Indigo Destination Game Changer 2023
Tourism Strategy
Executive Summary

Background

Project overview
The Indigo Destination Game Changer 2023 Tourism Strategy seeks to redefine the way tourism is delivered in Indigo Shire.

Tourism’s role in the Indigo Shire economy is significant, and the tourism industry is a sector which can be highly influenced by Local Government.

Implementation of the strategy over a 5 year period between 2018 and 2023 will deliver measurable growth in Indigo’s Visitor Economy.

Indigo Shire Council commissioned Urban Enterprise to deliver an innovative strategy, supported by current research and data, with a focus on these key areas:
• Tourism development;
• Industry development;
• Product development;
• Marketing;
• Game changer investments;
• Visitor servicing;
• Resource review and allocation; and
• Measuring performance.

Tourism- rapid evolution
It is critical to establish the product and experience foundations and digital and servicing springboards for growth and relevance in the fast-evolving tourism sector.

Digital change is impacting tourism more dramatically than most other growth sectors. Visitors’ choice of destinations, products and experiences and the access to this choice is unprecedented. Behaviour and preferences have rapidly evolved and continue to do so.

Tourism’s evolution, coupled with organic generational shift, make it imperative to implement strategy that will position Indigo for relevance and growth in an increasingly dynamic and competitive landscape.

How the strategy will be used
Indigo Shire Council will use this strategy to guide budget and resource allocation over the 5 year strategy period and to inform tourism operations, initiatives and projects to grow Indigo’s visitor economy. Performance against strategy will be measured quarterly and will inform annual evaluation and recalibration of strategic direction to ensure relevance in the fast moving tourism sector.

Indigo visitor profile and economy 2017:

850,000 Visitors
508 Jobs
105 million in Output

Source: Urban Enterprise PAVE Model, 2017
Executive Summary

The majority of visitors to Indigo Shire are day trippers. Contributing factors include the comparatively low supply of visitor accommodation and proximity to a number of key regional centres in North East Victoria and Southern NSW such as Wangaratta and Albury Wodonga. Additionally, local and regional day trippers remain more motivated to travel to Indigo Shire’s destinations than higher yielding overnight visitors, who increasingly demand a new level of innovation and connection to place through contemporary products and experience offerings.

Visitation forecast scenarios show that the Indigo Shire will attract visitation growth over the next seven years. At the midpoint growth scenario Indigo Shire will grow by over 345,000 visitors by 2025.

Tourism by nature is a competitive industry and those destinations that attract new investment in compelling visitor product, and develop successful marketing programs, can greatly influence their future in terms of attracting visitation.

The success of this strategy will be underpinned not by achieving visitation growth alone, but by achieving growth in overnight visitation and visitor yield. This outcome will rely on the delivery of contemporary and motivating tourism products and events and successful marketing programs.

Council has a dual role in driving growth from higher yielding audience segments and managing growth, both integral to the development of vibrant, sustainable communities.

Target markets

Indigo Shire’s visitor market is primarily domestic daytrip and overnight visitors, with stronger daytrip visitation. The International Visitor Survey shows that Indigo Shire only attracts around 4,000 international visitors staying overnight per annum, which equates to 0.5% of all visitors to Indigo Shire. The focus for the duration of this strategy is the domestic visitor markets, recognising the opportunity for growth from overnight domestic visitation.

It is important that the strategy has clear focus with regard to target markets for product development and marketing. The product profile of Indigo Shire is well suited to the domestic Lifestyle Leader segment developed by Visit Victoria.

Lifestyle Leaders are educated, professional and progressive individuals who enjoy seeking out new information and being the first to try new products. They have a higher level of discretionary expenditure than the general population, so can afford to indulge more often in travel, with a particular desire to escape city life and embrace nature/outdoors and new discoveries. This segment is a strong fit for Indigo Shire’s emerging food, wine and beer product, nature based product and cycling infrastructure. Cultural heritage product also has the potential to motivate this audience with contemporary interpretation.
Lifestyle Leaders are a psychographic audience segment, crossing all adult life stages. Demographically Indigo Shire is over-weighted with older life-stage visitors, with a dominance of habitual daytrip visitors. Emerging generations (Millennials) must receive amplified focus to position Indigo for a sustainable tourism future. The International Experience Seeker segment will grow in importance for regional Victoria over the next 10 years, therefore Indigo’s product development should include offerings motivating to both domestic and international audiences.

**Product profile**
Indigo Shire is an emerging destination in Victoria’s North East. Its capture of visitation to the North East is currently low, however it has much potential for growth across food, wine and beer, arts & culture, nature-based and cycle tourism. The Victorian Gold Rush towns of Indigo Shire provide a high amenity backdrop for tourism and Beechworth and Rutherglen have long been domestic destinations. Product gaps and opportunities include:

- **Cycle tourism** – delivery of trail infrastructure and mountain biking tracks;
- **Arts & Culture** – delivering contemporary and motivational heritage products;
- **Nature based tourism** – including improvement to short walks;
- **Food, wine and craft beer tourism** – attracting new operators in destination food and drink tourism and additional investment in existing product, with an emphasis on agri/sustainable innovation; and
- **Accommodation** – attracting investment in new motivational accommodation including self-contained, nature-based and eco accommodation, as well as reinvestment in the existing accommodation offer.

**Strategic context**
Key considerations for the Indigo Destination Game Changer 2023 Tourism Strategy include:

- The growing role of digital in tourism servicing;
- Improving branding and marketing of destinations through digital;
- Growing event tourism in regional areas;
- Providing experiences that target Asian visitors, particularly the Melbourne China VFR market and product development to service future growth;
- Cycle tourism opportunities in partnership with Tourism North East;
- Walking tourism opportunities in partnership with Tourism North East; and
- Heritage tourism opportunities leveraging recent work undertaking for Ned Kelly Alive project and Hume Aboriginal Cultural Trail project (HACT).

It will be important for Indigo Shire to maintain strong working relationships with State and Regional Tourism Organisations and Regional Development Victoria to ensure it is able to leverage from larger regional tourism projects such as Ned Kelly Alive, North East Victoria Cycling Optimisation project (NEVCO) and Hume Aboriginal Cultural Trail project (HACT) work as well as future projects and campaigns.

**Governance, tourism resources and visitor servicing**
Indigo Shire has a tourism budget of $1.6 million. A large part of this budget is allocated to visitor information service delivery and heritage precincts in addition to tourism development initiatives. There is opportunity to reduce net cost to Council in visitor information services and heritage precinct delivery, while amplifying the contribution of both to Indigo’s Visitor Economy.

A review of resources relating to tourism service delivery shows a low level of expenditure on events and low staff resources dedicated across tourism marketing, product and industry development and events. This is an area which, if resources were increased, could substantially impact on visitor attraction to Indigo Shire. However, unless significant efficiencies are implemented or revenue generation releases budget for allocation to tourism development, there is limited room to move within the existing budget.

In addition there is opportunity to strengthen collaboration and partnerships with Tourism North East, which would allow Indigo Shire to leverage further from Tourism North East’s marketing and digital media resources.

It is the responsibility of Indigo Shire Council to direct resources to areas which will have the greatest benefit for the visitor economy and industry.

**Strategic considerations for Indigo Shire**
Key strategic considerations for the Indigo Destination Game Changer 2023 Tourism Strategy include:

- Addressing low overnight visitation through attracting investment in accommodation and new product;
- Focusing on product development and marketing towards Lifestyle Leader markets;
- Delivering tourism product that is motivational and will drive visitation;
- Investing in heritage tourism product which is new and interesting across a broad range of segments;
- Leveraging future growth markets – millennials and internationals; and
- Delivering contemporary visitor information services and digital excellence.

**Principles**
Key considerations include:

- Accessibility
- Sustainability
- Recognition of Aboriginal Cultural Heritage
- Diversity
- Collaboration
- Future focus
Indigo Shire’s four Areas will be regarded as leading holiday leisure destinations in Victoria’s North East, renowned for motivational heritage attractions, leading nature and cycling tourism assets, and contemporary food, wine and beer experiences.

The overarching objective for Indigo Shire is to achieve measurable growth in Indigo’s Visitor Economy based on holistic destination management principles of collaboratively creating sustainable, vibrant communities; great places to live, to work and to visit.

Objectives to achieve this include:

**Grow visitation to Indigo Shire** – Through development of compelling tourism product and improved marketing of the Shire’s destinations, visitation to Indigo will substantially increase;

**Grow visitor yield** – Investment in accommodation and product that attracts higher yielding visitor markets and encourages visitors to stay overnight;

**Improve the visitor experience** – Visitors should leave Indigo Shire’s destinations with a high level of satisfaction, through experiencing compelling visitor attractions, quality food, wine and beer and high levels of customer service.

**Well informed visitors** – Visitor information in Indigo Shire needs to reflect changing consumption patterns, with a renewed focus on digital media, accessible physical information touchpoints and knowledgeable industry.
Strategic tourism development themes

Key strategic development themes for Indigo Shire are provided below. These address the gaps, opportunities and barriers for tourism growth in Indigo Shire.

1. Maximising existing heritage assets;
2. Leader in cycle tourism;
3. Nature based tourism development;
4. Activating through signature events;
5. Contemporary accommodation investment;
6. Destination food and beverage experiences;
7. Creating a high amenity tourism destination;
8. Brand and positioning;
9. Leveraging partnerships;
10. Contemporary visitor services;
11. Family friendly; and
12. Digital excellence.

Sub-Regional Strategy

Indigo Shire is comprised of four distinctly different major towns, Beechworth, Rutherglen, Yackandandah, and Chiltern which are recognised as destination towns in the minds of visitors to the region. Conversely, ‘Indigo Shire’ is a government construct and administrative boundary which is not meaningful or easily recognisable to visitors.

In order to better understand and address where the issues and opportunities are for Indigo Shire as a whole, performance must be measured at a sub-regional level, focused around the four destination townships (as recognised by visitors) so efforts can be reviewed and recalibrated for greater outcomes.

Consequently, a sub-regional approach has been used in the development of this strategy to provide accurate performance measurements, as defined by the four Statistical Area 2 [SA2] regions1 which comprise Indigo Shire:
- Beechworth Area;
- Rutherglen Area;
- Yackandandah Area, and
- Chiltern Area.

Performance Targets for 2023

Performance measurement is an essential element of the strategy and identified targets include:

1.2 million visitors by 2023 (additional 345,000 visitors)

Increase in overnight visitor proportion from 29% to 40% by 2023

$30 million in investment in accommodation including reinvestment in existing accommodation and new accommodation establishments between 2018–2023

Visitor economy will grow from $105 million in output to $130 million in output

Tourism jobs will grow from 508 to 650 by 2023

---

1 Statistical Area 2 [SA2] regions are the smallest area boundary within the Australian Statistical Geography Standard [ASGS] which can be used to source Tourism Australia data.
**Beechworth Area**

**Beechworth, Stanley, Wooragee**

**Vision:** Beechworth will be one of Australia’s leading heritage destinations with attractions such as Old Beechworth Gaol, Burke Museum and the Courthouse repositioned as contemporary and engaging experiences that drive substantial growth in visitation. Beechworth Area will provide the visitor with a multi-faceted tourism experience, allowing visitors to explore the region by bike, on foot and by car, indulge in quality food, wine and craft beer and engage with nature. The depth of experience in Beechworth Area will compel visitors to stay longer and drive overnight visitation.

**Priority Investment Projects**
- Historic Precinct Courthouse and Burke Museum Town Hall activation;
- Old Beechworth Gaol redevelopment;
- Beechworth to Yackandandah Rail Trail;
- Enhancements to Rail Trail;
- Beechworth to Yackandandah Mountain Bike Trail;
- Reimagining Beechworth Gorge experience;
- Rolling program of Signature Events;
- Destination high end branded boutique hotel; and contemporary, diverse accommodation options and;
- Old Beechworth Gaol Bike Hotel.

**Yackandandah Area**

**Yackandandah, Kiewa, Osbornes Flat, Staghorn Flat, Allans Flat, Tangambalanga, Kergunyah, Gundowring, Sandy Creek, Bruarong**

**Vision:** Yackandandah will continue to strengthen its core values as a sustainable village and grow in its stature as a key cycle node of Victoria’s north east. Investment in cycle tourism, arts, food and boutique accommodation will support growth in visitation and enhance the liveability of Yackandandah Area with stronger connections between the area’s towns and Lake Hume.

**Priority Investment Projects**
- Beechworth to Yackandandah Rail Trail;
- Enhancements to Rail Trails;
- Beechworth to Yackandandah Mountain Bike Trail;
- Boutique Self Contained Accommodation project and eco/innovative accommodation and;
- Yackandandah Placemaking Project.
**Rutherglen Area**
Rutherglen, Wahgunyah, Brimin, Gooramadda, Norong

**Vision:** Rutherglen will be regarded as the Muscat capital of the world with the wine provenance of the region recognised by all visitors. This will be supported by a strong destination brand (what we stand for, who we are targeting - not ‘logo creative’), further supported by an innovative and creative experiences to motivate next generation audiences, including dynamic and contemporary events, that will attract new visitor markets to explore the region and strengthening of links to the region’s natural assets.

**Priority Investment Projects**
- Destination brand project
- Rutherglen Wine Cycling Loop;
- Rail trail enhancements;
- Rolling program of Signature Events;
- Large integrated accommodation establishment; and
- Promote and brand Rutherglen as the Muscat Capital.

**Chiltern Area**
Chiltern, Indigo Valley, Barnawartha, Chiltern Valley, Cornishtown

**Vision:** Chiltern will be a must-stop destination for touring couples and families travelling the Hume Freeway. Its heritage streetscape will be enhanced, and the lake precinct will become an active and vibrant visitor node, connected to the town centre. The Chiltern Mount Pilot National Park will be invigorated as a nature based destination, with improvements to walking and cycling itineraries.

**Priority Investment Projects**
- Lake Precinct Tourism Masterplan;
- Destination Playground;
- Chiltern Goods Shed Gang Camp Land;
- National Trust retail experience; and
- Lake House Restaurant.
Tourism operations and delivery

To support growth in tourism a number of recommendations are provided in the strategy which will provide a greater focus on attracting visitors to Indigo, whilst maintaining targeted visitor services in the region.

Key initiatives include:
- Seek co-location opportunities for Beechworth VIC, Yackandandah VIC and Chiltern VIC to improve service delivery and reduce costs where possible;
- Implement a fresh approach to delivery of tourism and visitor services in Rutherglen which will lead to greater coordination and investment in brand development and marketing;
- Outsource digital marketing and social media to utilise specialist expertise and better leverage connections with national and regional websites, social media and campaigns of scale.
- Clarify differentiation of growth target markets and brand message, reflecting the individuality of Indigo’s four destination townships/areas;
- In conjunction with Economic Development Strategy work consider investment business case and prospectus development for private sector projects which can be used to market the opportunities in the region;
- Develop a new events policy to direct expanded funding and support to new visitation driver events and brand driver events and support existing signature events that align with the new policy and direction.
Part A.
Background
Part A. Background

1. Introduction

1.1. Background

Indigo Shire commissioned Urban Enterprise to undertake the Indigo Destination Game Changer 2023 Tourism Strategy which seeks to redefine the way tourism is delivered in Indigo Shire. This study provides a new and innovative approach to tourism strategy development in Indigo Shire, with focus on the following areas:
• Tourism development;
• Industry development;
• Product development; and
• Marketing.
• Game changer investments;
• Township based planning;
• Visitor servicing;
• Digital excellence;
• Resource review and allocation; and
• Measuring performance.

As such, this study includes a strategic context review, visitor profile; visitor economy profile; big data tracking opportunities, review of the existing tourism and visitor economy product in the Shire and its key identified townships; current visitor servicing and governance structure in the Shire, and marketing activity and segmentation in order to develop a strategic plan for the Shire.

1.1.1. Process

A Project Control Group comprising of Council officers [3], Councillors [3], IEDTAC [1] and TNE [1] guided the project and the development of the strategy, meeting at the project inception and a further three times during the development process.

Broad consultation was a critical part of strategy development and included 23 consultation workshops across the four Areas of Indigo Shire, including two general workshops per Area, three idea generation dinners and 18 sector-specific workshops.

Further consultations concerning game changer concepts were conducted with Visit Victoria officers and board member, Regional Development Victoria, Tourism North East and the Indigo Tourism & Economic Development Advisory Committee.

Indigo Shire Council Executive Management and Councillors’ reviewed early recommendations and guided direction on complex aspects of the strategy.

The strategy will be placed out for Public Exhibition in June 2018, during which time ten ‘Drop in Sessions’ will be conducted by Council officers. Collection and collation of feedback and consideration of the input received, will inform the final development work.

The final strategy is due for formal Council adoption following Public Exhibition. Implementation will commence immediately following Council adoption.

1.2. Project Drivers

The primary project drivers of the Indigo Destination Gamechanger 2023 were:
• Provide a detailed placemaking approach to township development;
• Incorporate blue sky thinking and the opportunity to explore new ideas for Indigo Shire;
• Provide direction with regard to where resources can achieve the best return on investment;
• Define key market segments and ‘niche’ market segments for Indigo Shire’s four tourism areas;
• Identify measures to track growth and success in the tourism industry within Indigo Shire;
• Define regional and township brand positioning and pillars including exploring and building on the themes of each township with the aim to develop a plan which will see each of the townships/areas thrive as destinations in their own right;
• Identify measures to ensure Indigo attains a level of digital excellence.

1.3. Project approach

1.3.1. Township approach

Indigo Shire is comprised of four distinctly different major tourism destination towns: Beechworth, Rutherglen, Yackandandah, and Chiltern. Established primarily as the result of the Victorian Gold Rush, the heritage of each town, and architectural backdrop, reflects this period of Victoria’s history.

Gold rush heritage has created four interesting villages, each unique in their own way, and this project will explore and build on the identified themes of each township and their surrounding area with the aim to develop a plan which will see each of the townships/areas thrive as destinations in their own right. Bold ideas and game changers will be identified for each township/area, building on the competitive strengths, location and setting.

A sub-regional approach has been used in the development of this strategy, based on each of the four key townships and their surrounding areas as defined by the four Statistical Area 2 (SA2) regions which comprise Indigo Shire (Figure 1). The key towns within each defined SA2 include:
• Beechworth Area – Beechworth, Stanley and Wooragee;
• Rutherglen Area – Rutherglen, Wahgunyah, Brimin, Gooramadda, and Norong;
• Yackandandah Area – Yackandandah, Kiewa, Osbornes Flat, Staghorn Flat, Allans Flat, Tangambalanga, Kergunyah, Gundowring, Sandy Creek and Bruarong; and
• Chiltern Area – Chiltern, Indigo Valley, Barnawartha, Chiltern Valley, and Cornishtown.
11.4. Locational context

Indigo Shire is located in the North East of Victoria, just south of Albury Wodonga.

The Shire is located approximately three hours’ drive from Melbourne (Figure 2). It is in close proximity to Albury Airport (approximately 45 minutes drive from Beechworth) and public transport links servicing the region include:

- **Melbourne** – Albury V/Line train service which stops at Chiltern Railway Station; and
- **Corowa** – Melbourne V/Line coach service which stops at Rutherglen.

**KEY CHALLENGES**

Indigo Shire is predominantly a self-drive destination with a lack of cohesive public transport options.

**KEY OPPORTUNITIES**

- Leverage rail and freeway links to Indigo, as well as the proximity of Albury airport.
- National projects such as the Inland Rail Project may provide leverage potential over the longer term.
- Private investment in transport, supported tours and transfer options.
Part A. Background

2. Indigo Shire visitor economy

2.1. Visitation

Visitation data prepared for Indigo Shire is based on Urban Enterprise’s PAVE model. Further detail on PAVE modelling is included in Appendix A.

2.2. Key findings

Indigo Shire captures 850,000 visitors per annum\(^2\) and the tourism industry contributed $105 million in output to the economy and over 500 jobs in 2017.

The majority of visitors to Indigo Shire are domestic day trippers. Contributing factors include the comparatively low supply of visitor accommodation and proximity to a number of key regional centres in North East Victoria and Southern NSW such as Wangaratta and Albury Wodonga.

Visitation forecasting shows that Indigo Shire will attract visitation growth over the next seven years. At the midpoint growth scenario Indigo Shire visitation will grow by over 345,000 visitors by 2025.

The success of this strategy will be underpinned, not by achieving visitation growth alone, but by achieving growth in overnight visitation and visitor yield. This outcome will rely on the delivery of contemporary and motivating tourism products and events and successful marketing programs.

2.3. Total Visitation

Indigo Shire attracts 850,000 visitors per annum\(^2\) (Figure 3). Almost half of those visitors are visiting Beechworth Area.

The visitation to Rutherglen Area is likely to be understated due to the underlying definition for overnight visitors\(^3\), as the majority of visitors to Rutherglen Area stay in Corowa which is outside Indigo Shire. In addition to this they do not register as daytrip visitors either, due to their proximity to Rutherglen Area, and the Area also experiences a high level of daytrip visitors from Albury/Wodonga which would also not be accounted for in the TRA data.

Visitation to Chiltern Area is higher than expected. This is the result of its location on the Hume Highway and large Visiting Friends and Relatives market.

Figure 3 Total visitation to indigo shire and sub regions/areas

\(^2\) The PAVE method has been utilised to estimate visitation for Indigo Shire resulting in significantly higher visitation numbers than the TRA rolling average. Further information on the PAVE method can be found in Appendix A.

\(^3\) As defined by TRA, data from which has been utilised as a PAVE multiplier.
Part A. Background

2.4. Daytrip and overnight visitation

The Shire attracts 623,000 day trippers (73%) and 230,000 overnight visitors (27%) annually. The large number of day trippers compared to overnight visitors is highly unusual for a regional Victorian location that is more than three hours’ drive from Melbourne. Figure 4 provides an overview of visitation to Indigo Shire.

The reason for the high level of daytrip visitation is likely due to the combined low supply of visitor accommodation and proximity to large regional centres in the North East of Victoria and Southern NSW such as Wangaratta, Albury Wodonga and Wagga Wagga.

Beechworth Area attracts the majority of daytrip (45%) and overnight (53%) visitors in the Shire.

Figure 4  Daytrip and overnight visitation to Indigo Shire and Sub Regions/Areas

Rutherglen Area has an exceptionally low proportion of overnight visitation compared to other popular destinations within three hours’ drive from Melbourne. A key focus of the tourism strategy will be to grow overnight visitation.

KEY CHALLENGES
Competitive advantage of locations in close proximity to Indigo Shire that have large accommodation bases

KEY OPPORTUNITIES
Creating supporting products and experiences to motivate overnight visitation and leverage daytrip visitation from surrounding overnight township destinations.
2.5. Share of visitation

Figure 5 shows the distribution of domestic overnight visitors across Local Government Areas in Victoria’s North East, based on a TRA 5-year average of visitation from 2011 to 2015.

The data shows that Alpine Shire, including Mt Hotham and Falls Creek, attracts the highest proportion of visitation (30%), followed by Mansfield Shire, including Mt Buller (22%).

Indigo Shire currently attracts 12% of domestic overnight visitors across the High Country region.

**KEY CHALLENGES**

Growing visitor share against neighbouring destinations which have become increasingly popular such as Bright

**KEY OPPORTUNITIES**

Leveraging from visitation to popular nearby destinations through marketing and unique brand positioning

---

Given Indigo Shire’s developing product profile in wine, heritage, cycling and nature based tourism there is potential to grow Indigo’s share of visitation across the region and also leverage from visitors travelling to popular destinations such as Bright and Yarrawonga.
Part A. Background

2.6. Visitor demographics

Appendix A provides a review of key indicators for daytrip, overnight and international visitors to Indigo Shire as compared to nearby LGAs; Alpine Shire and Mansfield Shire, as well as the regional Victoria average. Key findings included the following:

Domestic daytrip visitors
- 11% of visitors are under 25 compared to 19% for Alpine and 27% for Mansfield, with the majority (36%) over 55;
- Although the majority (66%) are from within Victoria, a higher proportion (34%) are from NSW than for Alpine (19%), Mansfield (0%) and regional Victoria (3%);
- Compared to Alpine and Mansfield, a lower proportion are holiday visitors (47%, as compared to 53% and 60% respectively), although this was higher than for regional Victoria as a whole (37%);
- Compared to all other regions a higher proportion (9%) of daytrip visitors are visiting for business; and a significantly lower proportion (3%) are visiting to participate in sport than for Alpine (9%) or Mansfield (12%), in line with the winter sport strengths of these regions; and
- A higher proportion participated in eating/dining out at a restaurant and/or café (65%), going shopping for pleasure (25%), visiting wineries (14%), and visiting history / heritage buildings, sites or monuments (7%) than for all other regions.

Domestic overnight visitors
- The majority of overnight visitors are over 55 (48%) compared to 32% for Alpine Shire and 24% for Mansfield;
- Like daytrip visitors, although the majority (64%) are from within Victoria, a higher proportion (26%) are from NSW than for Alpine (14%), Mansfield (4%) and regional Victoria (7%) as well as from ACT (4% compared to 1%, 0% and 1% respectively);
- A lower proportion of visitors are holiday visitors (49%) than for Alpine and Mansfield (both 68%); and
- A higher proportion participated in eating/dining out at a restaurant and/or café (65%), going shopping for pleasure (26%), visiting wineries (22%), and visiting history / heritage buildings, sites or monuments (15%) than for all other regions.

International visitors
- International visitors equate to less than 1% of Indigo visitors and of these, over half of all international visitors (57%) are over 55, compared to only 40% for Alpine and 28% for Mansfield;
- Although the highest proportion of Indigo Shire’s international visitors originate from the United Kingdom (20%), New Zealand (16%) and Scandinavia (11%) are also significant source markets, with the proportion of Scandinavian visitors significantly higher than for Alpine (1%), Mansfield (3%) and the regional Victorian average (3%); and
- The majority of visitors as visiting for a holiday (63%), with a higher proportion of visitors VFR (27%) than for Alpine (19%), and Mansfield (20%) which is in line with the regional Victoria proportion (28%).

Indigo’s visitors are significantly older than Alpine Shire and Mansfield Shire. A key focus for Indigo Shire will be to implement strategies to grow visitation from younger markets including Generation X, Millennials and the broader family market. Delivery of contemporary tourism product and innovative events will strengthen appeal in younger market segments.
2.7. Visitor economy

The visitor economy for Indigo Shire in 2017 was $105 million in Output and contributed 508 jobs to the Shire.

Figure 6 shows the allocation of tourism output by ANZSIC Division.

The data shows that accommodation and food services is the largest contributor to the tourism sector, following by Manufacturing. The large contribution of the manufacturing sector can be predominantly attributed to wine production in the region.

Figure 6 Tourism output by ANZSIC* division/sector ($m)

2.8. Visitation growth potential

2.8.1. Victorian visitor forecasts

Domestic tourism is expected to strengthen based on continued population growth, low Australian dollar and steady economic growth.

China is expected to be the largest source of growth in both inbound arrivals and inbound expenditure for Australia in the next decade, with analysis for Victoria indicating that China is estimated to generate 53 per cent of Victoria’s total international expenditure in the year 2024-25 and contribute more than two thirds (70%) of the forecast total international visitor expenditure growth over the next decade.

Table 1 Domestic visitor nights in regional Victoria by purpose of visit- forecasts 2014/15 – 2024/25

<table>
<thead>
<tr>
<th>VISITOR NIGHTS (MILLION)</th>
<th>2014/15</th>
<th>2024/25</th>
<th>% AAG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holiday</td>
<td>20.6m</td>
<td>28.6m</td>
<td>3.4% pa</td>
</tr>
<tr>
<td>VFR</td>
<td>12.1m</td>
<td>15.2m</td>
<td>2.4% pa</td>
</tr>
<tr>
<td>Business</td>
<td>4.5m</td>
<td>6.4m</td>
<td>3.6% pa</td>
</tr>
<tr>
<td>Other</td>
<td>1.9m</td>
<td>2.4m</td>
<td>2.4% pa</td>
</tr>
<tr>
<td><strong>Total Regional</strong></td>
<td><strong>39.1m</strong></td>
<td><strong>52.7m</strong></td>
<td><strong>3.0%</strong> pa</td>
</tr>
</tbody>
</table>

Source: Tourism Research Australia Forecast Visitation to Victoria 2016 Issue (National and State). *Total Regional Victoria Visitation for 2024/25 not equal to visitation by purpose of visit type due to rounding.

Table 2 International visitor nights in regional Victoria by purpose of visit forecasts 2014/15 – 2024/25

<table>
<thead>
<tr>
<th>VISITOR NIGHTS (000s)</th>
<th>2014/15</th>
<th>2024/25</th>
<th>% AAG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holiday</td>
<td>2,456</td>
<td>4,122</td>
<td>5.3% p.a</td>
</tr>
<tr>
<td>VFR</td>
<td>2,039</td>
<td>3,870</td>
<td>6.6% p.a</td>
</tr>
<tr>
<td>Business</td>
<td>173</td>
<td>159</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Other</td>
<td>1,698</td>
<td>2,189</td>
<td>2.6%</td>
</tr>
<tr>
<td><strong>Total Regional</strong></td>
<td><strong>6,366</strong></td>
<td><strong>10,340</strong></td>
<td><strong>5.0%</strong></td>
</tr>
</tbody>
</table>

*The Australian and New Zealand Standard Industrial Classification (ANZSIC) is the standard classification used in Australia and New Zealand for the collection, compilation and publication of statistics by industry.

KEY CHALLENGES

- Ensuring Areas are visitor ready for growth markets such as Melbourne Chinese VFR

KEY OPPORTUNITIES

- Grow domestic overnight visitation
- Grow Melbourne Chinese VFR market
- Develop product and experience which will appeal to both domestic and international visitors

Visitation will grow significantly over the next 10 years. Indigo is well placed to attract growth from domestic visitor markets and with improved product development there is also potential to capture a larger proportion of growing international visitation to Victoria.
Part A. Background

2.8.2. Indigo Forecasts

Figure 7 shows the forecast growth scenarios for Indigo Shire. This is based on historic growth rate, population growth rate and adopted Tourism Research Australia and Tourism Victoria forecasts. All scenario’s show that the Indigo Shire will attract some level of visitation growth over the next 7 years.

Tourism by nature is a competitive industry and those destinations that attract new investment in compelling visitor product and develop successful marketing programs can greatly influence their future in terms of attracting visitation.

The success of this strategy will be underpinned not by achieving visitation growth alone, but by achieving visitation growth in overnight visitation and in growing visitor yield. This outcome will rely heavily on the delivery of contemporary and motivating tourism products and events in tandem with successful marketing.
3. Market segmentation

3.1. Introduction
This section provides an overview of psychographic, geographic, generational, and lifestage market segmentation for Indigo Shire; separated into important current visitor markets, and potential growth markets for the Shire. Information for this section has been drawn from background research and analysis, as well as industry and community consultation.

3.2. Current markets

3.2.1. Geographic
INTRASTATE [64%]
Intrastate visitation is currently the most significant market for the Shire with close to two thirds of all daytrip and overnight visitors to Indigo Shire originating from within Victoria (Figure 8). Intrastate visitation is dominated by local and regional Victorian daytrip visitors; with daytrip visitors more than double the number of overnight visitors.

INTERSTATE [35%]
Just over a third of all daytrip visitors and overnight visitors to Indigo Shire are interstate visitors, with all interstate daytrip visitors from NSW and overnight visitors originating from primarily NSW, followed by the ACT predominantly (Figure 9).

INTERNATIONAL [0.5%]
International visitors to Indigo Shire currently comprise a low proportion of overall visitors [0.5%]. Of international visitors, the majority are from traditional western markets, with 55% from the UK and Europe, 16% from New Zealand and 15% from USA and Canada (Figure 10).

3.2.2. Psychographic

HABITUALS
Habitual visitors form an important, but declining share of current visitors to Indigo Shire. These visitors typically have a lower spend during their trip and are predominantly daytrip visitors. Having already developed a relationship with Indigo’s destination towns, these habitual visitors will continue to play a role in market segmentation of the Shire into the future, and will require the same ‘new experiences and product development that growth markets require in the face of the competitive tourism environment, with product development also likely to motivate increased visitation and longer stays.

Figure 8 Intrastate vs Interstate visitation by market

<table>
<thead>
<tr>
<th></th>
<th>Daytrip Visitors</th>
<th>Overnight Visitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intrastate</td>
<td>66%</td>
<td>64%</td>
</tr>
<tr>
<td>Interstate</td>
<td>34%</td>
<td>36%</td>
</tr>
</tbody>
</table>

Source: TRA NVS 2008-2017 average

Figure 9 Interstate visitation by market

<table>
<thead>
<tr>
<th></th>
<th>Daytrip Visitors</th>
<th>Overnight Visitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSW</td>
<td>34%</td>
<td>36%</td>
</tr>
<tr>
<td>ACT</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>QLD</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>SA</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>WA</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>TAS</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Source: TRA NVS 2008-2017 average

Figure 10 International visitor country of origin – major groups

- UK & Europe 55%
- New Zealand 16%
- USA & Canada 15%
- Asia 11%
- Other 3%

Source: TRA IVS 2008-2017 average
3.2.3. Generational

Figure 11 shows Indigo Shires current visitor age profile across domestic daytrip, domestic overnight and international visitors.

**BABY BOOMERS (1946–1964)**
Baby boomers are currently the largest generational market for Indigo Shire, and were identified by Beechworth Area, Rutherglen Area and Chiltern Area during consultation as a target market, focusing on the following subsegments:

- **Beechworth Area** - Midweek visitors;
- **Rutherglen Area** – multigenerational travel parties; and
- **Chiltern Area** – walking and other passive recreation.

Baby boomers were identified as being less budget-conscious and likely to spend more on hotels than other generations, and as taking the longest trips (10.5 days on average).

War Babies also currently form an important generational segment for Indigo Shire, however both Baby Boomers and War Babies will, through natural generational shift, become less important over the next five years.

**GENERATION X (1965–1979)**
Generation X are identified as family-oriented travelling whose vacations are focused on keeping their family entertained and happy, preferring to fill their itinerary with museums, historical sites, and arts and culture.

