

**FEASIBILITY STUDY:
ABORIGINAL CULTURAL and
VISITOR CENTRE**

**Prepared for:
The City of Cockburn**

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Executive Summary

The City of Cockburn is located south of Perth CBD and the airport, enjoying a diverse economic base from which it has been experiencing strong growth. With its coastal appeal, large tracts of natural vegetation, a chain of wetlands of international significance, and its abundance of Indigenous and non-indigenous historic sites, there are significant opportunities for tourism to develop and prosper in the city, creating future economic wealth and employment.

The opportunity for an Aboriginal Culture Centre was identified as part of the City's Reconciliation Action Plan 2011-13. This study reviewed the feasibility of an Aboriginal Culture and Visitor Centre in Cockburn.

With the current visitor numbers and tourism product available, the City of Cockburn should not be considering an investment in a standalone Visitor Centre at this time. Instead the opportunity is to develop an Integrated Tourism Strategy, and take an active role in developing further tourism product in the City, helping it to become packaged and promoted, and training the staff at nearby Visitor Centres on the range of product available. This program should be the focus for the next 2-3 years.

In the Interim the following activities can be undertaken

- Select your best walking trails which show off your natural attractions and market these.
- Focus on the Catalpa Tourist Drive or similar concept, working collaboratively with other local government and private enterprise.

- Update the Council website with new marketing material and information to communicate the attractiveness of the Cockburn area from a visitor's perspective.
- Join tourism membership organisations such as Experience Perth to leverage their expertise in marketing collaboratively your region.
- Collate basic tourist information for the website and for static display at the proposed Aboriginal Cultural and Visitors Centre.
- Build the capacity of the Aboriginal community in readiness for the Aboriginal Cultural and Visitor Centre

Whilst there is strong interest in Aboriginal tourism product by visitors, it is difficult to translate this interest into actual visitation and stand-alone centre profitability. Therefore it is important for financial sustainability to either share resources, and secure additional ongoing sources of stable Council revenue.

There needs to be a significant point of difference in what the long term Cockburn Iconic Cultural Centre could provide, in comparison to the proposed Perth Waterfront development to ensure it is sustainable into the future. Whilst full details aren't currently available or developed about this project senior discussions at Council & State level should take place to gain further insights.

If this development is significantly different to the proposed model then two opportunities for the City of Cockburn are viable for an Aboriginal Culture Centre:

1. There is an opportunity to start discussions on a regional level about an iconic Cultural Centre on which other indigenous sites can then provide satellite locations and links in the future. It is recommended that an Iconic Aboriginal Cultural Centre area be included in the future developments of the Power Station precinct of Cockburn Coast. It is anticipated that this would be a long term objective (15 – 20 years).
2. In addition to this the City of Cockburn does have a depth of Indigenous history and an Aboriginal Cultural Centre has preliminary support from the community. In order for it to be sustainable it is recommended that a co-located Aboriginal Cultural Centre and Visitors Centre at Bibra Lake West be developed. The proposed management model would require Council to employ 2.5 additional staff to enable 7 days per week operation. However, with a commercial rent from the cafe and other income generated by the centre it is estimated that the net cost to Council would be approximately \$100,000 per annum. An initial focus on the education & cruise ship market would be viable, and would grow capability and form a basis on which to build future success. Resource sharing opportunities with the Cafe would be important for sustainability to be achieved. This included co-location with the proposed Visitors Centre/ Cafe and collaboration with the Wetlands Education Centre Precinct Group where several organisations with common visions can compliment the Centre's objectives, through joint marketing, and a commercial partnership with a cafe operator who can lease the building and provide basic Visitors Information. There are also other opportunities with commercial and not for profit groups for consultancy services and support.

A number of locations for a Cultural Centre were considered during the study and discussed with the Indigenous community representatives and staff. The site which was culturally appropriate and with the most endorsement by these groups was Bibra Lake West. In addition the Bibra Lake Management plan includes a significant investment in a Visitor Centre from 2016 onwards of \$3 million dollars . This will require that the City only has to source a quarter of the capital works funds which equates to one million dollars from external grant funding in order to construct the co-located facility.

1.0 Project Objectives & Methodology

1.1 Background

The City of Cockburn is located in the southern suburbs of Perth, approximately 15 kilometres from the CBD and 35 kilometres from the Perth airport. Its boundaries are the cities of Fremantle, Melville and Canning in the north; the City of Armadale in the east; the Town of Kwinana in the south; and the Indian Ocean in the west (Figure 1).

It enjoys a diverse economy which spans several industries including manufacturing, small business, retailing & services. With significant developments under way and as one of the State's fastest growing cities, its vision to become the most attractive place to live, work and visit.

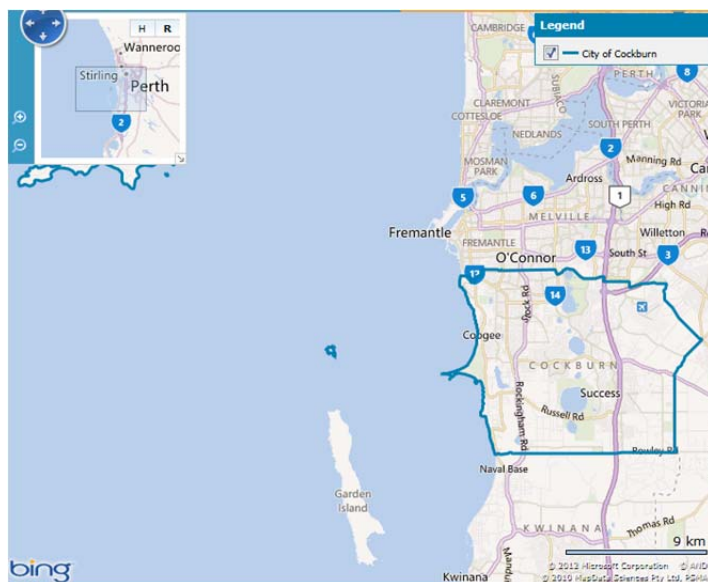


Figure 1: City of Cockburn, Perth, Western Australia 2012.

Source: Map Data Sciences Pty Ltd

With its proximity to current tourist locations such as Fremantle, its coastline appeal, large tracts of natural vegetation, a chain of wetlands of international significance, and its abundance of indigenous and non-indigenous historic sites, there are significant opportunities for tourism to develop and prosper in the city, creating further economic wealth and employment.

With a rich Indigenous heritage, the opportunity for an Aboriginal Culture Centre was identified as part of the Reconciliation Action Plan (RAP) undertaken by the City of Cockburn and released in May 2011. Almost 100 people were consulted as part of the RAP process, including various focus groups, meetings and consultation with the City's Aboriginal Reference Group.

The Aboriginal Reference Group saw the development of a local Cultural and Visitors Centre as a way to showcase the richness and unique Aboriginal history and living culture of the area. The group believed that there was potential tourism product including significant Indigenous sites, local Indigenous artists, "bush tucker", Indigenous flora and fauna, dance groups, and educational Nyungar language groups. However the challenge that exists is that these opportunities are not yet

fully developed, marketed or co-ordinated in an easily accessible manner for visitors. Additionally there is no central hub or facility to promote, or gain information.

In January, 2012, Better Ways Found & Diverse Travel began investigations to prepare a feasibility study on an Aboriginal Culture & Visitor Centre within the City of Cockburn. It is envisaged that this study will guide future decision making about the provision of a central hub for showcasing the district's rich and unique Aboriginal History and living culture of stories, music, dance, language and art, including visitor information services.

1.2 Scope & Objectives

The objective of this study was to determine the feasibility of an Aboriginal Culture and Visitor Information Centre within the Cockburn local government area district within Perth, Western Australia.

The scope of the project included the following:

- Researching Aboriginal and general tourism opportunities within Cockburn;
- Engaging and consulting with the local Nyungar community through the Aboriginal Reference Group, other identified external stakeholders, and the wider community regarding the project;
- Engaging and consulting with the City of Cockburn staff and councillors;
- Researching service and facility models; and
- Proposing what options may be viable, including financial projections.

1.3 Methodology

A project team was established for the study lead by the Manager of Human Services. In addition a Steering group was developed which was made up of a number of staff and representatives of the Aboriginal Reference Group, the WA Tourism Commission, the Visitor Centres network, & the Cockburn Wetlands Education Centre.

The project was broken down into three key areas of work:

1. Research and analysis – complete desk top research & relevant site visits. This included aboriginal & tourism trends for the region & State, and also for Visitor Centres. This provided a robust fact base so that discussions and consultation with various stakeholders could be informed and build on the known facts. This also formed the base for decision making with regards to the preferred operating models.

2. Stakeholder engagement & consultation – engage stakeholders in a meaningful way to determine ways that the proposed Cultural & Visitor Centre can overcome barriers that others have encountered. Determine ways to enhance the proposed offering to provide additional unique points of difference. Use each stakeholder's unique & valuable experience to build and refine the various options identified out of the research and analysis.

Face to face and phone interviews were conducted with more than 30 identified contacts. In addition the local Nyungar community were invited to an informal "yarning session" by the Aboriginal Reference Group on the 13th March, 2012 with a subsequent follow up meeting with a

total of 40 people attending over both sessions. They provided a range of views and experiences, with their insights being incorporated into this study.

3. Preferred Model & Next steps – based on the consultation & research, a preferred operating model was explored. Advantages and challenges of a number of models were considered to determine the preferred option, with the goal of future sustainability being top of mind.

The draft feasibility study received feedback from the City and the Stakeholder reference group with amendments made and comments noted. An overview of the feasibility study with key highlights was also provided for online feedback from the broader community. Using the online feedback questions as a base, an additional feedback session was held with an extended Aboriginal Reference Group to ensure that these views were taken into account. The final document was expected to be formally presented to Council in August, 2012.

2.0 Tourism & the City of Cockburn

2.1 Current

2.1.1 Western Australia

For the year ended December 2011, Western Australia welcomed a total of 19.6 million overnight and daytrip visitors, who spent on average \$6.3 billion (Tourism WA, 2011). More than 17.7 million of these visitors were locals enjoying daytrips and holidays in their own State, with just over 1 million visitors from interstate, and 739,000 from overseas.

Aboriginal tourism experiences are highly sought after with 66% of overall visitors, and 83% of international visitors having an interest in these activities in WA (Tourism WA, WAITOC, Govt of WA, 2010 - 2020). Aboriginal culture is often the main focus and this covers a wide range of activities such as heritage tours, arts and crafts, performing arts and nature-based experiences.

Despite this strong intention, Aboriginal tourism is challenged by conversion into actual visitation and participation. For example, whilst nearly a third of all visitors are interested in visiting an Aboriginal cultural centre, only 7% actually participate (Figure 2). The percentage of participation is higher for international and interstate visitors at 8%, but is lower for the local market at 5%, and this difference is significant considering that the intrastate market is half of all visitor volume.

