



Australia's Golden Outback
Destination Development Strategy
'An Action Plan Approach'
2004-2014

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Western Australian Australia's Golden Outback
Destination Development Strategy
2004-2014

© Tourism Western Australia
2 Mill Street, PERTH WA 6000
Telephone 08 9262 1700
Facsimile: 08 9262 1702

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INQUIRIES

General inquiries or comments regarding the
Destination Development Strategy or an alternative
disability format should be addressed to:

Planning Manager
Tourism Western Australia
2 Mill Street, PERTH WA 6000

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Foreword

Western Australia has some of the world's best nature based tourism experiences, helping to make tourism one of the State's key economic drivers. Total visitor expenditure generated \$3.9 billion for our State¹ in 2003 and international visitor arrivals are expected to grow by an average annual rate of 6.2% over the next decade². The benefits of tourism are real, providing up to 72,000 jobs (54,000 direct and 18,000 in-direct), many in regional areas, and employing more than 7.7% of the Western Australian workforce³.

The challenges presented by current global trends offer the Western Australian tourism industry the opportunity to increase our market share of visitors through research, creative solutions and daring to be different. With our distinctive environment, exclusive attractions and friendly hospitality, we have the foundations of a fresh and vibrant approach that will attract visitors from all over the world. Development of attractive niche products, promotion of our natural wonders and the enthusiastic commitment of tourism operators will continue to grow tourism in the diverse regions of Western Australia.

The development and promotion of tourism around key 'iconic' experiences is a critical element of the fresh approach required for continued growth of the industry in Western Australia. By focusing our product development and marketing on these experiences, we will boost the recognition of our State nationally and worldwide, and provide focal points for each of the five tourism regions.

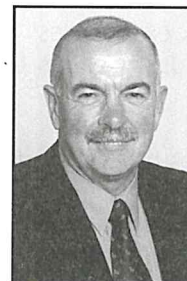
The 'Destination Development Strategy - An Action Plan Approach', for each region provides an important planning tool for achieving Tourism Western Australia's (Tourism WA) vision to 'make Western Australia the world's natural choice'.

We will work closely with industry to lead, coordinate and facilitate the development of tourism products, with the goal of increasing their quantity, quality and diversity, by addressing those gaps in access, accommodation, activities and amenities, that impact greatly on the ultimate potential of an iconic experience.

We commend the Destination Development Strategy for Australia's Golden Outback to you and Tourism WA looks forward to partnering with key stakeholders to implement the strategies and projects outlined in this document.



Alan Mulgrew
Chariman



Richard Muirhead
Chief Executive Officer



Executive Summary

Western Australia possesses a greater diversity and range of products within its regions than any other State in Australia. Each region contains unique features, which appeal to state, national or international visitors. These features and associated tourism developments vary considerably according to stage of development, market opportunities and capacity to accommodate additional visitation.

Tourism WA's *Pathways Forward: Strategic Plan 2003-2008* identified the need to "develop and promote tourism around key iconic experiences" in order to provide a platform for a competitive and sustainable tourism industry within the limited resources available to Tourism WA.

As such, Destination Development Strategies have been developed for the five regions within Western Australia. The objective is to focus regional development resources on enhancing tourism product in iconic experience areas and partnering with key stakeholders to formulate and implement strategies that develop WA's destinations, with specific goals to:

- ⊗ Identify and prioritise icons and iconic experiences;
- ⊗ Develop strategies to address gaps in infrastructure, attractions, accommodation and other tourism facilities;
- ⊗ Develop strategies to disperse visitors so that all parts of a region benefit from tourism activity associated with icons; and
- ⊗ Provide the leadership which focuses on the development of tourism product and investment within icon and iconic experience areas.

The process to prepare each Destination Development Strategy has involved:

- ⊗ Workshops and one-on-one consultation with Regional Reference Groups around Western Australia. Over 230 stakeholders statewide have been consulted and provided input into the process;
- ⊗ Qualitative research with leading tourism industry operators;
- ⊗ Consumer research with focus groups; and
- ⊗ Consultation with peak tourism bodies.

Draft documents for the five tourism regions were compiled and circulated to over 500 stakeholders within Western Australia for feedback. Submissions and comments were received and changes have been made to reflect input received.

Based on this research and consultation a selection of key experiences and attractions in Australia's Golden Outback were identified and allocated onto the matrix (shown on page 16). This process suggests that the Antony Gormley Sculptures, the Golden Quest Discovery Trail, Wave Rock, Fitzgerald River National Park and the Outback Highway represent areas where the focusing of Tourism WA's limited industry development resources are likely to be the most effective. In contrast, Esperance, Kalgoorlie-Boulder and the wildflower experience are largely market ready (with the exception of minor improvements).

Qualitative research with leading tourism industry operators and experienced Western Australian intrastate, interstate and international travellers highlighted that the region's product and infrastructure gaps tend to surround specific destinations. Although distance was seen as a deterrent to the domestic market, international travellers said that it added to the authenticity of the outback experience. The lack of activities and attractions were also raised as key issues⁴.

In order to strengthen the iconic experience for visitors and increase visitation, Tourism WA's Regional Managers will work with key stakeholders to concentrate principally on implementing the strategies and projects to address those gaps in access, accommodation, activities and amenities, that impact greatly on the ultimate potential of an iconic experience.

Tourism WA will facilitate, coordinate, monitor and review the implementation of the Destination Development Strategy. Responsibility for its implementation will lie with a broad range of stakeholders including State Government agencies, industry groups, local and regional tourism bodies and other tourism operators and developers. A system of ongoing monitoring and annual review will be established to measure the implementation of the strategies and actions outlined in this document. The Regional Reference Group (RRG), pivotal in the preparation of the Destination Development Strategy, will also assist in the annual review process.

Tourism Western Australia

Tourism WA is a Statutory Authority whose role is to 'accelerate the sustainable growth of tourism for the long term benefit of Western Australia'.

Tourism WA has prime carriage for the development and marketing of the Western Australian tourism destination, and is implementing a five year strategy to deliver its objectives. Tourism WA's structure broadly provides the resources for research, marketing and promotion to the trade and consumers (including brand development and electronic targeting), event and business attraction, sustainable development of product, visitor servicing, tourism investment attraction, planning and infrastructure development.

Where appropriate, especially in the international market, Tourism WA aligns its activities, staffing and branding with federal tourism programs/organisations. It continues to take the leadership role for Western Australia in national and international marketing and development.

Industry Development

The Industry Development team works in partnership with the tourism industry and other stakeholders to encourage, promote and facilitate the development of new tourism ventures throughout Western Australia and to improve existing tourist services and facilities to meet visitor needs. Tourism WA staff liaise closely with tourism operators, developers, state and local government agencies as well as regional tourism organisations to assist with innovative ventures that reflect market demands and enhance the State's tourism assets.

The four broad objectives of the Industry Development team include:

- ⊙ Provide strategic marketing information, consultancy and interpretation of market intelligence to the tourism industry;
- ⊙ Provide planning and strategy advice on identified tourism issues and identifying new infrastructure requirements for the tourism industry;
- ⊙ Encourage the development of new sustainable tourism product, infrastructure and facilities which meet market demands; and
- ⊙ Identify and work to remove impediments to tourism development.

Regional Managers are part of the Industry Development team of Tourism WA. Their objectives include:

- ⊙ Identifying and ensuring the development of competitive and progressive tourism products and infrastructure at a strategic level;

- ⊙ Managing the process in which Western Australia is competitive in attracting tourism investment; and
- ⊙ Ensuring regional Western Australia is consulted and involved in the development of Government strategic tourism planning and infrastructure development.

The role of Tourism WA's Regional Managers is to provide leadership and advice to ensure the improvement of existing tourism product, assist the development of new tourism business, and generally improve the quality of tourism development in the region. In line with the objectives of the Destination Development Strategy to focus industry development resources on enhancing product in iconic experience areas, the Regional Managers will work with key stakeholders to concentrate principally on implementing the strategies and projects to address those gaps in access, accommodation, attractions, activities and amenities that impact greatly on the ultimate potential of an iconic experience.

Western Australian Brand and Marketing Positioning

The Marketing Divisions accelerate the growth in the economic value of tourism throughout Western Australia. This is achieved by:

- ⊙ Developing and implementing marketing and communication strategies to build awareness and desire to visit Western Australia in domestic and international markets;
- ⊙ Increasing visitation, yield and dispersal from identified target markets;
- ⊙ Providing meaningful and actionable research to guide strategies and actions of Tourism WA, the Western Australian tourism industry and potential participants in the tourism industry; and
- ⊙ Communicating proactively and effectively with industry, government and the people of Western Australia.

Tourism WA's research shows that visitors to Western Australia believe the State offers a variety of unique, natural experiences in an unspoilt, pristine environment. Western Australia is renowned for its relaxed, laid back lifestyle and its friendly, down to earth locals. Our visitors often comment that Western Australia offers the authentic Australian experience – the Australia they expected and hoped to see. From this research four key words were developed to describe the overall brand positioning. Western Australia offers a **fresh** and **natural** experience which makes our visitors feel **carefree** and **alive**.

Marketing Concept

The research indicated that many travellers believe tourism places in Australia have become overcrowded and over-commercialised. There is also a growing sense of nostalgia for the Australia that existed prior to the development and commercialisation of recent years, hence 'The Real Thing' campaign.

This campaign communicates that Western Australia offers a pristine experience of Australia in every sense: unspoilt environment, unpretentious people and an unhurried pace. It is very much the authentic Australian experience – the real Australia.

Development Implications

It is vital that development and marketing in Western Australia proceed with similar vision. Both need to be aware of what it is that people most like about Western Australia and what will drive additional visitors to make the effort to come here instead of going elsewhere, or indeed pay a premium for the privilege. Western Australia's development ethos must support this marketing strategy to maximise the long term benefits of visitation to our State.

Development should:

- ⊙ Fit in with the existing/natural environment;
- ⊙ Ensure the quality of the experience is always paramount;
- ⊙ Have a 'local' feel that retains (or enhances) what is unique about the area; and
- ⊙ Suit the market (i.e. visitors that appreciate the unique qualities that WA has to offer).

Regional Tourism Organisations

Tourism WA works with the five new Regional Tourism Organisations (RTOs) in a strong partnership to identify and deliver new, effective ways of marketing tourism product, attracting investment and facilitating infrastructure development.

A network of RTOs operates in Western Australia, each with the aim of promoting tourism in their region. The RTOs participate in consumer and trade events, work with Tourism WA in developing media and trade familiarisation programs, produce and distribute annual regional holiday publications and undertake co-operative advertising and promotional activities.

The RTOs are membership-based organisations that also provide a forum for tourism operators to network with other industry stakeholders. For contact information on RTOs visit www.westernaustralia.com/en/Contacts.

The RTOs are under contractual agreement with Tourism WA to participate in the development and or updating of the Destination Development Strategy for their regions on an annual basis. It has also been agreed that the RTOs will support Tourism WA's efforts to build the capacity of tourism business and their proprietors in the region.

Context

The Destination Development Strategies for all five regions have been prepared within the context of a number of key strategies that are in the process of being completed and/or implemented by Tourism WA and partners, namely:

- ⊙ Pathways Forward: Strategic Plan 2003-2008;
- ⊙ Wine & Food Tourism Strategy;
- ⊙ Heritage Tourism Strategy for Western Australia;
- ⊙ Nature Based Tourism Strategy for Western Australia;
- ⊙ An Aboriginal Tourism Marketing Strategy for Western Australia; and
- ⊙ Journey Further - An Arts & Cultural Tourism Strategy for Western Australia.

Overview of Australia's Golden Outback

Leading tourism industry operators and experienced Western Australian intrastate, inter-state and international travellers strongly identified the most iconic holiday experiences available in Australia's Golden Outback region as being⁵

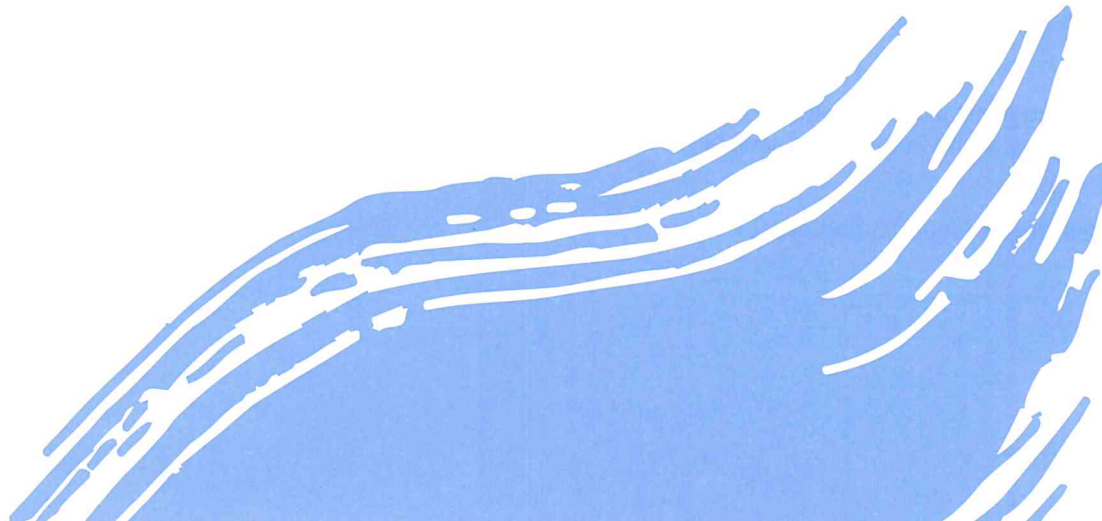
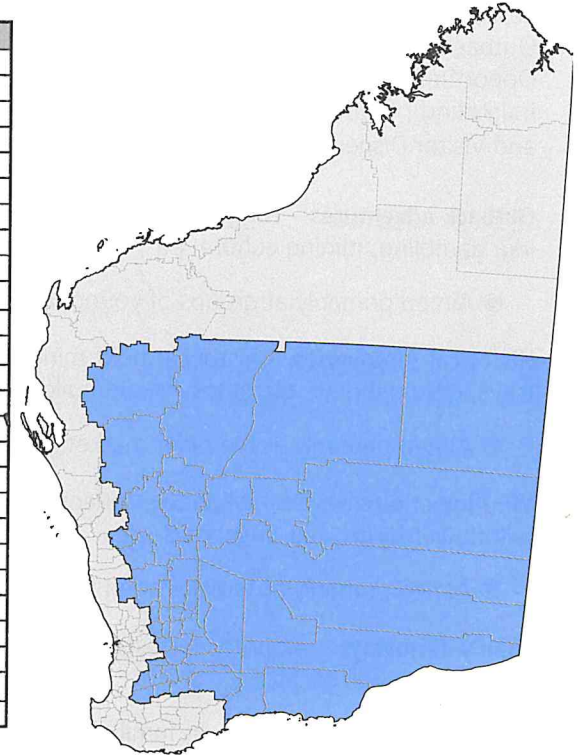
- © **History/mining experiences** – historic buildings, historic sites, mining museums, mines and prospecting. (Key areas Kalgoorlie-Boulder, Coolgardie and Cue).
- © **Beach/coastline** – scenery, islands, fishing, swimming, granite rocks, rugged coastline and scenic drives (key area Esperance).
- © **Wildflowers** - wildflower-oriented holiday experiences including guided day tours, wildflower farms and recommended self-drive trails.
- © **Outback experiences** - vast clear skies and theatrical landscapes, camping under the stars and four-wheel driving along such roads as the Canning Stock Route, the Gunbarrel Highway and the sealed Eyre Highway across the expansive Nullarbor.

