

MITCHELL SHIRE COUNCIL TOURISM STRATEGY 2010 – 2015



Lions Park, Seymour – A popular fishing & picnic location

Final



Prepared by the
Economic Development & Tourism Unit
Mitchell Shire Council
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1. Introduction

Between October 2009 and February 2010 Mitchell Shire Council Economic Development Unit has consulted with the local tourism industry to create a Council Tourism Strategy for 2010 – 2015. The strategy will guide the actions of the Economic Development Unit and Council in developing and promoting tourism within Mitchell Shire over the next 5 years.

Consultation sessions with the industry, desk top research and individual interviews were undertaken between October 2009 and January 2010 to develop this strategy and action plan.

2. Vision

The aim of this tourism strategy is to facilitate Mitchell Shire becoming a recognised tourist destination and to successfully promote townships within the Shire.

By 2015 Mitchell Shire's towns will be well known and effectively branded, with well developed tourism product, supported by effective co-operative marketing.

3. Overview of Mitchell Shire

Mitchell Shire is located 40 minutes north of Melbourne in the centre of Victoria. The Shire comprises the main townships of Kilmore, Seymour, Broadford and Wallan, and the smaller towns of Tooborac, Pyalong, Wandong-Heathcote Junction, Tallarook, Trawool and Beveridge.



Map 1 - Towns of Mitchell Shire



Map 2 – Victoria, Australia. Melbourne and Mitchell Shire highlighted in green.

3.1 Mitchell Shire Tourism Economic Profile

Good quality statistical information on tourism in Mitchell Shire has been difficult to obtain as it is a small Shire in regard to visitor numbers, which are low in comparison to many others in the State (see Tourism Victoria data). The most accurate visitor statistics are collected by volunteers from the Visitor Information Centres in Seymour and Kilmore (Table 1), however these do not represent the overall visitor population.

Table 1 - Visitor stats 2008 – 2009 in Mitchell Shire

YEAR TAKEN	VISITOR NUMBERS
2005	16414
2006	16640
2007	15618
2008	12389
2009	14547

Table 2 - Summary of Businesses in Mitchell directly related to Tourism

Business	Number
Accommodation businesses	35
Tourism businesses	765
Restaurants and cafes	80
Wineries	15
Employees in tourism businesses	850

Source: Australia Bureau of Statistics, ABS Business Register (unpublished)

Data collected for the year ended June 2009 (ABS) and summarised in Table 2 above, suggests 850 (4.8%) of Mitchell and Strathbogie's workforce were employed in the tourism industry. Whilst this is not significant in itself, many other businesses such as retail and transport businesses do benefit greatly from tourism spending.

A further summary by Tourism Australia (see below) shows a large number of non-employing tourism businesses (393) and micro tourism businesses (264) in the Mitchell Shire, as at 2007.

Table 3 – Tourism businesses in Mitchell Shire

Tourism businesses	Number	%	State average %	National average %
Non-employing businesses	393	51	51	50
Micro businesses (1-4 employees)	264	35	27	27
Small businesses (5-19 employees)	69	9	15	16
Medium to large businesses (20 or more employees)	39	5	7	7
TOTAL BUSINESSES	765	100	100	100

Source: Tourism Research Australia International Visitor Survey (unpublished) and National Visitor Survey (unpublished), Australia Bureau of Statistics, ABS Business Register (unpublished)

Tourism Australia's analysis of visitor nights and spending (Table 4) shows the average spend over three years, up to 2007, as coming from domestic overnight stays (\$321,000). The overall average spend from domestic overnight visitors is \$16 million dollars, with an average of \$144 per trip while domestic daytrip visitors spend \$22 million, with an average spend of \$66 per trip.

Hence overnight visitors are the most valuable tourists or visitors.

Table 4 – Visitor nights and spend in Mitchell Shire

	International	Domestic overnight	Domestic day
Visitors ('000)	np	113	332
Visitor nights ('000)	np	321	-
Spend (\$million)	np	16	22
Average stay (nights)	np	2.8	-
Average spend per trip (\$)	np	144	66
Average spend per night (\$)	np	51	-

Source: Tourism Research Australia International Visitor Survey (unpublished) and National Visitor Survey (unpublished), Australia Bureau of Statistics, ABS Business Register (unpublished)

3.2 Visitor Information Services

Mitchell Shire has one accredited Visitor Information Centre in the Old Courthouse Seymour and one unaccredited Visitor Information Centre in Kilmore Library. These centres are run by Mitchell Shire Council's Visitor Services Officer and staffed by volunteers and library staff.

