

DESTINATION DEVELOPMENT STRATEGIC PLAN 2023 – 2027



♀ Fremantle | Walyalup

**THIS IS
FREMANTLE**



ACKNOWLEDGEMENT OF COUNTRY

Wanjoo Nidja Walyalup

– Whadjuk Land.

Welcome this is Fremantle.

In the Nyoongar language the Fremantle area is called Walyalup—meaning place of the Walyo or Woylie, a small brush-tailed bettong or kangaroo rat.

The local Whadjuk people, part of the larger Nyoongar Aboriginal nation in the south west of Western Australia, have a connection to country that dates back over 50,000 years.

Manjaree is the name Whadjuk people gave to the area around Fremantle, near the limestone hill at Arthur Head and Bathers Beach. In the local Whadjuk dialect it translates to 'fair exchange'.

The Manjaree Trail, starting near Kidogo Arthouse, explains Nyoongar seasons, bush tucker, trade, and other customs relevant to Manjaree.

Sites along this trail are of tremendous importance to the Whadjuk people as they were places where valuable items were traded, families gathered for kinship and law making, and where young men and women who had 'come of age' met their future husbands and wives.

While some of the sacred meeting places in and around Walyalup look very different in the present day, they still hold significance for local Whadjuk people.

The City of Fremantle acknowledges the Whadjuk people as the Traditional Owners of the greater Fremantle / Walyalup area and we recognise that their cultural and heritage beliefs are still important today.





CONTENTS

Foreword	3
Purpose and Context	6
Executive Summary	9
PART 1	
Research & Analysis	11
Background	11
Current Brand Metrics	13
Stakeholder Engagement & Consultation	17
Situational Analysis	18
Market Analysis	21
Leisure Tourism	21
Major Events	22
Business Tourism	23
Cruise Shipping	23
Emerging Markets	24
PART 2	
Destination Development Strategic Plan	26
Strategic Pillars	28
Brand and Marketing	29
Business Tourism	30
Gateway	31
Product and Experience	32
Events and Activations	33
Partnerships and Advocacy	34
Key Performance Indicators	35
Staged and Evolving Implementation	37
Governance	40

**THIS IS
FREMANTLE**
WESTERN AUSTRALIA



Port Beach

FOREWORD

HANNAH FITZHARDINGE FREMANTLE MAYOR

Tourism is one of the cornerstones of Fremantle's economy, with a direct economic contribution of \$327 million to our city, creating 1800 local jobs. We're trending back towards our pre-COVID visitor economy which contributed nearly \$498 million – or 6.5% of our economic activity.

In 2018 we embarked on the first Destination Marketing Strategic Plan for Fremantle – focussed on growing our visitor economy. Led by a team of industry leaders, we developed the THIS IS FREMANTLE brand, website, marketing campaigns and visitor guide – which saw us not only achieve recognition in domestic and international tourism markets, but also build visitation by locals during the COVID border closures.

THIS IS FREMANTLE won gold in the Western Australian Tourism Awards 2022 and was highly commended at the national awards.

This Destination Development Strategy 2023 – 2027 aims to build on this success with a focus on visitor experience.

Since 2018 the overall development pipeline in Fremantle has increased 53% peaking at \$2 billion in October 2022 and during that period alone, construction projects worth over \$450 million were completed.

One of Fremantle's major competitive advantages is its walkability and as visitors make their way through our city, it is important that there are legible connections between our diverse precincts. So, this strategy focuses on wayfinding, interpretations, experience design and visitor management.

c We will continue to work collaboratively with government and industry partners, as well as local businesses, to promote the brand and create tourism experiences and products that further enhance the experiences of visitors to Fremantle.

There is so much to love about Fremantle and as the city develops, it is important to support the THIS IS FREMANTLE brand as well as the tourism sector's hard work and investment. Council believes that this Destination Development Strategy 2023-27 provides our city with a road map to continue Fremantle's growth and revitalisation.



A handwritten signature in black ink that reads 'Hannah Fitzhardinge'.

Hannah Fitzhardinge
City of Fremantle Mayor



LINDA WAYMAN

CHAIR, CITY OF FREMANTLE

DESTINATION MARKETING WORKING GROUP

The City of Fremantle has been committed to building the city's visitor economy for many years now. As part of that commitment, the City established a tourism industry advisory body in 2018 to provide input to the formulation of the Destination Marketing Strategic Plan 2018-2022.

Representatives from retail, hospitality, major attractions, and business, including the Fremantle Chamber of Commerce, were included in what was called the Destination Working Group (DMWG).

This group provided not only expert advice throughout the life of the Strategic Plan but also monitored implementation and deliverables in a collegiate environment between themselves and with the city's officers.

The model has proven to be very successful from a governance aspect by creating an ethos of ongoing collaboration and communication between industry and local government.

Perhaps the most confronting test for the city and the DMWG was during COVID when, like all destinations around the world, the Fremantle tourism landscape dramatically changed. The DMWG continued to meet online and besides providing valuable advice to ensure continued support for the Fremantle tourism industry, provided great encouragement to the City of Fremantle itself as well as each other. The DMWG was a guarantee that the Fremantle tourism sector's voice continued to be heard and that a strategic outlook was maintained.

With the development of this 2023-27 strategy, the DMWG has been expanded with several new faces, including a renewed commitment from the Fremantle Chamber of Commerce in assisting the City to drive economic outcomes for Fremantle and its stakeholders.

The DMWG now consists of:

- Chrissie Maus, CEO, Fremantle Chamber of Commerce
- Kate Hulett, Owner, Kate & Abel
- Paula Nelson, Director, Fremantle Prison
- Andrew Lane, Group General Manager Growth & Innovation Kelsian
- Tim Buckton, Managing Director, Warders Hotel, Emily Taylor and Sailing for Oranges
- Reiniera de Vos van Steenwijk, Marketing Manager, Gage Roads

The DMWG have been instrumental in helping the City of Fremantle develop the Destination Development Strategy 2023-27 and this document represents a shared vision between city and industry which will guide the delivery of a new range of major strategic objectives that build on the award-winning THIS IS FREMANTLE brand and focuses on the development of the destination itself.

In summary, the objectives of the Destination Development Strategy 2023-27 include:

- Maximise growth including growing brand equity and continue to position Fremantle as the most eclectic and spirited seaside destination in the world
- Continue to build the high-yield business tourism sector
- Ensure the visitor experience in Fremantle is world standard
- Ensure Fremantle's spirit and vibrancy is reflected through events and activations
- Build on partnerships to amplify the Brand and advocate to key stakeholders

The Destination Development Strategy 2023-27 reinforces Fremantle's strategic positioning as a maritime city with spirit and soul and the value of the THIS IS FREMANTLE brand. It lays the groundwork for not only continuing to determinedly promote the Brand to visitors, but to expand the Brand architecture to embrace the wider economic development of Fremantle.

The second phase of the strategy is to focus on the development of the destination and ensure it strategically aligns to the ongoing revitalisation of the City, with the ultimate objective for Fremantle to be famous as a liveable global city.

I look forward to chairing this talented group of people in the DMWG and working with the equally talented City of Fremantle officers in a collaborative and collegiate working environment with our shared commitment to driving outcomes for the tourism industry in Fremantle.



Linda Wayman
Chair, City of Fremantle



PURPOSE AND CONTEXT

This strategic plan has been developed by the Destination Marketing Working Group in collaboration with the City of Fremantle.

The Destination Marketing Working Group (DMWG) is a group of tourism, retail, hospitality, and business experts with extensive knowledge of Fremantle. The DMWG was developed in 2018 to provide external industry guidance to support the implementation of the City's first Destination Marketing Strategic Plan which supported all consumer facing industries in Fremantle including retail, hospitality, tourism and professional services.

During the delivery of the initial Destination Marketing Strategic Plan 2018-2022 (DMSP), the City of Fremantle invested in the development of Fremantle as a tourism destination for domestic and international visitors by positioning Fremantle as a destination city for living, working, and visiting.

This Destination Development Strategic Plan 2023-27 (DDSP) seeks to maximise the success and growth already generated by the initial DMSP by providing a refreshed road map aimed at converting awareness of the brand and the city's expanded visitor experiences, into business.



Throughout the period of the initial DMSP, destination marketing has been a focus for the City. To support the longevity of Fremantle as a destination and to enable the THIS IS FREMANTLE brand to thrive, it needs to be supported by equally compelling, on-ground experiences, quality infrastructure, and remarkable services to entice repeat visitation.

This includes considerations such as connectivity, walkability, wayfinding, interpretation, infrastructure, experience design, and visitor management; and involves working collaboratively with all levels of government, industry partners, First Nations people, community members, business owners, and brand experts to create tourism experiences, products and services that elevate and deliver Fremantle's unique selling proposition.

This DDSP provides a road map that is strategically deliberate, proactive and ensures that Fremantle continues to evolve as a world-class visitor destination and that the broad benefits of tourism are retained over the longer term.

