

# *Strategic Operational Plan*

**2018-2021**



# **PIONEERS' PATHWAY**

Version: 2.2

Adopted: 28<sup>th</sup> March 2018



## 1. PURPOSE OF THIS PLAN

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This plan was developed with close input from the members of Pioneers' Pathway (PP) and outlines a roadmap for the group over the next three years.

It will guide and inform the core activities of the Advisory Committee and Executive Officer and will assist the Committee in planning and managing their resources. It also aims to inform member Councils of the purpose and goals of the group.

This plan has mainly operational strategies due to the context of the group and its newly resourced Executive Officer however these operational strategies will help achieve some aspirational goals.

## 2. OUR MEMBERS

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Shire of Toodyay – Shire of Goomalling – Shire of Dowerin – Shire of Wyalkatchem  
Shire of Trayning – Shire of Nungarin – Shire of Merredin

## 3. OUR MISSION

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*We collaborate to promote and facilitate a quality visitor experience along the Pioneers' Pathway which delivers value to our communities.*

## 4. HOW WILL WE KNOW WE ARE SUCCESSFUL?

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During and at the end of three years we can articulate the value our communities have experienced as a direct or indirect result of our tourism investments and actions as a group.

Visitors and tourists:

- Who experience Pioneers' Pathways tell their friends and relatives
- Post positive comments about our product
- Remember a story along the Pioneers' Pathway
- Connect to a story along the Pioneers' Pathway
- Come away with a positive experience
- Interact with local communities and events

Additionally our Pioneers' Pathway partner expectations are well managed and we will collate visitor numbers along the Pioneers' Pathway through collaboration with Visitor Centres, Visitor Information Points and Community Resource Centres.

## MARKETING PRINCIPLES

PP is focused on adding value to its member communities. To succeed in meeting this objective the group must work collectively and must maximise the impact of its marketing resources (time, money and relationships). A set of marketing principles has been developed to guide PP:

### *Overnight Visitors Preferred, but Day Trips Equally Important*

Room nights are a driver for PP communities, their businesses and tourism operators. It is critical that PP pursue marketing initiatives that generate incremental value to the communities – occupancy, fuel, food, tours etc.

### *Cooperation is King*

With limited resources it is imperative that marketing initiatives achieve the highest return on investment, this applies to both PP and its tourism partners such as Australia's Golden Outback and Experience Perth, Central Wheatbelt Visitor Centre, Shire of Goomalling etc. The PP and its tourism partners must work together to leverage investment into PP marketing initiatives to maximise impact.

### *Only Pursue Strategic and Measureable Marketing Initiatives*

Marketing initiatives must be carefully planned and have the ability to be measured. If a marketing activity does not fit the plan in place, serious consideration should be given to whether the plan needs to be adjusted, if not, that initiative should not be pursued. If a marketing activity cannot be tracked and/or measured to ensure that it is achieving the desired results, it should not be pursued.

### *Discover PP Strengths and Market Strengths*

There are a number of marketable assets for PP however the group must identify the assets that offer a competitive advantage to other self-drive routes in the region and state, and how it fits the PP story.

## 4. OUR PLAN

Strategies are divided into the short term (6 to 12 months) and medium term (12 – 24 months)