Other experiences/destinations mentioned included Wave Rock, Anthony Gormley Sculptures and farm/station stays.

Covering more than 54% of Western Australia, Australia's Golden Outback is incredibly diverse in its landscape, history and people. Whether it is the red earth, golden wheat fields or rugged coastline with sugar white beaches, this is the place for true outback adventures.

The region's economy has historically been based on mining and agriculture. Commerce, manufacturing, fishing and tourism also make important contributions.

Australia's Golden Outback	
City of Kalgoorlie-Boulder	Shire of Kondinin
Shire of Bruce Rock	Shire of Merredin
Shire of Coolgardie	Shire of Kellerberrin
Shire of Corrigin	Shire of Moora
Shire of Cuballing	Shire of Mt Marshall
Shire of Dundas	Shire of Sandstone
Shire of Esperance	Shire of Cunderdin
Shire of Laverton	Shire of Koorda
Shire of Leonora	Shire of Kulin
Shire of Menzies	Shire of Lake Grace
Shire of Ngaanyatjaraku	Shire of Dumbleyung
Shire of Ravensthorpe	Shire of Dalwallinu
Shire of Upper Gascoyne	Shire of Dowerin
Shire of Pingelly	Shire of Mount Magnet
Shire of Wagin	Shire of Yilgarn
Shire of Nungarin	Shire of Murchison
Shire of West Arthur	Shire of Perenjori
Shire of Mukinbudin	Shire of Westonia
Shire of Yalgoo	Shire of Wickepin
Shire of Quairading	Shire of Wiluna
Shire of Tammin	Shire of Cue
Shire of Trayning	Shire of Morawa
Town of Narrogin	Shire of Wyalkatchem
Shire of Narembeen	Shire of Williams
Shire of Narrogin	Shire of Wongan-Ballidu
Shire of Meekatharra	



Opportunities and Market Segments

Research conducted in 2003⁶ outlined some opportunities that exist for Australia's Golden Outback. The experiences listed below are some of the most well known in the region. Opportunities exist in many of these areas for further improvements, development and marketing. Some priority improvements have been detailed in the Iconic Development and Visitor Dispersal Strategies and Projects section.

Outback adventures – rugged male-oriented experiences, including pubs, camping, racing, gambling, mining culture, etc.

☉ Aimed primarily at groups of young males (aged under 35).

Historical discoveries – historical gold mining experiences, including historical, mining tours, gold panning, ghost towns, old buildings, architecture, etc.

☉ Aimed primarily at the older market (aged 55 and over).

Wildflower discoveries – wildflower-oriented holiday experiences, including guided tours, wildflower farms, self-drive trails, etc.

☉ Aimed primarily at females aged 55 and over.

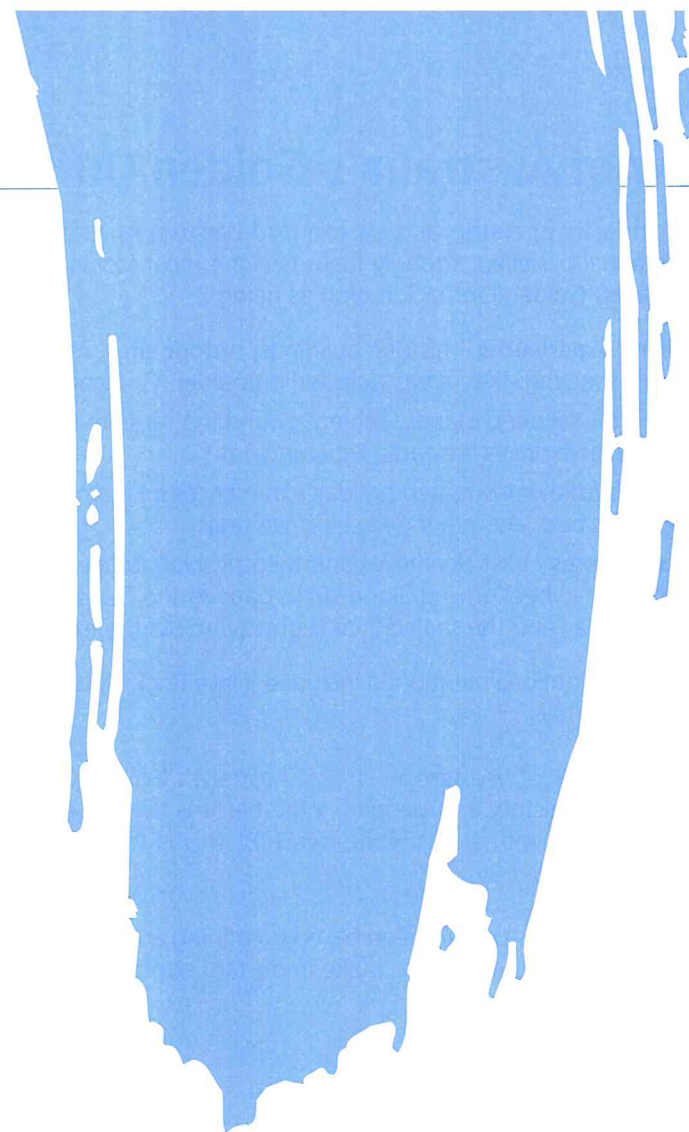
Family farmstays – country farmstay experiences, including feeding animals, milking cows, riding horses, etc.

☉ Aimed primarily at young families with children aged 12 and under.

Discovering uncrowded getaways for water activities (Esperance) – exploring uncrowded coastal areas to do water activities, including beaches, 4WD, fishing, boating, etc. in a relaxed, rather than action packed, environment.

Secluded and scenic coastal escapes (Esperance) – relaxing coastal holiday experiences in a beautiful scenic environment, including secluded beaches, walks in national parks, bird watching and scenic drive routes.

☉ Aimed primarily at couples and older caravan/self-drivers (aged 55 and over).



Market Performance of Australia's Golden Outback

The following information was gathered by Tourism WA to allow further analysis of the interaction of supply and demand for tourist accommodation. The purpose of collecting and distributing both supply and demand information is to allow for rudimentary comparison between them to look for evidence of market opportunities.

Tourism WA's Research Team delivers research information and other services that support, develop and assist the tourism industry in making sound and informed business decisions. Statistical and survey data from sources such as the Bureau of Tourism Research, Australian Bureau of Statistics and Tourism Forecasting Council provide information about the latest tourism trends.

The information is available through reports and newsletter updates, many of which may be downloaded free from Tourism WA's website www.westernaustralia.com through the Publications section.

Supply⁷

City / Town / Shire	Number of Lettable Units [by type of accommodation]							SUB TOTAL	TOTAL
	Hotel / Motel Room with facilities	Suites (Rooms)	Self Catering Rooms Accommodation	Lodge Rooms	SUB TOTAL	Caravan Bays/En-suite sites	On site vans / Park Homes / Other Rooms		
City of Kalgoorlie-Boulder	536	2	226	84	848	462	73	535	1383
Shire of Bruce Rock	10	0	0	78	88	20	6	26	114
Shire of Coolgardie	61	0	0	0	61	258	33	291	352
Shire of Corrigin	10	0	0	26	36	40	5	45	81
Shire of Cuballing	0	0	0	0	0	14	3	17	17
Shire of Cue	12	0	0	27	39	32	0	32	71
Shire of Cunderdin	0	0	0	0	0	56	8	64	64
Shire of Dalwallinu	33	0	1	5	39	0	0	0	39
Shire of Dowerin	8	0	0	0	8	0	0	0	8
Shire of Dumbleyung	0	0	0	12	12	15	1	16	28
Shire of Dundas	326	0	32	49	407	280	15	295	702
Shire of Esperance	173	1	191	70	435	554	97	651	1086
Shire of Kellerberrin	8	0	5	0	13	0	0	0	13
Shire of Kondinin	60	3	16	0	79	40	6	46	125
Shire of Koorda	0	0	0	13	13	17	0	17	30
Shire of Kulin	6	0	0	6	12	0	0	0	12
Shire of Lake Grace	16	0	0	28	44	47	4	51	95
Shire of Laverton	18	0	30	0	48	62	5	67	115
Shire of Leonora	17	0	0	9	26	75	0	75	101
Shire of Menzies	0	0	0	20	20	10	0	10	30
Shire of Merredin	96	0	0	0	96	45	11	56	152

City / Town / Shire	Number of Lettable Units [by type of accommodation]							SUB TOTAL	TOTAL
	Hotel / Motel Room with facilities	Suites (Rooms)	Self Catering Rooms Accommodation	Lodge Rooms	SUB TOTAL	Caravan Bays/En-suite sites	On site vans / Park Homes / Other Rooms		
Shire of Moora	29	0	18	22	69	20	4	24	93
Shire of Morawa	10	0	1	25	36	22	0	22	58
Shire of Mount Magnet	30	0	0	14	44	44	4	48	92
Shire of Mt Marshall	0	0	0	0	0	20	10	30	30
Shire of Muckinbudin	0	0	3	3	6	15	4	21	23
Shire of Murchison	0	0	2	0	2	0	0	0	2
Shire of Narembeen	6	0	2	0	8	10	0	10	18
Shire of Narrogin	2	0	0	3	5	0	0	0	5
Shire of Ngaanyatjaraku	0	0	0	0	0	12	24	36	36
Shire of Nungarin	0	0	0	12	12	0	0	0	12
Shire of Perenjori	3	0	0	12	15	0	0	0	15
Shire of Pingelly	11	0	0	20	31	0	0	0	31
Shire of Quairading	6	0	0	0	6	18	0	18	24
Shire of Ravensthorpe	42	0	15	21	78	210	23	233	311
Shire of Sandstone	0	0	0	22	22	20	1	21	43
Shire of Trayning	6	0	0	6	12	4	0	4	16
Shire of Wagin	12	0	0	36	48	20	0	20	68
Shire of West Arthur	0	0	0	7	7	10	2	12	19
Shire of Westonia	10	0	0	6	16	0	0	0	16
Shire of Wickepin	0	0	0	16	16	0	0	0	16
Shire of Williams	24	0	19	34	77	28	0	28	105
Shire of Wiluna	9	0	0	26	35	18	1	19	54
Shire of Wongan-Balidu	10	0	0	37	47	64	16	80	127
Shire of Wyalkatchem	4	0	0	17	21	8	0	8	29
Shire of Yalgoo	3	0	3	17	23	22	25	47	70
Shire of Yilgarn	57	0	0	48	105	72	8	80	185
Shire of Meekatharra	58	0	0	10	68	58	22	80	148
Town of Narrogin	98	0	4	61	163	64	0	64	227
Total Lettable Units	1820	6	566	890	3282	2786	411	3197	6479

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Demand

Australia's Golden Outback - Number of Visitors 2002 and 2003 Annual Average⁸

DOMESTIC

- © 814,000 domestic visitors stayed overnight in Australia's Golden Outback. 87% of these visitors were intrastate visitors, 13% were interstate visitors;
- © Domestic visitors stayed 3,794,500 nights in the region. On average they stayed 4.7 nights;
- © There were 789,500 domestic day trips to Australia's Golden Outback;
- © 36% of domestic visitors travelled to the region for business; and
- © 31% of domestic visitors stayed at a friend or relatives' property.

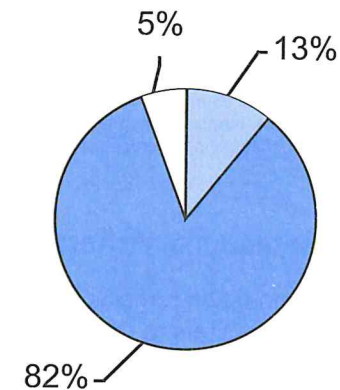
INTERNATIONAL

- © 41,800 international visitors stayed overnight in Australia's Golden Outback;
- © International visitors stayed 246,700 nights in the region. On average they stayed 5.9 nights;
- © 83% of international visitors travelled to the region for holiday/leisure purposes; and
- © 47% of international visitors to the region used caravan/camping accommodation.

TOTAL

- © In total 855,800 visitors stayed overnight in Australia's Golden Outback;
- © Visitors to Australia's Golden Outback stayed 4,041,200 nights;
- © 82% of total visitors to the region were intrastate visitors, 13% interstate visitors and 5% were international visitors; and
- © October, November and December were the most popular months, with 28% of visitors to the region traveling during this time.

Visitor Breakdown



■ Interstate ■ Intrastate □ International Visitors

Accommodation – Usage - Domestic Visitors⁹

- ◎ Just over 3 in 10 domestic visitors to the region stayed at a friend or relatives' property;
- ◎ Over one quarter of domestic visitors stayed in a hotel, resort or motel; and
- ◎ Almost 3 in 10 chose to stay in a caravan park or camped (half of those in a commercial camping ground, the other half near a road or on private property).

Note: All figures are based on a two year average, meaning that we have added the 2002 and 2003 figure, divided by 2, to provide an averaged figure to increase the sample size and reliability of the data.