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

An implementation plan will be developed annually as guided by this strategic plan that identifies the most appropriate activities, campaign approaches or projects, that can assist in driving visitation to Fremantle and supporting the development of the destination.





Dîner en Blanc, Fremantle Prison

EXECUTIVE SUMMARY

It was from Cantonment Hill in Fremantle that the Whadjuk people of the Noongar nation sighted the first boats arriving from England to establish the early Swan River colony in 1829 and it was on Fremantle's shores that the first Aboriginal relations took place.

Today, Fremantle's many heritage buildings and public spaces embody WA's colonial history, and its built form and narrow streets contribute significantly to the city's character and walkability.

For the Aboriginal people, Walyalup (Fremantle), and specifically Manjaree (the Bathers Beach precinct) was a meeting place of kinship where families gathered and traded, and significant cultural ceremonies took place.

It is perhaps no coincidence that today Fremantle is famous as an arts and culture hot spot. The work of its musicians and artists is showcased in the city's varied live music venues and heritage buildings, ranging from the Fremantle Arts Centre to Kidogo Art House.

Fremantle is an events and festival city and is the home to a number of annual arts events such as the International Street Arts Festival, Fremantle Festival: 10 Nights in Port and the Fremantle Biennale, and can be positioned as a major events destination both nationally and internationally.

A statue of Bon Scott on the jetty of Fremantle's Fishing Boat Harbour is within 20 metres of a statue of a fisherman and a wall featuring the 608 names of those who pioneered Fremantle's fishing industry in the mid-19th century. Events today such as the Fremantle Blessing of the Fleet Festival and the Seafood Festival speak to the city's fishing industry history as well as its continued importance to the identity and economy of Fremantle.

Fremantle is a port city with an extensive maritime history – it is where the Swan River meets the Indian Ocean and beautiful beaches wrap their sandy arms around the city. It is where the America's Cup was held in 1987, where Round the World yacht races visit, and where many world championship sailing events are held off Fremantle's shores.

It is a maritime city with spirit and soul.

This statement captures the essence of Fremantle's identity. Its "spirit" refers to the city's vibrancy, liveliness, colour, and fun. Its "soul" relates to Fremantle's arts and culture, heritage buildings and live music. And the "sea" refers to Fremantle's beaches, its maritime history, its port, seafood industry and unique coast precincts such as Fremantle Fishing Boat Harbour.

These values formed the basis of the City of Fremantle's initial four-year Destination Marketing Strategic Plan (DMSP) 2018-22 and were the result of extensive stakeholder consultation and research of visitor engagement.



Fishing Boat Harbour

PART 1 RESEARCH & ANALYSIS

BACKGROUND

The Destination Marketing Strategic Plan (DMSP 2018-22) was developed in 2018 in response to declining visitation and low engagement with the existing Fremantle brand.

The previous destination brand Fremantle—Be part of the story, was not achieving the cut-through required in a competitive landscape and was approaching the end of its lifecycle.

This was seen as a significant issue given the massive transformation that Fremantle was (and still is) undergoing with levels of investment in commercial, residential, retail and hotel projects not seen since the America's Cup.

The DMSP 2018-22 identified the need to develop a new brand for Fremantle as well as supporting marketing assets, as a priority. The outcome was a roadmap for the future marketing of Fremantle as a destination for people to visit, live in, work, and invest.

In April 2019, the City of Fremantle launched the THIS IS FREMANTLE brand. It was a major milestone, alongside the investment in a content library that depicted the brand values, there was a sound basis for ongoing positioning of Fremantle as a destination city.

The brand is underpinned by the following brand values:

SPIRIT	SOUL	SEA
relates to Fremantle's vibrancy, liveliness, colour and fun	relates to Fremantle's arts and culture, heritage buildings and live music	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:

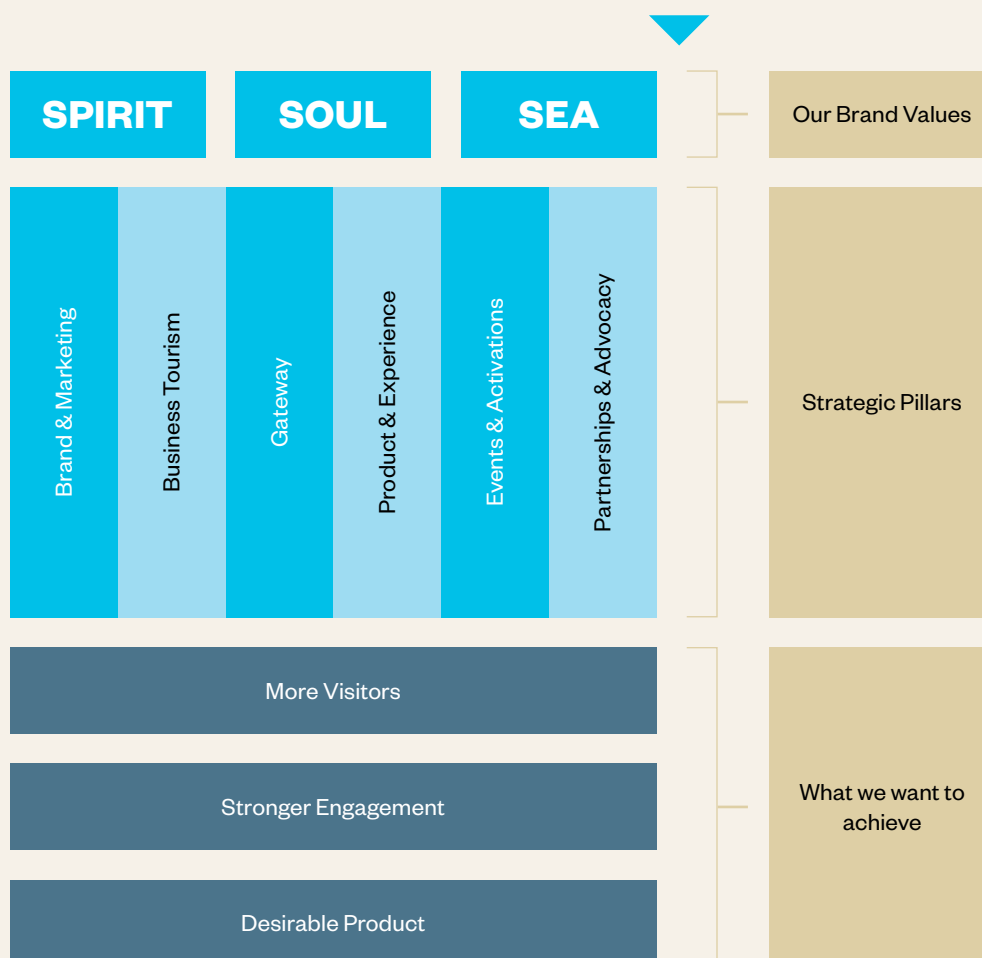
A maritime city with spirit and soul

Having established a set of brand values and an associated positioning statement, to drive the development of this strategic plan, the following strategic pillars have been established:

- Brand and Marketing
- Business Tourism
- Gateway
- Product and Experience
- Events and Activations
- Partnerships and Advocacy



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



CURRENT BRAND METRICS

DIGITAL TRAFFIC & ENGAGEMENT

The THIS IS FREMANTLE brand and marketing activity was delivered via a number of digital platforms including the Visit Fremantle website, Facebook and Instagram.

The Visit Fremantle social media accounts achieved steady follower growth each year, with the greatest percentage growth in 2020/2021 when audiences from

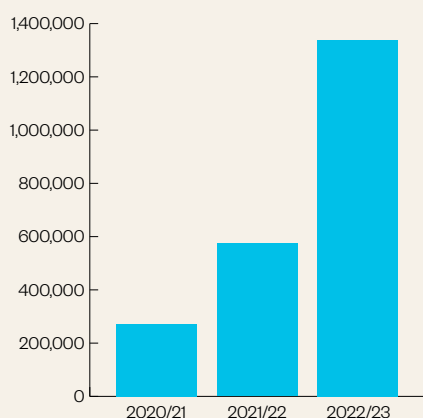
Fremantle Story and Fremantle Visitor Centre accounts were merged to become Visit Fremantle.

During COVID, Visit Fremantle social media management was brought in-house and content moved away from targeting interstate and international audiences, towards a local Fremantle / Perth metro audience, which drove a dramatic increase in engagement in 2020/2021.

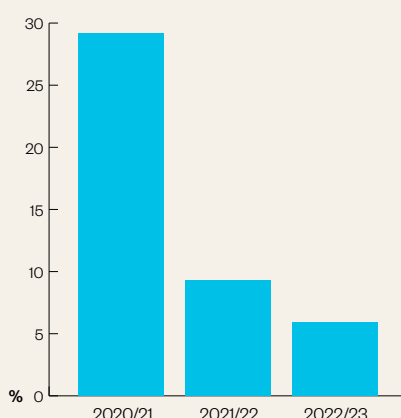
A new Visit Fremantle website was launched in November 2021 and has continued to achieve a steady increase in unique users and pageviews.

