Waverley
Sustainable Visitation Strategy 2024

Contents

Photo: Hamilton Lund

Acknowledgement to Country

We acknowledge the Bidjigal and Gadigal people, who traditionally occupied the Sydney coast.

We also acknowledge Aboriginal Elders both past and present.

This approach looks to the principles of sustainable destination management as a compass to best practice

Executive Summary

Photo: Destination NSW

Welcome to the *Sustainable Visitation Strategy 2024 (SVS)*.

This Strategy represents a framework to commence the management of tourism in Waverley over the next five years. Tourism in Waverley presents many challenges and opportunities for the Community. Increasing visitation levels have placed pressure on local amenity and the Community's quality of life. Conversely, it has benefited the local economy due to Waverley's proximity to Sydney's CBD; making it a key destination point for approximately 2.3 million visitors annually (Destination Marketing Store, 2018). Therein lies the challenge to achieve a sustainable level of visitation so that Waverley can maintain and protect its environment, landscape and heritage, whilst welcoming and sharing it with visitors. What's more, tourism needs to nurture the Community's core values and strengthen its cultural identity.

Up to this point, Council's local tourism management has been reactive, addressing tourism issues as they arise in the short and medium terms. Council holds a strong position on sustainability and wishes to extend this to tourism management to achieve a better balance between the needs of residents, businesses and visitors.

Sustainable Tourism management is an approach that involves a range of integrated ideas and solutions to achieve sustainability goals. Most notably, the costs and benefits assessed to individuals, Council and State Government, of the rising visitor numbers in an era of climate change.

This approach looks to the principles of sustainable destination management as a compass to best practice, one that is committed to making a low impact on the environment and local culture, whilst driving future employment for local people.

This SVS relies on collaboration and consensus from industry, community and government, and should be read in conjunction with the *Sustainable Visitation Strategy – Supporting Documentation* that includes research, analysis and key findings undertaken by Waverley Council, Destination Marketing Store and the Stafford Consultancy Group.

Strategy Framework

Community priorities

What we want…

- Foster tourism through tourist information and eco-tourism initiatives.
- Undertake steps to demonstrate sustainability goals.
- Introduce more opportunities to engage with Council and to access information.
- Educate visitors on litter and recycling.
- A diverse night-time economy and improved service and food offerings.
- Promote Bondi Junction as a business and tourism hub.
- Educate visitors on community expectations regarding behavior and etiquette.

- Avoid overdevelopment and protect heritage buildings.
- Support start-up businesses and foster a mixed local economy.
- Improve public transport to facilitate locals and tourists.
- Develop innovation hubs.
- Support the viability of village shopping strips and local shopping centres.
- Encourage opportunities to celebrate and participate in art and culture.

*Commmmunity Strategic Plan 2018-2029

Vision

Our vision…

- Waverley is a leading sustainable destination focused on protecting its environment and natural beauty, whilst sharing its rich history, vibrant culture and thriving economy.

Scope…

- The purpose of this plan is to commence the management of tourism in Waverley through a best practice approach, taking into account social, environmental and economic goals of sustainable tourism.

Objectives

Through this plan we hope to…

- Develop a sustainable approach to visitation management that protects and maintains Waverley's environment, culture and heritage.
- Integrate tourism effectively within the community and mitigate negative impacts on local amenity.

- Grow Waverley's share of higher yielding visitor markets.
- Support tourism product which generates a sustainable commercial return.

Priorities

Community outcomes needed...

- **Improved governance:** Council takes an active sustainable position on tourism; we achieve a better balance between visitors and the community; we reduce the negative impacts of tourism; we recoup funding for amenity improvements.
- **Improved marketing:** our community values are communicated; our environment and traditions are respected; our visitors feel supported throughout their journey.

- **Improved infrastructure:** our streetscapes are improved visually for the benefit of everyone. Our visitors feel confident and supported to navigate on foot or bike.
- **Improved product:** we are connected to visitors through arts and culture; our community's talents are celebrated and our heritage is shared; our local economy thrives.

Action plan

How we get there…

- 22 proposed initiatives to be supported by a new tourism working group, comprising of community, Council Officers and industry.

- We are focused on evaluating initiatives under their beneficial contribution to our environment, culture, heritage, community and local economy; whilst reducing negative outcomes.

Photo: Hamilton Lund

Tourism in Waverley

Waverley is approximately 9km from Sydney's CBD and covers 9km[2], bordered by Randwick and Woollahra LGAs.[1] Waverley is a densely populated area, with a rich Aboriginal history and ethnically diverse community. Bondi has been positioned as a destination for visitors for over 135 years, when Bondi Beach was officially opened to the public in 1882.[2]

The Traditional Custodians of the Waverley LGA are the Gadigal people and the Bidgigal people. Approximately 1,500 Aboriginal people were estimated to have lived between Broken Bay and Botany Bay before European settlement.[3] "Bondi" or "Boondi" is an aboriginal word meaning "water breaking over rocks" or "noise of water breaking over rocks."[4]

The Gadigal, who witnessed the arrival of the First Fleet, recorded their impressions of the Europeans by engraving a fully-rigged ship at Bellevue Hill just outside Waverley.[5] Although unknown to many visitors, Waverley's Aboriginal cultural heritage can be identified through a range of archaeological remains and natural features of Waverley landscape.

There are currently 11 registered Aboriginal Archaeological Sites in the Waverley LGA. Rock carvings found along coastal areas of Bondi Beach are believed to be approximately 2,000 years old.[6]

Fast forward to the mid-1800s, Bondi Beach was a very different place, a local seaside family destination with a tram servicing beachgoers from Circular Quay. As sea bathing became more popular in the late 1800s and early 1900s, Bondi formed the world's first formally documented surf lifesaving club, the Bondi Surf Bathers' Life Saving Club, in 1907. Surf patrol members wearing their red and yellow quartered caps first appeared at Bondi that summer.[7]

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[1] Economy .id, Population Experts, 2019
[2] Office of Environment & Heritage, 2019
[3] Waverley Aboriginal Cultural Heritage Study, 2009
[4] Robertson, 1990
[5] Waverley's Innovate Reconciliation Action Plan 2015-2016
[6] dictionaryofsydney.org, 2008
[7] http://www.environment.gov.au, 2019

Photo: Hamilton Lund

Growingly diverse

Presently, Waverley's community has a much more diverse ancestry, with 38.5% of people in Waverley born overseas. There is a large proportion of English and Irish settlement in the area, with emerging groups of Portuguese, Spanish, French and Mandarin speaking members of the community. Latest statistics show; 20.9% of Waverley LGA's population speaks a non-English language at home. Waverley has a strong history of post-war migration, with many Europeans settling in the area. Waverley is also home for many Jewish migrants from Poland, Russia, Czechoslovakia and Germany, and to this day has the largest number of Jewish people in NSW.[8]

Over the past 10 years, Waverley's population has expanded greatly, growing from 65,300 in 2007 to 72,100 in 2016. This growth is important as it means an associated increase in demand for public facilities such as parking and open spaces for recreation. The increase in demand is felt in key heavily populated areas within the LGA. The majority of Waverley residents live in the locality of Bondi Beach (18%), followed by Bondi (15%), Bondi Junction (14%), North Bondi (14%) and Bronte (10%). Waverley's residents

Growth in Waverley population
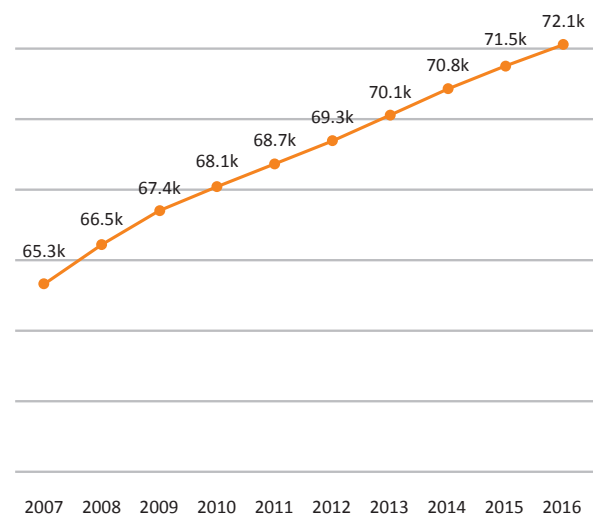
Source: Economy.id Population Experts

are increasingly living in medium and higher density dwellings. Tourism facility and related infrastructure development will need to meet both the needs of Waverley and the substantial visitor market.

