



**TOWN OF VINCENT**

**PROMOTIONAL STRATEGY**

**Economic Development**

**2009**

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## Introduction

The Town of Vincent is located just three kilometres from the State's Capital City, Perth. Vincent is a vibrant and progressive municipality which boasts a wealth of local attractions including the iconic Hyde Park and Beatty Park Leisure Centre.

With a famed café strip along Oxford Street in Leederville and shopping precinct along Beaufort Street in Mount Lawley, the Town offers an abundance of retail, entertainment and recreational attractions across the suburbs.

Boasting an enviable collection of parks and sporting grounds, the Town is renowned for Perth and Leederville Ovals and many sporting clubs call the Town home.

With a population of approximately 29,000 people, Vincent encompasses the cosmopolitan inner city suburbs of Leederville, Highgate, North Perth, Mount Hawthorn and parts of Mount Lawley, Perth, East Perth and West Perth.

The Town was created in 1994 with the restructure of the City of Perth and since inception has grown to be a popular and fiscally responsible local government with a commitment to meeting the needs of its diverse community by offering a range of facilities, services and events.

Inner city living is increasing in popularity and the Town is experiencing a growing demand for new residential development, along with increased business activity in the many shopping precincts and popular café strips.

The Town has acknowledged that a strong and innovative business sector based on sustainable economic development contributes to the prosperity, sustainability and liveability of a community and as such has identified economic development as one of the four key objectives in the Strategic Plan.

This Promotional Strategy has been developed to help facilitate select aspects of the Town's strategic objectives relating to economic development.

Note: At the time of writing, the State Government had announced that Councils were to consider voluntary amalgamations and propose suggestions for re-drawing municipal boundaries. No mention of any possible revision of boundary is included in this Promotional Strategy. Whilst some statements made in this document may need to be revised in the event that the Town's boundaries were redrawn, the foundations behind the suggested strategies would still apply though may require further expansion or retraction as the case may be.

## **Background**

Vincent is a relatively small local authority that was established when the City of Perth was restructured in 1994. The suburbs within Vincent are generally considered to be inner city with a combination of residential and commercial (predominantly retail and entertainment) development.

Due to its location, the Town is a popular hub and thoroughfare. It is also important to note that the Town shares two of the identified activity hubs with neighbouring local governments – Beaufort Street with the City of Stirling and William Street with the City of Perth. Also due to its proximity to the Central Business District, the Town benefits from the marketing initiatives of the City of Perth in promoting ‘The City’. For tourism purposes, the majority of Vincent is also classified as Perth City and as such is incorporated in Tourism WA’s marketing efforts to promote ‘Perth’ to intrastate, interstate and international visitors.

Whilst promotion of the whole of Vincent as a ‘location of choice’ is the ultimate aim, for the purposes of this Promotional Strategy the Commercial Precincts of Leederville, Mount Hawthorn, Beaufort Street (Highgate and Mount Lawley), North Perth and William Street (Perth) have been addressed specifically (any strategies will impact upon the municipality as a whole though the entirety may not necessarily be targeted by the individual strategies which may focus on identified ‘positioning’ imperatives/objectives).

## **Situational Analysis**

### *Economic Climate – 2009*

In the last few years Western Australia has been enjoying ‘boom’ conditions which have seen an explosion of development and business opportunities. The mining industry heyday has also contributed to increased housing and rental prices which have been enjoyed by landowners within Vincent.

However, in late 2008 the economic bubble burst and it is now considered that there is a Global Financial Crisis that is affecting all nations – Australia included. This downturn in the economy will inevitably impact economic development within Vincent as fewer people will be in positions to buy or develop property within Vincent, tourist numbers will dwindle and businesses are likely to contract and close rather than expand or start up. Discretionary spending is drying up which potentially impacts entertainment, retail and service providers.

For these reasons, it is recommended that the Town consider these strategies are long-term and on-going projects to retain and enhance Vincent’s image to ensure that when economic conditions improve and opportunities arise, Vincent is considered a ‘location of choice’ for investors (be it home owners, property developers, business proprietors or visitors/tourists).

## Key Issues/Considerations

The Town has, over a number of years, adopted and implemented strategies and projects to help 'position' Vincent. Two key documents are the Vincent Vision 2024 Community Visioning Project and the Plan for the Future 2006-2011. Vincent Vision 2024 has indicated how the community envision the various 'places' within the Town and the whole of Vincent. The Strategic Plan highlights the long-term objectives of the Town in terms of sustainability by focussing on the Natural and Built Environment, Economic Development, Community Development and Leadership, Governance and Management. Whilst all the factors are important for ensuring the ongoing sustainability of the Town, this Promotional Strategy will focus primarily on the Economic Development component (with an understanding of the interconnectivity of all four objective areas) as the other objectives are addressed in the day-to-day running and area-specific programmes within the Town and are governed by the General Communications Strategy, various service area projects and numerous procedural documents.

The Town of Vincent is a local government authority and as such is governed by the *Local Government Act 1995* and all Regulations and Codes. Therefore, unlike a business/corporation, the Town is somewhat limited in its scope for initiating and sustaining economic development. It should be noted that the Town is not a 'for profit' enterprise and whilst it must be economically responsible and sustainable, the goal is not profit. Therefore the strategies below are designed to encourage and help facilitate economic development within Vincent by engaging the target audiences and presenting Vincent as a location of choice for living, working and visiting with the aim of these groups 'investing' in Vincent. It is not a strategy for the Town to actually undertake the development initiatives/make the investment.

In 2005 the Town commissioned Pracsys and Taktics 4 to present an economic development strategy. This Promotional Strategy will reference this document, along with the Vincent Vision 2024 project in some 'key messages/strategies' as they are likely to form the 'positioning' basis behind any strategy implemented to promote Vincent as a 'location of choice'. However, it should be noted that, at this time, a number of the recommendations of these documents have not been implemented and this Promotional Strategy is not dependent in any way on those recommendations being implemented.

The Economic Development Strategy 2005-2010 was developed during 'boom' times in the State. Since the end of 2007 and particularly through the Global Financial Crisis of 2008/2009, the economic landscape has changed and is changing considerably – affecting each of the identified target audiences to a greater or lesser extent.

An overview of some of the key issues/considerations for each target group is outlined below.

Ultimately the implementation of any strategies will be dependent upon the priority that is given to the project and the available resources.