Facebook engagement has increased substantially in recent years, demonstrating that content resonates with the audience. Trends in user behaviour suggest a shift away from public liking/commenting and an increase in other post clicks.

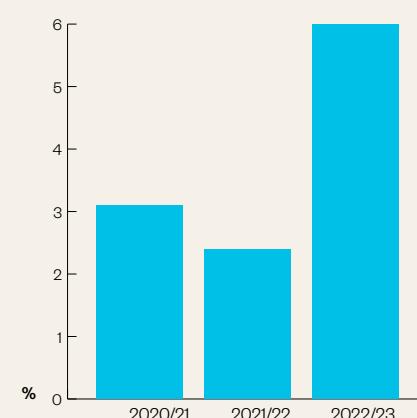
Total website pageviews



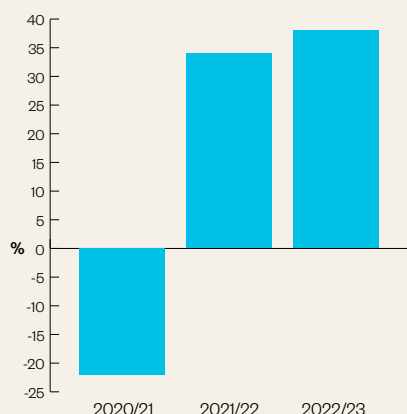
Growth in Instagram page followers



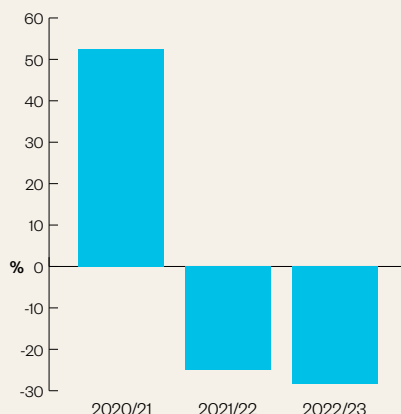
Growth in Facebook page likes



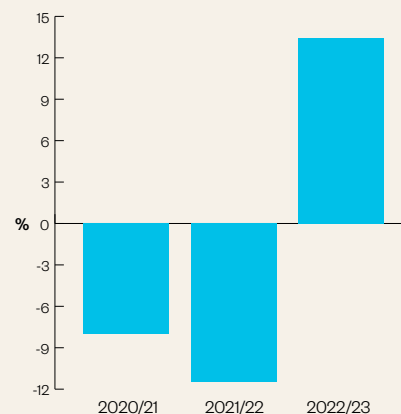
Growth in unique website users



Growth in Instagram engagement



Growth in Facebook engagement



VISITATION TO FREMANTLE

Visitation to Fremantle is measured in a variety of ways however it is difficult for any one source of data to provide an accurate or comprehensive insight into current and past visitation numbers. A series of statistics have been provided 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. This data indicates an overall trend of growth in visitation with a significant decline in 2020-2021 due to the impacts of the COVID pandemic.

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 peak in visitation in 2019, with a decline in 2020-2021 due to the impacts of the COVID pandemic.

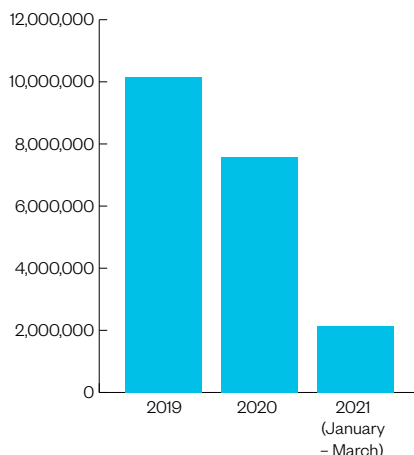
Overnight visitation to Fremantle

According to Tourism Research Australia, Fremantle has attracted an average visitation of 1.27 million visitors per annum (TRA 5yr avg to 2019/20).

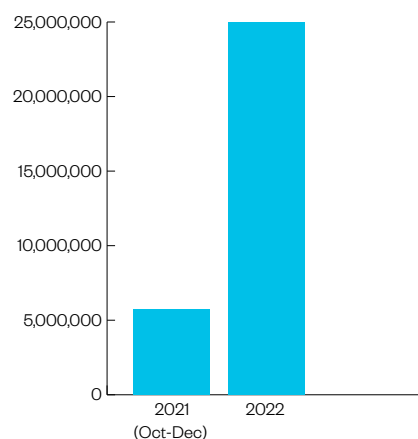
Of overnight visitors to Destination Perth including the Fremantle region in 2019, 56% were intrastate, 27% interstate and 17% international.

Average hotel occupancy data indicates a steady increase in hotel occupancy.

Total pedestrian footfall

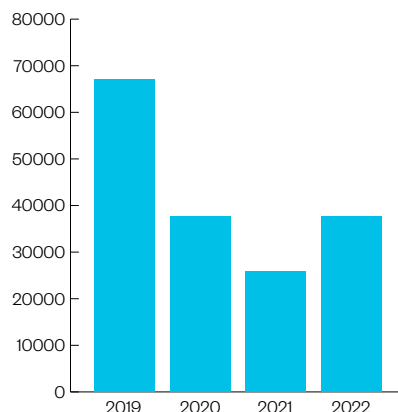


7 counters located at: Market Street Morrison, High Street Clara Beauty, Adelaide Street Valleygirl, South Terrace Bakehouse, Queen Street H&R Block, Fremantle Malls, Fremantle Fishing Boat Harbour

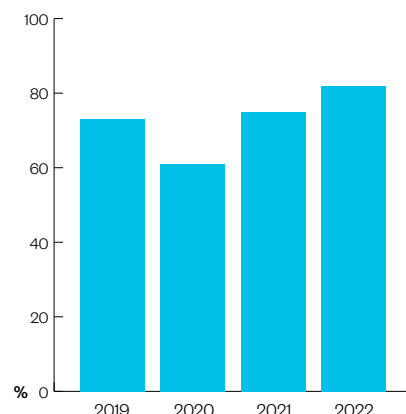


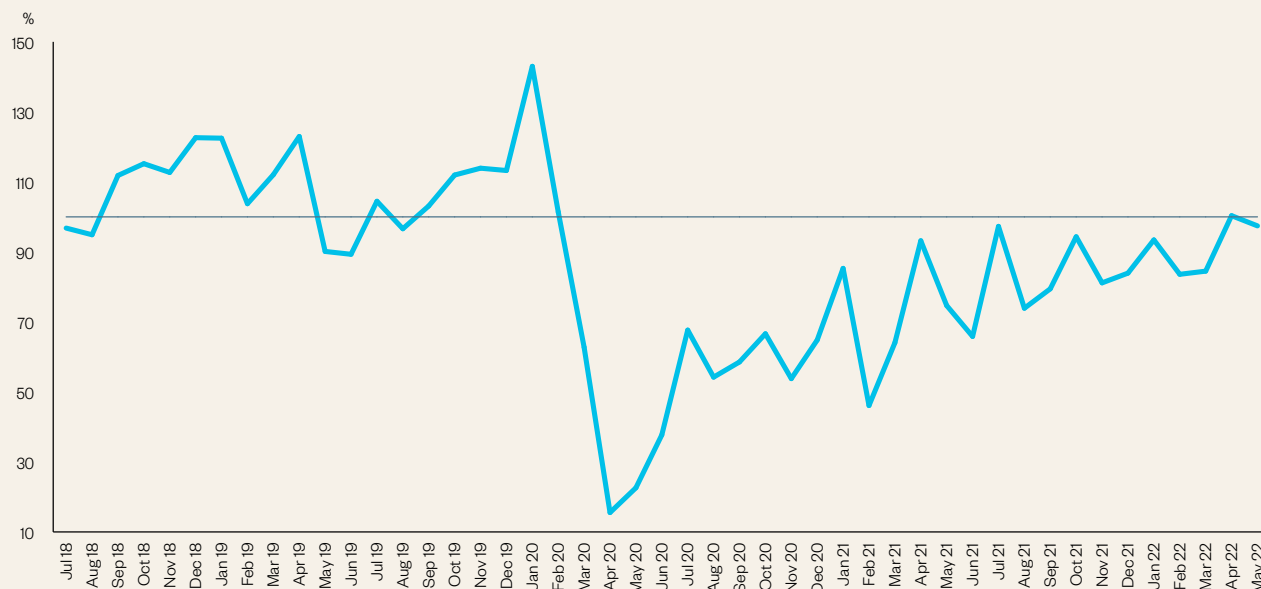
10 counters located at: Queen & Adelaide, Henry & High, Essex & South Toe, Bannister & South Toe, Market & High, William & High, Fremantle Oval, Visitor centre, Little Creatures, Paddy Troy Mall, Cicerello's

Fremantle Visitor Centre visitation



Average hotel occupancy (Localis)



Graph 1: Fremantle visitation

Disclaimer: To track trends in Fremantle visitor numbers, the City of Fremantle and key stakeholders have created an index to monitor changes in visitor numbers over time. The index combines data from 12 different sources at key attractions in Fremantle. The operators of the attractions share their visitor data with the City each month. It is averaged and compared against the baseline index of '100' in July 2015.