This challenge is not unique to Western Australia, and the added complexity is that visitors often fail to recognise the unique and interesting differences between Aboriginal language groups and traditional owners across the country. If they have already experienced some form of Aboriginal tourism activity in another part of the State or in a different State, they often don't seek another activity, having ticked this off their "to do list" of travel experiences.

	Total	
	Interested in	Participated
Participated in at least one Aboriginal Activity	n/a	29%
Go on a tour with an Aboriginal guide	36%	2%
Stay in Aboriginal accommodation	16%	2%
Visit an Aboriginal culture centre	27%	7%
Visit an Aboriginal gallery	28%	10%
Saw Aboriginal dance, theatre or performance	32%	3%
Saw any Aboriginal art, craft or cultural display	24%	13%
Saw an Aboriginal site or Aboriginal community	27%	8%
Purchase Aboriginal art, craft or souvenirs	23%	6%
Experience Aboriginal interpretation on a tour	27%	2%
Have some other interaction with Aboriginal people	20%	11%

Figure 2: Interest and Participation in Aboriginal tourism in Australia, 2010/11

(Australian Bureau of Statistics, 2010)

Within Western Australia during 2010/11 there were just over 110 Aboriginal tourism businesses in operation, which has nearly doubled over the last 5 years. (Tourism WA, WAITOC, Govt of WA, 2010 - 2020). Whilst nearly half of these are emerging or newly established businesses, there are also a strong percentage that have grown to have an export component including a focus on international visitors and their associated travel distribution network.

Aboriginal organisations are also co-investors with other mainstream tourism providers such as accommodation and tours. For example, Indigenous Business Australia is currently a significant joint venture partner of tourism product in Australia, and this includes the Fitzroy River Lodge, Tjapukai Aboriginal Cultural Park, the Gagudju Crocodile Holiday Inn at Jabiru and Mungo Lodge in New South Wales.

From a national perspective, Australia’s Indigenous tourism experiences are one of the seven key experiences which underpin Tourism Australia’s global marketing activities. In 2010, international and domestic visitors spent a total of \$3.8bn in Australia on at least one indigenous tourism activity on their trip. This represented 13% of international visitors, and 19% of their spending (Tourism Research Australia, 2011).

Kakadu has the highest proportion of international Indigenous tourism visitor nights, and complimented with other locations such as Alice Springs and the Arnhem, this has made the NT a natural link in the consumers mind about Indigenous Tourism.

The most commonly reported activities for both international & domestic overnight Indigenous tourism visitors were to see an Aboriginal art/craft or cultural display; visit an Aboriginal gallery, and visit an Aboriginal cultural centre (Figure 3).

Activities by international and domestic overnight Indigenous tourism visitors, 2010	Domestic %	International %
See Aboriginal art, craft or cultural display	51	41
Visit an Aboriginal gallery	29	34
Visit an Aboriginal cultural centre	24	29
Attend an Aboriginal dance or theatre performance	9.5	26
Purchase Aboriginal art/craft or souvenirs	7.9	24
See an Aboriginal site or community	27	20
Some other interaction with Aboriginal people	19	17
Go on tour with an Aboriginal guide	7.4	8
Attend an Aboriginal festival	np*	2.9
Stay in Aboriginal accommodation	4	1.6

International and domestic overnight Indigenous learning experiences, 2010	Domestic %	International %
Art/craft	64	59
Music	34	51
Weapons	31	44
Rock art/carvings	37	36
Hunting and gathering	39	29
Dancing/performance	21	29
Dreamtime	38	28
Bush Tucker	34	24

Figure 3: Activities by International and Domestic overnight Indigenous Tourism Visitors, 2010.

(Tourism Research Australia, 2011)

2.1.2 Perth

The City of Cockburn is included within the “Experience Perth” tourism region, which annually attracts more than 3.4 million visitors (YE Dec, 2011 excluding day trippers), who approximately stay 27.6 million nights spending \$4.1million within the local metro economy (Tourism WA, 2011).¹ The majority of these visitors are Intrastate – WA locals holidaying at home in their own State – accounting for more than half of the visitors. Interstate visitors were the next largest percentage in terms of volume accounting for 26%, with the balance belonging to international visitors at 20%.

Over the last decade, the intrastate market has posted the largest declines, and this has been balanced by growth in the interstate and international markets to Western Australia. International visitors now account for more than \$1.5mn in expenditure annually.

In terms of international visitors, the top 10 markets by volume for the 2009/10 year are listed in Figure 4. From these international markets, four have been identified to have the highest propensity to engage in Indigenous tourism experiences, being Germany and the USA, followed by the UK and New Zealand.

¹ Excluding daytrips

	2009-10	% of Total International Visitors
United Kingdom	45,055	18.9%
Singapore	42,626	17.9%
Malaysia	30,247	12.7%
Japan	13,670	5.7%
New Zealand	11,770	4.9%
Germany	10,097	4.2%
Indonesia	9,627	4.0%
China/Hong Kong	8,507	3.6%
USA	5,962	2.5%
Thailand	5,257	2.2%
	182,818	76.6%

Figure 4: Top 10 International Visitor Markets for Western Australia 2009/10.

Highlighted markets indicate a propensity to engage in Indigenous Experiences.

(Tourism Research Australia, 2011)

Key activities for visitors to the Experience Perth region include:

- Visiting friends & relatives,
- Eating out at restaurants,
- Shopping,
- General sightseeing,
- Going to the beach (including swimming, surfing, diving), and
- Visiting national parks/state parks specifically for international visitors.

2.1.3 Cockburn

Whilst the tourism industry is comprised of more than accommodation & food service businesses, this indicator is a good measure of the current size of the tourism industry in the City of Cockburn. For the year ending June 2011, this sector accounted for \$122 million in output which was only 1% of the City's total (NIEIR, 2011). However the sector accounts for nearly 5% of the employment with approximately 1,500 people involved. By way of comparison, the industry employs a similar number of people as the health care and social assistance industry. The sector is made up of approximately 157 businesses, mostly small to medium sized with 80% of these employing less than 20 people.

Despite currently being a small industry, the City still annually attracts nearly 87,000 visitors with the majority of them from domestic (Tourism Western Australia, Year Ending Dec 2008/09/10). Based on Cockburn's proximity the opportunity presents itself to leverage both the volume of visitors in Perth as well as the interstate and international visitors who are already visiting the City of Fremantle.

This presents a real opportunity to grow the tourism industry within the City from both a supply and demand perspective.

The current supply of tourism product is fairly limited. It consists of:

- 2 caravan parks (Woodman Point Holiday Park & Coogee Beach Holiday Park),
- Adventure World Theme Park,
- A State owned recreation camp (Woodman Point),

- Cockburn Ice Arena,
- South Lake Leisure Centre & Climbing Wall,
- Murdoch Pines Golf & Recreation Park,
- Azelia Lay Homestead Museum,
- Significant numbers of Parks & Reserves & various walking trails,
- Events such as the Show Off Art Exhibition, Spring Fair and the Coogee Beach Festival,
- School Holiday programs and students tours through the Wetlands Education Centre, and
- Various other recreational activities such as fishing from the jetty at Coogee Beach.

Within this group, only 3 businesses can currently be identified as actively working within the tourism industry.

Whilst not primarily tourism infrastructure, the new club facilities for the Coogee Beach Surf Life Saving Club could also be considered once completed.

2.2 Future

To consider the feasibility of an Aboriginal Culture and Visitor Centre, it's important to understand the future tourism trends and key developments which may impact this initiative.

2.2.1 Visitor Forecasts

The goal of the WA Tourism Commission is to double the value of the State's tourism industry from \$6 billion in 2010, to \$12 billion by 2020 (Tourism WA, 2010). This increased value would be delivered by overnight and daytrip visitor spend, and links with the Federal governments National Long Term Tourism Strategy and its forecasted 2020 industry potential. If achieved across Australia this would mean an extra 100,000 workers, and 50,000 accommodation rooms needed.

If the Cockburn area kept in line with this State industry stretch forecast then it could be envisaged that by 2020, the region would have approximately 120,000 visitors annually, which is about half of the current numbers of intrastate visitors to the City of Mandurah. This doesn't take into account areas where the city can exceed this stretch growth, either from further tourism industry developments or infrastructure developments such as the Cockburn Coast project.

2.3 Industry Developments

2.3.1 Indigenous Tourism

In 2006, "Listening, Looking, Learning: An Aboriginal Tourism Strategy for WA 2006 – 2010" was launched and its vision was that WA would be the premier destination for authentic Aboriginal tourism experiences. The inaugural strategy had two goals – to ensure sustainable Aboriginal participation in the tourism industry, and to see Aboriginal people having ongoing opportunities to add cultural and commercial value to the WA tourism industry, for mutual benefit.

The latest update of this strategy was a joint initiative of Tourism WA, the Western Australian Indigenous Tourism Operators Council (WAITOC) and various Government Departments. Titled “Making a Difference”, it spans from 2011 – 2015 and the strategy plays a key role in providing opportunities for the continued development of Aboriginal tourism, positioning it as an iconic experience in WA.

The strategy notes that Indigenous tourism is about engagement and mutual respect, which ties strongly into the City’s Reconciliation Action Plan. It also notes the importance of ensuring Aboriginal tourism product has the widest appeal, so that it has the best chance of sustainability. This includes integrating Aboriginal culture within tourism events and activities, which the City has already begun with its own events.

Other relevant points from this strategy include:

- The importance of creating a compelling point of difference for Aboriginal tourism to attract international visitors;
- Integrating Aboriginal tourism product into mainstream domestic tourism;
- Supporting the development of viable and sustainable Aboriginal tourism businesses,
- Developing contemporary and culturally authentic products;
- Creating traineeships and cadetships to provide employment opportunities.

2.3.2 Catalpa Coast Tourist Drive

The Catalpa Coast Tourist Drive was being developed in partnership with coastal Councils, the City of Mandurah and the Peel Development Commission via the South West Group. As a day trip the drive planned to extend from Fremantle, to south of Mandurah, incorporating over 120 sites of interest. This development could help foster the growth of the tourism industry and whilst not currently being progressed, the City of Cockburn should take this or a similar opportunity to profile their current attractions, history and natural environmental attractions.

A range of potential sites for inclusion on the tourist drive include the Newmarket Hotel, Manning Lake & the Azelia Lay Homestead, Coogee Beach and boathouses, Woodman Point and the quarantine station, just to name a few. Should an Aboriginal Culture & Visitor Centre be viable and located conveniently on the tourist drive, this attraction would be a great inclusion being provided a feeder of tourist traffic, & an additional marketing outlet for the Centre if the tourist drive was successful. Linked with short walks and trails leaving from the same location, it would be an ideal way to start further development of the tourism product for the City.