3.3 Town Specific Profiles

The towns of Mitchell Shire offer a diverse range of attractions and experiences for tourists.

Kilmore area (Pop. Est. 6350)

Kilmore has a strong historical aspect with a number of heritage buildings in town, antique shops and a claim to being the oldest inland town in Victoria. There is also an extensive and recognised educational presence with a number of schools including the International School and Assumption College. Kilmore also has regular race meets, both thoroughbred and harness, at the Kilmore Racing Complex. The main street has a number of retail outlets which seem under-utilised and the streetscape is less than optimal.

Seymour/Puckapunyal (Pop. Est. 7500)

The township of Seymour is surrounded on three sides by the Goulburn River but this is an under-utilised and under-promoted resource in many people's opinion. It is also known for its railway and military history. There is currently a heritage railway centre, an army base at Puckapunyal and an historic Light Horse Park on the Goulburn Valley Highway. A number of small wineries and vineyards are located in and around Seymour.

Broadford area (Pop. Est. 4280)

Broadford is home to the State Motorcycle Sports Complex which has regular and major motorcycle events. It is also home to Nestle Australia's Allen's Lollies factory but this is not a tourist attraction and is not open to the public. Broadford's strengths are in its heritage features and its natural surroundings, including Mt Piper and the rare species of Ant-blue butterfly.

Wallan (Pop. Est. 7900)

Wallan, located at the south of the Shire, is a gateway to the Mitchell Shire on the Northern Highway. It is a potential gateway to the region encapsulated by the new Goulburn River Valley Tourism (Shepparton, Strathbogie, Murrindindi and Mitchell) initiative.

Tooborac (Pop. Est. 270)

Tooborac is a small town located on the Northern Highway. The town's main attractions are its rocky outcrops, the Shelmerdine Winery, Tooborac Hotel and Brewery.

Pyalong area (Pop. Est. 2520)

Pyalong is a small town located on the Northern Highway. Its features include an historic trestle rail bridge and rocky outcrops surrounding the township.

Wandong and Heathcote Junction (Pop. Est. 2750)

Wandong and Heathcote Junction are small townships located north of Wallan just off the Hume Highway. Wandong has an annual Country Music Festival which draws large numbers of visitors. Wandong has a recognised branded entrance in the symbol of a wombat.

Tallarook (Pop. Est. 300)

Tallarook is located at the base of the Tallarook State Forest. It has a monthly Farmers Market which attracts people to the town. Tallarook will be the starting point for the Goulburn River High Country Rail Trail which is currently being developed (anticipated completion 2011).

Trawool (Pop. Est. 100)

Trawool is located on the Goulburn Valley Highway and provides access to the Goulburn River. It is a very scenic part of the Mitchell Shire and it is home to Trawool Valley Resort, the only conference centre in the Mitchell Shire, and other accommodation and dining outlets.

Beveridge (Pop. Est. 500)

Ned Kelly's childhood home still stands in Beveridge. The town is located at the south end of the Mitchell Shire in an area set to see a rapid increase in residential growth in coming years.

4. Situational Analysis and Discussion

The following statistics give an idea of the current effect and benefits of tourism within the Mitchell Shire. These statistics will be used to measure increases in visitation to the Shire over the period of this strategy.

