



City of
Kalgoorlie
Boulder



Tourism Strategy

CITY OF KALGOORLIE-BOULDER

2020-2024

Acknowledgement of
Country



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Opening Messages



MAYOR

John Bowler

Kalgoorlie-Boulder is a largely undiscovered tourism gem, and through the development of this Tourism Strategy, it is our intention to put Kalgoorlie-Boulder on the map. We might not have a beach, but as a tourism destination we have so much more to offer.

Rich with Australian history, from the culture of the traditional custodians, the Aboriginal people, the gold rush and our City's instrumental role in the Federation of Australia, Kalgoorlie-Boulder has show stopping main streets, lined with beautiful heritage buildings – a stunning asset.

This is the place where people start their adventures into the Great Western Woodlands, adventuring and exploring this unique and special world heritage area. Covering more than 160,000 square kilometres, this global biodiversity hotspot is an attraction we are lucky to be at the heart of.

Historically there have been gaps in Australia's national tourism marketing, side-lining the heritage rich regional

areas where we find ourselves, in favour of metropolitan centres and beach attractions. With the challenges being faced globally following the advent of COVID-19, the wide open spaces of the Goldfields has lots to offer for visitors looking for that unique holiday experience.

The market for our City is huge, towns like Margaret River seem to attract swarms of visitors on a regular basis going to see beaches and vineyards, which they can experience anywhere in the world. We invite them to visit our region and experience unique attractions and vistas that aren't anywhere else in the world.

As Mayor it gives me great hope that the work being done to develop tourism in Kalgoorlie-Boulder will lead to significant benefits to our economy.

I believe that with bold planning and strategic foresight, the success of tourism in our City and region can only improve.



CEO

John Walker

Growing and diversifying the visitor economy of Kalgoorlie-Boulder is as important as the broader economy.

Our aim is to increase tourism activity by at least 50% over the next four years and the City's combined Tourism Strategy, Tourism Marketing, Tourism MICE (Events) Plan and Destination Management Plan will provide a comprehensive direction for this space.

It is widely recognised that there is so much potential for a focus on tourism in Kalgoorlie-Boulder, and our challenge will be developing and marketing the unique assets we have here in a way that will build it into a sustainable and ongoing tourist destination, focusing on the attractions that are unique to Kalgoorlie-Boulder and can't be found anywhere else in the world.

The need for an overarching strategy to be supported by a comprehensive action plan within the Destination Management Plan that outlines the way forward, in conjunction with the City's broader marketing plans, is imminent, hence our strategic planning in the tourism sector.

These documents are underpinned by our six Tourism Strategic Goals – Tourism Assets, Product Development, Marketing and Promotion, Industry Capability and Development, Data and information Distribution, and Advocacy and Leadership, providing a clear way forward.

This strategy aims to effectively develop and capture the diverse tourism offerings of Kalgoorlie-Boulder and set a new benchmark for the Kalgoorlie-Boulder visitor experience.

It examines how we can build on our assets to make tourism in Kalgoorlie-Boulder thrive over the next four years.

The City of Kalgoorlie-Boulder will continue to show strong leadership and advocacy for tourism, and continue to apply pressure on travel issues including airfares, improvements to the Prospector service and continued improvements to roads, to ensure that we are a destination of choice not just for West Australians, but for travellers from around the world looking for something truly special.



Foreword

The purpose of this strategy is to identify the importance of tourism in Kalgoorlie-Boulder and to deliver on the mission and vision that has been established by creating a strategic direction in order to develop a substantial and well rounded tourism offering to our current and potential visitor market.

Kalgoorlie-Boulder is a destination like no other in Australia, which boasts a rich and unique tourism offering that has been largely undiscovered due to an ongoing economic focus on gold and mining resources and a lack of promotion of the tourism space.

In line with the City's Strategic Community Plan (2020-2030), 2021 will involve a growing focus on economic diversification, where tourism will be a key industry contributor that will be promoted and developed. Our community has identified the need for this diversification and the post Covid-19 climate leaves people hungry to travel and explore new destinations and experiences which Kalgoorlie-Boulder has the potential to deliver.

