



# Esperance Tourism Strategy

April 2021

The Esperance Tourism Strategy was prepared by TRC Tourism for the Shire of Esperance.

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### **Acknowledgement**

*We acknowledge the Indigenous peoples of the lands, waters and communities we work together with. We pay our respect to their cultures; and to their Elders – past, present and emerging.*

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## Acronyms

AGO	Australia’s Golden Outback Regional Tourism Organisation
DBCA	Department of Biodiversity, Conservation and Attractions
ECCI	Esperance Chamber of Commerce and Industry
ETNTAC	Esperance Tjaltjraak Native Title Aboriginal Corporation
GEDC	Goldfields-Esperance Development Commission
SWE	The South West Edge
SoE	Shire of Esperance
SWOT	Strengths, Weaknesses, Opportunities, Threats
TE	Tourism Esperance
TWA	Tourism WA
VFR	Visiting friends and relatives
VIC	Visitor Information Centre
WA	Western Australia

# FOREWARD

All those who live in Esperance know how truly special this place is – this Tourism Strategy highlights opportunities to share our amazing region with the rest of the world in new and innovative ways. The natural beauty of Esperance is a strategic advantage, but opportunities abound to leverage off of these assets more effectively. Esperance is well-placed to take advantage of the growing attention we have received in recent years with new and exciting ventures including nature-based experiences. This Strategy outlines the steps required to develop a coordinated approach to maximise the benefits of tourism throughout the community. The input of community members and key stakeholders has been important in the development of this strategy. Partnerships at a local, regional and state level are going to be vital in maximising the benefits of tourism.

The Shire of Esperance recognises the importance of tourism as an economic driver. Maximising these benefits is going to take a whole-of-community focus and this Tourism Strategy provides the opportunity to do so. Managing the impacts of tourism is also an important element, aligning the community outcomes with outcomes focussed on visitors is an important focus for this strategy. This document is incredibly important for developing what we hope is a key industry for Esperance in the future and I look forward to working towards achieving the goals outlined within.



**Cr Ian Mickel**

**President**

Shire of Esperance



# EXECUTIVE SUMMARY

Growth in the regional visitor economy is identified as an important channel for economic development across the Esperance region. Initiatives recommended for the Shire of Esperance (SoE) in the *Esperance Region Economic Development Strategy* emphasise the important role that the tourism sector can play towards achieving the objectives of employment growth, increased high-value local spending and increased private sector investment. Targeted improvements in the visitor economy will also drive liveability for the residents of the region.

SoE has developed this five-year tourism strategy to guide a coordinated approach to tourism development, sustainable growth and yield improvement into the future. An accompanying prioritised implementation plan outlines practical and achievable elements which are primarily the responsibility of SoE and a revised or new tourism entity. With the aim of working towards a truly collaborative approach, some actions are included which will require commitment by other stakeholders that are integral to the success of tourism in Esperance. This is particularly the case with the proposed new or revised governance entity recommended by this strategy.

Industry consultation by TRC Tourism and expert insights from the organisations involved in the Esperance visitor economy have been used to draw a picture from which to build the Vision, Guiding Principles, Goal and Strategic Priorities.

Recommendations in this strategy have been structured to take into consideration, and adapt to, the disruption in the tourism industry. Actions have been outlined which can be realistically achieved in the short to medium-term.

Focusing initially on making Esperance an attractive destination for intrastate visitors and in the medium-term interstate visitor markets, the recommendations will capitalise on the market that is available in the current climate and lay the essential foundations that are required to provide an outstanding visitor experience for international markets when conditions allow.

A domestic-led recovery will see changes in the demographics, behaviours and geographic spread of travellers.<sup>1</sup> Almost half of WA's direct tourism Gross Value Added is already contributed by intrastate overnight travel.<sup>2</sup> Although nearly three-quarters of overnight visitors to Esperance are already coming from within WA<sup>3</sup>, now more than ever, there will be strong competition in attracting these intrastate visitors to Esperance over other WA destinations.

Using the recommendations within this strategy to achieve success in the short to medium-term will foster increased confidence within the local tourism industry and entire Esperance community about the range of benefits that sustainable tourism development can bring to the region.

Whilst many opportunities and projects have been identified during preparation of this strategy, many of these have been condensed to reflect broader actions which are necessary to improve the visitor economy in Esperance. Some individual projects may be able to be progressed under these broader recommendations, and some may need to be put on hold until some of the underpinning essential elements of Esperance tourism are strengthened.

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<sup>1</sup> Moving Forward: The role of domestic travel in Australia's tourism recovery. August 2020. (Tourism Research Australia)

<sup>2</sup> Tourism WA Strategy and Research, State Tourism Satellite Account 2018-19, Topline Results for WA

<sup>3</sup> Tourism WA Strategy and Research, Shire of Esperance, Overnight Visitor Factsheet 2017/18/19



Esperance

**Esperance**

CAPE LE  
GRAND  
N.P.

L. Mortijinup

Pink I.

Butty Cove

Charley I.

Boxer I.

Esperance

Woody I.

Cape Le Grand

Sandy Hook I.

Ram I.

Rossiter Bay

Monstrous I.

# 1 Esperance – an Overview

## 1.1 INTRODUCTION

Located just over 700 kms from Perth (an approximately eight-hour drive or 90-minute flight), Esperance is the major coastal community and part of the only coastal zone within WA's largest tourism region, Australia's Golden Outback.

The Local Government Area (LGA) encompasses 44,798 km<sup>2</sup> of land, with national parks and reserves and agricultural land making up a significant portion of this, at 5,900 km<sup>2</sup> and 12,950 km<sup>2</sup> respectively.<sup>4</sup>

Esperance boasts a variety of spectacular natural assets including national parks, pristine beaches and bays, internationally significant wetlands and over 500 km of coastline facing the Southern Ocean.

Home to 14,281 residents<sup>5</sup>, the appeal of Esperance for both residents and visitors are held in its unspoilt natural coastline, remote location and relaxed lifestyle.

There are 1,726 businesses in Esperance, the majority in agriculture, forestry and fishing (34%).<sup>6</sup> The recent figures show that there are 188 tourism businesses.<sup>7</sup>

As a result of its remote location, a strong and connected community in Esperance has evolved.

Esperance sits within Noongar country. The strategy recognises the Traditional Owners of the land.

Following disruptions to flight services due to COVID-19, Regional Express currently offers 13 return flight services weekly between Perth and Esperance. Some of these flights are subsidised by the WA Government to ensure connectivity between Perth and major regional centres. It is not known for how

<sup>4</sup> Strategic Community Plan 2017-2027 (Shire of Esperance)

<sup>5</sup> Australian Bureau of Statistics 2018 - Esperance (S) (LGA) (53290)

long these flights will be subsidised, and the Department of Transport is working closely with Rex to increase the services into the future, when viable to do so.

Naturally, due to its remote location, Esperance also attracts a high proportion of self-drive visitors. While the majority of people arriving by road from Perth will take the shorter direct route to Esperance, it is also at one end of 'The South West Edge' (SWE), a 12-day road trip adventure that traverses 1200 km from Perth to Esperance. Kalgoorlie (nearly 400 kms away) and Albany (nearly 500 kms away) are the closest major hubs (see Figure 1 below).

Whilst the remote nature of Esperance is viewed by some visitors and those looking to escape and recharge as a positive, this can also be a barrier to attracting visitors due to the long travel distances involved.

**Figure 1.** Map of The South West Edge Touring Route

The South West Edge is a touring route winding around the south western edge of Western Australia from Perth to Esperance. It travels through wine regions, towering forests and along marine-life rich coast before returning to Perth across the outback.



SOURCE – WWW.THESOUTHWESTEDGE.COM.AU

<sup>6</sup> Australian Bureau of Statistics 2018 - Esperance (S) (LGA) (53290)

<sup>7</sup> Tourism Research Australia Local Government Area Profiles, 2019, Esperance (S), WA



**Figure 2.** Location of Esperance in relation to WA Tourism regions.



©2018 Tourism Research Australia

SOURCE - TOURISM RESEARCH AUSTRALIA.

## 1.2 CURRENT VISITOR EXPERIENCE

The following is a summary of the current tourism offer in Esperance. This list is not exhaustive and is an overview of what is presented to potential visitors when considering Esperance for a visit.

- National Parks (includes Cape Le Grand, Cape Arid, Stokes Inlet and Peak Charles National Parks)
- Coastline and beaches (including swimming, surfing, fishing, diving, camping, walking and 4WDing)
- Nature-based experiences (including Recherche Archipelago, Lake Hillier on Middle Island, Woody Island, Frenchman Peak, wildflower season, scenic flights, eco-cruises)
- Arts (Cannery Arts Centre, Cindy Poole Gallery & Studio, White Sands Gallery, Mermaid Leather Studio & Gallery, self-guided Arts & Culture Trail)
- Local food and beverages (Lucky Bay Brewing, Coffee Cat, Bread Local, Esperance Growers Market, Yirri Grove Olive Farm, Cloud 11)
- Heritage (Esperance Museum, Dempster Homestead, Historic Museum Village)
- Wildlife (kangaroos at Lucky Bay, Southern Right Whales, sea lions, NZ fur seals, dolphins, internationally recognised Esperance Wetlands)
- Drive routes (Great Ocean Drive, alternative Nullarbor Plain coastal route to/from Perth, the SWE from Perth to Esperance)
- Indigenous (Esperance Nyungar Aboriginal Corporation Giftshop and Gallery, Tommy Windich Cultural Precinct)
- Attractions (Esperance Stonehenge)
- Restaurants, cafes
- Accommodation (hotels, motels, self-contained apartments, cottages, bed and breakfasts, caravan parks, commercial and national park camping)
- Retail stores
- Other visitor services (car hire, tours, bicycle hire, water sports and equipment hire).

Maturity of tourism product is a term used to define the integration of services and experiences as it relates to the destination positioning, or the individual business operations. Tourism products in Esperance are currently at different levels of maturity.

## 2 Methodology and Engagement

Development of this strategy has been undertaken using the following steps:

- desktop background research and destination analysis to gain a sound understanding of the regional tourism situation
- stakeholder consultation and interviews to obtain first-hand information about current tourism planning, development and management and ideas for the future industry and expert views and advice in the face of COVID-19 pandemic disruption
- SoE workshops to better understand Esperance's unique position
- site visit to Esperance to establish a feel for the true visitor experience
- strategy development, refinement and delivery.