These visitors currently form an important part of Indigo Shire’s visitor profile, and will continue to be an important generational and growth market during the next 5 years and beyond.
3.3. Growth Markets

3.3.1. Geographic

**INTRASTATE**

Intrastate visitors will continue to be a key market for Indigo Shire, with the objective to convert daytrip visitors into overnight visitors. Attracting both daytrip and overnight visitors from metropolitan Melbourne is a key opportunity for the Shire, with Rutherglen Area and Yackandandah Area in particular identifying the opportunity to promote the region as an escape or detox from city life. Attracting increased daytrip and overnight visitors from regional Victoria is also an opportunity.

**INTERSTATE**

There is significant opportunity to increase interstate visitation to the Shire, with visitors from nearby ACT currently forming a low proportion of domestic overnight visitors, and further opportunity to attract those visitors from regional NSW. Sydney-Melbourne-Sydney travel presents some growth opportunity.

**INTERNATIONAL**

Whilst international visitors currently comprise a extremely small proportion of overall visitors to Indigo Shire, growth of this market at a state level will present opportunities for Indigo Shire to capture an increased share of this market into the future. Increasing destination awareness in the Melbourne metropolitan market will increase opportunities to capture international VFR visitors to Melbourne.

Beechworth Area, Rutherglen Area, and Yackandandah Area identified international visitors as desired target markets.

3.3.2. Psychographic

**LIFESTYLE LEADERS**

The key domestic target market for the Indigo Shire has been identified as the ‘Lifestyle Leaders’ market, developed and targeted by Visit Victoria. Lifestyle Leaders are based on a mindset, are found in all regions, ages and lifecycle groups and represent approximately a third of the Australian population aged 18+.

Lifestyle Leaders are educated, professional and progressive individuals who enjoy seeking out new information and being the first to try new products. They have a higher level of discretionary expenditure than the general population so they can afford to indulge more often in travel, with a particular desire to escape city life and embrace nature/outdoors and new discoveries. Compared with the average Australian, Lifestyle Leaders:

- Take a greater number of leisure trips per year (4.2 trips compared to 3.9); and
- Spend more on travelling per year ($4,058 on average compared to $3,205)

The Lifestyle Leaders market segmentation model also incorporates four categories of target markets specific to the types of experiences sought within the Lifestyle Leaders market, as outlined below.

**CREATIVE OPINION LEADERS**

Creative Opinion Leaders represent approximately 6% of the total population 18+. They are creative both in terms of their involvement in cultural and creative pursuits and their openness to risks, new experiences and new ideas. Their extensive social networks and extroverted nature means that once they’ve visited a destination, the latest exhibition or experience, they will generate positive word of mouth among their friends and family.

**ENRICHED WELLBEING**

Enriched Wellbeing represent approximately 7% of the total population 18+. Enriched Wellbeing are progressive, educated and professional individuals who seek luxurious breaks to indulge personal passions within a culturally rich, natural or rejuvenating setting.

Enriched Wellbeing are financially secure, predominately female individuals who earn more and spend more on travel and luxury accommodation. They value quality over price and seek enrichment and rejuvenation through connecting with nature and focussing on their wellbeing. They appreciate quality and freshness in food and are more likely to buy organic foods, and indulge in premium restaurant experiences which offer fresh, seasonal and regional produce.

**INSPIRED BY NATURE**

Represent approximately 14% of the total population 18+. They regularly get away for weekends and want a choice of activities that allow them to get active to varied degrees, from hiking and cycling to shopping and dining. Their genuine environmental concerns lead them towards preferring an eco-tourism experience where respect for natural surrounds is paramount.

**INTERNATIONAL EXPERIENCE SEEKERS**

International experience seekers are growing in number in Australia, particularly Asian experience seekers. The Asian markets are travelling further and dispersing more across Victoria, with motivations including interaction with nature, wildlife, heritage and culture.

Whilst international visitors are not a key market currently for Indigo Shire, there is potential for this market to develop with the right product offering.
3.3.3. Generational

Figure 12 shows the generational shift that will occur in the current main visitor markets to 2022.

**Figure 12 Generational Shift 2003-2022**

By 2025, 50c in every dollar spent on tourism will be spent by the Millennial generation. The millennial market is currently only a small part of the visitor market to regional Victoria. However, this will become a key market which will develop over the next 10 years. Key attributes of this market include:

- They are tech savvy: They are constantly connected through their smart phones and high consumers of social media. Data connectivity is critically important for this group and they undertake all of their information gathering pre and during trip using digital resources;
- Their preferred holiday experiences are those that are unique and include a strong experiential element. Whilst they won’t pay for luxury accommodation, they will pay for quality food and activities; and
- They travel regularly. Millennials spend a large part of their wage on travel and when not travelling they are researching and planning their next trip.

Millenials were specifically identified as a key growth target market for all four Areas.

**KEY CHALLENGES**
- Aging habitual visitors
- Shifting generations

**KEY OPPORTUNITIES**
- Maintain and grow Gen X
- Grow product and experience for emerging and growth markets

By 2025, 50c in every dollar spent on tourism will be spent by the Millennial generation. The millennial market is currently only a small part of the visitor market to regional Victoria. However, this will become a key market which will develop over the next 10 years. Key attributes of this market include:

- They are tech savvy: They are constantly connected through their smart phones and high consumers of social media. Data connectivity is critically important for this group and they undertake all of their information gathering pre and during trip using digital resources;
- Their preferred holiday experiences are those that are unique and include a strong experiential element. Whilst they won’t pay for luxury accommodation, they will pay for quality food and activities; and
- They travel regularly. Millennials spend a large part of their wage on travel and when not travelling they are researching and planning their next trip.

Millenials were specifically identified as a key growth target market for all four Areas.
3.3.4. Lifestage

**FAMILIES**
All Areas identified that families were an important target market, in particular linked to school holiday travel (Yackandandah Area), camping (Rutherglen Area), and Cultural Heritage tourism (Beechworth Area). This will be a key target market for Chiltern Area in particular in line with increased family orientated product development.

**SINKS & DINKS**
Single Income No Kids (SINK) and Double Income No Kids (DINKS) are both ideal target markets for the whole Indigo Shire region, and in particular are an ideal market match for Beechworth Area and Yackandandah Area in line with further cycling and food product development.

**EMPTY NESTERS**
Empty Nesters are also a key potential target market for the region, with higher disposable income and more time to travel and explore the distinct townships of the region. Families, SINKs & DINKs and Empty Nesters are all strongly represented within the Lifestyle Leader market.

3.3.5. Niche Markets
It is important to note that there are other niche market segments which are important to the Indigo Shire region including grey nomads, gold fossickers, bird watchers, school and sporting groups, weddings and other special interest groups. The grey nomad touring market is significant now, and is important particularly outside of peak times, but generational shift will change the nature of the touring market with shorter tours a feature of this shift.

Indigo Shire Council needs to provide strategic focus on markets that are best aligned with the product profile of the Shire and in particular those markets which have the highest potential for growth and yield.
Part A. Background

4. Strategic Context

4.1. Introduction

This section of the Strategy provides an outline of key documents and literature that may influence the strategic direction of the plan. This includes Federal, State and Local Government plans and policy.

4.2. Key Findings

Key considerations for the Strategy drawing on current literature include:

- The growing role of digital in tourism servicing;
- Improving branding and marketing of destinations through digital;
- Growing event tourism in regional areas;
- Providing experiences that target Asian visitors, particularly the Melbourne China VFR market and product development to service future growth;
- Cycle tourism opportunities in partnership with Tourism North East;
- Walking tourism opportunities in partnership with Tourism North East; and
- Heritage tourism opportunities leveraging recent work undertaken for Ned Kelly Alive Project and Hume Aboriginal Cultural Trail Project (HACT).

It will be important for Indigo Shire to maintain strong working relationships with State and Regional Tourism Organisations and Regional Development Victoria to ensure it is able to leverage from larger regional tourism projects such as Ned Kelly Alive, North East Victoria Cycle Optimisation Project (NEVCO) and Hume Aboriginal Cultural Trail Project (HACT) work, as well as future projects and campaigns.

4.3. Policy context

4.3.1. Federal tourism policy

TOURISM 2020 STRATEGY

The Tourism 2020 strategy was developed to provide long term goals for the Australian tourism industry. The six key areas of the strategy include:

- Grow demand from Asia;
- Build competitive digital capability;
- Encourage investment and implement the regulatory reform agenda;
- Ensure tourism transport environment supports growth;
- Increase supply of labour, skills and Indigenous participation; and
- Build industry resilience, productivity and quality.

4.3.2. State tourism policy

VICTORIAN VISITOR ECONOMY STRATEGY, JULY 2016

The Victorian visitor economy has been growing strongly in comparison to NSW and Queensland since 2010. The Victorian Visitor Economy Strategy 2016 (Visitor Economy Strategy) prepared by the Victorian State Government highlights the key to this success is the diversity of product on offer in Victoria and recognises the need to strengthen this diversity.

The Visitor Economy Strategy provides state wide direction for the growth of the tourism industry. The Strategy aims to increase visitor spending to $36.5 billion by 2025 through nine priority goals which include:

- More private sector investment;
- Build on the potential of regional and rural Victoria;
- Improve branding and marketing;
- Maximise the benefits of events;
- Improve experiences for visitors from Asia;
- Better tourism infrastructure;
- Improve access into and around Victoria;
- Skilled and capable sector; and
- More effective coordination.

VICTORIA’S ABORIGINAL TOURISM DEVELOPMENT STRATEGY

Victoria’s Aboriginal Tourism Development Strategy 2013–23 identifies that there is a high demand for Aboriginal experiences, significant amongst international markets, particularly Western Hemisphere markets such as the United Kingdom and Europe. Aboriginal tourism is seen as a motivator for travel to Australia for these visitors. The vision is that regional Victoria will boast a growing Aboriginal tourism industry that showcases Victoria’s unique Aboriginal history, cultural expression and diversity to a global audience. Visitors are seeking experiences that are positive and that highlight the unique aspects of the culture.

VICTORIAN REGIONAL ECONOMIC DEVELOPMENT AND SERVICES REVIEW 2015

The Victorian Regional Economic Development and Services Review provides 60 recommendations to guide development in regional Victoria. Pertinently, the review states the high priority of attracting investment into the visitor economy (recommendation 20) by removing barriers to private investment in key regional tourism infrastructure, and High Priority: Unique regional tourism segments (recommendation 21) by focusing on niche mountain bike product development in North East of Victoria.

VICTORIA’S CYCLING TOURISM ACTION PLAN 2011- 2015

The Action Plan aims to outline Victoria’s position in relation to cycling tourism and provides the following direction:

- Strengthening the supply of cycling tourism experiences;
- Building consumer demand for cycling tourism experiences; and
- Attracting and leveraging events.

Victoria’s High Country is recognised as having a primary strength in road cycling, mountain biking, trails and major cycling events. In regard to Victoria’s High Country, the Plan identifies the following actions:
• Completion of key rail trail and cycle tourism projects including the Murray to Mountains Rail Trail; and
• Nature-based infrastructure and investment product linked to adventure tourism product.

4.3.3. Regional Policy

NORTH EAST VICTORIA CYCLING OPTIMISATION (NEVCO) MASTERPLAN

A Cycling Masterplan has been recently completed by Urban Enterprise for the North East Victoria Region. The overarching aim of the North East Victoria Cycle Optimisation (NEVCO) Masterplan is to ensure North East Victoria maintains its position as Australia’s premier cycling destination and continues to develop world class cycling infrastructure and experiences that attract growth in visitation and yield.

The masterplan identified four key themes: new and enhanced cycle product and experiences; cycle friendly region; complementary product and experience; and grow demand for cycle tourism. Table 3 shows the priority projects identified for Indigo Shire specifically.

| Table 3 Indigo Shire Cycling Projects |
|-------------------------------|------------------|
| **PROJECT**                        | **TYPE**          |
| Beechworth to Yackandandah Mountain Bike EPIC | Mountain Biking |
| Beechworth Bike Hub               | Cycle Friendly Region |
| Beechworth to Stanley Mountain Bike Trail | Mountain Biking |
| Chiltern Mountain Bike Trails     | Mountain Biking |
| Bike Hub Yackandandah             | Cycle Friendly Region |
| Beechworth Gaol Bike Hub          | Cycle Friendly Region |
| Rail Trail Extension - Yackandandah to Beechworth | Rail Trail |

VICTORIA’S HIGH COUNTRY DESTINATION MANAGEMENT PLAN 2016-2023

The Destination Management Plan outlines a range of priority projects for the North East region with the first priority project being ‘Ride High Country – Rail Trails’. The aim of this priority project is “for the High Country to own the best rail trail network in the Southern Hemisphere, which will act as a major regional tourism driver”.

The Destination Management Plan outlines investment in mountain biking, including the Yackandandah to Beechworth MTB Trails - Enhancement of existing local trails to bring them up to tourism quality including a link between the Beechworth and Yackandandah MTB Parks.

Priority Three looks to drive innovation across the region’s key food, wine and beer tourism offering to ensure that it is engaging, contemporary and experiential.

In regard to Arts and Culture Invigoration, Priority seven outlines the aim to develop highly engaging products associated with the Ned Kelly story, the local indigenous experience, and a High Country Art Discovery product.

THE HUME STRATEGY FOR SUSTAINABLE COMMUNITIES 2010-2020

Completed in 2010, the Hume Strategy for Sustainable communities [Hume Strategy] is a 10 year strategic plan that was developed by the Hume Regional Management Forum (RMF) to provide advice and make recommendations to inform decision making and investment in the Hume Region.

The strategy comprises a regional and four sub regional plans, with Indigo Shire one of three LGAs located within the Upper Hume sub region. Locations such as Rutherglen and Beechworth are identified as having food and wine, heritage, recreational and environmental values that are important for tourism.

The Strategy identified five key themes for the overall region:
• Environment Theme: Natural resources protected and enhanced for current future generations;
• Communities Theme: Healthy, vibrant and resilient communities;
• Economic Theme: A thriving and dynamic economy;
• Transport Theme: An integrated network of efficient and high functioning transportation systems; and
• Land Use Theme: An efficient and sustainable pattern of urban and rural land use and development.

Within the economic and transport themes, subregional actions specifically relevant to the future tourism direction of Indigo shire include:
• Improve tourist precinct services between Wodonga and the tourist precincts of Rutherglen, Beechworth and Yackandandah
• Develop a detailed Upper Hume sub regional strategy for off-road cycling paths, including the Rutherglen to Bowsers trail, links associated with the High Country Rail Trail and connections with the Murray to Mountains Rail Trail, in order to strengthen the appeal for the region for cycle touring;
• Maintain and grow support for innovative events that provide new or expanded tourism opportunities;
• Plan for a dedicated heavy vehicle bypass around Yackandandah;
• Provide a heavy vehicle bypass around Rutherglen;
• Increase the service level frequency for the Corryong–Tallangatta–Wodonga and the Yackandandah to Beechworth services; and
• Upgrade local roads such as the Wodonga to Beechworth Road, the Up River Road [after the Corowa/ Wahgunyah Bypass] and Federation Bridge crossing of the Murray River to cater for regional and cross border heavy vehicle traffic.
Part A. Background

HUME REGION SIGNIFICANT TRACKS AND TRAILS STRATEGY 2014-2023

The aim of this strategy is to improve existing regionally significant tracks and trails in the Hume region, to identify any new regionally significant tracks and trails or extensions required, and to identify other factors that will encourage greater use and awareness of tracks and trails in the region.

The overarching vision for the strategy is to develop the Hume region to provide diverse, high quality, sustainable tracks and trails of regional, state and national significance to facilitate economic, social, health and environmental benefits.

HUME ABORIGINAL CULTURAL TRAIL (HACT)

The Hume Aboriginal Cultural Trail has been completed by Hirst Projects and scoped and established a business case for the development of a connected network of significant Aboriginal cultural tourism products and experiences across Hume region. The vision for HACT is:

By 2027 Hume will enjoy a thriving Aboriginal cultural tourism economy rich with memorable experiences that connect visitors to Hume’s Aboriginal cultures. We will share knowledge, promote understanding, respect the enduring contribution that Aboriginal people make to the region and bring people together in a care for country.

In order to achieve the Vision, the following objectives must be met:

1. Create a tourism-focused concept and platform for the Region which directs the development of Aboriginal cultural product;
2. Provide leadership for product development in the Hume Region through effective governance;
3. Increase the capability and capacity of the Aboriginal people in the Hume Region to deliver tourism products; and
4. Prioritise and attract product development investment in products that can achieve the vision utilising the concept and staging development.

These objects are underpinned by four Strategies that outline the Direction: The StoryMap and Clusters, Governance, Capability and Capacity and Product Development.

NED KELLY ALIVE- REIMAGINING THE KELLY STORY

The Ned Kelly Alive project was undertaken by lead consultant EarthCheck to revitalise and reimagine the Ned Kelly tourism experience with fresh marketing appeal. The project aims to bring the Kelly story to life through the use of cutting edge technology and interpretation techniques, in order to increase visitor numbers, spend and their length of stay. There is a focus on creating an immersive visitor experience with international appeal. The Business Case provides ten concept designs for consideration, of which the Beechworth Historic Precinct’s Courthouse and the Old Beechworth Gaol are directly relevant to Indigo Shire.

The remaining concepts include:
- North East Republic Gourmet Trail;
- Viewing Platform with VR Expansion;
- Purpose built Kelly attraction;
- Map technology platform;
- Kelly inspired art trail;
- Ar/ VR experience at siege site;
- Mansfield Police Memorial and tour operators hub; and
- Benalla Art Gallery Expansion.

NORTH EAST VICTORIA TOURISM GAP ANALYSIS, SGS, AUGUST 2012

The product gaps identified by the North Victoria Tourism Gap Analysis include:
- Unique, iconic accommodation;
- Unique accommodation which is sympathetic to nature;
- Facilitated, nature-based activities;
- Facilitated cycling experience;
- Intra-regional transport links; and
- Cultural heritage activities.

4.3.4. Local Policy

INDIGO SHIRE INTERNATIONAL TOURISM PROJECT

The International Tourism Product Development Project investigates the impact of international tourism in Indigo and provides a number of short to medium term strategies for the following concepts:

5. Beechworth international cycling;
6. Rutherglen food and wine loop;
7. Premium/interactive wine experience;
8. Beechworth historic and cultural precinct; and

The report highlights that the local international tourism market presents the strongest opportunity to grow international tourism in the short term. The greatest product development challenge is identified as the ability to provide a compelling hook that will cut through the very competitive tourism market and entice visitors to travel to the region.
In regard to tourism, the Council Plan sets out the following actions:

- Review and update the 2013 Tourism Strategy to develop Council’s direction and competitive advantage consistent with the Regional Destination Management Plan;
- Develop a strategic plan for caravan park amenities across the Shire;
- Finalise and implement the review of Visitor Information Services;
- Progress development of the Beechworth Railway Station and Goods Shed precinct;
- Support the development and activation of the Old Beechworth Goal and Historic Precinct; and
- Facilitate the development of Wahgunyah railway land.

The Strategy recognises the importance of the tourism industry for the Shire, identifying tourism as providing 20% of the jobs in the Shire and representing approximately 12% of the total businesses in the Shire. On average tourists stay 2.5 days in the Shire and spend an average of $379 per visit or over $67 million annually.

The strategy provides four pillars with actions to achieve this vision. These include:

10. Visitor experience;
11. Marketing;
12. Industry development; and
13. Investment attraction and infrastructure development.

The Beechworth to Yackandandah Mountain Bike Trail Scoping Study was prepared by Urban Enterprise and provides an assessment of 5 development options for the delivery of the Beechworth Yackandandah mountain bike trail. The preferred trail option was recognised as the high investment option of Beechworth to Yackandandah loop, which provides 45 km of trail including an ‘epic’ style loop of 32 km. The economic impact of the trail is estimated at $5.1 million in output and 34 FTE jobs.

The Policy has been prepared to provide a mechanism to guide strategies, evaluate and assess projects and services, and enable Council to manage its climate change vulnerability. When delivering local government services and maintaining assets into the future Council intends to

- Meet legislated obligations in regard to climate change;
- View all strategic and operational decisions, and policy positions through the climate change lens;
- Manage our carbon footprint through cost effective processes including energy consumption monitoring and management and reducing greenhouse gas emissions;
- Apply risk management to develop and implement adaptation strategies;
- Ensure that the burden of mitigating and adapting will apply equally to all and not fall unfairly on the vulnerable and disadvantaged;
- Promote and work towards cooperative, coordinated regional climate change management; and
- Identify opportunities to innovate and be proactive in our response to the challenges of climate change.
Part A. Background

INDIGO SHIRE COUNCIL, HERITAGE STRATEGY, 2017-2021, FEBRUARY 2017

The vision for the Indigo Shire Council Heritage Strategy is as follows:

Indigo Shire is a renowned and proud custodian of its diverse and significant natural beauty, heritage places and preserved historic character of both its Indigenous and post-European settlement. The Indigo Shire promotes a greater appreciation and understanding of places of heritage significance in the Shire and seeks to protect its heritage places for the benefit of current and future generations.

The Strategy recommends the tourism and economic development promotion of heritage assets including the Indigo Gold Trail, Echoes of History, Powder Magazine, Ned Kelly/Gold Walking Tours and Rutherglen Gold Battery, which is part of the Gold Trail. Further, the Strategy recommends the update of Indigo Shire website, add additional information materials and access links to appropriate Heritage websites to celebrate and inform about Indigo Shire’s cultural heritage and history.

The Strategy recognises the rich history and substantial heritage assets of the municipality as an important tourism drawcard for the Indigo Shire.

PARKS AND RECREATION RESERVE MASTERPLANS

A number of park and recreation reserve masterplans for assets within Indigo Shire were also reviewed, these included:

- **Baarmutha Park Master Plan** - outlines the proposed redevelopment of Baarmutha Park, including the 2-stage redevelopment of the community facility and changerooms, renovation of the oval, proposed new playground and formalised car parking.
- **Coulston Park, Tangambalanga Master Plan (2011)** - provides actions and priorities for the future improvements to the park. Redevelopment actions include upgrades to the BMX track, a skate park, upgrades the BMX track, access and community facilities.
- **Chiltern Reserve, Lake Anderson/Martin Park Master Plan (2011)** - provides for the future maintenance required at the park. The plan recommends the installation of interpretive signage throughout the park and reserve precinct to encourage way-finding by tourists and to celebrate the history of the area.
- **Chiltern Reserve, Lake Anderson/Martin Park Master Plan (2011)** - provides for the future maintenance and works at the reserve and recommends for the upgrading of the reserve facility.

Wahgunyah Foreshore Master Plan - is a comprehensive plan for the Wahgunyah foreshore area and details site specific and general foreshore recommendations.

Yackandandah Sports Park Master Plan (2007) - provides recommendations to enhance the park’s physical features and infrastructure and potential for new usage opportunities.

Lake Sambell Master Plan (2015) - provides strategic direction for the future upgrades and maintenance of the lake. The Master Plan recommends the repositioning of the Chinese Garden, installation of interpretive signage.

Stanley Recreation Reserve Master Plan (2011) - provides for the future maintenance and works at the reserve and recommends for the upgrading of the reserve facility.

PROJECTS UNDERWAY

A number of projects are currently underway or proposed that will influence tourism delivery in Indigo Shire, these include:

- **Chiltern Connectivity Project 2018** (underway);
- **Historic Precinct Master Plan 2018** (commencing 2018);
- **Rutherglen Revitalisation Project** (underway);
- **Proposed Yackandandah Placemaking Project 2018/19**;
- **Economic Development Strategy 2018-2023**
5. Product Profile

5.1. Introduction

This section provides an outline of tourism product in Indigo Shire and identified the merging and potential product opportunities that may be considered.

Further detail on product opportunities is identified in the Strategy Section of this report under each Area.

5.2. Key Findings

Indigo Shire is an emerging destination in Victoria’s North East. Its capture of visitation to the North East is currently low, however it has much potential for growth across food, wine and craft beer, heritage, nature based and cycle tourism. The Victorian Gold Rush towns of Indigo Shire provide a high amenity backdrop for tourism and Beechworth and Rutherglen have long been domestic destinations. Key product gaps and opportunities include:

- **Cycle tourism** – delivery of trail infrastructure and mountain biking tracks;
- **Heritage** – delivering contemporary and motivating heritage products;
- **Nature based tourism** – including improvement to short walks;
- **Food, wine and craft beer tourism** – attracting new operators in destination food and drink tourism and additional investment in existing product, with an emphasis on agri/ sustainable innovation; and
- **Accommodation** – attracting investment in new motivational accommodation including self-contained, nature based and eco accommodation, as well as reinvestment in the existing accommodation offer.
5.3. Indigo Shire

5.3.1. History and heritage

History and heritage is a key product strength of the Shire, with each of the four historic townships distinct and featuring a number of key assets, including:

- **Beechworth Area** - Beechworth streetscape, Old Beechworth Gaol, Beechworth Historic Court House, Beechworth Post Office, Stanley Athenaeum, Mayday Hills and the Indigo Gold Trail sites;
- **Rutherglen Area** - Rutherglen Wine Experience, Main Street heritage buildings, historic winery buildings (including All Saints Estate, Mt Ophir, Fairfield and Olive Hills), and the Indigo Gold Trail sites;
- **Yackandandah Area** - Yackandandah streetscape, Karr’s Reef Gold Mine, Yackandandah Museum, plus various buildings in surrounding Kiewa and Sandy Creek; and
- **Chiltern Area** - Chiltern Old Town Hall and Athenaeum, Chiltern Railway Station and Goods Shed, and the National Trust listed Lakeview, Federal Standard, Dow’s Pharmacy, Yeddonba Rock Art site, Star Hotel and Theatre and Indigo Gold Trail sites.

Marketing and promotion, legibility and interpretation of key assets is an issue across all four townships, with development of immersive and exciting experiences needed to contemporise the product offer.

5.3.2. Nature based

Indigo Shire has a diverse range of nature based assets across the region, these include:

- **Beechworth Area** - Lake Sambell, Woolshed Falls, Beechworth Gorge, Lake Kerferd, The Cascades, Stanley State Forest, Beechworth Historic Park and Fletchers Dam;
- **Rutherglen Area** - Lake King, Lake Moodemere and the Murray River;
- **Yackandandah Area** – Stanley State Forest, Kiewa Valley and River, Sandy Creek Reserve, Yackandandah Gorge, Kergunyah Reserve, Hume Weir Huon, and Upper Sandy Creek Reservoir; and
- **Chiltern Area** - Chiltern Mount Pilot National Park, Lake Anderson, and Mount Pilot.

The region’s nature assets support a range of passive and active recreational uses including road cycling and MTB, walking, bird-watching, abseiling, rock climbing, gold panning, bushwalking, fishing, and horse riding. There are also a number of community recreational facilities including swimming pools at Beechworth, Chiltern, Rutherglen, and Yackandandah; golf courses, Chiltern Racecourse; skate parks; tennis courts; and a number of dedicated recreation reserves.

**CYCLING**

Cycling use and demand in the region is growing across all cycling markets [road, MTB and rail trail] in line with the prominence of the North East Region as a cycling tourism destination.

There is a well-established visitor and local mountain biking market for the region, particularly in Beechworth and Yackandandah townships, with five mountain bike clubs located within one hour’s drive of the townships including a local club in each township. The iconic Murray to Mountains Rail Trail traverses through the region, and the region is also popular for road cycling. Whilst a number of key projects are proposed or underway to support the growing cycling profile of the Shire, there remains significant opportunity for the Shire to leverage from current and future demand.

**WALKING**

The region is also home to a diverse range of formalised walks including the following in each township region:

- **Rutherglen Area** – Lake King Walk, Lake Moodemere Walk, Rutherglen Heritage Walk;
- **Yackandandah Area** – The Lions Town Walk, and Tangambalanga/Kiewa Walkway; and
- **Chiltern Area** - Chiltern Historic Walk.

Improving marketing and promotion of available walks, and developing supporting infrastructure and collateral, will greatly improve this existing product offer.

Further leveraging the existing natural assets of the region to create key experiences and attractions presents a significant opportunity for the Shire.
5.3.4. Food and Agritourism

Food and agritourism is a key strength of Indigo Shire, however whilst some townships are developing to meet growing customer expectations, other townships are experiencing issues including diversity, availability and/or standard of product which are creating barriers to increasing visitation, length of stay and visitor yield.

BEECHWORTH AREA

In recent years Beechworth has started to emerge as a food and beverage hub for the region, with a number of motivating and on trend businesses including Bridge Road Brewers craft brewery, Provenance (chef’s hatted restaurant), and The Ox and Hound. There is a burgeoning local food co-operative and agri-tourism innovation offers opportunity to further boost the Area’s food offering.

However key issues include availability, particularly early mid-week. Additionally, whilst the Area has a number of existing wineries including Amulet Vineyard, Haldon Estate, Pennyweight and Star Lane, consumer recognition is relatively low, and the development of supporting product and contemporary experiences is limited.

RUTHERGLEN AREA

Rutherglen is one of Victoria’s recognised wine regions with an exceptionally strong winery product offer. This includes 19 wineries and vineyards in the Rutherglen Area including well-established large wineries. However, wineries in the region vary greatly in their ancillary product offer, with a number successfully developing experiences such as a restaurant/café, tours, farmers markets, farm produce, regional produce, cider, accommodation, and cooking classes.

There is significant opportunity to leverage from the distinct character and history of the wine region, with the region’s key points of difference (e.g. Muscat variety and associated seven generations narrative) not currently being effectively capitalised on.

Within Rutherglen township there are also limited food offerings for the visitor, and although Rutherglen also hosts a number of wine related events which attract significant attendance, there is substantial scope to develop new and exciting experiences and ancillary products, and signature events, to grow and diversify the existing wine narrative in the region. Key issues for Rutherglen Area’s food and agritourism offer include availability, variety and the quality of offer.

YACKANDANDAH AREA/CHILTERN AREA

Food and beverage product in Yackandandah Area, and Chiltern Area, is limited compared to product which is available in Beechworth Area and Rutherglen Area, with key issues including availability, variety and the quality of offer.

The sustainability and locally sourced and made narrative that has grown within the Yackandandah township provides a significant opportunity for development of unique food and beverage product. Recently opened Saint Monday provides an example of a high quality, on-trend and motivating food product which clearly aligns with the sustainability and local ethos of the township and has the potential to develop as a destination dining offer for the region.

Although food and dining product within Chiltern township is currently limited, there are a number of producers in the Area including Hotson’s Cherries and Chiltern Honey Farm, which could be expanded to create motivating agritourism visitor experiences including farm gate, tasting and/or development of a produce trail experience. Recently opened Hub 62 has also been very successful to date, providing a café offering alongside an art gallery showing that there is existing demand for contemporary food and beverage businesses within the township and surrounds.
5.3.5. Events

Indigo Shire hosts over 175 events per annum, including a number of iconic festivals and events which attract significant visitor numbers to the region, as well as a range of smaller events which predominantly attract habitual and local visitors and add value to the local community. Major festivals (and their estimated attendance) in each township region include:

- **Beechworth Area:**
  - Opera in the Alps (4,000 attendees) and Beechworth Music Festival (1,000 attendees) in January;
  - Writers, Readers and Poets Weekend in February (500 attendees);
  - High Country Hops Festival in March (1,000 attendees);
  - Golden Horseshoes Festival during Easter (15,000 attendees);
  - Drive Back in Time in May (4,000 attendees);
  - Ned Kelly Weekend/Golden City of the Hills (3,800 attendees); and
  - Beechworth Celtic Festival in November (2,000 attendees).

- **Chiltern Area:**
  - Chiltern Pro Rodeo in March (2,500 attendees);
  - Chiltern Visual Arts Exhibition in June (800 attendees);
  - Chiltern Jam Session in July (500 attendees);
  - Chiltern Antique Fair in August (500 attendees); and
  - Chiltern Mo Ride in November (500 attendees)

- **Rutherglen Area:**
  - Rutherglen Rowing Regatta (4,000 attendees) in January;
  - A Day on the Green (5,000 attendees) and Tastes of Rutherglen (3,000 attendees) in March; and
  - Rutherglen Winery Walkabout (15,000 attendees), Rutherglen Country Fair (5,000-15,000 attendees) in June;
  - Rutherglen Wine Show in September (500 attendees); and
  - Rutherglen Ag Show in October (500 attendees).

- **Yackandandah Area:**
  - Yackandandah Folk Festival in March (13,000 attendees)
  - Kiewa Camp Oven Cook Off in October (400 attendees); and
  - Yackandandah Billy Cart Race in November (300 attendees).

There is significant potential to leverage from this existing event profile including expanding existing events and the development of new and iconic events to create a diverse events calendar capable of driving new and repeat visitation, increased length of stay and each Area’s brand message.

**KEY CHALLENGES**
- Creative deficit with events primarily drawing a habitual, local audience attendance
- Limited appeal to growth segments
- Limited creative or innovative edge to drive brand message

**KEY OPPORTUNITIES**
- Event investment attraction
- Innovative, brand-driver events
- New events with contemporary audience appeal
- On-trend accommodation options like glamping, eco pods etc.

5.3.6. Accommodation

Whilst there are over 180 existing accommodation properties across Indigo Shire, the product offering lacks a critical mass of on-trend, motivating options appealing to contemporary travellers.

The product and experience offer of current accommodation requires review and reinvestment, as well as the development of contemporary and unique accommodation product that showcases regional strengths, such as the recent glamping accommodation development at Cofields Winery in Rutherglen.

**KEY CHALLENGES**
- Quality of existing accommodation stock and operator capacity to redevelop in line with contemporary trends

**KEY OPPORTUNITIES**
- Creating on-trend accommodation options with a clear link to the region’s branding strengths, e.g. Self contained ‘contemporary heritage’, glamping, eco/niche accommodation
5.3.7. Township strengths

Figure 13 shows an assessment of regional product strengths by township.

