

Destination Marketing Strategic Plan 2018 – 2022

Developed by the City of Fremantle in
collaboration with the Destination Marketing
Working Group (DMWG)

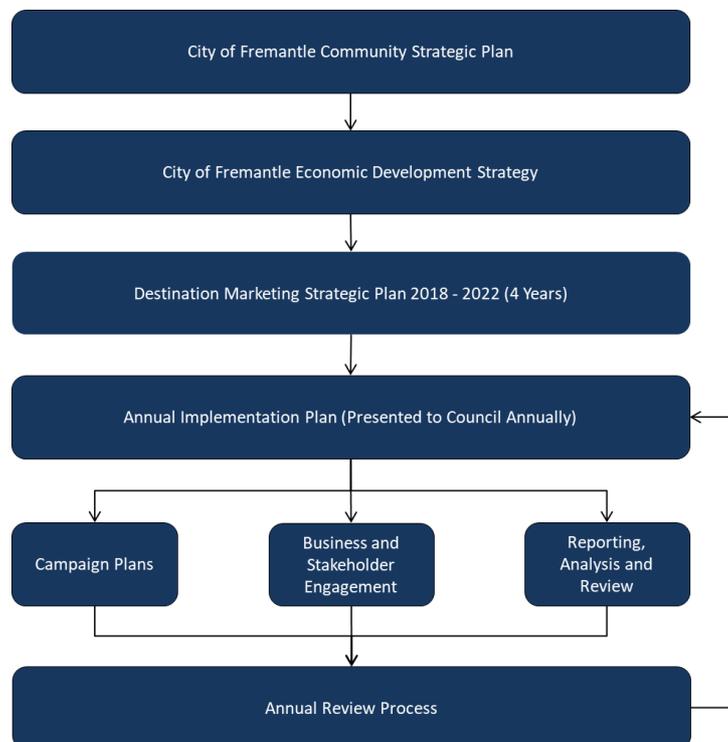
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Document Purpose and Context

This strategic plan has been developed by the Destination Marketing Working Group (DMWG) in collaboration with the City of Fremantle. The DMWG is a group of tourism, retail, hospitality and business experts with extensive knowledge of Fremantle. The group has been engaged to develop a destination marketing strategic plan that supports all consumer facing industries in Fremantle including retail, hospitality, tourism and professional services.

This document presents a high level strategic framework which is intended to guide destination marketing activities for the City of Fremantle over a period of four years. This document does not set out to define specific activities or campaign approaches however will inform the best approach to these.



An implementation plan will be developed annually as guided by this strategic plan that identifies the most appropriate activities and campaigns that can assist in driving visitation to Fremantle with the intent of increasing trade for retail, hospitality, tourism and professional service based businesses within Fremantle.

This strategic plan has been developed in line with the City of Fremantle Strategic Community Plan (CSP) and the City of Fremantle Economic Development Strategy.

Executive Summary

Port cities have always captured people's imagination: whether for the promise of adventures to come; the romance of a voyage; or for the start of a new life. Fremantle is the sea port to the most isolated capital city in the world which creates added intrigue by virtue of its remoteness on the edge of the west coast of Australia.

The city's rich and diverse history begins with the Whadjuk people who hunted, fished and held significant cultural ceremonies here; and then leaps to the first European settlers who arrived in 1829. They heralded the arrival of convicts and Irish political prisoners, and then in the mid-19th century, waves of Italian (and later Portugese) fishermen setting the scene for the development of a multicultural society. In fact, a strong presence of European diaspora still remains in Fremantle, adding a unique Mediterranean flavour to the community.

The design and building of Fremantle harbour by the brilliant but troubled Irish engineer, C.Y. O'Connor, from 1892 to its opening in 1897, heralded another era for Fremantle where as a western gateway it became even more critical to the State and the country, including the role the port played in both world wars for troops and naval ships.

In the 21st century Fremantle continues to be identified as a complex, vibrant city with its busy port and fishing boat harbour; and with a passionate community well known for nurturing of live music and other art forms, juxtaposed with its enthusiasm for football and strong ties to the sport of sailing. Fremantle is perhaps the only city in the world with statues paying homage to an engineer (C.Y. O'Connor); a footballer (John Gerovich); a musician (Bon Scott); and a fisherman featuring 608 names of those who pioneered the industry, all in the space of four square kilometres.

The City is currently experiencing an unprecedented level of investment in commercial, residential, retail and hotel projects. Not since the America's Cup, more than 30 years ago, has Fremantle undergone such a massive transformation with primarily private sector-funded infrastructure set to change the face of the city.

Commensurate with the number of major development projects planned over the next 10-20 years and the strong focus on positioning of Fremantle as Western Australia's second capital city, the City of Fremantle has acknowledged the role Fremantle's Brand must play in reflecting the city's identity, and positioning Fremantle as a place to visit, work and live.

Fremantle's unique character and cultural milieu is well understood by its residents, however this strategy seeks to define and promote the city's unique qualities to a wider audience including Perth and its environs, intrastate, interstate and international audiences.

To do this effectively, Fremantle needs an externally-facing Brand derived from its values and unique selling points; as well as a strategy that leverages the brand to drive growth in Fremantle's visitor economy. Strong brands are built by aligning a city's reputation with its

authentic values. The Reputation Value Chain which includes awareness, familiarity, likeability, support, loyalty and fans is represented below:



There are two key barriers to potential visitors choosing destinations: accessibility and affordability. The three main motivators are density (that is, a sufficient number of experiences); diversity (different types of experiences); and uniqueness (exclusivity – the hook).

Research shows that Fremantle is seen as having a diverse range of experiences and the density of those experiences are reflected in the City’s walkability. However, its exclusivity has not been sufficiently captured in a strong Brand which represents Fremantle’s unique essence.

Fremantle is seen as a city that is vibrant, lively, fun, colourful, quirky, gritty and relaxed. Its physical assets such as the heritage buildings and precincts, the port, Fishing Boat Harbour, and the City’s beaches, as well Fremantle’s reputation as an arts and culture city, collectively provide a unique competitive advantage.