Shortly after the commencement of the project in February 2020, the Government of WA declared a State of Emergency and a Public Health Emergency in response to COVID-19 coronavirus. The closure of the state border in April 2020 resulted in alternative options needing to be explored to continue stakeholder consultation and interviews, SoE workshops and the intended site visit to Esperance.

Stakeholder consultation and interviews were completed by tele and video conference, and SoE workshops with Councillors, the executive group and management were also completed by video conference.

The stakeholders consulted and interviewed provided a broad cross-section of those who are currently involved in the local tourism industry.

Informal conversations about tourism with local business owners and community members also occurred throughout the course of the site visit.

Most importantly, the Esperance community will continue to be involved and have input in the implementation of the strategy through several of the recommendations contained within the strategy.

The list of stakeholders that have contributed input into the strategy has been included in Appendix B.

In addition, as the majority of the information and data collected during the background research was prior to the disruption of COVID-19 and the significant impacts of this on the visitor economy, updated information has since been applied (where available) during development of the strategy in full dialogue with SoE.

# 3 Esperance Visitor Economy

Tourism is an important economic driver for WA, with the industry (both direct and indirect) generating a significant number of jobs and 7.5% of the State's employment.<sup>8</sup>

At the time of writing the strategy, updated statistics at a local government level factoring in the effects of bushfires last summer and COVID-19, have not yet been released.

The key tourism statistics<sup>9</sup> for Esperance in 2019 provide a baseline for the strategy and future tourism goals:

- 325,000 total visitors (international, domestic overnight, domestic day)
- 862,000 total visitor nights
- Average length of stay 4 nights
- \$133 million in total visitor expenditure
- Average spend per night of \$144
- 188 tourism businesses.

In addition, the increase of Esperance's Tourism Sentiment Score<sup>10</sup> during 2019 (measured from January through to December) demonstrates the continued growth in the positive perceptions of Esperance's tourism experience and offerings prior to the impacts of COVID-19.

<sup>8</sup> Tourism WA Strategy and Research, State Tourism Satellite Account 2018-19, Topline Results for WA

<sup>9</sup> Tourism Research Australia Local Government Area Profiles, 2019, Esperance (S), WA

## 3.1 COVID-19 IMPACTS

Despite recent figures at a local government level having not yet been released, figures at a state level from Tourism Research Australia (TRA) show that WA is already starting to recover from the initial disruptions caused by COVID-19, with visitor numbers and economic contribution being strongly driven by the intrastate market.

With a strong existing intrastate market, intrastate visitors within WA during January 2020 had increased by over 13% compared to the same period the previous year. However, during April 2020 visitation from this market dropped by nearly 74%. This dramatic drop was due to the declaration of the State of Emergency and Public Health Emergency by the WA Government with travel, social distancing and business operations restrictions in place. In June 2020, with the relaxation of some restrictions, intrastate visitation within WA had already recovered to close to pre COVID-19 figures.

Whilst the intrastate visitor market spend is also on the road to recovery, this is at a slower pace than visitation numbers, with an 81% drop in spending in April 2020 improving to a 35% drop in June 2020 year on year. Despite the enthusiasm to travel, people are being understandably conservative in their spending.

Results for Regional WA are following a similar trend to that of all of WA. In June 2020, visitor numbers had nearly recovered to close to pre COVID-19 figures and visitor spend was approximately 30% less than at the same time the previous year.

Tables with the January to June figures comparing 2019 and 2020 from TRA supporting this commentary on recovery can be found in Appendix C.

<sup>10</sup> Destination Think! Esperance 2019 Tourism Sentiment Index

## 3.2 WHO IS INVOLVED?

There are a number of organisations involved in the tourism industry in Esperance, each playing a different role. The role of each is summarised below:

- **Tourism Australia** – (Australian Government agency responsible for attracting international visitors to Australia, both for leisure and business events).
- **Tourism WA (TWA)** – State Tourism Organisation responsible for promoting WA.
- **Australia's Golden Outback (AGO)** – Regional Tourism Organisation responsible for marketing and promotion of the region.
- **Shire of Esperance (SoE)** – Tourism is included in the portfolio of Community and Economic Development at SoE. This includes funding, staffing and management of the Visitor Information Centre (VIC).
- **Tourism Esperance (TE)** – Membership based not-for-profit tourism organisation managed by a committee of volunteers that represents businesses benefiting from tourism within Esperance. Responsible for publication and distribution of annual 'Experience Esperance Holiday Guide'.
- **Goldfields-Esperance Development Commission (GEDC)** – Aims to influence the development of State Government Regional Development priorities and participate in the delivery of Strategic Programs within the region.
- **Esperance Chamber of Commerce and Industry (ECCI)** – Provides influential representation and advocacy on behalf of the local business community, including those involved in the tourism industry.
- **Tourism Operators.**

<sup>11</sup> Tourism WA Strategy and Research, Tourism Research Australia, Regional Tourism Satellite Account 2018-19

## 3.3 WHO BENEFITS FROM TOURISM?

It is important to understand that visitors and associated spending can benefit the entire community of Esperance. The whole community has interactions with visitors, whether direct or indirect, and how a community interacts with visitors can influence their overall experience of the destination.

At a direct level, benefits within the community are generally linked to accommodation, food and beverage, attractions, tours, shopping, entertainment and transport.

At an indirect level, flow-on benefits within the community can be linked to services (water, gas and electricity), wages and salaries, advertising, professional services, repairs and maintenance, insurance, licences, taxes, rates and charges, stock/product.

Flow-on benefits are also experienced at chemists, cleaners, laundries, gardeners, government services, newsagents, petrol stations, plumbers, primary producers, real estate and supermarkets.

The Gross Value Added to AGO from tourism (direct and indirect) in 2018-19 was \$493 million. 5,700 people were employed by the industry (direct and indirect).<sup>11</sup>

In 2018/19, the total tourism and hospitality sales in the Regional Development Australia Esperance Goldfields Region was \$107.5 million, with a total value add of \$54.6 million.<sup>12</sup>

The rural township of Derby in Tasmania is an example of success in achieving economic and social benefits for local communities through tourism. 80km+ of purpose-built mountain bike trails are attracting more than 30,000 visitors every year who spend four to five nights in Derby and support existing and new food and beverage outlets, accommodation and other supporting visitor services. Programs have also been established which provide younger members of the community an opportunity to appreciate the natural environment, health and wellbeing benefits and access to career options. The return on investment has been estimated at \$30 million per year.

SOURCE: WWW.MTBA.COM.AU

<sup>12</sup> RDA Goldfields Esperance Economic Profile [www.economy.id.com.au](http://www.economy.id.com.au)

## 3.4 SWOT ANALYSIS

### Strengths

- Coastal landscapes
- Natural assets
- Climate
- Remoteness
- The community and the people

### Weaknesses

- Lack of understanding within community about value of tourism
- Varying maturity levels of industry
- Lack of clear identity or positioning
- Seasonality
- Current governance arrangement
- Lack of commissionable tourism product

### Opportunities

- Leveraging from natural assets
- Leverage from new Tourism WA narrative
- Attracting new investment
- Events to address seasonality
- Align with town centre revitalisation and jetty works
- Experience development (nature-based, history and heritage, cultural)
- Indigenous partnerships
- Training and employment pathways

### Threats

- Balance of growth with protection of environment
- Disruption to access (e.g. bushfire)
- Numerous regional destinations competing for WA intrastate visitors
- Closed borders for several years interrupts domestic interstate tourism
- Remoteness

## 4 Reimagining the Visitor Economy

### VISION

“Esperance is recognised globally as a vibrant community where you can immerse yourself in unrivalled coasts, beaches and nature.”

### GUIDING PRINCIPLES

Guiding Principles should be considered when addressing tourism planning, development and management in Esperance.

Visitor economy developments should enhance the liveability of the region in addition to improving the visitor experience.	The environmental values of the Esperance region must be protected in the face of further tourism development.	Proposals that encourage collaboration and a unified sense purpose should be encouraged.	Projects that support increased yield and length of stay should be encouraged.	Quality infrastructure is pursued that enables sustainable development and long-term value.	Effective monitoring and evaluation are undertaken to assist sustainable management and adaptation to future changes and impacts.
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### GOAL

**To grow the value of tourism in Esperance while enhancing the liveability of the community through increasing the number of visitors, length of stay and spend in the region.**

### STRATEGIC PRIORITIES

The Strategic Priorities have been identified as the most relevant for Esperance to focus on within this five-year strategy.

They are addressed under the following chapter headed Strategic Priorities:

1. Management, Governance & Resourcing	2. Marketing & Promotion	3. Infrastructure	4. Products, Attractions & Events	5. Transport & Access	6. Partnerships	7. Environment & Culture	8. Storytelling
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## 4.1 ESPERANCE BRAND AND POSITIONING

### Esperance – Create Your Own Story.

This strategy recommends a review and strengthening of the positioning and brand, through engagement with the community and tourism industry. The current branding identity is not widely accepted, and this represents an opportunity.

## 4.2 DRIVERS OF CHANGE

A number of trends and impacts in the tourism market continue to drive consumer behaviour change and how destinations respond. These include:

- Change in visitor markets in the short-term due to COVID-19
- Continuing and growing demand for nature-based experiences
- Consumers wanting authentic connections (with places and locals)
- Growth in virtual and digital technology for selling experiences and telling stories
- Increased consumer focus on hygiene-related safety and protocols.

## 4.3 ALIGNING COMMUNITY OUTCOMES WITH VISITOR OUTCOMES

Throughout the strategy development, the importance of the community was reiterated by industry, government and the businesses that operate in the visitor economy.

This strategy aims to continually re-enforce that what is good for the visitor economy can also be good for the community. The Strategic Priorities outlined in this strategy seek to ensure that a sense of common good is achieved and that collaboration and models for working together are implemented. In addition, the sustainability of the environment and culture of the region are important for visitors and residents alike.

## 4.4 VISITOR MARKETS

Esperance aligns strongly with four of the six domestic market profiles that have been developed by TWA. These are Escape & Connect, Off the Beaten Track, Relax & Unwind, and Family Fun. The other two markets are Culture Vultures and Bright Lights that are less likely to find their experiences in Esperance.

These were developed in 2018 from research conducted to better understand holiday attitudes, behaviours and perceptions and regardless of the disruptions to traveller behaviour from COVID-19, they are still the most relevant for Esperance to target within this five-year strategy.