**Figure 13** Product strengths of Indigo’s Areas

<table>
<thead>
<tr>
<th></th>
<th>FOOD AND AGRITOURISM</th>
<th>NATURE BASED</th>
<th>ARTS AND CULTURE</th>
<th>HISTORY AND HERITAGE</th>
<th>FESTIVALS AND EVENTS</th>
<th>CYCLING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beechworth Area</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Chiltern Area</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Rutherglen Area</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Yackandandah Area</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>

- ● Primary Product Strength
- ○ Secondary Product Strength
- ▼ Emerging Product

**KEY CHALLENGES**

Creating primary product strengths across all areas for a cohesive approach to marketing the region.

**KEY OPPORTUNITIES**

Each Area has individual strengths that are complimentary, providing a rounded experience across the Shire.
Part A. Background

6. Governance and Resources

6.1. Introduction

This section provides an overview of governance and resources dedicated to tourism service delivery in Indigo Shire, based on background analysis undertaken.

6.2. Key findings

Indigo Shire has a tourism budget of almost $1.6 million, which compares positively when benchmarked against other regional LGAs. A large part of this budget is allocated to visitor information service delivery and heritage precinct, in addition to tourism development initiatives. There is some opportunity to reduce expenditure to visitor information services through co-location initiatives in tandem with reduction of the net cost to Council from a new commercial focus and revenue generation.

A review of resources relating to tourism service delivery shows a low level of expenditure on events and low staff resources dedicated across tourism marketing, industry development and events. This is an area which, if resources were increased, could substantially impact on visitor attraction to Indigo Shire. However, unless significant efficiencies are implemented or revenue generation releases budget for allocation to tourism development, there is limited room to move within the existing budget.

In addition there is opportunity to strengthen collaboration and partnerships with Tourism North East, which would allow Indigo Shire to leverage further from Tourism North East’s marketing and digital media resources.

It is the responsibility of Indigo Shire Council to direct resources to areas which will have the greatest benefit for the visitor economy and industry.

6.3. Overview of tourism service delivery

6.3.1. Tourism governance hierarchy

The delivery of tourism development in Indigo Shire includes the following organisations:

- Visit Victoria;
- Tourism North East;
- Indigo Shire; and
- Township based Local Tourism Associations (LTA) (e.g. Destination Rutherglen).

The roles and responsibilities vary for each organisation. The role for Local Government in tourism service delivery includes the following:

- Delivery of visitor information services;
- Industry support;
- Domestic marketing;
- Content development;
- Event attraction and support; and
- Investment attraction.

Tourism North East is the Regional Tourism Board for Victoria’s High Country tourism region, of which Indigo Shire is one of 6 LGA partners and one of 9 partners in total including 3 Alpine Resorts. This organisation is well-resourced and provides leadership across the broader region with regard to:

- Marketing;
- Product development;
- Digital resources; and
- Industry development.

There is opportunity for Indigo Shire to leverage the expertise and resources of TNE, particularly in the areas of marketing, product development and product-based industry development.
6.3.2. Budget

Indigo Shire’s tourism budget for 2017/18 is $1.58 million (Table 5).

41% of the tourism budget or $651,735 is used for the purposes of tourism development. The key areas where the majority of expenses are made for tourism development include:

• Regional Tourism Board;
• Tourism Development Marketing & Digital;
• Tourism Development Events & Industry;
• Destination Marketing; and
• Tourism & Marketing Management.

The wage cost for tourism services is relatively low, with only one full time and one part time staff allocated to this area. Expenditure on procurement of events is relatively low compared to other items within the unit. This is an area which could achieve strong benefits for Indigo Shire’s economy if it has additional resources.

A large part of the overall tourism budget (37%) is attributed to visitor information services (Table 4).

Further detail on visitor information services delivery is included in the following section.

Table 4 Total tourism budget 2017

<table>
<thead>
<tr>
<th>STREAM</th>
<th>2017/18 BUDGET</th>
<th>PROPORTION OF TOTAL BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOURISM DEVELOPMENT</td>
<td>$651,735</td>
<td>41%</td>
</tr>
<tr>
<td>VISITOR INFORMATION SERVICES</td>
<td>$593,485</td>
<td>37%</td>
</tr>
<tr>
<td>HISTORIC PRECINCT</td>
<td>$340,381</td>
<td>21%</td>
</tr>
<tr>
<td>TOTAL EXPENDITURE</td>
<td>$1,585,601</td>
<td>100%</td>
</tr>
</tbody>
</table>

6.4. Rutherglen

STRUCTURE

Rutherglen is in an unusual situation compared to other destinations in Indigo Shire where the VIC and destination marketing is delivered under an independent organisation ‘Destination Rutherglen’. Destination Rutherglen operates the VIC in Rutherglen and has a small budget for marketing.

The VIC is owned by the Rutherglen Wine Centre Board which is a section 86 committee of Council. This group then contract Destination Rutherglen to provide visitor servicing. The VIC building is owned 50% by Indigo Shire Council and 50% by Winemakers of Rutherglen. Destination Rutherglen is funded in part by Indigo Shire Council, Winemakers of Rutherglen and local industry members.

MARKETING AND SERVICE DELIVERY

Fragmentation on three levels is a core issue for Rutherglen. Online presence fragmented across multiple websites, cannibalising ranking and undermining cohesive destination messaging. Structural fragmentation leads to confusion in destination marketing and messaging as there are at least five organisations which overlap in some way in respect of tourism services delivery. These include:

• Indigo Shire Council;
• Destination Rutherglen;
• Winemakers of Rutherglen;
• Tourism North East; and
• Visit Victoria.

A review of the structures delivering destination marketing and other tourism services is recommended and findings should inform effective delivery models for essential destination management including:

• Visitor information services - delivery of a destination VIC that is a destination in its own right, a commercial co-location model with capacity to deliver visitor services on and off site.
• Micro-event activation and event delivery with a focus on activating the town centre.
• Major event attraction and brand-leading event development.
• Industry support and networking - providing industry collaboration, networking and development opportunities.

• Marketing.

Given the low marketing budget and the limited digital expertise within Destination Rutherglen it is recommended that marketing be delivered by a combination of Winemakers of Rutherglen and Council at destination level, where applicable leveraging and aligning with TNE’s larger regional marketing campaigns.

Rutherglen’s brand messaging is the third fragmentation issue, with one lead message required with consistent application over a number of years. Please refer to the Rutherglen Area section regarding Muscat Capital and destination brand project recommendation.

INDUSTRY EQUITY

Business operators in Rutherglen currently access ATDW business listings (one online business listing appearing on national, state, regional and destination websites) via membership of Destination Rutherglen. The cost of an ATDW listing is included within the current Destination Rutherglen membership fee.

Currently Destination Rutherglen members receive preferential representation from the Rutherglen Wine Experience visitor information centre.

In comparison Beechworth operators can access the ATDW business listings without a requirement to join an LTA, or the cost of doing so. All businesses with an ATDW listing receive equitable representation from the Beechworth Visitor Information Centre.

Removing digital marketing operations from Destination Rutherglen including website and social media management and implementing equitable costs and access to ATDW listings across Indigo is recommended. Visitor Information Centres in Indigo should equally represent all tourism businesses with an ATDW listing.

Initiatives to substantially increase the number of Indigo ATDW business listings should be scoped and implemented.

Essentially ATDW listed businesses fulfill the ‘entry point’ criteria to be included in Indigo, Regional and State campaigns and PR as well as representation at Indigo visitor information centres.
7. Visitor Information Services Review

7.1. Introduction

This section provides an overview of visitor information services delivery and future demand in Indigo Shire.

7.3. Strategic Context

7.3.1. Policy direction

AUSTRALIA’S ACCREDITED VICS: A STRATEGIC DIRECTIONS PAPER 2014

In general, there is a movement from the expectation that visitors will plan to visit a VIC to;

"how can we effectively engage and service visitors while they are in the region?"

VICs in regional areas are facing major challenges as the landscape of visitor information and visitor services evolves. Developments in digital technology and the ease of accessing information are transforming how visitors access information.

Key challenges facing the future of VICs include:

• VICs providing paper-based information and limited opening hours have less appeal for visitors who want to access targeted information online 24 hours a day;
• The quality of visitor experiences and yield may decline because of inconsistency across the network in how visitors can access information and make bookings;
• Increasing funding pressure and scrutiny on the return on investment for local government and regional tourism organisations (RTOs) is challenging many VICs to demonstrate their value to their owners;
• The notion that VICs are a worthwhile part of the tourism distribution system is questioned by some tourism operators; and
• There is some duplication of effort and inefficiencies across the network through a lack of leadership and support.

The Strategic Directions Paper identified the following key opportunities for VICs:

• The role of VICs can adapt in line with the rapid increase in visitors’ use of technology, particularly via mobile devices, to access information;
• They can leverage visitors’ desire to experience what is unique and special about a destination;
• VIC accreditation can continue to drive VICs to optimise the visitor experience and maximise value for the tourism industry and local community;
• VICs can work towards delivering all visitors consistent front-of-house experiences regardless of the size and location of the VIC;
• Working together, VICs can establish a modern, integrated network that allows visitors to have their information and travel booking needs met regardless of their location;
• VICs can diversify the services they offer, such as actively servicing residents with community information and providing support to event management and marketing; and
• VICs can make the experience of working in them more attractive for volunteers who are comfortable with technology.

Four priority areas for action have been identified:

• Contemporary VICs;
• Extraordinary visitor experiences;
• A partnership approach to visitor servicing; and
• A recognised VIC network.

7.2. Key findings

Indigo Shire currently supports four accredited Visitor Information Centres throughout the region. Of these, Beechworth VIC captures the highest number of walk in visitors on average (85,243) in line with the prominence of the Beechworth Area, however it also equates to more than half of total expenditure outlaid by Council on VICs. VICs vary greatly in their current walk in visitation, and capture rate of subregional visitors.

Demand modelling suggests that Indigo Shire can currently support 2.6 accredited VICs based on visitor information demand, and new accreditation guidelines for Victoria support the move towards establishing Beechworth as a Hub VIC for the region with an amplified connection to the cultural heritage offerings of the museum and precinct, supported by Rutherglen as a satellite with an amplified focus on wine experience, retail and bike hire commercial elements, and Yackandandah and Chiltern as Ancillary VICs.

This will mean that the approach to visitor information services is consistent across the four VICs. It is feasible for one coordinator to manage Visitor Servicing across Indigo’s four VICs.
7.3.2. Accredited Visitor Information Centres

ACCREDITATION GUIDELINES
Visitor Information Centres in Victoria can now apply a newly adopted set of guidelines for accreditation. These guidelines have only recently been released and provide much greater flexibility surrounding physical VIC delivery. There are now accreditation guidelines for the following delivery models:

- **Hub VIC** - A Hub VIC is the main VIC in a particular LGA/region/town meeting all compulsory Accreditation requirements;
- **Satellite VIC** - Each Satellite VIC is required to have policies and procedures in place that may reflect the Hub VIC but have localised content;
- **Seasonal VIC** - A Seasonal VIC could be an option for a region that has a high intake of visitors at a certain time of year for an extended period i.e. 4-6 months. A Seasonal VIC must abide by the same guidelines as the Satellite VIC model;
- **Ancillary** - An Ancillary can be a fixed or movable structure that is stationary during its hours of operation. E.g. train station, cruise ship, regional airport; and
- **Pop-up** - A Pop-up is a non-permanent service operating for a part-day, single day, or over multiple days for the purposes of an event, tradeshow, or crisis management.

A key difference between VIC delivery models is the required paid staffing levels, as follows:

- **Hub VIC** - One full-time equivalent paid staff member allocated to Visitor Information Servicing, per Hub VIC;
- **Satellite VIC** - 0.5 full-time equivalent paid staff member allocated to Visitor Information Servicing per Satellite VIC. Can be staffed by paid or volunteer staff; volunteers must have access to a paid staff member;
- **Seasonal VIC** - 0.5 full-time equivalent paid staff member allocated to Visitor Information Servicing per Seasonal VIC, for the duration of the service. Can be staffed by paid or volunteer staff; volunteers must have access to a paid staff member;
- **Ancillary** - 0.5 full-time equivalent paid staff member allocated to Visitor Information Servicing per Ancillary service, prorated per 42 hours of activity per week. Can be staffed by paid or volunteer staff; volunteers must have access to a paid staff member; and
- **Pop-up** - 0.5 full-time equivalent paid staff member allocated to Visitor Information Servicing per Pop-up service, prorated per 42 hours of activity per week. Can be staffed by paid or volunteer staff; volunteers must have access to a paid staff member.

Further details on the accreditation criteria can be found in the 'Visitor Information Centre Servicing Guidelines'. These are included in Appendix C.

The new guidelines allow for a reduction in paid staff to service the VICS whilst maintaining accreditation. Chiltern and Yackandandah can operate as ancillary VICS connected to Beechworth, which can be maintained as the hub VIC. Rutherglen can operate as a Satellite VIC, maintaining current hours and staffing, but with options to recalibrate as commercial or visitation changes impact operations.
7.3.3. New ways of providing to visitors

International research conducted in 2012\(^6\) showed that 83% of leisure travellers and 76% of business travellers planned their trip online, and the 2013 VIC Futures Report\(^7\) identified that two thirds of VIC visitors said they were likely to explore, shop and book travel activities via their smart devices. Hyperactivity (i.e. Consumer/Visitors as ‘always on’ and requiring instant gratification) was identified in this report as a key consumer trend and in line with this, the following technological trends were identified that would influence the future of VICS (some of which have already begun to emerge):

- Embedded technology for information transfer;
- Humanisation of technology;
- Extreme information management;
- Device convergence;
- Computer power;
- Mobile money; and
- The trade off – privacy for relevance.

The imbalance between available visitor centre resources (financial and people) and the need for greater focus and innovation in online and mobile engagement, is considered to be a key issue that must be addressed regarding the future of VICS.\(^8\) Analysis done on the trends in visitor servicing and technology to address this objective highlight that a visitor centre is only part of the visitor servicing picture and following key technological and delivery innovations (and examples) are important considerations for the future of visitor centres:

- **Mobile applications** (e.g. Tourism WA’s Experience Extraordinary mobile app);
- **Near field communications** - (e.g. Museum of London, World Expo 2012 in Korea, and the Modern and Contemporary Art Museum of Nice);
- **Immersive centre environments** – (e.g. Busselton VIC in WA which is using iPads to provide visitor information);
- **Mobile visitor centres** – (e.g. St Kilda Visitor Info Kombi; St Paul, Minnesota; Arlington, Virginia; and Santa Monica, California);
- **Ambassador programs** – (e.g. City of Melbourne, Port Macquarie, Brisbane Airport and Christchurch); and
- **Kiosks or ”shops-within-shops”** – (e.g. City of Melbourne, City of Perth and shop-within-shops in New York City).

Location is an explicit consideration, along with an understanding of the potential uplift benefits of high-visibility, high-footfall locations.

**COST PER WALK IN VISITOR**

The VIC Futures Project highlighted the large cost per walk in visitor to VICS that attract less than 30,000 walk in visitors [Figure 14]. The key driver for this is the large cost burden of past accreditation guidelines place on VICS with a requirement for full time paid staff.

**VISION FOR FUTURE VISITOR INFORMATION CENTRES**

The vision for visitor information centres, identified in the Visitor Information Centre Futures project includes the following:

- A VIC network that has strong leadership from all levels of Government and tourism organisations;
- Transition to a regional networked approach of gateway and satellite visitor information delivery;
- Resources for VICS and services will be tailored to meet visitor consumption and needs;
- The design of VICS will embrace emerging digital technology and focus on providing uncluttered, streamlined and visitor friendly spaces; and
- Digital information delivery is embraced by VICS.

![Figure 14 Average cost per walk in visitor](image-url)

---

\(^7\) VIC Futures Project, Urban Enterprise, 2013
\(^8\) The Future of Visitor Centres in WA 2014, Haeberlin Consulting.

---

43
Part A. Background

7.4. Current VIC network performance

7.4.1. Operating Budget – Visitor Services

The operating budget for visitor information services in 2017/18 was $593,485. A large part of this expenditure was attributed to Beechworth VIC ($321,000) with a lower amount spent on Rutherglen VIC ($143,000), Yackandandah VIC ($52,000) and Chiltern VIC ($25,000) (Table 5).

7.4.2. Visitation

CURRENT VISITATION

Table 6 shows the average number of walk in, phone calls and emails for each VIC. Beechworth VIC attracted a substantial number of walk in visitors (85,243) as did Rutherglen VIC (51,120). When benchmarked against other VICS in similar sized towns the level of visitation is exceptionally high for these two towns.

Trends in visitation (Figure 15) show that Beechworth and Rutherglen VICS are showing a slow gradual decline in visitation, and whilst Yackandandah and Chiltern VICS have increased walk in numbers, this has not grown proportionate to the overall growth in visitation experienced in these areas.

CAPTURE RATE

The capture rate of VICS in Indigo Shire is a way of understanding the proportion of visitors to the townships who visit the VIC. The data shows low capture rates for Yackandandah (8%) and Chiltern (3%) (Table 7), but a proportionately high capture rate for Rutherglen VIC, which may be due in part, to understated visitation as explained earlier in the report.

---

**Table 5 Income and Expenditure – Visitor Information Services**

<table>
<thead>
<tr>
<th>AREA</th>
<th>17/18</th>
<th>16/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beechworth VIC</td>
<td>49,910</td>
<td>78,910</td>
</tr>
<tr>
<td>Yackandandah VIC</td>
<td>1,700</td>
<td>1,700</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>51,610</strong></td>
<td><strong>80,610</strong></td>
</tr>
<tr>
<td>Beechworth VIC</td>
<td>321,402</td>
<td>366,849</td>
</tr>
<tr>
<td>Chiltern Tourist Association</td>
<td>25,828</td>
<td>25,486</td>
</tr>
<tr>
<td>Rutherglen Wine Centre Board</td>
<td>143,844</td>
<td>141,350</td>
</tr>
<tr>
<td>Yackandandah VIC</td>
<td>52,783</td>
<td>53,210</td>
</tr>
<tr>
<td>Management VIC</td>
<td>49,628</td>
<td>38,448</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>645,095</strong></td>
<td><strong>625,343</strong></td>
</tr>
<tr>
<td><strong>Total Loss</strong></td>
<td><strong>593,485</strong></td>
<td><strong>544,733</strong></td>
</tr>
</tbody>
</table>

**Table 6 Enquiry overview**

<table>
<thead>
<tr>
<th>ENQUIRY TYPE</th>
<th>2014-2017 AVERAGE*</th>
<th>MONTHLY AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BEECHWORTH VIC</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walk in Visitors</td>
<td>85,243</td>
<td>7,104</td>
</tr>
<tr>
<td>Phone Calls</td>
<td>4,952</td>
<td>413</td>
</tr>
<tr>
<td>Emails</td>
<td>3,430</td>
<td>286</td>
</tr>
<tr>
<td><strong>Total Enquiries</strong></td>
<td><strong>93,625</strong></td>
<td><strong>7,803</strong></td>
</tr>
<tr>
<td><strong>RUTHERGLEN VIC</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walk in Visitors</td>
<td>51,120</td>
<td>4,260</td>
</tr>
<tr>
<td>Phone Calls</td>
<td>2,007</td>
<td>167</td>
</tr>
<tr>
<td>Emails</td>
<td>815</td>
<td>68</td>
</tr>
<tr>
<td><strong>Total Enquiries</strong></td>
<td><strong>53,942</strong></td>
<td><strong>4,495</strong></td>
</tr>
<tr>
<td><strong>YACKANDANDAH VIC</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walk in Visitors</td>
<td>10,019</td>
<td>835</td>
</tr>
<tr>
<td>Phone Calls</td>
<td>595</td>
<td>50</td>
</tr>
<tr>
<td>Emails</td>
<td>1,244</td>
<td>104</td>
</tr>
<tr>
<td><strong>Total Enquiries</strong></td>
<td><strong>11,858</strong></td>
<td><strong>989</strong></td>
</tr>
<tr>
<td><strong>CHILTERN VIC</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walk in Visitors</td>
<td>4,281</td>
<td>357</td>
</tr>
<tr>
<td>Phone Calls</td>
<td>728</td>
<td>61</td>
</tr>
<tr>
<td>Emails</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Total Enquiries</strong></td>
<td><strong>5,009</strong></td>
<td><strong>418</strong></td>
</tr>
</tbody>
</table>

*Phone call and email data has been based on 2016 data only.
Source: Indigo Shire Council, 2018. Visitation numbers for Chiltern are all enquiries combined, excluding email results for 2015 and 2016 which were no available.

**Table 7 Capture rate by area**

<table>
<thead>
<tr>
<th>VICTORIA</th>
<th>WALK IN VISITORS TO VIC*</th>
<th>NUMBER OF VISITORS</th>
<th>PROPORTION OF VISITOR CAPTURE BY VIC</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BEECHWORTH</strong></td>
<td>85,243</td>
<td>401,000</td>
<td>21%</td>
</tr>
<tr>
<td><strong>RUTHERGLEN</strong></td>
<td>51,120</td>
<td>181,000</td>
<td>28%</td>
</tr>
<tr>
<td><strong>YACKANDANDAH</strong></td>
<td>10,019</td>
<td>118,000</td>
<td>8%</td>
</tr>
<tr>
<td><strong>CHILTERN</strong></td>
<td>4,281</td>
<td>153,000</td>
<td>3%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>150,663</td>
<td>853,000</td>
<td>18%</td>
</tr>
</tbody>
</table>

*Walk in visitation is based on four year rolling averages (2014-2017)
Part A. Background

7.5. Benchmarking of resources

EXTERNAL FUNDING TO OPERATE VICS

The 2017/18 cost to deliver services to all Vics within Indigo Shire is $645,095 per annum, or $543,857 less $51,610 generated in income.

Figure 16 shows that per Vic, Chiltern, Rutherglen and Yackandandah are below the average expenditure for Vics of their size, however expenditure for Beechworth is higher, with Beechworth expenditure accounting for 59% of all Vic expenditure (not including Beechworth Vics share of management costs).

Beechworth comprises 53% of the total expenditure less revenue, however This is reflective to some degree of the higher visitor traffic to the Beechworth Vic and Heritage Precinct related group booking operations.

The opportunity to co-locate Vics in Indigo Shire should be explored as a way to reduce costs associated with delivery of physical visitor information centres.

In addition each Vic has a capacity to generate increased revenue, reducing the net cost to Council. Further, there is opportunity to create ‘destination’ Vics, with a dual purpose of delivering a motivating visitor experience and information provision, creating increased walk in visitation, decreased service cost per visitor and increased opportunity to influence visitors’ length of stay, yield and dispersal.

STAFF RESOURCES

The Vic Futures Report identified that on average, Vics in Victoria employed 1.5 full time, 2.3 part time and 2.9 casual staff; and had 24.9 volunteers. For Group 1 Vics this dropped to 0.8 full time.

7.5.1. Cost of Vic delivery per enquiry

BENCHMARKING TOTAL VIC EXPENDITURE PER WALK IN VISITOR

The cost of service delivery for all Vics within Indigo Shire is $3.61, based on the 2014-2017 average volume of walk in visitors and the 2017/18 total expenditure less revenue (including Vic management costs).

Figure 17 shows where the cost of delivery for each Vic (excluding management costs) sits in comparison to Vics of the same size. It shows that Chiltern, Rutherglen and Yackandandah all have lower costs of service delivery than Vics of the same size, whilst the cost per delivery for Beechworth is higher than for Vics of the same size. This is based on the total expenditure for Beechworth Vic which is $366,849, however Beechworth Vic also generates $78,910 in income per annum.
7.6. Visitor Information Services Demand

This section provides a theoretical demand assessment for walk in visitors to VICs in Indigo Shire. The purpose of this assessment is to understand the likely market size of walk in visitors to VICs in order to assist with future VIC planning and provision.

7.6.1. Assessment of VIC need

The Mornington Peninsula Visitor Journey Report prepared by Urban Enterprise in 2014 identified that approximately 62% of visitors preferred to access information on their smart phone or tablets, whilst only 14% preferred to access information at a VIC. A smaller research project conducted in 2016 for Wodonga specifically identified approximately 60% of visitors preferred to access information on their smart phone or tablets, whilst 20% preferred to access information at a VIC. Only 27% of visitors surveyed in Wodonga identified that they had used any source of information during their trip.

An average of these results has been used to calculate the potential visitor demand across the sub-regions of Indigo Shire for physical VICs, digital information and published collateral (Table 8). This demand modelling also utilised information from TRA’s IVS and NVS; Urban Enterprise PAVE modelling of subregional visitation; Urban Enterprise 2014 Mornington Peninsula Visitor Journey Report; Urban Enterprise 2016 Wodonga Visitor Information Centre Service Review; and information collected from Indigo Shire Council.

Table 8 shows that based on a four year average, Beechworth and Rutherglen VICs are outperforming the level of visitation they should be attracting based on wider VIC trends. However, the current data collections methods employed at both Beechworth and Rutherglen VICs means that current walk in visitation levels cannot be accurately quantified and are likely to be overstated.

Conversely, Yackandandah and Chiltern VICs are under-performing based on the estimated potential demand, however for Chiltern, the current sub regional visitation (which forms the basis of this modelling) is predominantly attributable to a large number of daytrip visitors, who are less likely to source information in-region.

Based on previous accreditation guidelines, sustainable VICs were identified as those which can attract more than 35,000 visitors. This reduces the cost per visitor substantially, due to the high cost to operate VICs within the accreditation guidelines. Based on this theoretical demand analysis, overall the LGA can currently support approximately 2.6 accredited VICs.

Taking into account the current walk in visitation levels, township hierarchy and Area visitor profiles, Beechworth VIC should be maintained as the Hub VIC for the region, with Rutherglen operating as a satellite VIC and Yackandandah and Chiltern as ancillary VICs. Although visitation to Rutherglen VIC is above average, transitioning this VIC to an Ancillary VIC model will allow greater focus and development of the unique wine experience element, and potentially the cycle hire/cycle support operations, which better align with the product development direction of the sub region.

There is opportunity to co-locate VICs, this should be explored as a way of:
• Increasing efficiencies;
• Reducing costs;
• Increasing walk ins.

The Destination VIC concept should be explored as a way of:
• Increasing walk ins;
• Increasing revenue/commercial potential.

The commercial/revenue generation opportunity should be explored as a way of reducing net cost to Council and releasing budget for tourism development initiatives such as event development, marketing and product and industry development initiatives.

<table>
<thead>
<tr>
<th>AREA</th>
<th>VIC</th>
<th>DIGITAL</th>
<th>PUBLISHED COLLATERAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>BEECHWORTH AREA</td>
<td>43,373</td>
<td>155,632</td>
<td>31,829</td>
</tr>
<tr>
<td>CHILTERN AREA</td>
<td>16,516</td>
<td>59,265</td>
<td>12,144</td>
</tr>
<tr>
<td>RUTHERGLEN AREA</td>
<td>19,539</td>
<td>70,110</td>
<td>14,367</td>
</tr>
<tr>
<td>YACKANDANDAH AREA</td>
<td>12,738</td>
<td>45,707</td>
<td>9,366</td>
</tr>
</tbody>
</table>
Part A. Background

Physical Visitor Information Services remain a contentious topic across the tourism industry with many destinations grappling with the best approach to service visitors in region with the rapid rise of digital media and declining visitor numbers through Visitor Information Centres.

It is understood that it is a community objective to maintain a VIC presence in the four townships.

There are improvements that should be considered with the delivery of visitor information services in Indigo Shire. In particular there are co-location opportunities that should be explored in the Shire that will allow a physical VIC to be maintained across all four townships without the same level of resources needed to meet accreditation criteria.

Contemporary approaches to visitor information centre delivery includes consideration of the following:

- Movement away from stand-alone VICs to co-located VICs reducing operational costs and leveraging other attractions and community facilities; for example co-location with museums, libraries, service centres or art galleries are now common;
- Movement away from ‘gateway’ VICs to centrally located VICs to leverage from incidental visitation and also promote visitor yield in town centres; and
- Consolidation and reduction of the number of physical VICs, however providing a flexible approach to delivery including temporary kiosks and VIC vans (such as the St Kilda Kombi).

Future delivery of physical VICs should consider:

- Co-location of Beechworth VIC with the Burke Museum Historic Precinct, scoping forming part of the Historic Precinct Master Plan 2018 project.
  — Hub accreditation status.
  — Further consideration should be given to the Destination VIC model, with product/experience offerings of sufficient motivation to raise walk in numbers, raising opportunity to influence stay, yield and dispersal and to generate retail revenue.
  — Further consideration should be given to this co-located, destination VIC servicing both visitors and industry.
  — Success is measured by contribution to the growth of the visitor economy.

- Destination VIC model for Rutherglen Wine Experience VIC, with the emphasis on visitor experience and commercial operations; wine experience and bike hub.
  — Satellite accreditation status.
  — Further consideration should be given to contemporary, motivating experience offerings wine experience, artisan retail offering, wine bar et al).

- Co-location model for Yackandandah VIC – options might include a new bike hub, existing retail space, museum or gallery.
  — Ancillary accreditation status.
  — Opportunities to co-locate with a visitor experience/product should be considered to amplify walk in visitation.
  — Opportunities for commercial revenue generation should be considered.

- Co-location model for Chiltern VIC – options may include museum or gallery, central retail space, National Trust sites, other.
  — Ancillary accreditation status.
  — Opportunities to co-locate with a visitor experience/product should be considered to amplify walk in visitation and reduce the multi-site demands on volunteer resources.

Key performance measures for VICs include increasing length of stay, increasing yield, increasing dispersal, augmenting the visitor experience and encouraging return visitation, revenue generation.
8. Performance Measurement

8.1. Introduction

This section provides an outline of the key measures that can be used to track the performance of the Indigo Destination Game Changer 2023 Tourism Strategy.

This includes data already accessible through Council, such as building approvals data and Remplan data, and new datasets for consideration such as credit card transaction data and Urban Enterprises PAVE model.

8.2. Key findings

The visitor economy may be measured through a range of data sources to allow tracking of visitor expenditure, investment by tourism businesses and visitation. The following data sources should be considered for tracking of the visitor economy and the strategy:

- Visitation to each Area and Indigo Shire – PAVE data to be updated annually;
- Size of the visitor economy in Indigo Shire – Remplan data to provide Output and Jobs relating to tourism industry annually;
- Visitor expenditure at the Area level – This can be provided by Geografía on a monthly basis;
- Investment in tourism – Building approvals data provided by Council's building department. This can be reported on a quarterly basis for Areas and Indigo Shire;
- Digital Engagement Mapping - Quarterly tracking of website and social media analytics and consumer engagement, at Indigo Shire and Area level.

8.3. LGA and subregional data tracking

8.3.1. NATIONAL VISITOR SURVEY AND INTERNATIONAL VISITOR SURVEY DATA: TOURISM RESEARCH AUSTRALIA

The National Visitor Survey and International Visitor Survey is conducted by Tourism Research Australia and provides quarterly estimates of trips undertaken by domestic and international visitors arriving in Australia.

INTERNATIONAL VISITOR SURVEY (IVS)

The IVS samples 40,000 departing, short-term international travellers aged 15 years and over who have been visiting Australia. The survey is conducted by Computer Assisted Personal Interviewing (CAPI) in the departure lounges of the eight major international airports: Sydney, Melbourne, Brisbane, Cairns, Perth, Adelaide, Darwin and the Gold Coast.

The IVS contains around 100 questions supported by 'show-cards' that are used to help the respondent answer particular sections.

NATIONAL VISITOR SURVEY

The National Visitor Survey (NVS) is a large-scale telephone survey which has been conducted continuously since January 1998, and is designed to measure domestic and outbound travel by Australian residents. The NVS is funded by the Commonwealth Government, and state and territory governments under the auspices of the Australian Standing Committee on Tourism (ASCOT).

NVS eligibility includes any Australian resident who is 15 years of age or more, and has lived in their current residence for at least three months.

NVS interviews are distributed evenly across most days of the year (with the exception of 12 public holidays), which means that the current annual quota of 120,000 interviews are completed at a steady rate of around 2,300 per week.

The National and International Visitor Survey provides quarterly data on the following which may be tracked over time:

- Total visitation
- Total expenditure
- Usual place of residence
- Repeat visitation
- Group tours
- Travel party
- Purpose of visit and places visited
- Transportation and accommodation
- Activities
- Expenditure per visitor
- Demographics

This data is statistically significant at the LGA level for Indigo Shire, but not at the Area level, for which the PAVE model is recommended.

8.3.2. PAVE: Urban Enterprise

PAVE modelling has been developed by Urban Enterprise to present a more holistic representation of visitation to the Shire and its sub regions. Relying on Tourism Research Australia’s National Visitor Survey (NVS) and International Visitor Survey (IVS) data in isolation does not provide an accurate account of total visitation to the Indigo Shire for the following reasons:

- IVS and NVS data does not capture visitation for persons 14 years and under;
- Sampling methods for the NVS do not effectively capture holiday home visitors, due to the biased nature of holiday home ownership. This results in underestimating the number of visitors staying in holiday homes and for the Indigo Shire which has many non-resident rate payers, underestimates total overnight visitation to the Shire;
- The IVS does not provide estimates of international day trippers to Indigo Shire.

In response to the underestimation of visitation to the Indigo Shire, Urban Enterprise provides new estimates on visitation to the Indigo Shire and its Areas, accounting for the holiday home sector, visitors aged under 14 and international visitation.
Part A. Background

Urban Enterprise has applied this model to a number of areas in the past including Greater Shepparton, Strathbogie Shire, Murrindindi Shire, Mansfield Shire, Mitchell Shire, Surf Coast Shire, Mornington Peninsula Shire and City of Frankston. This work has been used for economic impact modelling for those areas and also for understanding visitation at the small area level.

The number of visitors to the Indigo Shire has been calculated using Urban Enterprise’s PAVE model. The model uses a number of algorithms which draw on local level accommodation data (number of establishments and guest rooms), ABS Survey of Tourist Accommodation data (occupancy rates) and National Visitor Survey Data (visitor proportions).

PAVE modelling prepared by Urban Enterprise provides visitation estimates at the sub regional level.