### DEVELOPING OUR PRODUCT

GOAL	SHORT TERM STRATEGY	PRIORITY	POINT OF MEASUREMENT	OUTCOME	RESPONSIBILITY
<b>1. Pioneer Pathways' is known as a self- drive route</b>	1.1 Review the current self- drive itineraries	<i>High</i> June 30,2018	<ul style="list-style-type: none"> <li>PP self-drive itinerary is reviewed and is linked to the PP story</li> </ul>	<ul style="list-style-type: none"> <li>We have clearly defined target markets</li> </ul>	Executive Officer
	<b>MEDIUM TERM STRATEGY</b>				
	1.2 Adapt the self- drive itineraries to our target markets	June 30, 2018	<ul style="list-style-type: none"> <li>Marketing plan is developed, reviewed annually and resourced</li> </ul>	<ul style="list-style-type: none"> <li>We have clearly defined marketing strategies that are resourced</li> </ul>	
	1.3 Develop an annual marketing plan	May 30, 2018	<ul style="list-style-type: none"> <li>Social media analytics</li> </ul>	<ul style="list-style-type: none"> <li>We have clear storylines for our product</li> </ul>	
<b>2. Visitors who experience our product are educated and engaged</b>	2.1 Develop a criteria and standard for our stories	<i>High</i> March 30, 2018	<ul style="list-style-type: none"> <li>Stories are completed</li> </ul>	<ul style="list-style-type: none"> <li>Our product is authentic and well defined</li> </ul>	2.1 Advisory Committee
	2.2 Identify our authentic stories and storytellers	April 30, 2018	<ul style="list-style-type: none"> <li>Funding is attracted to implement our stories</li> </ul>	<ul style="list-style-type: none"> <li>Our product is relatable, stories are 'brought to life'</li> </ul>	2.2 LGAs/Advisory Committee Reps
	2.3 Develop and refine our stories so that they are engaging for our target markets	Draft: September 30, 2018 Final: November 30, 2018	<ul style="list-style-type: none"> <li>Stories are consistent across all mediums</li> <li>Stories are communicated to target markets, partners and members</li> </ul>	<ul style="list-style-type: none"> <li>Our product is easily accessed</li> <li>Our product is based on an experience</li> </ul>	2.3 Executive Officer and Consultant

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**MEDIUM TERM  
STRATEGY**

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2.4 Identify mediums for our storytelling	<i>High</i> April – November 2018	LGAs, Executive Officer and Advisory Committee
2.5 Implement story telling mediums	December 2019 (Dependant on funding)	
2.6 Incorporate indigenous stories into our product	<i>Medium</i> December 2020	

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## MARKETING OUR PRODUCT

GOAL	STRATEGY	PRIORITY	POINT OF MEASUREMENT	OUTCOME	RESPONSIBILITY
<b>3. We know our marketing partners and value is received from them</b>	3.1 Clearly identify our marketing partners and how we work with them to promote our product	High May 30, 2018	<ul style="list-style-type: none"> <li>Comprehensive and current database of our partners</li> </ul>	<ul style="list-style-type: none"> <li>Partners who have a high influence on our target markets promote us regularly</li> </ul>	Executive Officer
<b>4. Develop and expand our online presence</b>	4.1 Upgrade our website 4.2 Create a social media presence – Facebook and Instagram 4.3 Actively monitor online reviews e.g. Wikki Camps and respond to feedback	High June 30, 2018 July 30, 2018  Quarterly	<ul style="list-style-type: none"> <li>Reports regarding our online presence (reach, engagement, positive reviews etc) improve over time</li> </ul>	<ul style="list-style-type: none"> <li>We have a consistent and well branded online presence</li> </ul>	Executive Officer
<b>5. Our brochure will reflect the authentic stories along the Pioneers' Pathway</b>	5.1 Review and update our brochure 5.2 Fund a print run of the new brochure and distribute accordingly	High June 30, 2018*  Medium June 2020*	<ul style="list-style-type: none"> <li>Brochure is updated, printed and distributed</li> </ul>	<ul style="list-style-type: none"> <li>Brochure accurately reflects our product</li> </ul>	Executive Officer, Central Wheatbelt Visitor Centre

\*Produce a transitional brochure June 30, 2018 and a new brochure June 2020.