The tourism offering of Kalgoorlie-Boulder is a well rounded Australian experience, and as the largest city in the Australian Outback, it offers a significant point of differentiation to the traditional coastal or beach holiday.

This strategy will focus on our untapped assets and how to expand and develop the resources we already have into a thriving tourist destination. It will address the needs of both the local community as well as the tourist and visitor market.

With the addition of an accommodation asset currently being developed on the Kalgoorlie Golf Course, the town has begun to address the accommodation shortage and is actively facilitating the growth in visitation to the region, creating employment opportunities and economic returns.

Not only will improvements in the tourism industry attract a larger market and increase visitation to the region, but the investment in this sector will also enhance the liveability and local engagement of Kalgoorlie-Boulder residents, building a sense of pride amongst the local community.

This strategy will highlight key focus areas which are in line with all government aspirations for the tourism industry. Through this strategy, the City will aim to enhance the level of collaboration with tourism operators and the broader community by reducing the level of fragmentation.



To effectively develop and capture the diverse tourism offering of Kalgoorlie-Boulder and to activate the region into a desirable and competitive destination for both domestic and international travelers looking for a unique experience





OUR VISION AND MISSION

The Tourism Strategy will span over a four year time frame (2020-2024 FY) and will be reviewed annually to ensure ongoing relevance and delivery of strategic goals. Its purpose will be to create the vision for our tourism industry, which is to effectively develop and capture the diverse tourism offering of Kalgoorlie-Boulder and to activate the region as a desirable and competitive destination for both domestic and international travellers looking for a unique experience.

Through the development of this strategy, there were six key areas of priority identified, each containing key measurable initiatives.

1. Tourism Assets
2. Product Development
3. Marketing and Promotion
4. Industry Capability and Development
5. Data and Information Distribution
6. Advocacy and Leadership

These measurable outcomes will collectively contribute to the objective of increasing Kalgoorlie-Boulder's visitation to the region by 50% over the four year period.

Following the six key focus areas identified in this strategy, the formation of a Destination Management Plan will be necessary, which will outline detailed action items for each initiative and a timeline to deliver these action items to achieve this goal.

In order to measure this 50% increase, we will aim to work towards the following goals during the life of the strategy;

2020-2024

4 YEAR STRATEGY

\$280

AVERAGE DAILY SPEND

7 nights

AVERAGE LENGTH
OF STAY

+50%

OVERALL INCREASE
IN LENGTH OF STAY AND
SPEND

About Us



OUR REGION

WA is made up of nine defined regions including the Goldfields-Esperance region (771,276km sq). With a population of 30,000 people, Kalgoorlie-Boulder makes up 54% of the total Goldfields population (54,000). Located 595km east of Perth, it is accessible by air, train and road.



Visitor Profile



VISITOR MARKET

The current Kalgoorlie-Boulder visitor market is depicted by data that includes a large percentage of the business (FIFO) traveller who comes to Kalgoorlie predominately for work. Therefore, the statistics represent a significant portion of travellers who spend between one and three nights in the region and are visiting alone or as part of a couple.

The majority of these travellers are visiting Kalgoorlie for work and choose to stay in a hotel or motel as their preferred accommodation.

Whilst business travel is a key market segment, the City's objective is to focus on both the leisure and business travel markets, to be able to increase our tourism offering and in turn extend the overall average stay and spend. By implementing the goals outlined in this strategy, we will diversify and broaden the visitor demographic and attract a wider geographical market.

In 2019, Kalgoorlie airport recorded a total of 305,000 inbound total arrivals.

Of the total \$13.5 billion spent in WA's tourism industry, almost two thirds (\$8.5 billion) was spent by Western Australians on intrastate travel (Tourism Research Australia). WA had the highest share of intrastate tourism expenditure of any state or territory in 2019, outlining that whilst intrastate travel is high our target is to further promote Kalgoorlie-Boulder and the Eastern Goldfields to the interstate and international markets.

As the perception of Kalgoorlie is that of a working town, there will be a focus on re-establishing Kalgoorlie as a hub and its association with the region through a Tourism Marketing Strategy that will reposition the Kalgoorlie image and speak to a wider audience.



