ADDITIONAL DOCUMENTS

Ordinary Meeting of Council

C1312-3 Economic Development Strategy
Progress Report Attachment
Wednesday 18 December 2013, 6.00pm
Program Area 1: Property development & investment attraction

Intended outcomes for the business community from this Program Area

1. Greater awareness of Fremantle as an investment friendly city among the WA property development community.
2. Improved perceptions of Fremantle as an attractive investment proposition among the WA property development community.
3. That the public and private sectors have access to objective, reliable and up-to-date primary and secondary data, and independent analysis to use for informed decision making and strategic direction setting.
4. Increased private sector investment in property and infrastructure development in Fremantle.

Major stakeholders for this Program Area
Fremantle Chamber of Commerce (FCC), Property Council of Australia [WA Division] (PCA), informed decisions (id), Australian Bureau of Statistics (ABS), WA Business News (WABN), local property owners and property leasing agencies.

City of Fremantle’s role in this Program Area
1. Proactively promote Fremantle as investment friendly and promote investment currently planned for Fremantle.
2. Target inward investment in property and business development.
3. Connect local property owners that are seeking investment with interested property developers.
4. Gather, collate and communicate relevant economic development research related to the city of Fremantle area from a variety of primary and secondary sources to the investment community.

Projects to achieve expected community outcomes

<table>
<thead>
<tr>
<th>Projects to achieve expected community outcomes</th>
<th>External partner(s)</th>
<th>Resources</th>
<th>Indicative timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Deliver high-quality and objective research reports on the city’s office, retail and residential markets to support informed business and investment decisions by the private sector, and public sector decision-making and strategy development.</td>
<td>id, ABS, PCA, Y Research</td>
<td></td>
<td>November 2013</td>
</tr>
<tr>
<td>2. Prepare a Development Snapshot document to highlight key development projects in the pipeline and to present a positive image of Fremantle to the development industry.</td>
<td>PCA, local property owners</td>
<td></td>
<td>November 2013</td>
</tr>
<tr>
<td>3. Work with the PCA and WA Business News to prepare editorials and promotional material to improve awareness and perceptions about investment in Fremantle and to encourage investment in Fremantle.</td>
<td>PCA, WABN</td>
<td></td>
<td>November 2013</td>
</tr>
<tr>
<td>4. Work with the PCA, local property owners and FCC to organise property owner-property investor networking events.</td>
<td>PCA, local property owners</td>
<td></td>
<td>December 2013</td>
</tr>
<tr>
<td>5. Provide a service that responds to incoming investment enquiries in a timely and informative manner.</td>
<td>n/a</td>
<td></td>
<td>Ongoing service from 1 July 2013</td>
</tr>
<tr>
<td>6. Develop, maintain and promote up-to-date economic, residential and workforce demographic information for the city of Fremantle LGA that is publically available online.</td>
<td>informed decisions</td>
<td></td>
<td>Ongoing service from 1 July 2013</td>
</tr>
<tr>
<td>7. Advocate that the WA State Government relocates department(s) offices to Fremantle.</td>
<td>n/a</td>
<td></td>
<td>Ongoing from 1 July 2013</td>
</tr>
<tr>
<td>8. Develop a property development prospectus to highlight current opportunities to acquire major buildings or property within Fremantle.</td>
<td>Major property owners</td>
<td></td>
<td>February 2014</td>
</tr>
<tr>
<td>City of Fremantle to report on</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. All new development and building applications lodged with the City and relevant details such as total floor-space and expected addition to workforce, value of investment planned.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Distribution channels and numbers for investment and research publications produced by the City.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Free publicity that positions Fremantle as investment ready and the indicative dollar value generated by that publicity.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. User visits to informed decisions websites products.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Awareness and perceptions of Fremantle as a favourable investment proposition for property developers.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reference documents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. &quot;Fremantle Investors Guide 2012&quot; publication</td>
</tr>
<tr>
<td>2. informed decisions (economy.id, profile.id)</td>
</tr>
<tr>
<td>3. Y research consultants — Office market reports</td>
</tr>
</tbody>
</table>
### Program Area 2: Stakeholder management

**Intended outcomes for the business community from this Program Area**

1. Major stakeholders are provided with greater opportunity for collaboration, value-adding and engagement in each other’s activities.
2. Activities of Fremantle stakeholders are better coordinated and communicated, generating more efficient and effective projects for the community.