Over the life of the DMSP, the City of Fremantle has invested more than \$2.5million in the development of Fremantle as a tourism destination to attract domestic and international visitors. The graph above shows visitation as a whole over the past five years including the COVID period.

The COVID period complicated records. Major Fremantle attractions that heavily rely on international and interstate visitors, such as the award-winning Fremantle Prison, reported a 60% decline in visitation over a two-year period.

However, the best demonstration of the growing influence of Fremantle's new brand can be seen in the 2019-2020 year, where visitation reached record numbers in January 2020 and then virtually dropped off the edge of a cliff as the State closed down due to COVID.

The rise in April 2019 reflects the launch of the new THIS IS FREMANTLE brand, whereas the subsequent decline in the following month correlates with the Federal election campaign, during which the City of Fremantle abstained from launching any campaigns.

From July 2020 the trend line indicates a gradual rise in visitation as Fremantle claws its way back throughout the next 18 months despite setbacks from COVID restrictions.



Bathers Beach

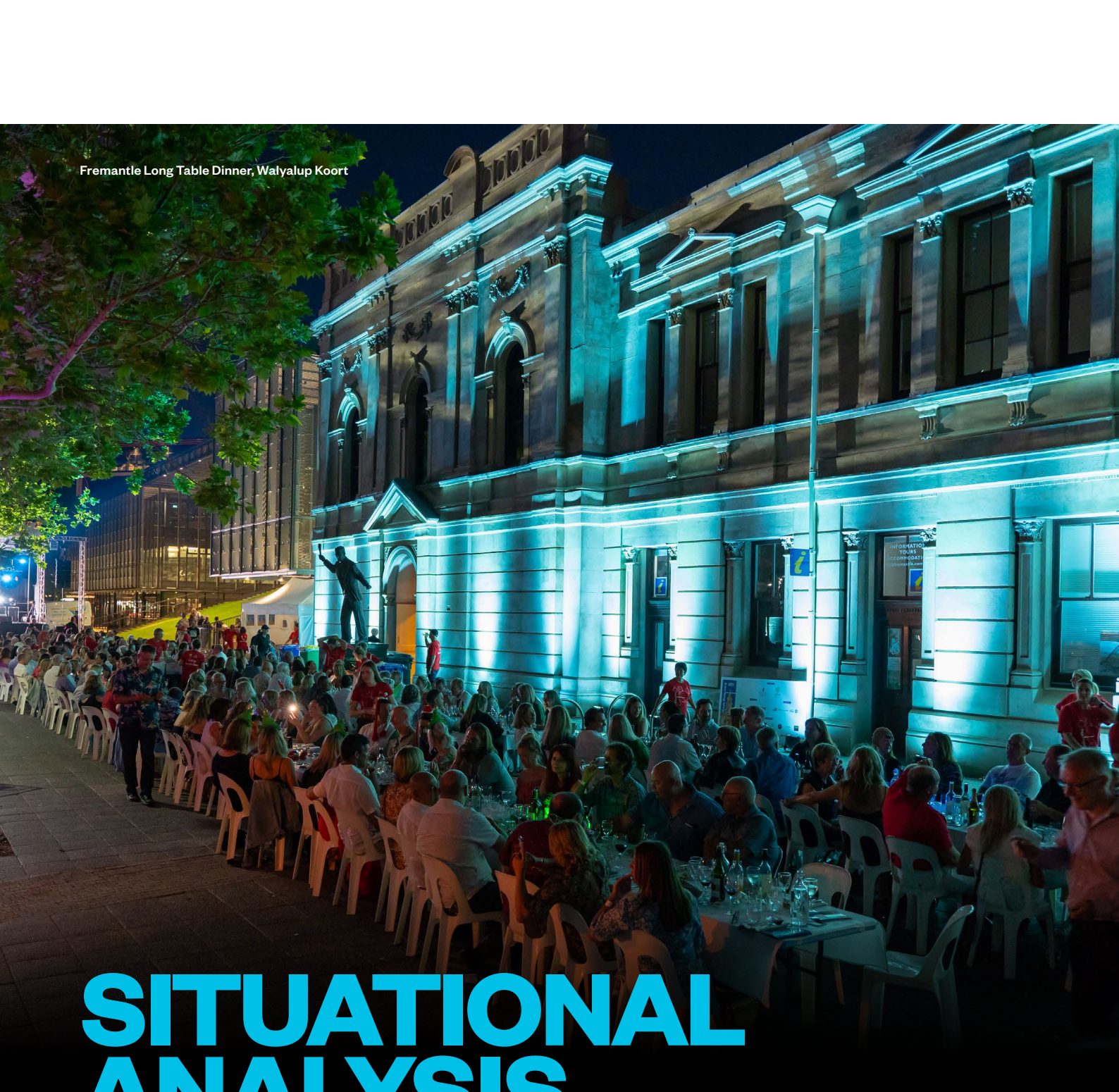
STAKEHOLDER ENGAGEMENT & CONSULTATION

A range of stakeholder feedback and input has been considered as part of the development of this strategic plan.

Direct engagement with the following stakeholders was part of the review of the Destination Marketing Strategic Plan 2018 – 2022 and the development of the Destination Development Strategic Plan 2023 – 2027.

- Business Events Perth
- Charter One
- City of Fremantle Elected Members
- City of Fremantle Destination Marketing Working Group
- Fremantle Accommodation Association members
- Fremantle Chamber of Commerce
- Fremantle Fishing Boat Harbour Traders Group
- Fremantle Markets
- Fremantle Port Authority
- Fremantle Prison
- Fremantle Tours
- Fremantle Visitor Centre
- Kidogo Arthouse
- Public Transport Authority
- Republic of Fremantle
- SeaLink
- Sirona Capital
- Stand Up Paddleboards
- Tourism Australia
- Tourism Western Australia
- WA Maritime Museum
- WA Shipwrecks Museum





Fremantle Long Table Dinner, Walyalup Koort

SITUATIONAL ANALYSIS

The following analysis outlines Fremantle's current situation and considers opportunities that exist to improve the way 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 objectives presented in this strategic plan.



Fremantle Visitor Centre

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

- Delivers a strong brand that reflects values of spirit, soul and sea, and aligns with Western Australia's tourism brand.
- Increases visitation to Fremantle, particularly on weekends.
- Increases engagement with digital marketing activities and platforms.
- Re-engages with the family market through the delivery of school holiday activations.
- Offers family-friendly spaces such as the Fishing Boat Harbour and the Esplanade Reserve youth plaza.
- Delivers strong business support and drives business engagement with the *THIS IS FREMANTLE* brand.
- Provides an outlined marketing approach that is pre-planned and actively provides opportunity for businesses to participate in line with their own marketing budgets.
- Provides tailored visitor information and experiences for cruise ship passengers.
- Delivers and supports events and festivals such as the Fremantle International Street Arts Festival, Fremantle Festival: 10 Nights in Port, Summersalt, Fremantle Boat and Seafood Festival and other activations such as the annual Fremantle Long Table Dinner.
- Provides innovative liquor licensing (i.e. being able to drink on the beach front at Bathers Beach).
- Provides on-ground information to our visitors through the Visitor Centre in Walyalup Koort.
- Promotes our niche experiences and products (such as the Fremantle Prison and West End) by integrating them into tactical campaigns.

"One of the major objectives of the Development Destination Strategy 2023-27 is to build on partnerships established through Fremantle's revitalisation and advocate to key stakeholders to enable shared destination outcomes."

– Hannah Fitzhardinge
City of Fremantle Mayor

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

- The weekday economy is much lower in comparison to weekend performance.
- The social media landscape is changing and growing audience engagement is an ongoing challenge.
- There are limited interpretation experiences throughout the destination for visitors to engage with Fremantle's history and unique stories.
- The current wayfinding system is out of date and has reached its end of life, missing an opportunity to drive visitor dispersal. Growth zones have changed, neighbourhoods have evolved and there is a new level of sophistication to be found in Fremantle.
- There's a lack of connection with Fremantle's waterfronts, Victoria Quay and Fishing Boat Harbour.
- Visitors are well serviced at the Fremantle Visitor Centre but there's no bookings capability to support visitors within the centre.

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

- Continue growing Fremantle's brand equity and marketing assets.
- Continue to leverage the MICE sector in response to increased investment in hotels and accommodation capacity.
- Encourage visitation within weekday and off-peak visitation periods to grow the seven-day economy.
- Promote the walkability of the city centre and enhance the visitor experience through improved legible connection between Fremantle's precincts.
- Continue to develop visitor information collateral such as the website and holiday planner as well as promoting the Fremantle Visitor Centre to ensure service and information to visitors once they arrive in Fremantle.
- Leverage Fremantle's position as a gateway to Rottnest and the Swan River as well as for Western Australia for intrastate, interstate and overseas visitors travelling via cruise ships and the sea.
- Build on existing partnerships to amplify the impact of the brand and continue to advocate to key stakeholders to enable shared destination development outcomes.
- Work with industry stakeholders such as Destination Perth, Tourism Council Western Australia and Tourism Western Australia to leverage collaborative opportunities whether through capacity building of the tourism sector in Fremantle or marketing the destination.
- Continue to collaborate with key stakeholder groups within Fremantle and provide timely information and opportunities to local businesses and operators on marketing campaigns.
- Continue to identify and support activations and events that ensure Fremantle's spirit and vibrancy increase visitation to the city and promote its brand.
- Support and encourage emerging tourism sectors and visitor experiences.
- Continue to seek opportunities to build capacity within our operators in order to enable greater engagement with the global travel distribution system.