8 Economy .id, Population Experts, 2019

Tourism management

Bondi Beach is a focal point for tourism development, 90% of all visitors to the LGA visit the beach[9]. Council has had a long history of visitor management strategies and policies to manage tourism, and also invests heavily into events and water safety campaigns.
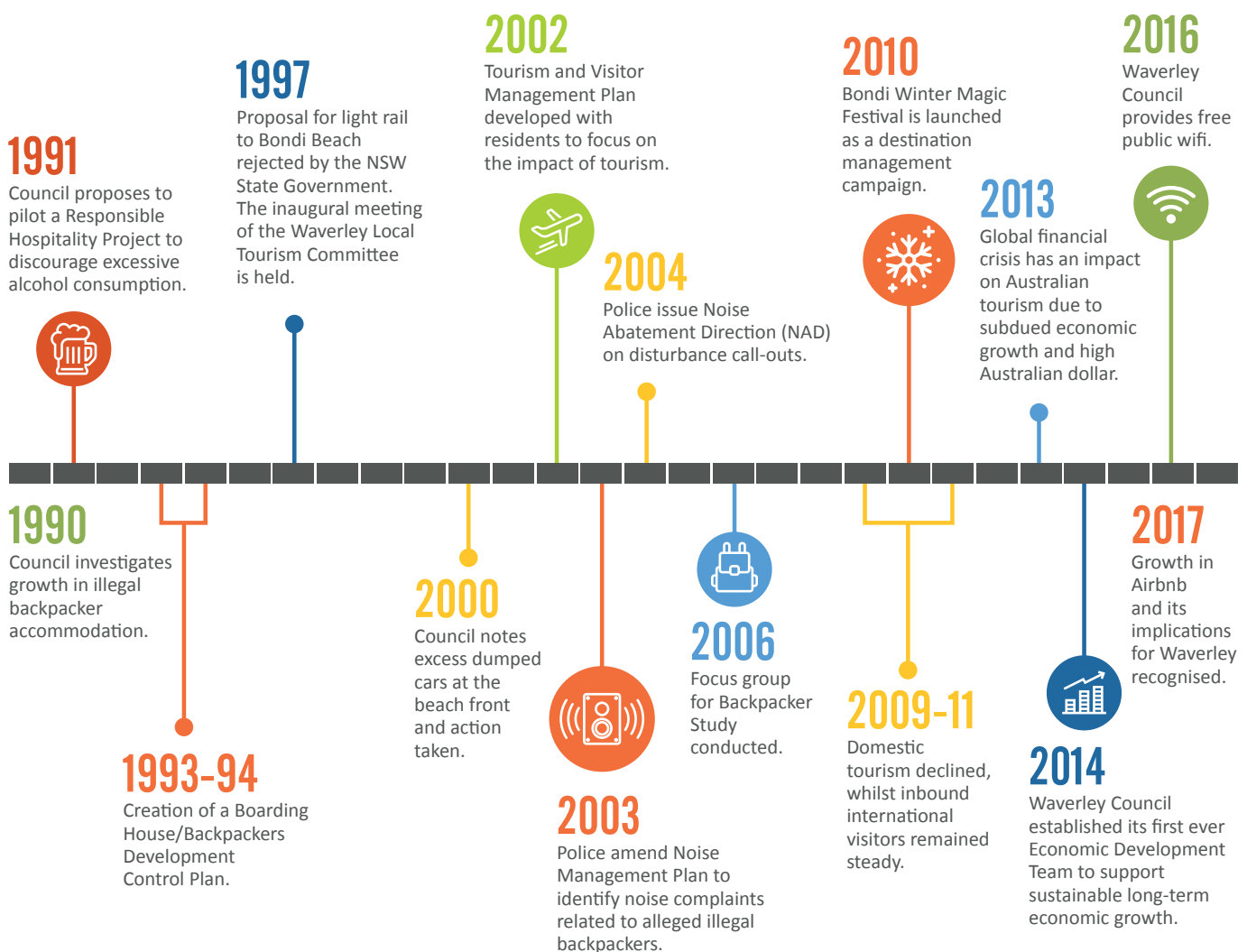
Protecting and celebrating Waverley's heritage and environment is highlighted below within the history timeline graphic.

The history timeline demonstrates a handful of activities initiated by Council to address tourism issues as they arise. Largely, this approach is piecemeal, one that is more reactive than preemptive, which is leaving many residents weary of high visitation and in fear of overtourism during peak season.

Over the past year, the concept and impact of overtourism across the world has been highlighted extensively in the media. Overtourism describes destinations where hosts or guests, locals or visitors, feel that there are too many visitors and that the quality of life in the area or the quality of the experience has deteriorated unacceptably.[10]

History timeline

1991
Council proposes to pilot a Responsible Hospitality Project to discourage excessive alcohol consumption.

1997
Proposal for light rail to Bondi Beach rejected by the NSW State Government. The inaugural meeting of the Waverley Local Tourism Committee is held.

2002
Tourism and Visitor Management Plan developed with residents to focus on the impact of tourism.

2004
Police issue Noise Abatement Direction (NAD) on disturbance call-outs.

2010
Bondi Winter Magic Festival is launched as a destination management campaign.

2013
Global financial crisis has an impact on Australian tourism due to subdued economic growth and high Australian dollar.

2016
Waverley Council provides free public wifi.

1990
Council investigates growth in illegal backpacker accommodation.

2000
Council notes excess dumped cars at the beach front and action taken.

2006
Focus group for Backpacker Study conducted.

2009–11
Domestic tourism declined, whilst inbound international visitors remained steady.

2017
Growth in Airbnb and its implications for Waverley recognised.

1993–94
Creation of a Boarding House/Backpackers Development Control Plan.

2003
Police amend Noise Management Plan to identify noise complaints related to alleged illegal backpackers.

2014
Waverley Council established its first ever Economic Development Team to support sustainable long-term economic growth.

Source: Waverley Council

[9] Tourism Research Australia, 2018
[10] responsibletourismpartnership.org, n.d.

Getting the balance right

This strategy represents Waverley's second step, after the production of a Draft Destination Management Plan in 2017-2018, towards proactive tourism management of the LGA. Central to this plan is the need to integrate tourism better within the community and enable tourism activities to translate into tangible community benefits.

