serpentine.

It has powered caravan sites, cabin and park home accommodation for tourists and is associated with a roadhouse on the property.



Figure 8 Artist's impression of a proposed low-scale tourist Accommodation Hub

Over recent years, a portion of the Caravan Park was developed as a residential retirement park home village.

The tourist caravan park section provides the only licenced caravan park sites and tourist cabins in the Shire of Serpentine Jarrahdale.

The distance from the tourist village to the Jarrahdale townsite makes it an impractical venue for overnight accommodation for Jarrahdale events. The Shire of Serpentine Jarrahdale allows free camping in its Heritage Precinct near the historic mill in the Jarrahdale townsite and has provided a dump point for discharge of portable caravan toilets.

An opportunity exists for a new caravan park to be developed on a portion of the Jarrahdale Heritage Park site, which would enable visitors to experience the diverse tourist attractions that abound in the area, without day-trip time constraints, increase the viability of existing tourism and retail businesses and foster the incubation of new tourism product. Based on occupancy of other caravan parks in the Perth and Peel regions, a tourist caravan park at Jarrahdale would achieve high average annual occupancy, and be a viable business.

The demand analysis of caravan and camping accommodation in the "Experience Perth" tourism region area indicates a clear need for additional



Figure 9 Artist's impression of Wellness Facility and accommodation elevation

caravan park capacity. There exists a critical gap between supply and demand in the Peel region, as was indicated in a study into the caravan and camping market in Western Australia by The authors of this report, Brighthouse Strategic Consulting, entitled "A Strategic Approach to Caravan and Camping Tourism in Western Australia, 2012" and further validated in the market demand analysis for this tourism strategy.

Other opportunities for developing the short-stay tourism market in Serpentine Jarrahdale are in the health and well-being sector, luxury camping (glamping) sector and accommodation associated with equestrian activity.

More Australians than ever are switching from typical sun and surf holidays for health enhancing, retreats, based around health and well-being activities, such as yoga, massage and communing with nature. Health and wellness tourism has now become a big money spinner.

The forest surroundings and elevation and proximity to the Perth population, makes Jarrahdale an ideal location for the development of wellness retreats and spas.

The growth of glamping, or luxury camping began with the idea of bringing comfort and luxury to the great outdoors for a truly unique travel experience. Over recent years, this trend has grown exponentially and now



Figure 10 Wellness Chalet Floor Plan

includes various styles of habitats and levels of luxury. These include Safari Tents, Yurts, Treehouses and more.

The opportunity to combine a variety of accommodation styles to suit any level of luxury from basic tents to 5-star cabins and safari tents in a superb forest setting, sets Jarrahdale apart from its peers.

The image above is an example of what could be achieved on a portion of Lot 814 Jarrahdale Road, Jarrahdale, which is land vested in the Shire of Serpentine Jarrahdale.

The concept comprises a staged caravan park development of approximately 100 tourist caravan and camping sites a mix of 30 x 1, 2 and 3 bedroom self-contained cabins, self-contained glamping tents and tree houses. The proposal is for the caravan and camping sites and accommodation to radiate from a central recreation and activities core.

A reception/administration building is located at the controlled entry point to the

accommodation hub, near an area of public open space, which contains the existing historic rotunda, which could be restored and utilised for small musical and other cultural events.

The central recreation and amenities area could contain a swimming pool, tennis court and multi-purpose court, bouncing pillow, and amenities buildings.

It is also proposed that a wellness retreat is developed on the accommodation hub site, separated from the caravan park and with 5 x 2 bedroom luxury accommodation units partially excavated into the sloping ground contour and overlooking the forest, together with a wellness centre and yoga bale building.

It is anticipated that the caravan and camping sites and amenities site would occupy around 70% of the total accommodation hub site area. The remainder of site area may be utilised for the other proposed styles of accommodation and glamping tents and treehouses.

The latter styles of accommodation would best be located on the periphery of the site, taking advantage of the site's sloping topography around its perimeter and the existing vegetation to better create ambiance.

In keeping with the location and proposed use, the architectural design should be sympathetic to the natural environment and topography, in a way that integrates the Wellness Spa and Yoga Retreat into the landscape.