**Major stakeholders for this Program Area**

Fremantle Chamber of Commerce (FCC), Fremantle BID (BID), Fremantle Ports (Ports), Fremantle Markets (Markets), Fremantle Tourism Association (FTA), Business Foundations (BF), Tourism WA (TWA), Experience Perth, major property owners and property leasing agents, Small Bar Association (SBA), Notre Dame University (Notre Dame), Business precinct groups

**City of Fremantle’s role in this Program Area**

1. Make a proactive effort to sustain close and productive working relationships with major stakeholders.

**Projects to achieve expected community outcomes**

<table>
<thead>
<tr>
<th>Projects to achieve expected community outcomes</th>
<th>External partner(s)</th>
<th>Resources</th>
<th>Indicative timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Host an annual Economic Development Forum to report on the City’s economic development and marketing activities.</td>
<td>N/A</td>
<td></td>
<td>June 2014</td>
</tr>
<tr>
<td>2. Establish and maintain memorandums of understanding with major stakeholders, where appropriate.</td>
<td>FCC, BID, Notre Dame, Ports</td>
<td></td>
<td>Ongoing from 1 July 2013</td>
</tr>
<tr>
<td>3. Explore possible areas of project collaboration with Notre Dame University to (a) encourage greater student visibility and engagement with Fremantle and (b) explore ways to better activate Notre Dame’s properties (c) explore models for additional student housing in Fremantle.</td>
<td>Notre Dame</td>
<td></td>
<td>December 2013</td>
</tr>
<tr>
<td>4. Work collaboratively with stakeholders to lobby, advocate and work collectively to solve major problems as they arise for the business community.</td>
<td>As appropriate</td>
<td></td>
<td>Ongoing from 1 July 2013</td>
</tr>
<tr>
<td>5. Explore the viability of an ongoing economic development leadership group that oversees the holistic economic development of Fremantle.</td>
<td>N/A</td>
<td></td>
<td>January 2014</td>
</tr>
<tr>
<td>6. (a) provide financial support for the operations of the Fremantle BID, and advice as appropriate and (b) evaluate the BID performance against the BID Business Plan 2012-17 and legal agreement.</td>
<td>Fremantle BID</td>
<td></td>
<td>Ongoing from 1 July 2013</td>
</tr>
<tr>
<td>7. Host regular leaders’ luncheons to share experiences, information and key messages with the business community.</td>
<td>FCC</td>
<td></td>
<td>August 2013, November 2013, February 2014, May 2014.</td>
</tr>
</tbody>
</table>
City of Fremantle to report on
1. Participation levels for City of Fremantle events related to this program area and associated presentation material.
2. Any collective efforts with stakeholders to lobby, advocate and work collectively to solve major problems as they arise for the business community.
3. Establishment (or not) of the ongoing economic development leadership group.
4. Meetings, networking and other activities intended to ensure productive working relationships with key stakeholders are maintained.

Reference documents
1. Stakeholder Management Strategy (Draft)
2. Memorandum of understanding – Fremantle Chamber of Commerce and City of Fremantle
3. Memorandum of understanding – Fremantle Ports and City of Fremantle
4. Memorandum of understanding – Notre Dame and City of Fremantle
5. Legal agreement – Fremantle BID and City of Fremantle
### Program Area 3: Place making & urban renewal

#### Summary

**Expected outcomes for the business community from this Program Area**

1. Improved visitor experience for each of the city’s established and/or emerging commercial areas.
2. Increased visitor expenditure capture within each of the city’s established and/or emerging commercial areas.
3. Overall improved performance of precincts across a broad range of areas that are identified by the City and the business community as being vital (e.g. visitation, safety, business income).
4. Improved communications between key stakeholders that affect place making and urban renewal.

#### Major stakeholders for this Program Area

- WA Police
- Fremantle Business Improvement District Group (BID)
- Precinct business groups
- Fremantle Chamber of Commerce (FCC)
- Spacemarket (SM)
- Major property owners and leasing agents

#### City of Fremantle’s role in this Program Area

1. Work with the BID to support the business community to optimise the visitor experience and expenditure within each of the city’s precincts, and to improve the performance and perceptions of city precincts.
2. Facilitate the activation of underutilised spaces by working closely with property owners, leasing agents and potential tenants.
3. Support the implementation of place activation activities in collaboration with the local business community.
4. Identify and support emerging commercial precincts in order to diversify the city’s overall product offering.