8.3.3. Australian Bureau of Statistics

The Australian Bureau of Statistics undertakes a Census of residents every five years. This data is used by companies such as Remplan and Id Consulting to model the economic value of tourism. Modelling of the size of the tourism industry applies the Tourism Satellite Accounts to ABS Census data and annual estimates are made available through Council’s current subscription. Remplan uses Output and Jobs as a measurement of the size of the visitor economy. This is readily available for the Calendar year through Indigo Shire’s subscription.

8.3.4. Building approvals data

Investment in tourism can be tracked through Council’s building approvals register, providing the investment has triggered a requirement for a Building Permit. Council categorise their own building approvals and there is potential to report on tourism investments through Council’s register.

Building approvals data can be used to show the level and type of tourism investment measured in dollars. This is collected by Council’s building department.

8.4. Big Data Tracking

Big data tracking is quickly gaining traction as a mechanism for the tourism industry. There is growing awareness that large data sources may provide new insights and a greater understanding of visitor behaviours. Collation of credit card transaction data, mobile phone data and utilities consumption for example, may provide a transformative approach to tourism data analysis in the future.

8.4.1. Credit card transaction data

One big data tracking option which could be considered by Indigo Shire is credit card transaction data. Melbourne based consultancy Geografia have developed a web-based application called Spendmapp which allows users to "analyse real bank transaction data across different spending categories, locations and times. You can use this information to guide planning, policy, investment and economic development decisions". Geografia identifies the following benefits and functions for Spendmapp users:

- Track jobs and floorspace demand created by policy and investment decisions;
- Confidently measure the economic impact of local events;
- Learn how to reduce escape expenditure; and
- Benchmark your economy against other suburbs or municipalities.

Geografia offers four Spendmapp plans for this web-based program:

- **Intro** - $410/month; ideal for a big picture view;
- **+Plus** - $870/month; industry-level analysis and actionable statistics;
- **Advantage** - $1,550/month; fine-grained suburb-level analysis; or
- **Prime** - $3,800/month; the comprehensive suite, includes daily expenditure analytics and population and economic profiling.9

Indigo Shire may consider piloting a lower cost program to supplement the other performance measures recommended.

---

8.4.2. Social Media

Social media has been identified as an important big data source, particularly for marketing and branding exercises allowing “a business to better understand the very nature of the interaction between their customer base and their content” through “access to numerous metrics, such as likes, post reactions, post replies and more”.10

Measuring engagement across social media platforms supported by Indigo Shire (Facebook and Instagram) in tandem with measuring website engagement, provides important marketing performance and consumer behaviour/response analytics and should be reported on quarterly as part of Indigo’s Quarterly Visitor Economy Updates. Indigo Shire currently collects engagement data for the Explore Indigo Facebook and Instagram accounts, an overview of which is presented in Table 9. Standard Insights audience data are also collected for each account.

These accounts are slowly growing organically and only represent a small fraction of the social media that takes place throughout the shire. Other avenues include TNE, LTA’s, industry operators, community members and visitors.

8.4.3. Website analytics

Quarterly tracking of organic search, paid search, site rankings and consumer/site visitor engagement is an important indicator of exposure and engagement with product, events and attractions within Indigo Shire at Area level.

TNE currently collects digital dashboard analytics for Indigo Shire’s four destination websites (explorebeechworth.com.au; explorerutherglen.com.au; exploreyackandandah.com.au; and explorechiltern.com.au), as well as regional level campaigns such as Ride High Country and See High Country. Provided below is an example of web analytics data collected.

TOURISM NORTH EAST

Review of Ride High Country’s website Q3 (2017-2018) performance demonstrated strong results, with 123,275 pages viewed across 38,923 visits. Over the same time period, ‘Ride High Country’ and ‘See High Country’ social media channel engagement also performed strongly, far exceeding KPI’s set for brand advocacy and fan acquisition for both Facebook and Instagram channels.

INDIGO SHIRE

TNE’s Digital Dashboard analytics for Indigo Shire’s four destination websites reveal key insights into audience behaviour and engagement, and largely reflects visitor and product development trends occurring within each Area.

Table 10 provides a summary of key audience and engagement metrics for each of the four townships during Q3 2017-2018.

8.4.4. Independently produced online public data

Whilst not produced or supported by the Shire, publicly available online data also represents an important data source for understanding audience engagement, product perception and brand recognition. Aggregating this data with industry produced data presents a significant opportunity to better understand, monitor and influence visitor and operator behaviour and engagement.

Ongoing tracking of social media tags and posts is a good way to measure online exposure of product and attractions within Indigo Shire.
9. Strategic Considerations

9.1. Introduction
This section provides an outline of key strategic considerations for the Tourism Strategy. This draws on information gathered from consultation with industry and also research undertaken by Urban Enterprise.

LOW OVERNIGHT VISITATION
Urban Enterprise estimates show that only 36% of visitors are staying overnight in Indigo Shire. This is exceptionally low when compared to other destinations that are three hours or more from the major source market of Melbourne.

Whilst additional product development is welcomed and will encourage greater demand for overnight stays, one of the key challenges for Indigo Shire is the lack of quality, contemporary visitor accommodation.

In order to grow overnight stays the following needs to be considered:
- Improving the awareness of the key destinations of Beechworth, Yackandandah and Rutherglen in key markets as well as promotion of the offer that currently exists. It is important that marketing of Indigo Shire is led by its hero products.
- Investment in accommodation. The accommodation product mix is limited, with no large scale branded accommodation within the Shire. The majority of accommodation in the Shire is not considered to meet contemporary market needs or the potential to grow higher yield markets.
- Lack of iconic product. Within Indigo Shire there is a lack of iconic product – regional market research conducted at product or sector level should be reviewed and LGA level research considered if required, to better understand the level of awareness and associations with Indigo Shire’s destination. Iconic product examples would include Bridge Road Brewers or All Saints Estate winery. There is no history and heritage product or nature based product that has been developed to a point that it becomes a lead motivator for visit.
- Investment in motivating product: history and heritage, nature based and cycling. This would greatly strengthen the attraction of Indigo Shire as an overnight destination.

ORGANIC GROWTH
The tourism market in Australia has performed strongly over the past 10 years off the back of increasing population growth and international arrivals. Projections show that Indigo Shire and the broader North East will continue to grow.

The challenge for Indigo Shire is to influence what this growth will look like; without additional investment in product and accommodation the majority of growth will occur in daytrip and low yield visitation.

It is critical that this plan identifies the product, infrastructure and accommodation mix that will influence the type of visitors to Indigo Shire and influence their expenditure.

The strategy needs to clearly identify those target markets which will add to visitor expenditure.

MATCHING PRODUCT TO TARGET MARKETS
Drawing on the strengths of Indigo Shire and the emerging opportunities, the following are identified as target markets that Indigo Shire should pursue. Other markets do visit and are important to some locations and industry sectors, however it is critical for Indigo Shire to have a clear set of target markets which will have the largest potential economic benefits for the Shire long term.

Visit Victoria have identified Lifestyle Leaders as a segment which drives a large proportion of visitation and spend in the State.

This includes the sub segments of:
- Creative opinion leaders;
- Inspired by nature;
- Food and wine lifestyles; and
- Enriched wellbeing.
The tourism strategy should provide a focused response to these target markets and in particular product and infrastructure priorities should reflect the needs and expectations of Lifestyle Leader segmentation.

The Lifestyle Leader segmentation shows that they are highly motivated by the following experiences which are strong and/or emerging within Indigo Shire:
- Spectacular natural landscapes and experiences with nature;
- Walks and cycling;
- Arts and events;
- Awarded restaurants and chefs;
- Wineries and cellar doors;
- Local produce and farmers markets; and
- Villages

**HERITAGE AS A DRIVER OF VISITATION**
Habitual and Grey Nomad segments are motivated by Heritage product, however Lifestyle Leaders are not traditionally motivated by this product and would require a contemporary interpretation of cultural heritage assets if they are to motivate.

Heritage is a key product strength for Indigo Shire and it will be important for heritage products and experiences to become more contemporary to appeal to a wider audience.

The heritage layer provides an important backdrop for the other activities that Lifestyle Leader segments are interested in within Indigo Shire. Heritage, if delivered well, can create a cultural element to the trip and increase length of stay by providing experiences in region.

**EMERGING MARKETS**
**International Visitors**
International visitation is growing rapidly in Australia and forecasts show significant increases in international visitation over the next 10 years. The Asian markets and in particular China will become the key source market for Australia. The Chinese market is dispersing further and is motivated by natural attractions, heritage, agritourism and wildlife.

In the long term there is considerable potential for Indigo and the North East to grow international markets. Currently product development must primarily motivate domestic LL audiences, with a view to developing experiences and product to appeal to mid-term growth audience segments (domestic) as well as longer term international audiences.

**Millennials**
As organic generational shift plays out, the Millennial market (currently 22 - 37 years) will become increasingly important for Indigo and the North East.

Some of the key features of this market and the way they travel are:
- Focus on technology;
- Focus on new immersive experiences; and
- Luxury is not important to their travel choices.

The focus on immersive experiences and technology as drivers of the Millennial’s travel choices, is important in light of the rich cultural heritage of Indigo and the requirement to develop motivating, contemporary interpretation of the stories of people and place.

**ACHIEVING CLEAR BENEFITS FROM COUNCIL’S INVESTMENT IN TOURISM**
Indigo Shire has a substantial budget allocation to tourism, when compared with other Local Governments with similar levels of visitation. Tourism as an economic driver is a logical focus for Indigo Shire given the limitation of Indigo’s economic circumstances, including:
- Indigo’s lack of a large regional centre that has a self-contained service economy (Indigo Shire is made up of four moderate size towns);
- Indigo’s proximity to Wangaratta and Wodonga which leads to jobs and expenditure leaving the Shire; and
- Most of the growth areas for industry in Australia is in the service sector including health, professional and financial services and education. Indigo is only competitively placed in terms of future growth industries for agricultural production and tourism.

For the reasons above it is critical that Indigo sustains its tourism investment. Services that are developed for the tourism industry also support local communities and attract greater numbers of lifestyle residents.

The tourism budget of Indigo Shire must be directed to projects and initiatives that will grow the economic value of tourism through attracting more visitors and increasing length of stay. This is best achieved through:
- Effectively marketing the tourism assets of the Shire that have appeal to growth markets;
- Facilitating investment in tourism product and accommodation that will attract and support visitation; and
- Facilitating events that generate direct economic benefits and drive awareness and brand to growth markets.

**KEY CHALLENGE - MID WEEK VISITATION**
The vast majority of new large-scale accommodation establishments in regional Victoria have been attracted to large towns and regional cities. The reason for this is that the mid-week business market is a key driver of overnight visitation to regional Victoria.

One of the issues facing sustainable accommodation development in Indigo Shire is the lack of a large mid-week business market which provides a large proportion of room nights in larger centres.

This means that the attraction of investment in large scale accommodation in Indigo is more difficult than places like Wangaratta and Wodonga.
Part B.
Strategic Plan
10. Strategic Framework

10.1. Introduction

The strategic framework provides the overarching approach to strategic tourism development in Indigo Shire (Figure 12).

The framework highlights the strategic development themes that provide a focus for future investment and activities within Indigo Shire.

Delivery of the strategy will be through targeted work in attracting investment for priority game changers, private sector and public sector investment in tier 2 and 3 projects, operational projects and initiatives delivered by Indigo Shire Council in collaboration with an industry responsive to consumer evolution and fit for purpose.

10.2. Vision 2023

Indigo Shire’s four Areas will be regarded as leading holiday leisure destinations in Victoria’s North East, renowned for motivational heritage attractions, leading nature and cycling tourism assets, and contemporary food, wine and beer experiences.
10.3. Overarching objectives

In response to the identified issues and opportunities for tourism, the overarching objective for Indigo Shire is to achieve measurable growth in Indigo’s Visitor Economy based on holistic destination management principles of collaboratively creating sustainable, vibrant communities; great places to live, to work and to visit.

Objectives for the Indigo Destination Game Changer 2023 to achieve this include:

- **Grow visitation to Indigo Shire** – Through development of compelling tourism product and improved marketing of the Shire’s destinations, visitation to Indigo will substantially increase;
- **Grow visitor yield** – Investment in accommodation and product that attracts higher yielding visitor markets and encourages visitors to stay overnight;
- **Improve the visitor experience** – Visitors should leave Indigo Shire’s destinations with a high level of satisfaction, through experiencing compelling visitor attractions, quality food, wine and beer and high levels of customer service; and
- **Well informed visitors** – Visitor information in Indigo Shire needs to reflect changing consumption patterns, with a renewed focus on digital media, accessible physical information touchpoints and knowledgeable industry.

10.4. Performance targets for 2023

In order to measure effectiveness, performance measurement is an essential element of the Game Changer strategy. Identified targets include:

- **1.2 million visitors by 2023** (additional 345,000 visitors)
- Increase in overnight visitor proportion from 29% to 40% by 2023
- **$30 million in investment in accommodation** including reinvestment in existing accommodation and new accommodation establishments between 2018–2023
- **Visitor economy** will grow from $105 million in output to $130 million in output
- **Tourism jobs** will grow from 508 to 650 by 2023
10.5. Strategic Themes

THEME 1: MAXIMISING EXISTING HERITAGE ASSETS
Indigo Shire has an excellent base line of tourism assets throughout the Shire that date to the 19th century Gold Rush and agricultural settlement. Assets such as the Beechworth Gaol, Mayday Hills and wine industry are unique in the context of Australian history.

The experience of heritage assets in the Shire, is dated and static in format. There is opportunity to reinstate visitors’ interests in the heritage attractions with a contemporary approach to cultural heritage tourism.

The Ned Kelly Alive and Hume Aboriginal Cultural Trail regional projects position Indigo strongly to leverage investment in cultural heritage experience development.

THEME 2: LEADER IN CYCLE TOURISM
The North East Victoria Cycling Optimisation Masterplan was recently completed, and Indigo Shire is well placed to leverage from cycle tourism growth.

The Shire will experience further investment in rail trail infrastructure and also proposals for growing Beechworth and Yackandandah as premier all year mountain bike destinations.

Rutherglen and Chiltern also present secondary destinations for cycle tourism, however further investment in trails is required.

Investment in cycle tourism projects has demonstrated significant growth in cycle visitors to the North East and it is logical that this be expanded as a key pillar for Indigo Shire.

Work undertaken for the North East highlights that cycle tourism is one of the fastest growing visitor segments.

THEME 3: NATURE BASED TOURISM DEVELOPMENT
Indigo Shire is not broadly recognised a premier nature based destination in Victoria, however the nature based assets in the Shire present opportunity to grow tourism. The uniqueness of the nature based assets is the cultural and heritage layer to nature based tourism.

Chiltern Mount Pilot National Park is an excellent example of where a visitor can experience Victoria’s native flora and fauna and discover relics from another era. In addition the Murray River borders the north of the Shire and with Lake Moodemere, presents nature based opportunities for the Rutherglen region.

Leveraging from the Walk High Country regional master brand work and campaign plans, is an opportunity for Indigo to develop a leadership position as a Short Walks destination. Development of Short Walk collateral and campaign activity is timely.

THEME 4: ACTIVATING THROUGH SIGNATURE EVENTS
When contrasted with Alpine Shire and Mansfield Shire there is a distinct lack of events of State significance in Indigo Shire. A clear strategy to procure new events in Indigo Shire that strengthen the awareness of Indigo’s destinations in key markets will likely have both short term and long term economic benefits for the Shire.

Events development for Indigo should focus on building on Indigo’s key and emerging strengths to assists in positioning destinations in key source markets. Events procurement needs to consider multi day events that encourage overnight visitation and events that will draw visitors from capital cities.

Indigo Shire should seek to allocate additional funding for attraction of signature events that are on brand and will generate economic impact for the Shire.

THEME 5: CONTEMPORARY ACCOMMODATION INVESTMENT
The lack of contemporary accommodation is a major issue for growing overnight stays in Indigo Shire. An audit of accommodation shows limited stock in the region. The majority of accommodation is in motel and caravan parks. There is a need to attract investment in destination accommodation which will not only ‘house’ visitors overnight but also be a motivator for visit.

THEME 6: DESTINATION FOOD AND BEVERAGE EXPERIENCES
A key driver for overnight visitation is the strength of the product mix of a destination. In the case of Indigo Shire, the region is well placed in terms of food, wine and craft beer:

- Beechworth has two craft breweries, one of which has a strong brand presence, it has numerous quality pubs, daytime cafés and a chef’s hat restaurant. In addition, the Beechworth wine region produces high quality wines and there is a growing farm gate experience in the broader region.
- Yackandandah has a developing food culture centred around quality local produce and health.
- Rutherglen has an exceptionally strong winery product offer, with well-established large wineries that are well regarded with a strong brand. Within Rutherglen township there are limited food offerings for the visitor.

This product pillar has reached as stage of maturity and requires significant innovation to keep the upward momentum. Agri-tourism and sustainable, local food initiatives are a key innovation opportunity.

THEME 7 CREATING A HIGH AMENITY TOURISM DESTINATION
Successful tourist destinations in Australia have one thing in common: they all provide a high amenity to visitors. Whether it is their nature based setting or quality of built visitor attractions, destinations must provide the visitor with an escape. Beechworth and Yackandandah have developed into high amenity heritage villages through both public realm investment and improvement and investment by the private sector in the heritage retail shopfronts. Chiltern, Rutherglen and Wahgunyah are heritage villages that all need landscape improvement and investment in amenities. In order for these villages to reach their tourism potential they need to be presented to the visitor in the best light.
**Part B. Strategic Plan**

**THEME 8 BRAND AND POSITIONING**
Indigo Shire’s destinations lack a clear brand and messaging. The Indigo Destination Game Changer 2023 Tourism Strategy will assist in articulating product strengths for the sub regions and also identify future direction for each, which must be reflected in future branding and marketing of the Areas.

It will be important to clearly present a defined position and competitive offer for each destination. It may be that the focus of destination marketing and visitor information services will be best led by the key destinations of Rutherglen and Beechworth. The reason for this is that most visitors are not static in one location and are interested in exploring product in hinterlands around key destinations.

Indigo Shire is not a ‘destination’ the destinations are the townships, product and experiences within Indigo.

**THEME 9 LEVERAGING PARTNERSHIPS**
Tourism North East
Indigo Shire is fortunate to be part of one of the best operating Tourism Boards in Victoria. Tourism North East has been a leader in the development of a regional digital platform, clear strategy direction, clear marketing messaging and brand and recently regional cycle tourism. There is opportunity to develop this relationship and explore:
- Joint marketing;
- Promotion of product development opportunities (investment prospectus);
- Digital excellence;
- Cultural Heritage tourism development;
- Cycle tourism development;
- Ongoing research.

Regional Local Government
In addition to this a working relationship with surrounding LGAs needs to be maintained, including Alpine, Wangaratta, Wodonga and Towong.

**THEME 10: CONTEMPORARY VISITOR SERVICES**
A large part of Indigo Shire’s tourism budget is dedicated to the operation of physical visitor information centres. Beechworth and Rutherglen VICs attract a declining, but significant number of walk in visitors. When benchmarked against other VICs in Victoria these VICs would still present a high degree of visitor capture.

It makes sense to maintain a physical VIC presence in Rutherglen and Beechworth, considering the level of capture of visitors. There are very few Local Governments in Australia that support more than two physical VICs, and the need for a standalone VIC presence in Yackandandah and Chiltern should be reviewed.

**THEME 11: FAMILY FRIENDLY**
It is critical that Indigo Shire’s destinations develop initiatives that are aimed at attracting multigenerational audiences, and in particular strengthen appeal to families. This includes family dining options, family friendly accommodation and things for families to do.

Beechworth Area, Chiltern Area and Yackandandah Area present opportunities to strengthen family visitation. The delivery of motivating things to do that leverage from nature and heritage will provide a strong platform for visitation.

Rutherglen Area has stronger destination development initiatives focusing on other segments, but family amenities remain an important consideration.

**THEME 12 DIGITAL EXCELLENCE**
The online environment is now the key source of information for visitors before visiting and whilst visiting Indigo Shire.

In addition, digital marketing channels are increasingly becoming the most effective way to market destinations to targeted audiences.

Digital marketing is resource intensive, particularly when it comes to developing content for website and social media channels.

There is opportunity to explore partnerships with Tourism North East to assist in delivering targeted and effective digital marketing.

It is critical that Indigo retains a focus on Digital Excellence, including:
- **Connectivity** - for industry, community and visitors (future servicing, infrastructure, capacity building);
- **Engagement** of industry across all online channels, rich and motivating online content (websites and social media) at Business, LGA, State and National level;
- **Emerging and contemporary digital interpretation** of tourism product and experiences (AR, VR, AI), projection mapping (i.e. White Nights) and the travelling experience (way to and way home) as well as intra-regional exploration; and
- **Data Mining** - Including Credit Cards, Mobile and Utilities to better measure performance and trends. Establish principles of ethical operation utilising international protocols.

### 10.6. Collaborative delivery model

Delivery of tourism in Indigo Shire is the responsibility of many organisations. Indigo Shire has in important role to play, however a strong tourism region is one where all organisations and individuals are actively engaged. The chart below provides an outline of the various roles and responsibilities for national, state, regional and local organisations and businesses.

At the heart of the tourism industry is the quality of the product and experience offer which provides the key motivator for visit to a destination. Actively engaged delivery organisations including Local Government, Parks asset managers and the private sector tourism businesses need to provide a contemporary, high quality product and experience that will compel visitors to come to the region and return.
Table 11 Responsibilities and roles for national, state, regional and local organisations and business owners

<table>
<thead>
<tr>
<th>STAKEHOLDERS</th>
<th>MARKET RESEARCH</th>
<th>CAPITAL INVESTMENT IN TOURISM PRODUCT AND INFRASTRUCTURE</th>
<th>FUNDING</th>
<th>MARKETING INTRASTATE</th>
<th>MARKETING INTERSTATE</th>
<th>MARKETING INTERNATIONALLY</th>
<th>INFORMATION SERVICES/ TOURISM PRODUCT AND EVENTS</th>
<th>DIGITAL VISITOR INFORMATION SERVICES</th>
<th>VISITOR EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>NATIONAL LEVEL ORGANISATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism Australia</td>
<td>✔️ ✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and Investment Commission</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>STATE LEVEL ORGANISATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Development Victoria</td>
<td></td>
<td></td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DELWP</td>
<td></td>
<td></td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parks Victoria</td>
<td></td>
<td></td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visit Victoria</td>
<td></td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
</tr>
<tr>
<td>REGIONAL LEVEL ORGANISATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism North East</td>
<td></td>
<td></td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LOCAL LEVEL ORGANISATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indigo Shire Council</td>
<td></td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Local Tourism and Business Associations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism Businesses</td>
<td></td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>
11. Beechworth Area
11.1. Overview

Beechworth has gone from strength to strength as a tourism town, the largest of the four main towns in Indigo Shire, its gold rush heritage streetscapes and architecture is one of the best examples in Australia. The town has developed as a food, wine and cycling destination and has attracted high-profile tourism establishments such as Bridge Road Brewers. The heritage precinct in town provides a glimpse into the Ned Kelly bushranger heritage and the Victorian gold rush.

The Beechworth Bakery led an early wave of tourism development in town and there has been successive investments in food and beverage product in town that has captured contemporary markets in recent years.

The surrounding area has emerging strengths in wine and nature based tourism and there is opportunity for further enhancement of these areas. With further investment in accommodation and enhancements of motivating tourism product Beechworth could quickly become one of Victoria’s leading destinations.

However, Beechworth is also a destination undergoing generational change at community and consumer level. Digital change is impacting the current business mix and there is tension between the need to grow emerging markets for future sustainability and immediate business demand for habitual, but organically declining audiences. Evolution is both essential and unstoppable. Council needs to define its responsibility to grow the visitor economy and define how businesses may transition and/or remain fit for purpose in sectors under significant pressure.

Consultation has identified the following as areas of focus for further enhancement:

- Arts and cultural heritage tourism – establishment of motivating heritage experiences;
- Focus on stories of National significance (Ned Kelly, Robert O’Hara Burke);
- Improved events calendar with strategically placed signature events;
- Investment in food and wine tourism leveraging the already strong operators in this area;
- Continued growth of cycle tourism including rail trails and mountain biking;
- Enhanced nature based assets which provide quality experiences for visitors; and
- Quality accommodation.
11.2. Vision 2023

Beechworth will be one of Australia’s leading heritage destinations with attractions such as the Old Beechworth Gaol, Burke Museum and the Courthouse repositioned as contemporary and engaging experiences that drive substantial growth in visitation.

Beechworth Area will provide the visitor with a multi-faceted tourism experience, allowing visitors to explore the region by bike, on foot and by car, indulge in quality food, wine and craft beer and engage with nature.

The depth of experience in Beechworth Area will compel visitors to stay longer and drive overnight visitation.

KEY CHALLENGES

- Retail pressure from digital change (online shopping et al.)
- Changing nature of consumer preference for self-contained, echo, on-trend accommodation options and current weighting to older style accommodation

KEY OPPORTUNITIES

- Micro-event activation
- Addressing the creative deficit [introduce high visual appeal activities and elements to the main street experience]
- Retail activation programs
11.3. Profile

11.3.1. Visitor Market Profile
The following provides a summary of the demographic profile of visitors for Beechworth Area.

Domestic daytrip visitors (69%)
- Daytrip visitors have a broad age profile, with a significant proportion of visitors aged 25-34 (22%) and 35-44 (23%);
- Whilst the majority (70%) of visitors are from Victoria, the township attracts 30% of its visitors from NSW;
- Just over half of all visitors (52%) are visiting for the purpose of a holiday, with 23% VFR; and
- The most popular daytrip visitor activities are eating/dining out at a restaurant and/or café (66%); sightseeing/looking around (32%); going shopping for pleasure (30%) and visiting friends and relatives (25%), with a high proportion (13%) also visiting national parks/state parks.

Domestic overnight visitors (31%)
- Almost half (48%) of overnight visitors are aged over 55;
- The majority of overnight visitors are from within Victoria (65%), with 26% from NSW, and 4% from the ACT;
- Just over half (51%) are visiting for a holiday, with 30% VFR, and 5% visiting to attend an event, sport or cultural festival; and
- Eating out/dining at restaurants and/or cafés was a popular visitor activity (65%); whilst 47% of visitors participated in sightseeing/looking around; 32% visiting friends and relatives, and 28% going shopping.

International visitors (<1%)
- Over half (58%) of international visitors to Beechworth Area are over 55;
- 20% of international visitors are from the UK, whilst the region also attracted high proportions of visitors from New Zealand (13%), Scandinavia (13%), USA (11%) and Germany (11%)
- Over half (60%) of all international visitors to Beechworth Area were holiday visitors, with a further 28% VFR;
- A comparatively high proportion of international visitors to Beechworth Area ate out/dined out at a restaurant and/or café (93%), visited history/heritage building, sites or monuments (70%), or went on a guided tour or excursion (41%) whilst on their trip to Australia.

TOWNSHIP COMPARISON
In comparing the key visitor characteristics of each township by visitor market, the following was of note for Beechworth Area:

Domestic daytrip visitors
- Beechworth Area had the highest proportion of holiday visitors (52%);
- Sightseeing/looking around was a much more popular activity in Beechworth Area (32%), than in any of the other townships and surrounds, indicative of the strength of the historical streetscape in the township;
- Almost a third of all visitors to Beechworth Area (30%) participated in shopping for pleasure as an activity during their daytrip, compared to 22% in Rutherglen Area, 10% in Yackandandah Area and 3% in Chiltern Area.

Domestic overnight visitors
- A significantly higher (20%) proportion of visitors to Beechworth Area participated in visiting history/heritage buildings, sites or monuments than for the other three townships;
- Only 15% of visitors visited a winery during their trip, compared to over half (51%) of all visitors to Rutherglen Area;
- Although food, wine and beer are an identified product strength of Beechworth Area, the proportion of overnight visitors eating out/dining out at a restaurant and/or café during their trip (65%) was lower than for Rutherglen Area (75%).

International visitors
- Although visitor activities for international visitors encompasses all activities undertaken by visitors whilst on their trip to Australia, the following was significant:
  — A higher proportion of visitors to Beechworth Area participated in sightseeing/looking around (92%), visiting history/heritage buildings, sites or monuments (70%), visit museums or art galleries (69%), and go on guided tours or excursions (41%) compared to the three other townships.
11.3.2. Product pillars and target markets

The Beechworth Area region has the strongest existing product profile, centred around Heritage as the most recognised product pillar in the region (Figure 19). More needs to be done to contemporise existing heritage product in order to attract a broader visitor profile, and to better connect this product pillar with other growing product pillar trends such as food, wine and craft beer and cycling.

TARGET MARKETS

All identified Lifestyle Leader sub markets align well with Beechworth Area strengths, in particular Creative Opinion Leaders will be attracted to the development of new contemporary heritage experiences, and further development of emerging strengths such as cycling and walks, and key natural assets (Beechworth Gorge; Lake Sambell) will attract those Inspired By Nature. Millennials and International Experience Seekers will both be key emerging target markets, with an emphasis on developing product and experiences to motivate the emerging domestic market, but with relevance to the longer term opportunity presented by international markets.
### 11.4. Beechworth area projects

<table>
<thead>
<tr>
<th>PROJECT NO.</th>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>PROJECT TIER</th>
<th>PRIORITY YEAR</th>
<th>DESCRIPTION</th>
<th>NEXT STEPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>BEECHWORTH HISTORIC PRECINCT INVESTMENT</strong></td>
<td>Maximising Heritage Assets</td>
<td>1</td>
<td>1-2</td>
<td>Establishment of a new leading contemporary heritage experience in Victoria, with a focus on virtual reality, guided tours, landscape and amenity improvements, events spaces, visitor information services, Australian history, gold rush and bushranger focus. The Historic Precinct Master Plan will include the Precinct, Gaol, Burke Museum, Town Hall and Gardens. Stories and experiences of national significance to focus on the ‘two sons of Ireland’ with direct connection to Beechworth; Kelly and Burke.</td>
<td>• Preparation of a detailed masterplan, concept plan, feasibility study and business case • Planning permit applications • Staged implementation of plans for Old Beechworth Gaol</td>
</tr>
<tr>
<td>2</td>
<td><strong>OLD BEECHWORTH GAOL REDEVELOPMENT</strong></td>
<td>Maximising Heritage Assets</td>
<td>1</td>
<td>1-2</td>
<td>With links to project one, a masterplanned development of the Gaol including cycle hub, bike hotel, arts space, business hub, accommodation, training centre and food and beverage.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td><strong>BEECHWORTH TO YACKANDANDAH RAIL TRAIL</strong></td>
<td>Leader in Cycle Tourism</td>
<td>1</td>
<td>1-2</td>
<td>The Beechworth to Yackandandah Rail Trail is well underway with the project having attracted grant funding. Detailed design and implementation will occur over the coming two years.</td>
<td>• Finalisation of detailed design • Construction</td>
</tr>
<tr>
<td>4</td>
<td><strong>ENHANCEMENT TO RAIL TRAILS</strong></td>
<td>Leader in Cycle Tourism</td>
<td>1</td>
<td>1-2</td>
<td>Enhancements to existing rail trails is also proposed for Upper Everton to Beechworth and Beechworth to Yackandandah once completed. This will include a number of activations along the trail to create a more interesting experience which will engage visitors.</td>
<td>• Seek grant funding • Detailed design of rail trail enhancements • Implementation</td>
</tr>
<tr>
<td>5</td>
<td><strong>BEECHWORTH TO YACKANDANDAH MOUNTAIN BIKE TRAIL</strong></td>
<td>Leader in Cycle Tourism</td>
<td>1</td>
<td>2-5</td>
<td>A feasibility study for the Beechworth to Yackandandah Mountain Bike Trail has been completed. This project will provide an outstanding new mountain bike EPIC type trail between the townships. Market assessment work shows that the trail will provide a strong motivation for visit and compliment the Yack Tracks and Beechworth Mountain Bike Park. Activation of heritage assets will also be considered as part of the trail.</td>
<td>• Detailed trail planning and specialist reports • Permit applications • Grant funding application • Implementation</td>
</tr>
</tbody>
</table>
### Part B. Strategic Plan