The consideration of these characteristics resulted in the establishment of three Brand Values which capture the essence of Fremantle and can drive the development of a strong Brand Identity. The Brand values are:

- Spirit – relates to Fremantle’s vibrancy, liveliness, colour and fun
- Soul – relates to Fremantle’s arts and culture, heritage buildings and live music
- Sea - relates to Fremantle’s beaches, its maritime history, the port, seafood industry, and unique coastal precincts such as Fishing Boat Harbour

Based on these values, the positioning statement developed to articulate Fremantle’s competitive advantage and the basis on which to build Fremantle’s Brand identity is:

- A maritime city with spirit and soul

Having established a set of Brand values and associated positioning statement, the strategic pillars that were developed to drive the delivery of this strategic plan include:

- Brand
- Business Tourism
- Events
- Visitor Experience
- Gateway
- Partnerships and Advocacy
- Growth

The relationship between the Brand values, strategic pillars and what this strategic plan aims to achieve are represented below:



Part I – Research and Analysis

BACKGROUND

The City of Fremantle plays a key role in promoting Fremantle as a tourism destination and has been delivering marketing activities in line with the City of Fremantle Strategic Marketing Plan 2014 – 2017 via the ‘Fremantle Be Part of the Story’ destination Brand. The brand was developed in 2014 and has been in market for approximately 4 years however the expiry of the current strategic marketing plan in 2017 has provided an opportunity to review current marketing activities and determine the most suitable approach in to the future.

To support the development of a suitable approach, the City of Fremantle formed the Destination Marketing Working Group (DMWG) in 2018. A key outcome for the working group is to develop for the Fremantle Council's consideration a destination marketing strategic plan that supports all business-to-customer industries in Fremantle including retail, hospitality, professional services and traditional tourism attractions. The strategic plan has now been developed in line with extensive consultation from a variety of stakeholders.

The current strategic marketing plan was developed in response to the declining performance of population driven industries in Fremantle as well as macro-economic factors beyond the immediate control of stakeholders. Fremantle was also subject to increasing competition from major shopping centres in neighbouring municipalities which underwent significant expansions and upgrades at the time and ultimately captured a growing percentage of consumer expenditure which would normally had been reserved for Fremantle.

The ‘Fremantle Be Part of the Story Brand’ was developed in an effort to reposition the Fremantle product offering as it relates to population driven industries and deliver an aspirational brand for Fremantle. The Brand consisted of the following:

Brand Identity (4 Pillars)

- Eclectic and Quirky
- Cultural
- Vibrant/Alive
- Welcoming Laid/Back

A series of key performance indicators were identified as part of the strategy which included:

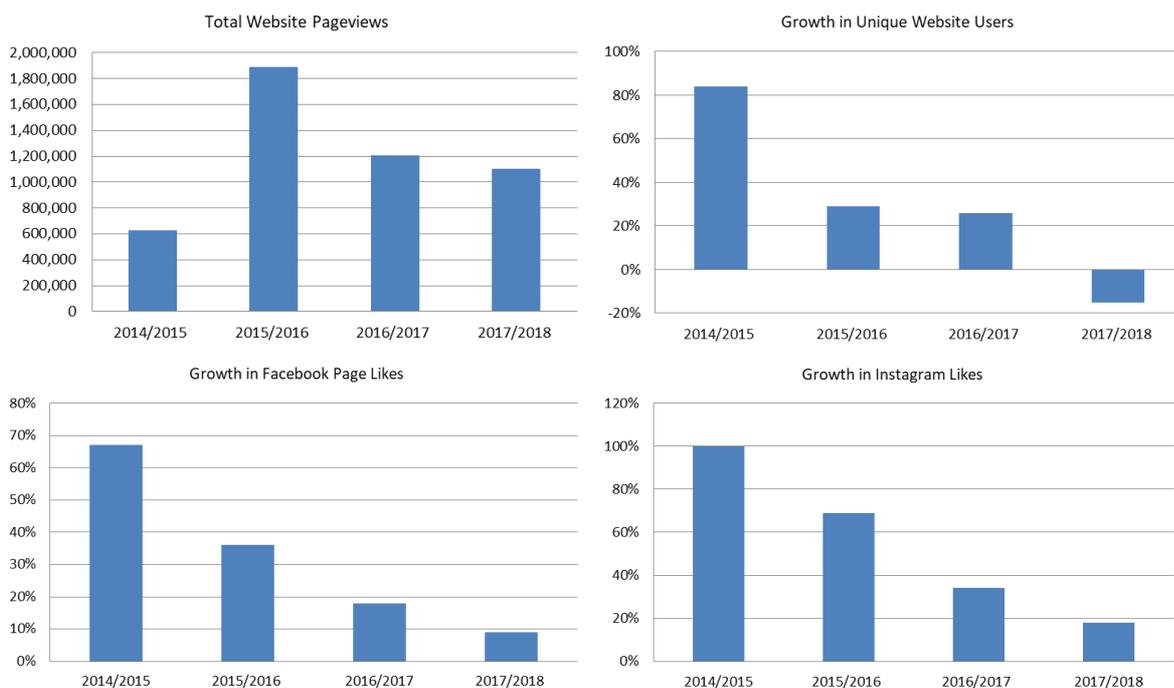
- Increased number of visitors to Fremantle
- Increased brand awareness and perception of Fremantle’s product offering for consumers
- Increased number of overnight stays and visitor night averages for Fremantle
- Increased editorial content in key publications in media

While branding and marketing activities outlined in the strategy were delivered, performance against KPIs has been poor. This has been demonstrated through decreasing visitation and low engagement with the brand through digital platforms. Based on this poor performance and feedback collected during stakeholder engagement sessions, the DMWG determined that the Fremantle Story Brand is approaching the end of its life cycle and needs to be reviewed and assessed in the wider context of overall destination marketing for Fremantle.

CURRENT BRAND METRICS

Fremantle Story Brand and marketing activity was delivered via a number of digital platforms. The following metrics are an indicator of declining engagement and growth across primary digital platforms associated with the current brand.

While total likes and engagement across social platforms still indicate modest growth, the rate of growth is continuing to decline consistently year on year.