Note: %'s may add to >100% as overnight Domestic visitors may report using several means of accommodation at various locations on a visit to WA.

(1) Other includes backpackers/hostel, university/school dormitory/college, privately owned boat/yacht etc, cruise ship, commercial houseboat, slept in bus/coach, plane/train, hospital or hospital related accommodation.

Note: Individual categories may not add to total due to rounding, averages, staying at own property and purpose not asked/no response.

Accommodation	Domestic Visitors- Annual Average for 2002 & 2003	
	Number of Visitors	%
Friends or relatives property	248,500	31%
Hotel / Resort / Motel	220,000	27%
Caravan or camping near road or on private property	119,500	15%
Caravan park or commercial camping ground	112,500	14%
Self catered room / unit	37,000	5%
Own property	17,500	2%
Guest house/B&B	11,500	1%
Other (1)	83,000	10%
Total	814,000	

Accommodation – Usage - International Visitors¹⁰

- ◎ Caravan/camping style accommodation remains the dominant choice of accommodation for international visitors to the region;
- ◎ Over 4 in 10 (47%) international visitors stayed in a caravan or camped whilst visiting Australia's Golden Outback; and
- ◎ Over 3 in 10 stayed in a hotel, motel, resort (31%) whilst visiting Australia's Golden Outback.

Note: Individual categories may not add to total due to rounding, averages, staying at own property and purpose not asked/no response

Note: All figures are based on a two year average, meaning that we have added the 2002 and 2003 figure, divided by 2, to provide an averaged figure to increase the sample size and reliability of the data.

Note: %'s may add to >100% as overnight Domestic visitors may report using several means of accommodation at various locations on a visit to WA.

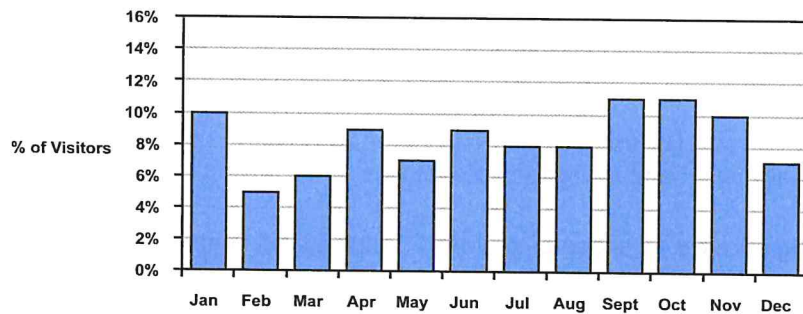
(1) Other includes university/school dormitory/college, privately owned boat/yacht etc, cruise ship, commercial houseboat, slept in bus/coach, plane/train, hospital or hospital related accommodation.

Accommodation	International Visitors - Annual Average for 2002 and 2003	
	Number of visitors	%
Caravan/camping	19,500	47%
Hotel, motel, resort	13,100	31%
Backpacker hotel / youth hostel	4,200	10%
Home of friend or relative	4,300	10%
Self catering cottage/apartment	1,400	3%
Other (1)	1,500	4%
Total	41,800	

Seasonality - Domestic Visitors¹¹

- © February and March is the off-peak period for Australia's Golden Outback domestic visitors.
- © September through November appears to be the most popular period to travel to Australia's Golden Outback.

**Australia's Golden Outback
Domestic Month Returned from Trip**



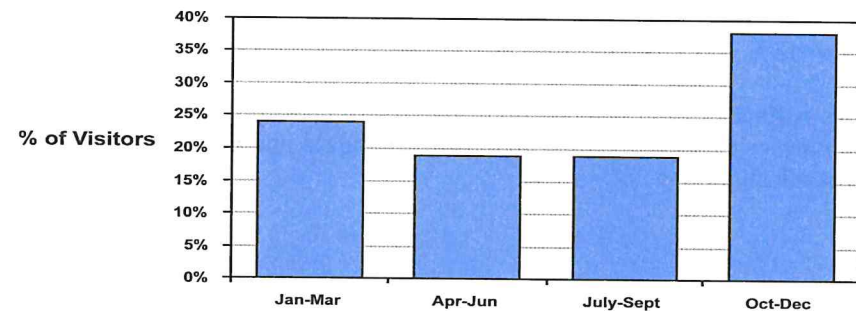
2002 & 2003 Rolling Average

Note: Seasonality based on month returned home from trip

Seasonality - International Visitors¹²

- © The October to December period is clearly the peak time for international visitors to Australia's Golden Outback.
- © There doesn't appear to be a significantly off-peak time, although visitor numbers decrease in the middle six months of the year.

**Australia's Golden Outback
International Quarter Arrived in Australia**



2002 & 2003 Rolling Average

Note: Visitors staying longer than 3 months may not have visited WA in the quarter that they arrived in Australia.

Iconic Experiences

Western Australia possesses a greater diversity and range of products within its regions than any other State in Australia. Each region contains unique features, which appeal to state, national or international visitors. These features and associated tourism developments vary considerably according to stage of development, market opportunities and capacity to accommodate additional visitation.

Tourism WA's *Pathways Forward: Strategic Plan 2003-2008* identified the need to "develop and promote tourism around key iconic experiences" in order to provide a platform for a competitive and sustainable tourism industry within the limited resources available to Tourism WA.

Accordingly, Destination Development Strategies have been developed for the five regions in the State, with the aim of achieving the following objective and goals:

Focus industry development resources on enhancing tourism product in iconic experience areas and partnering with key stakeholders to formulate and implement strategies that develop WA's destinations

by:

- ⊙ Identifying and prioritising icons and iconic experiences;
- ⊙ Developing strategies to address gaps in infrastructure, attractions, accommodation and other tourism facilities;
- ⊙ Developing strategies to disperse visitors so that all parts of a region benefit from tourism activity associated with icons; and
- ⊙ Providing the leadership which focuses on the development of tourism product and investment within icon and iconic experience areas.

In order to identify and prioritise iconic experiences, consultation and research were undertaken across Western Australia.

A Regional Reference Group (RRG) was formed in Australia's Golden Outback to guide the Destination Development Strategy and provide input on key issues affecting tourism development. Workshops were held in Kalgoorlie-Boulder on 30 March and Narrogin on 19 April 2004, along with one-on-one meetings throughout the rest of the region. This enabled the RRG to identify iconic experiences; determine how ready the experience is for its current market, and identify gaps in infrastructure, attractions, activities, accommodation and other tourism facilities, relevant to those experiences.

Research was conducted with tourism operators with a good understanding of tourism product and infrastructure in Western Australia. In addition, focus groups were conducted with experienced intrastate travellers to determine the key iconic experiences and the key product and infrastructure gaps in the five regions. Interviews were also conducted with interstate and international visitors whilst they were on their holiday.

Based on this research and consultation on iconic experiences, destinations and attractions within the region, an Australia's Golden Outback Destination Development Matrix was created, using the definition below:

"An iconic experience/attraction/event is awe-inspiring....unique to Western Australia, has the potential to draw significant visitors here.....gaining recognition nationally and internationally"
(Tourism WA).

This matrix was created by using feedback from the consultative sessions to rate each key experience, destination and attraction according to the following two subjective criteria:

- 1. Iconic significance** – the degree to which it is perceived generally by all visitors to be an iconic holiday experience/destination/attraction that is unique to WA, desirable and sustainable (on a scale of 1 to 10, where 1 means not at all iconic and 10 means extremely iconic).
- 2. Market readiness** – the degree to which the experience/destination/attraction is believed to meet the needs of key intrastate, interstate and international target markets, based on a summary of current access, accommodation, attraction, activities and amenities (on a reversed scale of 1 to 10, where 1 means excellent and 10 means very poor).

After considering the wide-ranging information gleaned from the processes identified above, iconic experiences, destinations and attractions were plotted on a matrix.

The following definitions have been developed to help clarify areas of the matrix and will be used as a method to primarily, but not exclusively, concentrate Tourism WA's industry development resources.

Destinations or attractions that fall within the focus area in the Australia's Golden Outback Matrix, are perceived to be iconic. Despite being somewhat market ready for niche segments, their current product or infrastructure gaps should be addressed before they are widely marketed. As a result, they should be the focus of product and infrastructure development or resources to make them more market ready and move them into the leverage area.

Destinations or attractions that fall within the leverage area in the matrix are perceived to be iconic and market ready. As such, they may not require major product or infrastructure development, but can instead be leveraged to draw visitors to the region. The quality of these destinations or attractions must be maintained to keep them in this area.

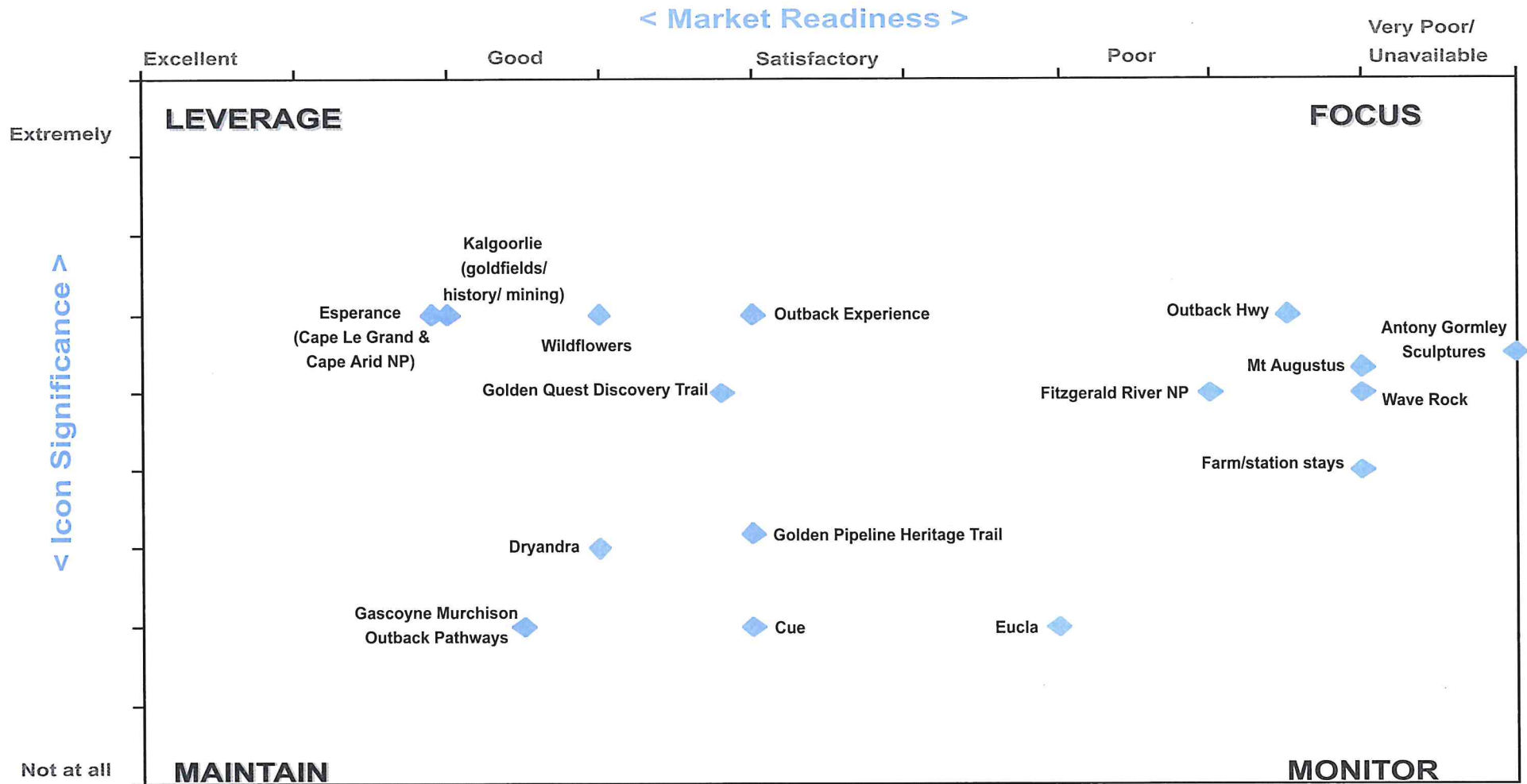
Destinations or attractions that fall within the monitor area are neither iconic nor market ready so should therefore not be the focus of major product and infrastructure development, resources or marketing activities. However, they should be monitored for increased iconic significance (in which case they would move into the focus category) or increased market readiness (in which case they would move into the maintain area).

Destinations or attractions that fall within the maintain area are market ready but are not seen as iconic destinations that attract significant visitors to Western Australia. This means they should not be the focus of any major tourism product and infrastructure development or resources at the statewide level (other than that required to maintain them). Co-operative activities should be the objective of any marketing.

This process suggests that the Antony Gormley Sculptures, the Golden Quest Discovery Trail, Wave Rock, Fitzgerald River National Park and The Outback Highway represent areas where the focusing of Tourism WA's limited industry development efforts are likely to be the most effective. In contrast, Esperance, Kalgoorlie-Boulder and the wildflower experience are largely market ready (with the exception of minor improvements).



Australia's Golden Outback – Destination Development Matrix



Iconic Gaps in Australia's Golden Outback

Qualitative research with leading tourism industry operators and experienced Western Australian intrastate, interstate and international travellers highlighted that the region's product and infrastructure gaps tend to surround specific destinations. Although distance was seen as a deterrent to the domestic market, international travellers said that it added to the authenticity of the outback experience. The lack of activities and attractions were also raised as key issues¹³.

Access

Visitors need to get to attractions. It is important to provide adequate and cost effective access, such as a sealed road, an airport, railway line or a harbour, and transport services like buses, tours, hire cars, etc.

Australia's Golden Outback is easily accessible from the East via both the Trans-Australian Railway Line and the Eyre Highway. Between Kalgoorlie and Perth, the Eyre Highway becomes the Great Eastern Highway. Although numerous destinations are accessible by sealed roads, several remarkable locations are not accessible by two-wheel drive vehicles, which limits their tourism development potential.