## **Objectives**

### **Objective 1**

To capitalise on the unique economic development opportunities evident in each of the five commercial precincts and garner appropriate interest from potential 'investors' in order to help the Town meet its strategic objectives.

### **Objective 2**

To increase awareness of the Town of Vincent and position it as a potential 'location of choice' amongst the various target audiences.

### **Objective 3**

Introduce a number of initiatives, programmes, projects and resources to facilitate targeted economic development within the Town of Vincent.

## **Message Strategy**

### ***Key Messages***

Vincent is a vibrant inner city location which enjoys a diversity of cultures, businesses and development.

The Town is strategically positioned to capitalise on Vincent's location, history, reputation and potential.

Economic development is a key objective for the Town.

The Town is actively planning for Vincent's future and the future of its business proprietors, residents and visitors.

The Town is fiscally responsible and sustainable.

Sustainability objectives underpin the actions of the Town and its short and long-term planning.

Opportunities exist in Vincent for businesses, residents/landowners and visitors/tourists.

The Town intends to facilitate economic development and support those who endeavour to 'invest' in Vincent.

The Town is dedicated to enhancing and celebrating its diverse community.

The Town aims to include members of the community in all matters that affect them.

## *Centre Specific Positioning*

Any promotional materials developed will need to present a consistent ‘brand’ or ‘image’ of the subject activity centre and the Town as a whole. By identifying the key areas of opportunity for each of the centres, a unique positioning campaign can be created for each whilst maintaining the overall Town of Vincent brand fundamentals. The strategies will focus on targeting specific areas of economic development potential in keeping with the suggested branding/positioning of each centre.

### **Leederville**

Leederville is recognised as presenting a number of opportunities for economic development. Economic activities are strongly geared towards office and business making it a prime competitor with the CBD, with retail and entertainment also accounting for significant proportions of activity. The predominant demographic in Leederville is 20-34 year olds (approx 40% of the population) and there is a substantial amount of town house and apartment living in the area (approx 45%). Leederville is already a well-established retail and entertainment destination (the ‘place to be’) and the area boasts a range of businesses (cosmopolitan cafés, restaurants, retail food outlets and entertainment venues) with a more youthful and trendy feel (no doubt enhanced by the presence of TAFE in Oxford Street). The implementation of the Leederville Masterplan is a major project for the Town and the positioning of Leederville will be a key factor in generating investor interest. The West Perth Regeneration Plan also affords the Town and investors opportunity to develop this area.

#### *Leederville – Action Central*

Leederville is the action capital of Vincent. Food, shopping, entertainment, culture and fantastic meeting places are combined to offer something for everyone. Recent road and parking enhancements have improved traffic flows and drawn more people into and through the heart of Leederville. An easy walk for local residents and convenient train/car access for visitors and workers make Leederville the best urban hub north of Perth. (Economic Development Strategy)

#### *Leederville – Tapestry of Life with Flair*

In 2024 Leederville/West Perth is a community that celebrates its rich heritage and tapestry of life with flair. We take great pride in being a place where all people are valued and respected. Leederville/West Perth is unique, friendly and inviting. Our enviable quality of life has been achieved through ingenious development that enhances Leederville/West Perth’s character and unpretentious style. An outstanding model of ‘people-oriented’ urban design, Leederville/West Perth is alive with tree-lined streetscapes, attractive parks and enticing public spaces where people from all walks of life intermingle. The atmosphere in the town centre is vibrant and festive – where unusual features surprise and enchant. A remarkable transformation of the town centre has occurred, a dream only made possible with the collective foresight, passion and commitment of government, business and community. In Leederville/West Perth we know how to work together in creating a better place to live. (Vincent Vision 2024)

## **Mount Hawthorn**

Mount Hawthorn is possibly the most ‘suburban’ of the five activity centres with a high proportion of young children and relatively high number of 30-44 year olds in the area. This, together with the very high proportion of separate houses in the area (some 85% of dwellings), indicates that Mount Hawthorn has a ‘family’ orientation. Retail activity is the predominant business activity and Scarborough Beach Road is the main artery and also the hub of Mount Hawthorn. The recent development of The Mezz Shopping Centre has provided an anchor point for business in the area to radiate from. More ‘family’ oriented shopping (groceries, homewares, clothing etc), entertainment (sidewalk cafés, family restaurants and ‘mature’ activities and clubs) and service providers are prevalent in Mount Hawthorn, catering to the needs of the local community – making this a suburban “village” with local catchment.

### *Mount Hawthorn – Boutique Village*

Mount Hawthorn is a vibrant suburban village, presenting the full range of convenience shopping to local residents and workers. Diversifying the range of retail goods and services available has increased local amenity, which in turn has generated opportunities for boutique commercial tenancies. This has further differentiated Mount Hawthorn from the larger-format commercial/retail character of Osborne Park. Visitors are attracted to Mount Hawthorn for work-related visits, which in turn have encouraged more casual dining operators to the area. (Economic Development Strategy)

### *Mount Hawthorn – Unique, Neighbourhood-Oriented Character*

In 2024, Mount Hawthorn is a place where family is the cornerstone of our neighbourhood-oriented environment. With beautiful tree-lined streets, local parks and traditional housing, Mount Hawthorn is a special place to live. It is alive with community activity – a place where people know and look out for one another. Mount Hawthorn’s delightful neighbourhood quality has been enhanced through development so thoughtful and inviting it not only contributes to the character and identity of the community, but also makes it a better place to live. The town centre, a vibrant suburban village and tree-lined boulevard, is true to Mount Hawthorn’s endearing style and charm. Many people enjoy living and working in Mount Hawthorn and set their roots down here. Children and young people develop their potential here, growing up with the many opportunities and experiences the local community has to offer. (Vincent Vision 2024)

## **North Perth**

North Perth is one of the earliest established suburbs in Perth and the area is representative of Vincent’s rich heritage – both in built form and culture. The View Street historical precinct presents an opportunity for tourist interest and the suburb has maintained many of its historical monuments. Interestingly North Perth has both a high proportion of young people (approx 20% are under 19 years of age) and senior citizens (also approx 20%) and like Mount Hawthorn a large percentage (approx 70%) of the dwellings are separate houses again giving the area a more typical Perth suburb orientation where the main focus is on retail and service industries providing goods and services for the local community. Offices and businesses also feature in the area with entertainment also being relatively strong. North Perth’s proximity to the city centre makes it a major access route though commuters are somewhat unlikely to stop and explore the town centre. There is a lack of an obvious definitive image or positioning for North Perth at this time.