The essence of sustainable tourism is to educate visitors about how to respect the host community's nature and culture.
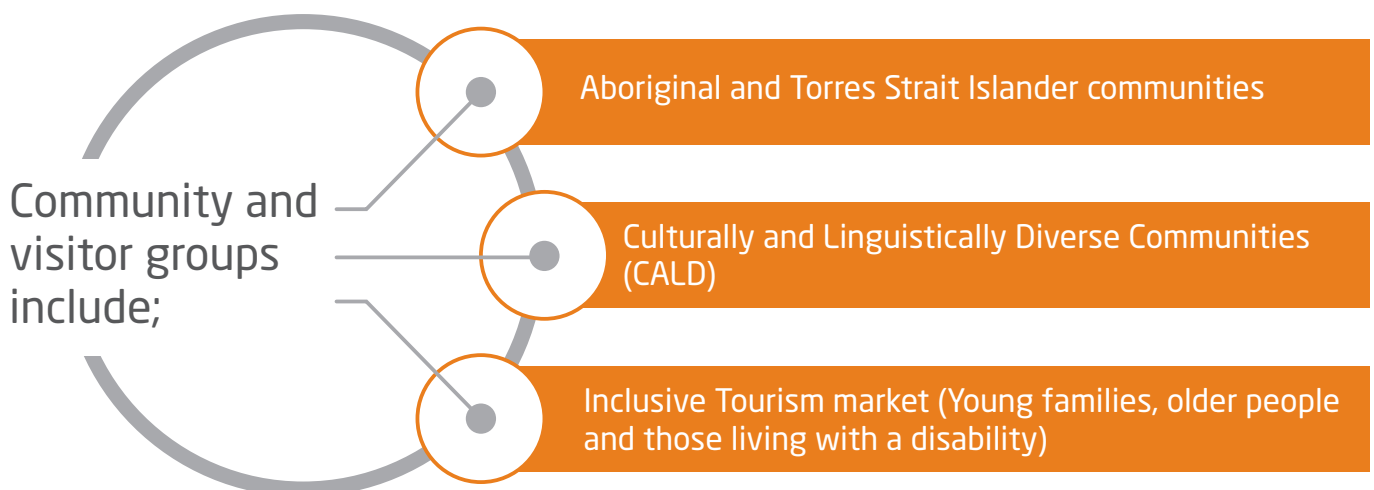
Tourism activities will focus on sharing historical information, whilst protecting and preserving archaeological sites and artefacts for future generations.

The Waverley Community Strategic Plan (WCSP) emphasises the priority to, *"Improve access, participation and inclusion for everyone"*. Inclusive tourism refers to tourism services and products where people of all abilities feel welcome and wanted as customers and guests. The SVS recognises these groups as visitors to our iconic destination, yet primarily as members of our community.

The action plan within this strategy aims to leverage tourism projects to benefit these groups as community members.
For example;

- Waverley has an opportunity to share Aboriginal heritage and history more effectively; keeping historic stories alive and providing visitors with diverse experiences. In this way, Aboriginal tourism enterprises can be a driver of Aboriginal economic development.

- Educate and support local businesses on how they can improve the accessibility of their services, space and communications.

- Improve accessibility to Council facilities, venues, parks, events and beaches.

- Provide translated wayfinding signage and surf safety information, multi-cultural events and local volunteer group participation, which will foster community participation in tourism activities.

Community and visitor groups include;

- Aboriginal and Torres Strait Islander communities
- Culturally and Linguistically Diverse Communities (CALD)
- Inclusive Tourism market (Young families, older people and those living with a disability)

Waverley's strengths & weaknesses

The below diagram displays a range of strengths and weaknesses associated with Waverley as a neighborhood, a business centre and as a destination.

Strengths

- Local Economy
- Proximity to CBD and Airport
- Beach Lifestyle
- Fitness & Wellness Culture
- Council's Desire to Improve Tourism
- Coastal Walks
- Visitor Information Centre planned for Pavilion
- Train Hub
- Arts & Culture
- High Quality Dining
- Surf Life Saving
- High Profile Events
- Diverse Range of Visitors
- Iconic Destination
- Beautiful Natural Environment
- Surfing

Weaknesses

- Illegal Backpackers
- Pollution
- Business Seasonality
- Lack of Night-Time Activity
- Tired Streetscapes
- Lack of Visitor Information
- No Governance Body
- Loss of Local Character
- Lack of Visitor Signage
- Lack of Hotels
- Lack of Visitor Attractions
- Lack of Council Resources for Tourism
- High Rents
- Short Term Holiday Rentals
- Parking & Traffic Congestion
- Litter & Waste

Source: Stafford Consultancy

Tourism and the local economy

WAVERLEY'S TOURISM JOBS AND EMPLOYMENT RATIO

4,867 1 in 6

SPENT BY TOURISTS IN WAVERLEY (2017)

$1,016m

TOURISM ALLOWS FOR INFRASTRUCTURE IMPROVEMENTS AND FACILITY UPGRADES, BENEFITTING BOTH TOURISTS AND LOCALS.

Bondi Beach picnic shelters

Tamarama toilet blocks

Campbell Parade Design Review

611
LOCAL HERITAGE LISTINGS
including:
Cottages
Beaches
Parks
Conservation areas

17
STATE HERITAGE LISTINGS
including: Waverley Cemetery
Indigenous rock carvings
Ben Buckler
Bronte House
Bondi Pavilion

1
NATIONAL HERITAGE LISTING
Bondi Beach

HOTEL

LOCAL BUSINESSES
Tourism supports local businesses to thrive.

Source: Economy.id Population Experts, Destination NSW and Council WIFI data.

APPROXIMATIONS OF ANNUAL AVERAGE VISITOR EXPENDITURE FOR THE 4 YEARS ENDING SEPTEMBER 2017. *(Several limitations apply).* *

DOMESTIC DAY VISITORS:
$108 per visit;
total $36.4m avg. p.a.

DOMESTIC OVERNIGHT VISITORS:
$308 per visit;
total $48.4m avg. p.a.

INTERNATIONAL OVERNIGHT VISITORS:
$1,934 per visit;
total $152.8m avg. p.a.

INTERNATIONAL DAY VISITORS TO BONDI:
Assuming total spend was 50% of domestic day, total spend would be **$75.9m avg. p.a.**

These approximations use modelled expenditure estimates (by Tourism Research Australia) of another LGA in the Sydney Region for the four years ending March 2017. The per visit spend for this LGA has been applied to the annual visitor volume over the four years ending September 2017. This is a conservative estimate and provides a credible baseline for Waverley LGA.

Photo: Destination NSW

Strategic alignment

Tourism is a comprehensive activity influenced by many local, state, federal and global strategies. The Global Sustainable Tourism Council's (GSTC) Destination Criteria, has underpinned tourism strategies internationally. This SVS is guided by these strategic principles, and is discussed in more detail throughout the Sustainable Tourism chapter.

A detailed list of strategy links is available in the supporting documentation. Specific strategies that have influenced the development of the SVS are as follows:

Federal	State	Local
Tourism 2020	Visitor Economy Industry Action Plan 2030	Waverley Community Strategic Plan 2018 – 2029
National Long Term Tourism Strategy	Aboriginal Tourism Action Plan 2017 – 2020	Economic Development Strategy 2015 – 2020
2020 Tourism Industry Potential (2020 potential)	Disability Inclusion Action Plan 2016 – 2018	Disability Inclusion Action Plan 2017 – 2021
China 2020 Strategic Plan	Destination 2036	Waverley Council Innovate Reconciliation Action Plan 2015 – 2016
Distribution 2020 Situational Analysis	Greater Sydney Commission, Eastern City District Plan	Bondi Park, Beach and Pavilion Plan of Management 2014 – 2024
National Online Strategy for Tourism		Waverley's People, Movement and Places Strategy
Multicultural Access and Equity Policy Guide		Complete Streets Action Plan
National Disability Strategy 2010 – 2020		Environmental Action Plan 3 2012 – 2020
Indigenous Advancement Strategy		Arts Plus Plan
Multicultural Access and Equity Policy Guide		Creative Lighting Strategy
		Bondi Junction – Evening, Culture and Entertainment Strategy
		Local Village Centres – Public Domain Improvement Plan

Waverley's Community Strategic Plan

The Waverley Community Strategic Plan (CSP), adopted on 1 July 2018, summarises Waverley's main priorities for the future. More than 1,200 community members took the opportunity to share their aspirations for Waverley and establish the main themes and priorities for this plan.

The community vision that underpins this plan is defined as; *Waverley: connecting the city and the sea. A welcoming and cohesive community that celebrates and enhances our spectacular coastline, vibrant places, and rich cultural heritage.*

Eleven themes were identified throughout the community strategic planning process; 10 of the 11 identified themes link to tourism management and tourism initiatives.