It should be noted that the implementation of the Tourist Drive will not necessarily guarantee visitor traffic to attractions. It instead will be important to consider how best to position the City’s attractions so that you are giving visitors a great reason to stop, and not continue on their journey which might have just started in the City of Fremantle. For example a hillside viewing vantage point, so an understanding of the future drive route maybe a good start, with walking trails and interpretation making it a stopping drawcard.

2.3.3 Cruise Ships

Cruising as a holiday option is enjoying enormous growth globally and within Australia. In 2010/11, the WA cruise sector generated more than \$83 million in direct expenditure, and this is expected to

grow even further (Tourism Western Australia, 2011). With 23 cruise ship visits planned into Fremantle for the 2012/13 season, and the proximity of the port to the City of Cockburn, this presents an opportunity.

Current “must-do” tours and attractions promoted to cruise ship passengers arriving in Fremantle include the Maritime Museum and Shipwreck Galleries, the Fremantle Fishing Boat harbour, the Fremantle Prison, Indigenous heritage tours, walking tours, Swan River cruises to Perth and Fremantle tram tours.

For Cockburn the opportunity is to link with current indigenous heritage tours and look at the development of a half day tour product, which could feature indigenous and heritage product, specifically for the cruise ship market. With cruise visits planned well in advance and catering for a large number of visitors at one time, this provides a vehicle to further establish the tourism footprint within the City as well as indigenous tour guiding skill development.

2.4 Infrastructure Developments

Cockburn Coast

One of the significant developments currently under way in the City is the Cockburn Coast project which guides future land use and transport initiatives within the area stretching between South Beach and the Port Coogee marina.

The further redevelopment of this area is predominately an intensive and mixed use urban environment, as set out in the district structure plan. While the plan makes mention of community facilities, these opportunities still need to be justified and supported by a robust needs analysis included in the next layer of the planning process.

The sections of the District Structure Plan which has the most relevance to this feasibility study include (Cockburn, 2009) the identification of the following desirable types of facilities within the Cockburn coast redevelopment:

- Strong landscape and physical linkages between the Beeliar Regional Park reserve in the east and the coastal foreshore reserve;
- Regeneration of the Power Station building which includes public use elements, such as:
 - Space for community markets
 - Café's restaurants, microbrewery
 - Convention/theatre space
 - **Indigenous and European heritage education/interpretive centre**
- Community facilities at the South Beach (North Coogee) coastal node; and
- Educational facilities.

Three local structure plans are being developed for the Robb Jetty Precinct, the Emplacement Hilltop Precinct, and the Power Station Precinct, however it is not anticipated that they will receive approval prior to 2013. It is understood that Landcorp are in the process of drafting a Community Development Plan which will make an initial recommendation of a Nyungar cultural space. This still need to be assessed by the City based on its viability prior to any recommendation being adopted.

Another work in progress is a separate Master Plan that Landcorp is undertaking specifically for the Power Station building and immediate surrounds. Given the mention in the District Structure Plan (Cockburn, 2009) of a Visitor Center in the Power Station building; this is relevant to potential locations considered in the long term. No plan is available at this point and Landcorp are still determining major details of the site including whether they propose a ‘marina’ or not.

Trails

A smaller yet relevant future City plan for tourist activity is the Trails Master Plan which is currently being updated (Transplan Pty Ltd, 2012). With large areas of land within the city still covered with natural vegetation, and natural attractions including lakes and beaches within the city, future improvement of the trails network enhances leisure and recreational activities for the local community as well as visitors. The report notes, that an interesting and varied range of trails should form part of the overall tourism experience in the region.

Whilst trails are currently not packaged and promoted to visitors in an integrated way, 26 specific projects are recommended in the Master Plan and these should also be considered in the context of developing future tourism product for the City. With great interpretation, trails provide visitors an opportunity to engage in and learn about the area, providing a base for tourism development. It’s important to create awareness of their existence and promote them appropriately, and a number of these trails also include a significant percentage of indigenous history (Figure 5).

Figure 5: Trails Master Plan - Indigenous Content

Trial	Indigenous Opportunities Noted
<i>Bibra Lakes Circuit</i>	<i>Named Walliabup, the area has history as a location of Aboriginal Fringe Camps, associated with working on farms and cutting timber for market gardeners. In addition the limestone pinnacles near Adventure World is seen as a rainmaking site.</i>
<i>Eastern Lookout</i>	<i>Beelair district is the name of the district between the Canning River and the Northern extremity of the Murray River Aborigines lands. Beelair aborigines were the local sub-group of the Whadjug dialect group.</i>
<i>Mt Brown Lookout Trail</i>	<i>Creation of Garden Island (Meandip)</i>
<i>North Lake Circuit</i>	<i>Aboriginal mythology and beliefs. Inhabited by Waugal who maintains the flow of the springs that feed them. Semi-permanent camping ground and source of turtle and wildfowl. Used for ceremonial activities and firestick stories. Some parts of Bibra and North Lake were for men only (including for initiation)</i>
<i>Lake Coogee Trail</i>	<i>Creation myth for Lake Coogee and western chain of Cockburn wetlands and limestone ridge.</i>
<i>Manning Lake Trail</i>	<i>Aboriginal name for the Lake was Dgilgie’s. The local Aboriginal people believed that devils haunted the lake after dark, and Davies was a hermit who frequented the area around the lake.</i>
<i>Beelair Lakes Trail</i>	<i>Part of an Aboriginal track or pad from the Swan River to the Murray River, which passed from Fremantle, through North Lake and Bibra Lakes and the chain of freshwater lakes leading to Mandurah. Used for travelling and camping.</i>
<i>Coastal Pathway</i>	<i>Robb Jetty Camp – in the sand hills to the south of South Beach.</i>
<i>Ridge Trail</i>	<i>Creation of Cockburn Sound and Rottnest, Carnac and Garden Islands. Interpretation around the sea – the Aborigines from along the</i>

	<i>whole line of western coast believe that when the body dies, the spirit goes away westward through the sea to some country far away, and that there the spirit lives in much the same manner as it has lived when in the flesh.</i>
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Trails connected to the coastline have appeal for visitors, and within Cockburn this could include the Henderson Cliffs Trail, the North Coogee Coastal Trail, the Woodman Point Circuit and the linking of a Coastal Pathway from the City of Fremantle to the City’s southern boundary.

Indigenous Culture Centres

Two potential projects will impact the feasibility of Cockburn’s project and the City should keep a watching brief and take these into account when considering an Aboriginal Cultural & Visitor Centre:

The Perth Waterfront Development - Indigenous Cultural Centre

An Indigenous Cultural Centre is on the Master Plan for the Perth Waterfront Development (Metropolitan Redevelopment Authority, 2012). It is planned to be a nationally significant center for Aboriginal culture, art and learning. Situated over the water at the southern end of William Street in the CBD, the building will be a striking architectural and cultural landmark.

Currently the Cultural Centre does not form part of the first stage of the project and has no budgetary allocation. No timeline for development could be provided by the Metropolitan Redevelopment Authority, responsible for the project. They indicated that the Cultural Centre location is in a part of the development that is not dependent on another part to be completed first.

A Heritage Interpretation Strategy is also being prepared as part of this project to identify opportunities to interweave European and Aboriginal history into the design of the public domain and private development. Development of this Strategy is supported by a number of management plans, heritage impact statements and archival records. This supporting information has been developed over recent years to inform the planning for Perth Waterfront and document the values of the site.

Based on the size and scale of the Waterfront Development, it would be natural to expect that significant funds would be needed to develop an Indigenous Cultural Centre appropriate to the site.

Fremantle – Arthur Head: Indigenous Art Space

In addition to the Perth Waterfront project, the Cultural Development Strategy 2011 – 2014 of the City of Fremantle notes two actions, under the strategic area of Infrastructure:

- Develop the Arthur Head properties into a dedicated “Artists in Residence” space, allowing for artist exchanges and indigenous artists to be included in the project.
- Investigate the possibility of an arts space for Indigenous artists, through consultation with indigenous people. Determine what could be considered and if the idea was supported including the Arthur Head space being a possible area.

Whilst discussions around these strategic actions are very preliminary and in their scoping stage, Cockburn should keep abreast of this development and look for ways to collaborate rather than compete, since a visitor doesn't place any relevance on local government boundaries.

If either of these projects went ahead, and were a similar model then the need and viability for a second or third Indigenous Culture Centre within a radius of 15km could be seriously compromised in terms of volume of visitors and then financial viability and sustainability.

Cockburn Wetlands Precinct

The Cockburn Wetlands Precinct has the strategic vision to become an integrated environmental education facility at Bibra Lakes (Sorooptimist International Perth, 2008).

Named Walliabup by the local indigenous groups, it is the second largest in the two wetland chains which comprise the Beeliar Regional Park. It is an Indigenous sacred site where the teachings of oral histories & corroborees have taken place, as well as providing grounds for hunting and gathering and fresh water supplies. Today it continues to be an important site and connection to country for the Indigenous community.

In addition to the Whadjuk Beelair Indigenous Community, several groups have been actively involved in the Lake for a significant period of time including the Cockburn Wetlands Education Centre, the Native Animal Rehabilitation Centre (Native Arc) and the 1st Bibra Lakes Scout Group.

Supported by dedicated volunteers and some paid staff, the groups recognise the potential for future synergies. The vision is for the precinct to be a showcase of sustainability, providing a range of services to benefit the natural environment, including a diverse learning experience for the community. Under the current strategic plan (2008 – 2013), a number of goals have been established and those relevant to this study include:

- To achieve an environmentally sustainable precinct within the context of the Beeliar Regional Park.
- To build, adapt and manage an attractive functional precinct showcasing sustainability principles.
- To achieve financial sustainability through sound governance, ethical practises and establishment of a framework for future growth opportunities.
- To enhance community awareness and understanding of the natural environment through a range of educational programs.
- To provide learning and leisure activities that assist in the development of children and young people.
- To enhance community awareness and understanding of the cultural and spiritual values of the area through a range of educational programs. This includes documenting the indigenous history of the area, development of indigenous education programs and activities and erecting interpretive signage.

Operating from several buildings in the precinct which are in urgent need of upgrading/replacing, the opportunity exists to consider a precinct approach to the building and environmental upgrade. All organisations currently operate relatively independently in sections of the precinct, which means it is more difficult to easily share resources e.g. administration support, office facilities, joint signage, etc.

The City has currently provided \$50,000 to develop a precinct design, and within the City's strategic plan this project is estimated to cost \$2.5mn and is dependent on full external funding sources.

Based on the importance of this site to the local Indigenous community, and a desire for the current groups to include indigenous elements into the educational facility, this provides aco-operative opportunity.