#### Projects to achieve expected community outcomes

<table>
<thead>
<tr>
<th>Project Description</th>
<th>External partner(s)</th>
<th>Resources</th>
<th>Indicative timing</th>
</tr>
</thead>
</table>
| 1. With consideration for the Fremantle Retail Model Plan (2010), prepare and implement a Place Activation Program for precinct improvement across a range of Council areas such as:  
  - Assessment of amenity quality at major arrival points.  
  - Quality of pedestrian access between retail and non-retail anchors, and other major attractions.  
  - Way finding, signage and legibility.  
  - Revitalisation of public and private spaces.  
  - Proactive business attraction and retention strategies.  
  - Free public WiFi.  
  - Allowances for implementing innovative commercial activities in public areas (e.g. segways, markets, public trading, food vans).  
  - Safety and security.  
  - Priorities for urban design improvements.  
  - General place making opportunities. | BID, FCC, property owners and leasing agents |                                                       | March 2014                 |
| 2. Coordinate the temporary activation of the old MYER building – “MYRE” project, and facilitate ‘graduation’ of businesses into fixed commercial tenancies in Fremantle. | BF, FCC, Spacemarket, projects partners and businesses involved |                                                       | Ongoing from March 2014    |
| 3. Undertake the Unique Food Vehicle trial program to encourage activation of underutilised spaced, after-hours activation, and support both mobile and fixed after-hours businesses in the long-term. | N/A |                                                       | Review in February 2014 (6 months trial) |
| 4. Work with the BID to facilitate implementation of its temporary place activation activities and programs including street furniture, lighting, marketing and pedestrian counting. | BID |                                                       | Ongoing                    |
| 5. Prepare a project scope to undertake primary research to measure precinct performance and perception. | BID |                                                       | June 2014 (ongoing there after bi-yearly) |
| 6. Investigate viability of incoming place activation proposals from key stakeholders (e.g. Fremantle Markets) | BID, Local Business Community |                                                       | Ongoing                    |
## City of Fremantle to report on

1. Completion of Place Activation Program and the progress of its implementation.
2. Evaluation surveys to measure precinct performance and perception of performance.
3. Number of pedestrians visiting the city's commercial precincts.
4. Outcome of the Unique Food vehicle trial project.
5. Outcomes of any incoming business enquiries related to this program area.

## Reference documents

1. Fremantle Retail Model Plan– West & Shetcliffe, 2010
2. Spacemarket agreement for “MYRE” project.
3. Food vehicle trial documentation – Matthew Piggott, City of Fremantle
4. Agreement – Fremantle BID and City of Fremantle
Program Area 4: Targeted business attraction and retention

Summary

Expected outcomes for the business community from this Program Area

1. Increased number of new businesses within Fremantle that fit the description of ‘aspirational Fremantle’.
2. Increased number of knowledge-based businesses within the city which diversify and strengthen the city’s economy in the long-term.
3. Improved access to affordable working space for start-ups and small businesses.
4. The business community is provided with accurate and timely information when they make an enquiry to the City.
5. The business community is kept informed about developments in the city, industry events and opportunities relevant to their business activities.
6. The profile of the local business community is raised by industry events that recognise and celebrate business excellence.

Major stakeholders for this Program Area

Major property owners, major leasing agents, Fremantle Chamber of Commerce (FCC), Fremantle BID (BID), Small Bar Association (SBA).

City of Fremantle’s role in this Program Area

1. Work with major property owners and leasing agents to proactively target new businesses that add to the unique appeal of Fremantle.
2. Produce relevant business-related publications to support the attraction of potential new businesses and investment into the city centre.
3. Sponsor the FCC’s business awards.
4. Respond to incoming business enquiries.
5. Facilitate development of knowledge-based industries in partnership with key stakeholder organisations.

Projects to achieve expected community outcomes

<table>
<thead>
<tr>
<th>Project</th>
<th>External partner(s)</th>
<th>Resources</th>
<th>Indicative timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) in collaboration with major stakeholders, undertake a project that gains agreement on the aspirational re-positioning of the ‘Fremantle product’ as a whole and (b) prepare a business attraction plan, incentives and database of targeted businesses.</td>
<td>BID, FCC, Major property owners and leasing agents, Metrix consulting</td>
<td>December 2013</td>
<td></td>
</tr>
<tr>
<td>Develop a leasing prospectus to highlight current leasing opportunities and contact information for key local leasing agencies in order to attract targeted new businesses to Fremantle.</td>
<td>Major leasing agents</td>
<td>October 2013</td>
<td></td>
</tr>
<tr>
<td>(a) develop a Business Enquiry Register in order to record and report on incoming business enquiries and (b) continue to provide a service that responds to incoming enquiries from the business community in a timely and informative manner.</td>
<td>N/A</td>
<td>Ongoing from 1 July 2013</td>
<td></td>
</tr>
<tr>
<td>Undertake a full review of the “Business &amp; Investment” section of the City’s website and update accordingly</td>
<td>N/A</td>
<td>February 2014</td>
<td></td>
</tr>
<tr>
<td>(a) pursue initiatives that enhance Fremantle as a creative city and (b) implement recommendations from the Fremantle Centre for Creative Excellence and Innovation Feasibility Study.</td>
<td>BF, Notre Dame, Spacecubed Startup Weekend</td>
<td>(a) June 2014 (b) Ongoing from 1 July 2013</td>
<td></td>
</tr>
<tr>
<td>In response to requests from State Government, industry groups and incoming business enquiries, work with the FCC to advocate for changes in State and Federal Government legislation or regulations, where that change is expected to have an overall benefit for the business community or the majority of stakeholders.</td>
<td>FCC, BID, Precinct business groups</td>
<td>Ongoing from 1 July 2013</td>
<td></td>
</tr>
<tr>
<td>Work with the Fremantle BID &amp; FCC to encourage businesses to take on business development and training activities to increase management skills and knowledge, customer service, business planning, and marketing to preserve their competitive advantage.</td>
<td>BID, FCC</td>
<td>Ongoing from 1 July 2013</td>
<td></td>
</tr>
<tr>
<td>Provide support for precinct business groups that are outside of the Fremantle BID area.</td>
<td>N/A</td>
<td>Ongoing from 1 July 2013</td>
<td></td>
</tr>
<tr>
<td>Prepare and disseminate Fremantle’s Business Trader on a monthly basis in order to inform the local business community on economic development and marketing related activities, opportunities and relevant economic data.</td>
<td>N/A</td>
<td>Ongoing from 1 July 2013 (monthly basis)</td>
<td></td>
</tr>
</tbody>
</table>
10. Support the FCC’s business awards by sponsoring one event categories.