<table>
<thead>
<tr>
<th>PROJECT NO.</th>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>PROJECT TIER</th>
<th>PRIORITY YEAR</th>
<th>DESCRIPTION</th>
<th>NEXT STEPS</th>
</tr>
</thead>
</table>
| 6           | REIMAGINING BEECHWORTH GORGE | Nature Based Tourism | 1 | 2-4 | The Gorge needs reconsideration as a tourism asset, with dated infrastructure and limited tourism experience. With a visionary masterplan the Gorge could become one of the icons of the region, however a tourism focused masterplan will be required to deliver this vision. The Gorge Walk should be assessed and further improved to become one of the hero Short Walks within Indigo Shire. The following should be considered for the masterplan:  
- Precinct masterplan  
- Safe walkable experience  
- Create iconic walking track  
- Food destination  
- High-quality interpretation  
- Integration of quality contemporary architecture | • Establish a steering committee comprising representatives from Parks Victoria, Tourism North East and Indigo Shire to oversee direction for the project  
• Undertake a visionary tourism masterplan for the site, with architectural elements (Similar to Shipwreck Coast Masterplan)  
• Staged implementation |
| 7           | ROLLING PROGRAM OF SIGNATURE EVENTS PROJECTS 26, 32 & 46 | Activating through Signature Events | 1 | 1-5 | The development of a rolling events program (e.g. White Night Arts Festival) that activate the towns precincts (main street, Historic Precinct, Rail Trail, Lake/Gorge) should be considered. The events should be on trend and motivational for target markets. This should include three new signature events that leverage from the region’s strengths, including:  
- Cycling related events; bike festivals, women’s cycling festivals, cyclocross events et al  
- Food, wine and craft beer events  
- Cultural Heritage events with a contemporary creative edge  
- Arts and artisan events and/or prizes of significance | • Develop an events and procurement policy for Indigo Shire  
• Promote event opportunities |
| 8           | DESTINATION HIGH END BRANDED BOUTIQUE HOTEL | Contemporary Accommodation Investment | 1 | 3-5 | The establishment of a medium size (e.g.: 40 room hotel) high end boutique hotel in Beechworth would complement the current product strengths in food, wine and heritage. Suitable for weekend escapes, mid week conferences and as a wedding venue, a boutique hotel would meet a current market gap for the Beechworth Area region. Jackalope on the Mornington Peninsula and the recently developed Mitchelton Winery Hotel provide examples of a destination hotel that would be suited to the region. This project, whilst it would be a game changer may require further investment in activities and attractions before it become a commercial opportunity. | • Identify appropriate sites, potential business partners  
• Develop a business case for the hotel to be promoted  
• Provide services to support the attraction of investment |
| 9           | OLD BEECHWORTH GAOL BIKE HOTEL | Contemporary Accommodation Investment | 1 | 2-4 | There currently exists a proposal to establish a bike hotel within the Gaol. This would provide new group accommodation for cyclists and compliment the proposed investment in cycling infrastructure in Beechworth region. | • Complete architecture drawings  
• Lodge a planning application  
• Staged implementation |
<table>
<thead>
<tr>
<th>PROJECT NO.</th>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>PROJECT TIER</th>
<th>PRIORITY YEAR</th>
<th>DESCRIPTION</th>
<th>NEXT STEPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>PACKAGING UP MONUMENTAL HERITAGE SITES</td>
<td>Maximising Heritage Assets</td>
<td>2</td>
<td>1</td>
<td>Develop a coordinated branding, marketing and packaging of key heritage site assets including Burke Museum, the Precinct, the Gaol, historic walking tours, Mayday Hills and more. This can be undertaken in the short to medium term and as the product improves can be further enhanced. The development of a logical and simple ticketing system should be undertaken for the sites.</td>
<td>• Undertake a coordinated branding exercise for sites • Undertake a coordinated signage project including directional signage • Develop a package ticket and market through online resources and the VIC</td>
</tr>
<tr>
<td>11</td>
<td>DEVELOPING SECOND TIER HERITAGE SITES</td>
<td>Maximising Heritage Assets</td>
<td>2</td>
<td>2-5</td>
<td>Beechworth Area that could be further enhanced through storytelling, interpretation and signage. Sites to be considered include various main street buildings, goldmine assets throughout the region, underground assets, the gorge etc. Further exploration of the ‘the mad, bad and sad’ themes should be considered which will capture visitor imagination. There exists an audit of heritage sites that would form the starting point of the process, this should be integrated with a Burke Museum/Precinct website/sub-site (including online collections’ cataloguing) and in time extend to include cultural heritage assets and sites across Indigo.</td>
<td>• Undertake a study which assesses and provides recommendations for various sites • Prepare digital information and storytelling of history of Beechworth Area • Implement recommendations of the study</td>
</tr>
<tr>
<td>12</td>
<td>ASYLUM/MAYDAY HILLS</td>
<td>Maximising Heritage Assets</td>
<td>2</td>
<td>4</td>
<td>The Asylum and Mayday Hills area, whilst a privately owned site, provides one of the key tourism development sites in Beechworth. It will be important for council to keep communication lines open with the owner and operators of the precinct.</td>
<td>• Undertake an audit of short walks • Identify infrastructure improvements • Develop improved information and marketing material • Leverage from regional campaigns of scale under Walk High Country brand</td>
</tr>
<tr>
<td>13</td>
<td>SHORT WALKS WITH A STORY</td>
<td>Nature Based Tourism</td>
<td>2</td>
<td>1-4</td>
<td>There are many short walks that are not well promoted or utilised by visitors. Further development of a suite of high amenity short walks should be considered. Improvement to signage and interpretation should also be considered for these short walks which leverage nature based attractions and heritage sites.</td>
<td>• Revise the masterplan with consideration of tourism activity • Seek planning permission for elements considered • Plan and invest</td>
</tr>
<tr>
<td>14</td>
<td>LAKE SAMBELL</td>
<td>Nature Based Tourism</td>
<td>2</td>
<td>2-5</td>
<td>Lake Sambell is a gem within Beechworth that is underutilised for its tourism potential. A masterplan has been prepared for the site, however further vision is required to deliver tourism activity at the lake, infrastructure and activities to be considered include: • A lakehouse café with boat hire and paddle boat hire • Stepping stones • Events space • Light shows and illumination activations and events • Improved play facilities • Board walk • Defined connection pathways to town</td>
<td>• Revise the masterplan with consideration of tourism activity • Seek planning permission for elements considered • Plan and invest</td>
</tr>
<tr>
<td>PROJECT NO.</td>
<td>PROJECT TITLE</td>
<td>THEME</td>
<td>PROJECT TIER</td>
<td>PRIORITY YEAR</td>
<td>DESCRIPTION</td>
<td>NEXT STEPS</td>
</tr>
<tr>
<td>------------</td>
<td>---------------</td>
<td>-------</td>
<td>--------------</td>
<td>---------------</td>
<td>-------------</td>
<td>------------</td>
</tr>
<tr>
<td>15</td>
<td>SMALL SCALE NICHE ACCOMMODATION</td>
<td>Contemporary Accommodation</td>
<td>2</td>
<td>1-5</td>
<td>There is opportunity for establishment of niche and interesting accommodation throughout Beechworth Area that offers a point of difference. This includes consideration of self-contained accommodation at wineries, heritage sites and nature based sites.</td>
<td>Work with Tourism North East to develop a guide to reinvestment in accommodation. This will include identification of changing market demand and the importance of positioning and presentation Distribute the guide to operators</td>
</tr>
<tr>
<td>16</td>
<td>REINVESTMENT IN CURRENT ACCOMMODATION STOCK</td>
<td>Contemporary Accommodation</td>
<td>2</td>
<td>1-5</td>
<td>There are a number of existing accommodation establishments that, if invested in and repositioned to provide contemporary accommodation would meet market needs better. This includes consideration of: Conversion to self-contained accommodation for contemporary audience Improvement to facilities and amenity Re branding</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>DISTILLERY</td>
<td>Destination Food and Beverage Experiences</td>
<td>2</td>
<td>2-5</td>
<td>The food and beverage offer in Beechworth Area is quite well catered for. There are a number of good dining establishments, two craft breweries and boutique high quality local wines. One of the gaps in Beechworth which would complement the existing product mix is the establishment of a distillery. This would clearly be led by the private sector, but Council could assist in facilitating this investment.</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>WINERY CELLAR DOOR IMPROVEMENTS</td>
<td>Destination Food and Beverage Experiences</td>
<td>2</td>
<td>1-5</td>
<td>There are a number of high quality wineries in the Beechworth region, however the cellar door experience in the region is limited. The establishment of exclusive, by appointment winery weekend experiences, should be explored, leading the GI tourism brand position and campaign messaging.</td>
<td>Promote the potential of a complementary cellar door offer in Beechworth Area wineries Facilitate investment through economic development initiatives</td>
</tr>
<tr>
<td>19</td>
<td>BEECHWORTH WINE TASTING HUB</td>
<td>Destination Food and Beverage Experiences</td>
<td>2</td>
<td>2-3</td>
<td>A wine tasting room should be considered for Beechworth with brings together the 30 wineries of Beechworth into a town centre experience. This will allow for visitors to try the many wineries in the region that are not open to the public. There are a number of heritage buildings in town which could be converted into a wine tasting hub.</td>
<td>Promote the opportunity to entrepreneurs Garner support from local wineries</td>
</tr>
<tr>
<td>20</td>
<td>BREAKFAST, BRUNCH AND LUNCH TIME FOOD</td>
<td>Destination Food and Beverage Experiences</td>
<td>2</td>
<td>1-5</td>
<td>Beechworth has a strong a high quality night time dining offer. The breakfast, brunch and lunch offer however is not as strong as other towns in the region. The attraction of new food operators to improve the breakfast and lunch offer will make Beechworth a more rounded food destination.</td>
<td>Promote the gaps in food tourism Identify facilities which could be repurposed and utilised</td>
</tr>
<tr>
<td>PROJECT NO.</td>
<td>PROJECT TITLE</td>
<td>THEME</td>
<td>PROJECT TIER</td>
<td>PRIORITY YEAR</td>
<td>DESCRIPTION</td>
<td>NEXT STEPS</td>
</tr>
<tr>
<td>------------</td>
<td>--------------</td>
<td>----------------------</td>
<td>--------------</td>
<td>---------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>21</td>
<td>BEECHWORTH RAILWAY STATION/RAILWAY PRECINCT MASTERPLAN (P2) ACTIVITY HUB – FAMILY HUB</td>
<td>Family Friendly</td>
<td>2</td>
<td>3-5</td>
<td>There are a number of buildings and landowners within the Beechworth Railway Station Precinct which could be repurposed for tourism uses. A masterplan will be required to provide direction for cycle, tourism and other community uses within the precint. The location is a logical starting point for bike journeys on the rail trail and also will provide a future commencement point for the Beechworth to Yackandandah Mountain Bike Trail. The precinct should support family friendly activities such as: • Skating area • Bike hub with pump track • Clip and climb • Bounce park • Integrate with the Lake Precinct • Café</td>
<td>• 2nd precinct masterplan • Seek funding for implementation of the masterplan and building improvements</td>
</tr>
<tr>
<td>22</td>
<td>RETAIL INVIGORATION</td>
<td>Destination Food and Beverage Experience</td>
<td>2</td>
<td>1-3</td>
<td>Improvement of retail offer including delivery of retail product that is appealing to growth markets, contemporary offerings connected to place and people.</td>
<td>• Work with retailers to identify market gaps in Beechworth retail sector. • Engage with a retail specialist to provide advice on the retail mix and positioning of retail in Beechworth.</td>
</tr>
<tr>
<td>23</td>
<td>AGRI TOURISM</td>
<td>Destination Food and Beverage Experiences</td>
<td>2</td>
<td>1-2</td>
<td>Agri-tourism as a necessary innovation for this product pillar. Leverage food co-op and small agri-producer initiatives. Participate in regional partnership programs such as: Murray Region Farm to Plate strategy and the Local Food Strategy in conjunction with Greater Hume, Albury Wodong and North East LGAs.</td>
<td>• Work with Tourism North East on delivery of a regional agri-tourism project that deals with improving supply chains.</td>
</tr>
</tbody>
</table>

**PRIVATE & COMMUNITY LED PROJECTS**

<table>
<thead>
<tr>
<th>CONCEPT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Wallaby Mine</td>
</tr>
<tr>
<td></td>
<td>Rocky Mountain Tunnel</td>
</tr>
<tr>
<td></td>
<td>Arts Prize</td>
</tr>
</tbody>
</table>
12. Rutherglen Area
12.1. Overview

Rutherglen Area is the home to one of Victoria’s premier wine regions and some of the oldest wineries in Australia. With Rutherglen marketed as a wine village, out of the four towns it potentially has the clearest brand positioning, with a focus on wine tourism. Rutherglen wine region is renowned for fortified wines and big reds such as Durif. The region has well developed wineries that have a strong brand presence and a number of popular wedding venues which drive a substantial number of visitors to the region on weekends.

The issue facing Rutherglen wine region is how it competes with the rapidly growing wine regions in Victoria, many of which are very close to Melbourne such as the Yarra Valley, Mornington Peninsula and Bellarine Peninsula. These wine regions have attracted significant investment and have a diversified product mix that includes chocolate, beer and destination food.

There is a need for Rutherglen Area to reinvent itself in the tourism space and present a contemporary brand. This may be achieved by investment in product complementary to wine and contemporary events.

The areas that should be explored for product development include:
- Nature based leveraging assets such as Lake Moodemere and the Murray River;
- New contemporary events that challenge and inspire new audiences to visit;
- Premium food offering;
- Complementary tourism product such as a distillery;
- Cycling development;
- Investment in Rutherglen township to strengthen it as a destination;
- On trend accommodation investment; and
- Destination branding project;
12.2. Vision 2023

Rutherglen will be regarded as the Muscat capital of the world with the wine provenance of the region recognised by all visitors. This will be supported by an undercurrent of innovative and creative experiences to motivate next generation audiences, including dynamic and contemporary events, that will attract new visitor markets to explore the region and strengthening of links to the region’s natural assets.

**KEY CHALLENGES**

- Rutherglen indicators such as organic online search, VIC numbers, and sub-sectors of accommodation with declining occupancy rates, when combined, indicate a destination that at best is ‘holding steady’ and at worst is losing ground in the increasingly competitive tourism and wine tourism landscape.
- Recent Winery Cellar Research indicated low levels of awareness in key markets, further indicating lack of effective destination marketing.
- Fragmentation of digital, management structure and brand.

**KEY OPPORTUNITIES**

- Digital cohesion, reduce online audience fragmentation and ranking/search cannibalism
- Structure Project Destination Management - implement an independent review to audit current management entities including the roles of WoR, DR, ISC, TNE, test and benchmark optimal DMP options and provide direction for a cohesive and effective DMP model
- Increase critical mass of motivating, on trend accommodation options and large capacity high end accommodation to service wedding and Lifestyle Leader group markets
- Undertake destination branding with key stakeholders (recognising wine branding around Muscal) and leverage creative, active industry operators to address the creative deficit and build brand.
- Investment and activation of key products and experiences that will motivate growth, high yield audience segments
12.2. Rutherglen area profile

11.3.1. Visitor Profile
The following provides a summary of the demographic profile of visitors for Rutherglen Area.

### Domestic daytrip visitors (71%)
- 53% of daytrip visitors were over 55, and only 8% were under 24;
- The majority of visitors originated from within Victoria (59%), with the remaining 41% from NSW;
- Half of all daytrip visitors were visiting for a holiday; and
- 53% of daytrip visitors to Rutherglen Area ate out/dined out at a restaurant and/or a café during their trip, and 49% of visited a winery.

### Domestic overnight visitors (29%)
- Just under half [48%] of all overnight visitors to Rutherglen Area are over 55;
- The majority (66%) are travelling from within Victoria, with a further 24% from NSW and 5% from the ACT;
- Over half (53%) are visiting for a holiday, with 27% VFR; and
- Three quarters of all overnight visitors to Rutherglen Area ate out/dined out at a restaurant and/or café whilst in the region; with 51% also visiting wineries.

### International visitors (<1%)
- Just under half [49%] of international visitors to Rutherglen Area were over 55;
- The highest proportion (25%) of visitors are from New Zealand, followed by 16% from the UK;
- Only 34% were visiting for a holiday, with 55% visiting friends and relatives; and 5% visiting for business; and
- Significantly 87% of international visitors who visited Rutherglen Area visited a winery during their trip to Australia.

---

**TOWNSHIP COMPARISON**

In comparing the key visitor characteristics of each township by visitor market, the following was of note for Rutherglen Area:

### Domestic daytrip visitors
- Rutherglen Area had the highest proportion of daytrip visitors aged over 55 (53%);
- Rutherglen Area and Yackandandah Area both attracted significant proportions of their daytrip visitors from NSW (42% and 41% respectively); in line with their proximity to the NSW border;
- 6% of visitors to Rutherglen Area were visiting a convention/conference/seminar/trade fair/exhibition, indicative of the wine industry strengths in the region
- Almost half (49%) of all visitors to Rutherglen Area visited a winery during their trip; and
- Almost a quarter of all visitors to Rutherglen Area (22%) participated in shopping for pleasure as an activity during their daytrip, compared to Beechworth Area (30%), and only 10% and 3% in Yackandandah Area and Chiltern Area respectively, indicative of available product servicing this activity in each township.

### Domestic overnight visitors
- Over half (51%) of all visitors to Rutherglen Area visited a winery, this was significantly higher than for the other townships, and
- Rutherglen Area also had the highest proportion of overnight visitors eating out/dining out at a restaurant and/or café during their trip (75%), significantly higher than the regional Victorian average (55%).

### International visitors
- Rutherglen Area attracted a higher proportion of New Zealand visitors than those from the UK (16%), which was unique in the region;
- VFR was a significant visitor segment for both Rutherglen Area (55%) and Yackandandah Area (58%), as compared to the regional level (28%) and for both other townships;
- Although visitor activities for international visitors encompasses all activities undertaken by visitors whilst on their trip to Australia, the following comparisons was significant:
  - A significantly higher proportion of international visitors to Rutherglen Area participated in visiting a winery (87%) during their trip to Australia than for the three other townships.
Part B. Strategic Plan

12.2.2. Product pillars and target markets

Wine is the key product pillar for Rutherglen Area, with all other pillars supported by the region’s strength as a wine region (Figure 20). Connecting events to other key product pillars such as cycling and nature is a key opportunity, as is building the food product pillar of the region to better support the strength of the wine product pillar.

TARGET MARKETS
Food and Wine Lifestylers, Enriched Wellbeing and Millennials will be key target markets for Rutherglen Area, attracted by the strong food and wine offer supported by unique storytelling and meet the maker opportunities, and contemporary accommodation experiences. International Experience Seekers will also be drawn to this region as a secondary destination to Beechworth Area.

STRATEGIC PARTNERSHIP
Rutherglen has adopted a strategic partnership with Corowa via Federation Shire, including product inclusion in printed and digital collateral. Leverage from Murray Regional Tourism initiatives also presents future opportunities.
## 12.3. Rutherglen Area projects

<table>
<thead>
<tr>
<th>PROJECT NO.</th>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>PROJECT TIER</th>
<th>PRIORITY YEAR</th>
<th>DESCRIPTION</th>
<th>NEXT STEPS</th>
</tr>
</thead>
</table>
| 24          | RUTHERGLEN WINE CYCLING LOOP                          | Leader in Cycle Tourism | 1            | 2-4           | There is a short section of rail trail which links Rutherglen to Wahgunyah. There are however very few wineries on this section of trail with the majority of wineries located further south. The establishment of a wine cycling loop which would utilise road easements that pass by Pfeiffers, Bullers, Lake Moodemere, Campbells and returns to Rutherglen. This will greatly strengthen the current rail trail which is linear and will open up a touring loop with some of the leading Rutherglen wineries included. Signage and road crossings should be incorporated. | • Undertake a feasibility study to identify route options and confirm the preferred loop  
• Develop a concept plan for the loop  
• Implement the concept plan |
| 25          | RAIL TRAIL ENHANCEMENTS                                | Leader in Cycle Tourism | 1            | 2-3           | Enhancements of the Rutherglen to Wahgunyah section of the Murray to Mountains Rail Trail should be considered. This project is part of the priority rail trail investment proposed for North East Victoria. The enhancement project includes activations and art installations along the rail trail including the painting of silos in town. | • Secure funding  
• Detailed design of enhancements  
• Implementation |
| 26          | ROLLING PROGRAM OF SIGNATURE EVENTS                   | Activating through Signature Events | 1            | 1-5           | The development of a rolling events program for Rutherglen Area is needed to strengthen the brand and attract visitors to the region during off peak periods. This should include at least three new signature events that leverage from the region’s strengths. These should be unexpected, contemporary, and provocative events which address the creative deficit and drive brand awareness. | • Develop an events and procurement policy for Indigo Shire  
• Promote event opportunities |
| 27          | LARGE INTEGRATED ACCOMMODATION ESTABLISHMENT          | Contemporary Accommodation Investment | 1            | 3-5           | There is a lack of large, quality accommodation in the Rutherglen Area to support overnight visitation. There are many weddings held in the region on weekends and potential to also attract touring markets travelling through the region. A large integrated resort (such as RACV Inverloch) would provide a high capacity venue for visitors to stay at whilst in the region. An integrated resort would attract touring visitors with RV sites, camping sites and self contained accommodation for groups. A location in proximity to Wahgunyah would be suitable, leveraging the Murray River experience and also the wine product of Rutherglen. | • Identify suitable sites  
• Develop a business case for the proposal  
• Promote the concept to investors |
# Part B. Strategic Plan

## Promote and Develop Muscat Wine Capital of the World and Undertake Destination Brand Project

<table>
<thead>
<tr>
<th>PROJECT NO.</th>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>PROJECT TIER</th>
<th>PRIORITY YEAR</th>
<th>DESCRIPTION</th>
<th>NEXT STEPS</th>
</tr>
</thead>
</table>
| 28          | PROMOTE AND DEVELOP MUSCAT WINE CAPITAL OF THE WORLD* WINE BRAND AND UNDERTAKE DESTINATION BRAND PROJECT. | Brand and Positioning | 1 | 1-5 | Muscat is unique to Rutherglen and considered one of the finest fortified wines in Australia. Similar to the Prosecco Road branding of the King Valley, Rutherglen should promote its ownership of the Muscat brand. *This should be achieved with recognition of Wine Victoria supported Muscat/Rutherglen initiatives, but should consider:  
• Muscat event  
• Food matching  
• Mixology vs Purists wine bar dedicated to the Muscat experience  
• 7 generations of Muscat story  
• Marketing and promotion, digital content  
• Rutherglen requires a cohesive Destination Brand and a brand development project is required to identify what we stand for, and who we are targeting to inform all product, event and experience development and marketing. | • Establish a communication protocol to ensure wine brand project work carried out by Winemakers of Rutherglen is supported by Tourism North East and Indigo Shire Council and feeds into Destination Branding work.  
• Establishment of a strategic plan to promote the awareness and branding of Muscat  
• Implementation plan  
• Establish a Destination Brand development steering committee to oversee the brand development work, including Winemakers of Rutherglen, Destination Rutherglen, Tourism North East and Indigo Shire Council. |

## See Project 13 Short Walks with a Story

<table>
<thead>
<tr>
<th>PROJECT NO.</th>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>PROJECT TIER</th>
<th>PRIORITY YEAR</th>
<th>DESCRIPTION</th>
<th>NEXT STEPS</th>
</tr>
</thead>
</table>
| 29          | MURRAY RIVER ADVENTURE TRAIL | Nature Based Tourism | 2 | 1-3 | There is opportunity to establish a trail connection that links Wahgunyah with Corowa, Howlong and eventually to Albury Wodonga as part of the broader Murray River Adventure Trial Project. This trail concept would support wineries located to the north east of the Rutherglen Wine Region, near Howlong and around Wahgunyah, linking with those in the south west. A concept plan, feasibility study and business case for the trail concept has already been prepared by Murray Regional Tourism. | • Confirm trail location  
• Complete design  
• Implement trail |

## Rutherglen Revitalisation Project

<table>
<thead>
<tr>
<th>PROJECT NO.</th>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>PROJECT TIER</th>
<th>PRIORITY YEAR</th>
<th>DESCRIPTION</th>
<th>NEXT STEPS</th>
</tr>
</thead>
</table>
| 30          | RUTHERGLEN REVITALISATION PROJECT | High Amenity Destinations | 2 | 3-5 | Rutherglen township is at the heart of the Rutherglen wine region and has potential to improve its credentials as a tourism hub. The town centre has poor amenity when compared with Beechworth and Yackandandah townships. Wahgunyah requires investment in visitor amenity related to linkages to key tourism experiences; Murray River (and Adventure Trail), Lake Moodemere, walking and cycling trails and the Murray to Mountains Rail Trail. | • Progress Rutherglen Revitalisation project implementation.  
• Linkage/Connectivity Plan for Wahgunyah in the context of trail developments and integrated activation of waterways. |

## Private & Community Led Projects

<table>
<thead>
<tr>
<th>PROJECT NO.</th>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>PROJECT TIER</th>
<th>PRIORITY YEAR</th>
<th>DESCRIPTION</th>
<th>NEXT STEPS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CONCEPT</td>
<td></td>
<td></td>
<td></td>
<td>Rutherglen Wine Bottle</td>
<td></td>
</tr>
</tbody>
</table>
13. Yackandandah Area
Yackandandah is promoted as one of Australia’s prettiest villages and it has an unique and heritage setting that has attracted artists, craft businesses and food and beverage businesses to create a vibrant streetscape. Yackandandah is growing both in population and as a destination. The development of mountain biking has provided the village with another motivator for visitation and the proposed rail trail linking Beechworth will strengthen the villages’ appeal.

There is a strong sense of community within Yackandandah with underlying community values centred on environment, sustainability and creativity. This underlying spirit is an unique asset for the town and should be harnessed as part of the tourism strategy for the town.

Key areas of focus for investment and development of tourism in Yackandandah Area include:

- Cycle tourism – investment in rail trails and mountain biking will continue to strengthen the appeal of Yackandandah Area;
- Arts and creative tourism – establishing Yackandandah as a town that hosts creative pursuits;
- Local quality food – An underlying value of Yackandandah is that food should be sourced locally where possible, this reduces food kilometres and matches with the sustainability platform for Yackandandah. It also ensures food is at its freshest and best. The delivery of this food experience message of ‘authentic, local and sustainable food production’ will motivate emerging growth audience segments with aligned sensibilities.
13.2. Vision 2023

Yackandandah will continue to strengthen its core values as a sustainable village and grow in its stature as a key cycle node of Victoria’s north east. Investment in cycle tourism, arts, food and boutique accommodation will support growth in visitation and enhance the liveability of Yackandandah Area with stronger connections between the area’s towns and Lake Hume.

**KEY CHALLENGES**
- Managing growth in line with core values
- Providing accommodation to support overnight visitation

**KEY OPPORTUNITIES**
- Product development and experiences that align with community values including:
  - Cycling
  - Arts and creative tourism
  - Local food
Part B. Strategic Plan

13.3. Yackandandah Area profile

11.3.1. Visitor Profile

The following provides a summary of the demographic profile of visitors for Yackandandah Area.

Domestic daytrip visitors (85%)
- 37% of daytrip visitors are over 55, and 20% between 45 and 55;
- Over half (58%) of daytrip visitors to Yackandandah Area are travelling from within Victoria, and 42% are from NSW;
- Only 21% of daytrip visitors to Yackandandah Area are visiting for a holiday, with 34% VFR; and
- Bushwalking (12%), visiting gardens (10%), and attend an organised sporting event (10%) are popular activities for daytrip visitors to Yackandandah Area, however only 31% ate or dined out at a restaurant or café, and 17% participated in none of the activities listed.

Domestic overnight visitors (15%)
- Over half (53%) of all overnight visitors are over 55;
- Whilst the majority of overnight visitors are from Victoria (60%), almost a third (31%) are from NSW, and a further 4% are from the ACT;
- Less than half (43%) of all overnight visitors are holiday visitors, with 30% visiting relatives and a further 11% visiting friends; and
- Just over half (55%) ate out/dined out at a restaurant and/or café in the region during their stay with 21% going shopping, and 22% going to pubs, clubs, or discos. Significantly, 14% of visitors went on a daytrip to another place whilst staying in Yackandandah Area.

International visitors (<1%)
- Just under half (47%) of all international visitors to Yackandandah Area were over 55, with 20% aged 25-34;
- The highest proportion of international visitors came from the UK (27%), followed by Scandinavia (19%) and France (12%);
- Only 35% were holiday visitors, with 58% visiting friends and relatives; and
- 96% of international visitors who visited Yackandandah Area ate out/dined out at a restaurant and/or café during their trip to Australia, whilst a comparatively high proportion also went to pubs, clubs or discos (71%), or went bushwalking (71%) during their trip.

TOWNSHIP COMPARISON

In comparing the key visitor characteristics of each township by visitor market, the following was of note for Yackandandah Area:

Domestic daytrip visitors
- Yackandandah Area and Rutherglen Area both attracted significant proportions of their daytrip visitors from NSW (42% and 41% respectively); in line with their proximity to the NSW border;
- Only 21% of visitors to Yackandandah Area were visiting for the purpose of a holiday, significantly lower than the regional Victorian average (37%);
- Yackandandah Area attracted 18% of its daytrip visitors for business, higher than the regional Victorian average of 8%;
- Only 31% of daytrip visitors to Yackandandah Area participate in eating/dining out at a restaurant and/or café, indicative of the historical lack of motivating food and beverage product in the township, whilst 66% of visitors participated in this activity in Beechworth Area;
- Only 10% of visitors in Yackandandah Area participated in shopping for pleasure as an activity during their daytrip

Domestic overnight visitors
- Yackandandah Area attracted the highest proportion of visitors aged over 55 (53%); and
- 14% of visitors to Yackandandah Area went on a daytrip to another place as an activity whilst on their trip which may be indicative of a lack of product in the township;

International visitors
- The proportion of New Zealand visitors to Yackandandah Area was significantly lower (7%) than all other townships; and
- VFR was a significant visitor segment for Yackandandah Area (58%), compared to all other townships and the regional average (28%).
13.3.2. Product pillars and target markets

Yackandandah Area has a broad range of product pillars, centred around the core sustainability ethos of the township (Figure 21). The burgeoning food culture is currently disconnected from all other pillars excluding sustainability, and this presents a great opportunity for the township.

**TARGET MARKETS**

Inspired by Nature, Millennials and to a lesser extent Enriched Wellbeing, will be key target markets for Yackandandah Area with development of the local, sustainable food story and strong cycling culture and product offer.
### 12.3. Yackandandah Area projects

<table>
<thead>
<tr>
<th>PROJECT NO.</th>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>PROJECT TIER</th>
<th>PRIORITY YEAR</th>
<th>DESCRIPTION</th>
<th>NEXT STEPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEE PROJECT 3</td>
<td>BEECHWORTH TO YACKANDANDAH RAIL TRAIL</td>
<td>Leader in Cycle Tourism</td>
<td>1</td>
<td>1-2</td>
<td>The Beechworth to Yackandandah extension of the Murray to Mountains Rail Trail is well underway with the project having attracted grant funding. Detailed design and implementation will occur over the coming two years.</td>
<td>• Finalisation of detailed design • Construction</td>
</tr>
<tr>
<td>SEE PROJECT 4</td>
<td>ENHANCEMENT TO RAIL TRAILS</td>
<td>Leader in Cycle Tourism</td>
<td>1</td>
<td>1-2</td>
<td>Enhancements to existing rail trails is also proposed for Upper Everton to Beechworth section and Beechworth to Yackandandah extension once completed. This will include a number of activations along the trial to create a more interesting experience which will engage visitors.</td>
<td>• Detailed design of rail trail enhancements • Implementation</td>
</tr>
<tr>
<td>SEE PROJECT 5</td>
<td>BEECHWORTH TO YACKANDANDAH MOUNTAIN BIKE TRAIL</td>
<td>Leader in Cycle Tourism</td>
<td>1</td>
<td>2-5</td>
<td>A feasibility study for the Beechworth to Yackandandah Mountain Bike Trail has been completed. This project will provide an outstanding new mountain bike EPIC type trail between the townships. Market assessment work shows that the trail will provide a strong motivation for visit and compliment the Yack Tracks and Beechworth Mountain Bike Parks. Activation of heritage assets will also be considered as part of the trail.</td>
<td>• Undertake a location and planning study for the bike hub and trail network • Study to be undertaken as part of, or in tandem with, a broader Placemaking piece for the township.</td>
</tr>
<tr>
<td>31</td>
<td>BIKE HUB AND TOWNSHIP TRAIL NETWORK</td>
<td>Leader in Cycle Tourism</td>
<td>2</td>
<td>2-5</td>
<td>Yackandandah will strengthen as a cycling town with the delivery of the rail trail extension and proposed mountain bike trail. These trails will create demand for the establishment of a bike hub which will become the logical location for visitors to commence their cycling journey including car parking, information, bike hire, shuttle bus pick up/drop off and bike maintenance/sales. The location of the bike hub needs to be confirmed, however should be close to the town centre to encourage retail expenditure. Similarly, a trail network needs to be established which provides safe off road network for use by a range of cyclists including families.</td>
<td>• Undertake a location and planning study for the bike hub and trail network • Study to be undertaken as part of, or in tandem with, a broader Placemaking piece for the township.</td>
</tr>
<tr>
<td>32</td>
<td>ROLLING PROGRAM OF EVENTS</td>
<td>Activating through Signature Events</td>
<td>2</td>
<td>1-5</td>
<td>The development of a rolling events program for Yackandandah Area is needed to strengthen the brand and attract visitors to the region during off peak periods. This should include an ongoing program of small niche events that attract visitors from outside of the region: • Music events • Sustainability events • Art events • Local food events</td>
<td>• Develop an events and procurement policy for Indigo Shire • Promote event opportunities</td>
</tr>
<tr>
<td>PROJECT NO.</td>
<td>PROJECT TITLE</td>
<td>THEME</td>
<td>PROJECT TIER</td>
<td>PRIORITY YEAR</td>
<td>DESCRIPTION</td>
<td>NEXT STEPS</td>
</tr>
<tr>
<td>------------</td>
<td>---------------</td>
<td>-------</td>
<td>--------------</td>
<td>---------------</td>
<td>-------------</td>
<td>------------</td>
</tr>
<tr>
<td>SEE PROJECT 13</td>
<td>SHORT WALKS WITH A STORY</td>
<td></td>
<td></td>
<td></td>
<td>In order to grow overnight accommodation in Yackandandah Area there is a need to consider the encouragement of the boutique/eco accommodation offer in and around town. Various models of self contained quality accommodation would fit the market need well. In order to encourage investment in boutique/eco accommodation, the establishment of a ‘Daylesford Getaways’ business model (or Bright Escapes), should be explored which provides a range of services to owners of self-contained accommodation including marketing, welcome desk, linen services and property maintenance. It may be possible for an operator to service both Beechworth Area and Yackandandah Area.</td>
<td>• Review supply and demand and assess the private sector opportunity with consideration of the dominance of the Online Travel Agents. • Assess linkages with destination websites to avoid audience fragmentation. • Promote the opportunity to the private sector</td>
</tr>
<tr>
<td>33</td>
<td>BOUTIQUE SELF CONTAINED ACCOMMODATION PROJECT</td>
<td>Contemporary Accommodation</td>
<td>1</td>
<td>2-5</td>
<td>Whilst there are some excellent daytime options for dining in Yackandandah there are limitations to the dining in town. Early in the week there are limited food options and there is also limited quality night time dining. The attraction of an additional destination food operator to complement the existing food offer will assist in creating a sustainable food industry in town, particularly if the offer is of a quality that attracts visitors to the town.</td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>YACKANDANDAH DESTINATION DINING</td>
<td>Destination Food and Beverage Experiences</td>
<td>2</td>
<td>2-5</td>
<td>Yackandandah has many heritage buildings that could be revitalised to accommodate a destination beverage experience such as a distillery. This would be complement the food offer in town and provide a strong drawcard to Yackandandah. An example of a popular distillery that has become a destination in a rural location is the Wild Brumby Distillery near Jindabyne in NSW.</td>
<td>• Prepare a business case for the concept; • Review opportunities with existing brewers and distillers in the area. • Identify potential sites • Promote the opportunity</td>
</tr>
<tr>
<td>35</td>
<td>YACKANDANDAH DISTILLERY</td>
<td>Destination Food and Beverage Experiences</td>
<td>2</td>
<td>3-5</td>
<td>Yackandandah is a small village that has strengthened as a tourist destination. As such the township faces planning issues relating to lack of parking, congestion in the main street, increasing demand for property and the need to strengthen linkages for proposed trail networks. A township placemaking project is required to develop a future framework for the town which will support sustainable tourism growth in the township. This will also identify areas where amenity can be improved to support visitors and the local community.</td>
<td>• Consider Placemaking project scope and Masterplan requirement. • Prepare a brief for a qualified planning, design and economic firm to respond to • Tender the placemaking project • Identify priority projects for implementation</td>
</tr>
<tr>
<td>36</td>
<td>YACKANDANDAH PLACEMAKING PROJECT</td>
<td>Creating a High Amenity Destination</td>
<td>1</td>
<td>1-3</td>
<td>Yackandandah is a small village that has strengthened as a tourist destination. As such the township faces planning issues relating to lack of parking, congestion in the main street, increasing demand for property and the need to strengthen linkages for proposed trail networks. A township placemaking project is required to develop a future framework for the town which will support sustainable tourism growth in the township. This will also identify areas where amenity can be improved to support visitors and the local community.</td>
<td></td>
</tr>
</tbody>
</table>
## Part B. Strategic Plan

<table>
<thead>
<tr>
<th>PROJECT NO.</th>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>PROJECT TIER</th>
<th>PRIORITY YEAR</th>
<th>DESCRIPTION</th>
<th>NEXT STEPS</th>
</tr>
</thead>
</table>
| 37          | YACK STATION ART CENTRE PHASE 2 | Creating a High Amenity Destination | 2            | 3-5           | Phase 2 of the Yack Station Art Centre is required to deliver gallery space and retail space. This will strengthen Yackandandah as an arts town and provide additional things for visitors to engage in when visiting. | • Prepare plans for Phase 2  
• Seek funding opportunities/partners |
| 38          | YACKANDANDAH ART INSTALLATION PROJECT | Creating a High Amenity Destination | 2            | 2-4           | Building on Yackandandah’s growing reputation as a destination for artists and art enthusiasts, Council should investigate the development of a program of contemporary art installations which build on sustainability themes for the township. These could form a sculpture trail throughout the township and contribute to the township’s amenity. | • Establish a working group of local artists, community and council  
• Identify funding requirements and seek grant opportunities  
• Implement art installations |

### PRIVATE & COMMUNITY LED PROJECTS

**CONCEPT**

Agri-tourism and sustainable local food production activation
14. Chiltern Area
14.1. Overview

Chiltern, located just off the Hume Freeway is well located to capture visitors travelling between Melbourne and Sydney or further afield. The township has a strong goldrush heritage with a number of National Trust buildings in town.