The wellness retreat could be constructed near the current location of the derelict worker's huts and overlooking Gooralong Brook amongst the existing tall trees.

The proposed weddings and functions centre proposed for the historic Mill Manager's House and historic Mill in Millars Road, Jarrahdale, could also become part of the greater accommodation and activity hub including a commercial food facility.

The complimentary accommodation facilities at the proposed Equine Centre of Excellence and Jarrahdale Accommodation Hub, described in the Horses for Courses section above, would put the Shire of Jarrahdale in a position to compete with the coastal tourism destination of Mandurah and elsewhere in the South West.

Ancillary Accommodation Hub Precinct Development

Outside the accommodation hub boundary, but near to the caravan park's main administration and reception building, a fenced, state of the art water playground could be developed for use by the community, day trippers and accommodation hub guests.

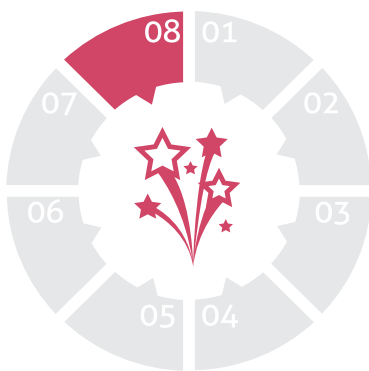
This would enable the commercial operator of the water park to share reception and ticketing space with the accommodation hub operator, which may or may not be under the same ownership.

Finally, within the Lot 814, but separated from the accommodation hub, and the proposed water park, a cluster of stables, sealed set-down area, storage and administration building and corralling area could be established.

Action Implementation Summary

Tourism Priority	Stay... just a little longer - All kinds of accommodation options
Attractions	<p>Jarrahdale Accommodation Hub:</p> <ul style="list-style-type: none"> • The Shire of Serpentine Jarrahdale has indicated that it would be prepared to enter into preferential leasing arrangements with suitably qualified developer/operators for the large parcel of land, described as Lot 814 Jarrahdale Road, Jarrahdale, which is currently owned by the Shire, to develop and operate tourist accommodation at the site. • Numerous opportunities exist for accommodation development at the site and it may be that a concept – one that allows for a variety of complimentary accommodation development options by separate individual developer/operators – would be the most practical way forward. • Further leverage Shire property assets to encourage development of Serpentine Jarrahdale as the premier Wellness Holiday, Spa Retreat and Medical Tourism destination in Western Australia. The objective of the concept is to • Develop a unique, specialised facility and/or hub of associated wellness, spa and cosmetic medical services in the Serpentine Jarrahdale region. • Enhance the Shire of Serpentine Jarrahdale’s capacity to attract visitors and increase economic spend in the region. • Lead to business opportunities, employment and aligned product/ service provision for local residents and businesses. <p>Accommodation Promotion</p> <ul style="list-style-type: none"> • Provide an Airbnb-style platform on the SJ Tourism website where individual community members can list their property for a tourist visitor to stay for up to 3 nights (in accordance with the Caravan and Camping Regulations 1997), provided that appropriate health and safety requirements were observed. (Subject to approval of the site by the Shire). Tourists with caravans or campervans could book designated sites online for a fee and be provided with information on activities and nearby attractions. • Develop a similar facility but for farm stays where local farmers host tourists overnight (farm-stay B&B) as an alternative to commercial accommodation. This would be especially popular with Asian tourists, which research indicates, have a fascination for agricultural familiarisation.
Access	<ul style="list-style-type: none"> • Leverage the Shire of SJ’s property asset to encourage development of the accommodation Hub at Jarrahdale