A summary of each of these TWA domestic markets and the experiences they are looking for has been adapted on the following page.

TWA have recently partnered with Roy Morgan Research to measure visitor movement and the use of Helix personas. This is a tool that Esperance can use to analyse the type of visitors it attracts and to aid in destination development. Access to the tools is available through AGO.

## Domestic market profiles <sup>13</sup>

ESCAPE & CONNECT	OFF THE BEATEN TRACK	RELAX & REWIND	FAMILY FUN
<ul style="list-style-type: none"> <li>• Escape &amp; Connect travellers are looking to disconnect and have a complete break from all their responsibilities and worries when travelling.</li> <li>• For this segment, holidays are a chance to reconnect with their partner and spend quality time with them.</li> <li>• While on holiday, this segment enjoys food and wine experiences, sightseeing, and experiences that allow them to completely relax and unwind.</li> <li>• The absolute price is less of a concern for this segment when travelling – they are willing to pay more for a quality experience.</li> <li>• Compared to other travellers, they are more likely to choose higher end accommodation (4- or 5-star hotels) and have a higher average spend per trip.</li> </ul>	<ul style="list-style-type: none"> <li>• Travel for this segment is about avoiding crowds and ‘touristy’ destinations and discovering what is off the beaten track.</li> <li>• Holidays are all about nature and wildlife experiences, particularly those that are unique, and balancing active, outdoor adventures with peace and relaxation.</li> <li>• Compared to other travellers, they are more likely to holiday within Australia and less likely to travel overseas and prefer regional destinations (rather than cities).</li> <li>• They are most likely to stay in standard hotel/motels or resorts, with friends and family, or in caravanning and camping accommodation.</li> <li>• This segment thinks through their travel decisions carefully and wants to know they are getting the best value for money, without wasting money on extras.</li> </ul>	<ul style="list-style-type: none"> <li>• Holidays for this segment are all about relaxing, unwinding, and spending time with their partner.</li> <li>• They want a complete break from all their responsibilities and worries when travelling – it should be easy and hassle free.</li> <li>• When travelling, they enjoy balancing their rest and relaxation with sightseeing, food and wine experiences, and some shopping.</li> <li>• They are most likely to stay in 4 star or standard hotel accommodation, or with friends and family.</li> <li>• Affordability is a major consideration for this segment when choosing their travel destination, and they have a below average spend per trip.</li> </ul>	<ul style="list-style-type: none"> <li>• Holidays for this segment are all about having fun as a family.</li> <li>• Family Fun are more likely than other travellers to visit the same destination year after year and are more likely to travel within Australia than overseas.</li> <li>• This segment values ease and convenience when holidaying, and seek out destinations, facilities and experiences that are family friendly.</li> <li>• Coastal and self-drive holidays are particularly appealing to this segment.</li> <li>• Value for money is very important to Family Fun travellers – they want to know they are getting the best bang for their buck.</li> <li>• If they are not staying with friends or family, they are most likely to stay in a standard hotel or self-contained apartment.</li> </ul>

<sup>13</sup> Table adapted from Tourism WA Domestic Market Profiles



## Visiting friends and relatives (VFR)

With the anticipated relaxation of border closures and travel restrictions related to COVID-19 over the coming year(s) there will be a heightened importance of the VFR market. Approximately 67,000 visitors come to Esperance annually for the purpose of visiting friends and relatives<sup>14</sup> and recent travel sentiment tracking shows that visiting friends and relatives is one of the top triggers for wanting to travel domestically in Australia within the next six months.<sup>15</sup>

### Perth, Kalgoorlie and Albany

In addition to the capital city of Perth, Kalgoorlie and Albany should also be concentrated on as source markets for short and medium length stays. Kalgoorlie has a population of close to 30,000 people and Albany has a population of nearly 38,000. For Kalgoorlie, Esperance is already a popular coastal destination and escape from the goldfields and outback. Whilst similar to Esperance in being situated on the coast, Albany offers a market that could look to travel to the east towards Esperance, and move away from the traditional western drawcards of Margaret River and Perth if they are given a reason to do so.

### Visitors interested in nature-based activities

Popular outdoor activities that are available in Esperance in nature-based settings such as going to the beach, bushwalking, visiting national parks and fishing are appealing to a variety of domestic Australian visitor types. This includes, but is not limited to, commercial caravan and camping visitors, VFR visitors, families with children, adult couples and long stay visitors that stay three nights or more.<sup>16</sup>

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<sup>14</sup> Tourism Research Australia Local Government Area Profiles, 2019, Esperance (S), WA

<sup>15</sup> Tourism Australia, Travel Sentiment Tracker, Market Outputs for Australia, 10<sup>th</sup>-13<sup>th</sup> September 2020

<sup>16</sup> Tourism Research Australia, Domestic Visitor Profiles

## Cruise ship passengers

Prior to COVID-19, there was a small but growing cruise ship passenger market to Esperance. As at March 2020, the Port of Esperance had five<sup>17</sup> cruise ship visits scheduled for the upcoming 2020/21 season and seven<sup>18</sup> cruise ship visits scheduled for the following 2021/22 season.

At the time of preparing the strategy, the ban on cruise ships entering Australian waters had been extended until December 2020. Cruises post the pandemic crisis are unlikely to return in substantial numbers until at least 2022.

Implementation of the recommendations made in this strategy and focus on improving the overall visitor experience in Esperance for domestic visitors in the short to medium-term, will organically benefit domestic and international cruise ship passengers when they are able to visit again.

### International visitors

Prior to the disruption of COVID-19, approximately 8% of total visitors to Esperance were international visitors, with the highest number of visitors arriving from Germany and visitors arriving from the United Kingdom staying the greatest number of visitor nights.<sup>19</sup>

Esperance has many of the experiences that the international target audience of TWA (High Value Travellers) are looking for. They are motivated by nature and wildlife, aquatic and coastal, and food and wine experiences. They also represent above average trip expenditure and have a higher likelihood to stay longer and disperse further.

<sup>17</sup> Figures correct at 20 March 2020 <https://www.southernports.com.au/shipping/esperance/cruise-ships>

<sup>18</sup> Figures correct at 20 March 2020 <https://www.cleancruising.com.au>

<sup>19</sup> Tourism Research Australia Local Government Area Profiles, 2019, Esperance (S), WA

Through careful planning, development and management of quality tourism products and visitor experiences, Esperance will be able to lay the foundations to move from the focus of attracting intrastate and interstate domestic visitors to international visitors when the conditions allow.

Prior to the COVID-19 pandemic, international visitation to WA was at an all-time high, driven by a strong growth from holiday visitors.<sup>20</sup> Looking forward to a solution which will allow inbound international travel to resume to Australia, the concept of ‘travel bubbles’ between Australia and select international markets may create an opportunity to welcome these visitors back to Esperance.

In terms of visitor numbers and visitor spend, the medium-haul source markets of Singapore, Malaysia, Japan and Indonesia were all within the top 10 international markets to WA prior to COVID-19. New Zealand was also a significant international visitor market, contributing nearly \$100 million in visitor spend through 74,000 visitor arrivals.<sup>21</sup>

Long-haul markets which have traditionally contributed significant visitor numbers and visitor spend to WA include the United Kingdom, China, USA and Germany.

These long-haul markets are important to keep in mind, but initial focus should be on any medium-haul markets which are opened up by the Australian Government in initial phases of opening the country to international visitors.

Whilst other visitor markets exist and may be emerging in Esperance, for the purposes of this strategy Strategic Priorities have been aligned with the markets discussed above to encourage tourism growth in the short to medium term.

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<sup>20</sup> Tourism WA Strategy and Research, International Visitation – Fast Facts – Year Ending June 2020.



<sup>21</sup> Tourism WA Strategy and Research, International Visitation – Fast Facts – Year Ending June 2020.

## 5 Strategic Priorities

Developing the strategic intent for Esperance is undertaken through TWA’s Our Story: Framework<sup>22</sup>. The framework as shown in Figure 3 provides a State-wide lens on the development and use of the Our Story framework. Importantly for the Esperance destination, the adventure pillars are well represented and form the basis of the experience or adventure development section of this strategy.

The adventure pillars that help create the WA story are aligned with the Esperance offer and are found throughout the strategy and action plan that follows.

Figure 3. Tourism WA’s Our Story Framework

Our Story: Framework						
<b>THE FIVE PILLARS OF OUR STORY</b> Ancient tracks, new journeys; Barefoot luxury; Other worldly phenomena; Majestic landscapes Big skies, full of characters				<b>THE TARGET VISITOR</b> High value travellers who seek unique, authentic experiences on road less travelled, and opportunity to create memories that stand out from others		
WESTERN AUSTRALIA TOURISM – OUR STORY						
There’s an adventure to suit everyone in Western Australia						
<b>Nature &amp; Wildlife</b>	<b>Aquatic &amp; Coastal</b>	<b>Food &amp; Wine</b>	<b>Culture &amp; People</b>	<b>Events</b>		
DESTINATION EXAMPLES						
<b>PERTH</b> The world’s most effortlessly adventurous capital city	<b>MARGARET RIVER</b> The most indulgent culinary and spectacular coastal adventure in the world	<b>THE KIMBERLEY</b> The most awe-inspiring wilderness adventure in the world	<b>NINGALOO &amp; AUSTRALIA’S CORAL COAST</b> The most exhilarating marine adventure in the world	<b>KALGOORLIE &amp; GOLDEN OUTBACK</b> The most other worldly outback adventure in the world	<b>ESPERANCE</b> The most other worldly coastline in the world	<b>KARIJIN &amp; THE PILBARA</b> The most intense ancient natural adventure in the world

<sup>22</sup> Tourism.wa.gov.au/our-story

## 5.1 DEVELOPING ESPERANCE

Esperance is currently a destination with many strengths, also with some areas that if improved would lift its appeal to the target markets described earlier, and to the broader target markets for WA domestically and internationally.

The SWOT analysis summary undertaken as part of this strategy development also highlights areas of strength and areas for improvement.

The Strategic Priorities are developed under the destination development framework as shown on the following page.

The Esperance Tourism Strategy will address each area of the framework to ensure that the destination holistically appeals to the target markets and that no one element is left to chance.

For each of the strategic priority areas, a detailed works plan is presented in the following chapter to enable the strategic directions to be achieved.

The actions vary considerably in their scale and implementation difficulty, but combined they seek to drive Esperance towards achieving the Vision.