City of Fremantle to report on

1. Attraction of targeted new businesses to Fremantle.
2. Activities to support precinct business groups.
3. Number and type of business enquiries responded to and timeliness of responses.
4. Number of letters of support, supportive submissions to decision-makers, advocacy from Council on key industry issues.
5. Distribution and readership details of the Fremantle Trader.
6. Progress of the Fremantle Centre for Creative Excellence and Innovation project.
7. Result of the ‘aspirational Fremantle’ re-positioning exercise.

Reference documents

2. Fremantle Retail Model Plan—West & Shetcliffe, 2010
3. Fremantle Centre for Creative Excellence and Innovation Feasibility Study
### Program Area 5: Event Management

### Summary

**Expected outcomes for the business community from this Program Area**

1. Official Council meetings and civic events are professionally organised.
2. City-owned bookable venues and facilities are well-managed and made available to all community groups.
3. Fremantle hosts a wide variety of high-quality events for different target markets that celebrate Fremantle’s unique characteristics and selling points.
4. Increased community use of recreational facilities for activities that promote healthy living.
5. The City of Fremantle maintains strong relationships with Sister Cities to encourage economic and cultural exchange.
6. Increase the capacity of local businesses and external groups to undertake successful events autonomously.
7. The City leverages its support for our events by attracting additional funding from other sponsors and partners.
8. The City attracts new events to Fremantle in accordance with the Strategic Plan.

**Major stakeholders for this Program Area**

Sister Cities, State Government agencies, private event organisers, businesses, EventsCorp, Tourism WA, Experience Perth, Council, City staff

**City of Fremantle’s role in this Program Area**

1. Create accessible, inclusive and appealing events and venues.
2. Provide advice to ensure the local community is supported in event coordination.
3. Actively maintain strong relationships with Sister Cities.
4. Inspire and empower the community to celebrate Fremantle’s unique culture through safe and successful events.
5. Encourage events that promote environmentally sustainability and economic development.
6. Encourage community events that promote healthy lifestyles.
7. Ongoing venue management of meeting rooms, parks, beaches, sporting reserves and halls.
8. Provide Council and staff meeting support, including catering for all internal meetings.
10. Implementation of Christmas decorations and associated activities

### Projects to achieve expected community outcomes

<table>
<thead>
<tr>
<th>Projects to achieve expected community outcomes</th>
<th>External partner(s)</th>
<th>Resources</th>
<th>Indicative timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Effectively manage the City’s council and civic events, including providing catering, budget management, general administration and liaising with suppliers.</td>
<td>N/A</td>
<td>N/A</td>
<td>Ongoing from 1 July 2013</td>
</tr>
<tr>
<td>2. Prepare an event sponsorship and venue booking policy that provides a transparent framework for decision making and that meets the aspirations of the wider community.</td>
<td>N/A</td>
<td>N/A</td>
<td>December 2013</td>
</tr>
<tr>
<td>3. Effectively manage the bookings for reserve hire, Town Hall, Victoria Hall and North Fremantle Community Hall as per sponsorship and venue booking policy. This includes ongoing maintenance of venues, invoicing of clients, managing budgets and managing events perfect software.</td>
<td>N/A</td>
<td>N/A</td>
<td>Ongoing from 1 July 2013</td>
</tr>
<tr>
<td>4. Successfully implement the City’s events strategy that includes holding major events such as Australia Day and ANZAC day. This includes seeking sponsorship and partners for these events.</td>
<td>TBD</td>
<td>Event organisers</td>
<td>Ongoing from 1 July 2013</td>
</tr>
<tr>
<td>5. Effectively manage large scale external event applications such as Blues and Roots Festival, St. Jerome’s Laneways Festival. This includes seeking sponsorship partnerships with major event organisers to attract state and national events.</td>
<td>Event organisers</td>
<td>Event organisers</td>
<td>Ongoing from 1 July 2013</td>
</tr>
<tr>
<td>6. Work with external event coordinators to provide Traffic Management advice and services as per the Traffic Management funding guidelines including events such as Blessing of the Fleet.</td>
<td>N/A</td>
<td>N/A</td>
<td>Ongoing from June – December each year</td>
</tr>
<tr>
<td>7. Provide a service to the community to encourage events in Fremantle that promote healthy lifestyle habits. This includes maintaining bookings for seasonal and casual use at the following five locations: Bruce Lee Oval, Dick Lawrence Oval, Frank Gibson Park, Fremantle Park and Hilton Park South.</td>
<td>N/A</td>
<td>N/A</td>
<td>Ongoing from 1 July 2013</td>
</tr>
</tbody>
</table>