### *North Perth – Cultural Heart*

North Perth is the cultural and community heart of Vincent. Steeped in history, it offers many points of interest to visitors and a source of pride to local community members, many of whom have strong family ties to the centre. With the redeveloped North Perth Plaza, local residents have top-class retail facilities, and strategic traffic calming measures have improved trading conditions for local operators and safety for pedestrians. North Perth is a place for family and friends to meet, enjoy quality casual dining experiences and soak up the cultural events and regular celebrations on offer throughout the year. (Economic Development Strategy)

### *North Perth – Rich Heritage and Cultural Contrasts*

In 2024, North Perth is a place of extraordinarily rich heritage and cultural contrasts, fostered by a tradition of warmly welcoming new migrants into the life of the community. Festive and exciting things happen here; it is a place of multicultural celebration and expression. We take great pride in our many heritage buildings. With traditional homes, beautiful tree-lined streets, local parks and a strong sense of community, it is a place of outstanding residential quality. Development, so appealing and thoughtful, contributes to the North Perth character and makes it a better place to live. Neighbourhoods reflect the fact that family is a vital and abundant part of life in North Perth. Our town centre only adds to this with its unique style, rich heritage, markets, green spaces and people everywhere. (Vincent Vision 2024)

### **William Street**

William Street is shared by the Town of Vincent and City of Perth. In recent years the Town has undertaken streetscape improvements and traffic management initiatives. The East Perth Redevelopment Authority has announced revitalisation plans for the eastern side of William Street (20 February 2009) – as the street is “set to become an inner city destination built on the area’s reputation for retail, emerging fashion, cultural diversity and cuisine”. William Street is known as Perth’s ‘Chinatown’ (though not officially branded as such) and is dominated by shops and retail businesses together with a large proportion of offices and businesses. William Street competes with Northbridge for patrons and by marketing William Street as Perth’s Chinatown (always a popular destination in capital cities around the world) it could achieve differentiation from Northbridge and refine its identity.

### *William Street – Asian Surprise*

William Street is the multicultural nucleus of the inner north. Visitors are drawn to William Street by the sights, sounds and smells of a bustling Asian metropolis. Locals bring an alluring mix of language, food and attitude that is unique in Perth. Day-trippers travel from across the city to shop in oriental supermarkets, international and interstate visitors spend hours walking the streets and enjoying the vibrant local atmosphere.

William Street is a genuine alternative to Northbridge for the authentic Asian shopping and dining experience. (Economic Development Strategy)

### *Perth – Every Possible Convenience, Indifference to the Ordinary*

In 2024, Perth is a spectacular inner city community, a highly sought after place to live with beautiful parks and wetlands, a location that offers every possible convenience. As a place with depth of character and indifference to the ordinary, some of the most exceptional and imaginative things happen in Perth. Our town centre is the civic, cultural and business heart of the community, a global village and marketplace, true to Perth's rich heritage and culture. With its bustling and enticing atmosphere, artistic and cultural activity flourishes here. A rich mix of people – artists, students and new migrants alike – creates the essence of our community. People from all walks of life are valued and respected here and everything about Perth is people-orientated. The community knows how to work together nurturing and celebrating those special qualities that give Perth its distinctive personality. (Vincent Vision 2024, vision for Perth without specific reference to William Street)

### **Beaufort Street**

Beaufort Street is shared by the Town of Vincent and the City of Stirling and is a major artery for access to/from the city centre. Shopping and retail are the primary business activities along the Street, there is limited office and business spaces established and an increasing entertainment component. The Walcott Street division between the municipalities also represents something of a divergence in focus for Beaufort Street – with the north being more retail (fashion, cafés and banking) focussed with the south (Vincent's section) featuring convenience shopping, cafés and restaurants. Many retail shops and cafés open 7 days a week in Mount Lawley, though on Sundays there is no consistency in whether a business will or will not be open (this area is not part of a designated tourism precinct at this time and hours of operation are governed by the *Retail Trading Hours Act*). Parking and pedestrian safety are key issues for Beaufort Street and a hindrance to investment in the area. There is a fairly even split in dwelling types (separate houses and townhouses/apartment style) in Mount Lawley/Highgate with almost a third of the population being in the 20-34 year old age bracket, suggesting that the area is popular with a younger crowd (Gen X and Y) for whom convenience shopping, fashion, cafés, restaurants and winebars are key lifestyle features.

### *Beaufort Street – Cosmopolitan Village*

Beaufort Street is Perth's premier cosmopolitan village with a lively combination of fashion, convenience shopping, entertainment, cafés and restaurants living side by side with all of the colour and excitement found in any major European city.

Attractive residential development has provided a bountiful catchment for the precinct and residents have the nightclubs of Northbridge only a few minutes away, live entertainment can be enjoyed within walking distance, with the elegance and variety of local cafés and restaurants or simply a quiet cup of coffee in the local bookstore, and the convenience of 24 hour shopping, on the way home.

The traffic flows well, however parking is limited and congested at times, with well designed council facilities easily accessible from Beaufort Street to service the local shopper and visitor. This has taken the pressure off the local residents who can enjoy their own streets without competing with shoppers spilling over from the commercial zone. (Economic Development Strategy)

### *Mount Lawley – A Fabulous Diversity of Lifestyles and Cultures*

In 2024, Mount Lawley/Highgate is a place with something for everyone. With a depth of character and an accepting attitude at its foundation, people are drawn to Mount Lawley/Highgate's fabulous diversity of lifestyles and cultures – from the cosmopolitan inner city environment to quiet, tree-lined neighbourhoods. New migrants, artists and students live here, adding diversity, a sense of creativity and festivity to our community. *Beaufort Street is a boulevard of pedestrians, trees, and greenery, exuding a distinction and flair all of its own. Traffic is calm and moves slowly on Beaufort Street. With many enticing shops and some unpolished elements, the town centre is always an interesting and lively place.* New development is inspired and considered, contributing to and enhancing the character of the area. With some of the most beautiful parks around and an easy walk to the peaceful interludes of the river foreshore, Mount Lawley/Highgate could not get much better. (Vincent Vision 2024, emphasis added)

These 2024 visions and envisioned economically developed future statements form the initial positioning framework – it must be noted that climates change, trends emerge, priorities and desires shift and therefore the overarching themes within the visions need to be considered (not any specific details) as forming the basis of the centre positioning. Additional research tools also need to be applied when determining appropriate positions/brands.