3.0 Research & Review – Key Findings

3.1 Visitor Centres

3.1.1 Role & Impact

Visitor Centres (VC's) within Australia play a vital role in the development & economic success of a region's tourism industry. Predominately seen by visitors as a service provided by Local Government, they are valued as a trusted & helpful information source in the region. They can fulfil a number of roles including bundling tourism products, providing impartial information, facilitating visitors to make, confirm and pay for reservations, promote the area, orientate visitors to and enhance the area's attractions, and in some cases even develop their own attractions. Today's VC's not only service walk-in traffic, but also field phone calls and email inquiries from a range of travel consumers.

Numerous studies in most States over the past 10 years have confirmed that they positively impact the region's tourism yield by increasing the number of activities that a visitor will engage in and by increasing the time that a consumer will stay at a destination i.e. a positive interaction with the VC will have a visitor spend more and stay longer than planned. This is especially important where visitors don't undertake a high level of pre-planning for certain activities e.g. pre-plan accommodation, but hadn't planned day tours, activities, restaurants, etc.

The most recent research was completed in 2011 as part of the Destination Visitor Survey, and measured the impacts of regional VC's on Visitor Behaviour in South Australia (Tourism Research Australia - Destination Visitor Survey, 2012). 54% of bookings taken at the VC's were for products located in the local area, providing an indication of the impact they contribute to the economy within the local government area. It was also found that VC's currently support, and are not replaced by the increased trend for consumers to access information on the web. Visitors use these Centres to seek confirmation by friendly & knowledgeable locals, and provide reassurance about the tourism product they have researched online. The research also demonstrated the extent to which VC's stimulate tourism demand not just within their defined region, highlighting the importance of a working together as a network extending across traditional local government and regional tourism organisation boundaries. This finding was also confirmed by earlier research conducted by Deery, Jago, Daugherty, Carson & Adams (Deery, Jago, Daugherty, Carson & Adams, 2007).

The majority of visitors to regional Information Centres are asking for general tourism information on things to do and see, as well as maps & directions, accommodation, day tours and other tourism product. The South Australian research found that approx. 25% of visitors were interested in product which could be potentially booked at the Centre – accommodation, day tours including bus tickets and other tourism product. There is an opportunity for VC's to directly take bookings for product as a source of revenue to enhance their financial viability. To achieve this, staffing models and training commitments are seen as pre-requisites.

Deery, Jago, Daugherty, Carson & Adams in their research into VIC's also note that they are an important source of tourism information, even for those visitors who have previously visited the region. 64% of visitors in the regions that they studied were repeat visitors and of these, 26% of them had visited the VIC before. The insight from this research is that it's important for VIC's to develop customer management strategies over time to appropriately cater for these repeat visitors e.g. dedicated "What's New" section within the VC.

Fallon & Kriwoken (Fallon & Kriwoken, 2002) suggest that the most important element of a successful VC is an understanding of the audience, which can be further broken down into primary & secondary information consumers (Deery, Jago, Daugherty, Carson & Adams, 2007). Primary information consumers are travellers & visitors, with a secondary audience in local residents who use the VC as a source of information provision for Visiting Friends & Relatives (VFR) visitors. In addition they also argue that the VC “needs good signage, are placed in locations near attractions, and ideally provide distinct and innovative designs to the public, and have the opportunity to enhance the tourist experience”.

3.1.2 Operating Models

There isn't a consensus on one preferred operating model for Visitor Information Centres, with national data collection & reliable figures difficult to obtain and not standardised. In the absence of a national standard, the Victorian model for accredited Visitor Information Centres as the minimum for modelling future financial viability of any VC for the City of Cockburn.

Staff is critical to the running of any Visitor Centre, and again the model varies with some being paid staff, some volunteers, and a mix of both. The current Victorian model for accredited Visitor Information Centres prescribes a minimum of 1 paid full time staff VC manager. While a large proportion of volunteer staff may assist in helping achieve financial sustainability of the Information Centre, there are both strengths and weaknesses associated.

It is also noted that nationally there is an increasing focus on VC's to improve their revenue streams, developing stronger businesses and allowing for a more diverse range of funding than solely on local government.

In 2002 Fallon & Kriwoken identified key elements that contribute to effective and sustainable visitor centres, using an evaluation of the Strahan Visitor Centre as the benchmark. They noted the following key insights:

- Success criteria are complex and no one prescriptive formula by which to plan or construct.
- Need case by case planning, but be part of a comprehensive, collaborative, cross-agency strategy to ensure they are built within a regional vision, brand and position.
- Before building, establish a clear need for the facility.
- Gain State government agency, tourism operators & the local community committed to being actively involved in the centre's on-going operations.
- Location & physical environment important. Design facilities for distinctiveness and build where visitors and attractions are found.
- To be sustainable they should provide multiple functions and innovative activities.

Location is important, especially if the Visitor Centre is to gain walk-in visitation. Research predominately in Victoria since 2006 (Urban Enterprise Pty Ltd, 2006) has identified that an optimal location is important, and notes significant increases in visitor traffic when various relocations which have taken place. They note where VC's have improved their location ie more centrally located,

greater exposure, improved directional signage and/or upgraded their facilities and services including additional interpretative displays, substantial increases in visitation to the VC have resulted.

The latest research for Visitor Centres in Western Australia was completed by Market Equity in 2003, and followed up in 2004 with an extensive Visitor Servicing Study (Market Equity, 2003). Key findings included:

- On arrival in WA, Visitor Centres is the most common source of information. The other key sources were then word of mouth, brochures & the internet and the propensity to use this other information differs by visitor type. Interestingly locals rely heavily on the internet as a source of information, placing less reliance on asking other people.
- Popular tourist attractions and high traffic areas are suitable locations for available information points.
- 82% of visitors noted that they would probably & definitely use local information centres outside of Perth metro. Personalised, face to face information delivery is most preferred and expected.
- Whilst a popular choice as a source of information, visitors are have low levels of awareness, and even if aware, up to 20% of visitors have not visited them. Hence the importance of prime high-profile locations for their success.
- There is a strong preference to browse and relax while reading visitor information as an obligation free service not unlike a café/library style setting versus the more traditional visitor centres which exist today.
- In 2004, 101 visitor centres operated throughout the State, with more than 3.5 million people using the service (Tourism WA, 2006). At this time, 82 LGA's provided a total investment of \$3.3million to visitor centres, with contribution ranging from \$200 to \$365,000 per annum. Of these, 26 were run directly by Local Government and included small operations from shire offices, to large centres with daily operation in dedicated premises.

A key recommendation of the Visitor Servicing Study was to rationalise and introduce levels within the Visitor Centres of WA to create more of a network. State, Level 1 or Level 2 centres should be accredited to ensure consistent standards and customer service. For locations with smaller tourism volume, a staffed information point such as a library or cultural centre, was seen as more appropriate, where the primary activity is not visitor servicing.

Streamlining to 32 Level 1 Visitor Centres was recommended, and relevant to this study they included the locations of Armadale, Dwellingup, Fremantle, Mandurah, Mundaring, Northam, Perth, Rockingham, Swan Valley & York. (See Figure 6)

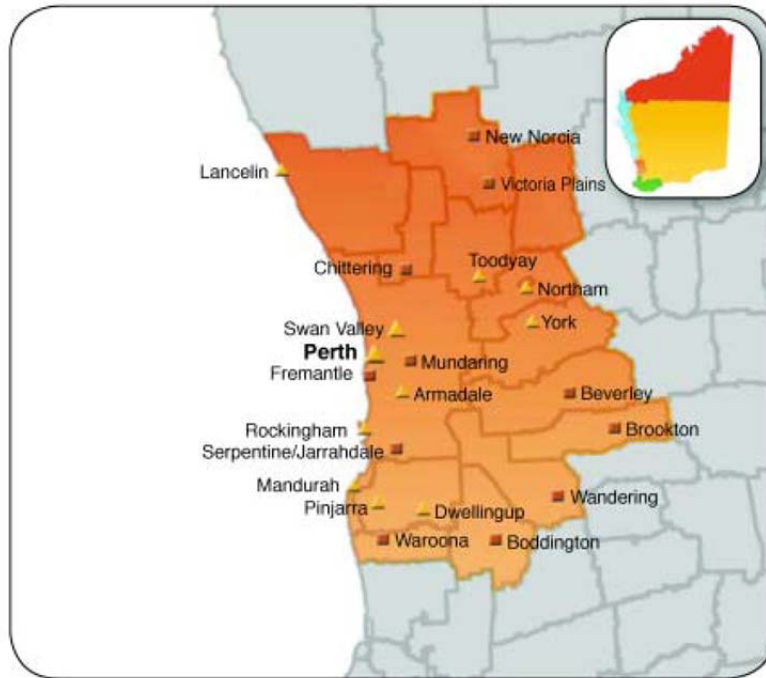


Figure 6: Recommended Level 1 Visitor Centres, Tourism WA

At the point in time when the study was completed, the LG visitor numbers varied between Visitor Centre, as well as their management model (Figure 7).

Since this time, we understand that the Fremantle Visitor Centre has been taken back over by the City and is now Local Government run.

Visitor Centre	Est Annual Door Count	LG Visitor Numbers *	LG Visitor Numbers (incl day trips)	Management Model	Volunteers	Co-location
Armadale Tourist Information Centre	8,900	16,855	234,522	NFP/Committee	30	Museum
Mundaring Tourism Association	8,089	31,934	338,267	NFP/Committee	17	
Northam Visitor Centre	32,000	42,072	161,738	NFP/Committee	4	
York Tourist Bureau	72,776	50,963	200,296	NFP/Committee	-	Town Hall
Dwellingup History & Visitor Centre	80,000	64,024	223,691	Local Government	-	
Pinjarra Tourist Centre	40,000	64,024	223,691	NFP/Committee	12	
Swan Valley & Eastern Region Visitor Centre	30,000	75,844	525,510	Local Government	16	Historical Collection
Rockingham Visitor Centre	45,000	109,270	7,716,030	NFP/Committee	1	
Fremantle Tourist Bureau	unknown	109,610	693,276	Private Sector	-	Travel Agent
Mandurah Visitor Centre	60,000	385,500	1,796,834	Local Government	10	

Figure 7: Visitor Servicing Study, Tourism WA 2004

3.2 Aboriginal Tourism & Cultural Centres

There is no one model of what a cultural centre is as they are defined by the particular needs and goals of each community. In some regions they are referred to as Art and Cultural Centres or Keeping Places, and others as Indigenous Knowledge Centres.

The 2011 'NSW Keeping Place and Beyond: Building cultural futures in NSW', it was noted that the holistic nature of Aboriginal culture means a multidisciplinary approach is appropriate and possible; visual arts, artefacts and archive material, genealogies, libraries, photographs, performance, storytelling, music, dance, oral histories, ecology of the natural landscape, sustainable living, astronomy and education all have their place. Living centres for living cultures also means a place for community functions, festivals and markets, ceremonies and celebrations.