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



School holiday activation, Walyalup Koort

MARKET ANALYSIS

Tourism in Fremantle is an important economic driver supporting over 1800 jobs (21/22) or 5.6% of total local jobs. The direct economic impact of tourism is estimated at \$327 million equating to 4.2% of the City of Fremantle's economy.

As the tourism industry continues its recovery from COVID, it is expected that we will return to 2017-18 tourism sector impact (direct output \$498 million, total jobs 2571, equating to 6.5% of the total City of Fremantle economy).

Fremantle is going through a huge regeneration with unprecedented levels of investment. Since 2018 the overall development pipeline in Fremantle has increased 53% peaking at \$2 billion in October 2022. During that period, construction projects worth over \$450 million were completed.

The four major market segments that present Fremantle with the greatest opportunities are:

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

The City's strategy of focussing on interstate and intrastate visitors will be supplemented by being aligned as much as possible to Tourism WA's core business of marketing to the interstate and international markets.

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.

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

Research commissioned by Tourism WA in 2023 to provide insights into Western Australian consumer perceptions of entertainment precincts in Perth showed that Fremantle is regarded as the most favoured precinct in Perth with four out of five people holding it in "high regard" (Painted Dog – Tourism WA Entertainment Precincts).

The research showed that this sentiment was strong among regional WA consumers as well as Perth people. The major reasons for rating Fremantle above other entertainment precincts were "many things to do" and "lots of food options".

Some quotes from the research include:

"You can do a lot of things from having a coffee, going for a meal, or going out at night."

– 18-34 Female

"Beautiful place to wander around. So much good food and entertainment."

– 55+ Female

This most recent report confirms pre-pandemic research by Tourism WA that also described Fremantle as "vibrant and lively" and "a place I enjoy visiting". The same research further outlines that the range of venues and activities on offer is the most critical factor in driving precinct visitation and overall consumer opinion.

Fremantle's diversity of experiences has increased significantly in the past few years and combined with the city's sense of place and its walkability; Fremantle's unique appeal provides a powerful proposition for the leisure tourist.

Day trippers – whether Perth locals sampling the growing range of hospitality offerings or their hosting visiting friends and relatives – have long been the mainstay of Fremantle's local market. An information-rich website and season-based marketing campaigns promoting Fremantle are targeting this audience and converting that awareness to business.

Fremantle is not just about foodies or fun lovers. It also appeals to visitors looking for bespoke shopping and retail opportunities, heritage enthusiasts, arts and culture lovers and maritime and beach lovers.

COVID provided both the Perth and regional markets an opportunity to sample the quirky and interesting accommodation options in Fremantle for staycations. The increasing number of boutique hotels that are being developed in Fremantle will be an important offering to the domestic market, and eventually the international market.

“Love Fremantle on the weekend, visiting the markets, fishing, going to the harbour for lunch. A family-friendly entertainment place with plenty to do.”

- 55+ Male



As Western Australia returns to attracting major international events, Fremantle has the opportunity to provide interstate, intrastate and international visitors an interesting place to base themselves. For events at Optus Stadium, whether the AFL or international sport or music acts, there is an opportunity to approach the stadium from Fremantle via the Swan River.

In 2019, the much-neglected family segment was identified as a target audience. As such, a series of activations were designed to attract families into Fremantle and proved effective, even through the COVID period. The activations have also provided an opportunity for local businesses to partner in co-operative marketing campaigns with the City which, in turn, has amplified the success of the program.

By the end of 2019, Western Australia had a record number of international visitors with the expectation of an upward trend due to a planned increase in direct flights from key tourism target markets. This upward trend ended abruptly in April 2020 as the pandemic gathered momentum and international borders began closing.

Since COVID, international visitors are slowly returning to Western Australia at the same time as airlines begin to re-establish flights into Perth. Fremantle is partnering with both Destination Perth and Tourism WA to ensure the THIS IS FREMANTLE brand is included in opportunities such as hosting both trade and media famils and destination marketing.

As well as accessibility, partnerships and brand identity, enablers for increasing international visitation include the information-rich website visitfremantle.com.au with its easy booking system aimed at converting desire into action, and the high-quality destination magazine with a broad distribution system.

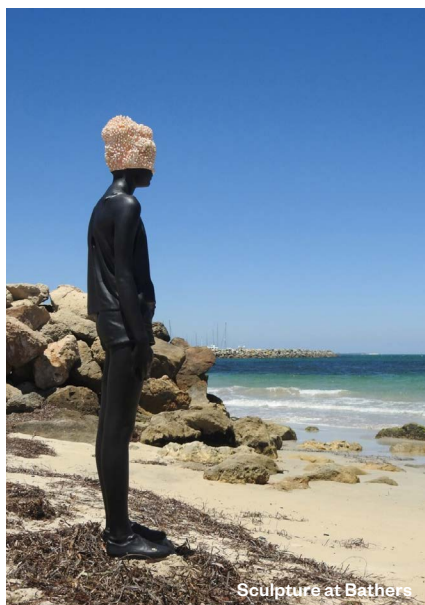
MAJOR EVENTS

Major events generate economic impact for a destination and raise its profile through media channels. They give people a specific reason to visit a destination and at the same time promote the brand.

Fremantle was once known for its hosting of international events, notably sailing events ranging from the America's Cup to the Whitbread Round the World race.

The major events landscape changed long before COVID hit and Fremantle's focus turned to its arts and cultural festivals as well as leveraging its fame as the home of live music. City-owned events such as the Fremantle International Street Arts Festival and Fremantle Festival: 10 Nights in Port are aligned perfectly with the brand and successfully target the domestic market, while city-sponsored events such as the Fremantle Biennale are growing in stature.

These events not only elevate the brand, but also encourage overnight stays in the city's varied accommodation. Together with high-quality community-owned events such as Sculpture at Bathers, they create a calendar of regular events which, spread across the year, adds to Fremantle's reputation as a vibrant destination where there is always something happening.



BUSINESS TOURISM

Business tourism provides high yield visitor trade and presents Fremantle with significant growth opportunities in the COVID recovery landscape, particularly given the increased investment in the hotels and accommodation in the city.

In 2018, Fremantle had 680 beds in hotel accommodation for visitors with 260 new beds in the pipeline. The opening of boutique hotels in 2021, 2022 and beyond such as the Warders Hotel and The Old Courthouse – both in heritage buildings – have added to Fremantle’s inventory and also its diversity with “on brand” offerings.

This increase presents an opportunity in business tourism for Fremantle, not only for conferences, but specifically for the incentive business where Fremantle’s compact size, variety of experiences and walkability combine to appeal to the incentive market. There are now 715 hotel rooms in Fremantle.

Since 2020, the City has partnered with Business Events Perth to sponsor the Aspire Award which encourages individuals to help identify bidding opportunities through their professional networks. The City has also created compelling collateral for bidding; aligned industry sectors with Fremantle’s

economic development strategy; and hosted an ongoing program of famils for conference organisers which have showcased not only the city’s diverse product (“lots to do”) but also its walkability.

Enablers for increasing business visitation in Fremantle include partnerships; brand identity; accommodation options; and the city’s diversity and density.

CRUISE SHIPPING

In 21/22 cruise ships in Fremantle welcomed 878,000 visitors, supported 625 tourism businesses, and created 1,516 jobs. As the industry continues its recovery, Fremantle is heading towards its pre-pandemic, 1 million+ visitors per year.

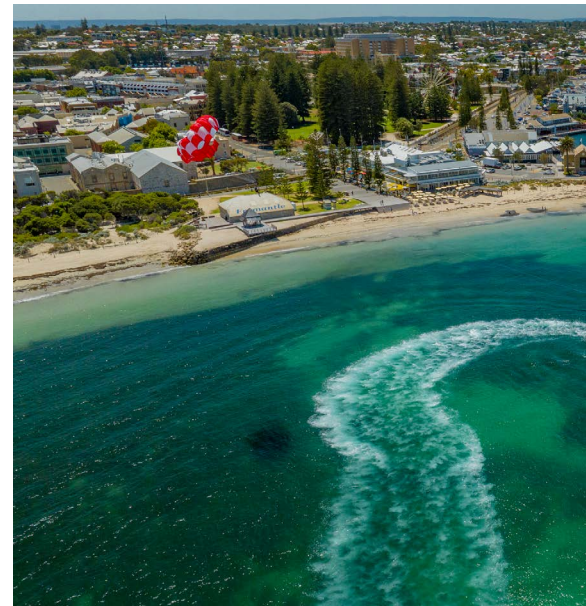
The cruise industry injected \$238m into the Fremantle economy in 2017/18; \$188.5m in 2018/19; and \$232.2m in 2019/20 when the cruise industry halted due to COVID.