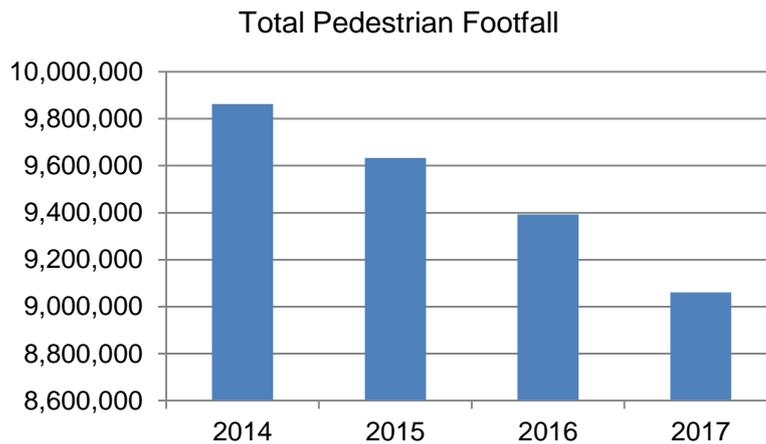


Visitation to Fremantle

Visitation to Fremantle is measured in a variety of ways however at current is difficult for any one source of data to provide an accurate or comprehensive insight in to current and past visitation numbers. A series of statistics have been provided to follow in order to highlight trends in visitation to Fremantle over previous years.

Pedestrian Counters

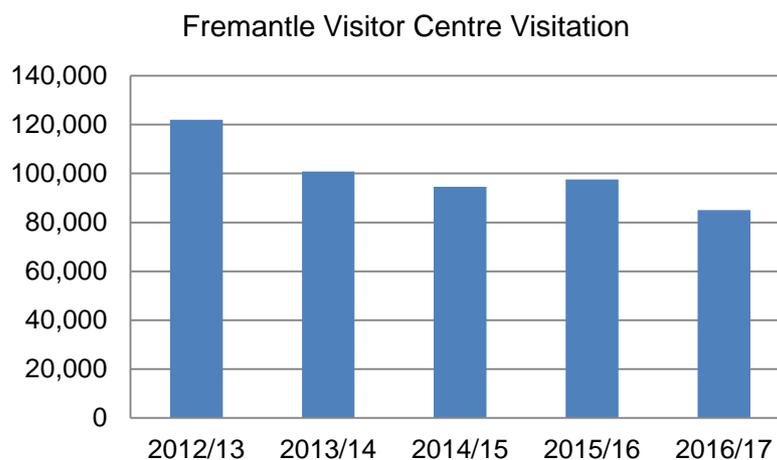
While not an accurate measure of pure visitation, pedestrian counters located throughout Fremantle provide a snapshot of trends in pedestrian flow at any given time and can assist in determining longer term trends in visitation.



The data presented is footfall recorded at a combination of locations including South Terrace, Market Street, Adelaide Street and High Street (West). The data indicates an overall trend of consistently declining footfall since 2014.

Fremantle Visitor Centre

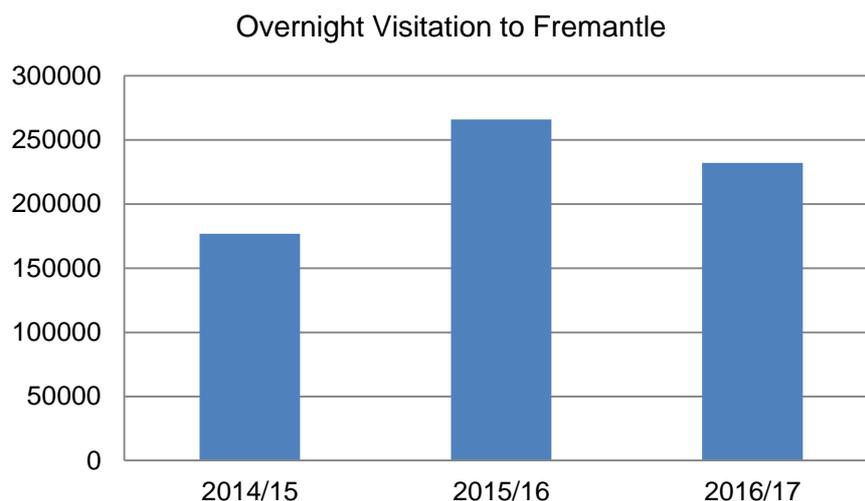
The Fremantle Visitor Centre monitors visitation via a door counter. As a facility that provides services primarily for visitors, attendance at this facility can provide a general indication of visitation trends in Fremantle.



The data indicates a modest decline in visitation to the Visitor Centre which may be indicative of an overall decrease in visitors to Fremantle.

Tourism Research Australia

According to Tourism Research Australia, Fremantle's annual overnight visitation (international and domestic) for the year ending June 2017 was 232,100. This is compared to 266,000 visitors for the same period in the previous year.



Intrastate daytrips to Fremantle decreased from 945,000 in the year ending June 2016 to 737,000 in the year ending June 2017.

STAKEHOLDER ENGAGEMENT AND CONSULTATION

A range of stakeholder feedback and input has been considered as part of the development of this strategic plan. The following documents, submissions or events have been referenced directly as part of this process:

- City of Fremantle engagement workshop with tourism industry representatives and operators.
- Fremantle Chamber of Commerce via membership on the DMWG and information gathered as part of the FCC Tourism Roundtable.
- Freo Now via membership on the DMWG.
- Direct engagement with all members of the DMWG.
- Fishing Boat Harbor Traders Group Representative.
- Fremantle Hotel Working Group.

SITUATIONAL ANALYSIS

The following analysis outlines the current situation and considers opportunities that exist to improve the way the Fremantle is promoted to visitors. The information provided in this analysis presents a summary of feedback collected from the DMWG and a range of other stakeholders and forms the rationale for strategies presented in Part II of this document.

Based on feedback from our stakeholders and data that has been collected we know that Fremantle does the following things really well:

- Events and Festivals such as the Street Arts Festival, the Falls Festival and other activations such as Hidden Treasures and the long table dinner on High Street.
- Innovative liquor licensing (i.e. being able to drink on the beach front at Bathers Beach).
- Heritage product. The Fremantle Prison recently won gold at the Australian Tourism Awards.
- A unique product offering – sea, heritage, museums.
- Coffee culture.