Each of these elements forms the Strategic Priorities for Esperance. The following sections provide a brief statement of the current situation, and the intended priority. A detailed works program to achieve the stated strategic directions is provided in the following chapter in this plan.

Some longer-term, aspirational projects have also been included that can be considered during the life of this strategy.

### Developing Esperance as an experience-based destination



## STRATEGIC PRIORITY 1. MANAGEMENT, GOVERNANCE & RESOURCING

### Current situation

Esperance has a number of organisations that have accountability for tourism services. The accountabilities include marketing, visitor servicing, product development, experience development, business growth and development, strategic planning and packaging.

The organisations include TE, SoE, AGO and ECCI.

Resources for investing in the visitor economy development are always scarce. The local tourism organisation relies on volunteers and contributions from industry to continue, as does ECCI. As with the accountabilities being spread between the organisations, the resources being applied between the various organisations may not be being applied as effectively as possible. Resourcing for development and delivery of events also needs to be addressed to avoid volunteer fatigue.

### Strategic directions

Various models exist for governing the visitor economy in Esperance. The given are the role of TWA.

AGO is currently developing a new contract for services and may move into destination development and other areas of tourism leadership.

While it is acknowledged that the current TE structure was developed following a review in 2014<sup>23</sup>, it is recommended that industry (local and regional), government (state and local) and representative groups along with key individuals come together to develop and review the effectiveness and efficiency of the model with a view to ensuring a simple, clear and lean model exists that is effective and aligned to the needs of the industry.

The model (or models if options are to be developed for broader consultation) would ideally also have resources applied to it and be effective in their use.

Models that should be included in the review include ECCI assuming the functions of TE, the SoE and/or AGO moving into direct management of the functions of TE, and TE taking on more accountabilities including resourcing a full time Tourism Officer.

Each model will have benefits and costs attached to them, but with the intent of the review to reduce the number of organisations in tourism, thereby reducing overlap and maximise efficiency of resources and people's time. In short, a more effective and efficient tourism leadership and governance arrangement.

Resourcing could include funding for a dedicated Tourism Officer. The role of that position would be to service and deliver many of the recommendations of this plan, with the proposed outcome of growing the industry in Esperance.

The role and management of the VIC would be included in the terms of reference for the review.

#### OUTCOME

Esperance has a united industry working together with government, businesses and the community to deliver this strategy, and to guide the future growth of the visitor economy and its associated benefits to the Esperance community.

<sup>23</sup> Proposed Governance Structure – Tourism Esperance Inc. 2014

## STRATEGIC PRIORITY 2. MARKETING & PROMOTION

### Current situation

Consultation undertaken during the development of this strategy confirmed the mixed views within industry on what the essence of Esperance is, and how to position the destination in the marketplace.

The core drivers of beaches and shoreline, surfing and camping, have been identified as generating a high volume of positive perceptions of Esperance's tourism offering. In addition, the top drivers of online conversation for Esperance are nature photography, beaches and shoreline.<sup>24</sup>

The previous branding and marketing plan that was developed 'Esperance – Create Your Own Story' was a stage in time in the development of the industry and town, but it appears that it is not widely used, nor the benefits and positioning behind it understood. The community appear not to identify with the brand.

TWA's 'Our Story'<sup>25</sup> has been released recently and provides a strong platform for destinations to work within.

### Strategic directions

Undertake a review of the current Esperance positioning and branding with a view to delivering the community and industry in Esperance a sense of what the essence of Esperance is, how it can be positioned in the marketplace and how the industry and community can unite behind the revised or new positioning. Whilst a balance needs to be created by promoting broader assets outside of the iconic 'kangaroo on the beach' image, the overall approach needs to be cohesive.

The review must also determine whether the branding exercise is for tourism, for the entire town or for the Shire.

If deemed necessary, the refresh of positioning and branding may also include revision of the proposed Vision outlined in this strategy.

TWA's Our-Story program can be integrated into the development of the pillars of the destination in addition to the positioning of Esperance.

Bring the community in behind the review and program to help drive a greater sense of cohesion within the community about the role and importance of tourism, and the way in which people can work together to help grow the size of the 'pie'.

#### OUTCOME

Esperance has a clear sense of who it is, and this is reflected in the branding and positioning of the destination. This is understood, shared and used by businesses, industry and the SoE with pride and is enduring.

<sup>24</sup> Destination Think! Esperance 2019 Tourism Sentiment Index

<sup>25</sup> [Tourism.wa.gov.au/our-story](https://tourism.wa.gov.au/our-story)

## STRATEGIC PRIORITY 3. INFRASTRUCTURE

### Current situation

Esperance has outstanding natural features that include beaches, coasts, national parks and a strong cultural connection to the land – both Aboriginal and European.

The infrastructure to support visitor access to these areas, as well as providing for a vibrant community that has strong liveability, has strengths and weaknesses. Wayfinding signs are generally considered to be poor and the legacy issues of the way the town centre faces and works in conjunction with the greatest asset of the town – the coast will take time to resolve.

The James Street Precinct Concept Plan (an extension of the Esperance Town Centre Revitalisation Master Plan finalised in 2015) is being undertaken concurrently at the time of preparing this strategy. Infrastructure recommendations related to this area have not been specifically identified in this five-year strategy but have been referred to the James Street Precinct Concept Plan.

### Strategic directions

While it is acknowledged that at the time of development of this strategy, the SoE was investing in place making and infrastructure renewal, the task at hand is significant.

From basics such as wayfinding signs, the town entrance, to investing in car parking, street scaping and paths, modern infrastructure provides for residents and visitors alike.

New infrastructure planning in Esperance should aim to meet multiple objectives such as placemaking for residents and the community, improving the visitor experience and protecting the environment that the region is well known for.

A zoned approach will be taken to providing infrastructure recommendations in the action plan. This will help ensure a prioritised approach can be undertaken and that important projects such as reviewing the location and presentation of the VIC and upgrading the museum can be seen against the multiple other recommended infrastructure recommendations.

The following zones are used to describe the details of infrastructure requirements:

- Town Centre
- West Precinct (Great Ocean Drive, Pink Lake and Windfarm)
- East Precinct (Bandy Creek (Esperance Chalet Village, Lucky Bay Brewery and Wetlands, Wylie Bay)
- Cape Le Grand NP
- Cape Arid NP
- The Duke
- Woody Island
- Inland Precinct.

#### OUTCOME

Infrastructure in Esperance supports the community and visitors alike. It is fit for purpose and designed to allow use as well as protect the assets that the community and visitors value.

## STRATEGIC PRIORITY 4. PRODUCTS, ATTRACTIONS & EVENTS

### Current situation

Esperance's strengths as a visitor destination revolve around the adventure pillars (WA Tourism – Our Story) of 'Nature and Wildlife', 'Aquatic and Coastal' and 'Culture and People'. The clear strengths of the destination as it stands are in the beaches, the coasts, the wildlife and the people of Esperance.

Areas for improvement that have been expressed throughout this strategy development include developing adventures or experiences that provide for support to the product strengths of the region.

While there are some shining lights in local products industry, creative arts and other elements of the 'Culture and People', 'Food and Wine' 'Aquatic and Coastal' and 'Events' pillars, they at present do not contain enough to attract or generally keep visitors engaged for periods of time when weather may impact the access or enjoyment of the nature and beaches.

While it is recognised that a small community has few resources to put into event development and running, and the Edge of the Bay is a strong example of a well-run and growing community event, the current lack of events that help drive community and visitor outcomes has impacted on the destination's performance, particularly in shoulder and off seasons.

### Strategic directions

Developing opportunities through a support program for current and new business to become market ready will aid in the development of new attractions. Undertaken in conjunction with relevant stakeholders, a program such as this will help develop experience-based business opportunities.

Encouraging opportunities in the adventure pillars that are not currently a strength of Esperance will help diversify the visitor offer and help build support experiences for Esperance.

A regional event strategy aligned to this tourism strategy should be completed and aimed at creating smaller niched events and potentially one signature event that showcases Esperance's strengths. The showcase event would ideally be held in a shoulder season to help utilise existing accommodation and infrastructure. Current events including Edge of the Bay should continue to operate while there is community support for them.

#### OUTCOME

A range of new opportunities for business, and government more broadly is developed. An event strategy including one hero event and smaller community focussed events drives off season visitation with Esperance recognised as an exciting destination to not only unwind and relax but in which to immerse yourself in a range of experiences and landscapes.



## STRATEGIC PRIORITY 5. TRANSPORT & ACCESS

### Current Situation

Esperance is predominantly a road-based destination accessed by main arterial roads and State based Highway networks. The current airport is managed by the SoE and serviced daily by Rex airlines. In addition, several smaller charter services operate from the airport.

The Perth-Esperance air route is currently fully regulated under a deed of agreement between the State Government and Rex and has been extended until June 2023.

A discounted Community Airfare is available under a partnership arrangement between Rex, Perth Airport and SoE (and has been continued during the COVID-19 pandemic). This is available to all passengers on all flights, allowing not only residents of Esperance, but also friends and relatives to visit the region from Perth.

The highway network is strong. Pre COVID-19 (and this strategy assumes post COVID-19 at a point where the WA and Australian government deems it safe to do so) interstate travel was strong and formed a significant component of market for Esperance, much of which travelled by road from the eastern States.

Touring routes including The South West Edge provide a strong experience element to the road trip. Travel for most visitors is by road.

Within Esperance, vehicle-based travel is the predominant form of transport for the community and visitors alike. Very little commercial or public transport is available.

### Strategic directions

In partnership with the WA Department of Transport, and Main Roads WA, continue to develop and improve the road corridors into Esperance taking a visitor perspective on the experience. This may include wayfinding signage, and other forms of infrastructure such as stops at scenic locations, infrastructure to support the SWE touring route experience and other newer proposed routes and stops.

Seeking ways to expand the flight service to bring greater volumes of visitors to Esperance (outside of the current business and VFR market) should be explored.

This will be beneficial for the Perth based shorter trip options (i.e., weekend travel that does not involve 8 hours' drive in each direction) and interstate markets requiring convenient flight connections.

The overall combined requirements needed to make air travel attractive to tourists (e.g., including the supporting services such as car hire, accommodation and products and experiences) should be explored. As the Perth-Esperance route is currently regulated, Rex and GEDC should be the major partners in this process.

Encouraging private and public transport options to strategic locations within the Shire such as Lucky Bay should also be undertaken.