A recurrent theme that occurs with many cultural centres is the struggle for economic existence. Economic times are getting tougher, funding opportunities more competitive and the products whether art, artefacts, bush foods or "cultural tourism experiences" rarely provide a stable income stream as a stand-alone enterprise. For many they rely on different 'project' funding and this constant reliance does not necessarily result in organisational funding and stability.

The key to the more successful operations has been the development of strong governance and business management as well as providing quality and reliable products. The 2011 NSW gathering also identified that volunteering as it is known in Western culture is not easily understood. As such, it is more about commitment to one's culture and community - particularly the youth and future generations - that drives indigenous community involvement.

For many centres, particularly in remotes communities, it is the non-financial benefits and Community and Social benefits that contribute to their ongoing existence (or development). They provide the community with a meeting place, a learning place, a library, a place that provides training and work opportunities. For more urbanised areas these services are often already in existence through a community centre and other services specifically provided.

At a very early stage in the Feasibility Study, it was identified that there were differences in opinion in what a Cultural Centre would have and focus on as its core purpose. However the majority agreed that in the 'Tourism' sense, activities commonly offered via Cultural Centres to the public should include:

- Bush story trail – usually a guided bush tucker / bush medicine walk
- Tool making and spear or boomerang throwing workshops
- Art, Music and Dance performances and workshops
- Static displays – interpretive centre with timeline stories, hands on activities. Displays include traditional clothing, artefacts and weapons
- Art Gallery
- Retail Shop

- Café
- Welcome to Country – point of contact for booking the appropriate person to conduct the Welcome to Country Ceremony.
- Indigenous Educational Programs that fit the school curriculum
- Dance Troupes - point of contact for the booking of dance troupes.
- Meeting Rooms / small conference rooms; and
- They offer the Indigenous Community a Keeping Place to preserve, protect and promote culture.

To underpin a successful Cultural Centre there needs to be a strong and healthy Indigenous community that has well defined cultural objectives, therefore there is a need for the City to undertake capacity building with the Aboriginal Community in readiness for the proposed Aboriginal Cultural and Visitors Centre.

Alternatively, Community Centres (also referred to as Cultural Centres in some instances) often come about as an off shoot of an existing organisation like a land council or housing co-operative. The desire is to foster the local community's well-being and to address issues such as health, housing, education and employment. They aim to reconnect communities, in particular Indigenous youth, with their culture and to be the catalyst to 'cultural healing' that can open up numerous opportunities for Indigenous communities. These centres can already be found in the City so do not need to be duplicated.

As an example, an oral history program conducted by youth and recording elders' stories not only preserves an important part of the local intangible heritage, it also reconnects those youth with their elders, forging a stronger community based on ideals paramount in Indigenous culture, that of 'respect'.

Through these centres the community's cultural obligations are developed and from there Cultural Tourism ventures may sometimes be developed.

3.2.1 Case Study – Brambuk, National Park & Cultural Centre, Halls Gap, Victoria

Brambuk Cultural Centre was originally constructed in 1990 at a cost of approximately \$1 million funded by the Victorian State Government. It was the result of nearly a decade of consultation between a committee of five Aboriginal communities from Victoria's western district and various tourism and government agencies. The Aboriginal (Koori) communities that were partners to this project included the Kirrae, the Whurang, the Goolum, the Gunditjmara and the Kerrup-Jmara, located in the South West Victoria and the Wimmera Regions. The aim of the project was to foster a greater public appreciation of Aboriginal culture and heritage.

For more than 15 years the Grampians National Park Visitor Centre and Brambuk co-existed on the one site within the park. Despite their physical proximity, the two organisations operated independently as separate entities and this duplication often caused confusion amongst visitors. In 2000 it was identified by the two organisations there was a need to integrate the operations into a single visitor precinct.

The proposal to merge two very distinct employment cultures, one Government non Indigenous and one private Indigenous raised a number of issues amongst staff and management. Subsequently in 2000, a memorandum of understanding was signed between Parks Victoria and Gariwerd Enterprises. The project moved forward significantly in 2003 with the appointment of 2 consultants to manage and implement the change program.

In 2006, Brambuk and Parks Victoria received \$2.5 million in State and Commonwealth funding to create one visitor precinct in Halls Gap that combined the former Grampians National Park Visitor Centre and the Brambuk Living Aboriginal Cultural Centre. The combined precinct aims to provide visitors and the community with a range of services including park information, educational programs, and an understanding and appreciation of the natural values and cultural heritage of the Grampians/Gariwerd region.

Gariwerd Enterprises manages the Centre and is a not-for-profit organisation made up from five Aboriginal communities from the Wimmera and Western district. They have a Contract of Services with Parks Victoria which contributes to Brambuk's running costs. Staff from the communities provide a range of cultural experiences, tours and services and they currently employ 15 staff, with a mix of Indigenous and non-Indigenous.

The original building was a two-storey timber construction that included a display area, workshop, a dreaming theatre and a shop. The curved and meandering building emulates a riverlet where indigenous people would catch eels in nets. The portal frame construction allowed a non-uniform structure that guides patrons through the information centre in a similar meandering way. The 2006 upgrade to the facilities involved the construction of a separate building located about fifty metres in front of the original Centre. The new buildings house the Information Centre, additional display areas, a retail shop and café. These generate revenue and the cultural centre offers cultural tours and experiences that also contribute to revenue generation.

The Cultural Centre and the National Parks headquarters have rooms that are large enough to hold small meetings, conferences and weddings and these events also assist with generating revenue for the complex. As an additional revenue source, Brambuk also offers budget accommodation with group dormitories, and double or twin share rooms.

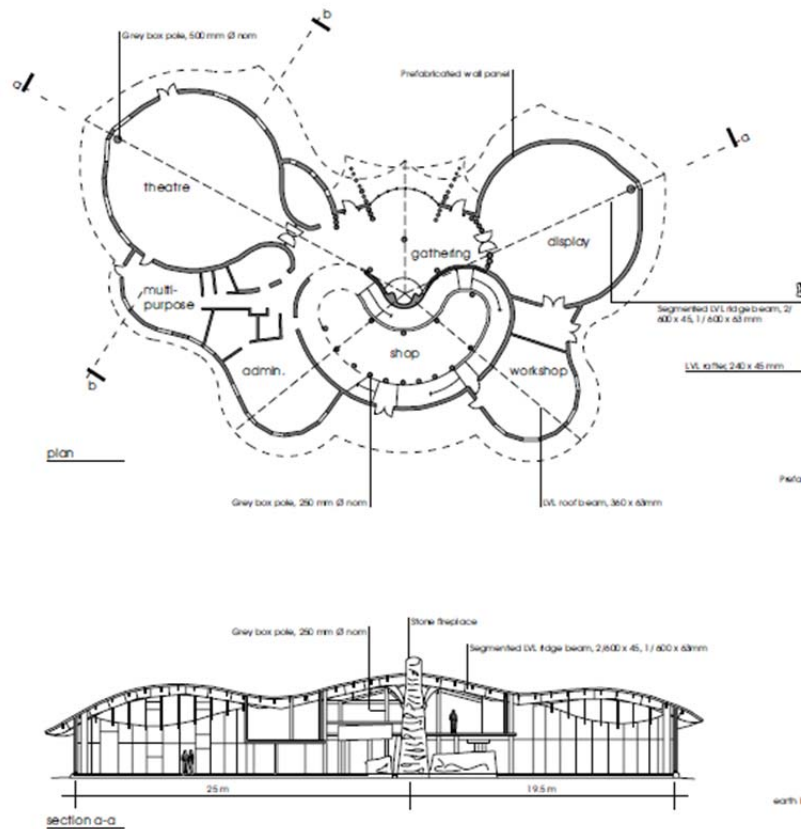


Figure 8: Brambuk Cultural Centre, Vic

3.2.2 Dreamtime Cultural Centre, Rockhampton, Queensland

The Dreamtime Cultural Centre began life in 1987 as an initiative of Australia's Bicentennial Celebrations. The Bicentennial Authority put forward some funding and the Rockhampton City Council provided the land as their contribution on a 40-year lease, with a 20-year option (Blair, 2005).

A group consisting of Aboriginals, Torres Strait Islanders, South Seas Islanders and non-Indigenous people came together to make sure the various Indigenous cultures represented in the area were not lost for future generations.

The centre was opened in 1988 by then Prime Minister, Bob Hawke, and it initially traded four days a week with operational funding from the Department of Aboriginal Affairs. They offered guided tours for people to learn about Aboriginal culture and Torres Strait Islander culture which included boomerang throwing, didgeridoo playing and a plant tour. It was soon identified that the tours (approx. duration of 2 hours) at the time were too long for the visitors, and a reduction in the length of the tours to better suit visitors time allowances was implemented.

It soon became evident though, that the cultural tours alone were not profitable in keeping the centre running. By way of diversification the centre began hiring out one of its rooms for conferences and meetings. The room held 12 people and had an outside space for morning/afternoon teas and lunches. Catering for small groups soon proved inadequate, as they were receiving requests for larger conferences. This led the cultural centre management to adapt the centre and make one of the larger rooms a conference room. They then put up an additional building to house the cultural component and in 1994 a conference facility with a fully air-conditioned 80 seat capacity theatre equipped with the latest audio-visual equipment to comfortably handle any conference was opened. The conference market was considerably more profitable than the cultural tourism offering and the revenue generated from the conferences was put back into the cultural side of the centre, which wasn't financially sustainable.

To maintain and continue to offer the cultural aspects, the centre needed to become more commercially viable and out of this grew the idea of a building a motel to service conference delegates and other guests. In 2000 a motel was opened with 30 units with the assistance of a business loan from Indigenous Business Australia (IBA).

Since its beginnings the Centre has always been creative in getting things done. Their cave structure which houses the artefacts shop was built using \$60,000 funding from the National Tours and Development Program which the Centre matched with \$60,000 worth of materials and labour. Another building was built by the Rockhampton TAFE College as part of a program on building for Indigenous people. The Centre provided \$38,000 worth of materials and the students provided the labour as they learnt their trade. More recently they have launched an on-line shop from their website selling a range of suitable visitor merchandise.

Today with the combination of a various business ventures the objective of the Dreamtime Cultural Centre is to become less reliant on government funding and ultimately self-supporting. They have recently leased out the motel with new owners in October 2011 helping with the future sustainability goals, and currently employ 10 indigenous staff.



Figure 9: Dreamtime Cultural Centre, Rockhampton, Qld

3.3 Other Relevant Material

3.3.1 City of Cockburn – Reconciliation Action Plan

The City of Cockburn established an Aboriginal Reference Group in 2002, has held an Aboriginal Community Development Officer staff position since 2003, and then in late 2009 started the journey to develop a Reconciliation Action Plan (RAP). A RAP is a business plan that publicly formalises an organisation’s contribution to reconciliation with clear actions and realistic targets, developed in conjunction with the Indigenous Community, the wider community, and organisations. Since starting in 2006, there are now more than 300 organisations Australia wide which have developed relevant plans.