However despite the great things that are happening, stakeholder feedback and data also tells us that:

- Visitation to Fremantle has been declining, particularly within weekday and off peak visitation periods.
- Engagement with digital marketing activities and platforms by consumers is low.
- Fremantle lacks a cohesive brand which is resulting in low engagement with the current brand and minimal adoption of brand collateral by local businesses.
- There is no central co-operative marketing approach which is planned well enough in advance to enable businesses to plan for participation in line with their own marketing budgets.
- There is minimal marketing activity delivered outside of Fremantle and little focus on specific markets.
- There are minimal opportunities for Fremantle businesses to engage with digital marketing activity (social media) resulting in lower reach and engagement.
- Some of the smaller activations being delivered are focusing on Fremantle residents only, as opposed to new potential visitors.
- There is a duplication of effort occurring across a number of stakeholders.

Given advice from stakeholders and an analysis of the current situation we think there is a significant opportunity to improve the way we:

- Promote the walkability of the City Centre and the interesting linkages between precincts.
- Work with industry stakeholders such as Destination Perth and Tourism Western Australia to leverage collaborative opportunities that flow from those relationships.

- Position Fremantle as a Staycation destination as opposed to just a day trip.
- Provide service and information to our visitors once they get here.
- Collaborate with our local businesses and operators when we deliver marketing campaigns.
- Support activations and events being delivered by external groups.
- Engage hotel operators and the Perth Convention Bureau to attract high yielding MICE (meetings, incentives, conference and exhibitions) business to Fremantle.
- Deliver highly engaging content via digital platforms.
- Reach intrastate, interstate and international visitor markets through campaign activity and partnerships.
- Leverage our high profile past and present residents to build awareness of our brand (i.e. John Butler, Eskimo Joe, San Cisco, Ben Elton, Tame Impala).
- Position Fremantle as a gateway to Rottnest, the Swan River and Western Australia for intrastate, interstate and overseas visitors travelling via cruise ships and the sea.
- Promote our niche experiences and products (such as the Fremantle Prison and West End) by integrating them into tactical campaigns.
- Seek support and investment from State and Federal Governments and significant industry stakeholders.
- Seek opportunities to build capacity within our operators in order to enable greater engagement with the global travel distribution system.
- Encourage visitation within weekday and off peak visitation periods to grow the seven day economy.

Overall, we think Fremantle has a significant opportunity to leverage what it does well by by bringing those things together under a new Brand identity and highlighting Fremantle's unique differentiation from other destinations.

MARKET ANALYSIS

The four major market segments which form the basis of Fremantle's destination marketing opportunities have been identified as:

- Leisure Tourism
- Business Tourism
- Major Events
- Cruise Shipping

These markets can also be segmented geographically to include intrastate (both inside and outside of Perth), interstate and international visitors.

While potential markets can be segmented geographically, opportunities within specific niche markets have also been considered given the diversity of unique experiences on offer in Fremantle. These include:

- Arts and culture lovers
- Recreation and Fun-seekers
- Heritage enthusiasts
- Ocean, maritime and beach lovers
- Food and coffee lovers
- Shopping and retail
- Group travellers

The key messaging behind these segments is that Fremantle is a destination that is rich and diverse in experience. It is one of the city's key differentiators.

Emerging markets including Aboriginal tourism; marine tourism and cultural tourism have also been identified as opportunities.

Leisure Tourism

Perth and Surrounds

Leisure tourism represents a significant opportunity for Fremantle's retail, hospitality and tourism businesses particularly when further segmented to focus on Perth and environs as a primary target market. Day trippers visiting Fremantle to eat, drink, shop and experience the City's events and ambience are likely to deliver a strong return on marketing investment, given the relative ease in which they can be communicated with.

According to the National Visitor Survey (NVS) the number of round trip day visitors to Fremantle in the year ending 2017 was 737,000. However, these figures do not count round trips less than 50kms which suggests that there could be a relatively large volume of day trippers from nearby suburbs who are not counted in the NVS figures.

Research shows that these potential visitors from Perth suburbs regard Fremantle as the largest and most diverse precinct in Perth. They believe Fremantle is “vibrant and lively” (67%) and “a place I enjoy visiting” (74%). Fremantle is perceived as having a good range of activities and venues (78%) and accessible by public transport (73%). The range of venues in Fremantle is complemented by the density of the product with the City’s walkability being another unique asset.

“The range of venues and activities on offer is the most critical factor driving both precinct visitation and overall opinion. They are fundamentally the call to action. Catering to this need will have a natural flow-on effect with regards to vibrancy and accessibility (i.e. increased transport demand).” *Precinct Report August 2017 Tourism WA.*

Segmenting the Perth market further to consider demographics reveals that a significant percentage of people residing in the northern suburbs of Perth were born overseas, positioning that region as a strong market for “visiting friends and relatives” (VFR). These visitors are likely to respond positively to messaging linked to vibrancy or diverse activity as part of tactical and retail campaigns.

Visitation enablers for this primary target market include improved accessibility, wayfinding signage connecting precincts, activations (events that provide a call to action to visit Fremantle), refreshed/new product and experiences, an information-rich website and tactical campaigns.

Intrastate and Interstate

According to the NVS, Fremantle received 166,000 overnight domestic visitors in the year ending June 2017.

While the intrastate (regional) market will know of Fremantle as a destination, it may not hold the awareness of newer product and experiences that have been made available since the significant increase in investment into major developments and projects over the past five years. There is an opportunity to expand this market through building greater awareness of new product via regional campaigns and co-operative marketing.

Domestic market modelling recently released by Tourism WA will assist in developing targeted messaging to both intrastate and interstate visitors through tailoring campaigns to different visitor “personality” types most suitably aligned to the various experiences Fremantle has to offer.

Following the recent completion of Perth Stadium, a key opportunity exists within the intrastate and interstate leisure markets to pursue AFL based travellers through positioning Fremantle as a place to stay when attending football games, made unique by providing travel package options via the Swan River to Australia’s newest stadium.

With Tourism WA’s increased presence on the east coast, there is a greater focus on developing interstate visitation which offers an opportunity for Fremantle.

Enablers for increasing intrastate and interstate visitation include accessibility, a range of accommodation options, an information-rich website and co-operative marketing campaigns.