TransWA operates the Prospector train service daily from Perth to Kalgoorlie and return. The Indian Pacific stops at Kalgoorlie-Boulder twice a week each way on its journey between Sydney, Adelaide and Perth. Westrail, TransWA and Greyhound link together the other regional centres, while tour operators include many of the regions attractions in their tour programs. The Avon Link travels from Perth to Northam and return on weekdays only. Most major coachlines also visit the region and operate tours to popular attractions.

Qantas Airways and Skywest Airlines operate scheduled flights to Kalgoorlie and a number of air charter companies also fly around the region and to Perth. Skywest also services Esperance, Leonora, Leinster, and Skippers Aviation provides services to Laverton. There are also a number of sealed and unsealed airstrips throughout Australia's Golden Outback.

Permits are needed to travel on Aboriginal land in the region, for example on the Outback Highway. A joint project between the governments of Western Australia, the Northern Territory and Queensland is underway to upgrade the Outback Highway that runs from Winton in Queensland to Laverton via Alice Springs. At a cost of \$93 million, this project is subject to key Federal funding.

Research highlighted that overall access to Australia's Golden Outback was satisfactory/poor. Both consumers and operators felt that the long travel distance was a barrier, was boring and there were not enough things to do on the way to destinations. Backpackers and caravaners generally found access less of an issue than other segments¹⁴.

Accommodation

When tourists visit an iconic experience, they generally need accommodation at or near the attraction.

A range of good standard, reasonably priced accommodation is available in Australia's Golden Outback, although a uniform high standard of service can be difficult to maintain due to the transient nature of some of the hospitality workforce.

Investment in both private and public tourism activities indicate that reliance on mining and manufacturing, fraught with fluctuating commodity prices and exchange rates, is needed to adequately support the population of regional centres such as Kalgoorlie-Boulder.

Good quality, reasonably priced accommodation including cottages, motels, holiday units, apartments and bed and breakfast is available in most parts of the region. Farm-stays, caravan parks and camping are also available.

Towns beyond the regional centres require better accommodation and service facilities to encourage visitors to stay longer. Leonora, Merredin and Moora are regional centres that would benefit from better quality accommodation.

Research highlighted that accommodation ratings were generally consistent. Most felt that the key locations of Kalgoorlie and Esperance were fairly well supplied, with the exception of limited supply in peak periods and some operators' preference for developments that cater to larger groups. However other smaller destinations had more accommodation problems, with a particular need for comfortable hotels¹⁵.

Attractions and Activities

This is the place for true outback adventure. Driving becomes an activity in itself rather than a means to an end and camping under the stars is a mystical experience. Four-wheel drivers will relish the Canning Stock Route, the Outback Highway through to Uluru and the sealed Eyre Highway across the expansive Nullarbor. Self drive travellers have been catered for by the newly created Golden Quest Discovery Trail, which links in with many Golden Outback experiences. Tours offer authentic Aboriginal encounters in and around the mining towns and settlements built by goldrush pioneers.

Kalgoorlie-Boulder is the heart of Western Australia's gold mining country. Still a thriving mining town, it's also a living museum where visitors can visit a vast operational open-pit mine, explore an old mine shaft or try their hand at gold-panning. In spring, many parts of the region are transformed as the arid landscape gives way to pockets of delicate wildflowers. Nature lovers will want to explore the Dryandra Woodlands for native wildlife and bush walks. In extreme contrast, the rugged coastline and sandy coves around Esperance create good photo opportunities.

People flock to Esperance from far and wide for world class windsurfing and diving. Nearby islands offer eco experiences and a variety of accommodation options for holiday-makers, while surrounding farmland rolls into rocky national parks. Australia's Golden Outback is a region of contrasts and diversity. The area to the east of the Darling Range is popular for farm stay holidays and offers a taste of country hospitality. Children love the experience and the farm animals.

Mt Augustus is the world's largest monochrome and is twice the size of Uluru in the Northern Territory. It draws visitors to view its changing colours from dawn to dusk, to see the Aboriginal etchings at its base or to find the abundance of wildlife. The Gascoyne-Murchison Tourism Pathways Plan also provides a framework to improve facilities in the outback areas.

Most of the year is suitable for visitors in the Goldfields. The spectacular wildflower displays make spring a preferred time to visit the region, as does the equally pleasant weather in autumn. Industrial tourist attractions rate highly and visitors also rank visiting historic heritage buildings as an important part of the historic experience of the area.

The region lends itself to nature based tourism including trail walking in national parks, whale watching along the coast and exploring the Recherche Archipelago by boat to watch whales, seals, sea lions and other marine wildlife. World-class fishing is on offer and enthusiasts can take deep-sea day trips and extended charters.

Cultural and heritage experiences also occur throughout the region with such attractions as Hoover House, Wagin Historical Village, Cunderdin Museum, Nungarin Military Museum, Albert Facey House and the Australian Inland Mission Hospital offering the unique chance to revisit the region's diverse range of history.

Research concluded that Australia's Golden Outback would benefit from an increase of activities and attractions due to the vast distance of outback between key destinations in the region. Specific region-wide suggestions included more farm stays, more organised tours, better signage to smaller attractions along the way like the limestone caves, more scenic viewing points and a nature/eco centre between Kalgoorlie-Boulder and Southern Cross¹⁶.

Amenities

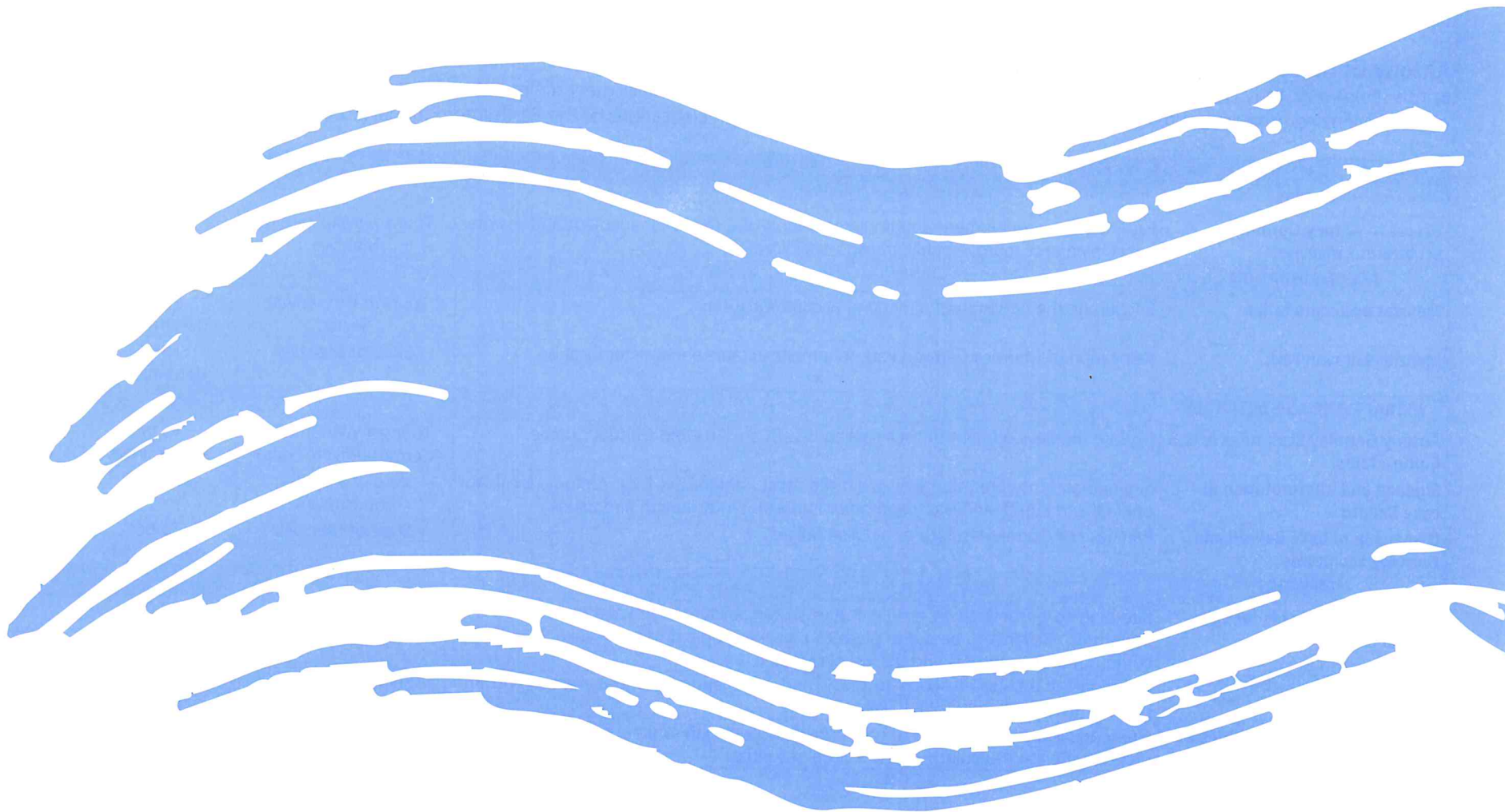
Visitors also need amenities at and on the way to destinations and near icons and their accommodation. These include shops, restaurants and cafes, public transport, tourist information outlets and public toilets.

Australia's Golden Outback is characterised by a relatively large number of small country towns that have a limited number of tourists visiting their localities. This has resulted in some parts of the region lagging behind in the provision of basic amenities for visitors such as public toilets, readily available tourist information, rest areas and picnic grounds.

Qualitative research highlighted that overall amenities tended to be appropriate in big tourism towns (ie. Esperance and Kalgoorlie-Boulder) receiving a satisfactory rating, consistent across both consumers and operators. Smaller towns tended to have specific individual amenity problems¹⁷.

Signage has also been identified as a major problem throughout the State. According to a 2002 Visitor Satisfaction Survey conducted by Edith Cowan University for Tourism WA, clear and accurate sign posting was a priority area for improvement.

The Commissioner of Main Roads Western Australia is responsible for signs on highways and main roads throughout Western Australia. Local Government Authorities (LGAs), through delegation of powers, are responsible for road signs on local roads. In some cases, Main Roads WA requires LGAs and Tourism WA to comment before assessing a tourist sign application. Tourism WA will continue to work with the signage regulatory authorities to improve tourism signs throughout the State.



Icon Development Strategies and Projects

In order to strengthen the iconic experience for visitors and increase visitation significantly by international, national and domestic tourists, the following strategies have been developed by Tourism WA and other tourism stakeholders to address those gaps in access, accommodation, attractions, activities and amenities that impact greatly on the ultimate potential of an iconic experience.

Focus

The following destinations or attractions falling within the focus area in the Australia's Golden Outback Matrix, are perceived to be iconic. Despite being somewhat market ready for niche segments, their current product or infrastructure gaps should be addressed before they are widely marketed. As a result, they should be the focus of product and infrastructure development or resources to make them more market ready and move them into the leverage area.

Antony Gormley Sculptures

British sculptor Antony Gormley's work known as "Inside Australia" is collection of 50 black steel sculptures standing in a white and the very shallow ancient salt lake Ballard near the town of Menzies. The sculptures were displayed as part of the 50th anniversary celebrations of the Perth International Art Festival.

Project / Strategies	Project / strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
ACCESS					
Access to Antony Gormley Sculptures - Menzies	Facilitate the development and implementation of a road management and maintenance plan and improve public transport services.	Tourism WA, Shire of Menzies	To be determined	To be determined	Requiring investigation
ACCOMMODATION					
Menzies accommodation	Encourage the provision of a range of accommodation.	Tourism WA, Private Sector	To be determined	To be determined	Requiring investigation
Menzies Caravan Park	Relocation of Menzies Caravan Park to a more suitable and quieter location.	Shire of Menzies	To be determined	To be determined	Planning
ATTRACTIONS AND ACTIVITIES					
Antony Gormley Sculptures Arts & Culture Tours	Explore the development of tour packages with an 'Arts and Culture' theme.	Tourism WA, Shire of Menzies, Private Sector	To be determined	To be determined	Requiring investigation
Signage and interpretation at Lake Ballard	Signage and interpretation to explain the artist's vision, the local ecology, local Aboriginal and European history and other important information and issues.	Shire of Menzies, Tourism WA	\$50,000	To be determined	Under review
Ownership of Lake Ballard and Gormley Sculptures	Purchase of Gormley sculptures at Lake Ballard.	Shire of Menzies	To be determined	To be determined	Under discussion
AMENITIES					
Site plan and bollards for Lake Ballard	Site plan to be devised to ensure future sustainability of the Lake Ballard/Gormley sculptures. Bollards to be put in place to prevent people driving on Lake Ballard and compromising sculptures and the visual resource.	Shire of Menzies, Tourism WA	\$50,000	To be determined	Under review
Visitor Facilities	Investigate the issue of access to meals and merchandising and increased and improved interpretation at Lake Ballard.	Shire of Menzies, Tourism WA	To be determined	To be determined	Requiring investigation
Provision of sanitary facilities at Lake Ballard	Grant application for funding to help provide visitors with sanitary facilities in order to preserve the fragile ecology and the visual resource.	Shire of Menzies, Tourism WA	\$50,000	To be determined	Planning

Mt Augustus

Mt Augustus is the world's largest monocline and is twice the size of Ayers Rock. During dawn and dusk, its colour changes almost minute by minute from deep indigo to bright pink, orange or red and occasionally green. Increasing numbers of people are coming to Mount Augustus to capture the moods of the rock in photographs or simply to enjoy the experience.