Community Strategic Plan themes

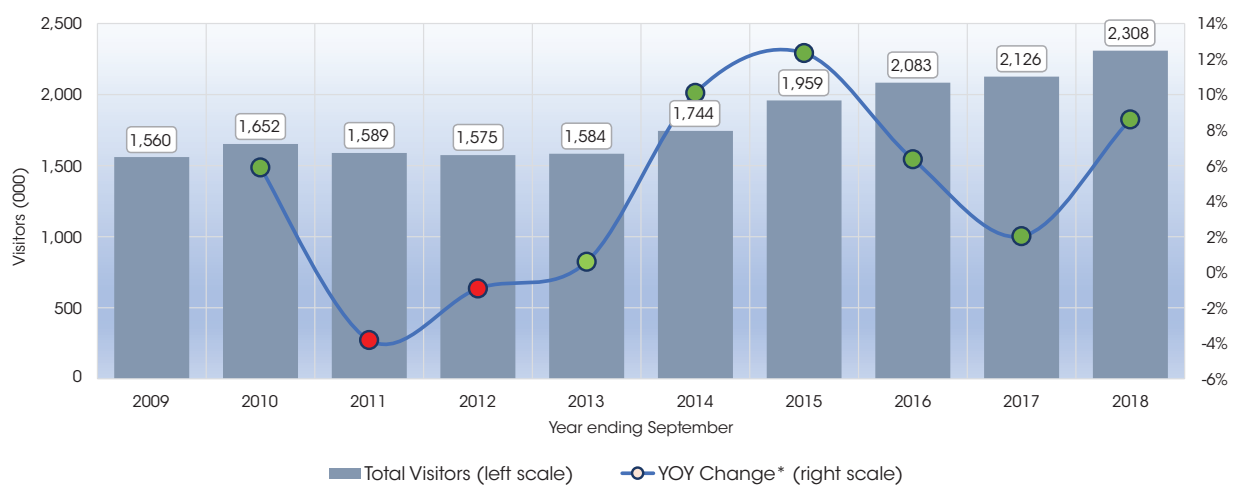| Theme	Community Priority
Arts & Culture	By 2029, Waverley will be a community enriched by opportunities to celebrate and participate in art and culture.
Recreation & Open Spaces	By 2029, Waverley will be a leader and innovator in open spaces and recreational facilitates that support a healthy, happy and connected community.
Local Economy	By 2029, Waverley will be a diverse and prosperous local economy.
Planning Development & Heritage	By 2029, Waverley will have diverse and liveable and sustainable places.
Transport, Pedestrians & Parking	By 2029, Waverley will be a place where people can move around easily and safely, and our streetscapes are welcoming and inclusive.
Sustainable Waste	By 2029, Waverley will progress to be a zero waste community.
Sustainable Environment	By 2029, Waverley will be a resilient and environmentally sustainable community.
Corporate Leadership & Engagement	By 2029, Waverley will be an engaged community, confident of the integrity of Council decision making.
Community Services and Well Being	By 2029, Waverley will be a vibrant, caring, resilient and inclusive community.
Innovation & Knowledge	By 2029, Waverley will be a knowledge-driven, innovative and digitally connected community.

Photo: Hamilton Lund

– Photo: Hamilton Lund

Visitor Trends

Waverley has a diverse offering within the Sydney and the Australian tourism market. Waverley attracts domestic and international visitors who live beyond Sydney and stay overnight, in addition to day trippers who can include local Sydney residents and domestic/international visitors staying outside of Waverley.

## Total visitors – Waverley Local Government Area

Legend: Total Visitors (left scale) — YOY Change* (right scale)

X-axis: Year ending September

Data labels: 2009: 1,560; 2010: 1,652; 2011: 1,589; 2012: 1,575; 2013: 1,584; 2014: 1,744; 2015: 1,959; 2016: 2,083; 2017: 2,126; 2018: 2,308

Source: Destination Marketing Store

Over the last decade there has been significant growth in visitor numbers to the Waverley LGA, reaching 2.3 million in 2018.

This is in line with the growth of the tourism sector globally and locally.

Visitation overview by visit type – Waverley Local Government Area
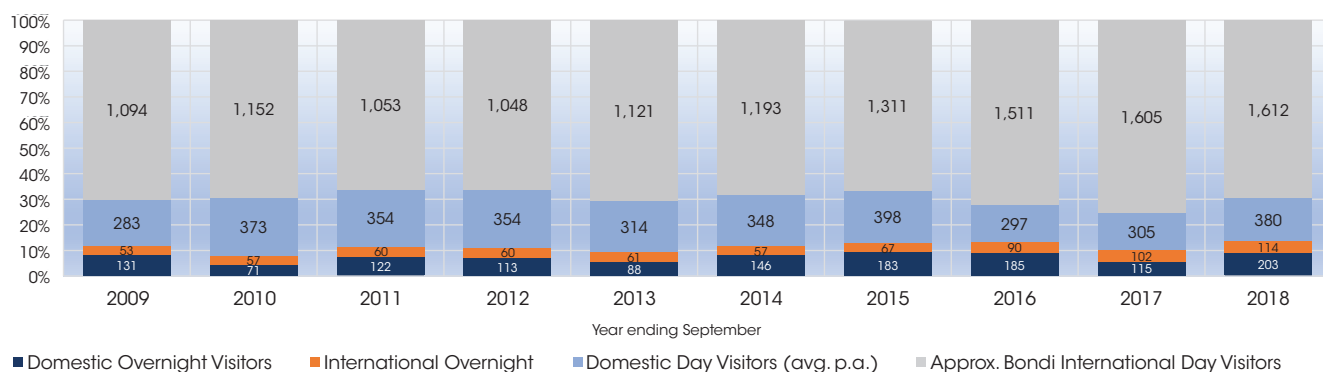
Source: Destination Marketing Store

The international overnight market by comparison, is extremely small for Waverley. This is due to a lack of available regulated accommodation within the Waverley LGA and the fact that many visitors are either staying with friends and relatives or in commercial accommodation in other parts of the city.

General facts and figures

International and domestic day visitors

- In the year ending September 2018, around 70% of visitors to Waverley were Bondi international day visitors. Traditional markets such as New Zealand and the United Kingdom have been trending downwards, while newer markets such as China, Korea and USA are trending up.

- In the year ending September 2018, 16.5% of visitors to Waverley were domestic day visitors.

  — 73% of domestic day visitors are from Sydney.

  — 42% of the market is the 15-34 year old age bracket, while 45% is 45-55+ market.

Domestic overnight visitor travel-party type (average over 5 years ending September 2018)
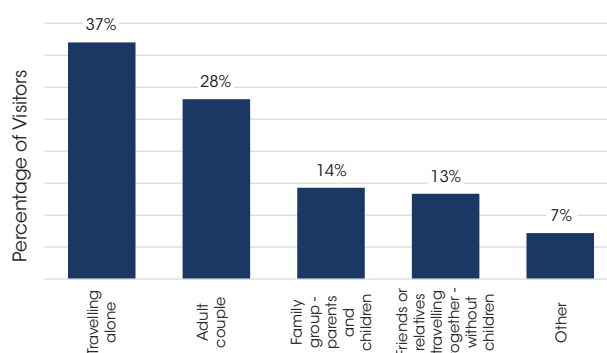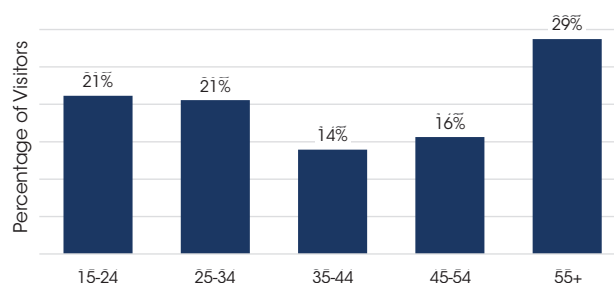

Source: Destination Marketing Store

International and domestic overnight visitors – Waverley LGA

In the year ending September 2018, international overnight visitors accounted for only 5% of Waverley LGA visitors. The number of overnight visitors from the UK has declined, while the US has increased. There has also been an overall decrease in length of stay. However, there has been an increase in people staying 1-7 nights. Winter and Autumn visitor numbers are decreasing, whilst Spring visitor numbers are trending upwards.