9. Based on the City’s new Strategic Marketing Plan, prepare an events attraction plan that aims to attract new events to Fremantle that will draw in more people from identified target markets (e.g. Open House Fremantle 2014, Fringe World). | TBD | January – March 2014

10. Research the direct and indirect economic impact of events on the Fremantle economy. | N/A | January – March 2014

**City of Fremantle to report on**

1. Number of Council or civic functions supported
2. Success of City organised major events such as Australia Day, ANZAC Day and Christmas Spirit, as judged by attendee numbers and feedback
3. Council adoption of sponsorship and venue booking policy
4. Sister City activities
5. Number of external events supported by the City and details of any post-event surveys, and total funding sources from external sources
6. Estimated direct and indirect economic impact of City-supported events
7. New events attracted to Fremantle as part of the new Strategic Marketing Plan
8. The King’s Square activation program

**Reference documents**

1. Budget spreadsheet 2013/2014
2. Sponsorship Policy
3. Sister City Strategy
4. Booking Policy
5. Sponsorship for Road Closures assessment form
6. Events perfect reports
# Program Area 6: Visitors servicing (inc. Cruise ships and FVC)

## Summary

### Expected outcomes for the business community from this Program Area

1. Preserve Fremantle’s status as a Tier 1 ranked cruise destination, as determined by Tourism WA
2. Visitors are provided with a high-quality visitors’ centre at minimal cost to ratepayers
3. Increased level of tourism business retention in the city
4. Increased tourist visitation to Fremantle to support long-term development of the tourism industry
5. Improved tourist experience to support long-term development of the tourism industry in Fremantle
6. Increased Indigenous tourism businesses located within or operating within the city
7. Increased awareness of Fremantle product offering for cruise ship passengers
8. Increased access to information about Fremantle by cruise ship passengers
9. Increased cruise ship passenger length of stay and expenditure (Reference: Tourism WA Western Australian Cruise Shipping Strategic Plan, 2012-2020, page 13)

### Major stakeholders for this Program Area

- Fremantle Tourism Association (FTA), Tourism Council of Australia (TCA), Tourism Western Australia (TWA), Small Business Development Corporation (SBDC), Forum Advocating Cultural and Eco Tourism (FACET), State Heritage Office, Western Australian Indigenous Tourism Operators Council (WAITOC), Fremantle Port Authority (Ports), Port agents, inbound tour operators.

## City of Fremantle’s role in this Program Area

1. Operate the Fremantle Visitors Centre at minimal cost to ratepayers that provide visitor information for Fremantle and Western Australia.
2. Operate and promote a Visitors Centre website that offers bookable product.
3. Increase the amount of bookable product available to visitors to ensure high level of customer service is being provided.
4. Collaborate with industry and surrounding Councils to increase visitation to the city to improve the quality of the tourism experience and tourism business retention.
5. Lead implementation of the City’s Cruise Ship Strategy recommendations.
6. Develop and promote tourism marketing activities.