Project / Strategies	Project / strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
ACCESS					
Seal Burringurrah / Mt Augustus Airstrip	Explore the impact of heavy rains in this area that can severely restrict all forms of access. Currently all airstrips are unsealed.	DPI, CALM	To be determined	To be determined	Requiring investigation
Road upgrade	Investigate the upgrade and sealing of roads within the National Park.	CALM	To be determined	To be determined	Requiring investigation
Seal roads from Carnarvon to Meekatharra via Mt Augustus	Provide a sealed road from North West Coastal Highway to Great Northern Highway. The work will be carried out in three stages. Stage One: 172 kms from Carnarvon to Gascoyne Junction. Stage Two: 288 kms from Gascoyne Junction to Mount Augustus. Stage Three: 347 kms from Mount Augustus to Meekatharra.	Main Roads WA	\$233 million (\$20 million has been committed in Main Roads program toward Stage One. The remainder is uncommitted).	2009	Planning
ACCOMMODATION					
Mt Augustus Accommodation	Develop new, or improvements to, accommodation at Mt Augustus.	Private Sector, CALM	To be determined	To be determined	Requiring investigation
ATTRACTIONS AND ACTIVITIES					
Mt Augustus Walk Trails	Improve and expand walk trails at Mt Augustus.	CALM	To be determined	To be determined	Requiring investigation
Kingsford Smith self-drive Pathways	Develop the Kingsford Smith self-drive Pathways.	CALM	To be determined	To be determined	Requiring investigation
Mt Augustus	Assess the feasibility of providing a guide during tourist season. Further activities need to be developed.	CALM	To be determined	To be determined	Requiring investigation
AMENITIES					
Mt Augustus Summit Structure	Construct a viewing facility on the summit of Mount Augustus	CALM	To be determined (\$20,000 CALM)	To be determined	Requiring investigation
Mt Augustus	Determine what additional visitor amenities are required.	CALM	To be determined	To be determined	Requiring investigation
Cobra Station & Bangemall Inn	Establish tourist facilities at Cobra Station and Bangemall Inn	Fairwest Pty	\$50,000	To be determined	Planning

Wave Rock

Just 4kms past the thriving Wheatbelt town of Hyden is Wave Rock. Fifteen metres high and 110m long, Wave Rock is one of Western Australia's major tourism icons attracting over 100,000 visitors each year from all corners of Australia and the world. Research showed that operators and consumers had concerns surrounding the lack of product and activities around Wave Rock and the distance to reach it from Perth. However, positive comments related to its inherent uniqueness and undeveloped natural beauty¹⁸.

Project/ Strategies	Project/ strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
ACCESS					
Widen Corrigin to Hyden Road	Widen single lane sections of the road between Corrigin and Hyden. This is the road to Wave Rock, which is an attraction that attracts over 100,000 visitors per year.	Main Roads WA	\$20 million (\$6 million to date funded in Main Roads' Program)	Subject to funding	Planning
Seal and light Wave Rock airstrip	Determine the feasibility of sealing the Wave Rock Airstrip.	DPI, Tourism WA	To be determined	To be determined	Requiring investigation
ACCOMMODATION					
Additional Wave Rock accommodation	Explore the provision of an upmarket hotel and backpacker accommodation.	Tourism WA, Private Sector	To be determined	To be determined	Requiring investigation
Wave Rock Caravan Park (upgrade)	Provide additional on-site accommodation, increase and further develop park sites, upgrade ablution facilities, incorporating swimming pool and spa.	Shire of Kondinin, Private Sector	\$200,000	2005	Planning
Shire of Lake Grace accommodation	Investigation and concept planning currently underway for redevelopment of the Lake Grace Motel and Road House. Projected 36-48 room motel envisaged.	Private Sector	To be determined	To be determined	Requiring investigation
Shire of Kondinin accommodation	Investigate the development of increased tourist accommodation in Kondinin.	To be determined	To be determined	To be determined	To be determined
ATTRACTIONS AND ACTIVITIES					
Wave Rock Interpretive Centre	Provide more interpretive experiences.	Private Sector, Tourism WA	To be determined	To be determined	Planning
Wave Rock activities	Investigate more rural and cultural experiences in the Wave Rock vicinity.	Shire of Kondinin, Private Sector, Mallee Corporation, Tourism WA	To be determined	To be determined	Requiring investigation
Wave Rock Wildlife Park (extension)	Examine incorporating a drive through the Safari Park depicting animals in the natural environment.	Private Sector, Tourism WA	To be determined	To be determined	Planning
AMENITIES					
Wave Rock Visitor Centre (extension)	Facilitate incorporating decking, al fresco area for restaurant and display room to accommodate Antique Toy Soldier Collection.	Private Sector, Tourism WA	\$300,000	2005	Planning
Wave Rock Visitor Centre	Incorporating Mulkas Cave & Aboriginal history, Interpretative Centre, Theatrette & Interactive Walk Trail.	Private Sector, Tourism WA	To be determined	To be determined	Planning
Kondinin Roadhouse/Motel	Upgrade of the existing facilities including reception area, dining room and motel units.	Shire of Kondinin	To be determined	To be determined	Planning

Farm/Station Stays

The area to the east of the Darling Range is popular for farm stay holidays and offers a taste of country hospitality. Children love the experience and the farm animals. A trip to farming country is all about getting close to nature and into the clean, fresh air.

Project / Strategies	Project / strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
ACCOMMODATION					
Research on Rural Farm Stays	Examine the compilation of statistical data within the Wheatbelt as a basis to encourage existing rural enterprises to diversify into tourism.	To be determined	To be determined	To be determined	Requiring investigation
ATTRACTIONS AND ACTIVITIES					
Wheatbelt Farm Experience	Examine the diversification of existing rural businesses to incorporate farm tourism experiences.	To be determined	To be determined	To be determined	Requiring investigation
AMENITIES					
Signage	Ensure relevant signage in respect to farm stay experiences is strategically placed at information bays and key access points.	LGAs, Main Roads WA	To be determined	To be determined	Requiring investigation
Public Liability Insurance	Investigate a more reasonable range of insurance options in respect to operators wishing to offer experience based rural activities.	Tourism WA	To be determined	To be determined	Requiring investigation

Outback Highway

The Outback Highway proposal provides for a third link across Australia from Laverton in Western Australia to Winton in Queensland via Alice Springs in the Northern Territory.

Project / Strategies	Project / strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
ACCESS					
Outback Highway from Laverton to the Northern Territory border – upgrade to formed gravel	The 893km WA section of the Laverton (WA) to Winton (Queensland) Outback Highway runs from Laverton to the Northern Territory border. The 191km of unsealed road from the Northern Territory border to the Olgas is the responsibility of the Northern Territory Government.	Outback Highway Development Council	\$93 million	2008	Planning
ACCOMMODATION					
Outback Highway accommodation	Investigate new and improved accommodation facilities, unique, low impact accommodation and more caravan / camping sites along the Outback Highway.	Tourism WA, Private Sector	To be determined	To be determined	Requiring investigation
ATTRACTIONS AND ACTIVITIES					
Outback Highway and Kalgoorlie-Boulder Tourism and Aboriginal Cultural Experiences	The expected increase in traffic through the Aboriginal lands along the Outback Highway will lead to tourism development opportunities with cultural tourism experiences. This will be developed in conjunction with tour operators and agencies working with communities to achieve Aboriginal sustainable tourism product. Concept stage.	Outback Highway Development Council, City of Kalgoorlie-Boulder, Shire of Laverton, key Indigenous stakeholders, Tourism WA	To be determined	To be determined	Requiring investigation

Project / Strategies	Project / strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
Outback Highway Trails and Tours	Facilitate the development of historical walk trails and Tag-Along Tours.	Outback Highway Development Council, Tourism WA	To be determined	To be determined	Requiring investigation
The Great Beyond – Australia's Inland Explorer Centre	Develop an interpretive and Visitor Centre presenting the pioneering achievements and human endeavour associated with Australia's early explorers and Aboriginal guides.	Shire of Laverton	\$1.5 million	April 2005	Planning
AMENITIES					
Outback Highway Visitor Facilities	Examine the requirement for interpretation, safety information, and rubbish management.	Outback Highway Development Council, Indigenous organisations, Tourism WA	To be determined	To be determined	Requiring investigation
Entry statements to State	Investigate the requirement of improved signage at the Outback Highway entry point into Western Australia, and/or the moving of this signage to a location where it can be protected from vandalism.	Tourism WA, Shire of Ngaanyatjaraku, Main Roads WA	To be determined	To be determined	Requiring investigation
Desert Knowledge Australia-Cross border development of outback tourism	Develop a coordinated approach for promoting Outback tourism that extends across the state borders of Queensland, NSW, SA and WA through addressing issues related to better coordination and enhancement of information provided by visitor information centres; development and linkage of major attractions/icons, touring routes and trails; greater use of cooperative marketing and branding activities; and development of Outback Australia tourism product including indigenous and heritage tourism opportunities.	Desert Knowledge Australia, GEDC	\$220,000	To be determined	Planning

Fitzgerald River National Park

Fitzgerald River National Park is renowned for its diverse and spectacular scenery and flora, which in turn supports a number of threatened animals. The Park is one of the most diverse botanical regions in the world and rates as a World Biosphere by UNESCO. More than 1,800 beautiful and bizarre species of flowering plants, as well as a myriad of lichens, mosses and fungi, have been recorded in the Park.

Project / Strategies	Project / strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
ACCOMMODATION					
National Park Lodges	Liaise with CALM to develop lodges at Cape Arid, Cape Le Grand, Fitzgerald River National Parks and Recherche Archipelago. The design and style of the accommodation to be tailored to suit the environment in each location.	Tourism WA, CALM	To be determined	To be determined	Requiring investigation
Cape Le Grande, Cape Arid and Fitzgerald River National Parks Caravan Park Facilities	Upgrade caravan facilities at Cape Le Grand, Cape Arid and Fitzgerald River National Parks.	CALM, Tourism WA	To be determined	To be determined	Requiring investigation
ATTRACTIONS AND ACTIVITIES					
Fitzgerald River National Park – Interpretive Centre	Develop a biosphere interpretive centre.	Shire of Ravensthorpe	\$1 million	2008	Planning

Golden Quest Discovery Trail

The Golden Quest Discovery Trail runs from Coolgardie to Laverton and covers 965 kilometres. Encompassing Coolgardie and Kalgoorlie-Boulder, extending north to Menzies, Kookynie, Gwalia, Leonora and Laverton, the Trail represents a journey through a landscape resonant with the ghosts and stories of the past. It's a journey rich with architectural and engineering gems, natural history, Aboriginal history and a host of remarkable characters. The Golden Quest Discovery Trail includes many areas and attractions such as the Gormley Sculptures at Lake Ballard, Hoover House at the Gwalia Heritage Precinct, Niagara Dam and the Super Pit.

Project / Strategies	Project / strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
ACCESS					
Maintenance of already existing access routes and Trail infrastructure	Memorandum of Understanding between all relevant parties involved in the Golden Quest Discovery Trail. Signed by all parties to ensure that resolution occurs for maintenance of the trail.	Shire of Coolgardie, Shire of Menzies, Shire of Leonora, Shire of Laverton, City of Kalgoorlie-Boulder, CALM, and other relevant government and indigenous bodies.	To be advised	Ongoing	Ongoing
ACCOMMODATION					
Renovation of Goongarrie Cottages	Renovation of Goongarrie Cottages.	Shire of Menzies	To be determined	To be determined	Planning
State Hotel – Gwalia	Renovation of State Hotel to suit a variety of markets in the accommodation sector. Upgrading of current facilities to suitable standards.	Shire of Leonora, Gwalia Heritage Precinct, GEDC	To be determined	To be determined	Planning
ATTRACTIONS AND ACTIVITIES					
Walking trails	Walking trails incorporated with the Golden Quest Drive trail. A selection of suitable walking trails "spurring" off at unique and important points, such as Goongarie and Windara.	CALM, Golden Quest Discovery Trail, relevant Shires and Government bodies	To be determined	To be determined	Planning
AMENITIES					
Trail maintenance, facilities and marketing	Implementation of "The Golden Quest Discovery Trail," which extends over 900km in the regions of Coolgardie, Menzies, Kalgoorlie, Leonora and Laverton, through trail maintenance, provision of three sets of rest room facilities along the trail and a media campaign including state, national and international target marketing and a website update.	CALM, Golden Quest Discovery Trail Inc., GEDC, relevant Shires and Government bodies	\$397,000	To be determined	Planning

Leverage

The following destinations or attractions falling within the leverage area in the matrix are perceived to be iconic and market ready. As such, they may not require major product or infrastructure development, but can instead be leveraged to draw visitors to the region. The quality of these destinations or attractions must be maintained to keep them in this area.

Esperance (Cape Le Grand and Cape Arid National Parks)

Esperance was one of the most frequently mentioned destinations in Australia's Golden Outback (along with Kalgoorlie). The main appeal of this area is the coastline/beaches/scenery. Wild coastal scenery, rugged granite peaks, and sweeping heathlands characterise Cape Le Grand National Park. Popular features in the park include attractive bays with wide sandy beaches set between rocky headlands. Inland, the park protects an undulating heath-covered sandplain, interspersed with swamps and freshwater pools. In the south-west corner of the park, massive rock outcrops of granite and gneiss form an impressive chain of peaks.

Cape Arid National Park is an exceptionally scenic park. With more than 160 bird species, it is an important park for the conservation of birds in Western Australia, and harbours a number of restricted and threatened species, as well as some interesting inland birds. Overall Esperance is considered to be an excellent attraction for both domestic and international markets with good aspects relating to accommodation (good standards/range), beaches and amenities (walk trails/drive loops/toilets/tables). Minor product and infrastructure gaps occur with distance/access and attractions¹⁹.