Tourism Priority	Stay... just a little longer - All kinds of accommodation options
Accommodation	<ul style="list-style-type: none"> • Provide a wide variety of accommodation to cover domestic and international tourist segments.
Amenities	<ul style="list-style-type: none"> • Ensure provision of amenities for overnight accommodation is appropriate.
Activities	<ul style="list-style-type: none"> • Associate activities and events around all accommodation to enhance visitor experience.
Awareness	<ul style="list-style-type: none"> • Engage with Experience Perth, Perth Hills Tourism Alliance, Caravan Industry WA and other tourism organisation to ensure that SJ is considered as a prime domestic and tourism location and to assist in the dissemination of the SJ Shire's tourism message through its tourism website, mobile app and other collateral. • Assist attendance of the Shire's key tourism operators to attend international and local tourism forums such as ATE. • Facilitate regular training for tourism operators in SJ, utilising internal and external expert resources. • Organise and perhaps subsidise the professional group photography of all tourism accommodation product in the Shire using drone and talent/props to enable properties to be displayed online and in printed material to a high standard and consistency.
Action Owner	<ul style="list-style-type: none"> • Lead: Shire of SJ • Support: Shire of SJ tourism operators, State Government agencies, (Tourism WA, DBCA - Parks and Wildlife, Peel Development Commission etc.) Perth Hills Tourism Alliance.



In the Event

All the events that keep visitors coming back

A handful of carefully selected events have the potential to draw a new mix of international, interstate and intrastate visitors to the region, whilst also communicating key branding messages about Serpentine Jarrahdale. When events are closely aligned with the regions distinctive difference or unique selling proposition, they serve to position Serpentine Jarrahdale as a destination of choice.

These events are in addition to Serpentine Jarrahdale's existing events, such as the annual Log Chop and the LiveLighter Community Fair.

Key events proposed include:

- Head East for the Feast
- Opera at the Mill
- Dinner in the Forest
- Joondalup to Jarrahdale – Veteran & Vintage Car Club Rally

Head East for the Feast

Farmers' markets help connect local people to local produce at a reasonable price, as well as providing local farmers and producers with regular consumer direct point-of-sale that they may not be able to achieve via other food distribution networks.



Figure 11 Farmer's Market Produce

There is currently an annual Food and Farm Fest event at Quarry Farm in Whitby organised by the Serpentine-Jarrahdale Food and Farm Alliance (SJFFA).

Farmers' Markets attract a broad demographic seeking fresh local produce, including health-conscious young couples, families with young children and seniors. The experience is about more than just shopping for groceries, offering an opportunity to taste, socialise, listen to buskers, and sit on the lawns to enjoy breakfast or lunch (depending on the opening times of the market).

Discussions would need to take place with SJFFA to ensure they would support a regular weekly market.

A variety of food vans or pop-up food and beverage stalls could cater for people looking to eat or drink, with vendors, buskers or other local micro businesses offering kids activities, entertainment, cooking demonstrations and other activities.

The Shire would need to provide an easily accessible location close to the South West Highway. Ideally the location should offer:

- An area with natural shade and established trees.
- Grass under foot.
- Free parking for up to 200 cars to allow for growth of the market.
- Access for vendors trucks/vans to their designated sites and enough space to park their van/truck behind their site.
- Provision of power and Wi-Fi (for eftpos) during market hours.

The overall aim is to promote and support local producers and attract people to the region. The population of approximately 30,000 in the region (census 2016) and the age of residents fits with the target audience.

In conjunction with a farmers market, there is also an opportunity to get on board with growing interest in the health benefits of local honey.

One opportunity could be an annual Honey Festival.

Dinner in the Forest

Pop-up dining, which often features local produce in an alfresco setting is becoming increasingly popular. It attracts food devotees who are willing to travel near and far to eat diverse food in spectacular settings. This particular style of event has been made popular by businesses such as Fervor.

Fervor is a traveling pop-up restaurant that offers a uniquely Australian dining experience



Figure 12 Open Air Dinner Event

with a focus on fresh, locally sourced produce and native ingredients sustainably foraged or supplied by specialist producers. Their dining tables have been set in stunning locations all over Western Australia, some out in the bush under the stars.

As a pop-up restaurant, Fervor travels all over Western Australia chasing locally sourced seasonal produce (see www.fervor.com.au, www.weekendnotes.com.au, and www.foodpornographer.com)



A food event in conjunction with the likes of Fervor could be a spectacular way to launch this strategy to VIPs and media. The event could shine the spotlight on the local produce on offer in the Serpentine-Jarrahdale region. Once demand is proven up, this could become an annual event under the stars in the spectacular forest of Jarrahdale, perhaps located close to the mill to ensure picturesque photographs feature on the Instagram feeds of foodie bloggers, vloggers and influencers. Around just 50 invitees strikes a balance between intimacy, exclusivity and expense and should be the target number for the first event.