Key aspects of these visions need to be translated into key messages and positioning/brands for the centres and Vincent as a whole. These visions when translated into marketing concepts need to be cognisant of the prevailing climate, marketplace activity, trends and zeitgeist. In essence the main themes of the visions need to be presented as marketable concepts which then form the basis of any promotional strategy (messages/imagery/initiatives) tied to the overall positioning/brand and objectives.

### ***Key Words/Concepts***

In order to capitalise on the promotional opportunities for the localities and Vincent as a whole, branding and imagery can be explored through key words and associations/connotations (in conjunction with using the visions as a starting reference point). Brainstorming concepts and associations for each locality and for Vincent (preferably including parties outside of the Town, such as marketing/branding firms, trend forecasters, ad agencies etc, to give perspective, scope, impartiality and balance) may lead to identifying key aspects for each locality on which to focus images and formulate the promotional brand.

## **Market Research**

The key audiences for this promotional strategy are identified below. However, the Town may consider engaging in market research (including surveys, forums, vox pop, sampling, focus groups) to understand the key audiences in order to fully capitalise on opportunities. Messaging needs to be targeted not only to the key audiences, but to the key considerations, passion points and communication needs/preferences of each public or rather segments of each public category.

With limited resources, highly targeted messaging is not realistic; however market research may contribute to identifying key elements that are of import to the majority within each audience. The messaging and mediums identified in this document are based on general information, current trends and marketplace observation, and key areas to capitalise upon have been suggested. Research (external, professional and impartial) may unearth further opportunities.

## **Key Publics/Stakeholders**

For the purposes of this Promotional Strategy the key target audiences are Business Proprietors, Residents/Land Owners and Visitors/Tourists (given the nature of the identified five activity centres, these three markets are not necessarily applicable to each centre). Key considerations pertaining to these groups are identified below and the strategies outlined will be targeted at these key publics (with impact upon the plethora of affiliated and ancillary publics including, but not limited to, Town staff and Council Members, State Government, Federal Government, government agencies, property developers, industry groups, the media, external consultants, tourism operators, other local governments and potential strategic partners and sponsors).

### ***Business Proprietors***

Vincent offers a number of opportunities for the business proprietor (SMEs). The primary business activities in Vincent are retail, service industries and entertainment businesses. Concentration of businesses within designated activity hubs would be preferable in order to ensure that there are 'centres' of industry and there is limited potential for conflict between residential and business amenity. By encouraging these centres of business activity the Town can also concentrate its streetscape and other activities and promote these select hubs.

Vincent competes for interest by business proprietors with all local governments but in particular with Perth CBD and Northbridge (City of Perth) and Subiaco (City of Subiaco). Businesses looking for space in the prime locations within or close to the CBD may be influenced by a number of factors including availability of current space, suitability of location in terms of customer catchments, demographics and forecasts, current 'mix' of businesses, development opportunity (i.e. land availability and potential for existing sites to be redeveloped/change of use etc), rental prices,

parking availability, proximity to public transport, ease of setting up businesses, potential support from the local authority and of course the 'image' or reputation of the area. Access to location suitability information such as this guidance through the business establishment process may present an opportunity for the Town. Incentives for businesses to set up or move to Vincent (such as rates rebates, stamp duty reimbursement etc) are options but given the expense (and logistical considerations) are not specifically explored as a strategy.

### ***Residents/Land Owners***

Vincent's suburbs are well established and unlike some northern and southern locations, there are no large subdivisions or potential area expansions (estates). As such, there is little vacant land for residential development which leads to the vast majority of home owners in Vincent living in established dwellings. In some instances these established homes are renovated, blocks subdivided (and additional dwellings built on the block) or demolished and re-built.

Incentives for people to take up residence in Vincent (such as rates rebates, stamp duty reimbursement etc) are options but given the expense (and logistical considerations) are not explored as a strategy. However the introduction of a resident benefits card may be considered (similar cards operate in some local governments such as City of Belmont – Opportunities Card).

There are numerous factors which influence a person's choice of suburb for either buying or renting a property of which affordability and liveability are two key considerations.

Whilst there is some social housing in Vincent, generally the Town – with its long history and heritage – is not considered to be a low cost housing area. The average cost of purchasing a home in Leederville is \$790,000, whilst the average weekly rent is \$465. For Mount Hawthorn the average cost to purchase a home is \$750,000 with an average rent of \$450. In North Perth the average home is priced at \$750,000 and the average rent some \$510 per week. The average for metropolitan Perth is \$455,000 to buy a home and \$360 per week for rent.

The three suburbs have enjoyed sustained growth in value over the past 10 years (Leederville 13.5%, Mount Hawthorn 13.6% and North Perth 12.7%), making investing in residential property in these suburbs financially sound (it should be noted that there is likely to be a slight decrease in housing values in 2009/2010 as the market adjusts to the economic conditions; however in the long-term these suburbs are likely to retain their value given their reputation, location, history and demographic profiles). *(Figures: REIWA based on a 3 bedroom house, sale prices based on Sep 2007-Sep 2008 and rental rates for Oct-Dec 2008.)*

Given the history of these localities (which are some of Perth's earliest established suburbs), there are a number of heritage-listed properties in these areas. The oft contentious issue of heritage protection versus development has been somewhat mitigated by the last Municipal Heritage Inventory review that listed those properties of cultural heritage value – therefore it is somewhat unlikely that large scale heritage listings will occur in the future as the majority of significant places should have already been identified and listed.

The Town offers a full range of services and events to cater to the diverse Vincent community and the continuation of these programmes based on needs and desires should help retain existing home owners/residents (subject to the economic conditions). Coupled with affordability and liveability, reputation and image of the centres is an important aspect in attracting new residents/land owners.

### *Visitors/Tourists*

Comprehensive information on visitor numbers to Vincent are not collected by the Town, Tourism WA, Commerce and Trade or other government agencies (logistically and financially data collection of this type is not viable). However, for the year ending September 2008 the 5-year average number of international visitors to Vincent was 2,500 per year (Source: Tourism Research Australia – International Visitor Survey). It is assumed that the majority of the visitors to Vincent were for the purpose of visiting friends and relatives (VFR) and are likely to have stayed at the homes of the friends/relatives.