Project / Strategies	Project / strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
ACCESS					
TransWA Perth to Esperance	Investigate the provision of establishing a train service between Perth and Esperance, via Kalgoorlie, reverse daily.	DPI, TransWA, Shire of Esperance, Shire of Dundas, City of Kalgoorlie-Boulder	To be determined	To be determined	Requiring investigation
ACCOMMODATION					
National Park Lodges	Liaise with CALM to develop lodges at Cape Arid, Cape Le Grand, Fitzgerald River National Parks and Recherche Archipelago. The design and style of the accommodation to be tailored to suit the environment in each location.	Tourism WA, CALM	To be determined	To be determined	Requiring investigation
Cape Le Grande and Cape Arid Caravan Park Facilities	Upgrade caravan facilities at Cape Le Grand, Cape Arid and Fitzgerald River National Parks	CALM, Tourism WA	To be determined	To be determined	Requiring investigation
Esperance – major tourism resort	Investigate the opportunity for a major tourism resort for the Esperance region, incorporating a 200-room hotel, and associated facilities.	Private Sector, Tourism WA	To be determined	To be determined	Requiring investigation
Esperance caravan park accommodation	Examine the feasibility of upgrading caravan park facilities.	Tourism WA, Private Sector	To be determined	To be determined	Requiring investigation
Esperance Region – Visitor facilities	Investigate the provision of upgrading beach camping, recreation area and information areas.	Tourism WA, Shire of Esperance	To be determined	To be determined	Requiring investigation
ATTRACTIONS AND ACTIVITIES					
Kepa Kurl Discovery Centre	Establish a discovery centre displaying the ecology, geology and marine diversity of the Southern Ocean.	Shire of Esperance	\$3.5 million	2006	Planning
Recherche Archipelago and Cape Le Grande National Park walk trails	Investigate the development of walk trails within and between national parks.	CALM, Tourism WA	To be determined	To be determined	Requiring Investigation
Mt Ridley Eco-Tours	Investigate the development of eco tours featuring Mt Ridley. An opportunity exists to link into Aboriginal tourism with this project	CALM	To be determined	To be determined	To be determined

Project / Strategies	Project / strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
Salmon Beach Wind Farm Heritage Trail	Develop heritage trail around the Salmon Beach wind farm.	Shire of Esperance	\$80,000	July 2004	Planning
Nature-based package	Investigate the design and development of an environmental project for visitor participation in the Esperance Region.	Tourism WA, CALM	To be determined	To be determined	Requiring investigation
AMENITIES					
Brand WA Esperance regional signage	Develop a Brand WA Esperance Regional Signage program and Entry Statement.	Shire of Esperance, Tourism WA	To be determined	To be determined	Requiring investigation
South East Coast whale watching facilities	Provide access to selected points along the coast with elevated views of the Southern Ocean. Construct gravelled tracks with limited car parking facilities' steps to sheltered viewing platforms with interpretive information about whales, migration times etc.	Shire of Esperance	To be determined	To be determined	Planning
Esperance Experience visitor facilities	Investigate additional signage, welcome entry statement and interpretive information in national parks, reviewing "business hours".	Tourism WA, CALM	To be determined	To be determined	Requiring investigation
Middle Island Visitor access and facilities	Investigate the potential for the development of day tourist facilities at Middle Island in the Recherche Archipelago.	CALM, Tourism WA	To be determined	To be determined	Requiring investigation

Kalgoorlie (Goldfields/history/mining)

Kalgoorlie is the heart of Western Australia's gold mining country. Still a thriving mining town, it's also a living museum where visitors can visit a vast operating open-pit mine, explore an old mine shaft or try their hand at gold-panning. Kalgoorlie was one of the most frequently mentioned destinations in the Golden Outback (along with Esperance) due to a number of iconic attractions relating to the gold rush history of the area (historic buildings/old mining town/Royal Flying Doctors) and various mining experiences available (super pit/underground mine tours). Due to the prominence of this experience, this destination was generally more appealing for the older market. However, despite these unique characteristics it has limited attractions and general appeal for the youth and families markets²⁰.

Project / Strategies	Project / strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
ACCESS					
Loop-line Railway – extension	Extend the Loop-line Railway – a heritage passenger railway line featuring diesel and steam locomotion. Extend railway line to Hannan Street, Kalgoorlie. Stage 1 to Williamstown / Stage 2 Williamstown to Hannan Street	Golden Mile Loophline Society Inc., City of Kalgoorlie-Boulder, KCGM	\$2.5 million	2004	Development
Passenger vehicle roll on roll off Rail Facility Kalgoorlie-Boulder	Produce a facility whereby passengers on interstate trains will be able to drive on or drive off cars and campervans at Kalgoorlie-Boulder. A) Establish the potential for use, and an operator agreement to provide a service; B) Subject to (A) include development in plans for Kalgoorlie-Boulder rail realignment options.	DPI, TransWA, Great Southern Rail, Tourism WA	To be determined	To be determined	Requiring investigation

Project / Strategies	Project / strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
Regular passenger air services to Goldfields	Investigate with stakeholders the potential and the means to achieve increased passenger air access to the Goldfields on regular passenger transport services: ☉ Intrastate (from Perth to Goldfields airports and return). ☉ Interstate (direct from East Coast to Kalgoorlie-Boulder and return) City of Kalgoorlie-Boulder is investigating opportunities with Virgin, Qantas, Skywest and Skippers Airlines.	DPI, City of Kalgoorlie-Boulder, Airlines, Tourism WA	To be determined	To be determined	Requiring investigation
ACCOMMODATION					
Kalgoorlie-Boulder Golf Course and Resort	Develop a 27-hole golf course. Land has been allocated for the development of resort-style accommodation and facilities and expressions of interest from major international hotels will be canvassed.	City of Kalgoorlie-Boulder, Private Sector	Revenue from sales of land plus \$14 million for course, \$20 million for Resort.	2005	Development
ATTRACTIONS AND ACTIVITIES					
Aboriginal Arts Cultural Tourism and Interpretation Centre	The Wongutha Birni Group will establish a centre for the cultural training of Aboriginal youth, a place for the storage of sacred artefacts, instruction on dance and painting art forms which can be used for cultural exhibition and tourism. The proposed building in Kalgoorlie is under renovation and heritage classification.	Wongutha Birni Corporation	\$800,000	2004	Development
Redevelopment of Kalgoorlie and Boulder Town Halls	Update town halls to gain better use of the facilities	City of Kalgoorlie-Boulder, Tourism WA	To be determined	To be determined	Requiring investigation
Kalgoorlie Miner Newspaper printing museum and archive	Explore the possibility of establishing a printing museum with the Kalgoorlie Miner.	Tourism WA, Private Sector	To be determined	To be determined	Requiring investigation
Development of 'soft' adventure tour product	Investigate the provision of bushwalking tours, Aboriginal interpretive tours, camping tours while metal detecting or appreciating wildflowers and other flora and fauna.	Kalgoorlie-Boulder Visitor Centre, Tourism WA	To be determined	To be determined	Requiring investigation
Kalgoorlie-Boulder Walk and Bike Trails	Liaise with the City of Kalgoorlie-Boulder to develop heritage walk trails within the main streets of Kalgoorlie and Boulder. In addition, further enhance existing, and develop new, walk or bike trails to enhance visitor leisure experiences.	City of Kalgoorlie-Boulder, Tourism WA	To be determined	To be determined	Requiring investigation
Kalgoorlie visitor activities and tours	Explore additional activities such as tours at the Super Pit, improving access to prospecting areas, tourist flights with Flying Doctor, encourage local artisans in crafting gold and regional products, eg. sandalwood etc.	Tourism WA, Kalgoorlie-Boulder Visitor Centre	To be determined	To be determined	Requiring investigation
AMENITIES					
Goldfields Experience Visitor Facilities	Examine the provision of caravan facilities – eg. turn-arounds, washing, parking. Encourage accreditation of operators and community support for tourism industry. Increased trading hours.	Tourism WA, LGAs, Main Roads WA	To be determined	To be determined	Requiring investigation

Wildflowers

Australia's Golden Outback region is awash with a palette of vibrant colours from June to mid November. Nature puts on an exquisite display of dazzling wildflowers - considered to be among the finest in the world. Research indicates that wildflowers in the region are regarded by older intrastate and interstate travellers as being internationally renowned and generally considered the best in the world when in season²¹.

Project / Strategies	Project / strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
ATTRACTIONS AND ACTIVITIES					
Wildflowers and Wildflowers Mid-West activities	Investigate tour and interpretation activities.	Tourism WA, Private Sector	To be determined	To be determined	Requiring investigation
Wheatbelt Interactive Drive	Facilitate the development of a series of drive trails which focus on the region's rural experiences, heritage, Aussie culinary delights, wildflowers, granite rocks.	Tourism WA, Private Sector	To be determined	To be determined	Requiring further investigation
Dalwallinu Acacia Discovery Centre	Develop an interactive discovery centre focusing on the plant species 'Acacia' and associated relationships i.e. Aboriginal use, Sandalwood, tree farms etc.	Shire of Dalwallinu	\$2 million	2007	Planning
Regional Wildflower Shows	Further development of new and existing wildflower shows/displays.	LGAs, Local Tourist Groups	To be determined	To be determined	Requiring investigation
AMENITIES					
Wildflowers and Wildflowers Mid-West picnic spots	Explore the provision of comfortable picnic spots.	Tourism WA, MRWA, LGAs	To be determined	To be determined	Requiring investigation

Monitor

The following destinations or attractions falling within the monitor area are neither iconic nor market ready so should therefore not be the focus of major product and infrastructure development, resources or marketing activities. However, they should be monitored for increased iconic significance (in which case they would move into the focus category) or increased market readiness (in which case they would move into the maintain area).

Eucla

Eucla is the largest settlement on the Nullarbor Plain, 10 minutes from the South Australian border. In the early 1900s Eucla was buzzing; the town was home to the busiest telegraph station in Australia beyond the capital cities. The ruins of this historic site are slowly being covered by shifting sand dunes.

Project / Strategies	Project / strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
AMENITIES					
Eyre Highway, upgrade signage, road reserve appearance, tourist facilities, from the Western Australian Border to Norseman	This includes: <ul style="list-style-type: none"> ⊙ Redevelop signage and border entry statement. ⊙ Rehabilitation of the Old Telegraph Station at Eucla to a safe condition for visitors and interpretive information. ⊙ Reappraisal of the schedule for roadside cleaning (Main Roads WA). ⊙ The re-development of rest areas at appropriate points (Main Roads WA). ⊙ Information bays with appropriate interpretive information at appropriate points. 	Shire of Dundas, Main Roads WA	To be determined	To be determined	Requiring investigation

Golden Pipeline Heritage Trail

Weaving romantic stories of Western Australia's Gold Rush era with tales of hardship, water shortages and human endeavour, the Golden Pipeline follows the water pipeline between Mundaring and the Goldfields. The pipeline is regarded as one of the world's greatest engineering feats and is the longest fresh water pipeline in the world.

Project/ Strategies	Project/ strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
ACCOMMODATION					
Merredin Accommodation	Investigate opportunities towards improving and/or increasing 3-4 star accommodation in Merredin.	Private Sector	To be determined	To be determined	Requiring investigation
ATTRACTIONS AND ACTIVITIES					
Golden Pipeline Heritage Trail	A three to six year project to restore and promote the heritage elements of the 550 kilometre Mundaring to Kalgoorlie pipeline – the Goldfields Water Supply Scheme designed by CY O'Connor. This project will include restoration of pumping stations, interpretation centres, a drive trail and various walk trails. The four pumping stations to be restored in the heartlands are at Cunderdin, Merredin, Yerbillion and Ghooli.	National Trust of Australia (WA)	\$20 million	2008	Development
AMENITIES					
Golden Pipeline Heritage Trail Interpretation	Liaise with the National Trust WA to determine the requirement of additional interpretation.	National Trust of Australia (WA), Shire of Coolgardie, City of Kalgoorlie-Boulder	To be determined	To be determined	Requiring investigation
Kalgoorlie to Southern Cross scenic viewing points and nature/eco centres	Investigate the requirement of establishing scenic viewing points and nature/eco centres between Kalgoorlie and Southern Cross.	National Trust of Australia (WA), Shire of Yilgarn	To be determined	To be determined	Requiring investigation

Cue

Cue's rich and colourful past echoes through its many historic buildings and unique streetscape. Cue's pioneers believed in its future, having both the confidence and newly-won wealth to build structures of real substance and distinction. A number of positive comments related to this destination particularly regarding history, rock paintings, and a miniature Uluru, as well as being popular during wildflower season²².

Project / Strategies	Project / strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
ACCOMMODATION					
Cue accommodation	Encourage the establishment of a range of accommodation in Cue	Private Sector	To be determined	To be determined	Requiring investigation
ATTRACTIONS AND ACTIVITIES					
Wilgie Mia	Develop the Ochre mine.	Thoo Thoo Warninha	To be determined	June 2005	Development

Project / Strategies	Project / strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
Great Fingal Mine Office	Relocate the Great Fingal Mine Office Heritage Building in Shire of Cue and develop the building as a future tourist attraction.	Shire of Cue	\$2 million	To be determined	Planning
Cue Indigenous Tourism	Assist the Thoo Thoo Warnintha Aboriginal Community to identify and implement a defined program of sustainable tourism development.	Thoo Thoo Warnintha	To be determined	To be determined	Requiring investigation
Cue Tours	Develop historical walking tours, 4WD adventure tours, and tag-along tours.	Private Sector	To be determined	To be determined	Requiring investigation
Miners self-drive Pathway	Investigate the development of the Miners self drive pathways in Cue.	Private Sector	To be determined	To be determined	Requiring investigation
AMENITIES					
Cue Signage	Investigate the provision of interpretive and directional signage.	To be determined	To be determined	To be determined	Requiring investigation

Maintain

The following destinations or attractions falling within the maintain area are market ready but are not seen as iconic destinations that attract significant visitors to Western Australia. This means they should not be the focus of any major tourism product and infrastructure development or resources at the statewide level (other than that required to maintain them). Co-operative activities should be the objective of any marketing.

Dryandra

Dryandra Woodland is one of the prime places in Australia's Golden Outback for viewing native wildlife. Although the numbat is probably Dryandra's best known inhabitant, woylies, tammar wallabies, brushtail possums, tawny frogmouths, kangaroos and wallabies are regularly seen on night spotlighting tours of Dryandra. More than 100 species of birds live in the area, including the mound-building malleefowl.

Project / Strategies	Project / strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
ACCESS					
Access into Dryandra Woodlands	Investigate upgrading the access road to Dryandra Woodlands.	CALM	To be determined	To be determined	Requiring investigation
ACCOMMODATION					
Self-contained accommodation	Develop appropriate accommodation which caters to self-drive and coach tours within close proximity to Dryandra.	Private Sector	To be determined	To be determined	Requiring investigation
Dryandra Wilderness Lodge	Investigate the opportunity to further enhance the accommodation at the Lion's Dryandra Village and Pumphrey's Homestead.	To be determined	To be determined	To be determined	Requiring investigation
ATTRACTIONS AND ACTIVITIES					
Dryandra Woodlands Activities	Examine the establishment of regional and indigenous tours and daytime activities.	CALM, LGAs, WDC, DOIR	To be determined	To be determined	Requiring investigation
AMENITIES					
Dryandra Woodlands Visitor Facilities	Determine the development/further improvement of signage and entry statements.	CALM	To be determined	To be determined	Requiring investigation

Gascoyne Murchison Outback Pathways

The Gascoyne Murchison region epitomises the real 'outback Australia', and the Outback Pathways provides ready access to the natural and cultural wonders of the land, offering information and enrichment. Each of the three pathways has a unique set of stories to tell; each is an outback adventure with a difference.