Experiences are also what people increasingly use to define themselves across social channels. Take a spin through your Instagram and Facebook feeds, and you're more likely to see a photo of people enjoying a foodie experience in an exotic location. Brian Schultz, 2015, AdAge

Joondalup to Jarrahdale – Veteran & Vintage Car Club Rally

Prior to commencement of the rally, vehicles could assemble at a Perth location and finish with a festival in Jarrahdale. This is an opportunity for the Jarrahdale community to embrace the event and turn the day into a full day festival and attract as many overnight visitors as can be accommodated. There are more than 1,100 members of the Veteran Car Club of WA (Inc.) (VCC), representing a number of direct enthusiasts, in addition to the many car enthusiasts who would just join in an opportunity to check out the festival.

The festival could feature music, food, kid's activities and various stalls and entertainment highlighting local arts and crafts and produce, and a chance to look around at each other's vehicles.



A "Fashions in the Field" event could also be incorporated, encouraging participants to dress to the period of their vehicles.

This event could be based on the famous Bay to Birdwood event in South Australia (see www.baytobirdwood.com.au).

The only other major car rally of this type in recent years has been Big Al's Poker Run. Since the passing of Big Al in 2016, this event is no longer running.

The event could be included on the annual events calendar with the Veteran Car Club and included on the Tourism WA Calendar of Events. The ideal time for the rally would be end of October to early November, highlighting the surrounding forest and wildflowers during spring.

Once a suitable festival venue has been identified, support should be sought from the Veteran Car Club of WA, funding could be sought from Tourism WA, LotteryWest, or the Department of Sport and Recreation prior to appointing an Event Manager or a volunteer committee to organise.

The above events are examples of some of the one-off and recurring events that can serve to attract repeat visitation to the Shire, provide economic and employment benefits to the community and promote the area, through the "stories" developed around the events.

Action Implementation Summary

Tourism Priority	In the event - All the events that keep visitors coming back
Attractions	<p>Encourage the establishment or continuation of key events:</p> <ul style="list-style-type: none"> Weekly Farmers' Market – Seek a private entity (i.e., an operator or the Serpentine-Jarrahdale Food and Farm Alliance (SJFFA)) to establish farm produce market, (see Food for Thought above). Joondalup to Jarrahdale Veteran Car Rally - Hold an annual veteran car rally event as a regular high-interest passive motoring event, commencing in South Perth and finishing in Jarrahdale. Jarrahdale could host a festival for the event with the whole town embracing it. The festival would feature local arts and crafts, local produce, food, entertainment and various associated stalls. Veteran motor vehicles have a large following and having the rally finish in Jarrahdale would lead to high exposure of the locale to those rally participants and spectators. The ideal time for the rally would be end of October to early November, highlighting the surrounding forest during spring. Long-Table Dinner in the Forest: - Pop-Up Dining Experiences of this kind – featuring local produce in an al fresco setting inspired to attract food devotees willing to travel near and far to eat in spectacular locales – are becoming increasingly popular. This particular style of event has been made popular by specialist event's organiser Fervor, which has organised spectacular and unusual dinner events at iconic tourism locations throughout Australia. The proposal is to enter into discussion with Fervor to hold an annual event at a suitable natural attraction location in SJ.
Access	<ul style="list-style-type: none"> Consider and plan for issues associated with events such as traffic management, food and beverage provision and parking.
Accommodation	<ul style="list-style-type: none"> Plan events in low occupancy accommodation periods, where possible, to ensure availability.
Amenities	<ul style="list-style-type: none"> Ensure appropriate amenities to hand for all events.
Activities	<ul style="list-style-type: none"> Plan additional activities to extend tourism-visitation value of events.
Awareness	<ul style="list-style-type: none"> Work with commercial event organisers and promoters to ensure events are well managed and financially successful.
Action Owner	<p>Lead: Shire of SJ,</p> <ul style="list-style-type: none"> Support: Shire of SJ tourism operators, State Government agencies, (Tourism WA, DBCA - Parks and Wildlife, Peel Development Commission, Perth Hills Tourism Alliance etc.)