4.1 Domestic Day-Trippers

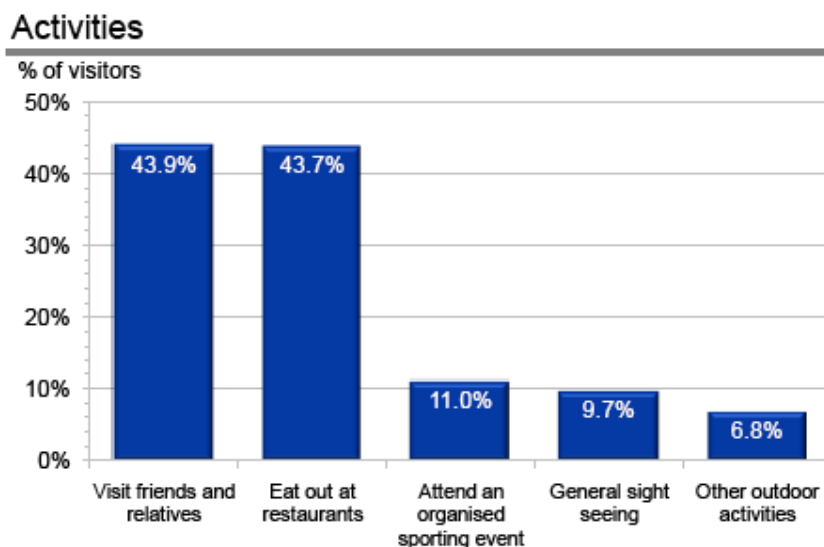
Data collected from the year ended June 2009 for the shires of Mitchell and Strathbogie suggests the two shires received **514,000 domestic daytrip visitors**. This was down by 9.5% from the previous year (Ref: National Visitor Survey).

The main purpose of these daytrips was 'Visiting friends and relatives' (41.6%), followed by 'holiday or leisure' (41.2%) and 'business' (10.3%) (Ref: National Visitor Survey).

There was a fairly even distribution of travellers by age with 'mid-life travellers' (aged 35-54) contributing 38.7%, followed by 'older travellers' (aged 55 and over) contributing 30.7% and 'young travellers' (aged below 35) contributing 30.5% of visitors. (Ref: National Visitor Survey).

Visiting friends and relatives and eating out at restaurants were the most popular activities undertaken by visitors to Mitchell and Strathbogie. **(See Table 5)**

Table 5 – Activities of visitors to Mitchell and Strathbogie Shires



Source: National Visitor Survey, YE Jun 09, Tourism Research Australia.

4.2 Domestic Overnight

Data collected from the year ended June 2009 for the shires of Mitchell and Strathbogie suggests the two shires received **189,000 domestic overnight visitors**; (Ref: National Visitor Survey) this was down by 6.9% from the previous year. Possible reasons for this decline are the Global Financial Crisis or the February 2009 Bushfires.

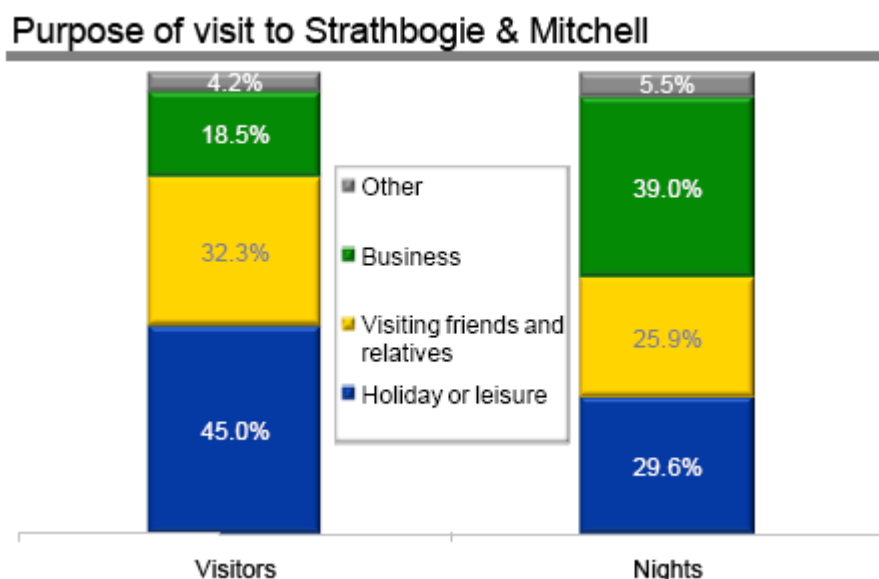
The main purpose for these visitors was 'holiday or leisure' (45.0%), followed by 'visiting friends and relatives' (32.3%), and 'business' (18.5%) (**See Table 6**).