In 2011 a RAP was completed for the City of Cockburn and a review of this action plan has highlighted areas where the development of an Aboriginal Cultural Centre could align with this plan and targets:

- *Creating opportunities to build and strengthen relationships between Aboriginal and non-Aboriginal people across Cockburn. Strengthening relationships – develop a venue for Aboriginal and non-Aboriginal seniors to come together to share stories and build understanding and connection.*
 - Achieved through Cultural Centre which has an educational and an active storey telling element eg living library/human library.
 - Positive role modelling of successful Aboriginal employment.

- *Ensure that NAIDOC and Reconciliation week events are increasingly supported.*
 - The Cultural Centre hosts these types of events and others.
- *Strengthen communication with Events Team and Arts/Cultural area at Council to ensure inclusion of Aboriginal interests in concerts and events. Artworks – increase provision of public art, and commit to purchasing artwork annually for display.*
 - The Cultural Centre has the space to host indigenous and non-indigenous events.
 - Council owned indigenous art is housed in the Cultural Centre and displayed.
- *Provide a Cultural Bus tour during Reconciliation week.*
 - Use Cultural Centre as pick up point for this.
 - Use guides on the bus tour as a way of training future Cultural Centre staff.
- *Cultural Awareness and Development Training for community/council.*
 - Centre could be a “Centre for Excellence” in Cultural Awareness Training for corporates and communities. Significant numbers of organisations now have or are committed to a RAP. This could provide base funding and volume to make the financials work for the Cultural Centre element.
- *Increasing visibility of Aboriginal and Torres Strait Islander culture and peoples across the City.*
- *Ensure maintenance of Aboriginal Oral History Project, ensuring audio recordings preserved.*
 - Provides a location for the project to be preserved.
- *Welcome to Country.*
 - A booking and contact point for all organisations and not just Council.
- *Schools – establish firmer links with Aboriginal section of District Education Office.*
 - Cultural Centre can provide educational tours as a focus.
- *Nyungar Language – incorporate into Aboriginal History brochure.*
 - Can be a feature within marketing material.
 - Classes programed into the Cultural Centre itinerary of offerings.

Through this review of the City’s RAP and various discussions, the opportunity to become a “Centre for Excellence” in Cultural Awareness Training for the Cultural Centre was explored. An initial review of this opportunity demonstrates that whilst there are lots of online learning options, which aren’t necessarily based in WA, there are few easy to access, face to face learning opportunities. With significant numbers of organisations within WA and Australia either now having a RAP, or committing to having one completed by the end of the 2012, this seems to be an excellent opportunity to provide a central hub, which would act as a revenue support for the Cultural Centre. This would have the dual benefit of provide training and development opportunities for older and younger indigenous staff, which would leave them well placed to extend their skills into tour guiding and other customer service/communication & tourism based jobs.

3.3.2 Case Study – Herdsman Lake

Herdsman Lake Wildlife Centre is situated on the edge of Herdsman Lake within the Regional Park and is operated by the Gould League, which is a leading Australian environmental education organisation. The WA branch is run as a non-profit independent environmental organisation with a focus on people understanding, appreciating and protecting the environment. Formed in 1939 it has

strong links with schools, and over 7,500 students annually experience the environmental education programs which align with current educational initiatives and practises.

Most recently the League is collaborating with other stakeholders in the Australian Sustainable Schools initiatives where the aim is to embed sustainability within the culture of WA school communities. Other activities at the centre include bird walks, information nights, night stalks, wildlife excursions and festivals, with the aim to provide direct interaction with the natural ecosystem. Open week days via a gold coin donation, the centre has a range of other services such as living and static displays, centre hire, school & group excursions and an observation deck.

Their tours have been specifically developed for the education market & linked to curriculum frameworks with various learning outcomes. Tour activities have a range of options and vary in hours and can include:

- an Ancient Nyungar wetland experience,
- Dreaming Discovery, which includes activities such as Nyungar Dance and Story-telling, hunting with spear throwing, bush-tucker and medicine, smoking ceremony, camp food, & Rock Art,
- Nyungar Dance - students are tutored in Nyungar dance moves, body/'Bookha' (traditional dress) painting and Nyungar art.
- School incursions with a range of “hands-on” indigenous learning experiences within the school grounds.
- Djinoong Nyungar Wirrin Boodja – a half day or full day guided tour of the significant Nyungar sites around the Perth Metropolitan region.

In addition they have developed a professional development program for teachers and the broader community with a 2 day course which provides a cultural experience in the customs and language of the Nyungar people.

3.3.3 Case Study – Piney Lakes Environmental Education Centre

The Piney Lakes Environmental Education Centre is a venue in an urban bushland setting located in the nearby City of Melville’s Piney Lakes Reserve. The Centre showcases renewable energies & sustainable building design, and is supported by other activities on offer within the Lakes area such as Night Walks, Bird viewing boxes, a sculpture walk, school holiday programs, various workshops with a sustainability focus and various activities undertaken by the community group “Friends of Piney Lakes”.

The core offering of Piney Lakes is:

- Sustainability and environmental advice - from water conservation to local plant identification.
- Building tours for walk in visitors, provide technical information, assist with research projects.

- School excursions (for all ages including Universities and TAFE) which link with sustainability and ecology studies.
- Venue Hire.
- Workshops and community seminars which aim to increase our understanding of sustainability.

The area is also a sacred Aboriginal women's site and is under custodianship of the Dijii Dijii women's group. The Centre marks the start of the Bidi Katijiny Aboriginal Women's Trail, which runs through an area of the Piney Lakes Reserve and utilised by Noongar women throughout the year's six seasons. Taken as a 15min casual self-guided walk or with an Aboriginal female guide, it passes on traditional knowledge to visitors of native plants, animals and aims to increase people's cultural awareness and stewardship of the area.

4.0 Consultation

4.1 Approach

Stakeholders in this project have been classified into 3 major groups, to ensure that there was a consistent & equitable approach. They are:

- **Primary Stakeholders:** Those who have a **direct interest** in the outcome & organisations that have been identified include the City of Cockburn Executive, the Aboriginal Reference Group, Bibra Lakes Management, Native Arc & the Wetlands Education Centre.
- **Secondary Stakeholders:** Those who have a **general interest** in a project or issue. These organisations include the WA Tourism Commission, the WA Indigenous Tourism Operators Council, and the Visitor Centre Association.
- **Tertiary Stakeholders:** Those that we believe **are still important to be mindful of**, but are neither Primary nor Secondary Stakeholders.

A key primary stakeholder is the City of Cockburn's Aboriginal Reference Group which has been established since 2002. It is currently co-chaired, has a membership of 12 persons and meets monthly. The Aboriginal Reference Group has provided guidance around the best way to achieve feedback from the local indigenous community in addition to this group's feedback. A community forum & "yarning" session was held on the 13th March 2012 to collect feedback from the aboriginal community in regards to the Culture Centre elements of the Feasibility Study.

Consultations with the Project Team and various other primary stakeholders have expressed an initial preference in terms of a favoured location for the Aboriginal Culture & Visitor Centre, this being at Bibra Lake.

Additionally a range of face to face discussions, phone interviews or email correspondence was undertaken with the balance of other stakeholders creating a total of 70 people who were consulted throughout the project

4.2 Key Insights and Feedback

4.2.1 Indigenous Community Session

During the yarning session, three possible options of an Aboriginal Cultural & Visitor Centre were proposed including an:

- Iconic purpose built centre with high traffic flow and walk in trade,
- Cultural Centre integrated with other organisations with static displays and shared resources,
- Community Centre focuses, with a one stop shop for health and wellness.

All of these options were discussed in detail, with the participants outlining their experiences with other similar centres, what else they would contain in their operating scope and what they liked/disliked or could improve the option with.

- **Iconic Cultural Centre:**

In terms of iconic Cultural Centres, several examples were cited including Brambuk (VIC), Karijini, Narana Creations (VIC), Kodja Place in Kojonup & Tjapukai (QLD). The concept of engaging youth and senior members of the community, in an effort to bring back old traditions was supported by the group. However it was noted that it was important to get staffing levels right with Indigenous staff being visible, to ensure an authentic experience was achieved.

The group also felt that while the financial bottom line was important with a centre which could be a source of pride and inspiration to the community, the human benefit & cultural returns should not be discounted. It was also noted that in the quest to achieve sustainability of the operations, that this could become counterproductive when it becomes too hard, as usually in the community a seldom few drive the concept and there was a high level of “burn out”.

- **Integrated Cultural Centre:**

Lots of discussion centred on the integrated model and numerous sites within and outside the Council area were mentioned. Whilst there was intent to show through an integrated model, a demonstration of successful partnerships of indigenous and non-indigenous working together, to challenge pre-conceptions, this could be difficult.

Whilst Bibra Lakes and its past cultural tours were mentioned, there was also concern around the Roe 8 potential impacts and the organisations that currently occupy the site and whether they would overcome past perceptions and be welcoming to an integrated model.

Collaboration with Fremantle was seen as an opportunity since it had significant tourism assets and linkages, and that Council borders didn't apply to the Nyungar people. It would be important to engage the community especially if a broader joint program with other Councils such as Melville/Fremantle/Kwinana & Cockburn. Door knocks to engage was suggested.

- **Community Centre:**

Several examples of current community centre models were discussed including the Coolbellup Hub and the Ottey Centre, where space constraints were cited as a current issue. The “everything under 1 roof” was an advantage of this model, and it was noted that regional people using Cockburn facilities meant that this puts additional pressure on the services. A suggestion was made to apply for Royalties for Regions funding to support this type of facility. It was also noted that it would be important to not lose the true intent of the centre, and while specific people were required to do specific roles, maybe a referral service was instead needed.

Generally there was strong support that for the Integrated Cultural Centre should be a welcoming place, where culture was part of its sustainability. Youth and elders were important for this, so it protects living cultures. A “living library” concept available at the Cultural Centre, might be a way to achieve this objective.

The location of tourism training at Hamilton Secondary School was also seen as an advantage.

It was also noted that funding needed to be sustainable and recurrent for any of the options to be beneficial.

4.2.2 Other Stakeholder Feedback

Feedback from other stakeholders can generally be categorised into a number of key themes.

Location – location of the centre is imperative since road and foot traffic would be required to increase awareness of the Centre and support its viability. A location within the Cockburn Wetlands Education precinct was not seen as viable due to it not being culturally appropriate for Aboriginal Men, the poor flow-through traffic, lack of public transport links & concerns over the future expansion (Stage 8) of the Roe Highway. Linkages to walking trails was seen as an advantage, and some stakeholders were keen to see a coastal location utilised, with the possibility of Bibra Lakes being more of a satellite location that could be visited after the main hub/centre. Various locations were mentioned including Manning Park, Bibra Lakes opposite Adventure World and coastal locations such as the Power Station or Port Coogee.