By implementing the goals outlined in this strategy, we will diversify and broaden the visitor demographic and attract a wider geographical market.





OVERNIGHT VISITOR SUMMARY

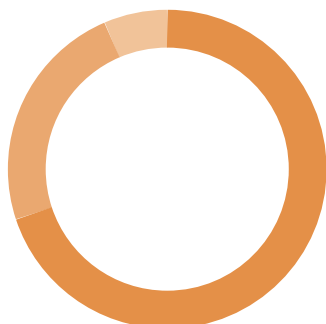
Three Year Average - 2017/18/19

The data in this summary refers to visitors who have spent at least one night in the City of Kalgoorlie-Boulder Local Government Area (IGA). This data has been collected from Tourism WA.



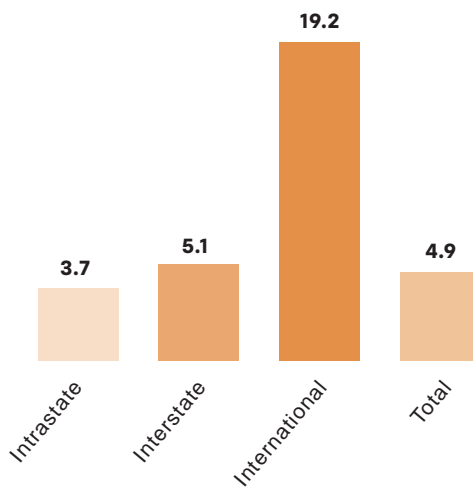
*Four year average 2015/16/17/18

VISITORS BY MARKET

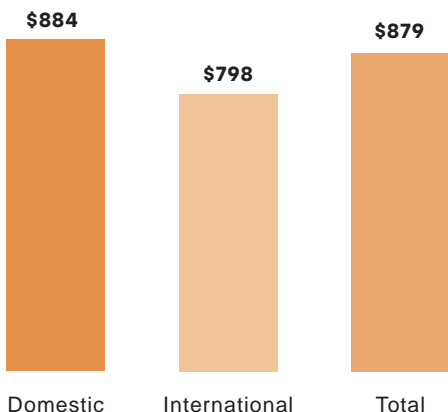


- Intrastate
- Interstate
- International

AVERAGE LENGTH STAY (NIGHTS)



AVERAGE TRIP SPEND*



*Four year average 2015/16/17/18

AVERAGE DAILY SPEND*



*Four year average 2015/16/17/18



INTERNATIONAL OVERNIGHT VISITOR SUMMARY

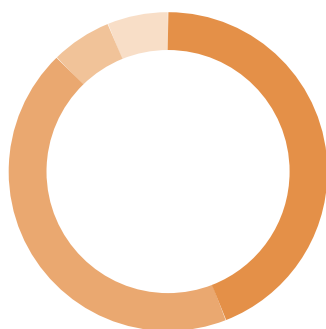
Three Year Average - 2017/18/19

The data in this summary refers to visitors who have spent at least one night in the City of Kalgoorlie-Boulder Local Government Area (IGA). The data has been collected from Tourism WA.

PURPOSE OF TRAVEL



TRAVEL PARTY



- Travelling alone 46%
- Adult couple 38%
- Family group 8%
- Friends/relatives 8%
- Other 0%

AGE



- 15-19 years 1%
- 20-34 years 32%
- 35-49 years 16%
- 50-64 years 31%
- 65+ years 20%

LENGTH OF STAY



- 1 - 3 nights 58%
- 4 - 7 nights 14%
- 8 -14 nights 14%
- 15+ nights 14%

*DATA SOURCE- TOURISM WA



The City’s objective is to focus on both the leisure and business travel markets, to be able to increase our tourism offering and in turn extend the overall average stay and spend.



our GOALS



STRATEGIC GOALS

During the process of writing this strategy, there were 6 key strategic goals identified. These goals will act as the foundation for areas that will require focus