Acknowledgements and References

Brighthouse Strategic Consulting acknowledges the assistance of individuals and organisations and the information provided in the reference reports listed below.

Individuals/Organisations

Shire of Serpentine Jarrahdale

Tourism WA

Tourism Research Australia

Department of Biodiversity, Conservation and Attractions

Department of Local Government, Sport and Cultural Industries

Department of Primary Industries and Regional Development

Department of Planning, Lands and Heritage

Peel Development Commission

Destination Perth

MAPTO

Hills Tourism

WA Parks Foundation

City of Armadale

Serpentine Jarrahdale Community Resource Centre

Kalamunda Chamber of Commerce, Kalamunda Farmer's Markets

The Rotary Club of Hall, ACT, Capital Region Farmers Market

Jarrahdale Heritage Society

RAC Parks and Resorts

Byford & Districts Country Club

Serpentine Jarrahdale Food and Farm Alliance Inc.

BMX Sports, Western Australia Inc.

Byford BMX Club

WAITOC

Western Australian 4WD Association Inc.

Veteran Car Club of WA (Inc.)

Fervour

Caravan Industry Association WA

Future Now, Creative and Leisure Industries Council

Sandy Harvey, Veranda Home and Garden, Byford

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Peel Tourism Economic Development Infrastructure Strategy 2016-2020

Peel Region Investment Blueprint 2050, Peel Development Commission

Greater Shepparton Food Hub Future Direction Plan

Peel Region Trails Master Plan 2008-2017

The Allen Consulting Group (2011) Framework Guide to Facilitate Tourism Investment, Melbourne

The Shire of Serpentine Jarrahdale Equine Plan 2018

Appendix 1: Serpentine Jarrahdale Trails Planning Reference

Serpentine Jarrahdale Trails Planning and Development by the Shire of Serpentine Jarrahdale will also be informed by the following key publications and strategies:

Western Australian Strategic Trails Blueprint 2017-2021

Developed by: Department of Sport and Recreation

Key points:

- Full strategy dedicated to trails development in Western Australia
- Two Year Action Plan for Tourism Western Australia - 2018 And 2019
- Developed by: Tourism Western Australia

Key points:

- 'We will attract more people, more often to regional Western Australia'
- Point #2: We will facilitate new tourism experiences in regional Western Australia by: *Focusing on trails*. We will assist with the development and marketing of mountain bike trails, food and wine trails and others identified for niche audiences across Western Australia.

The State Government Strategy for Tourism in Western Australia 2020

Developed by: Tourism Western Australia

Key points: 'Regional Travel' Section 4.6: Increase regional visitors through Government strategies to:

- Tourism support infrastructure in regional WA

- Australia's best regional events calendar
- Improved caravan, camping and self-drive experiences
- Extraordinary regional experiences, including nature-based, culinary and cruise shipping

Peel Tourism Economic Development Infrastructure Strategy 2016-2020

Developed by: Peel Development Commission

Key points: Peel Tourism Infrastructure Investment Opportunities **Serpentine Jarrahdale related*. Appendix 2, Section 1. Trail Hubs:

- a. Jarrahdale Hub - In Jarrahdale with trails linking Serpentine NP to Jarrahdale; Includes area to host 6-8 self-contained RV's plus dump point, toilets/showers, water outlet, shade shelter, BBQ's, parking & lighting
- b. Automated Adventure Equipment Hire Facilities - Includes four mobile facilities, fully stocked equipped and functioning, ready to operate; hiring bikes, canoes, fishing rods, chairs, swags and aquatic devices
- c. Whitby-Jarrahdale Train Line & Puffing Billy - Restored train line & bridge, with turntables, & Puffing Billy train, linking Perth-Bunbury rail line to Jarrahdale Hub

Peel Tourism Infrastructure Investment Opportunities **Serpentine Jarrahdale related*