## GOVERNING OUR ORGANISATION

GOAL	STRATEGY	PRIORITY	POINT OF MEASUREMENT	OUTCOME	RESPONSIBILITY
<b>6. Communicate clear and concise messages about our organisation to members, Councillors, partners and key stakeholders</b>	6.1 Steering committee to meet as required	High Quarterly	<ul style="list-style-type: none"> <li>▪ Steering committee to meet at least every quarter</li> <li>▪ PP information provided each quarter to Councillors</li> <li>▪ Status report presented at each PP Steering Committee meeting</li> </ul>	<ul style="list-style-type: none"> <li>▪ Councillors are aware of PP, its vision, goals, achievements and impact</li> <li>▪ Members are aware of progress made towards our goals</li> </ul>	Executive Officer, Advisory Committee
	6.2 PP minutes and other information distributed to Councillors	Quarterly			
	6.3 PP Executive Officer to develop a status report	March 30, 2018 Quarterly			
<b>7. We work together to achieve Pioneers' Pathway goals</b>	7.1 PP MoU is updated and commitment is made towards our goals	Medium March 2020	<ul style="list-style-type: none"> <li>▪ MoU is signed</li> <li>▪ Forward planning from our strategic plan occurs at each Steering Committee meeting</li> <li>▪ Contact lists are updated</li> <li>▪ Articulated support hours from the Shire of Goomalling.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Commitment and collaboration from all members</li> <li>▪ Active participation at Steering Committee meetings</li> </ul>	Executive Officer, Advisory Committee
	7.2 Delegates who can make decisions at meetings are nominated by member Shires and actively participate	High Annually*			
	7.3 Forward planning is incorporated into our Steering Committee meetings Formalise the arrangement with the Shire of Goomalling.	Annually – March each year.			

\*Internal review of MoU to include a list of delegates.



# Stories We Want To Tell

## TOODYAY

**What?** Moondyne Joe  
**Why?** Larrikin story, the 'underdog'  
**How?** Audio, digital, interesting gossip and stories, short points of interest, interactive  
**Where?** Newcastle Goal  
**Who To?** Locals, local and visiting schools and self drive tourists.

## GOOMALLING

**What?** Slater family  
**Why?** First pioneer family, links to the Gold rush  
**How?** Audio, digital, interesting gossip and stories, short points of interest, interactive  
**Where?** Slater Homestead  
**Who To?** Locals, local and visiting schools, wedding parties

## DOWERIN

**What?** Tin Dog  
**Why?** Unique to Dowerin  
**How?** Audio tours, interpretive signage, interactive trails  
**Where?** Rusty Creek information bay, town walk trail  
**Who To?** Self drive visitors, caravans, motorbikes, families, schools

## WYALKATCHEM

**What?** CBH story, grain handling  
**Why?** Grain belt, agricultural stories  
**How?** Audio tours, interpretive signage, interactive trails  
**Where?** CBH Museum, Caravan Park  
**Who To?** Self drive visitors, caravans, motorbikes, families, schools

## TRAYNING

**What?** Pioneer and community hardships, campfire stories  
**Why?** Pioneer links, personal stories  
**How?** Audio tours, interpretive signage, interactive trails  
**Where?** Town site campfire, Gnamma holes, unmanned fuel station  
**Who To?** Self drive visitors, caravans, motorbikes, families, schools

## NUNGARIN

**What?** Mangowine story  
**Why?** WA Heritage value, agricultural story  
**How?** Existing mediums, heritage walk, story book available for purchase  
**Where?** Mangowine Homestead  
**Who To?** Visitors attending annual Mangowine Concert, history enthusiasts, regional community

## MERREDIN

**What?** Alice and the Cummins family  
**Why?** Brick by brick relocation of the theatre, brewery and culture, cultural tourism, Kalgoorlie Bitters  
**How?** Tours, digital and audio, short films, tour guides (Rep Club)  
**Where?** Cummins Theatre  
**Who To?** History and culture enthusiasts, theatre groups, regional community