Domestic overnight visitor's numbers have been relatively erratic over the last decade. There was a significant decrease in overnight visitors in 2017. Waverley declined by comparison to both surrounding LGA's (Randwick and Woollahra) and Northern Beaches for domestic overnight stays.

- 48% of domestic overnight visitors are Visiting Friends and Relatives (VFR) compared to 29% who are on holidays.

- 17% of overnight visitors are from Sydney.

- 42% of the market is in the 15-34 year old age bracket.

- 45% of the market is 45–55 plus.

Age group

Source: Destination Marketing Store

International overnight visitor profile

LENGTH OF STAY BREAKDOWN

NIGHTS PER STAY	2010	2011	2012	2013	2014	2015	2016	2017	2018	Trend
1- 7 nights	56.3%	54.2%	54.6%	60.0%	59.4%	60.6%	61.7%	62.1%	64.3%	
8 - 14 nights	19.4%	20.2%	21.1%	17.7%	15.8%	15.3%	18.0%	19.7%	17.2%	
15 - 30 nights	15.6%	15.8%	14.8%	12.0%	14.7%	12.7%	11.0%	12.8%	9.2%	
31 or more nights	19.2%	20.0%	18.3%	22.2%	17.6%	19.5%	19.0%	15.9%	20.1%	

REASON FOR STAY

REASON	2010	2011	2012	2013	2014	2015	2016	2017	2018*	Trend
Holiday	52.3%	54.3%	46.8%	48.0%	51.4%	53.4%	60.4%	62.3%		
Visiting friends and relatives	32.6%	31.6%	36.3%	38.6%	38.6%	32.9%	26.3%	28.4%		
Business	4.3%	5.5%	4.2%	4.5%	2.8%	3.4%	2.9%	3.6%		
Employment	5.2%	4.6%	4.9%	5.6%	3.9%	3.0%	3.9%	1.8%		
Education	6.6%	6.0%	8.8%	6.0%	4.3%	7.4%	7.1%	6.3%		

* Estimates for 2018 not viable at this stage. Note: can add to more than 100% if more than one reason given.

QUARTER IN YEAR

QUARTER	2010	2011	2012	2013	2014	2015	2016	2017	2018*	Trend
March quarter	31.7%	36.7%	29.3%	28.9%	33.3%	40.7%	33.5%	30.7%	31.1%	
June quarter	16.8%	13.9%	20.9%	21.8%	18.4%	18.5%	19.4%	17.8%	16.8%	
September quarter	21.9%	15.8%	19.7%	19.4%	17.5%	18.6%	19.6%	20.5%	21.0%	
December quarter	29.6%	33.5%	30.2%	29.8%	30.8%	22.3%	27.5%	31.0%	31.1%	

AGE GROUP

QUARTER	2010	2011	2012	2013	2014	2015	2016	2017	2018*	Trend
15-19	5.5%	3.9%	5.1%	2.7%	4.9%	4.4%	4.4%	4.5%	4.2%	
20-24	30.8%	25.0%	23.6%	26.4%	22.7%	25.4%	23.4%	22.9%	19.7%	
25-29	21.5%	27.4%	24.7%	24.9%	21.6%	24.6%	25.1%	26.5%	28.7%	
30-34	11.5%	14.4%	10.1%	8.6%	13.4%	12.2%	11.5%	12.4%	11.3%	
35-39	7.3%	5.2%	10.2%	8.7%	9.0%	5.8%	6.7%	7.4%	6.9%	
40-44	1.7%	4.0%	2.2%	9.2%	8.1%	4.3%	4.2%	1.9%	5.9%	
45-49	4.2%	4.2%	4.5%	3.9%	3.5%	5.7%	2.2%	4.7%	4.0%	
50-54	6.8%	5.5%	5.4%	2.2%	5.2%	2.8%	4.3%	4.6%	5.2%	
55+	10.8%	10.5%	14.3%	13.4%	11.6%	14.8%	18.4%	15.0%	14.1%	

CAUTION: the smaller the estimate the higher the sample error.

SHADING LEGEND: The darker the red shading the greater the percentage

TREND LEGEND: Green dot = high point; red dot = low point

Source: Tourism Research Australia (TRA); National and International Visitor Surveys; Data extracted and compiled by Peter Valerio (peter@tourism-solutions.com.au) Copywrite remains with TRA.

Source: Destination Marketing Store

Key insights:

- 70% of visitors to Waverley are international visitors. However, only 5% are overnight visitors, which is reducing the yield of the current visitor base. More attention to product development, marketing and infrastructure will leverage the 45 years plus visitor groups.

- There is an opportunity to leverage the organic growth in the travel and tourism market without placing further pressure on visitor hot spots (such as Bondi Beach) i.e. development of commercial boutique accommodation in the LGA, (not necessarily at Bondi Beach) and spreading the benefit of tourism across the LGA.

Global trends that will affect Waverley

Dining out as a main event – 'local heroes' offering a local experience

Transformative experiences

Growth in female travellers

VISITOR TRENDS

Engagement with local people, nature, heirtage and culture

Growth in 55 years+ market

Small-scale, immersive and locally curated activities

Source: Destination Marketing Store

Sustainable Tourism

The United Nations' launched the International Year of Sustainable Tourism for Development in 2017. The UN World Tourism Organisation defines sustainable tourism as, *tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities*. This was reflected especially well through a world tourism marketing campaign called, 'Travel.Enjoy.Respect'. The essence of this campaign was to highlight the cultural values, diversity and heritage of destinations, so as to instill this respect within tourists as they travel.

Sustainability is a priority for the Community, protecting and enhancing what is unique and historic to Waverley. Council also aspires to lead by example and ensure sustainability is systemic and embedded across Council's day-to-day business, services and operations. Council's Environmental Action Plan (EAP) will help deliver sustainable visitation whilst improving sustainable waste management and recycling, improving water quality and protecting and enhancing

biodiversity. Through Council's successful Second Nature sustainability program, Council will continue to promote the importance of environmental awareness and contribution by local community, visitors and business to keep sustainability part of everyone's daily lives.

Sustainable destination accreditation

Council's approach to communicating sustainable visitation will be balanced between educating visitors, safeguarding the community and supporting local business. Global Sustainable Tourism Council (GSTC) is an international not-for-profit organisation that supports destinations and businesses to become sustainable in their tourism practices. The organisation supports industry and government to make the best sustainable decisions through the GSTC Destination Criteria, providing a possible framework for reviewing visitation initiatives for Waverley in the future.

Roadmap to becoming a sustainable destination

Destination commits to following Destination Criteria Principles

Government and key stakeholders are educated on Sustainable Tourism Principles

Current practices are assessed and sustainability gaps are identified

Council oversees program to meet sustainability standards and motivate stakeholders

Destination is recognised for achievements and receives certification

The GSTC makes multiple recommendations for destinations. One of the initial steps in commencing local tourism management involves establishing a working group responsible for coordinating a consistent approach to sustainable tourism.

The suggested working group will be of a suitable size to represent Waverley and be comprised of community, council, industry and other tourism bodies.

The working group will have defined responsibilities outlined in their Terms of Reference. The key role of this group is to support Council's roll-out of the SVS, providing guidance and advice on projects. The group should;

- represent residents and businesses;
- provide a forum to share opinions, develop ideas and build synergies;
- represent Council and coordinate efforts to maximise opportunities whilst aiming to reduce issues and concerns associated with overtourism;
- promote the local economy;
- lobby government for project and funding support where necessary; and
- raise awareness of the value and benefits of tourism.