- Appendix 2, Section 2. Trail Networks:
 - a. Indigenous Walk Trail - Part of the Peel Zoo Relocation along Darling Scarp - a possible Public-Private Partnership with Indigenous and Conservation Groups
 - b. Serpentine NP Trails Upgrade - Includes new car park & picnic areas, upgrade Kitty Gorge trail walk trails to new viewing areas

Peel Tourism Infrastructure Investment Opportunities have also been identified in Serpentine Jarrahdale with relation to accommodation

- Appendix 2, Section 3. Accommodation Nodes:
 - a. Upmarket Camping Serpentine – Jarrahdale - Glamping at/near Serpentine NP or Jarrahdale town; for pre-planning, services/utilities & investment attraction
 - b. Low Cost Small Group Accommodation At/near Jarrahdale or Serpentine NP; for site works and services infrastructure. Private operators to construct & operate the facility

Other Associated Plans and Strategies:

- Peel Trails Strategy (under development)
- Peel Region Trails Master Plan 2008-2017
- Peel Equine Strategy 2017
- Peel Regional Investment Blueprint
- Perth & Peel Mountain Bike Master Plan
- Perth Hills Trails Master Plan
- Mandurah and Peel Tourism Organisation Tourism Strategy (under development)
- Western Australian Trails Hubs Strategy 2012
- Western Australian Mountain Bike Strategy 2015–2020

- Our Bike Path: A Strategic Framework for Cycling in Western Australian 2014–2020
- Western Australian Horse Trails Strategy 2015
- Western Australian Trail Bike Strategy 2008
- WA Bicycle Network Plan 2014–2031
- Taste 2020 - Food and Wine Tourism Strategy Western Australia 2015 – 2020
- Forest Management Plan 2014–2023
- WA Outdoor Recreation Strategy (under development)

Other local and regional plans and feasibility studies have also been developed at various locations across the State.

From a tourism perspective, key tourism agencies aligned to the Serpentine Jarrahdale region for ongoing tourism strategies, development, support, advocacy and/or marketing capacity include:

- Mandurah and Peel Tourism Organisation - MAPTO (Local level)
- Perth Hills Tourism Alliance
- City of Armadale
- Experience Perth Regional Tourism Organisation (Regional level)
- Tourism Western Australia (State level)
- Tourism Australia (National level)

Endnotes

1. State Government Strategy for Tourism in Western Australia 2020, Government of Western Australia.
2. Wayfinding is the cognitive and corporeal process and experience of locating, following or discovering a route through and to a given space (Symonds et al, 2017).
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9. Awareness and Knowledge of the Peel Region MAPTO 2018
10. Trends collated from TA, TRA, Tourism WA, ABS, Roy Morgan Research, WA Planning Commission, World Tourism Organisation, Online Audit of Homebase and B&B Accommodation in the Serpentine-Jarrahdale LGA, and TCWA.
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13. Tourism Australia, 2011
14. IBISWORLD Online Travel Bookings - Australia Market Research Report, February 2018
15. 2014-World Travel Organisation – Global Travel Trends Report and Grail Research 2013 Gen Y and Z Profiles
16. Mandurah and Peel Tourism Organisation Brand Research, Metrix 2018
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22. WA Department of Sport and Recreation, May 2018
23. The Trail Town Program - The Progress Fund, Pennsylvania, USA
24. EconomicID
25. Shire of SJ Economic Development Strategy 2018-2023, Lucid Economics
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28. Public Markets and Community Revitalisation, ULI-The Urban Land Institute & Project for Public Spaces Inc. New York
29. MAPTO Brand Research, Metrix 2018
30. Economic Benefit Report - Commercial Caravan Park to a Local Community, BDO, October 2012

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An aerial photograph of a forested hillside. The hillside is covered in dense vegetation, including many trees with white, bleached trunks and green foliage. The terrain is uneven with some rocky patches visible. In the background, the sky is filled with dramatic, orange and yellow clouds from a setting or rising sun. On the left side of the image, there is a vertical color calibration bar with several colored squares: teal, magenta, yellow, cyan, orange, and green. At the top right, there is a white rectangular shape.

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