Between 2018-2020, the City of Fremantle serviced 13 cruise ships which welcomed 6,380 passengers and 14,417 crew. The City’s appointed Cruise Ship ambassadors warmly greeted passengers as they disembarked and free shuttle buses transported 6,579 people into the city centre.

The DMSP 2018-22 framed the cruise ship industry as a major opportunity for Fremantle as the home port for major cruise lines, many of which had expanded their west coast offerings to an enthusiastic cruise clientele. The refurbishment of the Fremantle passenger terminal, including an improvement of Fremantle visitor information facilities, was timely in leveraging this opportunity.

While there is still considerable work to be done on a quayside experience for this lucrative sector, the City will continue a number of initiatives to maximise the opportunities cruise ship visits present for local business. Importantly, it will leverage Fremantle’s unique position as a seaside city with a full-service cruise ship terminal through brand messaging via cruise trade media and partnerships with Tourism WA.

Enablers to achieving this will include effective visitor information, partnerships, and brand identity.



EMERGING MARKETS

ABORIGINAL TOURISM

Research by Tourism WA shows that interest in Aboriginal experiences continue to outweigh participation with only one in five visitors to WA having an Aboriginal tourism experience during their holiday. This is despite nine out of ten WA residents (89%) stating they would be interested in an Aboriginal tourism experience or activity.

More than 50% of Tourism Australia's top ten history or cultural experiences sought by travellers directly relate to Indigenous experiences and include:

- Visiting indigenous sites or communities
- Cultural storytelling
- Indigenous arts and craft
- Indigenous guided tours
- Indigenous performance and
- Indigenous oral history/story telling.

Tourism WA research indicates that one of the most popular activities sought by visitors to WA is experiencing Aboriginal interpretation on a tour. An opportunity exists for Fremantle to meet this demand for Aboriginal storytelling in a highly walkable environment.

This immersive experience would be taken up by domestic and overseas visitors alike and particularly cruise ship visitors, though to date there hasn't been market uptake in creating a product.

Nevertheless, the DDSP 2023-27 has identified supporting Aboriginal tourism by seeking partnerships to introduce appropriate interpretive experiences and walking trails as a key initiative.

In considering the bigger picture, it is important to remember that Fremantle/Walyalup is the place of the arrival of the first boats, the first Aboriginal relations, and the development of the early Swan River Colony. Many of its intact buildings and public spaces embody Western Australian colonial history. There is confronting Aboriginal truth-telling from this era, which centers around Arthur Head Reserve (Manjaree) and the Round House, as well as the Fremantle Prison.

These are not only significant Western Australian heritage sites but also a tragic history of violence against First Nations people from all around Western Australia. There is an opportunity to link these Fremantle sites with Wadjemup/Rottnest Island's Quod and Burial Grounds and tell the story of the common thread of Aboriginal imprisonment and untold violence against Aboriginal people.

Fremantle has always used music and dance as both a pathway to reconciliation and a celebration of Aboriginal culture. The creative and unique event - the Kidogo Aboriginal-Irish Hand in Hand Festival - recognises and celebrates the interaction between the Irish community (mainly convicts) and the Aboriginal communities in the colonial era and beyond. This is an example of Fremantle's special way of interpreting an "Indigenous performance".

To enable any Aboriginal experience in Fremantle generally would require mature product, partnerships with State Government and Aboriginal organisations such as WAITOC, accessibility and appropriate visitor information.



Cicerello's Jet Adventures, Bathers Beach



Round House

MARINE TOURISM

According to Tourism Australia, not only are Australian beaches one of the three emotional factors influencing international travellers choosing to visit Australia, beaches right near cities are ranked number one in the world. Tourism WA's research which focuses on Perth's coast identified 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 (and more) at a number of its beaches. In fact, Bathers Beach 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.

Beyond the "foodie" experience, marine tourism in Fremantle is adding to the visitor experience by tapping the adventure traveller with product such as yacht day-charters, powerboat cruises incorporating fishing or catching lobsters; and stand-up paddle boards.

As well, this emerging tourism segment is supported by the presence of a world-class Maritime Museum, the Shipwreck Museum (with free entry), high profile tall ships located in Fremantle harbour, and an interesting and gritty port precinct.

Enablers of the marine tourism segment will be brand identity; more 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 enrich the visitor experience and support Fremantle's brand and competitive edge through highlighting specific cultural institutions and heritage precincts.

Almost half of international travellers are interested in historical or cultural sites. Western Australia's only world heritage site in an urban environment, the award-winning Fremantle Prison, is a world-class cultural attraction. Nearby, there are mid 19th century Warders cottages, now a boutique hotel that offer visitors both a fascinating cultural experience as well as a unique accommodation option.

At the other end of town, the heritage-listed West End precinct presents an immersive experience in WA's colonial era architecture. Architecture and museums/galleries are the top two heritage experiences sought by travellers who see this as part of an authentic experience and an opportunity to learn about a place or culture.

The concept of cultural tourism can be also integrated into Aboriginal tourism initiatives to further enrich the experience and give a sense of place to Fremantle.

PART 2 DESTINATION DEVELOPMENT STRATEGIC PLAN





High Street, West End

Fremantle International Street Arts Festival, Esplanade Reserve

STRATEGIC PILLARS

This strategic plan is driven by the following strategic pillars:

BRAND AND MARKETING

BUSINESS TOURISM

GATEWAY

PRODUCT AND EXPERIENCE

EVENTS AND ACTIVATIONS

PARTNERSHIPS AND ADVOCACY



THIS IS FREMANTLE brand launch, WA Maritime Museum

BRAND AND MARKETING

The *THIS IS FREMANTLE* brand is an authentic, unapologetic stake in the ground that reflects our own brand values of spirit, soul and sea, and effortlessly aligns with Western Australia's tourism brand.

It has been established alongside a suite of hero brand assets and campaign activity, presenting a significant opportunity to further grow brand recognition and equity within our key visitor markets.

IN RECOGNISING THIS, WE ARE GOING TO:

Continue to position Fremantle as the most eclectic and spirited seaside destination in the world and grow our brand equity through delivery of strong and consistent brand and marketing activity to intrastate and interstate visitor markets.

TO ACHIEVE THIS, WE WILL:

1. Expand our existing catalogue of digital assets and content (video, images, design) to support and align with the increasing maturity and growth of the *THIS IS FREMANTLE* brand.
2. Accelerate the ongoing development of the *visitfremantle.com.au* website platform and other significant digital channels through the development and delivery of a comprehensive digital strategy.
3. Continue to deliver targeted marketing campaigns and activities that build brand awareness and promote Fremantle's unique selling points via both digital and traditional distribution channels.
4. Seek opportunities to align brand and marketing activities with the strategies and activities of other stakeholders, including Tourism Western Australia's brand – *Walking on a Dream*.
5. Coordinate and/or participate in co-operative marketing opportunities that will drive visitation and brand awareness, and provide opportunities for participation from our retail, hospitality, and tourism businesses.
6. Expand the *THIS IS FREMANTLE* brand guidelines to enable greater brand engagement from local businesses, and ensure marketing communications, distribution channels and collateral are continually reviewed for effectiveness.



Visit Fremantle attending the Australian Tourism Exchange, Gold Coast

BUSINESS TOURISM

Business tourism provides non-seasonal, high-yield visitor trade.

As we embark on our road to economic recovery following the COVID-19 pandemic, high yielding business event travellers are beginning to return and present a significant opportunity to generate visitation and drive demand for investment in hotel and meetings infrastructure.

IN RECOGNISING THIS, WE ARE GOING TO:

Continue to leverage high yield meeting, incentive, conference and exhibition opportunities for Fremantle in response to increased investment into hotels and accommodation capacity.

TO ACHIEVE THIS, WE WILL:

1. Continue to work in partnership with Business Events Perth and other hotel industry stakeholders to represent and promote Fremantle at targeted business events, road shows and trade shows.
2. Develop tailored collateral which promotes our competitive advantages and positions Fremantle as a desirable destination for business events.
3. Leverage the post COVID influx of corporate and incentive (C&I) travel opportunities through supporting and hosting destination famils.
4. Sponsor and participate in Business Events Perth's annual Aspire Award in order to encourage individuals to promote Fremantle as a destination for business events 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 industry champions and potential hosts through local universities and industry bodies.

"Fremantle has unique experiences which are a real positive when luring conferences generally. However, it can also add huge value when bidding for the big conferences that are Perth-based with pre and post touring opportunities."

- Gareth Martin,
CEO Business Events Perth



Rottnest Island

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:

Leverage Fremantle's position as a gateway to Rottnest, the Swan River and the sea (marine tourism); and continue to position Fremantle as the gateway to Western Australia for intrastate, interstate and overseas visitors.