International

It is estimated that 976,300 international tourists visited Western Australia in the year ending March 2018 and stayed for 26.7 million visitor nights, injecting \$2.225 million into the State's economy for that year.

According to Tourism Western Australia Fremantle received 60,700 international overnight visitors in the year ending June 2017. This is compared to 70,800 in 2016, 53,200 in 2015 and 38,800 in 2014. While there was a decrease in visitation between 2016 and 2017, the data is indicative of an overall trend in W.A of positive growth in international visitation since 2014.

Despite this trend the awareness of Fremantle as a destination outside of Western Australia is low, particularly within emerging markets. Significant opportunities exist to increase this awareness through partnering with organisations such as Destination Perth to deliver co-operative marketing campaigns and roadshows, showcasing Fremantle's unique attributes directly to inbound tour operators and the wider travel distribution system. A key opportunity for this market is to position Fremantle as gateway to Rottnest Island and convenient base for day visits to the island (which garners high awareness among international visitors).

Because of Fremantle's significant multicultural population, there is an opportunity to capture visiting friends and relatives particularly those still based in Europe. According to the Australian Bureau of Statistics 32.1% of Fremantle residents were born overseas with the highest proportion of those (22.9%) being born in Europe (as at 2006). The same can be said for the Greater Perth region with 36.1% being born overseas and the highest proportion of those (15.1%) being from Europe (as at 2016).

Tourism WA's promotion of the Qantas direct flight from London to Perth should also be leveraged in order to position Fremantle as a unique stopover for international visitors prior to regional dispersal into WA or interstate dispersal further east.

Enablers for increasing international visitation include partnerships, Brand identity, accessibility, and an information-rich website.

Business Tourism

In 2017-18, the Perth Convention Bureau reported that \$142 million in direct delegate expenditure resulted from business travel to Perth. The corporate and incentive (C&I) market accounted for 32% of this spend, with national or international association conferences accounting for 34%.

In 2018 there were approximately 680 hotel beds available within Fremantle, with a further 260 beds proposed, already under construction or approved by Council. There is also a diverse mix of backpacker and short stay accommodation available.

A number of opportunities exist for Fremantle to leverage the high yielding business tourism market. In the short term, the high volume C&I market which has shorter decision-making periods and smaller group numbers may be more suited to Fremantle's current inventory. Partnerships with organisations such as Perth Convention Bureau can assist in pursuing this kind of business.

Over the longer term, given Fremantle's proximity to universities, an active maritime industry, and other industry sectors such as defence and health, there is an opportunity to target specific association based conferences that relate to these or other relevant sectors. Lead times when bidding for association conferences typically extend beyond 2-3 years for national conferences and up to 10 years for international conferences before the conference is actually held in the destination.

Enablers for increasing business tourism visitation in Fremantle include partnerships; Brand identity, accommodation options, and accessibility.

Major Events

Major events stimulate a destination's economy through visitation but also by promotion of its Brand through media channels.

Fremantle was once known internationally as a major event destination and was in fact one of the first global destinations to proactively formulate an event based tourism strategy. The city of course hosted the America's Cup in 1987, a hallmark event which benefited Fremantle through urban regeneration, new infrastructure projects, increased visitation and international media impact.

In 2018, Fremantle continues to be recognised for events such as the Street Arts Festival, which add to the vibrancy of the city and reflect its arts and cultural values. The City of Fremantle both manages and sponsors major events, providing an opportunity to develop and curate an exciting and engaging annual events calendar that can re-position Fremantle as a major events destination both nationally and internationally.

Cruise Ships

According to the Australian Cruise Association, the cruise ship phenomenon is worth \$126 billion globally with over 500 ships carrying 24 million passengers. In 2017/18, the direct expenditure by the cruise industry in Australia in was estimated to be \$2.265 billion.

In 2017-18, Western Australia had nine cruise destinations and generated total value added of \$149 million off the back of \$276 million in total output.

In 2017-18, 43 ships visited Fremantle with a total of 83,352 passengers, generating \$238 million in total output. The 43 ships also generated 11,121 crew visit days.

There are opportunities for Fremantle to more effectively leverage the cruise ship market including delivery of an improved visitor welcome program and improved visitor servicing at the newly refurbished Fremantle Passenger Terminal. This may include the development of more informative collateral, tailored maps for passengers and crew, and better information for Fremantle businesses so they are aware of ship arrivals well in advance.

Enablers for the cruise ship market include effective visitor information, partnerships, and Brand identity.

Emerging Markets

Aboriginal Tourism

Research by Tourism WA shows that 78% of visitors to WA seek an Aboriginal cultural experience, yet in the Perth area only 1% of people have actually experienced one. Both international visitors and cruise passengers are particularly interested in experiencing aboriginal culture.

An opportunity exists for Fremantle to meet this demand for Aboriginal culture in a highly walkable environment. The City of Fremantle will need to work with WAITOC and Tourism WA to support Aboriginal tourism operators wanting to develop product in Fremantle.

Enablers to the development of the Aboriginal tourism market will be partnerships; mature product; accessibility and visitor information.

Marine Tourism

According to Tourism Australia, 70% of the 7 million international visitors to Australia seek a coastal experience. Further research commissioned by Tourism WA which focused on Perth's coast found that the top two coastal activities for visitors included watching the sunset over the water and walking. Having a meal or coffee at the coast was also considered as appealing.

Fremantle can provide for all of these experiences at a number of its beaches, notably the Bathers Beach precinct. Fremantle is the only place in Perth and one of the few places in Western Australia a visitor can (legally) have a glass of wine on the beach and watch the sunset.

Marine tourism in Fremantle is currently an untapped market with significant potential. It is supported by the presence of a world-class Maritime Museum, high profile tall ships located in Fremantle harbor, and significant infrastructure enabling ocean and beachside dining at many restaurants. Further opportunities can be leveraged through packaging coastal experiences with cycle tourism, another emerging market for Perth and Fremantle. Enablers of the marine tourism segment will be Brand identity; experiential opportunities; accessibility and visitor information identifying specific marine product.

Cultural Tourism

Cultural tourism is closely aligned to Fremantle's Brand values and as such is an enabler rather than a specific market segment. However, it can be integrated into Aboriginal tourism initiatives and can also support Fremantle's Brand and competitive edge through highlighting specific cultural institutions and heritage precincts.