#### OUTCOME

Distance from market is not seen as a barrier from visiting Esperance but is seen as an experience and part of the journey. Infrastructure including roads, airports and parking is seamless and provides for a welcome experience.

## STRATEGIC PRIORITY 6. PARTNERSHIPS

### Current situation

Esperance sits in a remote part of WA. Being a small community that can be isolated from its main source markets, partnerships are critical to its future success in growing the tourism industry and economic benefits from it to the community.

Esperance has strong partnerships with the Regional Tourism Organisation, AGO. Improving partnership-based programs, products and services with industry in neighbouring shires will help drive common goals.

Partnerships within the industry in Esperance can be improved. Consultation with industry in the development of this plan has revealed factions and differences in approach and vision for the sector.

### Strategic directions

A recommended accountability of the proposed new or revised governance entity as proposed in this strategy (following the recommended review) will be partnership development. Consultation has highlighted the at times 'fractured' nature of the industry in Esperance.

Partnerships within the Shire and external to the Shire are both important. Within the Shire, undertaking and improving the opportunities for familiarisations, networking opportunities, industry development workshops and whole of industry and government collaborative projects.

Continuing to work with AGO and GEDC on projects and visitor economy partnerships outside the Shire is also essential.

#### OUTCOME

Esperance recognises the value of working together with industry, government and the community within the Shire and partners with regional and State based agencies and associations to grow the size of the economy and the associated benefits for all.

## STRATEGIC PRIORITY 7. ENVIRONMENT & CULTURE

### Current situation

The environment in and around Esperance presents visitors and the community with unrivalled benefits including the outdoor active lifestyle on offer. Protecting the values that provide for the lifestyle and visitor experiences is critical.

National parks and conservation reserves surrounding the town provide significant protection under State and National legislation.

An arts and culture framework for the broader Goldfields-Esperance region is in place. Heritage and culture tourism assets are available and showcase some elements of Esperance, however some of these are currently under review (e.g., museum location within the James Street Precinct Concept Plan).

### Strategic directions

Working with the Department of Biodiversity, Conservation and Attractions (DBCA) and other partners including community groups, SoE must aim to provide infrastructure and programs that seek to protect the environment and Noongar culture of the region.

Infrastructure can serve multiple benefits that includes environmental protection while still allowing visitors access to popular spots.

In addition to infrastructure, developing a local sense of custodianship is a way to engender a sense of community goodwill and ownership of the environment.

Awareness programs that can also be used as a marketing edge for Esperance through telling the story of community use and ownership of the environment as a key pillar in the region's strengths.

Esperance should aspire to have local artists and creative workers having opportunities to contribute to local culture, well-being and regional tourism. This may be achieved through the Esperance Arts and Culture Trail or other strategic channels such as infrastructure, storytelling or products, attractions and events.

#### OUTCOME

In partnership with DBCA, the SoE and government provide a range of fit for purpose innovative infrastructure aimed to showcasing the natural and cultural strengths of the Shire while protecting those values from visitor damage.

## STRATEGIC PRIORITY 8. STORYTELLING

### Current situation

Esperance, like many communities that are somewhat isolated by distance from the larger population centres (i.e., Perth) build a sense of resilience within the community. This translates into the region having stories to tell on incidents, events, characters, places and when necessary recovery from disasters.

Sharing those stories with visitors, (within a community the size of Esperance, it tends to occur 'naturally' or 'organically') and importantly allowing visitors to share stories themselves, enables a destination to become a vibrant and sought-after experience for visitors – particularly potential new visitors.

### Strategic directions

Social media use is one channel through which stories are told and shared. Aligned to the current situation for marketing, improvement should be made in channel management, messaging and alignment of industry and 'official' pages and tags. A social media strategy aligned to brand and managed by the industry in conjunction with the SoE is important.

Having industry and government (including SoE) aligned on brand and imagery to showcase Esperance and position it in the market is critical and should form an element of the social media strategy.

#### OUTCOME

The stories of the people, the place and the experiences on offer are shared, positive and aligned to the positioning of Esperance in the marketplace.

## 5.2 LONGER-TERM, ASPIRATIONAL PROJECTS

These longer-term, aspirational projects have also been included. These can look to be addressed by SoE, and/or the other organisations involved in the tourism industry in Esperance, after the strategic priority areas.

### Infrastructure

Following initial work within products, attractions and events in preparing for the return of cruises to Esperance, the new/revised tourism entity and SoE should aim to be working with Southern Ports and GEDC to ensure that infrastructure for cruise ships and cruise ship visitors is operationally efficient, provides an adequate return on investment and delivers the best possible visitor experience.

Relevant agencies to investigate the feasibility of upgrading Esperance airport to accommodate larger passenger volumes.

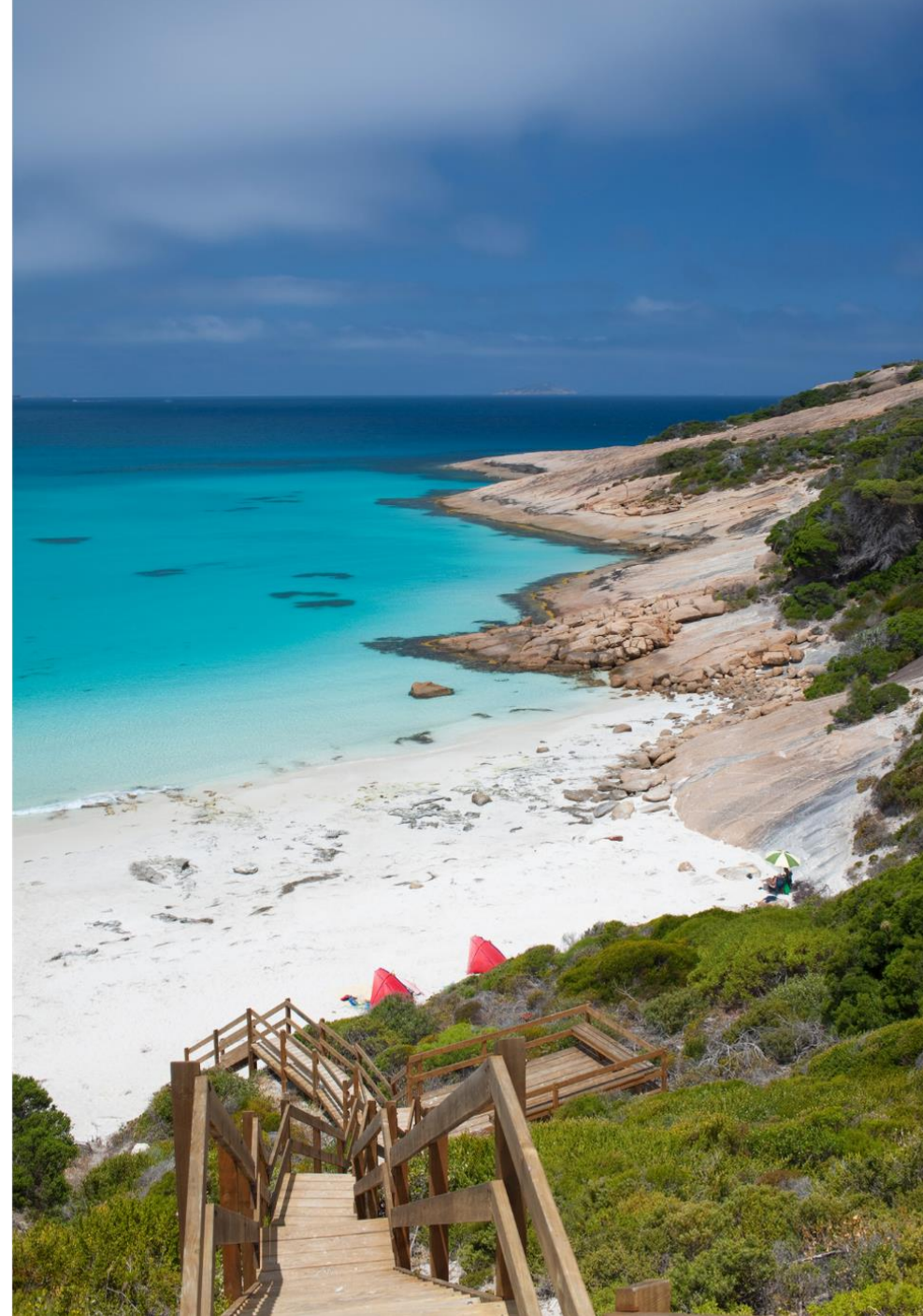
### Transport & Access

Working with the WA Department of Transport and Main Roads WA, SoE to investigate the feasibility of major road projects and bitumen upgrades (including those with neighbouring Shires) that will benefit both visitors and residents. Initial suggestions include Greater West Precinct (Direct Bitumen Access Esperance to Hopetoun) and Parmango Road (Bitumen Upgrade), upgrades to South Coast Highway between Esperance and Ravensthorpe, a road connecting the eastern and western side of Bandy Creek Boat Harbour and bike/walk pathway at Bandy Creek Boat Harbour.

### Environment & Culture

The environment and culture of Esperance are fundamental to the long-term aspirations and health of the community and to visitors. Further investigations into the feasibility of restoring Pink Lake, and the ongoing restoration of Lake Monjngup facilities are among the projects that can continue to be pursued.

Sustainability will be at the heart of most decisions made over the course of this strategy.



# 6 Five-year Implementation Plan

The following section contains the action plan for the five-year Esperance Tourism Strategy. Each action is aligned to a strategic priority area described in Section 5 and 6 of this strategy. Delivering the actions is aimed at achieving the outcome described in the strategic directions chapter. Each priority area outcomes are repeated above the action tables for that area for simplicity and ease of reference.

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## Actions

- Actions are generally prioritised as Very High, High or Medium.

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## Timeframes

Time frames for actions are provided as follows:

- Short-term (within 1-2 years)
- Medium-term (within 3-4 years)
- Long-term (within 5+ years).

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## Measurement

Annual reporting on the implementation of this plan will occur and be tabled in Council.

Tourism Research Australia data will provide the basis of outcome reporting each year. Increase in spend per visitor, increase in overnight stay and increase in visitor numbers are all measures that will provide KPI's for Council.

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## STRATEGIC PRIORITY 1. MANAGEMENT, GOVERNANCE & RESOURCING

Strategic Priority Outcome: Esperance has a united industry working together with government, businesses and the community to deliver this strategy, and to guide the future growth of the visitor economy and its associated benefits to the Esperance community.