TO ACHIEVE THIS, WE WILL:

1. Work collaboratively with Rottnest Island stakeholders and operators to create bespoke Fremantle packages including day visits to Rottnest Island and overnight stays in Fremantle; aboriginal tourism opportunities, and ongoing cooperative marketing campaigns.
2. Deliver visitor information and tailored experiences for cruise ship passengers and crew to maximise the opportunity cruise ship visits present for local businesses.
3. Partner with cruise ground handlers, cruise lines and local businesses to develop and package unique Fremantle experiences that can be sold to cruise ship passengers.
4. Continue to engage with local businesses to leverage cruise ship arrivals and provide opportunities to engage directly with the cruise ship passengers and crew.
5. Collaborate with ferry operators and Fremantle hotels to leverage major events and identify opportunities to package and promote unique experiences that leverage the Swan River as a connector between Fremantle and the Perth CBD.
6. 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 and partnerships with Tourism Western Australia.
7. Promote Fremantle's role as the gateway to Rottnest Island via brand and marketing activity.



PRODUCT AND EXPERIENCE

A destination's amenity, attractions, accommodation, activities and accessibility form the foundation for the provision of a world class visitor experience, which is critical to the success of any destination.

High yield travellers are seeking authentic ways to connect to the people and culture of the place they're visiting. Tourism products help visitors explore and experience a destination which then reinforces and reflects upon the Brand.

IN RECOGNISING THIS, WE ARE GOING TO:

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

TO ACHIEVE THIS, WE WILL:

1. Build on the existing suite of THIS IS FREMANTLE visitor information collateral including but not limited to the website, maps, holiday planner and other collateral such as walking based trails and interpretive experiences.
2. Seek partnerships with the State Government and other relevant agencies and stakeholders to:
 - a. Develop and deliver an immersive and experiential offering at the Fremantle Visitor Centre that adds value to the on-ground visitor experience.
 - b. Elevate the profile of the Fremantle Visitor Centre by positioning it as a lens to the rest of the State through promotion of our regions and amplification of the new Tourism Western Australia brand on the ground in Fremantle.
 - c. Enhance the visitor experience through improved connection with Fremantle's neighbourhoods and waterfronts (Victoria Quay and Fishing Boat Harbour) by fully integrating on-street interpretation, digital technology, a new on-street wayfinding system, and the Tourism Western Australia brand.
3. Identify and partner with destination stakeholders to deliver pop-up visitor information opportunities for events and special occasions both inside and outside of Fremantle.
4. Continue to work with local businesses to identify and support the development of tourism product and signature experiences.
5. Work with key industry stakeholders such as Tourism Western Australia, Tourism Council Western Australia, and Destination Perth to continue to build capacity within new and existing operators to enable and improve their engagement with the global travel distribution system, and cruise sector.
6. Maintain a presence (physically or digitally) at key tradeshow including the Australian Tourism Exchange to ensure Fremantle tourism product is adequately represented.
7. Seek funding partners to contribute towards the improvement of the interpretive experience at significant cultural and heritage-based attractions in the lead up to the bicentenary in 2029.
8. Continue to identify and support the development of emerging market segments such as Aboriginal tourism, marine tourism and others as identified.
9. Ensure major points of entry to Fremantle deliver welcome statements that add value to the visitor experience.



EVENTS AND ACTIVATIONS

Events have the ability to convert awareness to business and stimulate the economy by giving people a specific reason to visit or return to a destination, while at the same time promoting the brand.

Fremantle has a reputation of being the home of live music in WA and is recognised for its arts and cultural festivals. Its internationally renowned live music scene has proven powerful in the attraction of major music concerts such as Falls Festival Downtown and St Jerome's Laneway Festival.

The city continues to stage city-owned events and sponsor successful major events which contribute to elevating the city's brand values (vibrancy, arts, and culture) and attract large crowds of both locals and visitors, encouraging overnight stays.

Activations attract a key market segment – young families. They support the positioning of Fremantle as a family-friendly destination and present opportunities for businesses to become engaged with the brand.

IN RECOGNISING THIS, WE ARE GOING TO:

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

TO ACHIEVE THIS, WE WILL:

1. Continue to leverage City of Fremantle-owned events by promoting the brand to a wider audience 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. Continue to proactively seek out and bid for major events that will generate vibrancy, utilise Fremantle's existing infrastructure and align with its unique brand values.
3. Partner with event organisers to establish inaugural signature events and experiences.
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; and (d) position the destination as a 'must visit' at strategic times during the year.
5. Continue to work with local businesses to maximise opportunities associated with events and activations including significant visitation, pre and post event activity development, and product and experience development.
6. Continue to build on the successful re-engagement of the young family segment through the development and delivery of school holiday activations.
7. Continue to invest in major events and activations that drive significant visitation, enhance the value of the brand and provide an opportunity for campaign integration.



PARTNERSHIPS AND ADVOCACY

Positive and productive partnerships provide significant opportunity to ensure awareness and engagement on priority projects, and to maintain a critical mass of activity within the destination marketing value chain.

The city has developed strong, productive partnerships with key stakeholders; and ongoing collaboration is vital to generating new opportunities for growth.

IN RECOGNISING THIS, WE ARE GOING TO:

Build on our existing partnerships to amplify the impact of the brand, and continue to advocate to key stakeholders to enable aligned strategies, financial resources, coordinated efforts and shared destination outcomes.

TO ACHIEVE THIS, WE WILL:

1. Continue to develop strong and productive partnerships with Destination Tourism Organisations (DTOs) such as Tourism Western Australia, Destination Perth and Business Events Perth.
2. Work with partners such as the local Aboriginal community and WAITOC to develop compelling Aboriginal product.
3. Continue to engage and work with key stakeholder groups within Fremantle.
4. Continue to provide useful and timely communications with relevant information about marketing opportunities to Fremantle businesses and industry stakeholders.
5. Continue to 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.



Fremantle International Street Arts Festival, FOMO

KEY PERFORMANCE INDICATORS

It is important to measure the effectiveness of the activities outlined in this strategy 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 this strategy.



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 2027 than it was in 2022 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 the 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 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.



STAGED AND EVOLVING IMPLEMENTATION

To make the most of the opportunities ahead and achieve the best outcomes, the Destination Development Strategic Plan will be implemented over three distinct phases with priority actions for each phase.



Each phase will build on our collective achievements to create the greatest impact.

- Maximising Growth (July 2023 – December 2024)
- Destination Development (January 2025 – June 2026)
- Global City (July 2026 – 2027)

This will allow the City and the DMWG to review the strategic initiatives and success measures outlined in the DDSP, as well as respond to ongoing assessment of market conditions. It is intended that a review of the effectiveness of each phase is carried out before determining priority outcomes for the proceeding phase.

MAXIMISING GROWTH

This phase was originally intended to sit within the DMSP 2018-22 with the objective of continuing to leverage the THIS IS FREMANTLE brand and marketing momentum generated in the previous phase. Given that COVID required a shifting of priorities, it has been agreed this phase should kick off in 2023.

A great deal was achieved in the initial stages of the DMSP 2018-22 with the launch of what became an award-winning brand and the development of top-notch marketing collateral. This phase will focus on growing brand equity and amplifying its reach by working in partnership with key stakeholders including Tourism Western Australia.

Leveraging the brand will extend across all pillars including business tourism and events which will promote the brand to a wider audience and set up appointment opportunities to showcase Fremantle.

At the same time, the City will accelerate the ongoing development of the visitfremantle.com.au website and expand its existing catalogue of digital assets to reflect the increasing maturity and growth of the THIS IS FREMANTLE brand.

The objective is to convert brand awareness to business and marketing campaigns will be constantly reviewed and refined by the City and the DMWG to achieve this objective.

The City will continue to produce high quality marketing assets and maximise its partnerships with organisations such as Business Events Perth and Destination Perth focusing on mature market segments, while generating growth from emerging markets.

DESTINATION DEVELOPMENT

Alongside Fremantle's ongoing transformation through major infrastructure projects, the second phase of the DDSP 2023 -27 will seek to implement key destination infrastructure that will support the visitor experience and encourage repeat visitation and destination advocacy.

Events play an important part in destination development when they become regular major events such as Fremantle Biennale that represent the brand and have the potential to become world famous. This phase will continue to develop and highlight its events calendar to enhance Fremantle's reputation as an exciting destination.

A number of transformative projects where Fremantle is a key stakeholder and which will contribute to Fremantle's reputation as a destination city should be coming to fruition (or have reached a significant milestone) by 2025. One such project is Victoria Quay, described as having "enormous potential as a vibrant civic, commercial and tourist destination", and which has obvious relevance to

A great deal was achieved in the initial stages of the DMSP 2018-22 with the launch of what became an award-winning brand and the development of top-notch marketing collateral.



Fremantle's identity. The historic precinct has direct links to the strategic pillars of brand, gateway and visitor experience.

The iconic Maritime Museum and the micro-brewery, bar, and eatery (Gage Roads Brewing Company) occupying the re-purposed historic A-Shed at the west end of Victoria Quay, provides a glimpse of what this waterfront destination could look like as an exciting precinct.