In general terms, tourists/travellers visit a destination (be it a city, a venue, a locality, an area or a country) for a holiday (including to attend events), to visit friends and relatives or for business. With no large venues for conferences or business standard accommodation available within the locality, the business market in Vincent is exceptionally limited. Aside from the myriad reasons for choosing a particular destination for travel to for holiday (which includes many factors such as cost of travel, living expenses whilst away, standard of accommodation, transport, culture and sight-seeing, food and entertainment, shopping etc), some aspects that may factor in the choice of Vincent as a holiday destination include accommodation, transport, sight-seeing, history and culture, sporting events, food and dining, entertainment and shopping.

The Town of Vincent does not contain any mid to up market accommodation. There are 16 lodging houses within Vincent and of these 15 are backpacker or budget accommodation (the other property is a 3-star holiday apartment). However, there are a number of hotels of mid-range to luxury level in close proximity to Vincent – the majority are located in the CBD with a luxury property in West Perth and an international resort in Burswood. Executive serviced apartments are available in East Perth. Statistically, backpackers and budget travellers do not contribute significantly to the local economies as they tend have little discretionary spending power. Travellers in the mid to luxury markets have the potential to inject reasonable funds into the local economy – through patronage at cafés, bars, restaurants, entertainment venues and retail outlets, and use of service providers.

The opportunities for sight-seeing and travel for sporting events within Vincent are very limited. Hyde Park is Vincent's most prominent 'site' (with the Wetlands Heritage Trail also potentially being of interest to visitors) and the entertainment and retail hubs within the Town whilst popular are not, by national/international standards, stand alone drawcards. The sporting facilities within Vincent (even if redeveloped i.e. Members Equity Stadium and Beatty Park Leisure Centre) are unlikely to ever be able to accommodate significant sporting events due to their sizes. Lack of world-class venues for sports and entertainment is a State-wide issue.

Current trends in tourism in WA show a decrease in intrastate and interstate visitors with strong long-term growth in international visitors, though this has shown signs of softening since June 2008. Tourism WA is charged with attracting visitors to the State and the Town benefits by varying degrees from their marketing programmes (as do the activity centres close to the CBD through the City of Perth's efforts at attracting patrons to 'The City').

The Town does not have the resources or need to mount a destination marketing campaign for its suburbs (Vincent is not in a position to become a 'destination' in itself); however the areas could benefit from the adoption and introduction of a number of general destination 'branding' strategies to target tourists visiting Perth.

N.B. The redevelopment of the East Perth Power Station site into an arts/commercial precinct could provide the Town with a unique selling proposition (USP) for the mid-luxury market should this precinct become home to the arts and up-market retail (such as an expanded King Street) which is coupled with cafés and restaurants, appealing public spaces and events such as fashion parades, performances by Arts bodies etc. A luxury boutique hotel on-site would also be a drawcard to what would then be the luxe hub of Perth in an historical location with the associated access to the city and the river.

Strategies to attract general visitors (such as shoppers and patrons opposed to tourists) to Vincent are addressed in this document.

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## Strategies

In order to effectively reach the Town's target audiences, a mix of communications tools will be used including mass media advertising, public relations, marketing, publications, events and stakeholder relations.

The following strategies can be used in order to achieve effective communication with all stakeholders and promote Vincent (and particularly the identified activity centres) as a 'location of choice'.

Implementation of any strategies (which are fluid) may be based on available resources, feasibility, priority and potential return. These strategies should be used as a general guide as to aspects which could be explored to promote Vincent.

### Branding

A brand can be defined as a 'collection of perceptions in the mind of the consumer' – Colin Bates, Building Brands.

Branding is a whole of organisation endeavour which permeates every aspect of the Town's operation. Ideally branding should be undertaken to create a specific image for Vincent and associated positions for the various locations. For the purpose of this Promotional Strategy an encompassing branding strategy is not included; however an 'image' (key concepts, words, experiences) for Vincent should be created for the purpose of promotions/marketing/advertising – this should of course ultimately reflect and tie in with the whole Vincent brand (existing, evolving or rebranded in the future).

All strategies implemented should reflect, re-enforce and enhance the brand – the brand values and the brand personality.

It is acknowledged that some of the most effective branding campaigns promoting Australian cities/destinations have been created by large, well-resourced authorities including Brisbane Marketing, Visit Victoria (Melbourne's "Lose Yourself") and the City of Perth ("Comes Together") which have utilised a number of channels in their branded messages including print, radio, TVCs, online etc. In the private sector the recent opening of Claremont Quarter has evidenced consistent branding and utilisation of appropriate comms channels.

Whilst the Town does not currently have extensive resources, a well-established brand and proactive promotion/marketing heightens the profile of the authority/its localities and may act as a drawcard for economic development by raising the visibility of the area across all audiences and therefore should be seen as a long-term investment.

Market research would need to be undertaken and the services of a branding/advertising agency could help establish a relevant and effective branding initiative.

Any established branding would then flow through to a number of areas in the Town including any 'slogan', signage, promotion of events, templates and so forth.

### **Point of Contact/Business Liaison**

A number of local governments in WA have established teams to assist in economic/business development. Whilst the establishment of a dedicated team may not be feasible at this time, the appointment of a Business Liaison Officer would acknowledge the Town's commitment to improving relations with the business community. This officer could act as a conduit between the Town's administration and the business proprietor. An officer with the ability to help guide business owners through the establishment process, i.e. planning, building and heritage issues, parking, health, compliance etc, has the potential to indicate to potential (and existing) businesses that the Town is a ideal location to set up business. This officer could liaise with Planning, Building & Heritage Services, Health Services, Ranger & Community Safety Services, Rates and Technical Services to help steer a business proprietor through the process by providing guidance and support. Funding for any new initiatives requires further investigation.

### **Business Development Assistance**

The Town does not have the resources (or a real need) at this time to set up a dedicated marketing division such as that of the Brisbane City Council – Brisbane Marketing. However, a number of initiatives may be able to be introduced with additional resources.

The appointment of an employee (or contractor) in a business development capacity could assist local businesses with marketing/promotion – thus supporting local economic development.