Part II – Destination Marketing Strategic Plan

STRATEGIC PILLARS

Brand

Fremantle is a historic port town with spirit (vibrancy and liveliness) and soul (heritage, arts and culture) and has an identity closely associated with the sea. Its Brand should reflect these characteristics and establish a clear point of difference from other destinations.

In recognising this we are going to:

Establish an identity for Fremantle that is authentic and reflects the Brand values of spirit, soul and sea.

To achieve this we will:

1. Develop a new Brand and suite of targeted marketing collateral in line with Fremantle's connection to spirit, soul and the sea.
2. Develop digital assets and content (video, images, design assets) in line with the new brand including the redevelopment of the visitfremantle.com.au website and the establishment of a comprehensive digital strategy.
3. Deliver targeted marketing campaigns which will (a) promote Fremantle's unique selling points and (b) embrace both digital and traditional distribution channels.
4. Actively encourage the adoption of the new Brand within the plans, strategies and activities of other stakeholders to ensure strategic alignment.
5. Deliver marketing activities to build Brand awareness within the primary market segment of leisure tourism.
6. Identify co-operative marketing opportunities that will drive visitation and Brand awareness, and provide opportunities for participation from our retail, hospitality and tourism businesses.

Business Tourism

Fremantle is experiencing rapid growth in hotel infrastructure, providing the city with a significant opportunity to generate visitation and economic growth through attracting high yielding business events travelers.

In recognising this we are going to:

Leverage high yield Meeting, Incentive, Conference and Exhibition (MICE) opportunities for Fremantle in response to increased investment into hotels and accommodation capacity.

To achieve this we will:

1. Work alongside the Perth Convention Bureau (PCB) and other hotel industry stakeholders to represent and promote Fremantle at targeted business events, road shows and trade shows.
2. Create tailored collateral which positions Fremantle as a competitive and desirable destination for business events.
3. Proactively target corporate and incentive (C&I) travel opportunities.
4. Partner with PCB to sponsor an annual Aspire Award for Fremantle aimed at encouraging individuals to promote Fremantle as a MICE destination throughout their international professional networks.
5. Identify conference bidding opportunities within local industry sectors that align with Fremantle's economic drivers (e.g. marine industry; arts and culture; health; education) as well as build relationships with local industry champions and potential local hosts through local universities and industry bodies.

Gateway

Fremantle is a port town with opportunities to disperse visitors via the sea or river to various points west and east, as well as welcome incoming visitors to the city. It is also unique in that Fremantle is a walkable city with cafes and restaurants located on or near appealing beaches.

In recognising this we are going to:

Establish Fremantle as a gateway to Rottnest, the Swan River and the sea (marine tourism); and position Fremantle as the gateway to Western Australia for intrastate, interstate and overseas visitors travelling via cruise ships.

To achieve this we will:

1. Identify collaborative opportunities with Rottnest Island to create (a) Fremantle “staycation” packages including day visits to Rottnest and overnight stays in Fremantle; (b) aboriginal tourism opportunities; and (c) ongoing co-operative marketing campaigns.
2. Leverage the cruise ship market by attracting more passengers and crew into Fremantle with improved welcomes, information services and compelling product/package offerings.
3. Ensure local businesses are informed about cruise ship arrivals and opportunities to engage directly with the passengers.
4. Collaborate with ferry operators and Fremantle hotels to identify opportunities to package and promote unique experiences such as travelling up the Swan River from Elizabeth Quay and Optus Stadium by ferry.
5. Leverage Fremantle’s unique position as a seaside city with a full service cruise ship terminal, through delivery of tactical campaigns and Brand messaging via Cruise trade media platforms.

Visitor Experience

The visitor experience is critical to the reputation of a destination. Positive experiences can reinforce the Brand while at the same time negative experiences can damage the Brand through amplification via social and digital platforms.

In recognising this we are going to:

Ensure that the experience visitors have when on the ground in Fremantle is of international standard, encouraging repeat visitation and destination advocacy.

To achieve this we will:

1. Identify major points of entry to Fremantle to determine opportunities for welcome statements that add value to the visitor experience.
2. Create visitor information collateral in line with the new brand that meets the needs of visitors including an easily-navigable website, maps and collateral.
3. Develop and promote walking based trails and interpretive experiences for visitors that connect our key offerings (e.g. heritage, cultural, retail, hospitality, marine).
4. Support the development of a visitor servicing model in partnership with the Fremantle Visitor Centre that adds value to the visitor experience and drives conversion for tourism operators through innovative technology and world class customer service.
5. Develop pop-up visitor information opportunities for events and special occasions both inside and outside of Fremantle.
6. Ensure the cruise ship welcome experience is engaging, entertaining and memorable for passengers.
7. Continue to grow and develop the existing pedestrian wayfinding system in order to better link precincts and product.
8. Explore innovative opportunities to improve the interpretive experience at the Round House to raise its profile as a significant heritage attraction.

Events

Events stimulate the economy by giving people a specific reason to visit a destination while at the same time promoting the Brand. Historically, events such as the America's Cup and the Whitbread Races have played a role in positioning Fremantle as an international event destination. The city continues to stage successful local events which contribute to elevating the Brand values of the City (vibrancy, arts and culture) and attract large crowds of both locals and visitors.

In recognising this we are going to:

Ensure that Fremantle's spirit and vibrancy is reflected through major events that increase visitation to the city or promote its Brand.

To achieve this we will:

1. Leverage City of Fremantle-owned events by promoting the Brand to a wider audience (Perth environs) using the events as a call to action, while still recognising the local Fremantle audience plays an important role in generating the vibrancy and spirit inherent in the City's Brand values.
2. Adapt the City of Fremantle's event sponsorship policy to provide transparent criteria focused on generating visitation and/or aligning to the Brand values, while providing measurable benefits for the City.
3. Proactively seek out and bid for major events that will generate vibrancy, utilise Fremantle's existing infrastructure and align with its unique Brand values.
4. Promote an annual major events calendar for the City with a mix of City-owned and sponsored events featuring regular events that (a) businesses can plan around and engage with; (b) reinforce and promote the Brand; and (c) engender community pride.