Global Sustainable Tourism Council – Destination

Destination Criteria – 4 sections

A: Demonstrate sustainable destination management

B: Maximise economic benefits to the host community and minimise negative impacts

C: Maximise benefits to communities, visitors, and culture; minimise negative impacts

D: Maximise benefits to the environment and minimise negative impacts

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Strategy Priorities

Throughout the extensive research and consultation conducted on this strategy, a range of tourism challenges and opportunities were verified and collated. Key projects are listed in more detail within the action plan under four main priority areas; governance, marketing, infrastructure and product development.

Priority 1: Governance

Local Challenges

- Lack of Council leadership on tourism
- Lack of tourism management body
- Lack of Council resources for tourism
- Pressure on local amenity; high visitation causing additional noise, congestion and anti-social behavior
- Governance of short-term holiday rentals; limited benefit for local community
- Few outlets for indigenous education and information
- No financial leverage from high visitation levels
- No local inclusive tourism plan
- Excessive rubbish and dumping
- Illegal backpacker accommodation
- Negative feeling towards tourism

Opportunities & Outcomes

Council will take a tourism leadership role and form a holistic tourism working group to support tourism projects going forward. Customer data is vital for understanding Waverley's visitor markets; Council will actively monitor and report on visitation levels and be proactive in protecting and enhancing local environment, landscape and community values under a sustainable destination framework. Council will ensure community goals are central to planning, such as inclusion and Reconciliation Action Plan goals. The benefits of tourism will be made tangible to community members.

Opportunities to be explored…
- Commit to Sustainable Visitation Strategy
- Commence work with Global Sustainable Tourism Council Framework and build tourism alliances
- Monitor and report on tourism
- Create a tourism working group
- Investigate tourism-related revenue streams
- Encourage and promote Aboriginal tourism opportunities and business development
- Encourage and promote inclusive tourism

Key outcomes…
- Waverley is certified as a sustainable destination
- Better balance between visitors and the community is achieved
- Negative impacts of tourism are reduced
- Funding is recouped for amenity improvements
- Community feel informed and included
- Community values and local heritage is alive
- Waverley is a more inclusive and accessible LGA

Priority 2: Marketing

Local Challenges

- Lack of information and tourist facilities
- Lack of historical education for visitors to truly understand and appreciate the area
- Lack of translated signage and resources at key locations to provide historical, geological and other information

- Lack of a coordinated approach to business promotion
- Lack of communication with visitors on local etiquette; waste management and local principles of sustainability
- Lack of digital information outlets
- Lack of sustainable tourism marketing

Opportunities & Outcomes

Council will improve communication with all stakeholders via a creative destination marketing strategy that aims to educate and guide visitors on Waverley's lifestyle, the environment, local arts, culture and diverse local economy. The community will be invited to engage in visitor education programs. Marketing activities will support and promote local businesses, especially during low seasons. Visitors will be supported on their journey in the LGA, with clear signage, accessibility and local information.

Opportunities to be explored…
- Create a destination marketing strategy
- Engage the community in tourism activities and to share their knowledge
- Package local product better with neighboring LGAs to fully leverage from visitation
- Improve signage and communication, with translations
- Parking app to support residents and visitors

Key outcomes…
- Visitors understand and respect Waverley's local environment and culture
- Tourism integrates better into the community
- New and prospective visitors are educated about local products and services
- Visitors are guided through Waverley and supported throughout their journey

Priority 3: Infrastructure

Local Challenges

- Traffic congestion at peak travel times and weekends / summer
- Lack of facilities for MICE market
- Tired look of Campbell parade
- Lack of parking facilities in the LGA – for residents and tour operators.

- High dwelling density
- High retail/commercial rents
- Lack of open spaces for recreation and activities
- Overcrowding on public transport

Opportunities & Outcomes

Council will improve transport options for visitors to the area. Cycling and walking routes will be developed, enhanced and promoted to visitors. Access to and from the Beach is supported and new routes are established to ease congestion. Streetscapes will be cohesive, accessible and safe.

Opportunities to be explored…

- Create more open space for community and visitors, i.e. pedestrianised areas
- Enhance streetscapes to be more visually attractive, with accessibility and safety considerations
- Develop and promote Rose Bay Ferry access to Bondi Beach to relieve congested routes
- Improve cycling links – People, Movement and Places Strategy – put pedestrians first
- Diversify visitor profile to the area; knowledge and innovation hub

Key outcomes…

- Streetscapes are improved visually for the benefit of everyone
- Visitors feel confident to navigate the LGA
- Waverley's visitor profile is more beneficial to the local economy

Priority 4: Product development

- Lack of all-weather experiences, such as a local museum or performance centre
- Lack of coordinated experiences, i.e. food and dining trails, boutique festivals
- Lack of evening family-friendly experiences
- Lack of performing arts outlets

- Lack of boutique full service hotels
- Lack of Visitor Information Centre, providing information on local life, culture and history
- Businesses unable to sustain themselves over low seasons

Opportunities & Outcomes

Council will develop tourism products that reflect Waverley's cultural identity, such as performance, art and drama, ones that showcase local talents and achievements. Waverley's heritage will be shared through walks and tours across the LGA. Waverley's local economy will become more resilient with promotion of local dining experiences and multi-cultural boutique events. Council will coordinate these offerings to visitors through a Visitor Information Centre. Creating bespoke and unique experiences that are meaningful and exclusive will attract higher yielding segments and will also create dispersal of expenditure throughout the LGA.

Opportunities to be explored…

- Establish visitor information centre, with virtual information spaces
- All weather history and heritage spaces to be developed, i.e. Surf museum
- Develop pop-up experiences – arts and events
- Additional performance, rehearsal and innovation spaces
- Heritage attractions, walks and tours to be developed and promoted to visitors
- Food and dining trails to celebrate and promote local restaurants
- Additional regulated boutique accommodation offered to visitors rather than STHL

Key outcomes…

- New tourism products reflect Waverley's core values
- Heritage attractions are developed, which support visitor education
- Visitors appreciate Waverley's history and landscape
- Local businesses are supported and promoted
- Seasonality issues are reduced
- Demand for STHL is reduced

Action Plan & Implementation

The following chapter outlines the key opportunities to be explored by Waverley Council over the next five years. Feasibility studies, budgeting and planning approvals will need to be sought for these opportunities. They are recommended based on the research conducted and outlined in previous chapters. Each opportunity within the Action Plan is aligned with specific themes outlined in Waverley's Community Strategic Plan 2018-2029.

Delivery and resourcing

Further scoping and business case development will need to be prepared for action plan items. This will need to take into account; priority level, Council resources and budget available. Each business case will have its own success indicators, which will include an evaluation methodology to assess the project on completion.