ACTION PLAN						
ACTION NUMBER	STRATEGIC PRIORITY AREA	ACTION	OWNERSHIP	PRIORITY	TIMEFRAME	MEASURE OF SUCCESS
G1	Governance	<p>Undertake a review of the governance arrangements for tourism in Esperance. The review should be jointly overseen by AGO, TE, and the SoE through a steering committee with consultation including ECCI.</p> <p>Building on the 2014 review, streamline and clarify accountabilities, and provide a forum for community involvement into tourism. Resource the new or revised entity.</p>	SoE	Very High	Immediate	Review complete and broad consensus is reached on the new or revised model.
G2	Governance	<p>Implement the review into governance of the tourism sector in Esperance.</p> <p>Implement the resourcing model to ensure the new entity is resourced appropriately and designed to succeed. This includes resourcing for a Tourism Officer.</p>	SoE, TE	Very High	Year 1/2	The model agreed to in action G1 is implemented.
G3	Governance	Develop a tourism crisis management plan for Esperance. Based on the experience of COVID-19 – prepare the industry for disruptions into the future including a risk management plan and relevant controls.	AGO, New/revised tourism entity and SoE	Very High	Years 2 to 5	A resilient industry that is well prepared for disruption and acts quickly in the event of one.
G4	Governance	ECCI to re-include tourism as a category(s) in the business excellence awards for Esperance.	SoE, ECCI	High	Years 2 to 5	Encourages excellence in tourism and customer service and recognises those excelling.

## STRATEGIC PRIORITY 2. MARKETING & PROMOTION

Strategic Priority Outcome: Esperance has a clear sense of who it is, and this is reflected in the branding and positioning of the destination. This is understood and shared and used by businesses, industry and the Shire with pride.

ACTION PLAN						
ACTION NUMBER	STRATEGIC PRIORITY AREA	ACTION	OWNERSHIP	PRIORITY	TIMEFRAME	MEASURE OF SUCCESS
M1	Marketing & Promotion	Undertake a review of the existing branding and positioning of Esperance. Determine whether the scope of the review is for the town or for tourism in Esperance (or both). Develop the brand essence and positioning for Esperance. Partner with AGO in the review. The community and industry are to be key partners in the exercise.	New/revised tourism entity with SoE	Very High	Year 1	Revised Brand and Positioning Statement for Esperance owned by the industry and the SoE.
M2	Marketing & Promotion	Deliver the positioning and implement a marketing program based on the positioning and target markets for Esperance.	New/revised tourism entity and AGO supported by SoE.	Very High	Year 2 to 5	Improved positioning of Esperance to the target markets. Improved yield and business opportunities taken up by existing and new businesses.
M3	Marketing & Promotion	Build packages for use in marketing programs that build on the clear positioning of Esperance and provide experiences for prospective visitors keeping them in the Shire longer and spending more.	New/revised tourism entity, AGO and SoE	Very High	Years 2 to 5	New packages are used in campaigns that build partnerships and provide target markets with curated experiences.
M4	Marketing & Promotion	Aligned with other recommendations in this strategy – engage with TWA’s Our Story Program and run operator workshops to help them develop aligned material for targeted advertising and marketing campaigns.	New/revised tourism entity, AGO and SoE	Very High	Year 1 /2	Operator workshops help develop content and align experiences with the positioning of Esperance, and of WA for use in Interstate marketing campaigns.



## STRATEGIC PRIORITY 3. INFRASTRUCTURE

Strategic Priority Outcome: Infrastructure in Esperance supports the community and visitors alike. It is fit for purpose and designed to allow use as well as protect the assets that the community and visitors value.

ACTION PLAN						
ACTION NUMBER	STRATEGIC PRIORITY AREA	ACTION	OWNERSHIP	PRIORITY	TIMEFRAME	MEASURE OF SUCCESS
I1	Infrastructure	Development and implementation of a comprehensive Tourism Signage Strategy to address entry, directional and wayfinding signage. Work with Streetscape Committee to support strategy outcomes. A particular focus on entry signage is required once the branding and positioning of Esperance has been developed. Indigenous name and creation stories should also be considered.	SoE	Very High	Year 1 Implement over the term of this strategy	Esperance is welcoming and easy to navigate for visitors and the community.
I2	Infrastructure	Update the event notification boards at Pink Lake Road and at the Norseman Rd Goldfields Rd intersection (In conjunction with Rotary Clubs). The updated boards should be branded and modern and use QR codes (or similar) to take people to a website that is the 'point of truth' for tourism in Esperance.	SoE, Rotary Clubs	High	Years 2 to 5	Visitors get easy and visually pleasing links to what is on in Esperance.
I3	Infrastructure	Activate the new jetty including interpretation, and pop-up markets, events, fishing clinics etc.	SoE	High	Years 1 to 2	The new Jetty becomes an exciting visitor drawcard.
I4	Infrastructure	Undertake a review to consider land for a 4-5-star low impact eco resort. Although locations such as near Fourth Beach (i.e., chalets nestled into the dunes) have already been identified, include a wider site selection study and further analysis to identify most appropriate site/sites.	SoE	High	Year 3 to 4	Activation of new opportunity for a high quality eco style development.
I5	Infrastructure	<b>Town Centre</b> <ul style="list-style-type: none"> <li>Ensure that VIC location and presentation is being considered in the James Street Precinct Concept Plan.</li> <li>Ensure that museum location and presentation is being considered in the James Street Precinct Concept Plan.</li> <li>Ensure that relevant tourism-related actions within the Esperance Town Centre Revitalisation Master Plan 2015-2035 are implemented, remembering that a good place to live is a good place to visit so tourism-related actions are often broader than initially interpreted.</li> </ul>	SoE SoE SoE	High High Very High	Year 1 Year 1 Years 1 to 5 and ongoing	VIC providing best possible visitor experience. Museum providing best possible visitor experience. Works from previously endorsed strategies are streamlined and provide broad benefits.

**ACTION PLAN**

<b>ACTION NUMBER</b>	<b>STRATEGIC PRIORITY AREA</b>	<b>ACTION</b>	<b>OWNERSHIP</b>	<b>PRIORITY</b>	<b>TIMEFRAME</b>	<b>MEASURE OF SUCCESS</b>
16	Infrastructure	<b>WEST Precinct (Great Ocean Drive, Pink Lake and Windfarm)</b>				
		<ul style="list-style-type: none"> <li>Connect the coastal track along Twilight Beach Rd to the town centre through links and signs to better utilise the trail for visitors.</li> </ul>	SoE	High	Year 2	Visitors can access the trail more easily
		<ul style="list-style-type: none"> <li>Review pullovers along Great Ocean Drive and rationalise gravel pull overs at hero locations to provide more and clearer parks for long vehicles and cars.</li> </ul>	SoE	High	Year 2	Parking for all vehicles if better organised and aligns to hero locations
		<ul style="list-style-type: none"> <li>Activate the Great Ocean Drive through the provision of a piece of architecture aimed at expanding potential events/uses. The form could be a shelter style through to a glazed 'hero element'.</li> </ul>	SoE	High	Year 3	Activation of the Great Ocean Drive beaches for community and visitors
17	Infrastructure	<b>EAST Precinct (Bandy Creek, Esperance Chalet Village, Lucky Bay Brewing and Wetlands, Wylie Bay)</b>				
		<ul style="list-style-type: none"> <li>Link Lucky Bay Brewery to the town via a bike/walk path</li> </ul>	SoE	High	Year 2	Links one of Esperance's main food and beverage attractions to the town.
		<ul style="list-style-type: none"> <li>Improve the entry to Wylie Bay beach engaging off road code signage and developing a sense of 'place' including directions to Wylie Head</li> </ul>	SoE	Medium	Years 3 to 5	Improves the sense of place of Wylie Beach
		<ul style="list-style-type: none"> <li>Develop the wetlands including the extension of the existing walk into a loop track.</li> </ul>	SoE, DBCA	Medium	Years 2 to 4	Wetlands become more of a destination in windy weather – encourage fishing etc.
		<ul style="list-style-type: none"> <li>Issue an Expression of Interest for boat storage facility concept.</li> </ul>	SoE	Medium	Years 3 to 5	Accurate information gathered to inform whether concept should be progressed further.
18	Infrastructure	<b>Cape Le Grand</b>				
		<ul style="list-style-type: none"> <li>Review accommodation at Cape Le Grand Beach in a similar way to upgrade undertaken at Lucky Bay</li> </ul>	DBCA	Medium	Planning Years 1 -2 Delivery Year 3	Revitalised opportunity for accommodation at Cape le Grand.
		<ul style="list-style-type: none"> <li>Support the improvement of park facilities and presentation including visitor interpretation at the main entrance and at Le Grand Beach and improve the link to the Coastal Trail.</li> </ul>	DBCA, SoE	Medium	Years 1 to 5	Improved sense of arrival, and park presentation at key nodes
		<ul style="list-style-type: none"> <li>Improve the Ranger shed at both entry points including designs for a unique 'Esperance' feel.</li> </ul>	DBCA	Medium	Years 1 to 5	Improved comfort and park entrance.

**ACTION PLAN**

<b>ACTION NUMBER</b>	<b>STRATEGIC PRIORITY AREA</b>	<b>ACTION</b>	<b>OWNERSHIP</b>	<b>PRIORITY</b>	<b>TIMEFRAME</b>	<b>MEASURE OF SUCCESS</b>
I9	Infrastructure	<b>The Duke</b> <ul style="list-style-type: none"> <li>Provide toilets at Wharton Beach</li> </ul>	DBCA	Medium	Years 1 to 5	Improved visitor comfort and environmental protection
I10	Infrastructure	<b>Bay of Islands</b> <ul style="list-style-type: none"> <li>Improve the signage in James St and at the Boat Ramp with the provision of local stories and interpretation</li> </ul>	SoE	High	Years 1 to 3	Improved sense of place and presentation to visitors Cultural issues are worked through and the Island welcomes visitors
		<ul style="list-style-type: none"> <li>General improvements to Woody Island – including working with Noongar people on the importance of the Island.</li> </ul>	DBCA,	High	Years 1 to 4	
I11	Infrastructure	<b>Inland Areas</b> <ul style="list-style-type: none"> <li>Review and improve basic infrastructure for visitors including signs, long vehicle parking, toilets and interpreting cultural heritage.</li> </ul>	SoE	Medium	Years 1 to 5	Improved journey through the Shire and to Esperance

## STRATEGIC PRIORITY 4. PRODUCTS, ATTRACTIONS & EVENTS

Strategic Priority Outcome: A range of new opportunities for business, and government more broadly is developed. An event strategy including one hero event and smaller community focussed events drives off season visitation with Esperance recognised as an exciting destination to not only unwind and relax but in which to immerse yourself in a range of experiences and landscapes.