Tourism Assets



Product Development



Marketing and Promotion



Industry Capability and Development



Data and Information Distribution



Advocacy and Leadership



Goal One

TOURISM ASSETS

DELIVERABLES

1. Facilitate in the future ownership and operations of the Mining Hall of Fame and Hannans North Tourist Mine
2. Completing 'Stage 2' of the Tourism Study reviewing the potential of Boulder (Loopline Park) becoming an alternative location for a tourism asset
3. Development of a Tourism Asset Register
4. Review of available tourism accommodation and transport options
5. Combining access to and potential of all tourism museums
6. Development of Boulder Town Hall as a tourism exhibition centre
7. Develop plans for an Aboriginal cultural centre
8. Develop a plan to showcase the niche markets of Kalgoorlie-Boulder, highlighting potential tourism asset opportunities

KEY OUTCOMES

1. New interest in tourism asset operations and ownership, as well as the success of generating investor interest.

MAJOR FOCUS ASSETS

As a major and time sensitive focus, the following tourism assets require immediate attention and resources, as outlined in Goal one.



MINING HALL OF FAME

Working with stakeholders and partners to resolve the future of the Mining Hall of Fame



KALGOORLIE-BOULDER VISITORS CENTRE

Commencing the process to develop a new Visitor Information Centre



HANNANS NORTH TOURIST MINE

As one of the major tourist assets in the city, it will be a priority to work with stakeholders and partners to resolve the future of Hannans North Tourist Mine

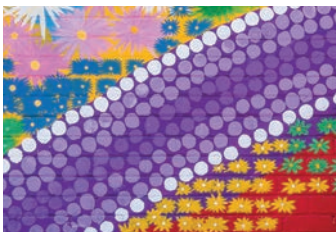


LOOPLINE PARK

Working with stakeholders and partners to resolve the future of Loopline Park

POTENTIAL FOCUS ASSETS

The development of a new tourism asset is an initiative that requires extensive planning, resource allocation and collaboration.



ABORIGINAL CULTURAL CENTRE

As part of the City's initiative to promote and develop Aboriginal heritage and culture and as a significant tourism pillar, the development of a new asset will be prioritised by developing plans for an Aboriginal cultural centre.



Goal TWO

PRODUCT DEVELOPMENT

In order to deliver the demands of the new visitor, significant investment is required to diversify product offerings. This will require investment by both the public and private sectors. Goal two is to facilitate investment, new products and new experiences that revitalise the region's tourism offering.

DELIVERABLES

1. Encouraging investment in new or renewed experiences
2. Promote and develop the indigenous heritage and culture of the region
3. Support the enhancement of the heritage buildings and façades in the Kalgoorlie and Boulder Central Business Districts
4. Continue to encourage road trips and caravanning holidays
5. Develop a MICE strategy (Meetings, Incentives, Conferences and Exhibitions/Events)
6. Integrate the City's Arts and Culture Strategy
7. Develop a new wayfaring and signage strategy

KEY OUTCOMES

1. Product initiatives/ideas in each identified niche area that differentiates Kalgoorlie-Boulder as a destination
2. Level of engagement from the Aboriginal and Indigenous community interested in being involved with tourism products



Goal Three

MARKETING AND PROMOTION

The City will promote and market Kalgoorlie-Boulder's existing Tourism offering and reposition Kalgoorlie as a desirable tourism destination. This will involve creating a clear image of what the tourism offering in Kalgoorlie is and establishing who our market is.

The main objective under this goal will be to improve the positioning and recognition of Kalgoorlie-Boulder as a Tourism Destination.