Project / Strategies	Project / strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status
ATTRACTIONS AND ACTIVITIES					
Gascoyne Murchison Outback Pathways	Stage Two implementation and marketing of the 3000km self-drive routes in Gascoyne Murchison region. 42 sites on three pathways completed. Brochures distributed. Additional sites being developed. Guide book to be written.	MWDC, GDC	Stage One: completed - \$0.5 million. Stage Two: in progress - \$0.5 million	June 2005	Development
AMENITIES					
Gascoyne Murchison Outback Pathways	Develop additional interpretive and directional signage for three self-drive trails (Pathways) covering 3000km of state and local roads in Western Australia. The pathways link the WA coast to Paynes Find (in the south), Meekatharra and Sandstone (in the east) and Exmouth (in the north) and includes The Kingsford Smith Mail Run, The Miners Pathway and The Wool Wagon Pathway. Each pathway's theme highlights the early mining, wool and transport industries of WA.	MWDC, GDC	\$50,000	To be determined	Planning

Visitor Dispersal Strategies and Projects

To maximise the amount of time visitors spend in the proximity of an icon, visitor dispersal strategies have been developed to help ensure all parts of a region benefit from tourism activity associated with icons.

Access

Project / Strategies	Project / Strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status	Closest Icon
Meekatharra to Wiluna Road	Seal the Meekatharra to Wiluna Road.	Main Roads WA	\$68 million	Subject to funding	Planning	Outback Highway
Upgrade to Springdale Road	Explore the possibility of sealing remaining 90km of Springdale Road connecting Hopetoun to South Coast Highway.	DPI	To be determined	To be determined	Requiring investigation	Esperance
Esperance to Kalgoorlie Train Service	Investigate the provision of establishing a train service between Kalgoorlie and Esperance.	DPI	To be determined	To be determined	Requiring investigation	Kalgoorlie / Esperance
Increase TransWA services throughout the Wheatbelt	Investigate increased TransWA services into unserved routes.	TransWA, Tourism WA	To be determined	To be determined	To be determined	Wildflowers, Wheatbelt Farm Stays
Wheatbelt Aerial Highway	Development of an aerial highway to encompass some of the region's more popular attractions eg. Wave Rock, Dryandra, Lake Grace, Australian Inland Mission Hospital, Lake Dumbleyung, the Pink Lakes, Wagin Historical Village, Cunderdin Museum.	Tourism WA, LGAs, Private Sector	To be determined	To be determined	To be determined	Wave Rock, Esperance, Kalgoorlie, Dryandra

Accommodation

Project / Strategies	Project / Strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status	Closest Icon
Motorists Station-Stay / Bed and Breakfast / Caravan / Camping	Investigate accommodation development in Laverton.	Private Sector, Shire of Laverton	To be determined	To be determined	Requiring investigation	Outback Highway
Pastoral Stations – Upgrade Accommodation Facilities	Hampton Hill, Edjudina, Braemore, Packsaddle, Fraser Range, Carbine, Mt Burgess, Mungari Station, Sturt Meadows owners to be encouraged to upgrade accommodation and visitor facilities to tourism industry standards.	Private Sector, relevant LGAs, DLI, DOA, PGA	To be determined	To be determined	Requiring investigation	Outback Highway, Eucla
Culham Inlet – Chalet & Caravan Park Development	Investigate upgrading existing and develop additional accommodation facilities at Culham Inlet chalet and caravan park to 3-4 star rating.	Private Sector, relevant LGAs, CALM, Department of Agriculture	To be determined	To be determined	Requiring investigation	Fitzgerald River NP
Backpacker, Bed & breakfast and farm stay	Develop backpacker accommodation facilities, and a B&B and farm stay accommodation within the Shire of Ravensthorpe.	Private Sector	To be determined	To be determined	Requiring investigation	Fitzgerald River NP
Hopetoun Accommodation	Investigate establishing 2-3-star accommodation at Hopetoun.	Private Sector	To be determined	To be determined	Requiring investigation	Fitzgerald River NP
Enhancement of accommodation in the Wheatbelt (eg. Moora, Lake Grace, Nungarin, Southern Cross, Wagin, Pingelly and Williams)	Work towards enhancing and/or increasing accommodation levels to cater for coach tours, self-drive and business travellers.	LGAs, Private Sector, Tourism WA	To be determined	To be determined	Requiring investigation	Wildflowers, Wheatbelt Farm Stays

Project / Strategies	Project / Strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status	Closest Icon
Tourism Development Strategy	Creation of a Tourism Development Strategy for Shire of Menzies.	Shire of Menzies	To be determined	To be determined	Under discussion/ negotiation	Antony Gormley Sculptures
Cunderdin Lifestyle Pavilion	Lifestyle Pavilion within the Cunderdin Museum Precinct area incorporating woodworking, sheep sheering, wheat thrashing and wool spinning.	Shire of Cunderdin	\$90,000	June 2004	Development	Golden Pipeline
Tourism Development Strategy	Creation of a Tourism Development Strategy for Shire of Coolgardie.	Shire of Coolgardie	To be determined	To be determined	Planning	Golden Pipeline
Wheatbelt Pubstays	Work with applicable hoteliers to improve on the level of accommodation and service currently available.	Private Sector, WA Hoteliers Assoc, Tourism WA, LGAs	To be determined	To be determined	Requiring investigation	Golden Pipeline, Wildflowers

Attractions and Activities

Project / Strategies	Project / Strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status	Closest Icon
Painted Road Project	Develop a series of murals on public and private buildings in towns along the Midlands Road from Moora to Mullewa and Geraldton to create a themed route attraction. Some murals completed.	Painted Road Regional Steering Committee	\$100,000	Subject to funding	Development	Wildflowers
Granite and Woodlands Discovery Trail	Development of "Granite & Woodlands Discovery Trail", a 300km drive trail which links the Shires of Dundas and Kondinin.	Shire of Dundas, Shire of Kondinin, CALM	To be determined	To be determined	Under development	Wave Rock, Eucla
Environmental Tourism Packages for Norseman	Identify and develop environmental tourism packages for Norseman – potential may be provided with the further development of the Granite & Woodlands Discovery Trail.	Shire of Dundas	To be determined	To be determined	Requiring investigation	Wave Rock, Eucla
Pioneers Pathway – Toodyay to Merredin	Development of a tourist drive between Toodyay to Merredin.	Shire of Goomalling, Tourism WA	\$75,000	October 2004	Development	Golden Pipeline, Wheatbelt farm stay
Coolgardie signage and streetscape	Development of tourism signage and improved streetscapes at Coolgardie.	Shire of Coolgardie	To be determined	To be determined	Application under development	Golden Pipeline
Gascoyne Junction Sculpture Park	Investigate the establishment of an open area where travelling artists are able to create and display sculptures from local material.	Shire of Upper Gascoyne	To be determined	To be determined	Requiring investigation	Mt Augustus, Wildflowers
Wadderin Nature Reserve, Narembeen	Fence off and reintroduce endangered native animals back to the reserve.	Shire Narembeen	\$200,000	To be determined	Requiring investigation	Wave Rock
Holland Track – Shire of Lake Grace	Develop a four-wheel drive trail from Broomehill to Coolgardie following historic trail to the Goldfields.	Shire of Lake Grace	To be determined	To be determined	Planning	Wave Rock
Mallee Tourist Trail	Establish an arboretum, cultural and learning centre.	WDC, Shire of Kondinin, Mallee Corporation, DPI	To be determined	To be determined	Requiring investigation	Wave Rock

Project / Strategies	Project / Strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status	Closest Icon
Dumbleyung Bluebird Centre	Establish a centre that includes the Bluebird Replica, Aboriginal Heritage Display, local art and craft and Tourist Information Centre.	Shire of Dumbleyung, Private Sector	To be determined	To be determined	Planning	Wave Rock
Williams Woolshed Extension	Incorporating an original shearing shed, museum display, murals, interactive displays, actors, wool shearing.	Private Sector	\$136,000	2005	Planning	Wheatbelt farm stay, Wave Rock
Moora Safari Park	Investigate the development of a large plains zoo.	Shire of Moora	\$50 million	To be determined	Requiring investigation	Wildflowers, Wheatbelt farm stay
Stay Another Day in the Wheatbelt Drive Trail Strategy	Develop a range of experience based drive trails to include cultural, heritage, agriculture, nature, wildflowers and local produce with a view to holding people in the region longer.	LGAs, Tourism WA, regional tourism groups	To be determined	To be determined	To be determined	Wave Rock, Dryandra, Wheatbelt Farm Stays, Wildflowers
Wheatbelt Pub Stay Experience	Investigate the development of Pub Stay Experiences around the Wheatbelt.	To be determined	To be determined	To be determined	To be determined	Wave Rock, Dryandra
Nungarin Military Museum	Further develop the tourist potential of the Nungarin Military Museum.	Shire of Nungarin	To be determined	To be determined	To be determined	Wave Rock
Boyagin and Tutanning Nature Reserves	Development of a visitor information facility, interpretive signage, a camping area and interpretive walk trails.	Shire of Pingelly	To be determined	To be determined	To be determined	Dryandra
Wells Trail	Restoration of historic wells along Pioneers Pathway through to the Yilgarn.	Heritage Council	Ongoing - \$62,000 in funding secured to restore 3 wells	To be determined	First stage underway	Golden Pipeline
Williams Interpretive Walk Trails	Walk trails along the Williams River and Waneria Nature Reserve.	Shire of Williams, CALM	\$20,000	December 2004	Development	Dryandra
Wheatbelt Regional Events	Further develop Wheatbelt regional events with a view to enhance the visitor experience and generate further economic returns for the region.	LGAs, RTOs	To be determined	To be determined	Development	Wildflowers, Dryandra, Wave Rock, Wheatbelt Farm stays

Amenities

Project / Strategies	Project / Strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status	Closest Icon
Entry Statements to Towns	Continue the development of town entry statements that are appropriate and up to date at Kalgoorlie Boulder, Norseman, Coolgardie, Menzies, Leonora, Laverton, Warburton and Eucla.	City of Kalgoorlie-Boulder, Shires of Dundas, Menzies, Leonora, Laverton, Ngaanyatjaraku and Coolgardie	\$336,000	2004	Development	Kalgoorlie
Hopetoun Fishing Boat Harbour & Foreshore Precinct – Stage One	Investigate the development of a fishing boat harbour and foreshore precinct at Hopetoun.	GEDC, DPI	\$10 million	2013	Requiring investigation	Fitzgerald River NP

Project / Strategies	Project / Strategy description	Key Agency(s)	Estimated cost	Completion Date	Current Status	Closest Icon
Hopetoun Fishing Boat Harbour & Foreshore Precinct – Mooring & Visitor Facilities	Facilitate the development of safe mooring facilities and assess educational opportunity (brochures, interpretation panels) for visitors and users to be aware of marine values.	GEDC, DPI	\$10 million	2013	Requiring investigation	Fitzgerald River NP
Fast Track Land Release Program – Ravensthorpe Region	Liaise with the Shire of Ravensthorpe to determine what land is required across the region to develop tourism, residential, commercial and industrial infrastructure.	Shire of Ravensthorpe, DPI	To be determined	To be determined	Requiring investigation	Fitzgerald River NP
Railway Heritage Trail – Ravensthorpe	Investigate completion of the railway heritage trail.	Shire of Ravensthorpe, Steering Committee of Railway Heritage Trail	To be determined	To be determined	Requiring investigation	Fitzgerald River NP
Moora Regional Performing Arts Centre	Develop a performing arts centre for local and visiting performers.	Shire of Moora	\$1.7 million	September 2004	Development	Wheatbelt farm stays
Wheatbelt Regional Map	Development of a detailed map encompassing the whole region.	WDC, Tourism WA	\$18,000	Subject to funding	Planning	Wildflowers, Wheatbelt Farm Stays, Wave Rock, Mt Augustus
Granite and Woodlands Discovery Trail	Develop directional signage.	Shire of Kondinin, Shire of Norseman	To be determined	To be determined	Requiring investigation	Wave Rock / Kalgoorlie
Pioneers Pathway	Incorporate a 4WD experience through to the Yilgarn.	To be determined	To be determined	To be determined	Requiring investigation	Wave Rock, Kalgoorlie
Cunderdin Visitors Centre	Development of a Visitor Centre and upgrade of Cunderdin Museum Precinct area.	Shire of Cunderdin, National Trust of Australia (WA)	\$200,000	December 2004	Development	Golden Pipeline Heritage Trail
Wheatbelt directional and interpretive signage	Certain areas within the Wheatbelt require increased directional signage. Attention to this issue is most important on access routes into local attractions that are generating increased tourist numbers (eg. Elachbutting and Chiddarcooping Rocks, the Tin Horse Highway).	Main Roads WA, LGAs	To be determined	To be determined	Requiring investigation	Wave Rock, Wildflowers, Wheatbelt Farm Stays

Implementation and Review

Tourism WA will facilitate, coordinate, monitor and review the implementation of the Destination Development Strategy. Responsibility for its implementation will lie with a broad range of stakeholders including State Government agencies, industry groups, local and regional tourism bodies and other tourism operators and developers.

Tourism is a dynamic industry and the planning process needs to be responsive. Circumstances and priorities will be subject to change and there will be a need to review the Strategy on a regular basis in the light of new information on changing market needs and conditions, and to measure the implementation of the strategies and actions outlined in this document. The Regional Reference Group pivotal in the preparation of the Destination Development Strategy will also assist in the annual review process.

Appendices

Appendix 1 - Australia's Golden Outback Regional Reference Group

The Regional Reference Group consists of the following representatives from organisations that have a substantial involvement in tourism. They have been recognised as having a high level of knowledge in their respective areas of responsibility and assisted in the compilation of the Destination Development Strategy by providing input into the icon assessment process and identifying the infrastructure gaps in Australia's Golden Outback.