ACTION PLAN						
ACTION NUMBER	STRATEGIC PRIORITY AREA	ACTION	OWNERSHIP	PRIORITY	TIMEFRAME	MEASURE OF SUCCESS
PAE1	Products, Attractions & Events	Develop an event strategy for the SoE. The objective is to have a regular schedule of smaller community-based events in the peak season activating the foreshore and other community areas, supplemented by larger 'hero' event(s) in the shoulder or off season.	SoE (lead) and the new/revised tourism entity	Very High	Years 1 to 2	An event strategy is developed that provides community a sense of place and an attractor for visitors.
PAE2	Products, Attractions & Events	Undertake experience development workshops with operators and investors in Esperance.	New/revised tourism entity and SoE	High	Years 2 to 4	Improved visitor experiences on offer.
PAE3	Products, Attractions & Events	Develop a series of drive tours / walk tours / cycle tours for visitors.	New/revised tourism entity and SoE	High	Years 2 to 4	Broader experience offers to visitors.
PAE4	Products, Attractions & Events	Undertake a series of familiarisations, network evenings and other industry development initiatives including visitor servicing training.	New/revised tourism entity and SoE	High	Years 2 to 4	Improved industry unity, and visitor experiences, and servicing.
PAE5	Products, Attractions & Events	Work with GEDC and the SoE to encourage new business entry into Esperance through possible incentives for investment.	GEDC, SoE	High	Years 2 to 5	New business ideas and operators providing quality experiences and services.

**ACTION PLAN**

<b>ACTION NUMBER</b>	<b>STRATEGIC PRIORITY AREA</b>	<b>ACTION</b>	<b>OWNERSHIP</b>	<b>PRIORITY</b>	<b>TIMEFRAME</b>	<b>MEASURE OF SUCCESS</b>
PAE6	Products, Attractions & Events	Develop experiences at Woody Island and Bandy Creek as unique Esperance offerings in partnership with existing operators and landlords.	SoE and DBCA	High	Years 2 to 5	Develop the visitor experience at least two of Esperance's sites with potential for experience development.
PAE7	Products, Attractions & Events	Undertake an EOI for the Esperance YHA site with WA investors and operators with the aim of seeking investment in the site in a visitor attraction.	SoE	Very High	Years 1 to 2	A prime site is revamped and offers a new experience / attraction.
PAE8	Product, Attractions & Events	Prepare for the return of cruises to Esperance through developing a series of packaged experiences aimed at increasing the yield from cruise ship tourism.	New/revised entity and SoE	High	Years 2 to 4	Esperance is positioned to take cruise ships and attract high yields from them when they return to operation.
PAE9	Product Attractions & Events	Work with DBCA to determine if there are new walking trail opportunities including further peak and coastal trails to significant sites / views.	DBCA, SoE	Medium	Years 3 to 5	Further enhanced reputation as a nature-based tourism destination.
PAE10	Product Attractions & Events	Work with DBCA to determine opportunities for scenic flight operators to develop new tourism products	DBCA, SoE, AGO	Medium	Years 1 to 5	New business ideas and operators providing quality experiences and services.

## STRATEGIC PRIORITY 5. TRANSPORT & ACCESS

Strategic Priority Outcome: Distance from market is not seen as a barrier to visiting Esperance but is seen as an experience and part of the journey. Infrastructure including roads, airports and parking is seamless and provides for a welcome experience.

ACTION PLAN						
ACTION NUMBER	STRATEGIC PRIORITY AREA	ACTION	OWNERSHIP	PRIORITY	TIMEFRAME	MEASURE OF SUCCESS
TA1	Transport & Access	Partner with AGO and Australia's South West in the development and marketing of the SWE touring route.	AGO and Australia's South West	High	Ongoing	Esperance is seen as an integral part of the SWE touring route.
TA2	Transport & Access	Continue to improve facilities on road transport routes into Esperance predominantly used by visitors. Include signs, story-telling and long vehicle parking where appropriate.	SoE	Medium	Ongoing	SWE touring route continues to be attractive for visitors.
TA3	Transport & Access	Working with the State Government, explore the opportunities around the Esperance airport and attracting further commercial flights including larger planes linked with inbound interstate tourism.	SoE	High	Years 2 and ongoing	Inbound options for intrastate and interstate visitors increase.
TA4	Transport & Access	Investigate and seek expressions of interest for a shuttle bus operating in Cape Le Grand National Park between the various beaches and allowing people to walk on the Coastal Trail.	DBCA	High	Years 2 and ongoing	Reduced traffic, improved opportunities to walk and explore beaches.

## STRATEGIC PRIORITY 6. PARTNERSHIPS

Strategic Priority Outcome: Esperance recognises the value of working together with industry, government and the community within the Shire and partners with regional and State based agencies and associations to grow the size of the economy and the associated benefits for all.

ACTION PLAN						
ACTION NUMBER	STRATEGIC PRIORITY AREA	ACTION	OWNERSHIP	PRIORITY	TIMEFRAME	MEASURE OF SUCCESS
P1	Partnerships	Esperance is isolated and needs partners in tourism. Hold an annual partner in tourism event in Esperance for industry and partners focussed in the first year on experience development	New/revised tourism entity and SoE	Very High	Year 1 and ongoing	Partnerships grow and opportunities for industry to invest and package/partner increase
P2	Partnerships	Working with AGO, continue to develop partnerships with Albany and other coastal towns to explore joint opportunities based on the south coast	AGO	High	Year 2 and ongoing	Increased joint programs are developed and put into the marketplace
P3	Partnerships	DBCA is vital to tourism in Esperance. Explore more formal partnership arrangements aimed at improving the opportunities on Park land and other State government land	SoE (lead) and DBCA	High	Year 2 and ongoing	Improved services and facilities in the outstanding parks near Esperance
P4	Partnerships	Partnering with ETNTAC and Noongar people to develop products and experiences (including story telling) will help deliver mutual benefits. Leverage WAITOC partnership and resources during this process.	ETNTAC, DBCA and SoE	High	Years 1 and ongoing	Mutual benefits to ETNTAC and visitors through a greater emphasis on Aboriginal history and experiences
P5	Partnerships	After establishing the accountabilities and the revised/new tourism entity for Esperance, the relationship between all the current entities should continue to grow through sharing of opportunities, joint funding bids, and other initiatives aimed at presenting a 'whole of Esperance' approach to the visitor economy, acknowledging that accountabilities will change under action G1	SoE, AGO and the new/revised tourism entity	Medium	Ongoing	Continued development of relationships, and improved visitor servicing

## STRATEGIC PRIORITY 7. ENVIRONMENT & CULTURE

Strategic Priority Outcome: In partnership with DBCA, the SoE and government provide a range of fit for purpose innovative infrastructure aiming to showcase the natural and cultural strengths of the Shire while protecting those values from visitor damage.

ACTION PLAN						
ACTION NUMBER	STRATEGIC PRIORITY AREA	ACTION	OWNERSHIP	PRIORITY	TIMEFRAME	MEASURE OF SUCCESS
EC1	Environment & Culture	In conjunction with action P4, partner with ETNTAC in the growth of the community and growth in Aboriginal owned tourism ventures.	ETNTAC and SoE	Very High	Years 1 and ongoing	The partnership grows, and Aboriginal businesses grow and deliver visitor services and experiences.
EC2	Environment & Culture	Further develop the local 'Code Off Road' program to support environmental stewardship programs and visitor behaviour.	SoE, ECCI	High	Ongoing	Improving visitor and community behaviour leads to improved environmental outcomes.
EC3	Environment & Culture	Continue to invest in infrastructure that allows for ongoing use and improved environmental outcomes.	DBCA, SoE	High	Ongoing	Improved outcomes and protection of values.



## STRATEGIC PRIORITY 8. STORYTELLING

Strategic Priority Outcome: Social media use is one channel through which stories are told and shared. Aligned to the current situation for marketing, improvement should be made in channel management, messaging and alignment of industry and ‘official’ pages and tags. A social media strategy aligned to brand, positioning and managed by the industry in conjunction with the SoE is important.

Having industry and government (including the SoE) aligned on positioning and imagery to showcase Esperance and position it in the market is critical and should form an element of the social media strategy.

ACTION PLAN						
ACTION NUMBER	STRATEGIC PRIORITY AREA	ACTION	OWNERSHIP	PRIORITY	TIMEFRAME	MEASURE OF SUCCESS
ST1	Storytelling	Social media presents opportunities for storytelling. Provide annual operator training on the advanced techniques for using social media to tell positioning aligned stories of Esperance	AGO and the new/revised tourism entity	Very High	Years 1 to 2 and ongoing	Unique stories about Esperance community, and visitors resonates with the target markets and are brand aligned.
ST2	Storytelling	Provide visitor experience training for front line staff and encourage operators to be customer focussed. The Tourism Council of WA run examples of training for front line visitor staff	SoE and the new/revised tourism entity	Very High	Ongoing	Leave visitors with a sense of the unique Esperance lifestyle and wanting to be a part of it.
ST3	Storytelling	Develop a social media strategy as part of the marketing program to be developed as part of this strategy (actions M1 and M2) and implement	AGO and the new/revised tourism entity	High	Ongoing	Aligned social media, branding and marketing present target market visitors with a clear proposition of Esperance.
ST4	Storytelling	Identify the stories Noongar people want to share with visitors, how they want to share them and the partners who are best placed to help them achieve this.	ETNTAC	Very High	Years 1 to 3	Domestic and international visitors are engaged with stories of the Noongar people during their time in Esperance.

## APPENDIX A. CASE STUDIES

### Camping with Custodians

‘Camping with Custodians’ is an Australian-first initiative that involved the development of high-quality campgrounds on Aboriginal lands in Western Australia open to the public and operated by the community. Commenced with an initial site in the Kimberley, a total of five campgrounds now exist in the Camping with Custodians network.