DELIVERABLES

1. Creating a Tourism Marketing Strategy that aligns with the City's marketing strategy
2. Developing a Destination Management Plan
3. Submission of entries for tourism events, recognition and awards where appropriate for recognition and awards where appropriate
4. Ongoing reviews of the City's events and sponsorship strategies

KEY OUTCOMES

1. Increased level of measurable reach and tourism indicators (length of spend, stay, number of visitors) as a response to initial stages of the Tourism Marketing Strategy
2. Promotion through platforms such as Australia's Golden Outback (AGO), Tourism WA and other peak tourism bodies
3. Successful outcome from a submission for a tourism award or event from a recognised body



Goal Four

INDUSTRY CAPABILITY AND DEVELOPMENT

The City will support the improvement of quality tourism experiences through facilitation and encouragement of industry capability, training and development, specifically in customer/visitor services and hospitality. This will assist in:

- Building capacity in the local tourism industry
- Improving the level of services available for visitors
- Up-skill hospitality and customer service staff
- Providing a quality visitor experience
- Creating new job opportunities in the tourism sector

DELIVERABLES

1. Pursue increased training and development opportunities for the tourism sector through TAFE and Regional Tourism Organisations (RTO's)
2. Assist industry businesses in industry trends and to stay up to date with current offerings as well as networking events and industry forums
3. Develop a campaign for the whole of City customer service changes
4. Resolving the ownership, funding and future of the Loopline Tourist Tram

KEY OUTCOMES

1. High level of participants in new course offerings and industry workshop events
2. Visitor satisfaction survey results and reviews of experiences
3. Increased capacity in the local tourism industry as a result of supporting the facilitation of customer service workshop and/or training events offered to up-skill hospitality and visitor service staff

NICHE OPPORTUNITIES

The city has identified that there are a number of niche tourism markets that offer a point of difference and that Kalgoorlie-Boulder has the resources to establish a marketable tourism product around. Tourism in these niche markets can be significantly developed and marketed to increase the appeal of travelling to the region. It will therefore be a focus to emphasise and expand on these areas with the development of tourism products in each of these niche markets.



ASTRO/DARK SKY
TOURISM



ANCESTRY



CAMPING/CARAVANNING



HERITAGE/HISTORY



DARK/GHOST



GOLD



MICE
(MEETINGS, INCENTIVES,
CONFERRING, EXHIBITIONS)



INDIGENOUS/ CULTURAL



RECREATION/SPORT

THE CHALLENGE

Although there is significant opportunity for product development in the outlined niche industries, the challenge has been to attract tourism investors to own and operate consistent tourism products for an extended period of time. The city encourage new initiatives in these spaces by working with potential tourism operators to facilitate an achievable business model in order to kick start tourism operators who are looking to run businesses in the region relating to tourism and visitation.



Goal Five

DATA AND INFORMATION DISTRIBUTION

This goal will focus on the collection and distribution of data and information to both our industry operators and our visitor market in order to improve consistency and accuracy of our tourism industry growth.

DELIVERABLES

1. Develop Plans for a new Visitor Information Centre in conjunction with the Kalgoorlie Boulder Visitor Information Centre.
2. Develop a series of metrics for the tourism industry in Kalgoorlie-Boulder and ensure stakeholders are kept up to date with distribution of information
3. Continue to support the Kalgoorlie-Boulder Visitor's Centre with funding and resources
4. Ensure all tourism operators are kept informed of government policy, availability of grants and tourism body initiatives

KEY OUTCOMES

1. Tourism operators and businesses engaging in using new reporting systems
2. Increase of successful applications for tourism related grants



Goal Six

ADVOCACY AND LEADERSHIP

The City will provide a clear direction for growth and development of the Kalgoorlie-Boulder tourism industry through strong leadership, advocacy and industry engagement.

DELIVERABLES

1. Re establish the Tourism Advisory Board
2. Continue pressure on travel issues including airfares, improvements to the Prospector service and continued improvements to roads
3. Maintain relationships with state and regional tourism organisations and peak bodies such as Tourism WA and Australia's Golden Outback
4. Develop improved communication channels with local tourism industry representatives

KEY OUTCOMES

1. Increase in the understanding of our region
2. Local business and tourism operator engagement with the City's marketing plans
3. Favourable response to airfare routes, prices and transportation services to Kalgoorlie-Boulder

KEY AREAS TO ADDRESS

Identifying existing barriers and challenges to growing the tourism sector will allow the community to acknowledge and build a plan to overcome these.