Iconic Cultural Centre – whilst the idea was embraced, there was strong support that the City should not be considering this opportunity in isolation. A regional approach was required to support this since from a visitor & Nyungar perspective, local government boundaries have little relevance. Significant resources would be required and this could be shared over a number of Council areas, although the location, ownership, operating model & relevant contributions would all need to be worked through to ensure fairness in the split of contributions. A regional approach was also supported for a Visitor Centre, since Cockburn didn't currently have the tourism product to justify the investment. Active involvement in the Catalpa Drive project and the potential for jointly producing tourism marketing material with other Councils were seen as better initial steps in developing the tourism potential of the City. An example of the Sunset Coast brochure was provided, where 3 northern councils have collaborated.

Limited Tourism Product – several stakeholders identified the lack of actual tourism product in the Cockburn area as a key limitation to success.

Indigenous Product – there is limited indigenous tourism product, especially within the Perth metropolitan area. Most of the marketed indigenous tourism experiences are concentrated in Northern Western Australia. However there seemed to be significant indigenous heritage within the City and its surrounding areas, with the core elements available to be successfully developed. A staged approach was suggested, and the benefits were identified in both enhanced cultural awareness and indigenous skill and training development.

Staffing Critical – having the right capable staff, visionary management with a collaborative approach, and the ability to harness the enormous energy and contribution of volunteers was seen as important and a key success factor.

Indigenous Engagement – it was noted that indigenous engagement would be important in a range of critical areas including the collaborative design of any built form. Volunteering is not well understood in the indigenous community, so to ensure ground-up support from a strong cross section of the community, a door knock process was also recommended if the next planning stages went ahead.

Co-location Opportunities – if a co-located model was adopted then significant work would need to go into the ensuring this worked well in practise. Discussions around various areas should be considered such as resource sharing, alignment of values and respect, dispute resolution, site carrying capacity to avoid clashes, volunteer management, and general housekeeping and required outcomes should be documented and reported against. This links to the feedback around how critical the right staff and management will be.

Financial Stability – this stability over a longer term was seen as an important element to get right and the sense was that this would need to come from a range of sources, and not just one easy solution. While one-off grant funding such as TQUAL was seen as a possibility, options that provided recurring funds over multi-years were seen as more preferable. Things like room hire were noted as an important source of revenue for some organisations currently.

Unique offering – this was also important so that the centre had a unique point of difference. With other indigenous and environmental sustainability offerings in the market place, it will be important to determine why this centre will be unique in its offering.

Cockburn Wetlands Education Precinct – there was concern expressed by the parties in the precinct that this Feasibility Study didn't hold up their redevelopment opportunities and concept drawing plans. Various plans and discussions have taken place over the last 10 years, and the committee were keen that there was a degree of positive momentum happening. Anything that placed their redevelopment project on hold was a concern.

4.2.3 Community Survey Feedback

The draft feasibility study was completed, and key highlights of the results were included in a survey of the broader community, promoted through the local newspaper and Council website. Uptake of the survey was limited but supported key findings to date. This included:

- Agreement to not focus on the creation of an independent Visitor Centre at this stage and focus instead on the development of tourism productions and attractions – 89% supported.
- An integrated cultural centre should include a range of activities such as indigenous cooking, community hall for hire, and an aboriginal souvenir shop. However there was also some concern that the Centre should not be supported in advance of other infrastructure needs in the City such as transport and recreational facilities.
- A coastal location was supported by 37.5% of responses, with Bibra Lakes (near the Wetlands Education Centre) also receiving 37.5%, and Bibra Lakes (near Adventure World) receiving 25% support. At a follow-up extended Aboriginal Reference Group meeting the majority of support was behind a long term Coastal location, and there was also support for Bibra Lake site west.
- If a centre was available, the majority of responses indicated they would use the Centre – 57.1% supported.

It is also worth mentioning that if any co-located facility was to be considered, the extended Aboriginal reference group meeting believed that it was important that the Nyungar Culture should be at the centre of this facility and not an additional add-on.

5.0 Operating Models

5.1 Visitor Centre

It is clear from the current visitor numbers and tourism product available, that the City of Cockburn should not be considering an investment in a standalone Visitor Centre.

The best return on investment at this stage would be to take an active role in developing further tourism product in the City, helping it to become packaged and promoted, and training the staff at nearby Visitor Centres of the range of product available. This program should be focused on for the next 2- 3years, with a future review recommended after this.

This does not mean that the City should not actively focus on the development of this emerging industry. Based on its proximity to the CBD and airport, neighbouring Fremantle and its already established tourism and cruise ship industry, its depth of indigenous and non-indigenous history, natural attractions and major coastal development, there are all the elements here to be able to grow the industry. This aligns to the City's strategic vision of becoming the most attractive place to live, work and visit. As predominately a service industry, it also has employment upsides for the City.

To grow the industry several key initiatives should be considered in the first instance:

- Focus on the Catalpa Tourist Drive and ensure your key attractions are included and have the ability to showcase the City. Consider how best to engage the visitor with appropriate interpretation and infrastructure at the selected sites.
- Select your best walking trails and tracks which show off your natural attractions and market these. Have infrastructure and upgrades in place, and ideally link these trails to high traffic and easy to get to sites.
- Develop in conjunction with the key tourism operators, developers and other local council areas, an integrated strategic plan for tourism growth over the next 3 to 5 years.
- Consider also how events and regional linkages can contribute to this tourism growth.
- Update the website with new marketing material and information to communicate well what's here to see and do in the Cockburn area from a visitor's perspective.
- Join tourism membership organisations such as Experience Perth, and look towards their expertise in helping market collaboratively your region (see Appendix A for a City of Wanneroo example)

5.2 Aboriginal Cultural Centre

Several key insights have been drawn from the research and consultation. In particular the following observations have been made.

Whilst there is strong interest in Aboriginal tourism product, it is difficult to transfer this interest into actual visitation and stand-alone profitability. It is essential for sustainability that the Cultural Centre shares resources, or secures additional sources of stable future revenue.

There would need to be a significant point of difference in what the Cultural Centre could provide, to make it sustainable if the Indigenous Cultural Centre in the Perth Waterfront development and the Arthur's head Indigenous Art Centre go ahead, essentially providing major competition. Whilst full details aren't yet known about one of these projects, senior discussions at Council & State level should take place to gain further insights.

If the Perth Waterfront development Indigenous Iconic Cultural Centre doesn't go ahead as planned, this provides an opportunity to start discussions on a regional level about an iconic Cultural Centre in a waterfront location as a drawcard, on which other indigenous sites can then provide satellite locations and links in the future.

The City of Cockburn does have a depth of indigenous history which could be developed into tourism product and has preliminary support from the community. An initial focus on the education & cruise ship market would help to grow capability and form a basis on which to build future success.

In the interim, a co-located model which has common threads and a key communication objective is a viable option. Location & staffing will be critical, as well as securing other revenue sources such as being a centre of excellence for Cultural Awareness training. This model has less investment upfront and provides a way to test the market and grow over time, but has the added complexity of bringing different groups together under a common house.

However a co-located model would bring with it both advantages and disadvantages:

Advantages of Co-location	Disadvantages of Co-location
- Lower administrative costs through lease income provided by the cafe operator	- Organisations and their representatives not getting along impacting on customer service and relationships.
- Ability to source a broader range of grants	- Potential loss of individual organisational identities.
- Ability to meet increased operating hours	
- Greater marketing profile to the general public and interest groups if aligned messages.	
- Ability to use technology to assist in operational matters eg website, electronic bookings.	

Two possible locations were considered for this co-location model which were Bibra Lake and Manning Lake.

Bibra Lake West (adjacent to Adventure World) – this would be a new site and is currently earmarked in the Bibra Lakes Management plan for a \$3million investment in a Visitor Centre from 2016 onwards. Redevelopment of the Wetlands Precinct at Bibra Lakes has also been suggested at a \$2.5mn costing which is dependent on Developer contributions.

The current site at the Wetlands precinct whilst significant in Indigenous culture is not seen as the ideal location because of it not being culturally appropriate for Aboriginal Men, and because of the low traffic volumes. Instead. The Aboriginal Cultural and Visitors centre should be located adjacent to Adventure World west of Progress drive. The current Wetlands Precinct site could be used still for its current educational activities, outdoor activities, plant nursery & revegetation, and care for

native animals, as well as support additional on-country experiences as required. Joint tour packages could be offered to students and visitors for both locations surrounding Bibra Lake, with joint marketing and other collaborative strategies between the centres employed.

Manning Lake – this site has a range of natural and physical advantages. Its closeness to major traffic flows, vantage points to the coast, natural bushland and lake, amphitheatre and the Azelia Lay Homestead attraction all provide advantages. The challenges on this site would include Conservation Plan restrictions, appropriate location & linkages within the Park, funding for the building, as well as signage from the main roadway.

During discussions with Indigenous community representatives and staff members the site with the most endorsement by these groups was Bibra Lake West. In addition the Bibra Lake Management plan earmarks a significant investment in a Visitor Centre from 2016 onwards.

In terms of the operational management of the Cultural Centre the preferred co-located model is recommended for Council to consider:

- a. Co-location of the Aboriginal Cultural Centre with the proposed Bibra Lake Visitor Centre. This co-location will assist in joint marketing, shared administration costs and the rent from the commercial cafe operator will assist in subsidising the cost to Council of Employing 2.5 Fulltime Equivalent staff to operate the Aboriginal Cultural Centre. Basic Visitor information can be provided by the cafe operator with clear requirements for ways that they need to co-operatively work together to achieve common Aboriginal Cultural Centre and Visitors Centre goals.

Other methods of gaining support for the proposed centre can also be further explored :

- b. **Joint Venture with an organisation which has demonstrated capability in this field** eg The Gould League which provides management of Herdsman Lake in the North. They combine indigenous culture with environmental sustainability, and have a strong education and schools focus. They could become the operational management and marketing organisation for two sites, being Bibra Lake & Herdsman Lake. With strong links already established in the school network and a fresh group to work with the local indigenous community, it would increase the chances of success.
- c. **Joint Venture with another Council which has demonstrated capability in this field** eg The City of Melville and the Piney Lakes Environmental Education Centre. Similar to option A but with another local Council so that management, operational and marketing synergies can be achieved. The only concern here would be to determine the point of differences so that they could compliment and not compete with each other.
- d. **Commercial partnership with a tourism or arts operator to provide operational support, marketing & mentoring.** Establish a contract for support services where the commercial operator takes responsibility for ensuring the key elements of the service are delivered. This could include key performance indicators around indigenous employment and revenue enhancements.

5.3 Financial projections – Break Even Budgets

For the purposes of this Feasibility Study we have assumed that the capital cost of building any Cultural Centre would come from a range of sources including Council contribution, State and or Federal funds.