## Projects to achieve expected community outcomes

<table>
<thead>
<tr>
<th>Projects to achieve expected community outcomes</th>
<th>External partner(s)</th>
<th>Resources</th>
<th>Indicative timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Operate a high-quality Visitors Centre (at minimal cost to ratepayers) that provides visitor information for Fremantle and Western Australia, and bookable product [as per current business plan] and aim to maximise the level of bookable product sales through the Fremantle Visitor Centre.</td>
<td>Visitor Centre Association WA</td>
<td>Ongoing from 1 July 2013</td>
<td></td>
</tr>
<tr>
<td>2. Operate and promote a Visitors Centre website [<a href="http://www.visitfremantle.com.au">www.visitfremantle.com.au</a> website] that offers bookable product.</td>
<td>Seamless</td>
<td>By December 2013</td>
<td></td>
</tr>
<tr>
<td>3. Work with the FCC to represent the interests of Fremantle and its business community on the Tourism Council of WA and to Tourism WA.</td>
<td>FCC</td>
<td>Ongoing from 1 July 2013</td>
<td></td>
</tr>
<tr>
<td>4. Support the Fremantle Tourism Association through active participation in the FTA committee and industry events.</td>
<td>FTA</td>
<td>Ongoing from 1 July 2013</td>
<td></td>
</tr>
<tr>
<td>5. Implement the following recommended actions from the City of Fremantle Cruise Ship Strategy:</td>
<td>Tourism Western Australia, Fremantle Tourism Association, Experience Perth</td>
<td>By June 2014</td>
<td></td>
</tr>
<tr>
<td>- develop and distribute onboard information packs to passengers and crew</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- work with Experience Perth to facilitate greater industry collaboration by establishing a Cruise Ship steering group</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- develop an improved online presence via:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Fremantle Visitor Centre website [<a href="http://www.visitfremantle.com.au">www.visitfremantle.com.au</a> website]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Google Adwords advertising</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Posts to cruise ship forums</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Google top 10 check and clarification</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- conduct regular surveys of cruise ship passengers boarding at the end of their visit to Fremantle</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- develop and distribute stateroom information DVD co-branded with the cruise line</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- host on-shore excursions / familiarisations targeted for key Cruise Ship Crew</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- work closely with port agents and inbound tour operators to develop a variety of packages for cruise ship passengers.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Partner with local operators to provide a free-of-charge shuttle service for cruise ship passengers (inc. traffic management where required) and (paid) luggage storage.</td>
<td>Fremantle Ports</td>
<td>June 2014</td>
</tr>
<tr>
<td>7.</td>
<td>Continue to provide visitor servicing to transit passengers and brochure racking for turnaround ships</td>
<td>Fremantle Ports</td>
<td>Ongoing from 1 July 2013</td>
</tr>
<tr>
<td>8.</td>
<td>Investigate ways to improve amenity of arrival areas (inside and outside the passenger terminal)</td>
<td>Fremantle Ports, Fremantle Tourism Association</td>
<td>June 2014</td>
</tr>
<tr>
<td>9.</td>
<td>Communicate with local businesses to ensure that they are aware of all advertising opportunities available</td>
<td>Individual businesses BID</td>
<td>Ongoing from 1 July 2013</td>
</tr>
<tr>
<td>10.</td>
<td>Actively search and source new bookable product that would be of interest to visitors – emphasising that there is no membership fee &amp; reduced commission</td>
<td>Individual businesses, Other Visitor Centres</td>
<td>Ongoing from 1 July 2013</td>
</tr>
</tbody>
</table>

City of Fremantle to report on

1. Its contribution in policy and strategy development of TWA and TCWA, presence at board meetings, conferences and events.
2. Cruise ship passenger and crew satisfaction surveys related to the range and quality of tourism experiences within the city.
3. Level of buy in for advertising opportunities
4. Weekly booking statistics, seasonal trends and financial reports
5. Weekly door counter statistics
6. Number of passengers utilising shuttle service

Reference documents

1. Fremantle Cruise Ship Strategy
2. Memorandum of understanding: Fremantle Ports & City of Fremantle
3. Fremantle Visitor Centre business plan 2013/14
4. Destination Marketing Prospectus 2013/2014
5. Fremantle Visitor Centre Weekly report 2013/2014
### Program Area 7: Corporate communications

#### Summary

**Expected outcomes from this Program Area**

1. An improved profile of the City of Fremantle organisation, its strategic imperatives and its major projects
2. Stakeholders are kept informed of City operations and provided with an opportunity to converse with the City.
3. Key messages from the City of Fremantle are provided in a clear, consistent and professional manner.
4. The organisation’s use of digital communication channels is expanded (including but not limited to facebook and twitter) and stakeholders are provided with a more precise and immediate message.
5. All ongoing and upcoming projects are communicated to the business and residential communities utilising all appropriate communication tools.

#### Major stakeholders for this Program Area

- Business community, ratepayers, local/state/federal government agencies, other local governments, media outlets, City of Fremantle staff, elected members.

#### City of Fremantle’s role in this Program Area

- Positively promote the City of Fremantle’s role in the sustainable development of Fremantle and the region.
- Ensure all messages are clear, concise and professional presented.
- Monitor the changes in the communication tools being used by the community and adapt the City’s communication channels to include these.
- Provide a consistent message to target audiences throughout the City’s communication channels.
- Reply to community and media queries in a timely fashion.
- Monitor the effectiveness of the City’s communication and provide advice to internal business units based on these findings.