INFRASTRUCTURE INVESTMENT

With a significant transient population, Kalgoorlie-Boulder will require committed tourism owners and operators to ensure growth and consistency in the industry



THE NEED FOR DIFFERENTIATION

With an existing unique offering, there will be a required focus on differentiating the Kalgoorlie-Boulder tourism experience from competing destinations



IDENTITY OF KALGOORLIE-BOULDER

Establishing a strong and clear sense of identity for Kalgoorlie-Boulder as a City and as a tourist destination



LACK OF HALLMARK TOURISM ASSETS

The establishment of a Hallmark tourism asset will be paramount to the success of increasing total visitation



ACCESSIBILITY

Addressing the high cost of flights and time consuming road travel time



KNOWING OUR MARKET

Establishing who our current and potential market is and how to effectively communicate with them to maximise potential



ATTRACTING HIGHER INCOME VISITORS

Focusing on attracting a high yield demographic to provide a higher return on investment



SUSTAINABLE AND ECO-FRIENDLY TOURISM

Ensuring that our tourism operators are committed to environmentally sustainable and eco-friendly tourism



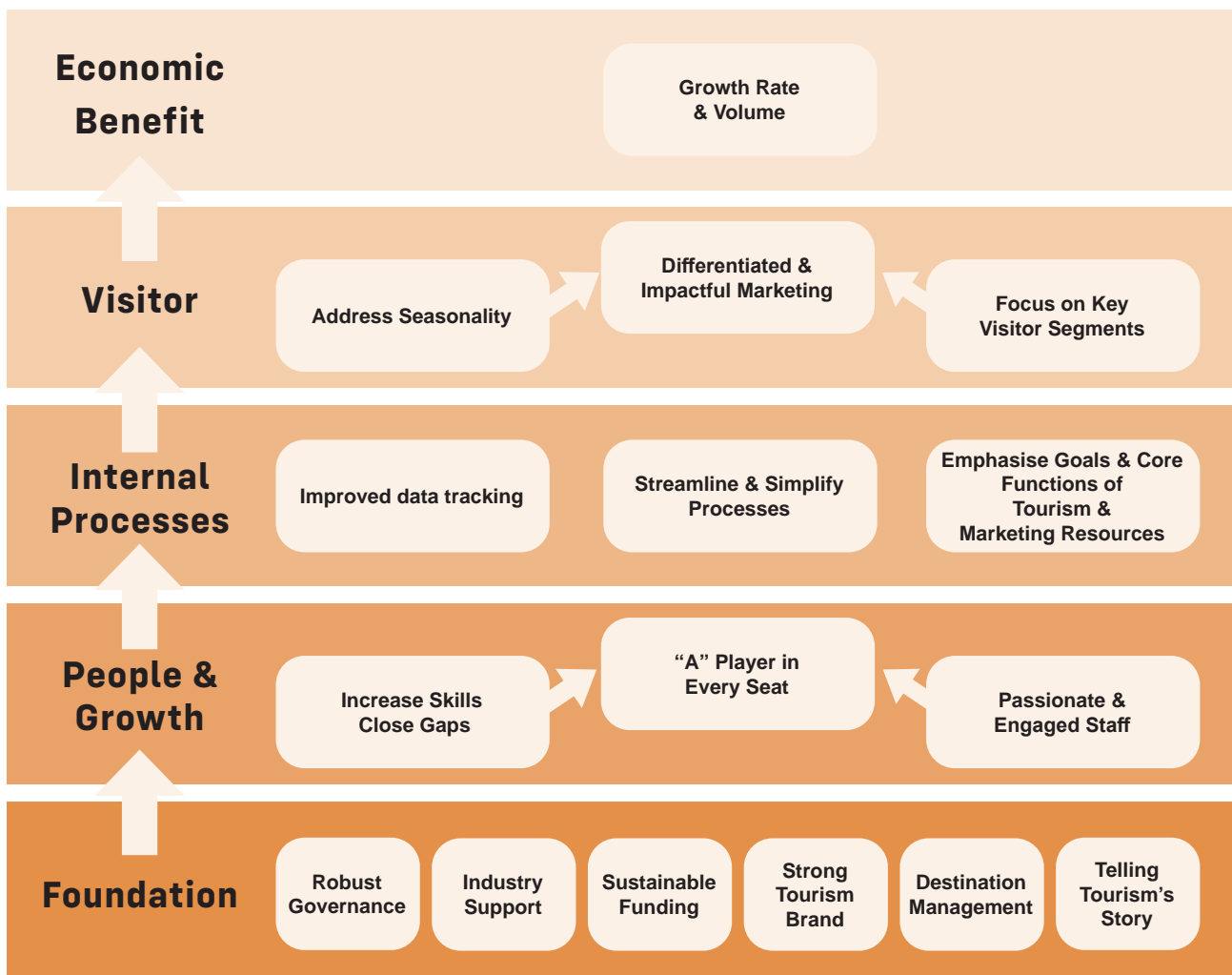
COMMUNITY CONSULTATION

Extensive community consultation to ensure deliverables will be met and agreed upon collectively



STRATEGIC PATHWAY MAP

Through implementing the six key goals outlined in this strategy, the City will achieve growth in its tourism offering through the following stages.



What's NEXT



COURT HOTEL

Robin
Museum for...

Public Book M.C.
98 West 5

2P
2-6
9-11

PROJECTS TO FOLLOW IN SUPPORT OF THE TOURISM STRATEGY

The following documents will be produced to support the six overarching goals and objectives identified in the Tourism Strategy.

DESTINATION MANAGEMENT PLAN

The Destination Management Plan (DMP) will be a comprehensive document identifying action items, responsibilities and time frames as a more extensive and detailed plan, expanding on the initiatives outlined under each goal.

TOURISM MARKETING PLAN

The Tourism Marketing Plan will include a strategy that will focus on activating on specific tourism marketing objectives in line with the City's broader marketing plans.

TOURISM ASSET REGISTER (CURRENT AND POTENTIAL ASSETS)

This Asset Register will provide a SWOT analysis of our current Tourism assets so that they can be appropriately discussed with the community and relevant stakeholders. It will also contain ideas and initiatives for potential tourism assets which may progress into a feasibility study for suitable concepts.

TOURISM MICE (MEETINGS, INCENTIVES, CONFERENCES AND EXHIBITIONS) PLAN