Chiltern is surrounded by Chiltern Mount Pilot National Park which provides a nature based backdrop to the heritage township.

The greatest immediate opportunity for tourism development in Chiltern Area is to create product that motivates visitors to leave the Hume Highway for a short stay. This includes destination dining and family experiences. In addition Chiltern leverages Rutherglen and Beechworth visitation.

Key areas of focus for investment and development of tourism in Chiltern Area include:

- Family friendly attractions to capture travelling families;
- Further activation of walking and cycling engagement with the National Park;
- Retail vibrancy, with investment in National Trust assets;
- Cultural Heritage micro events and exhibitions;
- Arts and artisan events;
- Connection and logical navigation between town, lake, park and railway/town entrance; and
- Additional food/wine/brewing/distilling product.
14.2. Vision 2023

Chiltern will be a must-stop destination for touring couples and families travelling the Hume Freeway. Its heritage streetscape will be enhanced, and the lake precinct will become an active and vibrant visitor node, connected to the town centre. The Chiltern Mount Pilot National Park will be invigorated as a nature based destination, with improvements to walking and cycling itineraries.
14.3. Chiltern Area profile

14.3.1. Visitor Profile

The following provides a summary of the demographic profile of visitors for Chiltern Area.

**Domestic daytrip visitors (76%)**
- Daytrip visitors are predominantly older, with 47% aged between 45-54 and 40% aged over 55;
- 72% of Chiltern Area daytrip visitors originated from within Victoria, with the remaining 28% from NSW;
- Just under half of all daytrip visitors are visiting for a holiday (46%), with 24% visiting friends and 23% participating in sport; and
- Just over half (55%) of all daytrip visitors ate out/dined at a restaurant and/or café, with other popular daytrip visitor activities whilst in Chiltern Area included bushwalking (19%), picnics/BBQs (18%) and playing other sports.
- 38% of visitors visited friends and relatives during their trip;

**Domestic overnight visitors (24%)**
- Whilst 41% of overnight visitors to Chiltern Area are over 55, significantly 20% are under 24;
- Just over half (51%) of all overnight visitors are from within Victoria, with a further 30% from NSW and 8% from the ACT;
- Only 35% of overnight visitors to Chiltern Area are holiday visitors, with 38% visiting relatives and a further 14% visiting friends. Significantly 7% identified that they were in transit only; and
- Less than half (42%) of all overnight visitors to Chiltern Area ate out/dined at a restaurant and/or café whilst in the area.

**International visitors (<1%)**
- 63% of international visitors to Chiltern Area are over 55;
- The largest proportion of visitors originated from the UK (34%), followed by New Zealand (30%), with a further 18% from Thailand; and
- Just over half (51%) of all international visitors to Chiltern Area are visiting for a holiday.

**TOWNSHIP COMPARISON**
In comparing the key visitor characteristics of each township by visitor market, the following was of note for Chiltern Area:

**Domestic daytrip visitors**
- Chiltern Area had the oldest visitor profile overall, with 47% of visitors aged 45-54, 40% aged over 55 and too few to measure aged between 25-34;
- Chiltern Area attracted 23% of visitors to participate in sports, with the regional Victorian average only 4%;
- Passive recreation was a popular activity in Chiltern Area with 19% of visitors bushwalking, 19% having a picnic or BBQ, and 23% playing other sports, supported by the quality of natural landscape in the area; and
- Only 3% of visitors to Chiltern Area participated in shopping for pleasure as an activity, indicative of a lack of available product servicing this activity.

**Domestic overnight visitors**
- Only 42% of visitors to Chiltern Area participated in eating out/dining out at a restaurant and/or café during their trip this activity, indicative of a historical lack of product in this township;
- Chiltern Area has a comparatively high proportion of overnight visitors aged under 25 (20%);
- Chiltern Area has a low proportion (35%) of overnight holiday visitors, compared to the three other townships (which range from 43% to 53%), and the regional Victorian average (48%);
- Chiltern Area had the highest proportion of overnight visitors from the ACT (8%) and Queensland (5%), although this is based on a lower number of total visitors to the Chiltern region;
- No visitors to Chiltern Area recorded participating in cycling as an activity during their trip, and
- Chiltern Area had the highest proportion of overnight visitors participating in bushwalking during their trip (15%).

**International visitors**
- Chiltern Area had the highest proportion of international visitors (63%) aged over 55 in the region;
- Chiltern Area had a significantly different international visitor origin profile than the other three townships, with a higher proportion of visitors from both the UK (34%) and New Zealand (30%), and 18% of visitors from Thailand;
- Although visitor activities for international visitors encompasses all activities undertaken by visitors whilst on their trip to Australia, the following comparison between Chiltern Area and the other three township and surrounds areas is significant:
- A lower proportion of international visitors to Chiltern participated in eating out/dining out at a restaurant and/or café (82%); sightseeing/looking around (25%), going shopping for pleasure (50%) visiting national parks/state parks (44%), visiting museums or art galleries (18%), or going to markets (25%) or going to wineries (35%) during their trip to Australia compared to those who visited the other three townships.
14.3.2. Product pillars and target markets

The current primary product strengths in Chiltern Area are relatively limited, with nature-based and heritage the current key product pillars for the sub-region (Figure 22). Food is an emerging strength but is currently a relatively small pillar.

**TARGET MARKETS**

Inspired by Nature will be the key Lifestyle Leader market for Chiltern Area, drawn to the regions diverse natural experiences and assets. Families will also form a key growth market for Chiltern in line with development of motivational product and experiences to service this market.

Figure 22 Chiltern Area profiles
## 14.4. Chiltern Area projects

<table>
<thead>
<tr>
<th>PROJECT NO.</th>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>PROJECT TIER</th>
<th>PRIORITY YEAR</th>
<th>DESCRIPTION</th>
<th>NEXT STEPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>39</td>
<td>DESTINATION PLAYGROUND</td>
<td>Creating a High Amenity Tourist Destination</td>
<td>1</td>
<td></td>
<td>Investigate a destination playground to be established in Chiltern.</td>
<td>Development in tandem with the Lake Precinct Masterplan.</td>
</tr>
<tr>
<td>40</td>
<td>LAKE HOUSE RESTAURANT</td>
<td>Destination Food and Beverage Experiences</td>
<td>1</td>
<td>3-5</td>
<td>There is an opportunity to work with the National Trust to grow visitation and engagement with The Lake House by evolving the ‘house museum’ format to become a food destination, whilst still celebrating the life and works of HHR (creation of a ‘Literary Restaurant’). Reference could also be made to the Wine Art movement for wineries with art.</td>
<td>Undertake discussions with National Trust • Develop a prospectus for a destination dining establishment • Promote the opportunity</td>
</tr>
<tr>
<td>41</td>
<td>LAKE PRECINCT TOURISM MASTERPLAN</td>
<td>Creating a High Amenity Tourist Destination</td>
<td>1</td>
<td>2-5</td>
<td>There is opportunity for Chiltern to strengthen as a stopover destination. Considerations for the Lake Precinct include: • Activating the Goods Shed • Potential food and beverage opportunities for heritage buildings in the precinct • Establishment of a major destination playground • Activating the lake with water-based activities for families such as stepping stones, paddle boats and/or canoe hire. • Visitor information and linkages with the town centre</td>
<td>Scope the Destination Playground concept with business case and design options. Integrate the following: • Town Connectivity project • Lake Precinct masterplan and lake activation • Chiltern Goods Shed strategic plan and National Park engagement • Destination Playground concept development</td>
</tr>
<tr>
<td>42</td>
<td>CHILTERN GOODS SHED GANG CAMP LAND</td>
<td>Creating a High Amenity Tourist Destination</td>
<td>1</td>
<td></td>
<td>Consider the future use of the Shed Gang Camp Land in Chiltern.</td>
<td>Development in tandem with the Lake Precinct Masterplan</td>
</tr>
<tr>
<td>43</td>
<td>NATIONAL TRUST RETAIL EXPERIENCE (DOW’S PHARMACY)</td>
<td>Maximising Heritage Assets</td>
<td>1</td>
<td>3-5</td>
<td>Dow’s Pharmacy is a National Trust owned building in Chiltern. There is opportunity to activate the pharmacy so that retail operation is significantly lifted to become a destination ‘must visit’ retail experience for visitors.</td>
<td>Enter discussions with National Trust regarding the opportunity for retail adjacent to Dow’s pharmacy • Scope and detail National Trust retail benchmarks in Australia, applicable to developing a retail offering in Chiltern that would be a retail destination</td>
</tr>
<tr>
<td>PROJECT NO.</td>
<td>PROJECT TITLE</td>
<td>THEME</td>
<td>PROJECT TIER</td>
<td>PRIORITY YEAR</td>
<td>DESCRIPTION</td>
<td>NEXT STEPS</td>
</tr>
<tr>
<td>------------</td>
<td>---------------</td>
<td>-------</td>
<td>--------------</td>
<td>---------------</td>
<td>-------------</td>
<td>-------------</td>
</tr>
<tr>
<td>SEE PROJECT 13</td>
<td>SHORT WALKS WITH A STORY</td>
<td>Nature Based Tourism</td>
<td>2</td>
<td>1-4</td>
<td>Explore short walk opportunities in and around Chiltern including heritage walks and formalisation of Old Hume Highway 31 activation</td>
<td>• Undertake an audit of short walks around Chiltern • Identify infrastructure improvements and short walk opportunities • Develop improved information and marketing material • Leverage from regional campaigns of scale under Walk High Country brand</td>
</tr>
<tr>
<td>44</td>
<td>NETWORK OF CYCLING TRAILS IN CHILTERN NATIONAL PARK</td>
<td>Leader in Cycle Tourism</td>
<td>2</td>
<td>3-5</td>
<td>Establish a network of cycling trails in Chiltern National Park that are promoted for use by families and beginner mountain bikers. Work with Parks Victoria to install mountain bike training interventions to support mountain bike development in the National Park.</td>
<td>• Undertake discussions with Parks Victoria to establish interest in the concept • Develop a plan for the easy mountain bike network • Develop information and maps to support visitation</td>
</tr>
<tr>
<td>45</td>
<td>BOUTIQUE SELF CONTAINED ACCOMMODATION</td>
<td>Contemporary Accommodation Investment</td>
<td>2</td>
<td>3-5</td>
<td>There are many heritage buildings in Chiltern Area that could be enhanced to provide unique self-contained accommodation or a boutique hotel. The delivery of contemporary accommodation in Chiltern may attract more visitors to choose Chiltern as an easy stop over destination.</td>
<td>• Develop an investment prospectus to encourage visitor accommodation investment</td>
</tr>
<tr>
<td>46</td>
<td>ROLLING PROGRAM OF EVENTS</td>
<td>Activating through Signature Events</td>
<td>2</td>
<td>2-5</td>
<td>The development of a rolling events program for Chiltern Area is needed to strengthen the brand and attract visitors to the region during off peak periods. This should include an ongoing program of small niche events that attract visitors from outside of the region: • Local food events • Heritage events • Nature and conservation events • Arts and artisan events</td>
<td>• Develop an events and procurement policy for Indigo Shire • Promote event opportunities</td>
</tr>
</tbody>
</table>

PRIVATE & COMMUNITY LED PROJECTS

<table>
<thead>
<tr>
<th>CONCEPT</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Old Hume Highway 31 activation</td>
<td></td>
</tr>
<tr>
<td>Arts and Artisan Festival</td>
<td></td>
</tr>
<tr>
<td>Equine Tourism - Racecourse Development</td>
<td></td>
</tr>
<tr>
<td>Nature-based tourism, bird watching and conservation</td>
<td></td>
</tr>
<tr>
<td>Mount Lady Franklin short walk</td>
<td></td>
</tr>
<tr>
<td>Chiltern Water Tower viewing platform</td>
<td></td>
</tr>
</tbody>
</table>
Part B.

Strategic Plan

INDIGO DESTINATION GAME CHANGER 2023
INDIGO SHIRE COUNCIL TOURISM STRATEGY 2018
15. Indigo Shire tourism delivery and operations

15.1. Introduction
This section steps out initiatives for delivery and focus for tourism services in Indigo Shire. This includes consideration of:
• Resource allocation;
• Digital service delivery;
• Physical visitor information service delivery;
• Destination marketing and branding;
• Product development and investment; and
• Industry development.

15.2. Resources
The tourism unit at Indigo Shire currently has three key areas of staff resources, these include:
• Visitor Information Services – responsible for delivery of visitor information services including Visitor Information Centres;
• Cultural Heritage Team – responsible for the management and delivery of Burke Museum, Historic Precinct and other cultural heritage initiatives;
• Tourism Development responsible for marketing, product development, events and industry development.

The staff resources for tourism development are the lowest of the three areas of service delivery with only one full time and one part time officer dedicated to this area as well as management time.

In terms of potential impact on growing the visitor economy the tourism development team if resourced well can have a substantial positive effect. Through well-resourced marketing, including digital marketing and social media, facilitation of product development and events Indigo could greatly influence the growth of the visitor economy.

The resources dedicated to this area need to be expanded, Council’s current investment in tourism is in line with other comparative LGAs. Options are therefore to increase investment or reduce the net cost to Council of Visitor Information Services and the Historic Precinct Team, so a greater allocation to tourism development functions is possible.

Leveraging regional partnerships and investment via Tourism North East and LGA partners will strengthen Indigo’s ability to grow the visitor economy.

The Cultural Heritage functions provides an unique opportunity for Indigo to strengthen its delivery of heritage product and create stronger synergies between the delivery of cultural heritage experiences and visitor information services in Beechworth.

In addition the built assets of the Historic Precinct present an opportunity to develop a central Tourism Hub, delivering:
• Information services to visitors;
• Cultural heritage product and experiences to visitors and community; and
• Industry and product development services to industry

This concept should be scoped and a business case developed with a multi-faceted approach to growing the visitor economy and strengthening industry partnerships.

15.3. Digital Excellence
It is critical that Indigo Shire attains a level of digital excellence, including consideration of the following:
• Connectivity - for industry, community and visitors [future servicing, infrastructure, capacity building]
• Engagement:
  — Tourism business and event ATDW listings – potential for over 400 entries;
  — Industry engagement and support; and
  — Showcase breadth and depth of events, experiences, products online.
• Content:
  — Tourism North East content management and optimisation of search, ranking and engagement;
  — Destination website and social media;
  — Delivery of rich, motivating seasonal content, stories, images and video;
  — Destination based content across four Areas;
• Emerging and contemporary digital interpretation of tourism product and experiences - AR, VR, AI, projection mapping [e.g. White Nights] and the traveling experience [way to and way home] as well as intra-regional exploration;
• Data mining - Including Credit Cards, Mobile and Utilities to better measure performance, trends. Also establish principles for operation [i.e. use international protocols re: privacy and ethical use];
• Smart villages:
  — Applying principles and ideas as utilised in the Indigo Shire Economic Development Strategy; and
  — Make it personal: consider how individuals use connectivity and services in home, business, and while visiting.
• Technology, research and development:
  — Utilise emerging technology for cutting edge interpretation – AR, VR, AI, projection mapping, travelling experiences/driving/road trip to/from and dispersal;
  — Development of interactive touring and experiences;
  — Integrate cultural heritage and natural environment;
  — Research, future trends, forecasting;
  — Monitor, benchmark, case studies and keep an eye on the digital leaders.
Part B. Strategic Plan

The delivery of digital information and marketing in Indigo Shire is under serviced when benchmarked against leading tourism Councils.

More than 75% of visitors access their visitor information pre and during trip through digital sources (websites and social media) and social media is growing as a key method of growing awareness and motivated visitation to regions to target markets.

Indigo Shire is a partner of Tourism North East, the Regional Tourism Board for the High Country. It is a well-resourced tourism board with specialist officers dedicated to digital marketing methods.

Rather than replicating the specialised professionals within the region, there is potential for Indigo Shire to contract digital marketing through the Regional Tourism Board.

Content development would still need to occur at the Indigo Shire level, however dedicated social media and online marketing would be best placed through Tourism North East which already has a strong structure and experience in place.

15.4. Physical visitor information centres

Physical Visitor Information Services remain a contentious topic across the tourism industry with many destinations grappling with the best approach to service visitors in region with the rapid rise of digital media and declining visitor numbers through Visitor Information Centres.

There are improvements that should be considered with the delivery of visitor information services in Indigo Shire. In particular there are co-location opportunities that should be explored in the Shire that will allow a physical VIC to be maintained across townships without the same level of resources needed to meet accreditation criteria. Although there are minimal savings to be immediately generated, the co-location of VICS with other attractions will allow for a ‘revenue generation’ model through developing Destination VICS. This can make both the VICS and cultural heritage assets more commercial through increasing their ability to generate visitation and revenue, in turn releasing budget allocation for higher priority event support and tourism development.

The State Visitor Servicing Strategy is under development and due for completion at the end of June 2018. Indigo will need to reference the State strategy and monitor recommended pilot project outcomes. This information, along with Indigo VIC performance measurement, will inform potential recalibration of Indigo’s visitor servicing direction, investment and initiatives.

Contemporary approaches to visitor information centre delivery includes consideration of the following:

- Movement away from stand-alone VICS to co-located VICS which will reduce operational costs but also leverage from other attractions and community facilities for example co-location with museums, libraries, service centres or art galleries are now common;
- Movement away from ‘gateway’ VICS to centrally located VICS to leverage from incidental visitation and also promote visitor yield in town centres; and
- Consolidation and reducing the number of physical VICS, however providing a flexible approach to delivery including temporary kiosks and VIC vans (such as the St Kilda Kombi).

Future delivery of physical VICS should consider:

- Co-location of Beechworth VIC with the Historic Precinct. Develop ‘Destination Model’ VIC, with cultural heritage experience as driver of increased walk in visitors and increased commercial operations. This would need to be delivered through a new master planned heritage precinct;
- Develop the Rutherglen Wine Experience ‘Destination Model’ operation including wine experience, bike hub and merchandise retail experience.
- Co-location of Yackandandah VIC with a new bike hub. This would need to occur through further planning to determine the location for a bike hub in Yackandandah; and
- Co-location of Chiltern VIC with the Chiltern Athenaeum Museum OR co-location with centrally located National Trust retail destination enterprise.

Key actions to deliver optimal online presence for all Indigo areas include:

- Industry engagement - triple the number of tourism business listings across all Indigo visitor-facing destination websites. Implement a subsidy model delivering equitable listing access and implement a program of industry engagement and support to secure listing numbers and quality.
- Deliver seasonal benchmark content showcasing the depth and breadth of tourism product and experiences across the 4 Indigo destination websites. Deliver measurable growth in site visitation and engagement. Outsource content management to experts (Digital Team at Tourism North East).
- Develop integrated Cultural Heritage website encompassing Burke Museum, Historic Precinct, Indigo online collections catalogues and online ticketing of cultural heritage attractions.
Table 12 Marketing activity framework

<table>
<thead>
<tr>
<th>FRAMEWORK</th>
<th>MARKETING ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOCAL</td>
<td>• Develop and deliver collaborative marketing campaigns</td>
</tr>
<tr>
<td></td>
<td>• Sustaining Habitual, local and regional visitation across declining demographics</td>
</tr>
<tr>
<td></td>
<td>• Growing VFR visitation through community and industry marketing support</td>
</tr>
<tr>
<td></td>
<td>• Activating lapsed Habituals - new news dispersal, creative industry micro-activations supported</td>
</tr>
<tr>
<td></td>
<td>• Part fund/buy in collaborative models. Deliver collaborative campaigns with Industry partners. Campaign options structured by Indigo, aligned with seasonal product pillars and where possible leveraging LGA, regional or state campaigns of scale</td>
</tr>
<tr>
<td></td>
<td>• Local media PR</td>
</tr>
<tr>
<td></td>
<td>• Industry collaborative campaigns seasonal per Area</td>
</tr>
<tr>
<td></td>
<td>• Obligations on Industry - new news, innovation, industry collaboration, motivating experiences.</td>
</tr>
<tr>
<td>DESTINATION</td>
<td>• Develop and deliver Destination marketing campaigns in line with seasonal product pillars</td>
</tr>
<tr>
<td></td>
<td>• Growing the Visitor Economy with a focus on growth audience segments</td>
</tr>
<tr>
<td></td>
<td>• Leverage regional campaigns of scale, adding a layer of destination content and messaging where possible, but also aligning timing in market for Indigo driven campaigns to leverage regional campaigns of scale</td>
</tr>
<tr>
<td></td>
<td>• Focus on key Indigo experience development such as; Short Walks, Cultural Heritage experiences, Cycle, Food, Wine &amp; Craft Beer, Nature</td>
</tr>
<tr>
<td></td>
<td>• Create print and online collateral and distribution to visitors, industry, media</td>
</tr>
<tr>
<td></td>
<td>• Digital excellence - motivating, inspiring online content, seasonal, on-trend content, showcasing rich, depth and breadth of experiences and product to growth audience segments</td>
</tr>
<tr>
<td></td>
<td>• PR metro - inter and intrastate</td>
</tr>
<tr>
<td>REGIONAL &amp; STATE LEVERAGE</td>
<td>• Regional visitation growth, competitive ownership of key product pillars</td>
</tr>
<tr>
<td></td>
<td>• Support regional campaigns of scale, where product pillars align with Indigo destination offerings</td>
</tr>
<tr>
<td></td>
<td>• Provision of content, new news, imagery to gain maximum Indigo exposure and value</td>
</tr>
<tr>
<td></td>
<td>• PR</td>
</tr>
</tbody>
</table>

15.5. Destination marketing and brands

The focus of destination marketing and branding should be in the core tourism nodes in Indigo Shire, aligned to the four key towns explored in this plan as opposed to delivering an Indigo Shire brand which has no market place recognition.

Furthermore, leveraging Tourism North East marketing will be essential for maximising exposure and also attracting visitors from other areas in the region such as Bright. Anecdotal evidence suggests that there is a high amount of dispersal in the region already, which can benefit Indigo’s villages.

Indigo marketing activities can be segmented into three distinct, but aligned delivery frameworks:

15.6. Product development and investment

Investment in product development is essential for growth of Indigo Shire. Indigo Shire’s role should be focused to promoting investment opportunities and also facilitating investment through the planning process.

Indigo Shire should promote private sector investment opportunities through development of a clear business case for investment and prospectus. This needs to consider demand for product and also location for investment. A good case study for this is Corangamite Shire which has undertaken a targeted program of accommodation investment attraction in proximity to the 12 Apostles.
15.7. Industry development

In the fast evolving tourism sector, Local Government has a critical role to play, providing information and support to tourism businesses who are under pressure from changing visitor behaviour and preferences, organic generational shift and increased competition. There is a ‘fit for purpose’ obligation on any business, but for many this requires transition, innovation and investment to address tech or creative deficits and to remain viable in a changing environment.

The Tourism Hub concept outlined in the Resources section provides a central location for delivery of tourism industry and product development, training, support and assistance, where strengthening industry partnerships and offerings is a focus.

Supporting the existing tourism industry should remain a key role for Indigo Shire Council. Common practice is the provision of opportunities for networking, joint marketing programs, referral from VICs and investment support.

In line with Digital Excellence objectives, the expansion of the number of businesses that are registered through the Australian Tourism Data Warehouse (ATDW) is an important goal. To subsidise industry to list on the ATDW would greatly increase the presence of Indigo’s tourism products (businesses) across Australia.com, visitvictoria.com, victoriashighcountry.com.au and each of the 4 Indigo destination websites.

15.8. Event procurement

In the immediate term the resources and procurement of events within Indigo Shire should be a focus in order to strengthen visitation and also assist in awareness building in targeted markets.

Additional funding should be made available to attract event operators to Indigo Shire including the reallocation of funds to event support as Visitor Servicing and Cultural Heritage revenue generation releases operational budget. In addition a new event procurement policy should consider the following:

- Visitation Driver Events - Support for events which are multi day that encourage overnight visitation and stays in commercial visitor accommodation;
- Brand driver events - Events that are on-brand, with strong creative elements and inspiring imagery, that drive brand awareness and address destination creative deficit and focus towards Indigo Shire target markets.
15.9. Tourism delivery and operational projects

<table>
<thead>
<tr>
<th>PROJECT NO.</th>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>PROJECT TIER</th>
<th>PRIORITY YEAR</th>
<th>DESCRIPTION</th>
<th>NEXT STEPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>47</td>
<td>CO-LOCATION OF CHILTERN VIC</td>
<td>Contemporary Visitor Information Services</td>
<td>2</td>
<td>1</td>
<td>Undertake a feasibility study and business plan for the co-location of the Chiltern VIC.</td>
<td>• Undertake a feasibility study and business plan</td>
</tr>
<tr>
<td>48</td>
<td>CO-LOCATION OF YACKANDANDAH VIC</td>
<td>Contemporary Visitor Information Services</td>
<td>2</td>
<td>2-3</td>
<td>Undertake a feasibility study for the establishment of a bike hub in Yackandandah that includes a co-located VIC. This should consider location, role of private industry, and cost-benefit.</td>
<td>• Undertake a feasibility study for the Yackandandah Bike Hub/VIC</td>
</tr>
<tr>
<td>49</td>
<td>CO-LOCATION OF BEECHWORTH VIC</td>
<td>Contemporary Visitor Information Services</td>
<td>1</td>
<td>1-3</td>
<td>As part of the Heritage Precinct Masterplan consider the co-location of the Beechworth VIC and Burke Museum reception. This may consider a new contemporary purpose-built facility.</td>
<td>• Undertake a Historic Precinct Masterplan with consideration of the co-location of heritage services and VIC</td>
</tr>
<tr>
<td>50</td>
<td>STREAMLINE RUTHERGLEN BRANDING, VISITOR SERVICING AND DESTINATION MARKETING DELIVERY</td>
<td>Contemporary Visitor Information Services</td>
<td>1</td>
<td>1</td>
<td>Review and streamline existing organisations involved in visitor services and Destination Marketing in Rutherglen to maximise efficiency and strengthen brand positioning.</td>
<td>• Review the roles and strengths of key tourism organisations and identify optimal structure to deliver tourism outcomes • Marketing of Rutherglen to be delivered by Winemakers of Rutherglen and TNE</td>
</tr>
<tr>
<td>51</td>
<td>DEVELOP DIGITAL CONTENT</td>
<td>Digital and Marketing Excellence</td>
<td>1</td>
<td>1</td>
<td>Deliver ongoing content for digital media in conjunction with TNE. This includes: • Delivery of rich, motivating seasonal content, stories, images and video • Destination based content across four Areas</td>
<td>• Work with TNE to establish an action plan for development of digital content including delineation of Indigo Shire’s role and the role of TNE • Confirm KPIs</td>
</tr>
<tr>
<td>52</td>
<td>MARKETING ACTION PLAN</td>
<td>Digital and Marketing Excellence</td>
<td>1</td>
<td>2</td>
<td>There is a need to develop a detailed marketing action plan that clearly identifies the roles of various delivery organisations and the actions to deliver a cohesive and consistent approach to marketing Indigo Shire’s Areas and tourism assets. See marketing activity framework.</td>
<td>• Develop a marketing action plan with reference to regional, state and local campaign activity.</td>
</tr>
<tr>
<td>53</td>
<td>CULTURAL HERITAGE INTERPRETATION STRATEGY</td>
<td>Maximising Heritage Assets</td>
<td>1</td>
<td>2-3</td>
<td>There is a need to undertake a cultural heritage interpretation strategy which considers the use of digital media for contemporary heritage interpretation across the Shire.</td>
<td>• Undertake a cultural heritage interpretation strategy.</td>
</tr>
</tbody>
</table>
## Part B. Strategic Plan

<table>
<thead>
<tr>
<th>PROJECT NO.</th>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>PROJECT TIER</th>
<th>PRIORITY YEAR</th>
<th>DESCRIPTION</th>
<th>NEXT STEPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>54</td>
<td>DATA MINING</td>
<td>Digital and Marketing Excellence</td>
<td>2</td>
<td>2</td>
<td>There is a large amount of data being generated by a range of organisations which can be accessed and modelled for developing a greater understanding of visitor behaviour. This should be explored as a way of tracking the visitor economy.</td>
<td>• Investigate opportunities for data mining to provide new research on tourism trends.</td>
</tr>
<tr>
<td>55</td>
<td>ENGAGEMENT – INDUSTRY ENGAGEMENT AND PRODUCT SHOWCASING</td>
<td>Digital and Marketing Excellence</td>
<td>1</td>
<td>1</td>
<td>Indigo Shire Council to support or subsidise the business listings on ATDW with a target of 300+ businesses to increase profile of products and activity.</td>
<td>• Develop and promote a Digital Excellence Partnership package for industry.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Deliver industry support and training for Digital Excellence partnership take up</td>
</tr>
<tr>
<td>56</td>
<td>INVESTMENT BUSINESS CASE</td>
<td>Contemporary Accommodation Investment</td>
<td>2</td>
<td>2-3</td>
<td>Prepare an investment business case for key projects identified in this strategic plan. This will consider supply and demand and clearly identify investment opportunities. This should be prepared in a high quality graphic prospectus.</td>
<td>• Undertake an investment business case for key projects in this plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Destination Food and Beverage Experiences</td>
<td></td>
<td></td>
<td></td>
<td>• Prepare a prospectus to market the business case projects</td>
</tr>
<tr>
<td>57</td>
<td>TARGETED INVESTMENT ATTRACTION</td>
<td>Contemporary Accommodation Investment</td>
<td></td>
<td></td>
<td>Undertake ongoing investment attraction and facilitation of new business and development that aligns to this plan. This would include support by Economic Development and Planning.</td>
<td>• Identify investment targets</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Destination Food and Beverage Experiences</td>
<td></td>
<td></td>
<td></td>
<td>• Undertake Famils for investors</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Provide ongoing support</td>
</tr>
<tr>
<td>58</td>
<td>EVENTS POLICY AND FUNDING</td>
<td>Activating Through Signature Events</td>
<td>1</td>
<td>1</td>
<td>Prepare a new events policy that outlines events that have potential to receive funding and support from Council. This Policy will also have a substantial amount of funding to attract events to Indigo Shire that meet agreed criteria.</td>
<td>• Establish new policy for tourism events</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Allocate event funding pool</td>
</tr>
<tr>
<td>59</td>
<td>EVENT PROCUREMENT</td>
<td>Activating Through Signature Events</td>
<td>1</td>
<td>2</td>
<td>There is a need to actively promote Council’s event funding policy to attract event operators to Indigo Shire. This should be both through Council’s web based communications and also direct discussions with event operators.</td>
<td>• Promote new events policy and funding on Council’s website</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Undertake targeted procurement of events</td>
</tr>
</tbody>
</table>
Part C.
Implementation Plan
16. Implementation Plan

The following implementation plan provides a guide for delivery of projects. It includes identification of the project lead, timeframe and ability to deliver the project within the identified timeframe. Where a green ‘light’ is provided, this means that the projects can be completed within Council’s resources, a dark blue ‘light’ is for projects that can commence with Council resources allocated, however delivery will also be dependent on other organisations such as State and Federal Government funding bodies. A blue ‘light’ is for projects that will be required to be delivered by other organisations such as the private sector, where Council has limited influence.