#### Projects to achieve expected community outcomes

<table>
<thead>
<tr>
<th>Project Description</th>
<th>External partner(s)</th>
<th>Resources</th>
<th>Indicative timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop and maintain a corporate communication strategy and action plan that aims to consolidate, clarify and coordinate all outbound City of Fremantle corporate communication. This includes website, digital communication channels, media releases, and other promotional material that represents the City of Fremantle brand.</td>
<td>N/A</td>
<td>December 2013 – February 2014</td>
<td></td>
</tr>
<tr>
<td>2. Produce half-yearly Strategic Imperatives Community Update to report on progress of the City’s strategic plan</td>
<td>N/A</td>
<td>September 2013, March 2014</td>
<td></td>
</tr>
<tr>
<td>3. Prepare quarterly progress reports outlining City of Fremantle strategic projects and distribute them to key government agencies, peak industry bodies, media outlets and established City of Fremantle channels.</td>
<td>N/A</td>
<td>Quarterly from September 2013-June 2014</td>
<td></td>
</tr>
<tr>
<td>4. Continue to produce monthly e-newsletter ‘From the council chambers’ to summarise key council decisions and distribute to key stakeholders including media.</td>
<td>N/A</td>
<td>Monthly coinciding with Ordinary Council Meetings</td>
<td></td>
</tr>
<tr>
<td>5. Create and update automated email-signature based on major issues as they arise throughout the year.</td>
<td>N/A</td>
<td>Ongoing from 1 July 2013</td>
<td></td>
</tr>
<tr>
<td>6. Continue to prepare and advertise Newsbites (printed version) to drive readers to register and read the online version Newsbytes.</td>
<td>Fremantle Gazette</td>
<td>Ongoing from 1 July 2013</td>
<td></td>
</tr>
<tr>
<td>7. Continue to prepare and distribute monthly community e-newsletter (Newsbytes)</td>
<td>N/A</td>
<td>Ongoing from 1 July 2013</td>
<td></td>
</tr>
<tr>
<td>8. Manage the City of Fremantle website performance, content, functionality, and coordinate web editors group. This includes some basic re-skinning and aesthetic improvements of the website.</td>
<td>Seamless, B point, informed decisions, Inherit, Intra Maps, graphic designers</td>
<td>Ongoing from 1 July 2013</td>
<td></td>
</tr>
</tbody>
</table>
9. Develop and oversee an organisational-wide social media policy to ensure clear rules and guidelines are in place for all staff with administration rights to City of Fremantle social media accounts. | N/A | December 2014

10. Provide reasonable communications and logistical support to the Fremantle 2029 Community Visioning Project. | BBC communications | Ongoing from 1 July 2013

11. Coordinate the collection and editing of content for the rates brochure and liaise with designers throughout the production process. | N/A | July/August 2013

12. Provide support and advice on producing the City’s annual report, including coordinating design and editing content. | State library, FCC, BID. | Stages from July 2013 - February 2014

13. Manage and maintain media contacts database and media monitoring services. Collect media articles and distribute weekly and Quarterly summary to Management Group, SMG and Elected Members. | Print and electronic media outlets, media monitoring services | Ongoing from 1 July 2013

14. Build and maintain a photography database on behalf of the City for various general, events and promotions. | N/A | January – March 2014

15. Evaluate logo requests for internal business units and external organisations and forward appropriate logo if approved. | N/A | Ongoing from 1 July 2013

16. Update and maintain stories for the customer service digital TV screen. | N/A | Ongoing from 1 July 2013

**City of Fremantle to report on**

1. Media coverage throughout the financial year and estimated dollar value of that media.
2. Website and social media statistics
3. Number of new stories promoted throughout the financial year
4. Distribution of Newsbytes e-newsletter
5. Distribution of quarterly reports
6. Number of logo requests approved

**Reference documents**

1. Economic Development & Marketing Monthly Statistics
2. Annual communication schedule
3. Annual Report
4. Image library
5. Quarterly progress report
6. Media clippings folder
### Program Area 8: Fremantle place marketing

#### Summary

**Expected outcomes for the business community from this Program Area**

1. Increased number of visitors to Fremantle by identified target markets
2. Increased brand awareness and perception of Fremantle’s product offering for consumers
3. Increased number of overnight stays and visitor night averages for Fremantle
4. Increased editorial content in key tourism publications and media
5. Produce an agreed Strategic Marketing Plan for Fremantle that stakeholders have ownership of