Mitchell and Strathbogie shires received 76.7% of visitors and 61.8% of visitor nights from intrastate. 23.3% of visitors and 38.2% of visitor nights were from interstate visitors. (Ref: National Visitor Survey) Interstate visitors are staying longer which would be expected.

'Friends or relatives property' (34.4%) was the most popular accommodation type followed by 'other non-commercial property' (18.7%). (Ref: National Visitor Survey)

'Private or company vehicle' (87.3%) was the most popular transport used by visitors. (Ref: National Visitor Survey)

Table 6 – Purpose of visitors to Mitchell and Strathbogie Shires



Source: National Visitor Survey, YE Jun 09, Tourism Research Australia.

Table 7 – Visitors to Mitchell and Strathbogie compared to visitors to other regions

Region	Nights	Day trip visitors	Overnight visitors	Main purpose	Next main purpose
Mitchell/Strathbogie*	513K	514K	189K	Holiday (45%)	Visiting Friends and Relatives (32%)
Daylesford Macedon Ranges	1.2M	1.3M	474K	Holiday (59%)	Visiting Friends and Relatives (31%)
Yarra Valley Dandenong Ranges	1.6M	2.6M	644K	Holiday (52%)	Visiting Friends and Relatives (38%)
Great Ocean Road	6.8M	4.9M	2.5M	Holiday (62%)	Visiting Friends and Relatives (22%)
Mornington Peninsula	4M	2.8M	1.2M	Visiting Friends and Relatives (43%)	Holiday (39%)
Murrindindi	566K	446K	217K	Holiday (60%)	Visiting Friends and Relatives (25%)

Source: Tourism Victoria - 12 months to December 2008. * Statistics on the two individual Shires are not available.

It is clear from Table 7 that tourism in Mitchell/Strathbogie is small in comparison to other tourism regions. Also the data suggests there is certainly scope to increase both holiday/leisure and visiting friends/relatives markets in the region.

4.3 International

Data collected for the year ended June 2009 for the shires of Mitchell and Strathbogie suggests the two shires received 3,500 international overnight visitors and that visitors spent 28,100 nights in the region. However, this data is considered statistically unreliable for this period due to small sample size.

The main purpose of these visits was 'holiday and leisure' (35.4%) followed by 'visiting friends and relatives' (29.6%).

Table 8 – Origin of overseas visitors to Mitchell and Strathbogie Shires

Origin

No.	Market	Share	No.	Market	Share
1	New Zealand	33.8%	12	Hong Kong	0.0%
2	United Kingdom	17.1%	12	Malaysia	0.0%
3	Germany	11.8%	12	Taiwan	0.0%
4	USA	9.0%	12	Korea	0.0%
5	Indonesia	3.5%	12	India	0.0%
6	Scandinavia	2.9%	12	Italy	0.0%
7	France	2.7%	12	Netherlands	0.0%
8	Thailand	2.6%	12	Switzerland	0.0%
9	Singapore	2.6%			
10	Canada	2.5%		<i>Other Asia</i>	3.1%
11	China	0.5%		<i>Other Europe</i>	6.4%
12	Japan	0.0%		<i>Other Countries</i>	1.4%

Source: National Visitor Survey, YE Jun 09, Tourism Research Australia.

New Zealand and United Kingdom comprise the largest portion of overseas visitors to Mitchell and Strathbogie Shires.

4.4 Visitation Patterns

From the data collected for Mitchell and Strathbogie 'Visiting Friends and Relatives' is clearly a major reason for visitors to come to the shires for both daytrips and overnight stays.

In comparison to other regions Mitchell/Strathbogie's visitor numbers are, however, well below that of the major campaign regions. Interestingly though the same main purpose for people visiting the regions was 'Visiting Friends and Relatives'.

Anecdotal evidence, supported by the data from the Mitchell Shire public consultation sessions suggests that a main source of overnight stays in the shire, on commercial properties, is from 'business' visitors (Table 6). This potentially represents an opportunity to market the Shire to those people.

Accommodation providers suggested during consultations that accommodation occupancy rates are very inconsistent. Some weeks are booked out by 'business' visitors and 'event attendees' and some weeks there are no bookings.