Growth

The marketing and promotion of the Brand will need to consider and maintain pace with the current development trajectory of Fremantle's major infrastructure projects (i.e. Kings Square). To do this the Brand must be consistently and strongly applied via consistently funded marketing campaigns, so as to achieve visitation objectives and maintain growth in Fremantle's profile as a place to live, work, visit and do business.

In recognising this we are going to:

Develop and grow communication channels by leveraging new technology; emerging markets; and development of new and existing product to drive growth in Fremantle.

To achieve this we will:

1. Ensure marketing communications, distribution channels and collateral are continually reviewed for effectiveness.
2. Consistently develop and deliver unique marketing campaign concepts that build on momentum and ensure ongoing growth of the Brand.
3. Identify advances in technology which will enhance the visitor experience and offer new ways of communicating with potential visitors, while encouraging visitors to become our ambassadors via their own digital platforms.
4. Identify and support the development of emerging market segments such as Aboriginal tourism, marine tourism and cycling tourism.
5. Build capacity within new and existing operators to attract visitors to Fremantle and leverage and engage with the global travel distribution system.
6. Work with tertiary institutions both within Fremantle and beyond its municipal boundaries to provide opportunities for students to work and play in Fremantle.
7. Support the development of marine tourism product as a unique product offering through its alignment with the Brand value of "marine" and through marketing, events and advocacy.

Partnership and Advocacy

Given an increasingly competitive environment, operating in isolation is no longer sustainable both in terms of resourcing and reaching our markets. Collaboration is therefore vital in maintaining a critical mass of activity within the destination marketing value chain.

In recognising this we are going to:

Collaborate with key stakeholders to amplify the impact of the Brand on our target markets, whilst advocating to key decision makers the benefit of Fremantle as a destination when seeking support for development of infrastructure or emerging markets.

To achieve this we will:

1. Develop strong and productive partnerships with Destination Tourism Organisations (DTOs) such as Tourism WA, Destination Perth and Perth Convention Bureau.
2. Work with partners such as the local Aboriginal community and WAITOC to develop compelling Aboriginal product.
3. Identify opportunities to work with key stakeholder groups within Fremantle.
4. Ensure there is useful and timely communications that provide relevant information about marketing opportunities to Fremantle businesses and industry stakeholders.
5. Advocate to decision makers such as State and Federal Government departments who are in a position to facilitate, fund or support Fremantle's destination related infrastructure.
6. Create an external communications plan with target audience and messaging to sit alongside the marketing strategy.

KEY PERFORMANCE INDICATORS

It is important to measure the effectiveness of marketing activity to ensure a clear understanding of progress against key goals. While some indicators of success are difficult to measure, there are a range of metrics that can be monitored to determine the effectiveness of marketing activities.

We will know we have been successful when our quantitative metrics tell us that:

- Visitation is at least 10% higher (and up to 15% higher) in 2022 than it was in 2018 for the following:
 - Overall visitation to Fremantle.
 - Visitation to the Fremantle Visitor Centre both overall and during cruise ship visits.
 - Visitation to key attractions including the Fremantle Prison, Roundhouse, WA Maritime Museum and Fremantle Markets.
- There is an increase in pedestrian footfall proceeding periods of significant campaign activity, cruise ship visits and major events sponsored/attracted as part of this strategy.
- There is an increase in pedestrian footfall within weekday and off peak visitation periods.
- There is continual growth year on year in visitation to the website.
- There is continual growth year on year in subscribers to social media platforms.
- There is an increase in digital and social media engagement during periods of significant campaign activity.
- There is a greater number of commissionable/trade ready tourism businesses operating in Fremantle or selling Fremantle based experiences.

While not directly measurable or attributable we would also hope that:

- A significant number of stakeholders, businesses and operators have adopted the new brand as part of their own marketing activities.
- The perception of Fremantle's Brand and reputation improves in the eyes of our key visitor markets, particularly the Perth and intrastate market.

- There are more population driven businesses operating in our City Centre and fewer vacancies.
- There is an increased awareness of what's on offer in Fremantle and the exciting new developments that are in the pipeline or have been delivered.
- The performance of our retail, hospitality and tourism businesses improves.
- A greater number of Perth residents are advocating for Fremantle as a place for their friends and relatives to visit.

It is intended that marketing activity delivered as part of this strategic plan should also contribute towards achievement of key performance indicators stated within the City of Fremantle Economic Development Strategy 2015 – 2020 including those linked to the following outcomes:

- Outcome 2: More People
- Outcome 4: Certainty
- Outcome 5: Differentiated

Specific targets and benefits linked to these outcomes are provided within the Economic Development Strategy.

DELIVERY AND IMPLEMENTATION

This four-year strategic plan outlines a series of goals and opportunities for the City of Fremantle to pursue in line with its strategic priorities. It is intended that the strategies are delivered over three key phases including:

- Building Awareness (2019 – 2020)
- Generating Momentum (2020 – 2021)
- Maximising Growth (2021 – 2022)

While this strategic plan is not intended to identify specific activities, a series of priority outcomes have been recommended for the 'Building Awareness' phase (2019 – 2020) which align with the strategic pillars and strategies outlined in this document.

Specific outcomes for the Generating Momentum and Maximising Growth phases will be determined after an assessment of market conditions following the completion of the Kings Square project in 2020. This will also provide an opportunity to review the effectiveness of outcomes delivered as part of the initial Building Awareness phase.

It is intended that a review of the effectiveness of each phase is carried out before determining priority outcomes for the proceeding phase.

Building Awareness

This phase will focus on establishing the Brand, building its awareness and leveraging opportunities in the key market segments of leisure, cruise and business tourism. A series of priority outcomes proposed for this phase have been included in Appendix 1.