Governance

Action	Priority/ Timeframe/ Budget	CSP Theme	Project Partners & Complementary Strategies	KPIs
Council to lead tourism management in Waverley	**Priority:** High **Timeframe:** 2019 – ongoing	**Corporate Leadership & Engagement**	**Strategies:** Economic Development Strategy	• Launch a multi-year Sustainable Visitation Strategy • Political commitment to implement the strategy • Commence research into Sustainable Destination Accreditation process
Monitor & reporting	**Priority:** High **Timeframe:** 2019 – ongoing	**Corporate Leadership & Engagement**	**Strategies:** Economic Development Strategy	• Consider data subscriptions necessary to track visitation locally • Commence bi-annual stakeholder report to share tourism statistics and its contribution to the community and the local economy • Update Council website with visitor statistics and insights to ensure all stakeholders are informed of current tourism activity and upcoming trends
Tourism Working Group to be established	**Priority:** High **Timeframe:** 2019 – ongoing	**Corporate Leadership & Engagement Sustainable Environment**	**Strategies:** Economic Development Strategy	• Develop Terms of Reference for new Tourism Working Group. Invitations to participate will include representatives from community precinct groups, local tourism businesses, Chamber of Commerce, relevant Council officers, state and national tourism advisors • A Tourism Working Group to be appointed by May 2020, with initial group meeting facilitated by June 2020
Monitoring and protection of local amenity	**Priority:** High **Timeframe:** 2019 – ongoing	**Corporate Leadership & Engagement Sustainable Environment Sustainable Waste**	**Strategies:** Waverley Council Innovate Reconciliation Action Plan 2015 – 2016 Environmental Action Plan 3 Waverley DCP & LEP	• Identify a classification for tourism related complaints within Council's CRM system, i.e. noise and disturbance merits, rubbish and dumping merits • Work with Open Space, Community Services and Heritage teams on key areas and artifacts that need additional protection from high footfall • Promote detailed Management Plan specifications under the DCP for all new tourist and visitor accommodation • Work with Sustainability and Communications teams to improve visitor waste and noise management campaigns • Work with State Government to regulate Short Term Holiday Letting (STHL)
Inclusive Tourism Plan	**Priority:** High **Timeframe:** 2020 – ongoing	**Corporate Leadership & Engagement**	**Strategies:** Disability Inclusion Action Plan 2017-2021 Waverley Council Innovate Reconciliation Action Plan 2015 – 2016 Arts Plus Plan	• Develop an Inclusive Tourism Strategy, supporting access to areas and facilities of natural and cultural importance for individuals with disabilities and others who have specific access requirements • Ensure wayfinding/safety messages are translated and visible • Support Access Bondi, to make Bondi Beach more accessible • Continue to purchase equipment and upgrade amenities and facilities to support inclusive tourism initiatives • Ensure events, beach and coastal areas are accessible • Develop an *Inclusive Business Awareness* plan to support businesses and tourism operators to take steps to improve their services to the Inclusive Tourism markets
Indigenous Tourism Plan	**Priority:** Medium **Timeframe:** 2021 – ongoing	**Corporate Leadership & Engagement**	**Strategies:** Tourism 2020 Aboriginal Tourism Action Plan 2017 – 2020 Waverley Council Innovate Reconciliation Action Plan 2015 – 2016 Arts Plus Plan	• Develop Indigenous Tourism Strategy to recognize and respect local Aboriginal sites of significance in consultation with the La Perouse Local Aboriginal Land Council and other stakeholders • Create official Welcome Place and Welcome Package about Waverley's Indigenous heritage; work with Community Services on "Meeting Place" or "Keeping Place" at the Bondi Pavilion and Totem Pole for the Bidgigal People • Integrate support for Aboriginal and Torres Strait Islander local tourism business development • Establish Aboriginal cultural heritage tours i.e. bush tucker courses and share dreaming stories

Governance continued

Action	Priority/ Timeframe/ Budget	CSP Theme	Project Partners & Complementary Strategies	KPIs
Tourism related revenue streams	**Priority:** Medium **Timeframe:** 2021 – 2023	**Corporate Leadership & Engagement Sustainable Environment Sustainable Waste**	**Strategies:** Economic Development Strategy	• Conduct a study to identify possible methods to secure additional revenue streams from visitors • Study to outline how identified revenue streams can be reinvested back into the community and support Tourism Working Group

Marketing

Action	Priority/ Timeframe/ Budget	CSP Theme	Project Partners & Complementary Strategies	KPIs
Create Marketing Strategy	**Priority:** High **Timeframe:** 2020 – 2021	**Corporate Leadership & Engagement Sustainable Environment Sustainable Waste Local Economy**	**Partners:** Chamber of Commerce, Community groups, proposed Tourism Working Group and DNSW **Strategies:** Economic Development Strategy Waverley Council Innovate Reconciliation Action Plan	• Commence work on a destination marketing strategy that takes a holistic approach to the promotion of Waverley's businesses and experiences via Hello Bondi • Ensure plan is focused on education and protection of the local area and is developed in consultation with local communities, industry and visitors • Look at product packaging across the LGA and with neighboring Councils. Ensure all Waverley tourism product is registered in the Australian Tourism Data Warehouse • Look at building alliances between businesses and entrepreneurs to support local products and services • Work with DNSW to support local businesses to take advantage of their social media famils program and Business First program to promote their offering
Local tourism volunteer group	**Priority:** High **Timeframe:** 2019 – 2022	**Sustainable Environment Local Economy**	**Partners:** Proposed Tourism Working Group **Strategies:** Disability Inclusion Action Plan 2017-2021, Arts Plus	• Conduct research with community teams on the feasibility of creating a Volunteer Tourism Program (with support and training for DNSW) • If approved, develop of volunteer framework • Recruitment process to follow in conjunction with Council teams
Improved signage and visitor information	**Priority:** High **Timeframe:** 2019 – 2023	**Local Economy Transport, Pedestrians & Parking Corporate Leadership & Engagement**	**Strategies:** Complete Streets Action Plan Environmental Action Plan 3	• Conduct research into visitor Information requirements and specific signage enhancements. To be considered in conjunction with Pavillion VIC • Investigate local printed guide for visitors. • Work with industry to develop quality online information for visitors, which is optimised for mobile use and interactive
Parking App	**Priority:** Medium **Timeframe:** 2020 – 2022	**Transport, Pedestrians & Parking**	**Partners:** State Transit Authority, Chamber of Commerce, Community groups and proposed Tourism Working Group. **Strategies:** People, Movement & Places Strategy	• Work with Strategic Transport team to assess viability of a parking app as part of People, Movement and Places Signature Project

Infrastructure

Action	Priority/ Timeframe/ Budget	CSP Theme	Project Partners & Complementary Strategies	KPIs
Pedestrianised local hub areas	**Priority:** Medium – high **Timeframe:** 2021 – 2023	**Recreation & Open Spaces Arts & Culture**	**Partners:** Local businesses, State Transit Authority, Chamber of Commerce, Community groups and proposed Tourism Working Group **Strategies:** People, Movement & Places Strategy Environmental Action Plan 3	• Research costs and benefits from creating occasional pedestrianised areas within high footfall areas at Bondi Junction and Bondi Beach i.e. Gould Street • Council to facilitate discussions and research with key stakeholder groups • If positive, trial the process for 1 day per month across the shoulder seasons
Upgrading streetscapes	**Priority:** Medium - high **Timeframe:** 2022 – 2024+	**Recreation & Open Spaces Urban Design and Heritage**	**Partners:** TfNSW, RMS, proposed Tourism Working Group and Chamber of Commerce **Strategies:** Complete Streets Urban Design Review	• Identify key visitor areas for initial study, i.e. Bondi Road, Campbell Parade, Gould St. • Conduct review of streetscape with supporting teams • Identify mechanisms to fund the tourism related improvements, i.e. digital signage, information points
Innovation & Knowledge Hub	**Priority:** Medium **Timeframe:** 2021 – 2023	**Innovation & Knowledge**	**Partners:** Proposed Tourism Working Group, Innovation and Knowledge Hub Steering Group **Strategies:** Arts Plus Plan	• Work with Working Group to determine new visitor personas that will be engaged at the proposed space • Create supporting marketing and visitor resources to promote the Hub and leverage from new visitor type • Once established, consult with key stakeholders to discuss aspects of the project with regards to attracting MICE opportunities with conferencing space
Improve cycling links and development/ promotion of Rose Bay Ferry connection	**Priority:** Medium **Timeframe:** 2020 – 2022	**Transport, Pedestrians & Parking**	**Partners:** Local businesses, TfNSW, Chamber of Commerce, proposed Tourism Working Group **Strategies:** People, Movement & Places Strategy Complete Streets Action Plan, Environmental Action Plan 3	• Work with Strategic Transport team on current PMP strategy and transport hierarchy, i.e. increase safe cycling routes and develop the isthmus between Bondi Beach and Rose Bay • Working with Strategic Transport, conduct research into methods to reduce heavy congestion at certain key visitor areas and events i.e. Sculptures by the Sea