4.5 Key Tourism Attractions of Mitchell Shire, as identified in Tourism Consultation Workshops

Participants in the consultation sessions identified a range of tourism attractions and products that are assets to the Mitchell Shire and that attract visitors to the region.

Natural attractions

Goulburn River
Tooborac Rocks
Walking Trails
Tallarook State Forest
Mt Disappointment State Forest
Light Horse Memorial Park
Goulburn River High Country Rail Trail*

Historic attractions

Bylands Heritage Tramway Museum
Seymour Railway Heritage Centre
RAAC Memorial and Tank Museum
Historic buildings in Kilmore and Seymour
Hume and Hovell monument and history
Trestle Bridge at Pyalong
Old Goulburn Bridge*

Sport, Recreation and other activities

River Country Adventours
Kilmore Miniature Railway
Kerrisdale Mountain Railway & Museum
Extreme Driving
State Motorcycle Sports Centre
Hume International Raceway
Challenge Paintball and Laser Skirmish
Pretty Sally Trail Rides
Golf courses
Country race meets
Leisure centres in Wallan, Kilmore and Seymour
Go Carts

Art

Old Post Office Seymour
Myriad Glass Design
Old Courthouse Gallery
U Can Doo Art and Craft-S-Cool

Equine Tours – subject to seasons

Chatswood Stud
Darley Stud

Specific Children's activities

Edgar's Mission Animal Farm

Food and Wine

Wineries (6)

Restaurants (10)
Cafes (15)
Hotels/Bistro (16)

Other

Vietnam Veterans Commemorative Walk*

Major Events

Seymour Alternative Farming Expo
Kilmore Celtic Festival
Tastes of the Goulburn
Wandong Country Music Festival
Country race meets

*Currently in development, see Item 4.6 Major Projects following.

4.6 Major Projects currently under development

There are a number of projects currently under development which will attract tourists and visitors to the Mitchell Shire.

Goulburn Valley High Country Rail Trail – Tallarook to Mansfield

The Goulburn Valley High Country Rail Trail will travel from Tallarook to Mansfield and is set to be the longest Rail Trail in Victoria. Work started on the Mansfield end of the trail in late 2009 and the overall project is set to cost about \$11.5 million.

Old Goulburn Bridge - Seymour

The heritage listed Goulburn River Bridge in Seymour will receive approximately \$500K (Federal/State/Local Government grants and local contributions) for restoration. Planning work on restoring the bridge has begun.

Vietnam Veteran's Commemorative Walk - Seymour

A Commemorative Walk to honour all 62,100 Australians who served in the Vietnam War will be built in High Street, Seymour. Plans for the Commemorative Walk have been established and construction will be in stages with the overall project set to cost \$2.5 million. Expected completion is 2015.

4.7 Accommodation

Mitchell Shire offers a range of accommodation options. The largest accommodation sector is the bed and breakfast style accommodation.

There are:

- approximately 20 bed and breakfast style accommodation venues within the Mitchell Shire;
- 9 motels in the Mitchell Shire
- 5 caravan parks in the Mitchell Shire; three in Seymour, one in Kilmore and one in Wandong;

One resort/conference venue exists within the Mitchell Shire.

Current estimate is that there are 350-400 beds available in the Shire per night.

4.8 Transport

The Mitchell Shire is serviced by the Hume Highway, Northern Highway and Goulburn Valley Highway. There is also a V/Line service running through the towns of Wallan, Wandong, Kilmore, Broadford, Tallarook and Seymour as part of the Melbourne to Sydney line. These townships are also serviced by a local bus service and an interstate bus service.

4.9 Marketing

Mitchell Shire has its own Official Visitor Guide, developed in 2009. This publication provides marketing buy in opportunities for tourism businesses throughout the region and is published approximately every three years.

Mitchell Shire is considered a part of Tourism Victoria's Daylesford-Macedon Ranges campaign committee. This has allowed individual businesses to buy in to the marketing initiatives of the Daylesford Macedon Ranges region which includes the townships of Mount Macedon, Daylesford, Woodend and Hepburn Springs.

The now dissolved Mitchell Tourism Development Group developed a number of marketing initiatives, including a business card map and photography competition. The photography competition continues to be run by the Mitchell Photographic Club.