With the addition of such an employee and appropriate resources and funding, a number of initiatives could be established. Funding sources for such initiatives would need further investigation. Initiatives include:

#### *Business Association/Marketing Co-operative*

The Town is home to a number of Precinct Groups; however these groups are not business based. The encouragement of the establishment of local business associations could pay dividends for all parties. Whilst it is acknowledged that volunteer organisations usually fall victim to competing demands, the Town could facilitate the establishment of local groups and provide a number of services to assist the groups.

In order to retain overall image control for the various areas, the Town could chair and oversee all groups. The provision of resources could help the associations get established and focus on promoting their localities to the various markets (e.g. Leederville, North Perth, Mount Hawthorn). Alternatively, a number of associations could be established based on products/services offered, for example an association for all retailers in Vincent.

If business associations or marketing co-operatives are established, the Town could work with these groups in delivering events and festivals (and ensure they are promoted in keeping with the branding established). This would allow these events and festivals to have a more 'commercial' outlook than those run by Community Development (the objectives of community development, whilst not diametrically opposed, are not necessarily in line with those of a commercial operation). If the events are run by the organisations, the Town could participate by providing the community development aspect of any festival. It may be necessary for the Town to appoint external event management companies to run commercial events and they could work with the associations/co-ops and the Town to deliver high-profile events that fulfil the objectives of all parties (*see Events/Festivals below*).

#### *Business Directory*

An on-line business directory could provide a vehicle for local businesses to promote their services to their local market. A directory listing services and contact details of local businesses in this field, accessible from the Town's corporate website, could be provided free of charge to local businesses. It should be noted that sourcing and updating directory information could be time consuming. If the directory proved popular, and there was interest from the business community, the opportunity to sell advertising space in the directory could be explored.

Alternatively an on-line business directory could be sourced externally, such as through Yellow Pages who can provide a local directory (several WA local governments use this service).

#### *Business Newsletter*

A newsletter specifically for business could be of benefit. Articles from the various Sections on pertinent information (such as updates on up-coming works, reminders about parking, health issues, planning issues etc) together with information about what is on (for example events that a business might want to be involved with) would provide the business community with up-to-date information. Information on available courses (including those offered by the Town such as Food Handling and those offered by external agencies such as AIM or SBDC) would indicate the Town's interest in the proprietor growing their business.

#### *Support Materials*

A series of information sheets and checklists could be created to assist business proprietors with the requirements in setting up a business in, or relocating to, Vincent. Fact sheets/guidelines from various Sections (i.e. Planning, Building & Heritage Services, Ranger & Community Safety, Health Services and Technical Services) could be made available in an information kit. Appropriate branded promotional items could be included in these packs.

### *Programmes & Courses*

Whilst it is unlikely to be feasible for the Town to introduce a number of business-oriented programmes/courses, existing programmes for businesses could also be promoted, such as Business Beats, Vincent Accord, awards (Building, Design & Conservation, Access etc), heritage grants for commercial properties and various Health initiatives such as Food Handling courses and Healthy +.

Partnering with other agencies to offer or promote relevant courses could also be explored (*see Strategic Alliances/Partnerships below*).

### *Dedicated Section on Website for Business*

A comprehensive webpage dedicated to all matters relating to business could be a valuable resource. In conjunction with the Business Liaison Officer, the site could provide a one-stop point of contact for businesses looking at setting up or relocating to Vincent. A number of WA local governments have established dedicated webpages for the business community with varying levels of information being provided. All aspects of business development could be featured on dedicated pages.

### *Joint Advertising/Subsidies etc*

In the event that marketing co-operatives were established, the Town could look at providing joint funding for or subsidising advertising and sponsorship of events. Exploration of possible grants being established to assist business could be undertaken. Financial incentives/assistance could be explored (subject to feasibility).

With an effective relationship with businesses (through the endeavours of a BD employee/consultant), opportunities for marketing/advertising can be explored (*see Media Relations – advertising features*) to benefit all parties.

### **Advertising**

Advertising is a key medium through which to promote Vincent and the specific localities. Any campaign should be on-going and consistent – reinforcing the ‘brand’ and ‘positioning’ – whilst also resonating with the audiences.

Outlined below are different types of advertising that the Town could consider embarking upon. Much of the advertising is based on enhancing ‘image’ rather than a call to action. As the branding should be consistent regardless of the type of advertising, an advertising agency should be contracted. Based on available resources, the best mix of advertising mediums could be determined i.e. print (newspaper and magazines), radio, TV, email, web-based, SMS etc. Depending on desired reach, the use of national and international mediums could be explored.

### *Positioning*

The positioning of each of the areas should be established (as discussed above) and then translated into an appropriate advertising campaign, which whilst giving an identity to each area ties into the overall branding of Vincent.

Identifying key features of the various areas (such as fashion, style, entertainment, dining, Chinatown etc) provides an opportunity to create advertising messages and images to promote these features.

#### *Destination*

By comparison, destination advertising focuses on the locality as a whole (as opposed to focussing on a specific aspect of the area such as food or entertainment), though it may focus on specific areas. In this respect, advertising 'Vincent' as a destination could be a more prudent use of resources than to advertise each activity centre as a destination in itself.

#### *Event Specific*

This style of advertising is often less about establishing image, but rather making a call for action. The branding of the areas needs to be used but the advertisement is for a specific event. This form of advertising would also cover specific promotions to attract visitors e.g. discount vouchers, special offers, limited deals etc.

#### *Features/Advertorials*

A number of publications (newspapers, magazines, online) run advertising features to showcase an area, organisation/business and/or theme. These features may be sponsored and often include editorial content plus paid advertisements/advertorials. This style of advertising is appropriate for positioning, destination and event specific objectives.

The financial commitment to this style of advertising feature/editorial is substantial and therefore possibly unviable for Vincent; however as a number of local and national publications offer opportunities for this style of advertising, participation at a lower price point may be an option. Cost-sharing with a partner may also be considered.

#### **Brochures/Booklets**

Production of a range of brochures could be considered. Brochures targeting specific publics could be created to 'sell' Vincent and the localities to potential business proprietors, residents and visitors.

As the needs of each audience is different, a general Vincent or locality brochure may not be the best option as businesses are likely to be interested in demographics, projections, the current range/mix of businesses, development opportunities, marketing opportunities etc, whilst visitors will be interested in what to see and do and residents may be more interested in the services available, what the areas have to offer in terms of infrastructure, shops, schools and so forth.