However it's also noted that Council's 2020 Strategic Plan and Bibra Lakes Management Plan has a provisional allocation of \$3m in 2015/16 for the build of as yet undefined Visitor Centre at Bibra Lake West (near Adventure World). This is the preferred location for the co-located model. It is envisaged that the additional funds of \$1 Million dollars for the recommended co-located model will be sourced from State and Federal grants

Start-up costs for a Centre with co-located organisations would also need to be factored into this build and should include things such as Interpretation, Website development, Recruitment, joint venture set up time, etc. and conservatively this should be considered as a \$300k - \$400k investment.

Of interest will obviously be the operational costs of the centre, since it should stand alone in its success. A draft break-even budget was developed using conservative numbers in our assumptions.

Aboriginal Cultural Centre Annual Operating Budget	
Summary by revenue stream	
Tours Educational	19,370
Tours- general visitors & retail	7507
Room Hire	9,370
Training Revenue	80,000
Cafe Commercial rent 120sqm \$210 sqm	\$25,000
Total Income	\$141,247
Summary By Expense	
Salaries & Wages (2.5FTE)	
L6/Cord - Level 4 x2-	200,000
Catering costs	7,700
Operating costs	5,000
Minor equipment	2000
Marketing	10,000
Tour Materials	3,000
utilities, outgoings, maintenance	10,000
Grounds maintenance	5,000
Total expenses	\$242,700
Net Cost	\$101,453

It will be important for the Centre to determine a strong source of base funding, to allow it the opportunity to gain additional revenue from educational & cruise ship tours and general visitor numbers, whilst Cockburn is at its early stages of tourism development. An opportunity which needs further analysis but on preliminary investigations looks promising is also having the model include a centre of excellence in Cultural Awareness training. This potential source of funding could provide a relatively stable base for some of the centres income.

Other income sources are from visitor and education tours, , retail merchandise and café rent. At this stage it is not intended that the café should include a full commercial kitchen, but instead use a range of suppliers to provide items which can be easily served, rather than cooked by scratch. This could be a further development in the future.

Salaries & Wages would be the largest cost for the centre, and we have also assumed that the Council would provide the net operational funding if the centre was to proceed.

It should be a goal of the centre to reduce its reliance on Council income funding to ensure long term sustainability.

5.4 Building and Fit Out – Preliminary Projections

Cultural Centres around Australia have been developed to suit a specific community's need and therefore vary widely in their size & cost. For example the recently completed refurbishment and launch of the Burrinja Cultural Centre in Victoria was completed at a cost of \$9.6mn, but this includes a 400 seat performance theatre and a café seating 80. The CERES Sustainable Community Centre whilst not an Indigenous Cultural Centre provides similar facilities that are suggested as part of this Indigenous Cultural Centre. The total project cost was \$12.5mn, with the final stage most applicable at a \$6.2mn cost.

Both of these examples are at the upper end of facility size and it is not recommended that this is required within the City of Cockburn. Instead a facility using 1,500 square meters is seen as an appropriate initial development, utilising flexible floor space configurations which can be tailored and changed as required.

Based on this size the initial cost projection of the development is estimated at \$3.6mn which includes a 10% contingency.

	Estimated Size Requirements - Square Meters		Cost Estimate
Design - Architect & Plans, including community consultation			\$ 80,000
Estimated Construction	1,500		\$ 2,070,000
Estimated Fitout	NA		\$ 917,750
Estimated Landscape/signage & connections	1,200	\$ 120	\$ 144,000
Car Parking	50	\$ 2,420	\$ 121,000
			\$ 3,332,750
Contingency - 10%			\$ 333,275
Total Cost Estimate			\$ 3,666,025

This construction and fit out costing were developed using Rider Levett Bucknall 2012 Perth construction costing as a suitable benchmark.

	Estimated Size Requirements - Square Meters	Rider Levett Bucknell Construction Cost 2012 Estimates		Fitout Estimates
Café - 50 seat	120	\$ 1,380	\$ 165,600	\$ 55,000
Gallery/Interpretation/Walkways & Amenities	450	\$ 1,380	\$ 621,000	\$ 250,000
Meeting Rooms	500	\$ 1,380	\$ 690,000	\$ 300,000
Presentation Space	200	\$ 1,380	\$ 276,000	\$ 120,000
Retail	100	\$ 1,380	\$ 138,000	\$ 50,000
Administration & Storage	130	\$ 1,380	\$ 179,400	\$ 142,750
	1,500		\$ 2,070,000	\$ 917,750

An important part of the success of the Cultural Centre will be the engagement of an architectural team who has both experiences in designing effective similar community infrastructure but also understands how to engage the indigenous community in the design phase. The above costing have factored into the design stage a significant amount of community consultation and involvement as part of this process.

6.0 Recommendations & Phasing

Recommendation 1 The City of Cockburn to develop their tourism product and appeal. This includes active involvement in the Catalpa Tourist Drive, joining Experience Perth, updating websites, leveraging their coastal developments and marketing their most appealing walks and trails.

- **Recommendation 2** Follow-up on the Perth Waterfront Iconic Indigenous Cultural Centre, regarding the progress of the noted initiatives and determine their impact or suitability going forward on the Iconic Cultural centre proposed for the Power station precinct.
- **Recommendation 3.** Further investigate the commercial viability of a “centre of excellence in cultural awareness training” which could be facilitated in a range of hired venues initially. If established this would provide a source of revenue, and also a rich training ground for future Indigenous guides/staff.
- **Recommendation 4** Discussions to take place to determine possible shared administrative resources and co-ordinated marketing activities with the current Cockburn Wetlands Education Precinct.
- **Recommendation 5** Approach and discuss with stakeholders and potential joint venture partners various consultancy and support services that can support the preferred co-location operational model
- **Recommendation 6** Undertake “living library” opportunities to use the current Council resources to include local indigenous community members.
- **Recommendation 7** The City of Cockburn not progress the stand-alone development of a Visitor Centre, instead harnessing the surrounding visitor centre resources until sufficient tourism product is developed.

Recommendation 8 Develop an Integrated Tourism Strategy, and take an active role in developing further tourism product in the City, helping it to become packaged and promoted, and training the staff at nearby Visitor Centres on the range of product available.

Recommendation 9 As an interim strategy select your best walking trails which show off your natural attractions and market these, and focus on the Catalpa Tourist Drive or similar concept, working collaboratively with other local government and private enterprise.

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- **Recommendation 10** Collate tourist information for the website and for static display at the proposed Aboriginal Cultural and Visitors Centre.
- **Recommendation 11** Update the Council website with new marketing material and information to communicate the attractiveness of the Cockburn area from a visitor’s perspective
- **Recommendation 12** The City to join tourism membership organisations such as Experience Perth to leverage their expertise in marketing collaboratively your region.
- **Recommendation 13:** Build the capacity of the Aboriginal community in readiness for the Aboriginal Cultural and Visitor Centre and provide Aboriginal Cultural Awareness Training to external participants by increasing the Aboriginal Community Development Officers position by two days per week.

Recommendation 14: It is recommended that an Iconic Aboriginal Cultural Centre area be included in the future developments of the Power Station precinct of Cockburn Coast. It is anticipated that this would be a long term objective (15 – 20 years).

Recommendation 15: It is recommended that a 1500 sqm co-located Aboriginal Cultural Centre and Visitors Centre facility be constructed at Bibra Lake West. The Bibra Lake Management Plan includes a significant investment in a Visitor Centre from 2016 onwards of \$3 million dollars. The increased size of the facility will require the City to source a quarter of the capital works funds which equates to one million dollars from external grant funding in order to construct the co-located facility.

Recommendation 16: That Council adopt the proposed co-located management model of an Aboriginal Cultural and Visitors Centre. This management model would require Council to employ 2.5 staff to enable 7 days per week operation.

Recommendation 17: That Council adopt the preferred site for the co-located Aboriginal and Cultural Centre at Bibra Lake West on the western side of Progress drive.

2013/2014:

- Develop council owned tourism proposition & strategy e.g. trials, Port Coogee, Events
- Discussions around co-location & operational management
- Discussions to determine other competitive projects standing e.g. Perth Waterfront,
- Actively engage Indigenous community to increase participation and design elements
- Determine depth of opportunity for centre of excellence in “Cultural Awareness Training”
- Launch “Cultural Awareness Training” opportunity, using various hired facilities in the interim e.g. Coogee Surf Club

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2014/15:

- Co-located centre designed, service contracts arranged, grant application submitted and joint venture partners agreed.
- Review success of Catalpa Tourist Drive and other development initiatives

2016/17:

- Agreement to Lease and MOU with cafe operator
- Build and open centre (in line with 2017 plans)
- Annual review of KPI's and outcomes

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Appendix A:

Local Government – Website Tourism Example

EXPERIENCE PERTH.COM

Destinations | Things To See & Do | Accommodation | Events | Attractions | Tours | Itineraries | Travel Information

Destinations

- * Perth
- * Fremantle
- * Rottnest Island
- * **Sunset Coast**
 - City of Wanneroo
- * Gingin Coast to Country
- * Rockingham
- * Mandurah and Peel
- * Swan Valley
- * The Perth Hills
- * Armadale
- * New Norcia
- * Avon Valley

Home > Destinations > Sunset Coast > City of Wanneroo

City of Wanneroo

The City of Wanneroo is home to a number of well-kept secrets that offer visitors a great alternative to the usual tourist attractions of Perth. Located a mere 20 minutes north of Perth on the Sunset Coast, the City has a variety of activities and experiences for all age groups.

So why not come and discover this picturesque region and see it for yourself? The City is served by the Mitchell Freeway, Wanneroo Road and the Joondalup (Clarkson) railway line.

Explore the underground caves, go canoeing on the lake, or simply enjoy the delightful natural surroundings at **Yanchep National Park** - can you spot the sleepy koalas? Or why not step back in time and discover the City's rich heritage past - from early settlement at **Cockman House**, to the WW2 campsite of the 10th Light Horse Brigade. Sample a locally brewed beer, whilst watching the sun set at **Mindarie Marina**.

Try a round of mini golf, take a spin around the go-kart track, or taste some handmade chocolate treats.

If you love nature, then the City of Wanneroo is the place for you, with many ideal locations for a picnic, bushwalk or scenic drive. Relax and unwind on one of our pristine beaches, or snorkel in the secluded Yanchep Lagoon. Whilst on the coast, visit Leeman's Landing and Wreck Point - see if you can find the shipwrecked Alex T Brown. Extend your visit by staying in one of the many personal and unique styles of accommodation that are scattered throughout the region.

With a great range of attractions, activities and family events, now is the time to come and explore the City of Wanneroo

Contact the City of Wanneroo
Tel. (08) 9405 5000

Postal Address:
City of Wanneroo

Check options to show on the map:
Attraction: Yanchep

Yanchep National Park

Buckingham House, Wanneroo