Glenys Ball	Central South Tourism
Ennis Aminya	CALM
Shannon Hampton and Dawn Box	Dryandra Visitors Centre
Devon Gilmour	Shire of Moora
Jim Epiro	Shire of Wickipen
Ian Menzies & Marilyn Carson	Menzies & Assoc
Jenny Evans	Wheatbelt Development Commission
Amanda Nenke	Shire of Dumbleyung
Lisa Shields	Narrogin Business Enterprise Centre
Peter Naylor	Shire of Cuballing
Andrew Prior	WDC / Golden Outback
Phil Anastaskas	Shire of Moora/Golden Outback
Barry Keene	Shire Wyalkatchem
Cay Gell	Central South Tourism
Renata Zmak & Jon Jessop	Australia's Golden Outback
Ashley Talbot	Wheatbelt Development Commission
Phillip Vincent	Shire of Wiluna
Ollie Farrelly	Shire of Lake Grace
Mary Naisbitt	Lake Grace Tourism Rep
Jendy Naisbitt	Shire of Kondinin
Ray Herring	Roe Tourism
Martin Morris	Discover the Wheatbelt
John Lambrecht	Goldfields Esperance Area Consultative Committee
Ron Berryman	Kalgoorlie Goldfields Tourism
Ian Hay	Esperance Regional Tourism Association
Malinda Nixon	Golden Quest Discovery Trail

Wilhelm Wallefeld	Ravensthorpe Hopetoun Area Promotion
Kerry Simpson & Ray Watson	New Travel
Cheryl Dimmack	Central Wheatbelt Business Enterprise Centre
Evelyn Reid	Norseman Tourist Bureau
Alf Caputo	City of Kalgoorlie-Boulder
Vicki Bull & Christine Boase	Goldfields Esperance Development Commission
Barry Hooper & Klaus Tiedemann	CALM
Sandy Walton	Main Roads WA
Ruth Kinnear	Shire of Ravensthorpe
Sandra Trenowden	Shire of Coolgardie
Karen Hayes	Goldfields Esperance Development Commission (Northern Goldfields)
Paula Bennet, Lance Hardy, Alex Maslen & Mike Flood	Tourism Western Australia

Appendix 2 - Tourism Western Australia Regional Contact Details

Goldfields Esperance Regional Manager

377 Hannan Street
KALGOORLIE WA 6430
Tel: 08 9021 0821 or 1800 009 189
Fax: 08 9021 7941
Email: goldfields@westernaustralia.com

Heartlands Regional Manager

2 Mill Street
PERTH WA 6000
Tel: 9262 1779 or 1800 009 189
Fax: 08 9262 1944
Email: heartlands@westernaustralia.com

Gascoyne Regional Manager

1st Floor
15 Stuart Street
CARNARVON WA 6701
Tel: 08 9941 2406 or 1800 009 189
Fax: 08 9941 4713
Email: gascoyne@westernaustralia.com

Mid West Regional Manager

Ground Floor
Corner Chapman Road & Cathedral Avenue
GERALDTON WA 6531
Tel: 08 9921 0716 or 1800 009 189
Fax: 08 9921 0707
Email: midwest@westernaustralia.com

Appendix 3 - Local Government Authorities in Australia's Golden Outback

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| <ul style="list-style-type: none"> • Shire of Bruce Rock • Shire of Coolgardie • Shire of Corrigin • Shire of Cuballing • Shire of Cue • Shire of Cunderdin • Shire of Dalwallinu • Shire of Dowerin • Shire of Dumbleyung • Shire of Dundas • Shire of Esperance • City of Kalgoorlie-Boulder • Shire of Mukinbudin • Shire of Morowa • Shire of Mount Magnet • Shire of Ngaanyatjaraku • Shire of Narembeen • Town of Narrogin • Shire of Narrogin • Shire of Nungarin • Shire of Perenjori • Shire of Pingelly • Shire of Quairading • Shire of Ravensthorpe • Shire of Murchison • Shire of Sandstone | <ul style="list-style-type: none"> • Shire of Kellerberrin • Shire of Kondinin • Shire of Koorda • Shire of Kulin • Shire of Lake Grace • Shire of Laverton • Shire of Leonora • Shire of Meekatharra • Shire of Menzies • Shire of Merredin • Shire of Moora • Shire of Mt Marshall • Shire of Tammin • Shire of Trayning • Shire of Upper Gascoyne • Shire of Wagin • Shire of West Arthur • Shire of Westonia • Shire of Wickepin • Shire of Williams • Shire of Wiluna • Shire of Wongan-Ballidu • Shire of Wyalkatchem • Shire of Yalgoo • Shire of Yilgarn |
|---|---|

Appendix 4 - Further Information

PUBLICATION:	AUTHOR:
<ul style="list-style-type: none"> Heartlands 2000 – Market Research Esperance-South East 2000 – Market Research Goldfields 2002 Kalgoorlie LGA 2002 Tourism Development Register Designing Tourism Naturally Pathways Forward: Strategic Plan 2003-2008 Wine & Food Tourism Strategy, Western Australia, June 2001 Heritage Tourism Strategy for Western Australia, June 2004 Nature Based Tourism Strategy for Western Australia, 2004 An Aboriginal Tourism Marketing Strategy for Western Australia, 2004 Journey Further - An Arts & Cultural Tourism Strategy for Western Australia 2004-2008 	Tourism Western Australia Website: www.westernaustralia.com
<ul style="list-style-type: none"> Wheatbelt Region Transport Strategy (Draft 2001) Central Coast Regional Strategy 1996 Avon Arc Sub-Regional Strategy 1999 Gingin Coast Structure Plan (2000) Goldfields Esperance Regional Planning Strategy 2003 	Department for Planning and Infrastructure Website: www.dpi.wa.gov.au/publications/
<ul style="list-style-type: none"> Towards a State Lime Supply Strategy (Draft 2001) 	Department of Industry and Resources Website: www.doir.wa.gov.au
<ul style="list-style-type: none"> Goldfields-Esperance Economic Perspective July 2001 Goldfields-Esperance Regional Planning Strategy (2000) Goldfields-Esperance Regional Transport Strategy (2000) Goldfields-Esperance Development Commission Strategic Plan (2001-2006) Regional Development Policy (2000) 	Department of Local Government and Regional Development Website: www.dlgrd.wa.gov.au Goldfields-Esperance Development Commission Website: www.gedc.wa.gov.au Website: www.regional.wa.gov.au/reg_resource.asp
<ul style="list-style-type: none"> Gingin Shire Coastal Management Implementation Plan [2000] 	Shire of Gingin Website: www.gingin.wa.gov.au
<ul style="list-style-type: none"> Roads 2020 Wheatbelt [1997] Lancelin to Cervantes Coastal Road Public Environmental Review [Oct 2000] Halpern Glick Maunsell Main Roads 2020 – Goldfields Region 	Main Roads WA Website: www.mainroads.wa.gov.au

PUBLICATION:	AUTHOR:
<ul style="list-style-type: none"> Central South Action Plan November 2002 Greater Dryandra and Central South Tourism State Industry Report January 2003 Shaping the Future 1997 – 2010 (1997) Wheatbelt Economic Perspective 2001 Regional Trends and Indicators Statistical Snapshot 	Wheatbelt Development Commission Website: www.wheatbelt.wa.gov.au Website: www.regional.wa.gov.au/reg_resource.asp
<ul style="list-style-type: none"> Old North Road Stock Route – Concept Plan January 2002 Neergabby Community Association Nature Based Tourism in the Central Coast Region of WA. [2001].Priskin J., UWA A Tourism Strategy for the Central Coast Region (1966) Strategic Plan for the Tourism Industry in the South East of Western Australia 1997 Goldfields Tourism 2000+ Plan 	Tourism Coordinates Website: www.touraus.com.au
<ul style="list-style-type: none"> Turquoise Coast Island Nature Reserves Draft Management Plan 2001 Wedge & Grey Draft Master Plan (1999) Jurien Bay Marine Park Management Plan Lesueur National Park & Coomallo Nature Reserve Management Plan [1995 -2005] Nambung National Park Management Plan 1998-2008 	Department of Conservation and Land Management, Website: www.calm.wa.gov.au
<ul style="list-style-type: none"> Unlocking the Golden Tourism Potential of Kalgoorlie Boulder, November 2001 	Tourcorp Pty Ltd 18 Collier Street, ARDROSS WA 6153 E-Mail: kjhtourcorp@bigpond.com.au
<ul style="list-style-type: none"> Avon Tourism Strategy September 2003 	Avon Tourism Co Avon Business Enterprise Centre, Fitzgerald Street, Northam
<ul style="list-style-type: none"> A Tourism Development & Marketing Strategy For Lake Grace July 2003 	Menzies & Associates Po Box 18 Wagin Western Australia 6315
<ul style="list-style-type: none"> Regional Tourism Strategy for the Shires of Bruce Rock, Kelleberrin, Yilgarn, Merredin, Narembeen, and Westonia 	MarketTrade Email: pjp@iinet.net.au
<ul style="list-style-type: none"> Greater Dryandra Tourism Development, March 2004 	Michael Hughes School of Social Enquiry, Murdoch University South Street Murdoch WA 6150
<ul style="list-style-type: none"> North Eastern Wheatbelt Economic Study 	Voran Consultants, 329 Hat Street Subiaco

Appendix 5 - Acronym List

The following acronym list provides a quick reference for terms that may be used in the Destination Development Strategy. It is not a fully comprehensive list of acronyms used in the tourism and hospitality industries.

ACC	Area Consultative Committee
AHA	Australian Hotels Association Inc (WA branch also known as WAHA)
AITO	Australian Institute of Tourism Officers Ltd
ASCOT	Australian Standing Committee on Tourism
ATDW	Australian Tourism Data Warehouse
ATE	Australian Tourism Exchange
ATEC	Australian Tourism Export Council
ATEC (WA)	Australian Tourism Export Council (WA Branch)
B&B	Bed and Breakfast
BART	Broome Airport Relocation Team
BGPA	Botanic Gardens and Parks Authority
BTR	Bureau of Tourism Research
CALM	Department of Conservation and Land Management
CBD	Central Business District
CRC	Cooperative Research Centres
DHW	Department of Housing and Works
DIA	Department of Indigenous Affairs
DLI	Department of Land Information
DOIR	Department of Industry and Resources
DOTARS	Department of Transport and Regional Services
DPI	Department for Planning and Infrastructure
DSR	Department of Sport and Recreation
EMRC	Eastern Metropolitan Regional Council
FRRR	Foundation for Regional and Rural Renewal
GDC	Gascoyne Development Commission
GEDC	Goldfields Esperance Development Commission
GSDC	Great Southern Development Commission
GSWPA	Great Southern Wine Producers Association
HCTA	Heritage Country Tourism Association
IVS	International Visitor Survey
KDC	Kimberley Development Commission
MDC	Mid West Development Commission
MIAA	Meetings Industry Association of Australia

MICE	Meetings, Incentives, Conventions and Exhibitions
MRA	Midland Redevelopment Authority
MRWA	Mains Road WA
NVS	National Visitors Survey (BTR)
OAED	Office of Aboriginal Economic Development
PCB	Perth Convention Bureau
PCEC	Perth Convention Exhibition Centre
PDC	Pilbara Development Commission
Peel DC	Peel Development Commission
RAP	Regional Assistance Program
RIA	Rottneet Island Authority
RIF	Regional Investment Fund
RRG	Regional Reference Group
RTA	Regional Tourism Association
RTAP	Regional Tourism Activity Project
RTO	Regional Tourism Organisation
RTRB	Regional Tourism Review Board
SRT	Swan River Trust
STO	State Tourism Organisation
SWDC	South West Development Commission
TA	Tourism Australia
TCA	Tourism Council Australia
TCWA	Tourism Council Western Australia
TDR	Tourism Development Register
TFC	Tourism Forecasting Council
TRC	Tourism Research Committee
VFR	Visiting Friends and Relatives
WATAA	Western Australian Travel Agents Association Inc.
WATN	Western Australian Tourism Network
WDC	Wheatbelt Development Commission
WTO	World Tourism Organisation
WTTC	World Travel and Tourism Council

Footnotes

- 1 Visitor expenditure estimates based on Bureau of Tourism Research Domestic Tourism Expenditure Research Program (2000), NVS visitor nights (2003), IVS national expenditure estimates, 2003.
- 2 Total Australia, Tourism Forecasting Council, April 2004,
- 3 The Economic Contribution of Tourism to the State of Western Australia: A tourism Satellite Account Based Analysis, Access Economics 2003
- 4 Australia's Golden Outback Product and Infrastructure Gaps 2004, Western Australian Tourism Commission, May 2004
- 5 Australia's Golden Outback Product and Infrastructure Gaps 2004, Western Australian Tourism Commission, May 2004
- 6 'Australia's Golden Outback Tourism Perspective 2002, Western Australian Tourism Commission, December 2003
- 7 Western Australian Tourism Commission Powertour Database and 2004 RAC Western Australia Experience Touring Guide
- 8 Bureau of Tourism Research (International Visitor Survey and National Visitor Survey) Visitors aged 15 years and over.
- 9 National Visitor Statistics, Bureau of Tourism Research, 2002 & 2003
- 10 National Visitor Statistics, Bureau of Tourism Research, 2002 & 2003
- 11 National Visitor Statistics, Bureau of Tourism Research, 2002 & 2003
- 12 National Visitor Statistics, Bureau of Tourism Research, 2002 & 2003
- 13 Australia's Golden Outback Product and Infrastructure Gaps 2004, Western Australian Tourism Commission, May 2004
- 14 Australia's Golden Outback Product and Infrastructure Gaps 2004, Western Australian Tourism Commission, May 2004
- 15 Australia's Golden Outback Product and Infrastructure Gaps 2004, Western Australian Tourism Commission, May 2004
- 16 Australia's Golden Outback Product and Infrastructure Gaps 2004, Western Australian Tourism Commission, May 2004
- 17 Australia's Golden Outback Product and Infrastructure Gaps 2004, Western Australian Tourism Commission, May 2004
- 18 Australia's Golden Outback Product and Infrastructure Gaps 2004, Western Australian Tourism Commission, May 2004
- 19 Australia's Golden Outback Product and Infrastructure Gaps 2004, Western Australian Tourism Commission, May 2004
- 20 Australia's Golden Outback Product and Infrastructure Gaps 2004, Western Australian Tourism Commission, May 2004
- 21 Australia's Golden Outback Product and Infrastructure Gaps 2004, Western Australian Tourism Commission, May 2004
- 22 Australia's Golden Outback Product and Infrastructure Gaps 2004, Western Australian Tourism Commission, May 2004