Depending on content and reach, these materials may be produced in hard and/or soft copy, which in turn would influence the distribution channel(s) utilised.

## **Associated Promotional Materials**

In order to present a comprehensive picture of Vincent and its localities, a number of promotional materials could be created to reflect the needs of the various audiences. Examples include:

### *Maps & Guides*

Specifically targeting visitors, destination guides could prove a useful tool. The creation of a comprehensive guide could be considered for the various areas and/or functions (e.g. shopping guide, dining guide) throughout Vincent.

A printed guide focussing on an encompassing aspect of Vincent – such as style to incorporate homewares, fashion, lifestyle – could also be an option. This guide may feature sections on specific areas, advertising, retailer listings, discount coupons/special offers and maps. Distribution channels and funding options would need to be explored.

In terms of costs and distribution, an encompassing guide to Vincent may be the best utilisation of resources. Information in any printed guide would need to be relatively generic as the cost of reprinting in the event that businesses close etc is high.

Specific guides for areas could be available for download from the website or as links on other sites appealing to visitors. These online guides could also be updated easily when there are changes to businesses or similar.

A series of maps could also be produced for the localities and/or for areas of interest. These maps could highlight businesses of particular type/theme or be more encompassing as a general guide to various businesses/sights etc in an area (a comprehensive Vincent map could be created possibly with advertising spaces such as those often found internationally in visitor centres/concierge desks or more targeted 'pocket size' maps for a 'strip'). Distribution options could be explored for reach versus cost.

### *Historical Walks & Podcasts*

The Town has produced a series of local history brochures for the various suburbs. In areas where there may be significant interest from visitors in exploring the history, a walking map could be created highlighting the history of the areas within the walk (and possibly rest points such as cafés).

The Wetlands Heritage Trail may also be a drawcard for visitors interested in the history of the wetlands.

These historical walks could be complimented by Podcasts (or other types of recordings available for download or via mobile) explaining the significance of the sites being viewed and providing historical/points of interest information.

### *DVDs*

Promotional DVDs appealing to the various key audiences could be considered for download from the Town's website. These could appeal to the needs to the users such as providing information to the potential business proprietor (including how to correctly complete applications etc); showcase the services and facilities for residents; and provide visitors with information about Vincent and its localities by visually representing what is on offer, how to get there and so on. It should be noted that Leederville and Mount Lawley feature on Tourism WA's arrival information broadcast on international flights to Perth.

### *Promotional Items*

The purchase of a range of appropriate branded corporate promotional items and gifts may be considered.

### *Newsletters*

A number of newsletters (business focus, what's on/events, style updates and so forth) could be developed which are subscribed to on-line opposed to printed and delivered. These could be created by the Town (with additional resources) or contracted out.

### *Privilege Cards*

The introduction of a resident privilege card may be considered. In partnership with local business and event organisers (or a sponsor), a series of benefits to local residents may be explored such as discounts at retail outlets, special deals at cafés/restaurants, preferential seating at events and so forth. To encourage on-going patronage at Vincent businesses, a frequent visitor card scheme could be considered. In a similar vein to the resident card, the visitor card could be tailored to various aspects of Vincent such as a style card, Vincent eats card and so forth and offer appropriate benefits for those card holders. A strong marketing co-op would enable such cards to be developed.

### **Experiences**

By tapping into current trends and the prevailing zeitgeist the Town could look to engaging with audiences by offering a range of 'experiences' associated with Vincent such as:

#### *Exclusive Events*

Partnering with various organisations could create opportunities to present exclusive events/experiences. A strong business network would be crucial for any success together with appropriate promotion/marketing/advertising.

#### *Tours*

To appeal specifically to visitors, the Town could explore the opportunity to establish a number of tours within Vincent. Either run by tour guides (independent of the Town) or self-guided, a number of tour options could be explored.

### *Workshops etc*

The Town offers a number of workshops for residents (such as heritage talks, wildflower walks, plant sales, library forums etc). These are already promoted to residents through the website, newsletters, flyers and advertising. The opportunity to include local businesses in these workshops (or introduce additional workshops run/sponsored by business) may be considered (either from a community goodwill/citizen perspective or as a commercial operation).

### **Websites**

As indicated, comprehensive information about the various localities and what is on offer could be available from the corporate website.

Efforts may need to be concentrated on the business development aspect of the site, opposed to the visitor side as potential business proprietors are more likely to need to access comprehensive information from the Town's site than a tourist/visitor.

The corporate site already provides information applicable to residents about available services and events. A section on the site could be titled 'Welcome to New Residents' and include many of the components of the mailed Welcome Packs. The addition of a local business directory may be of value to residents (new and existing).

It may be necessary to consider engaging a web company to develop specific sites for the Town if particular information is required for download (i.e. interactive maps, podcasts, motion clips etc) as the corporate site does not support this technology.

### **Direct Marketing**

Direct marketing would be of limited value to the Town where economic development is concerned. Using direct marketing to target existing businesses and residents is effective in advising of initiatives and events, but will not adequately target potential business proprietors and residents.

### **Social Media/Networking**

Opportunities to create interest groups through social networking sites (such as LinkedIn) may be investigated. Using social media may appeal to some audiences and provide a networking forum/information portal. Social media (such as MySpace) is about creating a dialogue with the audiences ('community') opposed to simply providing an information channel.

The Town would require substantial professional assistance and a commitment to on-going maintenance if it were to establish 'communities' on social media sites and engage in online promotions such as advertising, sponsorship, created content etc.

## Events/Festivals

It is acknowledged that Community Development initiate and run a number of events to engender community participation and social inclusion. However, in terms of economic development, the introduction of major events and festivals with a business focus may need to be considered (any established marketing co-op/business association or sponsor could be involved). The Vincent Cappuccino Festival has been expanding to incorporate several festivals which have proved very popular (2008 saw two festivals staged – a food festival in conjunction with The Mezz and the other based in North Perth with a focus on food and stalls). The Town may consider introducing a number of festivals under the banner of Vincent Festivals – these could then focus on the various aspects of the areas such as a cappuccino festival, food fairs, a fashion festival, arts & crafts (or be focussed on annual days or events such as Chinese New Year, Mother’s Day, Daffodil Day etc or be held on behalf of charities).