At the time of writing this strategy, the current Camping with Custodians locations are at Imintji, Jarlarloo Riwi Mimbi, Peedamulla Station, Violet Valley and Doon. None of these are located within Australia’s Golden Outback or in the southern part of Western Australia, opening an opportunity for development to potentially be extended into Esperance or its surrounds and engage ETNTAC.

Research has shown that whilst visitor interest in Aboriginal experiences is high, participation is not reflected at the same level, primarily due to lack of available experiences. Development of Camping with Custodians sites provides a way to address this.

Extensive feasibility investigations, business planning and compliance requirements have been prepared for the sites currently involved in the initiative. Economic advantages for each community that might be gained from income from camping and linked business opportunities such as tours, cultural and art centres, cafes, roadhouses, equipment hire, and firewood supply have been considered. This includes an employment structure that enables variable working arrangements and family participation compatible with Aboriginal lifestyles and commitments to culture and country.

Other interested communities that have shown interest in the initiative have been provided with an action plan that addressed the range of requirements for them to achieve operational and legally compliant camping grounds over the next few years. In some instances, the actions are standard requirements for setting up a business, while in other cases the requirements involve complex land negotiations and legal access matters. The plans include suggested avenues for capacity development through securing funding for Camping with Custodians business support/mentoring.

Benefits which have been achieved include examples such as employment for Aboriginal employees, expansion of original site capacities, lease agreements with tour operators, linking to visitors through events, linking to existing products and attractions and extending visitor length of stay.

Tourism WA is responsible for identifying Camping with Custodians opportunities and assisting selected communities prepare for, and deliver, their campground facilities and related activities. In addition, Tourism WA is responsible for promoting the initiative with the ultimate goal of marketing a network of campgrounds and linking them to quality experiences.

The key criteria for Tourism WA support for potential Camping with Custodians projects includes the campground being near a popular tourism route, a strongly engaged community located close by, and where a strong business case can be demonstrated.

The following general guiding principles are used to determine participation in Camping with Custodians:

- Camping with Custodians involves camping on land owned or controlled by Aboriginal people. It is possible for Camping with Custodians to be on conservation estate but in that case the Aboriginal stakeholder(s) would be required to have a leasehold or other tenure that places decision making for the camping ground in their hands;
- Camping with Custodians involves a camping experience or linked activities where there is obvious interaction between Aboriginal people and campers, enabling the visitor to learn about lifestyle, history, heritage and culture of West Australian Aboriginal people. The experience could be an immersion in life on a cattle station, a learning of remote area community living, or an appreciation of traditional and/or contemporary Aboriginal ties to land and environment;
- Camping with Custodians camping grounds need to be fully compliant with all the requirements of the State's caravan and camping regulations. The camping grounds need to strive to provide facilities and comfort at a level that makes those standards an attraction in themselves, such as flushing toilets, hot showers and potable water.

**Figure 4.** Camping with Custodians.



SOURCE: [WWW.TOURISM.WA.GOV.AU](http://WWW.TOURISM.WA.GOV.AU)

## Karijini Eco Retreat

Karijini Eco Retreat is a unique outback glamping retreat in the heart of the spectacular Karijini National Park. Designed with the environment in mind - guests embrace a 'greener' style of accommodation which incorporates eco-friendly practices ensuring environmentally sustainable management of the natural and cultural values of one of the most ancient landscapes on earth.

Karijini Eco Retreat is owned by Gumala Enterprises Pty Ltd, the business arm of the Gumala Aboriginal Corporation, which is one of Australia's largest 100% Traditionally Owned organisations, serving the Banjima, Yinhawangka and Nyiyaparli people of the Pilbara region.

The retreat operates within Karijini National Park in collaboration with the DBCA and the Traditional Owners to contribute to the management of the environmental, geographical and cultural values of this world class park.

There is potential to follow a Karijini Eco Retreat/Gumala Aboriginal Corporation (100% Aboriginal owned) style model. This includes:

- 64 campsites
- 5 group campsites
- 40 upmarket eco tents with ensuites
- 10 dorm style eco tents
- dorm style cabins
- Alfresco 5 Star Dining
- Bar & affordable burger options for budget travellers.

Karijini Eco Retreat is accredited with Ecotourism Australia, has been recognised by TripAdvisor and is the recipient of multiple Western Australian Tourism Awards.

Figure 5. Karijini Eco Retreat



SOURCE: [WWW.KARIJINIECORETREAT.COM.AU](http://WWW.KARIJINIECORETREAT.COM.AU)

## Sal Salis Ningaloo Reef, WA

Sal Salis Ningaloo Reef is an exclusive beach safari camp nestled in the dunes of the Cape Range National Park near Exmouth in Western Australia. Each of the fifteen eco-luxe wilderness tents offers views of the surrounding bush and over the Indian Ocean and the fringing Ningaloo Reef.

Similar to Sal Salis being an accommodation base and gateway for visitors who want to experience marine-based activities at the UNESCO World Heritage listed Ningaloo Reef, Esperance could offer a luxury model facilitating visitor access to the Recherche Archipelago.

Australian-owned, Journey Beyond has a growing national footprint, and is fast positioning itself as one of the largest experiential tourism businesses in the country. Journey Beyond is focussed on bringing Australia's unique and iconic experiences to life and also owns other tourism experiences such as The Ghan, Indian Pacific, Horizontal Falls Seaplane Adventures, Eureka Skydeck, Rottneat Express and Cruise Whitsundays (among others).

Salis operates under a lease agreement with Western Australia's Parks and Wildlife Service in what is a role model partnership between National Parks and private sector tourism and with the aim of conserving the region's natural environment through educational and environmentally sound tourism operations. In addition to the park entrance fees, 5% of their turnover goes to Western Australia's Department of Biodiversity, Conservation and Attractions, Parks and Wildlife Service to assist in their conservation work directly in the Cape Range National Park.

The camp was built with a minimal impact on the environment. Boardwalks also prevent unnecessary soil erosion, and all guests are reminded to keep to the designated footpaths while walking around the camp. The colour of the tents and the lodge ensures that the camp blends in naturally with the surrounding landscape.

Almost 100% of the camp's power is generated by the sun through an array of solar panels to ensure a predominantly clean source of energy and preserve the peace and quiet of this pristine area. There is no internet connection or signal at Sal Salis, so computers and mobile phones are not a distraction to guests.

Hot water is heated by gas, and the tents are not equipped with air-conditioning or hairdryers! All the tents face the ocean which allows the coastal breeze to naturally cool the interior and at the same time expose guests to the sights and sounds of the surrounding bush and ocean. Each en-suite bathroom has an effective composting toilet which is transported off-site to be cleaned and the grey water from the showers and hand basins is carefully managed to ensure only filtered water is dispensed back into the ground.

The linen is supplied by EcoDownUnder, which is organic cotton and chemical free. All laundry is transported back to Exmouth for processing. Their sheets are a sand colour and are not bleached to maintain pure whiteness. Their composition means that they can hang dry and eliminate the need for ironing.

Soaps for guests are produced locally, are chemical free and incorporate native herbs. They supply organic shampoos and conditioners for guests and urge guests to refrain from using non-eco bathroom products. Individual solar lanterns provide a safe lighting feature along the pathways to guide guests back to their tents at night.

In keeping with best practice eco-sustainability, each tent is allocated 20 litres of water per person, per day. Restricting freshwater run-off not only reduces the likelihood of weed growth but protects the Ningaloo Reef, as ultimately the shower water will percolate through the soil, adding fresh water to our shoreline and to the Reef. They have a 3-minute shower time policy and recommend a swim in the ocean as the best way to freshen up in the morning.

Filtered drinking water is provided at camp and guests are encouraged to refill their personal drinking containers. As part of our commitment to the environment they are trying to find acceptable alternatives to the plastic drinking bottles and ask their guests to participate in this awareness campaign.

All the waste generated by the camp is carefully transported back to the Exmouth waste depot. Where possible chemical containers are all reused. Used bottles and cans are separated at camp and returned to the Exmouth recycle depot.

Wherever possible, they make use of products that are local to the Exmouth Region and Western Australia.

**Figure 6.** Sal Salis



SOURCE: [WWW.SALSALIS.COM.AU](http://WWW.SALSALIS.COM.AU)

## APPENDIX B. STAKEHOLDER LIST

Stakeholders consulted in development of the strategy were (in no particular order):

- Shire of Esperance Councillors
- Shire of Esperance Executive Group and Management
- Esperance Chamber of Commerce and Industry
- Department of Biodiversity, Conservation and Attractions
- Australia's Golden Outback
- Esperance Tjaltjraak Native Title Aboriginal Corporation (ETNTAC)
- Port of Esperance
- Goldfields-Esperance Development Commission
- Visitor Information Centre Staff
- Tourism Esperance
- Anything and Everything Esperance
- BusyBlue Bus Tours
- Esperance Chalet Village
- Esperance Island Cruises / Esperance Diving & Fishing / Hot Spot Holiday Apartments
- Kyza Presents
- Esperance Island View Apartments
- Place Laboratory
- Woody Island Eco Tours
- Bread Local
- Lucky Bay Brewing
- Esperance Tide
- Dempster Homestead
- Local Businesses (informally)
- Community Members (informally).

## APPENDIX C. MONTHLY DOMESTIC VISITORS AND SPEND IN WA

**Table 1.** Intrastate visitors within WA

	2019	2020	+ % / - % compared to previous year
January	815,500	925,700	+ 13%
April	816,900	214,000	- 74%
June	811,400	787,500	- 3%

**Table 2.** Intrastate visitor market spend in WA

	2019	2020	+ % / - % compared to previous year
January	\$627 million	\$646 million	+ 3%
April	\$585 million	\$113 million	- 81%
June	\$541 million	\$354 million	- 35%

**Table 3.** Visitors to Regional WA

	2019	2020	+ % / - % compared to previous year
January	691,700	687,900	- 0.6%
June	598,300	569,200	- 5%

**Table 4.** Visitor spend in Regional WA

	2019	2020	+ % / - % compared to previous year
January	\$538 million	\$492 million	- 9%
June	\$429 million	\$300 million	- 30%

TOURISM RESEARCH AUSTRALIA FIGURES SOURCED FROM REGIONS RISING WEBINAR SERIES "ROAD TRIP REVIVAL: CAN DOMESTIC TOURISM FILL THE GAP?" PRESENTED BY CATRIN ALLSOP, CEO OF AUSTRALIA'S SOUTH WEST.