As well as its potential to be a world-class visitor experience, Victoria Quay also is the gateway to the lucrative cruise sector and provides many visitors their first sight of WA.

Thousands of visitors annually pass through Victoria Quay to catch a ferry to Rottnest. Under the gateway strategic pillar, Victoria Quay's development and legibility is critically important as a portside experience for local, national and international visitors travelling to Rottnest.

However, as it currently stands the Victoria Quay waterfront precinct has not realised its full potential with under-utilised heritage buildings and public spaces, poor connectivity with other parts of Fremantle, and a public realm that has been described as uninviting and lacking points of interest.

It is only one major project currently underway that is of major importance in the development of Fremantle as a destination city with world-class tourism and entertainment precincts and superior visitor experiences.

While Aboriginal tourism is regarded as an emerging market segment, this phase will focus on working with partners to develop Aboriginal product and experiences leveraging Fremantle's walkability (cultural trails) and other opportunities to communicate the First Nations' Walyalup (Fremantle) story. This includes consideration around linking the truth-telling of the Round House, Fremantle Prison and Wadjemup (Rottnest Island) into a single narrative that confronts the violent and unjust history of Aboriginal incarceration in both the 19th and 20th centuries.

The Future of Fremantle is a State Government project that is investigating economic opportunities and land use at Fremantle harbour as part of government's consideration of moving port activity to Kwinana, south of Perth.

Aboriginal engagement is an important element of the project and offers Fremantle an opportunity to partner with the State Government in developing the Aboriginal narrative and interpretive product in the Bathers Beach and Port precincts.

GLOBAL CITY

The major challenge for Fremantle as it moves toward becoming a global city, is to retain its identity and character that are critical to an authentic brand and its reputation for liveability and charm.

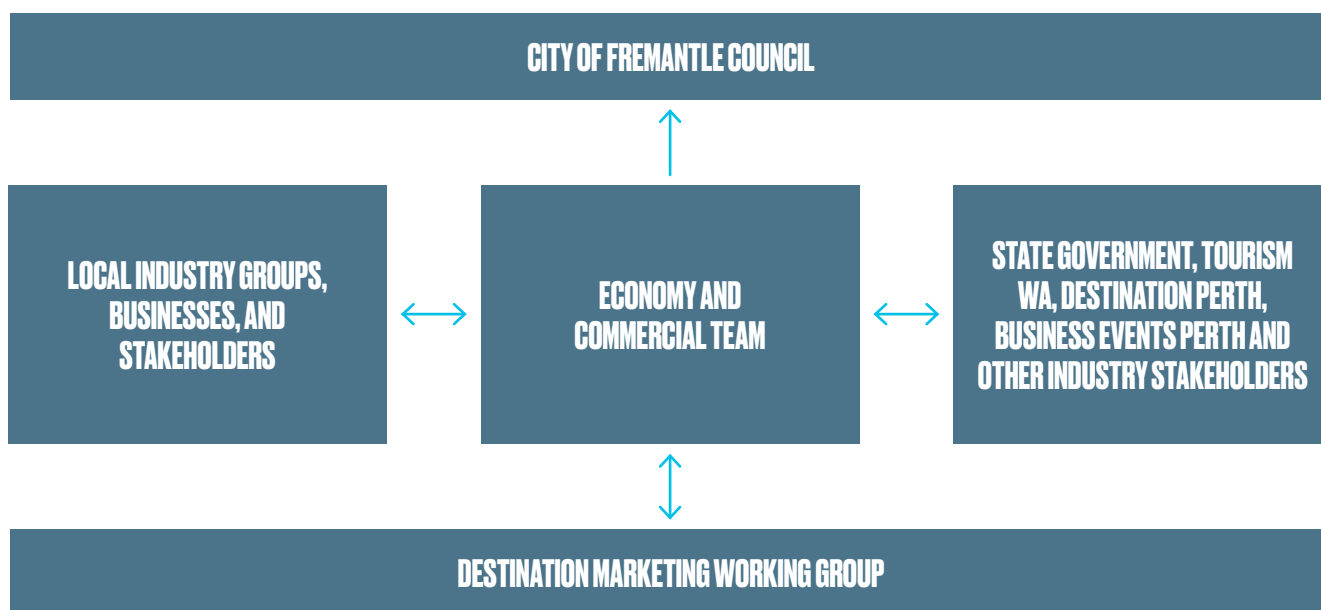
The City of Fremantle can't do that on its own and it will require committed partners and stakeholders such as the State and Federal Governments, private sector investors, and the University of Notre Dame Australia to ensure Fremantle retains its culture and soul and is world-renowned as the most eclectic and spirited seaside destination in the world.



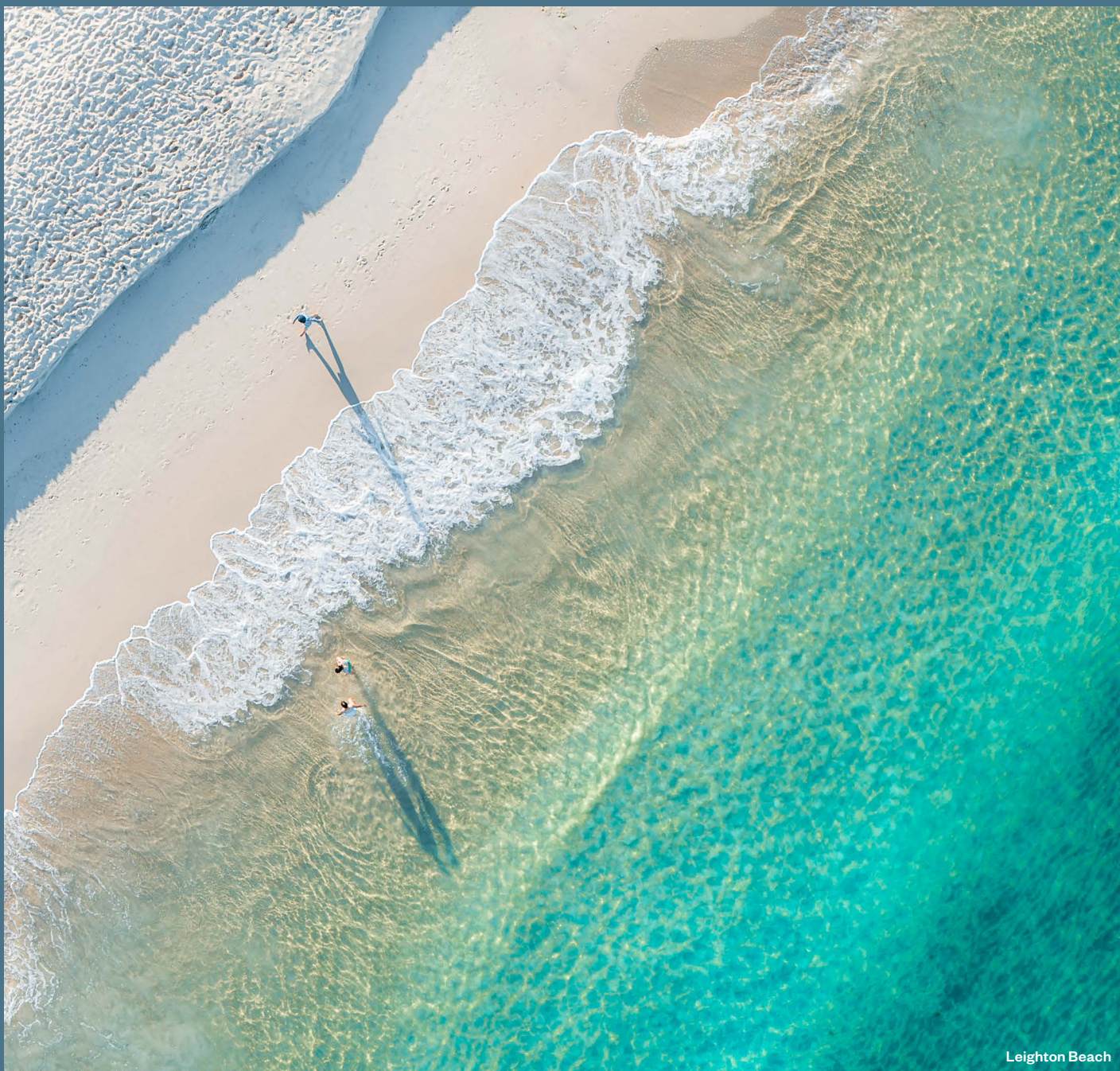
Bathers Beach

GOVERNANCE

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



**THIS IS
FREMANTLE**
WESTERN AUSTRALIA



Leighton Beach



Walyalup Civic Centre
151 High Street
Walyalup Koort, Fremantle WA 6160
E info@visitfremantle.com.au
T 61 8 9432 9999

@visitfremantle #thisisfremantle



visitfremantle.com.au

**THIS IS
FREMANTLE**
WESTERN AUSTRALIA