Contracting of professional event management companies to manage the events may be necessary as they would have the contacts, experience etc. In the event that these festivals are approached as commercial operations (i.e. need to make a profit for exhibitors who have paid for stalls/provided funding) the use of external parties would be prudent (as the objectives of community development and a private enterprise whilst not necessarily mutually exclusive are often not particularly compatible). A community development component to some of the events/festivals could be introduced to fulfil the Town’s social sustainability objectives.

Based on suitability of venue, the Town may look at partnering with Arts bodies to stage events of cultural interest within the locality. Cultural events appeal to a cross-section of the greater Perth community and visitors, potentially bringing business to a locality. Opportunities for local business inclusion could be investigated (which may range from sponsorship to venue positions, goodie bags and so on).

The introduction of markets may also be explored. If staged in the appropriate location, these markets could benefit business, residents and visitors. The Town may consider the introduction of weekend markets, particularly in the North Perth area. The close proximity to the city and the availability of an unused car park on Sundays could draw people to the area to experience local markets (fresh produce, various artisans etc). Whilst the majority of small businesses in the area may open (subject to the *Retail Trading Hours Act*), the exploration of North Perth gaining extended trading permits may be investigated to encourage local businesses to consider opening their stores during market hours (i.e. cafés, homewares stores etc).

If William Street and the surrounds formally become Perth’s “Chinatown”, the opportunity to explore the staging of markets should be explored (special trading licenses may be required). In almost every major city there is a Chinatown (or a derivative such as Little India, Korea Town, Thai Town or similar) and in many of these cities bustling markets in these Chinatowns are a major drawcard for both locals and visitors. Weekend markets and in particular night markets may be explored.

### **Trade and Industry Fairs**

There are a number of industry and trade fairs and events that target various audiences (such as the tourism-based G'day USA and various Austrade expos, homebuyers' seminars etc). However the ROI on participating in any such fairs may be negligible.

### **Strategic Alliances/Partnerships**

Given the resources required to effectively promote Vincent and its localities, the Town may need to consider forming strategic alliances with business groups and organisations including government and private sector investors.

A number of organisations could be targeted as potential partners, including the SBDC, AIM, Tourism WA, neighbouring local governments, property developers, real estate agents, media outlets, web services providers, NFPs, Arts bodies, major companies, local businesses (including shopping complex owners) and so forth.

### *Sponsorship*

There are a number of avenues to explore in terms of sponsorship – both with the Town providing sponsorship and the Town accepting sponsorship. Sponsorship opportunities need to be looked at from an image/brand perspective and as a potential revenue stream/commitment.

In the event that external bodies are encouraged to help promote the areas (such as staging events/festivals, establishing markets, offering business development courses etc), the Town could investigate sponsoring the events/programmes/service.

Opportunities for local businesses to sponsor Town events/festivals/projects could be explored. This would give the sponsor a high profile/linkage to community and provide the Town with a potential revenue stream or off-set costs to stage events.

### *Ambassadors*

In any 'round up' of Perth's 'best', businesses within Vincent always feature. There are numerous success stories in Vincent and some consideration might be given to partnering with these individuals/businesses to promote the various aspects of Vincent. However, as with any form of endorsement arrangement, there are many factors to be weighed which may negate any attempt to team with an ambassador.

### *Key Government/Industry Relations*

Opportunities may exist to partner with State or Federal Governments and their agencies to engage in promotional activities to enhance the Vincent brand. Funding opportunities and/or co-branded initiatives may be explored.

In addition, some lobbying of the government and liaison with industry may be required to progress some matters within the promotional strategies (e.g. tourist precincts, extended trading licenses, extension of CAT buses or other commuter transport to Vincent hubs) or major projects that may draw investors into Vincent (e.g. re-zoning various areas to enable redevelopment, investment incentives).

## **Media Relations**

The news media are not a key medium for promotion. The Town will continue to generate stories which may be of interest to the news media and this is covered through the Town's General Communications Strategy.

However, once a number of strategies are in place, interaction with the entertainment media (entertainment programmes on TV and radio, magazines, online) may be possible. With an established promotional image for Vincent (and events and so forth on the cards), the Town may be able to approach entertainment producers and pitch Vincent and/or localities. There are a range of locally, nationally and internationally produced programmes and publications that may be targeted.

Effective relationships with the media may lead to opportunities to be involved with feature stories or sponsored features (actual editorial opposed to advertorial).

Approaches from (or to) the advertising arms of the various media (news and entertainment) may also be possible to participate in advertising features. In this respect info about a Vincent locality/event etc may be provided along with contact details for businesses who may be interested in taking out advertising space (possibly subsidised by the Town) in the feature (an established business association or BD contact would be beneficial in this respect in order to retain propriety and impartiality for the Town).

There are also local production companies that create programmes which are essentially advertorials – this may be considered in terms of possible advertising mediums.

## **Evaluation and Monitoring**

To be able to ascertain whether these promotional strategies are successful it is necessary to measure the effects of the implemented strategies. It should be noted that the majority of the strategies are based on developing the 'image' of the activity centres and enhancing the Vincent 'brand' and therefore success is always going to be subject to individual interpretation. Key measurement tools such as the number of planning applications for businesses, coverage of events in the media, visitor numbers, patronage and requests for materials cannot be entirely attributed to any promotional strategy as there are many factors which influence these results.

Whilst these indicators can be used as a guide, 'image' is based on perceptions which are intangible. However, the best indicator of the effectiveness of any implemented strategies may be targeted or tracking surveys. A professional marketing survey company would need to be engaged to conduct and report on any survey.

## **Time Line**

It should be noted that these are, in the main, on-going strategies which would need to be adapted based on available resources and the prevailing economic and social conditions.

## **Budget**

Cost estimates can be obtained once a decision is made as to the extent in which to implement the various strategies outlined in this document.

It should be noted that many of the strategies represent long-term and on-going investment by the Town which would need to be reviewed, thoroughly investigated and budgeted for annually.

## **Conclusion**

The Town of Vincent has identified economic development (particularly in relation to the acknowledged Town Centres/activity centres) as a key component in the Plan for the Future (Strategic Plan). Economic sustainability is an imperative for the Town and resources need to be allocated to facilitate 'investment' opportunities within Vincent.

It is therefore recommended that the information and strategies contained in this Promotional Strategy be used as a basis for commencing economic development promotion to the various target markets.