The MICE plan will focus on the development of major events in the tourism space to drive visitation to the region. This will be a separate strategy to that of community related events.

Closing
REMARKS



The Tourism Strategy will provide the framework to support the community's tourism industry and its stakeholders, and set the direction for developing Kalgoorlie-Boulder as a competitive and desirable tourism destination.

The strategy outlines the overarching initiatives for the development of Tourism in Kalgoorlie-Boulder, and the City will work in a collaborative effort with the community to further develop detailed planning and identify accountability and time frames for each action in the Destination Management Plan.

With the overall objective being to increase visitation to Kalgoorlie-Boulder by 50% over four years, there will be a community effort required, as well as consistency and commitment to continuous involvement and improvement.

The Strategy will serve as a guide for any stakeholder involved in the Kalgoorlie-Boulder tourism industry. The City's goal is to raise the benchmark for Kalgoorlie-Boulder by demonstrating continuous improvement to our assets, innovation with new products with a consistency in delivery.

By recognising the value that tourism plays in our region, significant growth can be achieved over the life of this plan.

The next tourism project that the City will action will be the development of the Destination Management Plan, which will outline a time frame for each action item as established in discussion and consultation with the community.

As this is a top level strategy outlining broader goals and the timeline of this strategy is four years, an annual review of this strategy against the Destination Management Plan to ensure relevance will be critical.

Through appealing to a broader market and attracting increased visitation to Kalgoorlie-Boulder, there will be significant benefits to growing the tourism industry which will extend beyond direct economic impacts, including a repositioning of Kalgoorlie as a destination, and attracting long term residents, investors and expanding the workforce, subsequently creating employment opportunities.

It is the City's broader objective to develop Kalgoorlie-Boulder into a desirable tourist destination with an authentic and diverse tourism offering.



Through a collaborative community approach, we will develop Kalgoorlie-Boulder into a desirable tourist destination with an authentic and diverse tourism offering.





City of
Kalgoorlie
Boulder

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