## APPENDICES

### Swot Analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>▪ Collaboration</li> <li>▪ 3yr commitment from members</li> <li>▪ Established self-drive route</li> <li>▪ Fluid and flexible</li> <li>▪ Resourced Executive Officer</li> <li>▪ Financial</li> <li>▪ Relationship with AGO</li> <li>▪ Well planned marketing</li> <li>▪ Two accredited Visitor Centres along the route</li> <li>▪ Attendance at the Perth Caravan and Camping Show</li> <li>▪ Brochure and online presence developing</li> <li>▪ Shire of Goomalling and Central Wheatbelt Visitor Centre support</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>▪ AGO and Experience Perth – two regional tourism organisations to work with</li> <li>▪ Avon and Eastern Wheatbelt tourism areas</li> <li>▪ Interpretation and poor storytelling</li> <li>▪ No defined target market</li> <li>▪ Lack of phone coverage along drive route</li> <li>▪ Change of member delegates</li> <li>▪ Poor Experience Perth relationship</li> <li>▪ All in or all out for members</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>▪ Our product</li> <li>▪ Our storytelling</li> <li>▪ Digital storytelling</li> <li>▪ Digital marketing</li> <li>▪ Eastern Wheatbelt Tourism Group</li> <li>▪ Experience Perth and AGO</li> <li>▪ Connection to other self-drive routes</li> <li>▪ Businesses helping to tell our stories</li> <li>▪ Identify partners and stakeholders</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>▪ Undefined target market</li> <li>▪ Other self-drive routes</li> <li>▪ Haven't refined our storytelling</li> <li>▪ Communication to our members and partners</li> <li>▪ Not everyone understands the value of tourism</li> <li>▪ Lack of accurate data</li> <li>▪ Lack of instant communication and promotion (phone)</li> <li>▪ Council budgets</li> <li>▪ Accommodation standards</li> <li>▪ Support from Shire of Goomalling</li> </ul>

## Partners and Stakeholders

<b>Partner / Stakeholder</b>	<b>Priority</b>	<b>Aspirational Role</b>
Shire CEO's (members)	<b>High</b>	Active advocate and on-ground implementation.
Elected members	<b>High</b>	Informed and engaged advocates and supporters.
Local tourism operators	<b>Medium</b>	Know of the Pioneers Pathway – what it is and spruik it.
PP host communities	<b>Medium</b>	Know of the Pioneers Pathway – what it is and spruik it.
Shire of Goomalling	<b>High</b>	Is an equal stakeholder of the Pioneers Pathway along with its member shire's.
Toodyay Visitor Centre	<b>High</b>	Are an engaged partner to promote the Pioneers' Pathway Drive Trail and collect visitor statistics.
Central Wheatbelt Visitor Centre	<b>High</b>	Are an engaged partner to promote the Pioneers' Pathway Drive Trail and collect visitor statistics.
Experience Perth	<b>Medium</b>	Are aware of the Pioneers' Pathway and utilised for marketing opportunities, support and resources.
Roe Tourism	<b>Low</b>	Are aware of the Pioneers' Pathway and collaborate with cross-marketing opportunities.
Tourism Western Australia	<b>Low</b>	Are aware of the Pioneers' Pathway and/or self drive trails in the Wheatbelt.
Eastern Wheatbelt Tourism	<b>Medium</b>	Collaborate with cross-marketing opportunities and regional tourism plans and issues.
Australia's Golden Outback	<b>Medium</b>	Are aware of the Pioneers' Pathway and utilised for marketing opportunities, support and resources.
Community Resource Centres	<b>Medium</b>	Are an engaged partner to promote the Pioneers' Pathway Drive Trail and collect visitor statistics.
Tourism Council WA	<b>Low</b>	Are aware of the Pioneers' Pathway and training and resource support accessed or provided when asked.
Battye Library	<b>Low</b>	Utilised to source stories and information.
Caravan and Camping Clubs	<b>Low</b>	Are aware of the Pioneers' Pathway as a self drive tourist route and are welcomed in the region.
Wheatbelt Development Commission	<b>Medium</b>	Are aware of the Pioneers' Pathway Advisory Committee , consult with and lobby for tourism support/resource on our behalf.
RDA Wheatbelt	<b>Medium</b>	Are aware of the Pioneers' Pathway Advisory Committee and lobby for tourism support/resource on our behalf.