Generating Momentum

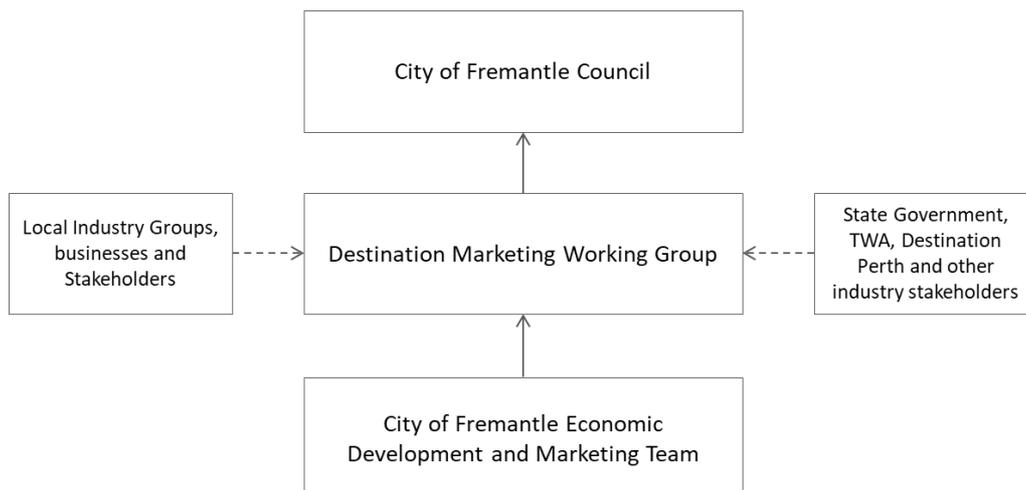
This phase will focus on strongly and consistently applying the Brand, converting awareness to business, and implementing strategies to enhance and measure the visitor experience. Priority activities for this phase will be determined following an assessment of market conditions following the completion of the Kings Square and a review of outcomes linked to the delivery of the initial ‘Building Awareness’ phase.

Maximising Growth

This phase will include activities that continue to leverage the Brand and momentum generated in the previous phase through focus on mature market segments, while generating growth from emerging markets and implementation of key destination infrastructure. Priority activities for this phase will be determined following a review of outcomes linked to the delivery of the ‘Growing Momentum phase.

GOVERNANCE

This strategic plan and the activities/outcomes associated with it will be delivered in line with the governance structure below.



STRATEGIC ALIGNMENT

This strategic plan aims to assist in achieving outcomes articulated in both the City of Fremantle Community Strategic Plan and the City of Fremantle Economic Development Strategy. Key linkages to themes and program areas have been provided below.

Community Strategic Plan Strategic Focus Area Alignment

- Economic Development - Diversify and strengthen Fremantle's economic capacity
- Character, Culture and Heritage - Sustain and grow arts and culture and preserve the importance of our social capital, built heritage and history

Economic Development Strategy Program Area Alignment

- Place Management, Activation and Urban Realm
- Customer Experience, Marketing and Business Improvement
- Attraction of Business, Industry and Investment

Appendix 1 – Priority Outcomes 2019 – 2020

The following table identifies priority outcomes to be delivered as part of the ‘Building Awareness Phase’. These outcomes will be considered as part of the annual implementation plans for the coming two financial years (2018/19 and 2019/20).

Market and Niche Segments	Priority Outcomes	Strategic Pillars
Leisure Tourism	A new Brand Identity for Fremantle developed.	Brand; Growth
	New and existing digital platforms updated to reflect the new Brand.	Brand; Visitor Experience
	Information-rich collateral created and circulated to stakeholders.	Brand; Visitor Experience; Partnerships
	Co-operative marketing campaigns to launch new Brand and build awareness of Fremantle’s product delivered.	Brand; Partnerships
	Packages that include overnight stays in Fremantle and day trips/transfers to Rottnest Island developed.	Gateway; Partnerships
	Opportunities to align with TWA AFL tourism activities for the 2019 premiership season secured.	Brand; Partnerships; Gateway
	Fremantle Round House visitor experience reviewed and opportunities to improve interpretive technologies identified.	Brand; Partnerships; Growth; Visitor Experience
	New Brand incorporated into the existing wayfinding signage system and better linkages between City Centre precincts achieved.	Advocacy; Visitor Experience
	Opportunities for improved lighting and more public toilet facilities identified.	Advocacy; Visitor Experience
Cruise Ship	New branding and visitor information incorporated at the newly refurbished Fremantle Port Passenger Terminal.	Brand; Visitor Experience; Gateway
	Self-guided Fremantle tour maps for cruise ship passengers and crew developed.	Visitor Experience; Gateway
MICE industry	Corporate and incentive meeting opportunities identified and secured in partnership with PCB and Fremantle hotels.	Partnerships; Business tourism;

		Growth
	A PCB Aspire Award for Fremantle secured via provision of sponsorship.	Partnerships; Business tourism
	Collateral that positions Fremantle as a desirable business events destination developed and distributed.	Brand; Business tourism
	Fremantle represented at PCB/TWA roadshows and tradeshows that raise awareness of Fremantle a business travel destination and provide the opportunity to sell Fremantle product.	Partnerships; Business Tourism; Brand
	Conference bid opportunities identified and submitted through collaboration with PCB, local hotels, universities and Fremantle's industry sectors.	Partnerships; Business Tourism; Brand; Growth
Event Tourism	Current COF Events Sponsorship Policy reviewed and adapted to allow for sponsorships of events and activations that drive visitation to Fremantle.	Events; Brand
	Engaging events calendar that provides a compelling call to action for visiting Fremantle developed.	Brand; Events; Visitor Experience
	At least two major events which will increase visitation and align with the new Fremantle Brand proactively pursued and secured.	Brand; Events
	Mobile/pop-up visitor information facility for use at events and other locations throughout Perth designed and delivered.	Visitor Experience; Events.
Emerging market Segments	Audit of current indigenous tourism experiences available in Fremantle conducted and program developed in partnership with WAITOC to assist indigenous tourism businesses develop and promote their product.	Visitor Experience; Partnerships; Growth
	Audit of current marine tourism product in Fremantle conducted and opportunities (promotion and events) linked to the brand value of 'sea' via marine tourism identified and secured.	Partnerships; Growth; Brand; Visitor Experience; Gateway; Events
	Aboriginal tourism initiatives and cultural offering elevated via collateral and campaign activity in	Brand; Visitor Experience;

	order to raise the profile of Fremantle’s cultural diversity and institutions.	Partnerships; Growth; Events
Relationships	At least 5 media familiarisations facilitated by destination tourism organisations actively leveraged and participated in.	Partnerships and Advocacy
	At least 5 appropriate industry events attended by the Mayor to raise awareness of the Brand.	Advocacy; Brand