Product development

Action	Priority/ Timeframe/ Budget	CSP Theme	Project Partners & Complementary Strategies	KPIs
Visitor Information Centre (VIC)	**Priority:** High **Timeframe:** 2019 – 2021	**Local Economy Corporate Leadership & Engagement**	**Partners:** Pavilion Steering Group **Strategies:** Bondi Park, Beach and Pavilion Plan of Management Economic Development Strategy	• Work with Pavilion Steering Group and Project Waverley on the DA proposal for the VIC within the Pavilion • Create internal VIC Steering Group and commence research into effective VIC models • Conduct visitor research on proposed model structure • Create Business Case for development and management of VIC
Regulated Boutique accommodation	**Priority:** High **Timeframe:** 2020 – 2023	**Local Economy Planning, Development & Heritage**	**Strategies:** Economic Development Strategy LEP	• Develop an accommodation demand study to support introduction of new or extended commercial accommodation • Consider planning barriers to entry in the LGA and work with Strategic Planning to encourage boutique accommodation options
All-weather heritage attractions	**Priority:** High **Timeframe:** 2019 – 2022	**Recreation & Open Spaces Planning, Development & Heritage**	**Strategies:** Bondi Junction – Evening, Culture and Entertainment Strategy Disability Inclusion Action Plan	• Undertake a feasibility study to test the viability of the concept in tandem or after the development of the VIC at the Pavilion. Key interest has been noted in the development of museums or interactive experiences on topics such as Aboriginal Heritage, Surf Lifesaving
Heritage walks & tours	**Priority:** High **Timeframe:** 2019 – 2021	**Local Economy Recreation & Open Spaces**	**Partners:** Bondi to Manly Steering Group **Strategies:** Bondi Junction – Evening, Culture and Entertainment Strategy Disability Inclusion Action Plan	• Work with Bondi to Manly Steering Group to develop and promote the 3-day Urban Coastal Walk with key State and Federal bodies • Work with internal teams on the development of small heritage walks, which share the 'Story of Waverley', i.e. Story of Wonderland City and Bondi Aquarium • Investigate methods and technology needed to facilitate walks and tours • Promote walks to visitors in conjunction with Tourism Volunteer Group as an alternative to public transport
Food & dining experiences	**Priority:** High **Timeframe:** 2019 – 2022	**Local Economy**	**Strategies:** Economic Development Strategy Complete Streets Action Plan Bondi Junction – Evening, Culture and Entertainment Strategy Disability Inclusion Action Plan	• Evaluate Council's previous dining initiative rolled out four years ago • Conduct research into the policy restrictions surrounding mobile vending, pop-up food and dining experiences • If positive, work on local campaign to promote local food and dining trails; encouraging owner to provide unique experiences
Boutique festivals & events	**Priority:** Medium **Timeframe:** 2020 – 2022	**Arts & Culture Recreation & Open Spaces**	**Strategies:** Arts Plus Plan Complete Streets Action Plan Bondi Junction – Evening, Culture and Entertainment Strategy Disability Inclusion Action Plan	• Consult with stakeholder groups on potential for new boutique events that focus and reflect Waverley's multi-cultural community, that honor local heritage and culture and are accessible and inclusive • Look at opportunities to leverage from current successful events with DNSW during the low-season, i.e. Vivid Sydney festival • Encourage the development of night time family friendly activities for residents and visitors
Performance and cultural spaces	**Priority:** Medium **Timeframe:** 2022 – 2024	**Recreation & Open Spaces Arts & Culture Local Economy**	**Strategies:** Complete Streets Action Plan Arts Plus Plan Bondi Junction – Evening, Culture and Entertainment Strategy	• Undertake a demand study into the development of performance and cultural spaces in Waverley. Key consideration into additional public art gallery, training spaces and residence studios. In addition to, performance spaces and rehearsal rooms to support the performing arts sector • To avoid overdevelopment, assess the possibility of converting Council owned assets, i.e. Eastgate basement space

Glossary

Accessible Tourism
The ongoing endeavour to ensure tourist destinations, products and services are accessible to all people, regardless of their physical limitations, disabilities or age. *(Source: Tourism Australia)*

Coastal Walk
A renowned urban coastal walking track from Bondi Beach to Coogee Beach, stretching over 7km in length.

Community Strategic Plan (CSP)
Represents the highest level of strategic planning undertaken by a local council. All other plans developed by the council as part of the Integrated Planning and Reporting framework must reflect and support the implementation of the Community Strategic Plan. *(Source: NSW Office of Local Government)*

Environmental Action Plan (EAP)
An EAP is the strategy used by local governments to set out environmental targets.

Global Sustainable Tourism Council (GSTC)
The GSTC is an independent and neutral organisation, which establishes and manages global sustainable standards, known as the GSTC Criteria. There are two sets: Destination Criteria for public policy-makers and destination managers, and Industry Criteria for hotels and tour operators. These are the guiding principles and minimum requirements that any tourism business or destination should aspire to reach in order to protect and sustain the world's natural and cultural resources, while ensuring tourism meets its potential as a tool for conservation and poverty alleviation. *(Source: Global Sustainable Tourism Council)*

Greater Sydney Commission (GSC)
A Commission, established by an Act of Parliament, with specific roles and responsibilities for planning for Greater Sydney, with a direct reporting line to the NSW Government. *(Source: Greater Sydney Commission)*

Overtourism
Overtourism describes destinations where too many visitors negatively affect the quality of life in the area or the quality of the experience unacceptably. *(Source: United Nations World Tourism Organisation)*

Project Steering Group
This is a committee, the key body within the governance structure which is responsible for the business issues associated with the project that are essential to the ensuring the delivery of the project outputs and the attainment of project outcomes. *(Source: Department of Premier and Cabinet, Tasmania)*

Sustainability
Sustainable patterns of living that meet the needs of the present without compromising the ability of future generations to meet their needs. Actions to improve sustainability are individual and collective endeavours shared across local and global communities. *(Source: Australian Curriculum)*

Sustainable Tourism
Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities. *(Source: United Nations World Tourism Organisation)*

Photo: Hamilton Lund

Tourism Hub

A central point of activity (whether this be a specific activity or activity more generally) within an LGA.

True Visitor

A visitor from over 25km in distance from a destination. *(Source: Stafford Group)*

United Nations World Tourism Organisation (UNWTO)

The United Nations World Tourism Organization (UNWTO) is the United Nations agency responsible for the promotion of responsible, sustainable and universally accessible tourism.

Visitor Economy

The visitor economy takes into account broader economic activity than that which has historically been defined as 'tourism and events'. It includes the direct and indirect impacts resulting from a visitor travelling outside their usual environment for a holiday, leisure, events, business, conventions and exhibitions, retail, education, to visit friends and relatives or for short-term employment in NSW. *(Source: NSW Department of Trade and Investment)*

Visitor / Tourist

A visitor is any person visiting a country other than in which he has his usual place of residence and in which he spends less than a year, for any reason other than following an occupation remunerated from within the country visited. A tourist is a visitor who spends at least a night in the country visited. *(Source: United Nations World Tourism Organisation)*

Abbreviations

ALOS Average Length of Stay

ABS Australian Bureau of Statistics

B&Bs Bed and Breakfast

CAPEX Capital Expenditure

CBD Central Business District

CDP Central District Plan (from the Greater Sydney Commission)

CSP Community Strategic Plan

DA Development Application

DCP Development Control Plan

GSTC Global Sustainable Tourism Council

GSC Greater Sydney Commission

LEP Local Environmental Plan

LGA Local Government Area

LTO Local Tourism Organisation

MAAS Museum of Applied Arts and Sciences

MICE Meetings, Incentives, Conferences and Events

PoM Plan of Management

STHL Short Term Holiday Letting

SVS Sustainable Visitation Strategy

TWG Tourism Working Group

VIC Visitor Information Centre