<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>LEAD</th>
<th>OTHER STAKEHOLDERS</th>
<th>TIMEFRAME</th>
<th>INDICATIVE COST</th>
<th>FUNDING SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SHORT TERM PROJECTS [YEARS 1-2]</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project 1 - Beechworth Historic Precinct Investment</strong></td>
<td>Maximising Heritage Assets</td>
<td>Indigo Shire</td>
<td>Regional Development Victoria, Tourism North East, Community</td>
<td>1-2</td>
<td>$150K Planning, $4 million in capital investment</td>
<td>Council, Private, Government Grant</td>
</tr>
<tr>
<td><strong>ACTION 1.1</strong> Preparation of a detailed masterplan, concept plan, feasibility study and business case</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 1.2</strong> Planning permit application for proposal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 1.3</strong> Seek grant opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project 2 - Old Beechworth Gaol Redevelopment</strong></td>
<td>Maximising Heritage Assets</td>
<td>ACRE</td>
<td>Regional Development Victoria, Community</td>
<td>1-2</td>
<td>$150K Planning, $15 million in capital investment</td>
<td>Government Grant, Private</td>
</tr>
<tr>
<td><strong>ACTION 2.1</strong> Preparation of a detailed masterplan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 2.2</strong> Planning permit applications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 2.3</strong> Staged implementation of plans for Old Beechworth Gaol</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project 3 - Beechworth to Yackandandah Rail Trail</strong></td>
<td>Leader in Cycle Tourism</td>
<td>Indigo Shire</td>
<td>Regional Development Victoria, Tourism North East</td>
<td>1-2</td>
<td>Funded</td>
<td>Indigo Shire, State Government</td>
</tr>
<tr>
<td><strong>ACTION 3.1</strong> Finalisation of detailed design</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 3.2</strong> Construction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project 4 - Enhancements to Rail Trail</strong></td>
<td>Regional Development Victoria</td>
<td>Indigo Shire</td>
<td>Regional Development Victoria, Tourism North East</td>
<td>1-2</td>
<td>Funded</td>
<td>Indigo Shire, State Government, Tourism North East</td>
</tr>
<tr>
<td>See Yackandandah Project 25</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 4.1</strong> Seek grant funding (where applicable)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 4.2</strong> Detailed design of rail trail enhancements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 4.3</strong> Implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project 7 - Rolling Program of Signature Events</strong></td>
<td>Activating through Signature Events</td>
<td>Indigo Shire</td>
<td>Visit Victoria, Tourism North East</td>
<td>1-5</td>
<td>$200K in annual grant funding for events procurement</td>
<td>Indigo Shire, Visit Victoria</td>
</tr>
<tr>
<td>See Projects 26, 32, 46</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 7.1</strong> Develop an events and procurement policy for Indigo Shire</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 7.2</strong> Promote event opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Projects have been identified through community workshops, Council input and project consultant input.

- Projects can be completed within Council’s resource
- Projects that can commence with Council resources allocated, however delivery will also be dependent on other organisations such as State and Federal Government funding bodies
- Projects that will be required to be delivered by other organisations such as the private sector, where Council has limited influence.

<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>LEAD</th>
<th>OTHER STAKEHOLDERS</th>
<th>TIMEFRAME (YEAR)</th>
<th>INDIQUE COST</th>
<th>ABILITY TO DELIVER WITHIN COUNCIL RESOURCES</th>
<th>FUNDING SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project 10 - Packaging up Monumental Heritage Sites</strong></td>
<td>Maximising Heritage Assets</td>
<td>Indigo Shire</td>
<td>Tourism North East</td>
<td>1</td>
<td>$100K</td>
<td></td>
<td><strong>Indigo Shire Grant</strong> Funding</td>
</tr>
<tr>
<td><strong>ACTION 10.1</strong> Undertake a coordinated branding exercise for sites</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 10.2</strong> Undertake a coordinated signage project including directional signage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 10.3</strong> Develop a package ticket and market through online resources and the VIC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project 58 Events Policy and funding</strong></td>
<td>Activating through signature events</td>
<td>Indigo Shire</td>
<td>Tourism North East, Visit Victoria, Creative Victoria</td>
<td>1</td>
<td>$100K</td>
<td></td>
<td><strong>Indigo Shire Grant</strong> funding</td>
</tr>
<tr>
<td><strong>ACTION 58.1</strong> Establish new policy for tourism events</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 58.2</strong> Allocate event funding pool</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project 59 Event procurement</strong></td>
<td>Activating through signature events</td>
<td>Indigo Shire</td>
<td>Private Sector</td>
<td>2</td>
<td>N/A</td>
<td></td>
<td><strong>Indigo Shire State Government</strong></td>
</tr>
<tr>
<td><strong>ACTION 59.1</strong> Promote new events policy and funding on Council’s online channels and other appropriate channels</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 59.2</strong> Undertake targeted procurement of events</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project 13 – Short walks with a story</strong></td>
<td>Nature Based Tourism</td>
<td>Indigo Shire</td>
<td>Tourism North East, Parks Victoria</td>
<td>1-4</td>
<td>$30K</td>
<td></td>
<td><strong>Indigo Shire</strong></td>
</tr>
<tr>
<td><strong>ACTION 13.1</strong> Undertake an audit of short walks around Beechworth, Rutherglen, Yackandandah and Chiltern and surrounds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 13.2</strong> Identify infrastructure improvements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 13.3</strong> Develop improved information and marketing material</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 13.4</strong> Leverage from regional campaigns of scale under Walk High Country Brand</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project 15 - Small Scale Niche Accommodation</strong></td>
<td>Contemporary Accommodation Investment</td>
<td>Private Sector</td>
<td>Indigo Shire</td>
<td>1-5</td>
<td>N/A</td>
<td></td>
<td><strong>Private</strong></td>
</tr>
</tbody>
</table>
# Part C. Implementation Plan

<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>LEAD</th>
<th>OTHER STAKEHOLDERS</th>
<th>TIMEFRAME (YEAR)</th>
<th>INDICATIVE COST</th>
<th>ABILITY TO DELIVER WITHIN COUNCIL RESOURCES</th>
<th>FUNDING SOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project 16 - Reinvestment in current accommodation stock&lt;br&gt;&lt;br&gt;<strong>ACTION 16.1</strong> Work with Tourism North East to develop a guide to reinvestment in accommodation. This will include identification of changing market demand and the importance of positioning and presentation&lt;br&gt;&lt;br&gt;<strong>ACTION 16.2</strong> Distribute the guide to operators</td>
<td>Contemporary Accommodation Investment</td>
<td>Tourism North East</td>
<td>Local Governments Accommodation Industry</td>
<td>1-5</td>
<td>N/A</td>
<td></td>
<td>Private Sector</td>
</tr>
<tr>
<td>Project 57 Targeted investment attraction&lt;br&gt;&lt;br&gt;<strong>ACTION 57.1</strong> Identify investment targets&lt;br&gt;&lt;br&gt;<strong>ACTION 57.2</strong> Undertake Familys for investors&lt;br&gt;&lt;br&gt;<strong>ACTION 57.3</strong> Provide ongoing support</td>
<td>Contemporary Accommodation Investment Destination Food and Beverage Experiences</td>
<td>Indigo Shire</td>
<td>Private Investors</td>
<td>1 - 5</td>
<td>N/A</td>
<td></td>
<td>Private Sector</td>
</tr>
<tr>
<td>Project 18 - Winery Cellar Door Improvements&lt;br&gt;&lt;br&gt;<strong>ACTION 18.1</strong> Promote the potential of a complementary cellar door offer in Beechworth Area wineries&lt;br&gt;&lt;br&gt;<strong>ACTION 18.2</strong> Facilitate investment through economic development initiatives</td>
<td>Destination Food and Beverage Experiences</td>
<td>Indigo Shire</td>
<td>Private Sector</td>
<td>1-5</td>
<td>N/A</td>
<td></td>
<td>Indigo Shire Private Sector</td>
</tr>
<tr>
<td>Project 20 - Breakfast, Brunch and Lunch Time Food&lt;br&gt;&lt;br&gt;<strong>ACTION 20.1</strong> Promote the gaps in food tourism&lt;br&gt;&lt;br&gt;<strong>ACTION 20.2</strong> Identify facilities which could be repurposed and utilised</td>
<td>Destination Food and Beverage Experiences</td>
<td>Indigo Shire</td>
<td>Private Sector</td>
<td>1-5</td>
<td>N/A</td>
<td></td>
<td>Indigo Shire Private Sector</td>
</tr>
<tr>
<td>Project 22 - Retail Invigoration&lt;br&gt;&lt;br&gt;<strong>ACTION 22.1</strong> Work with retailers to identify market gaps in Beechworth retail sector.&lt;br&gt;&lt;br&gt;<strong>ACTION 22.2</strong> Engage with a retail specialist to provide advice on the retail mix and positioning of retail in Beechworth.</td>
<td>Destination Food and Beverage Experiences</td>
<td>Indigo Shire</td>
<td>Private Sector</td>
<td>1-3</td>
<td>$20K for retail specialist</td>
<td></td>
<td>Indigo Shire Private Sector</td>
</tr>
<tr>
<td>Project 23 - Agri tourism&lt;br&gt;&lt;br&gt;<strong>ACTION 22.1</strong> Work with Tourism North East on delivery of a regional agri-tourism project that deals with improving supply chains.</td>
<td>Destination Food and Beverage Experiences</td>
<td>Tourism North East</td>
<td>Local Government Regional Development Victoria</td>
<td>1-2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PROJECT TITLE</td>
<td>THEME</td>
<td>LEAD</td>
<td>OTHER STAKEHOLDERS</td>
<td>TIMEFRAME</td>
<td>INDICATIVE COST</td>
<td>ABILITY TO DELIVER WITHIN COUNCIL RESOURCES</td>
<td>FUNDING SOURCE</td>
</tr>
<tr>
<td>-----------------------------------------------------------</td>
<td>------------------------------</td>
<td>-----------------------------</td>
<td>--------------------</td>
<td>-----------</td>
<td>-----------------</td>
<td>---------------------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Project 28 - Promote and develop muscat wine capital of the world* wine brand and undertake destination brand project. ACTION 28.1 Establish a communication protocol to ensure wine brand project work carried out by Winemakers of Rutherglen is supported by Tourism North East and Indigo Shire Council and feeds into Destination Branding work. ACTION 28.2 Establishment of a strategic plan to promote the awareness and branding of Muscat ACTION 28.3 Implementation plan ACTION 28.4 Establish a Destination Brand development steering committee to oversee the brand development work, including Winemakers of Rutherglen, Destination Rutherglen, Tourism North East and Indigo Shire Council.</td>
<td>Brand and Positioning</td>
<td>Indigo Shire Winemakers of Rutherglen</td>
<td>Tourism North East</td>
<td>1-5</td>
<td>$50K</td>
<td></td>
<td>Indigo Shire Winemakers of Rutherglen</td>
</tr>
<tr>
<td>Project 29 - Murray River Adventure Trail ACTION 29.1 Confirm trail location ACTION 29.2 Complete design ACTION 29.3 Implement trail</td>
<td>Nature Based Tourism</td>
<td>Indigo Shire Destination Rutherglen</td>
<td>Murray Regional Tourism</td>
<td>1-3</td>
<td>$75K for planning $250k for capital</td>
<td></td>
<td>Indigo Shire Regional Development Victoria</td>
</tr>
<tr>
<td>Project 36 - Yackandandah Placemaking Project ACTION 36.1 Prepare a brief for a qualified planning, design and economic firm to respond to ACTION 36.2 Tender the placemaking project ACTION 36.3 Identify priority projects for implementation</td>
<td>Creating a High Amenity Destination</td>
<td>Indigo Shire RDV DELWP</td>
<td>1-3</td>
<td>$75K for placemaking study</td>
<td></td>
<td>Indigo Shire Regional Development Victoria</td>
<td></td>
</tr>
<tr>
<td>Project 47 - Co-location of Chiltern VIC ACTION 47.1 Undertake a feasibility study and business plan ACTION 47.2 Undertake work to improve the heritage facility and co-locate d VIC</td>
<td>Nature Based Tourism</td>
<td>Indigo Shire Chiltern Tourism &amp; Development Inc.</td>
<td>1-3</td>
<td>$20K</td>
<td></td>
<td>Indigo Shire</td>
<td></td>
</tr>
</tbody>
</table>

*note: *wine capital of the world* indicates a significant and recognizable position in the global wine industry.
## Part C. Implementation Plan

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Theme</th>
<th>Lead</th>
<th>Other Stakeholders</th>
<th>Timeline (Year)</th>
<th>Deliverable Within Council Resources</th>
<th>Funding Source</th>
</tr>
</thead>
</table>
| **Project 49 - Co-location of Beechworth VIC**  
**ACTION 49.1** Undertake a Historic Precinct Masterplan with consideration of the co-location of heritage services and VIC. | Indigo Shire | RDV | 1-3 | As per Project 1 | | Indigo Shire  
State Government Funding |
| **Project 50 - Streamline Rutherglen Visitor Services Delivery**  
**ACTION 50.1** Review the roles and strengths of key tourism organisations and identify optimal structure to deliver tourism outcomes  
**ACTION 50.2** Marketing of Rutherglen to be delivered by Winemakers of Rutherglen and TNE with support from Indigo Shire | Contemporary Visitor Information Services | Indigo Shire | Destination Rutherglen | 1 | | Indigo Shire  
Destination Rutherglen |
| **Project 51 - Develop digital content**  
**ACTION 51.1** Work with TNE to establish an action plan for development of digital content including delineation of Indigo Shire’s role and the role of TNE. | Digital and Marketing Excellence | Indigo Shire | Destination Rutherglen Tourism North East | 2 | | Indigo Shire |
| **Project 52 - Marketing Action Plan**  
**ACTION 52.1** Develop a marketing action plan with reference to state, regional and local partnerships. | Digital and Marketing Excellence | Indigo Shire | Private Sector Tourism North East Visit Victoria LTAs | 2 | N/A | Indigo Shire |
| **Project 54 - Data mining**  
**ACTION 54.1** Investigate opportunities for data mining to provide new research on tourism trends. | Digital and Marketing Excellence | Indigo Shire | Tourism North East | | | Indigo Shire |
| **Project 55 - Engagement – Industry Engagement and Product Showcasing**  
**ACTION 55.1** Liaise with Visit Victoria and ATDW in relation to the initiative | Digital and Marketing Excellence | Indigo Shire | Tourism North East | 1 | | Indigo Shire |
| **Project 5 - Beechworth to Yackandandah Mountain Bike Trail**  
**ACTION 5.1** Detailed trail planning and specialist reports  
**ACTION 5.1** Permit applications  
**ACTION 5.2** Grant funding application | Leader in Cycle Tourism | Indigo Shire | Tourism North East Mountain Bike Clubs | 2-5 | $2 Million in investment | Indigo Shire  
Regional Development Victoria |
# Medium Term Projects [Years 2-3]

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Theme</th>
<th>Lead</th>
<th>Other Stakeholders</th>
<th>Timeframe (Years)</th>
<th>Indicative Cost</th>
<th>Ability to Deliver Within Council Resources</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project 6 - Reimagining Beechworth Gorge</strong></td>
<td>Nature Based Tourism</td>
<td>Indigo Shire</td>
<td>Parks Victoria</td>
<td>2-4</td>
<td>$150K for planning</td>
<td></td>
<td>Indigo Shire Regional Development Victoria Parks Victoria</td>
</tr>
<tr>
<td><strong>ACTION 6.1</strong> Establish a steering committee comprising representatives from Parks Victoria, Tourism North East and Indigo Shire to oversee direction for the project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 6.2</strong> Undertake a visionary tourism masterplan for the site, with architectural elements (Similar to Shipwreck Coast Masterplan)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 6.3</strong> Staged implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project 9 - Old Beechworth Gaol Bike Hotel</strong></td>
<td>Contemporary Accommodation Investment</td>
<td>Private Sector</td>
<td>Indigo Shire Regional Development Victoria</td>
<td>2-4</td>
<td></td>
<td></td>
<td>Private</td>
</tr>
<tr>
<td><strong>ACTION 9.1</strong> Complete architecture drawings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 9.2</strong> Lodge a planning application</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 9.3</strong> Staged implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project 11 - Developing Second Tier Heritage Sites</strong></td>
<td>Maximising Heritage Assets</td>
<td>Indigo Shire</td>
<td></td>
<td>2-5</td>
<td>n/a</td>
<td></td>
<td>Indigo Shire Grant funding</td>
</tr>
<tr>
<td><strong>ACTION 11.1</strong> Undertake a study which assess and provides recommendations for various sites</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 11.2</strong> Prepare digital information and storytelling of history of Beechworth Area</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 11.3</strong> Implement recommendations of the study</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project 14 - Lake Sambell</strong></td>
<td>Nature Based Tourism</td>
<td>Indigo Shire</td>
<td></td>
<td>2-5</td>
<td>$50K for Activate Lake Sambell with reference to the Masterplan</td>
<td></td>
<td>Indigo Shire Grants Private Sector</td>
</tr>
<tr>
<td><strong>ACTION 14.1</strong> Activate Lake Sambell with reference to the Masterplan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 14.2</strong> Seek planning permission for elements considered</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 14.3</strong> Plan and invest</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Part C. Implementation Plan

<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>LEAD</th>
<th>OTHER STAKEHOLDERS</th>
<th>TIMEFRAME (YEAR)</th>
<th>INDICATIVE COST</th>
<th>ABILITY TO DELIVER WITHIN COUNCIL RESOURCES</th>
<th>FUNDING SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project 17</strong> - Distillery</td>
<td>Destination Food and Beverage Experiences</td>
<td>Private Sector</td>
<td>Indigo Shire</td>
<td>2-5</td>
<td>$40K for feasibility study</td>
<td>Private Sector</td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 17.1</strong> Promote the potential of a distillery in Beechworth Area</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 17.2</strong> Facilitate investment through economic development initiatives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project 19</strong> - Beechworth Wine Tasting Hub</td>
<td>Destination Food and Beverage Experiences</td>
<td>Private Sector</td>
<td>Indigo Shire</td>
<td>2-5</td>
<td></td>
<td>Private Sector</td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 19.1</strong> Promote the concept to industry and investors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 19.2</strong> Garner support from Beechworth Vigneron</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project 24</strong> - Rutherglen Wine Cycling Loop</td>
<td>Leader in Cycle Tourism</td>
<td>Indigo Shire</td>
<td>Regional Development Victoria, Destination Rutherglen Winemakers of Rutherglen</td>
<td>2-4</td>
<td>$80K for feasibility study</td>
<td>Indigo Shire Grants</td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 24.1</strong> Undertake a feasibility study to identify route options and confirm the preferred loop</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 24.2</strong> Develop a concept plan for the loop</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 24.3</strong> Implement the concept plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project 31</strong> - Bike Hub and Township Trail Network</td>
<td>Leader in Cycle Tourism</td>
<td>Indigo Shire</td>
<td>Regional Development Victoria, Tourism North East</td>
<td>2-5</td>
<td>$80K for feasibility study</td>
<td>Indigo Shire Regional Development Victoria</td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 31.1</strong> Undertake a location and planning study for the bike hub and trail network to be undertaken as part of, or in tandem with, a broader placemaking piece for the Yackandandah township.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project 33</strong> - Boutique Self Contained Accommodation Project (Yackandandah)</td>
<td>Contemporary Accommodation Investment</td>
<td>Indigo Shire</td>
<td>Private Sector</td>
<td>2-5</td>
<td></td>
<td>Indigo Shire Private Sector</td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 33.1</strong> Review supply and demand and assess the private sector opportunity with consideration of the dominance of Online Travel Agents.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 33.2</strong> Assess linkages with destination websites to avoid audience fragmentation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTION 33.3</strong> Promote the opportunity to the private sector</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project 34</strong> - Yackandandah Destination Dining</td>
<td>Destination Food and Beverage Experiences</td>
<td>Private Sector</td>
<td></td>
<td>2-5</td>
<td></td>
<td>Private</td>
<td></td>
</tr>
</tbody>
</table>

**INDIGO DESTINATION GAME CHANGER 2023  INDIGO SHIRE COUNCIL TOURISM STRATEGY 2018**
<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>LEAD</th>
<th>OTHER STAKEHOLDERS</th>
<th>TIMEFRAME</th>
<th>INDICATIVE COST</th>
<th>ABILITY TO DELIVER WITHIN COUNCIL RESOURCES</th>
<th>FUNDING SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project 38 - Yackandandah Art Installation Project</td>
<td>Creating a High Amenity Destination</td>
<td>Indigo Shire</td>
<td>Community groups</td>
<td>2-4</td>
<td></td>
<td></td>
<td>Indigo Shire Grants</td>
</tr>
<tr>
<td>ACTION 38.1 Establish a working group of local artists, community and council</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 38.2 Identify funding requirements and seek grant opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 38.3 Implement art installations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project 41 - Lake Precinct Tourism Masterplan</td>
<td>Creating a High Amenity Tourist Destination</td>
<td>Indigo Shire</td>
<td>Chiltern Tourism &amp; Development Inc.</td>
<td>2-5</td>
<td>$100K for feasibility study and concept scoping</td>
<td></td>
<td>Indigo Shire Grants</td>
</tr>
<tr>
<td>Includes Chiltern projects; 39 &amp; 42</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 41.1 Scope the Destination Playground concept with business case and design options. Integrate the following:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Town Connectivity project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Lake Precinct masterplan and lake activation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Chiltern Goods Shed strategic plan and National Park engagement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Destination Playground concept development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project 48 - Co-location of Yackandandah VIC</td>
<td>Contemporary Visitor Information Services</td>
<td>Indigo Shire</td>
<td>Historic Society</td>
<td>2</td>
<td>$20K</td>
<td></td>
<td>Indigo Shire</td>
</tr>
<tr>
<td>ACTION 48.1 Undertake a feasibility study for the Yackandandah Bike Hub/VIC or other co-location opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project 53 - Cultural Heritage Interpretation Strategy</td>
<td>Maximising Heritage Assets</td>
<td>Indigo Shire</td>
<td></td>
<td>2-3</td>
<td>$50k</td>
<td></td>
<td>Indigo Shire Grants</td>
</tr>
<tr>
<td>ACTION 53.1 Undertake a cultural heritage interpretation strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project 56 - Investment Business Case</td>
<td>Contemporary Accommodation Investment Destination Food and Beverage Experiences</td>
<td>Indigo Shire</td>
<td></td>
<td>2-3</td>
<td>$60K</td>
<td></td>
<td>Indigo Shire</td>
</tr>
<tr>
<td>ACTION 56.1 Undertake an investment business case for key projects in this plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 56.2 Prepare a prospectus to market the business case projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Part C. Implementation Plan

<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>THEME</th>
<th>LEAD</th>
<th>OTHER STAKEHOLDERS</th>
<th>DELIVERY TIMEFRAME</th>
<th>INDICATIVE COST</th>
<th>ABILITY TO DELIVER WITHIN COUNCIL RESOURCES</th>
<th>FUNDING SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LONGER TERM PROJECTS (YEARS 3-5)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project 12 - Asylum/Mayday Hills</td>
<td>Maximising Heritage Assets</td>
<td>Private Sector</td>
<td></td>
<td>3-5</td>
<td>$80K for feasibility study</td>
<td></td>
<td>Private Sector</td>
</tr>
<tr>
<td>Project 21 - Beechworth Railway Station/ Railway Precinct Masterplan [P2] Activity hub – Family hub</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 21.1 2nd precinct masterplan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 21.2 Seek funding for implementation of the masterplan and building improvements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project 27 - Large Integrated Accommodation Establishment</td>
<td>Contemporary Accommodation Investment</td>
<td>Private Sector</td>
<td></td>
<td>3-5</td>
<td>$5Million</td>
<td></td>
<td>Indigo Shire</td>
</tr>
<tr>
<td>ACTION 27.1 Identify suitable sites</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 27.2 Develop a business case for the proposal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 27.3 Promote the concept to investors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project 30 - Rutherglen Revitalisation Project</td>
<td>High Amenity Destinations</td>
<td>Indigo Shire</td>
<td></td>
<td>3-5</td>
<td></td>
<td></td>
<td>Indigo Shire</td>
</tr>
<tr>
<td>ACTION 30.1 Progress Rutherglen Revitalisation project implementation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 30.2 Linkage/connectivity Plan for Wahgunyah in the context of trail developments and integrated activation of waterways.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project 35 - Yackandandah Distillery</td>
<td>Destination Food and Beverage Experiences</td>
<td>Private Sector</td>
<td></td>
<td>3-5</td>
<td>$1Million</td>
<td></td>
<td>Private Sector</td>
</tr>
<tr>
<td>ACTION 35.1 Prepare a business case for the concept;</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 35.2 Identify potential sites</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 35.3 Promote the opportunity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project 37 - Yack Station Art Centre Phase 2</td>
<td>Creating a High Amenity Destination</td>
<td>Community</td>
<td></td>
<td>3-5</td>
<td></td>
<td></td>
<td>Indigo Shire Grants</td>
</tr>
<tr>
<td>ACTION 37.1 Prepare plans for Phase 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 37.2 Seek funding opportunities/partners</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project 40 - Lake House Restaurant</td>
<td>Destination Food and Beverage Experiences</td>
<td>Private Sector</td>
<td>National Trust</td>
<td>3-5</td>
<td></td>
<td></td>
<td>Indigo Shire Grant funding</td>
</tr>
<tr>
<td>ACTION 40.1 Undertake discussions with National Trust</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 40.2 Develop a prospectus for a destination dining establishment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 40.3 Promote the opportunity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PROJECT TITLE</td>
<td>THEME</td>
<td>OTHER STAKEHOLDERS</td>
<td>TIMEFRAME (YEAR)</td>
<td>ABILITY TO DELIVER WITHIN RESOURCES</td>
<td>FUNDING SOURCE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>--------------------------------------------</td>
<td>--------------------</td>
<td>------------------</td>
<td>--------------------------------------</td>
<td>---------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project 43 - National Trust Retail Experience (Dow’s Pharmacy)</td>
<td>Maximising Heritage Assets</td>
<td>Indigo Shire Trust</td>
<td>3-5</td>
<td></td>
<td>Indigo Shire Grant Funding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 43.1 Enter discussions with National Trust regarding the opportunity for retail adjacent to Dow’s pharmacy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 43.1 Scope and detail National Trust retail benchmarks in Australia, applicable to developing a retail offering in Chiltern that would be a must stop retail destination</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project 44 - Network of Cycling Trails in Chiltern National Park</td>
<td>Leader in Cycle Tourism</td>
<td>Parks Victoria</td>
<td>3-5</td>
<td></td>
<td>Parks Victoria State government</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 44.1 Undertake discussions with Parks Victoria to establish interest in the concept</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 44.2 Develop a plan for the easy mountain bike network</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 44.3 Develop information and maps to support visitation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project 45 Boutique Self Contained Accommodation</td>
<td>Contemporary Accommodation Investment</td>
<td>Private Sector</td>
<td>3-5</td>
<td>$1Million</td>
<td>Private Sector</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 45.1 Develop an investment prospectus to encourage visitor accommodation investment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project 8 - Destination high end branded boutique hotel</td>
<td>Contemporary accommodation investment</td>
<td>Indigo Shire</td>
<td>3-5</td>
<td>N/A</td>
<td>Private Sector</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 8.1 Identify appropriate sites, potential business partners</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 8.2 Develop business case for the hotel to be promoted</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION 8.3 Provide services to support the attraction of investment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The number of visitors to Indigo Shire has been calculated using Urban Enterprise’s PAVE model. The model uses a number of algorithms which draw on local level accommodation data (number of establishments and guest rooms), ABS Survey of Tourist Accommodation data (occupancy rates) and National Visitor Survey Data (visitor proportions).

PAVE modelling has been used for the preparation of visitation figures for this report to present a more holistic representation of visitation to the Shire. Relying on Tourism Research Australia’s National Visitor Survey (NVS) and International Visitor Survey (IVS) data in isolation does not provide an accurate account of total visitation to Indigo Shire for the following reasons:

- IVS and NVS data does not capture visitation for persons 14 years and under;
- Sampling methods for the NVS do not effectively capture holiday home visitors, due to the biased nature of holiday home ownership. This results in underestimating the number of visitors staying in holiday homes and for Indigo Shire, which has many non-permanent rate payers, underestimates total overnight visitation to the Shire;
- The IVS does not provide estimates of international daytrippers to Indigo Shire.

In response to the underestimation of visitation to Indigo Shire, Urban Enterprise provides new estimates on visitation to Indigo Shire, accounting wholly for the holiday home sector, visitors aged under 14 and international visitation.

In addition, NVS/IVS data is not accurate below the LGA level for Indigo Shire due to the low sample size. Urban Enterprises PAVE model has been developed to provide visitor estimates for small areas.

Urban Enterprise has applied this model to a number of areas in the past including Greater Shepparton, Strathbogie Shire, Murrindindi Shire, Mansfield Shire, Mitchell Shire, Surf Coast Shire, Mornington Peninsula Shire and City of Frankston. This work has been used for understanding visitation at the small area level for those areas and also for economic impact modelling.
## Appendix B Visitor Demographics

Table 13 Indigo Shire domestic daytrip, domestic overnight and international visitor demographic key indicators

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>INDIGO</th>
<th>ALPINE</th>
<th>MANSFIELD</th>
<th>RV</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DAYTRIP VISITORS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15-24 years</td>
<td>11%</td>
<td>19%</td>
<td>27%</td>
<td>14%</td>
</tr>
<tr>
<td>25-34 years</td>
<td>19%</td>
<td>17%</td>
<td>18%</td>
<td>17%</td>
</tr>
<tr>
<td>35-44 years</td>
<td>19%</td>
<td>18%</td>
<td>18%</td>
<td>17%</td>
</tr>
<tr>
<td>45-54 years</td>
<td>15%</td>
<td>15%</td>
<td>16%</td>
<td>18%</td>
</tr>
<tr>
<td>55+ years</td>
<td>36%</td>
<td>31%</td>
<td>21%</td>
<td>35%</td>
</tr>
<tr>
<td><strong>OVERNIGHT VISITORS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15-24 years</td>
<td>9%</td>
<td>14%</td>
<td>19%</td>
<td>15%</td>
</tr>
<tr>
<td>25-34 years</td>
<td>12%</td>
<td>18%</td>
<td>19%</td>
<td>17%</td>
</tr>
<tr>
<td>35-44 years</td>
<td>15%</td>
<td>18%</td>
<td>20%</td>
<td>18%</td>
</tr>
<tr>
<td>45-54 years</td>
<td>16%</td>
<td>18%</td>
<td>19%</td>
<td>17%</td>
</tr>
<tr>
<td>55+ years</td>
<td>48%</td>
<td>32%</td>
<td>24%</td>
<td>33%</td>
</tr>
<tr>
<td><strong>INTERNATIONAL VISITORS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15-24 years</td>
<td>6%</td>
<td>13%</td>
<td>17%</td>
<td>16%</td>
</tr>
<tr>
<td>25-34 years</td>
<td>13%</td>
<td>19%</td>
<td>27%</td>
<td>24%</td>
</tr>
<tr>
<td>35-44 years</td>
<td>11%</td>
<td>13%</td>
<td>13%</td>
<td>14%</td>
</tr>
<tr>
<td>45-54 years</td>
<td>13%</td>
<td>15%</td>
<td>14%</td>
<td>16%</td>
</tr>
<tr>
<td>55+ years</td>
<td>57%</td>
<td>40%</td>
<td>28%</td>
<td>31%</td>
</tr>
<tr>
<td>Indicator</td>
<td>Indigo</td>
<td>Alpine</td>
<td>Mansfield</td>
<td>RV</td>
</tr>
<tr>
<td>--------------------</td>
<td>--------</td>
<td>--------</td>
<td>-----------</td>
<td>----</td>
</tr>
<tr>
<td><strong>Daytrip Visitors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Victoria</td>
<td>66%</td>
<td>81%</td>
<td>100%</td>
<td>97%</td>
</tr>
<tr>
<td>NSW</td>
<td>34%</td>
<td>19%</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td>South Australia</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Victoria</td>
<td>64%</td>
<td>77%</td>
<td>90%</td>
<td>84%</td>
</tr>
<tr>
<td>NSW</td>
<td>26%</td>
<td>14%</td>
<td>4%</td>
<td>7%</td>
</tr>
<tr>
<td>ACT</td>
<td>4%</td>
<td>1%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Queensland</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>South Australia</td>
<td>1%</td>
<td>3%</td>
<td>2%</td>
<td>4%</td>
</tr>
<tr>
<td>Western Australia</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Tas</td>
<td>0%</td>
<td>1%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Overnight Visitors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Victoria</td>
<td>64%</td>
<td>77%</td>
<td>90%</td>
<td>84%</td>
</tr>
<tr>
<td>NSW</td>
<td>26%</td>
<td>14%</td>
<td>4%</td>
<td>7%</td>
</tr>
<tr>
<td>ACT</td>
<td>4%</td>
<td>1%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Queensland</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>South Australia</td>
<td>1%</td>
<td>3%</td>
<td>2%</td>
<td>4%</td>
</tr>
<tr>
<td>Western Australia</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Tas</td>
<td>0%</td>
<td>1%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>International Visitors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>United Kingdom</td>
<td>20%</td>
<td>24%</td>
<td>16%</td>
<td>19%</td>
</tr>
<tr>
<td>New Zealand</td>
<td>16%</td>
<td>12%</td>
<td>12%</td>
<td>14%</td>
</tr>
<tr>
<td>Scandinavia</td>
<td>11%</td>
<td>1%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>USA</td>
<td>11%</td>
<td>10%</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>Germany</td>
<td>8%</td>
<td>7%</td>
<td>2%</td>
<td>8%</td>
</tr>
<tr>
<td>Netherlands</td>
<td>7%</td>
<td>3%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>France</td>
<td>5%</td>
<td>2%</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>Canada</td>
<td>4%</td>
<td>5%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Indicator</td>
<td>Indigo</td>
<td>Alpine</td>
<td>Mansfield</td>
<td>RV</td>
</tr>
<tr>
<td>-----------</td>
<td>--------</td>
<td>--------</td>
<td>-----------</td>
<td>----</td>
</tr>
<tr>
<td><strong>Daytrip Visitors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Holiday</td>
<td>47%</td>
<td>53%</td>
<td>60%</td>
<td>37%</td>
</tr>
<tr>
<td>Visiting relatives</td>
<td>15%</td>
<td>10%</td>
<td>9%</td>
<td>19%</td>
</tr>
<tr>
<td>Business</td>
<td>9%</td>
<td>7%</td>
<td>3%</td>
<td>8%</td>
</tr>
<tr>
<td>Visiting friends</td>
<td>8%</td>
<td>5%</td>
<td>8%</td>
<td>11%</td>
</tr>
<tr>
<td>Shopping</td>
<td>5%</td>
<td>3%</td>
<td>3%</td>
<td>7%</td>
</tr>
<tr>
<td>To attend an event, sport or cultural or festival</td>
<td>4%</td>
<td>4%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Sport - participating</td>
<td>3%</td>
<td>9%</td>
<td>12%</td>
<td>4%</td>
</tr>
<tr>
<td>Sport - watching</td>
<td>2%</td>
<td>4%</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Overnight Visitors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Holiday</td>
<td>49%</td>
<td>68%</td>
<td>68%</td>
<td>48%</td>
</tr>
<tr>
<td>Visiting relatives</td>
<td>24%</td>
<td>9%</td>
<td>9%</td>
<td>23%</td>
</tr>
<tr>
<td>Visiting friends</td>
<td>8%</td>
<td>4%</td>
<td>5%</td>
<td>9%</td>
</tr>
<tr>
<td>To attend an event, sport or cultural or festival</td>
<td>5%</td>
<td>2%</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Business</td>
<td>4%</td>
<td>4%</td>
<td>5%</td>
<td>9%</td>
</tr>
<tr>
<td>In transit</td>
<td>2%</td>
<td>0%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Personal appointment/business (excl health)</td>
<td>2%</td>
<td>0%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Sport - participating</td>
<td>1%</td>
<td>10%</td>
<td>8%</td>
<td>3%</td>
</tr>
<tr>
<td><strong>International Visitors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Holiday</td>
<td>63%</td>
<td>68%</td>
<td>66%</td>
<td>62%</td>
</tr>
<tr>
<td>Visiting relatives</td>
<td>14%</td>
<td>11%</td>
<td>13%</td>
<td>18%</td>
</tr>
<tr>
<td>Visiting friends</td>
<td>13%</td>
<td>8%</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>Working holiday</td>
<td>3%</td>
<td>6%</td>
<td>6%</td>
<td>3%</td>
</tr>
<tr>
<td>Employment</td>
<td>2%</td>
<td>3%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>To experience Australia's food, wines and wineries</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Business</td>
<td>1%</td>
<td>2%</td>
<td>1%</td>
<td>5%</td>
</tr>
<tr>
<td>To attend a specific leisure event or festival</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Indicator</td>
<td>Daytrip Visitors</td>
<td>Overnight Visitors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>------------------</td>
<td>--------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eat out / dine at a restaurant and/or café</td>
<td>59% 53% 41% 44%</td>
<td>65% 61% 46% 55%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sightseeing / looking around</td>
<td>26% 26% 18% 19%</td>
<td>40% 39% 28% 30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visit friends &amp; relatives</td>
<td>26% 19% 20% 35%</td>
<td>36% 21% 28% 47%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Go shopping for pleasure</td>
<td>25% 14% 7% 18%</td>
<td>26% 20% 13% 23%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visit wineries</td>
<td>14% 5% 1% 2%</td>
<td>22% 12% 2% 6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visit national parks / state parks</td>
<td>10% 11% 12% 5%</td>
<td>9% 25% 20% 13%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Go to markets</td>
<td>9% 4% 1% 3%</td>
<td>21% 28% 24% 22%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bushwalking / rainforest walks</td>
<td>7% 15% 10% 5%</td>
<td>11% 5% 1% 3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>None of these</td>
<td>7% 4% 8% 11%</td>
<td>7% 7% 11% 7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pubs, clubs, discos etc</td>
<td>7% 7% 11% 7%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visit history / heritage buildings, sites or monuments</td>
<td>7% 1% 1% 2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attend festivals / fairs or cultural events</td>
<td>6% 2% 0% 1%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visit industrial tourist attractions / mines / breweries (breweries excl 2016 onwards)</td>
<td>6% 2% 0% 1%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visit museums or art galleries</td>
<td>5% 5% 0% 3%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visit botanical or other public gardens</td>
<td>4% 5% 1% 3%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Picnics or BBQs</td>
<td>4% 6% 7% 5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visit art / craft workshops / studios</td>
<td>3% 0% 0% 0%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Activities**