**Major stakeholders for this Program Area**

Advisory Group (Fremantle place marketing), Fremantle BID, Fremantle Chamber of Commerce, Experience Perth, Tourism Western Australia, Fremantle Ports, Fremantle Prison, Maritime Museum, Fremantle Markets, Fishing Boat Harbour Traders Association, Fremantle Tourism Association, Business Units (Fremantle Art Centre, Cultural Development (festivals), Events Management, Fremantle City Library (Fre-info), Fremantle Visitor Centre)

**City of Fremantle’s role in this Program Area**

1. Implement CBD prospectus campaigns that achieve sufficient buy in (up to December 2013)
2. Implement campaigns in the destination marketing prospectus (up to December 2013)
3. Prepare and implement a Strategic Marketing Plan for Fremantle with significant input from stakeholders, for implementation from December 2013 onwards
4. Develop and manage a consumer website for Fremantle that promotes the holistic Fremantle offering
5. Work with key cruise ship stakeholders to lead implement actions within the Cruise Ship strategy
6. Monitor the changes in the perception of Fremantle as a place and amend marketing activity accordingly.
7. Ensure that businesses have the information and collateral they need to work collaboratively to promote the Fremantle as an appealing place

#### Projects to achieve expected business community outcomes

<table>
<thead>
<tr>
<th>Projects to achieve expected business community outcomes</th>
<th>External partner(s)</th>
<th>Resources</th>
<th>Indicative timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Continue to host visiting journalists through the familiarisation program</td>
<td>Tourism Western Australia, Experience Perth, Perth Convention Bureau</td>
<td>Ongoing from 1 July 2013</td>
<td></td>
</tr>
<tr>
<td>2. Complete the <a href="http://www.bookfremantle.com.au">www.bookfremantle.com.au</a> website (launch date to be confirmed)</td>
<td>The Hub Marketing and Communications</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>3. Complete the <a href="http://www.visitfremantle.com.au">www.visitfremantle.com.au</a> website that is targeted at regional, interstate or international visitors to Fremantle that are looking to book a product in WA, or experience an activity within the Experience Perth region.</td>
<td>Seamless Nude Design Studio</td>
<td>December 2013</td>
<td></td>
</tr>
<tr>
<td>4. Implement the campaigns in the Fremantle CBD prospectus 2013/14 that achieve sufficient buy in (up to December 2013).</td>
<td>Fremantle businesses, various media and creative agencies</td>
<td>July – December 2013</td>
<td></td>
</tr>
<tr>
<td>7. Based on the Strategic Marketing Plan, develop and manage a consumer website (including mobile integration) for Fremantle that promotes the holistic Fremantle offering</td>
<td>See website working group project brief</td>
<td>December 2013-June 2014</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Based on the Strategic Marketing Plan, develop a digital media strategy (excluding website)</td>
<td>January 2014 – June 2014</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>----------------------------------</td>
<td>--------------------------</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Undertake a promotional campaign to increase awareness and use of the consumer website</td>
<td>January 2014 – June 2014</td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>(a) as part of the Strategic Marketing process for Fremantle, negotiate with the BID on their joint marketing obligations with the City as outlined by BID’s performance agreement and (b) agree upon the BID’s scope of marketing activities for 2014/15.</td>
<td>BID</td>
<td>Ongoing from September 2013</td>
</tr>
<tr>
<td>11.</td>
<td>Work closely with external tourism organisations that the City of Fremantle is a member of to ensure that Fremantle’s interests are well represented in their policy and strategy direction</td>
<td>Perth Convention Bureau, Tourism Council, Experience Perth</td>
<td>Ongoing from 1 July 2013</td>
</tr>
</tbody>
</table>

### City of Fremantle to report on

**CBD & Destination marketing (to December 2013)**

1. Level of buy-in to campaigns (to December 2013)
2. Total dollar value of co-operative campaigns (contribution from business and contribution from City of Fremantle)
3. Number of followers of Find yourself in Fremantle Facebook page
4. Number of followers of Fremantle Visitor Centre Facebook page
5. # of unique visitors to visitfremantle.com.au | bookfremantle.com.au

**From December 2013 onwards**

6. Google analytics results for cruise ship pages, keyword searches on visitfremantle.com.au
7. Number of unique visitors to consumer website
8. Social media metrics
9. Consumer surveys – change in perception, brand awareness, awareness of offerings
10. Number of businesses and other activities listed on consumer website
11. Details of familiarisations hosted by the City (including those for Cruise Ship Crew)
12. Estimated dollar value of editorial coverage as a result of hosting famils and visiting journalists

### Reference documents

1. Fremantle (Place) Strategic Marketing Plan 2014-2018
2. Results of consumer insights and target markets research
4. Fremantle Destination Marketing Prospectus 2013/14
5. Fremantle CBD (retail and professional services) Marketing Plan 2011-2015
6. Fremantle CBD (retail and professional services) Marketing Prospectus 2013/14
7. Fremantle Cruise Ship Strategy 2011