- **Daytrip Visitors**
  - Eat out / dine at a restaurant and/or café: 59%, 53%, 41%, 44%
  - Sightseeing/looking around: 26%, 26%, 18%, 19%
  - Visit friends & relatives: 26%, 19%, 20%, 35%
  - Go shopping for pleasure: 25%, 14%, 7%, 18%
  - Visit wineries: 14%, 5%, 1%, 2%
  - Visit national parks / state parks: 10%, 11%, 12%, 5%
  - Go to markets: 9%, 4%, 1%, 3%
  - Bushwalking / rainforest walks: 7%, 15%, 10%, 5%
  - None of these: 7%, 4%, 8%, 11%
  - Pubs, clubs, discos etc: 7%, 7%, 11%, 7%
  - Visit history / heritage buildings, sites or monuments: 7%, 1%, 1%, 2%
  - Attend festivals / fairs or cultural events: 6%, 2%, 0%, 1%
  - Visit industrial tourist attractions / mines / breweries (breweries excl 2016 onwards): 6%, 2%, 0%, 1%
  - Visit museums or art galleries: 5%, 5%, 0%, 3%
  - Visit botanical or other public gardens: 4%, 5%, 1%, 3%
  - Picnics or BBQs: 4%, 6%, 7%, 5%
  - Visit art / craft workshops / studios: 3%, 0%, 0%, 0%

- **Overnight Visitors**
  - Eat out / dine at a restaurant and/or café: 65%, 61%, 46%, 55%
  - Sightseeing / looking around: 40%, 39%, 28%, 30%
  - Visit friends & relatives: 36%, 21%, 28%, 47%
  - Go shopping for pleasure: 26%, 20%, 13%, 23%
  - Visit wineries: 22%, 12%, 2%, 6%
  - Pubs, clubs, discos etc: 21%, 28%, 24%, 22%
  - Visit history / heritage buildings, sites or monuments: 15%, 5%, 2%, 6%
  - Visit museums or art galleries: 12%, 5%, 3%, 7%
  - Bushwalking / rainforest walks: 11%, 29%, 22%, 15%
  - Visit national parks / state parks: 9%, 25%, 20%, 13%
  - Go on a daytrip to another place: 9%, 10%, 5%, 7%
  - Attend festivals / fairs or cultural events: 7%, 5%, 2%, 4%
  - Go to markets: 6%, 10%, 7%, 9%
  - Picnics or BBQs: 6%, 9%, 9%, 8%
  - Cycling: 5%, 10%, 5%, 3%
  - Exercise, gym or swimming: 5%, 6%, 6%, 5%
  - Visit industrial tourist attractions / mines / breweries (breweries excl 2016 onwards): 5%, 5%, 1%, 2%
<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>INDIGO</th>
<th>ALPINE</th>
<th>MANSFIELD</th>
<th>RV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eat out / dine at a restaurant and/or café</td>
<td>93%</td>
<td>92%</td>
<td>93%</td>
<td>93%</td>
</tr>
<tr>
<td>Sightseeing/looking around</td>
<td>86%</td>
<td>83%</td>
<td>80%</td>
<td>81%</td>
</tr>
<tr>
<td>Go shopping for pleasure</td>
<td>81%</td>
<td>77%</td>
<td>76%</td>
<td>79%</td>
</tr>
<tr>
<td>Visit national parks / state parks</td>
<td>73%</td>
<td>70%</td>
<td>62%</td>
<td>65%</td>
</tr>
<tr>
<td>Go to the beach</td>
<td>67%</td>
<td>67%</td>
<td>58%</td>
<td>73%</td>
</tr>
<tr>
<td>Visit history / heritage buildings, sites or monuments</td>
<td>64%</td>
<td>50%</td>
<td>37%</td>
<td>47%</td>
</tr>
<tr>
<td>Visit botanical or other public gardens</td>
<td>63%</td>
<td>54%</td>
<td>40%</td>
<td>53%</td>
</tr>
<tr>
<td>Visit museums or art galleries</td>
<td>60%</td>
<td>50%</td>
<td>36%</td>
<td>47%</td>
</tr>
<tr>
<td>Bushwalking / rainforest walks</td>
<td>59%</td>
<td>49%</td>
<td>38%</td>
<td>45%</td>
</tr>
<tr>
<td>Go to markets</td>
<td>57%</td>
<td>55%</td>
<td>51%</td>
<td>59%</td>
</tr>
<tr>
<td>Pubs, clubs, discos etc</td>
<td>57%</td>
<td>61%</td>
<td>60%</td>
<td>55%</td>
</tr>
<tr>
<td>Visit wineries</td>
<td>53%</td>
<td>37%</td>
<td>28%</td>
<td>28%</td>
</tr>
<tr>
<td>Visit wildlife parks / zoos / aquariums</td>
<td>48%</td>
<td>36%</td>
<td>32%</td>
<td>44%</td>
</tr>
<tr>
<td>Charter boat / cruise / ferry</td>
<td>44%</td>
<td>32%</td>
<td>16%</td>
<td>34%</td>
</tr>
<tr>
<td>Visit farms</td>
<td>36%</td>
<td>25%</td>
<td>25%</td>
<td>23%</td>
</tr>
<tr>
<td>Visit art / craft workshops / studios</td>
<td>32%</td>
<td>20%</td>
<td>14%</td>
<td>15%</td>
</tr>
<tr>
<td>Experience aboriginal art / craft and cultural displays</td>
<td>31%</td>
<td>17%</td>
<td>13%</td>
<td>21%</td>
</tr>
</tbody>
</table>
These revised Guidelines introduce new and updated models of Accredited VIC and Accredited Supporting Services. These include:

- Amended operating hours including a new minimum of 42 hours for an Accredited Hub VIC, consistent with National VIC guidelines.
- New and amended Accredited Hub VIC, Satellite VIC, Seasonal VIC and Ancillary models.
- Accredited Pop-ups, Ambassadors, Digital Platforms such as TripAdvisor and Instagram, Static & Digital Displays.
About this Update

Every three years, the guidelines for Accredited Visitor Information Centres are reviewed. This review found that it was due time for a more detailed approach to each facet of the guidelines. A whole fresh approach was taken to look at the ever evolving needs and shape of servicing information to the visitor, what that could look like while keeping a strong and reputable brand, and offering further flexibility in the approach to the use of the trademarked i-signage.

Within this update, a number of new and established servicing models have been included that have the opportunity to use the yellow and blue i-signage. It was considered that the name Visitor Information Centre (VIC) does not cover all of these options. Consequently, Visitor Information Servicing (VIS) was chosen to best describe the work of both paid staff and volunteers, and the service models that they can use to meet the changing needs of visitors. Visitor Information Centre is still used to describe three types of Visitor Information Servicing models, with five other models now able to use the i-signage.

Background Information

The Role of Visitor Information Servicing

Victoria has developed a number of unique tourism strengths based on its natural assets, purpose built attractions and its liveability, all of which have widespread visitor appeal. The visitor economy is a significant contributor to the Victorian economy. Visitor Information Servicing plays a significant role in maximising the benefits of the visitor economy by enhancing the visitor experience. This is achieved by encouraging visitors to stay longer and undertake additional activities, exceeding visitors’ expectations and encouraging visitors to return to the region.

A Visitor Information Services team delivers the above by sharing its passion and providing quality and accurate information, providing exceptional customer service and effectively promoting the range of visitor experiences and services available.

Visitor Information Servicing also supports local businesses and tourism operators within a region. Many local businesses and tourism operators are reliant on the services of a Visitor Information Centre (VIC) to generate additional visitor economy activity through the provision of a high standard of Visitor Information Servicing.

A VIC provides a central location (in a fixed building/structure) for visitors to gain access to timely, accurate and impartial visitor information and advice. Visitor Information Services and Centres can help visitors electronically and in person to verify the research they have conducted online.

Visitor Information Servicing can be delivered in a number of different ways including: roving ambassadors, mobile vehicles, digital offerings and temporary information booths at festivals and events.
The Role of the Australian Tourism Accreditation Program – Victoria

The Australian Tourism Accreditation Program Victoria (ATAP Victoria) is an industry initiative which is led by representatives from associations relevant to the sectors covered by the program. Visitor Information Servicing Accreditation is delivered and administered by ATAP Victoria which is a program managed by the Victoria Tourism Industry Council (VTIC).

The Role of the Victoria Tourism Industry Council

VTIC manages the Visitor Information trademark i-brand in Victoria, on behalf of the Department of Economic Development, Jobs, Transport and Resources. VTIC also coordinates the state-wide Visitor Servicing Reference Group. VTIC conducts professional development activities for the VIC network and the wider tourism industry and provides specific benefits and services to its members; however, membership of VTIC is not mandatory.

The Benefits of Accreditation

- The Accreditation process assists Visitor Information Services teams and VICs in operating a more professional service and promotes continuous improvement.
- Eligibility to use the Visitor Information trademark. The blue and yellow italic i has been in the marketplace for some years now and has become a powerful and sought after trademark.
- Opportunity to use VicRoads signage (including gateway and directional on major roads).
- Marketing of the Visitor Information brand and network to the travelling public and industry.
- Free listings in official publications such as the official visitors’ guides, touring maps and authorised digital platforms content.
- Access to training opportunities including professional development seminars and the annual Visitor Information Services Summit.
- Participation in the state Visitor Information Servicing Reference Group (as appointed) and the regional Visitor Information Servicing network group to share information and ideas with other Accredited centres and access to research, regular updates, information and advice.
- Access to benchmarking data and monthly reports.

For Customers and Visitors

Accreditation and the Visitor Information brand provide visitors with confidence that they will receive a high level of service and professionalism that is consistent across Victoria.

Accreditation ensures that visitors are provided with accurate advice and information, personally delivered service and comprehensive, timely information.

In essence it provides the visitor with an assurance of reliability, consistency, certainty and confidence.

The Visitor Information Servicing Accreditation Process

To apply for Accreditation, registration and application must be completed via the online Accreditation program at https://accreditation.atap.net.au.

The Visitor Information Servicing Guidelines are in addition to the core ATAP Victoria Accreditation guidelines that must also be met to achieve Accreditation.
**SECTION 1**  
BUSINESS NAME, REGISTRATION, INSURANCE, AND APPROVAL

When applying for VIS Accreditation, Hub, Satellite and Seasonal VICs must register with the words ‘Visitor Information Centre’, ‘Visitor Centre’ or ‘Visitor Information’ to gain access to the Trademarked i-signage. This does not restrict using other names following on from this. E.g. Visitor Hub.

Insurance policies, including professional indemnity insurance and volunteer cover, must be provided. Paid staff and volunteers must be covered when off-site.

A letter of support from Local Government Area (LGA) and/or your Regional Tourism Organisation verifying your role as an official Visitor Information Centre in your town/region/LGA is required for each Hub and Satellite VIC. This is required at application and for each 3 year Review renewal.

If a Hub VIC is operating a pop-up service within a different LGA, a Memorandum of Understanding (MOU), or similar, must be in place with the relevant LGA or Hub setting out the terms and conditions of the relationship.

There is no restriction on multiple Hub VICs operating within an LGA/region.

**SECTION 2**  
ACCREDITED VISITOR SERVICING OPTIONS

### 2.1 Hub VIC

A **Hub VIC is required for overall Accreditation and therefore must be identified prior to consideration or operation of any other Visitor Information Servicing options.**

2.1.1 A Hub VIC is the main VIC in a particular LGA/region/town meeting all compulsory Accreditation requirements.

2.1.2 It may be a shared tenancy with an appropriate business, with the Visitor Information Servicing provided from an area independent of other tenants. An appropriate business includes (but is not limited to): an attraction, museum, interpretive centre, gallery, retail outlet, community building, leisure facility/library etc.

2.1.3 The Hub VIC may be publicly or privately operated.

2.1.4 In a shared tenancy, the Visitor Information Servicing area must have a clearly delineated high profile location, be easy to see, accessible, be well signed from the entrance point and separate from other services.

2.1.5 New Hub VIC applicants must demonstrate a commitment to ongoing Visitor Information Servicing for a minimum of three years within the region (this is in addition to the core business/marketing planning requirement of an ATAP Victoria application).

2.1.6 Hub VICs are eligible for Vic Roads signage.

2.1.7 All applications are subject to ATAP Victoria approval.

**Note: Conflict of Interest**

Establishment of an Accredited VIC within certain businesses may raise the issue of a conflict of interest e.g. a VIC in an accommodation facility. ATAP Victoria reserves the right to grant Accreditation on a case by case basis.
Optional Service Models

2.2 Satellite VIC

*Accreditation for this Service Model requires an alignment with a Hub VIC.*

2.2.1 Each Satellite VIC is required to have policies and procedures in place that may reflect the Hub VIC but have localised content.

2.2.2 The Satellite VIC must meet Accreditation requirements in its own right, will have an Accreditation site visit from ATAP Victoria and pay applicable fees.

2.2.3 The manager responsible for a particular Satellite VIC will regularly visit the centre.

2.2.4 Satellite VICs are eligible for VicRoads signage.

2.3 Seasonal VIC

*Accreditation for this Service Model requires an alignment with a Hub VIC.*

2.3.1 A Seasonal VIC could be an option for a region that has a high intake of visitors at a certain time of year for an extended period i.e. 4-6 months. A Seasonal VIC must abide by the same guidelines as the Satellite VIC model.

2.3.2 A Seasonal VIC may be a fixed location or a mobile or temporary set up to service seasonal visitors in a LGA/region, for example summer or ski seasons.

2.3.3 To undertake a Seasonal VIC option, a new application will need to be completed, and will have a site visit from ATAP Victoria. A pro-rata fee applies.

2.3.4 It would be expected that the Seasonal VIC plans to repeat similar opening times each year.

2.3.5 Seasonal VICs are only eligible for VicRoads (temporary) signage during the period of operation.

2.4 Ancillary

*Accreditation for this Service Model requires an alignment with a Hub VIC, is not an Accredited VIC in its own right, and therefore not eligible to use the yellow and blue "I" signage on printed or electronic maps.*

2.4.1 An Ancillary can be a fixed or movable structure that is stationary during its hours of operation. E.g. train station, cruise ship, regional airport. An Ancillary's intention is not to replace or replicate the services of a Satellite VIC, but meet predictable visitor demand, such as the arrival of a daily train to help informed dispersal. A Hub VIC & Satellite VIC continues to service travellers outside of this.

2.4.2 An Ancillary offers a regular operating (ongoing) service that is unable to meet the core requirements of 10am-4pm, 7 days per week, or not suitable to be open 10-4pm.

2.4.3 If an Ancillary is open for a minimum of 5 days per week, the Ancillary must have a site visit prior to approval and pay fees equivalent to that of a Satellite VIC.

2.4.4 Each Ancillary must replicate the policies and procedures of the Hub VIC, but may have localised content. It will have a mini-site visit within 12 months of setup. Photos of the Ancillary will need to be submitted with application. No fee applies as an Ancillary sits within the Hub VIC application.

2.4.5 The manager responsible for a particular Ancillary will regularly visit the centre in order to ensure the level of service is maintained and that the centre is running effectively.

2.4.6 An Ancillary cannot infringe on the area of another Accredited VIC's region without the approval of that VIC.

2.4.7 An Ancillary will not have access to VicRoads signage, nor be eligible for printed or electronic map signage. Any external signage cannot be permanent and must only be displayed during opening hours (e.g. flags, A-frames).

*N.B: If an Ancillary is open a minimum of five days per week then it may be eligible for moderate permanent external signage. This signage needs to include the opening hours, phone number and location of the Hub VIC, and a website for 24 hour information. An Ancillary’s permanent external signage must first be approved by ATAP Victoria.*
2.5 Pop-up

Accreditation for this Service Model requires an alignment with a Hub VIC.

2.5.1 A Pop-up is a non-permanent service operating for a part-day, single day, or over multiple days for the purposes of an event, tradeshow, or crisis management.

2.5.2 A Pop-up can include, but is not limited to, caravans, booths, display tables, or bike trailers.

2.5.3 The Pop-up cannot be a static display and must have person-to-person service during operating periods.

2.5.4 Local government planning regulations and OHS standards need to be adhered to for choice of site location.

2.5.5 The Hub VIC managing the Pop-up does not need to be located in the same LGA/region, but must have written approval from the visited LGA/region.

2.5.6 A Pop-up may be shared across a LGA/region for greater benefit, but must have a usage Memorandum of Understanding between the LGA/region.

2.5.7 A Pop-up will not have access to Vic Roads signage.

2.6 Ambassadors

Accreditation for this Service Model requires an alignment with a Hub VIC.

2.6.1 Staff members and/or volunteers providing roving information services.

2.6.2 Must have access to reference materials (either hard copy or digital information) to offer visitors.

2.7 Digital Platforms

Accreditation for this Service Model requires an alignment with a Hub VIC.

2.7.1 The trademark i logo may only be used when content is managed by Visitor Services staff who are connected to an Accredited VIC.

2.8 Static Display & Digital Display

Accreditation for this Service Model requires an alignment with a Hub VIC.

2.8.1 An information display, for example an electronic noticeboard, brochure stand or information hub that provides local information such as maps and brochures, in a high trafficked area remote from a VIC, e.g. a winery.

2.8.2 The display may use the i brand but must include information on the nearest Accredited Hub VIC and appropriate contact details.
SECTION 3
OPENING HOURS AND AFTER-HOURS INFORMATION

3.1 Opening Hours

Note: exemptions or changes to operating hours will be determined by ATAP Victoria on a case by case basis, based on demonstrated visitor needs.

Hub VIC
Minimum 42 hours per week.
Seven days per week.
Minimum six hours per day.
Core operating hours 10am-4pm.
Can exclude Christmas Day, Good Friday, and ANZAC Day at the manager’s discretion.
Encouraged to extend hours to meet the needs of visitors especially over peak periods and public/school holidays.
It is preferable to be open 7 days per week, 8 hours per day between the hours of 9am and 5pm, with longer hours based on visitor demand.

Satellite VIC
As per Hub VIC.

Seasonal VIC
As per Hub VIC for the duration of the service/season.

Ancillary
Consistent opening hours which must be pre-determined as part of the Accreditation application/renewal.

Pop-up
Variable opening hours based on events and location activities. Expected number of engagements and times of operation should be included as part of the Accreditation application/renewal.

Ambassadors
N/A.

Digital
A 24-hour response time must be adhered to for all two-way communications during business hours, with preference to two hours during operational hours. Use of auto-reply is satisfactory.

Static display
N/A.
3.2 Communication of Opening Hours

Hub VIC
Must be clearly displayed during and outside normal operating hours. Must be communicated on the recorded telephone message and automated email response and communicated on all Digital Platforms (e.g. Facebook, website, Trip Advisor page, Visit Victoria listing).

Satellite VIC
As per Hub VIC.

Seasonal VIC
Must be clearly displayed at site.

Ancillary
Must be clearly displayed at site.

Pop-up
Desirable.

Ambassadors
Desirable.

Digital
Desirable.

Static display
Desirable.
3.3 Accommodation Options

Hub VIC
Must be available and visible from outside the building after hours (phone numbers or web links) – option chosen must be accessible by majority of visitors.

Satellite VIC
As per Hub VIC.

Seasonal VIC
As per Hub VIC.

Ancillary
Desirable.

Pop-up
N/A.

Ambassadors
N/A.

Digital
Desirable.

Static display
Desirable.
3.4 Emergency Information

Hub VIC
Must be displayed and visible from outside the building. Must include emergency contact numbers and other appropriate information (e.g. police, ambulance, hospital), including the www.emergency.vic.gov.au website.

Satellite VIC
As per Hub VIC.

Seasonal VIC
As per Hub VIC.

Ancillary
Desirable.

Pop-up
N/A.

Ambassadors
N/A.

Digital
Desirable.

Static display
Desirable.

3.5 Locality Maps

Hub VIC
Must be clearly displayed and visible from outside the building.

Satellite VIC
As per Hub VIC.

Seasonal VIC
As per Hub VIC.

Ancillary
As per Hub VIC.

Pop-up
N/A.

Ambassadors
N/A.

Digital
Desirable.

Static display
Desirable.
SECTION 4
STAFFING AND PROFESSIONAL DEVELOPMENT

4.1 Staffing
Paid staffing levels will vary according to the delivery of different service levels, however a minimum of one paid FTE is required to operate an Accredited Hub VIC.
In regards to service delivery however, staffing refers to paid and volunteer (unpaid) Visitor Information Services personnel. Where paid staff are not on site, volunteers must have access to a paid staff member by phone.
When information on relevant emergency situations is being provided, this must be managed by a paid staff member, not a volunteer.
Full Time refers to 38 hours per week, while equivalent Full Time: generally means that two part time employees make up the hours of a full time employee (i.e. 38 hours as defined above) – (Source for definitions: V0076 Victoria Local Authorities Interim Award 72).

4.2 Staffing Levels
Hub VIC
One full-time equivalent paid staff member allocated to Visitor Information Servicing, per Hub VIC.

Satellite VIC
0.5 full-time equivalent paid staff member allocated to Visitor Information Servicing per Satellite VIC.
Can be staffed by paid or volunteer staff; volunteers must have access to a paid staff member.

Seasonal VIC
0.5 full-time equivalent paid staff member allocated to Visitor Information Servicing per Seasonal VIC, for the duration of the service.
Can be staffed by paid or volunteer staff; volunteers must have access to a paid staff member.

Ancillary
0.5 full-time equivalent paid staff member allocated to Visitor Information Servicing per Ancillary service, prorated per 42 hours of activity per week.
During opening hours an Ancillary must have a staff member or volunteer onsite dedicated to visitor information servicing, that is linked to the Hub VIC, and must have access to a paid staff member.

Pop-up
0.5 full-time equivalent paid staff member allocated to Visitor Information Servicing per Pop-up service, prorated per 42 hours of activity per week.
Can be staffed by paid or volunteer staff; volunteers must have access to a paid staff member.

Ambassadors
Supervision of Ambassadors is undertaken as part of existing staff resources.
Can be staffed by paid or volunteer staff; volunteers must have access to a paid staff member.

Digital
Managed within existing staff resources.

Static display
Managed within existing staff resources.
4.3 Professional Development

Visitor Information Services form part of a Visitor Information Servicing Regional Network Group (RNG). Visitor Information Services managers are required to prioritise participation in RNG meetings.

Visitor Information Services managers within each Visitor Information Servicing RNG will collectively elect an (experienced) Visitor Information Services manager from their respective Network, along with a proxy to support the state Visitor Information Servicing Reference Group for a term of two years.

Visitor Information Services managers must attend a minimum of two RNG meetings, two structured networking/professional development activities per year, plus the annual VIC Summit. Professional development may include recognised training programs specific to that staff member’s needs.

All other VIS staff members including volunteers should receive at least two professional development/customer service training opportunities per year (one of which can be a family tour).

It is desirable for paid staff members/volunteers to have First Aid Training.

SECTION 5
CUSTOMER SERVICES

Minimum customer service standards apply as per the ATAP Core Requirements.

Staff must respond to a visitor’s request for local and regional information in a timely manner that is consistent with current business practice.

Where appropriate, the Visitor Information Services team must answer the phone, greet visitors, and respond to online enquiries as clearly identified representatives of the Visitor Information Centre or Visitor Information Services team.

Staff will offer to make enquiries on behalf of the visitor, whether in person, phone, or digitally.

Staff are required, to the best of their knowledge, to provide informed, impartial options to meet the visitor’s needs.

If operating a booking service, staff and volunteers must ensure that booking terms and conditions comply with all relevant legislation and comply with Consumer Affairs Victoria’s guidelines for holiday accommodation providers and booking agents.

For those not utilising Digital Platforms Accreditation, described in Section 2.8, up-to-date and relevant digital content to promote your region must be offered via alternate methods (e.g. contribution to LGA or RTB content).

A refund and return policy must be in place if selling retail goods.

It is desirable VIS use third-party customer feedback systems, such as Trip Advisor, as a customer service tool to monitor and enhance customer satisfaction levels.
SECTION 6
FACILITIES AND AMENITIES

These requirements are not applicable for digital or static displays.

6.1 Information Display Policy

A policy must be developed and implemented that considers:

- Displaying information of both Accredited and non-Accredited tourism businesses.
- Display fees and membership requirements to list.
- Categorisation including separating displays into geographical and/or sector specifics such as accommodation, tours, restaurants.
- Deceptive advertising policy for exhibiting brochures.

6.2 Provision of Information

Hub/Satellite/Seasonal VIC

Compulsory:

- Display local and regional brochures and information to meet visitor needs.
- Have an appropriate layout to meet visitor needs that could include: brochure and information display racks including clearly labelled sections e.g. local/regional accommodation, attractions, maps etc.
- Have emergency information and/or display able to be viewed both during hours of operation as well as after hours.
- Have upcoming events visible either externally, internally, or digitally.

Desirable:

- Have electronic information available e.g. tablet, destination app.
- Have multilingual information available.
Ancillary/Pop-up/Ambassadors

Compulsory:
- Display local brochures and information to meet visitor needs.

Desirable:
- Have appropriate brochure and information display racks including clearly labelled sections e.g. local/ regional accommodation, attractions, maps etc.
- Have emergency information and/or display able to be viewed both during hours of operation as well as after hours.
- Have electronic information available e.g. tablet, destination app.
- Have multilingual information available.
- Have upcoming events visible either externally, internally, or digitally.

6.3 Visitor Facilities/Amenities

Hub/Satellite/Seasonal VIC

Compulsory:
- Be accessible (i.e. easy for visitors to access via public transport or their own vehicle) and have adequate car and coach parking in close proximity to meet demand. Definition of close proximity: (a) within a 5 minute walk of the facility; (b) if a shared tenancy is in place, designated visitor parking with adequate signage is required; or (c) where a facility is located in a highly populated area, drop off zones are required in front or as close to the VIC building as possible.
- Be accessible via multiple channels including, but not limited to, a toll free number (1800), local cost (1300) number and/or website that is marketed to the visitor.
- Have a dedicated telephone and recorded telephone message.
- Have email and internet access for staff and volunteer use.
- Have public toilets onsite (with disabled access) or within a five minute walk.
- Have access to nearby appropriate toilets for staff.
- Have disabled access as specified by Australian Standard 1428.1.
- Have a policy in place for non-routine/unplanned disruptions to visitor services.
- Have a visitor seating area or seating nearby.

Desirable:
- Have device charging stations.
- Have Wi-Fi.
Ancillary/Pop-up/Ambassadors

Compulsory:
- Have public toilets onsite (with disabled access) or within a five minute walk

Desirable:
- Have email and internet access for staff and volunteer use
- Have disabled access as specified by Australian Standard 1428.1
- Have device charging stations
- Have Wi-Fi
- Have a visitor seating area

6.4 Staff Facilities/Amenities

Hub/Satellite/Seasonal VIC

Compulsory:
- Have a local area fact file - a reference source for staff to refer to including local area information, tourism and other community services.
- Have a brochure storage area, out of public view.
- Have a dedicated information/enquiry point/counter.
- Have a mechanism for recording statistics, information and communication between shifts.
- Have a uniform or a minimum dress standard for all staff and volunteers.
- All staff members must be identifiable as Visitor Information Servicing staff members, i.e. the i trademark be included on staff members' uniforms, badges etc.
- Have equipment to be adequately resourced for Visitor Information Servicing, i.e. printing itineraries on demand.

Desirable:
- Have office space available.

Ancillary/Pop-up/Ambassadors

Compulsory:
- All staff members be identifiable as Visitor Information Servicing staff members, i.e. the i trademark be included on staff members’ uniforms, badges, etc.
- Have a uniform or a minimum dress standard for all staff and volunteers.
- Have a brochure storage area, out of public view.

Desirable:
- Have a dedicated information/enquiry point/counter.
- Have a mechanism for recording statistics, information and communication between shifts.
- Have equipment to be adequately resourced for Visitor Information Servicing, i.e. printing itineraries on demand.
SECTION 7
COLLECTION OF STATISTICS

Collecting and using visitor statistics through Visitor Information Services helps determine visitor needs and patterns, and assists in not only regional decision making, but also state-level decision-making.

The collection of statistics is an important tool in highlighting the value of Accredited Visitor Information Servicing for the visitor economy, through compiling a snapshot of the 4.5 million visitors each year attending all of Victoria's Hub VIC, Satellite VIC, Seasonal VIC, Ancillary and Pop-Up VIS models.

Compulsory:

- Collect and collate walk-in visitor statistics for all Hub, Satellite, Seasonal VIC and Ancillary.
- VICs who are in a shared building or have multiple entries may collect walk-in visitor numbers using a manual system.
- Collect and collate statistics on the number of visitor enquiries via phone and email by recording the number of enquiries.
- Report statistics to VTIC each month.
- Conduct research to assist service delivery and engage in research opportunities as requested by VTIC, ATAP Victoria, and the Reference Group.

Desirable:

- Collect and collate statistics for Pop-up, Ambassador and Digital Platforms Visitor Information Servicing models.
- Collect statistics on the type of enquiries received. Recommended categories include Local Directions, Origin Data, Travelling Information, Events and What’s On, Things to See & Do and Accommodation, Customer Satisfaction and their postcode.
- Collect/record your Digital Platforms activity in relation to your social media or website.
- Engage in various research opportunities such as ongoing service improvement opportunities.

Contact Details

Australian Tourism Accreditation Program – Victoria
3/150 Collins Street MELBOURNE VIC 3000

Post   GPO 4352 MELBOURNE VIC 3001
Phone   03 8662 5387
Email   accreditation@vtic.com.au