Goulburn River Valley Tourism is a Regional Tourism Board established to encourage a cooperative approach to tourism development, skills training, product development and marketing in the Mitchell, Murrindindi, Strathbogie and Shepparton regions. The aim of the tourism board is to increase the profile of the region and visitation to the region by providing strategic direction to the tourism industry and through a number of marketing and branding initiatives.

The decision to align Mitchell Shire Council with the Goulburn River Valley Tourism initiative has been endorsed and included in the 2009 – 2013 Council Plan, "Support the recommendations and actions contained in the 'A United Approach to Tourism' Study, particularly the formation of a regional tourism organisation to support tourism in Mitchell, Murrindindi, Strathbogie and Greater Shepparton".

5. SWOT Analysis of Mitchell Shire Tourism Opportunities

This analysis is based on the SWOT developed during the consultation process – see Attachment 1.

5.1 STRENGTHS

Tourism Developments:

- Goulburn River High Country Rail Trail
- Vietnam Veteran's Commemorative Walk
- Old Goulburn Bridge restoration
- Kilmore Miniature Railway

Historical attractions:

- Buildings in Kilmore and Seymour
- Heritage Railway and Tramways

Transport:

- Highway connections
- V/Line train link

Natural attractions:

- Goulburn River
- State Forest
- Parks
- walking trails
- Light Horse Park
- Tooborac rocks

Events:

- Tastes of the Goulburn
- Seymour Alternative Farming Expo
- Wandong Country Music Festival
- Kilmore Celtic Festival
- Wallan Market
- Tallarook Farmers Market

Sporting venues:

- Kilmore and Seymour Racing Clubs
- Hume International Raceway
- State Motorcycle Sports Centre

Proximity to Melbourne

5.2 WEAKNESSES

Seasonality has an effect on occupancy rates within the shire

No leveraging of current visitor markets:

- business visitors
- visiting friends and relatives
- event attendees

Limited range of tourism products

No identity for towns

- towns and tourism products not recognised by Tourism Victoria or featured on state maps.

Lack of local pride and knowledge

- locals do not realise what is here

Signage is poor in some areas

Towns are not visible or experienced from the freeway

Limited access to Goulburn River

No Local Tourism Association

5.3 OPPORTUNITIES

Target business sector to leverage off visitation

Encourage businesses to leverage off events

Improve key infrastructure such as signage

Create an events strategy to attract consistent visitation and target relevant sections

Improve marketing and promotion to target key visitor markets

Develop local pride campaign

Packaging tourism products together

Develop industry and product

Support Goulburn River Valley Tourism

Enhance existing and build partnerships further with local businesses including a new Local Tourism Association

Market and promote towns rather than the Shire

Improve communication with stakeholders including local businesses, surrounding councils, Tourism Victoria and Tourism Alliance.

5.4 THREATS

Opening hours of shops and attractions do not meet expectation of visitors

Minimal interest in tourism from businesses within shire

Streetscapes are not maintained to community expectations

Ongoing drought is affecting nature and river tourism

Tourism industry appears not to respond to, or embrace, competitive pressure from other regions

6. Strategies Identified to improve tourism opportunity

6.1 Increasing Visitor Yield and Dispersion.

- Suggested they we target existing visitor markets of business visitors, visiting friends and relatives, holiday and leisure, and event attendees, to increase length of stay and expenditure in Mitchell Shire and encourage visitor dispersion throughout the remainder of the Shire.

6.2 Marketing Strategy

- Conduct marketing and promotional activities which promote Mitchell Shire towns individually rather than a whole shire marketing approach.
- Develop individual townships brands.
- Highlight key tourism attributes of Mitchell Shire including nature and heritage/history, and encourage the packaging of tourism products particularly around townships theme.

6.3 Events Strategy

- Use events to lesson seasonality, encourage new events to the Shire and leverage off current events, in particular events which highlight the natural resources and history (including military) of the Shire and its towns.
- Have a dedicated Events Program which includes events grants, events kits, workshops and presentations to community representatives.

6.4 Local Pride

- Create an on-going Local Pride Campaign to educate and inform the Mitchell Shire community of the tourism products and experiences available within the Shire and to target, and further support, the 'Visiting Friends and Relatives Market'.

6.5 Product, Business and Industry Development

- Support the development of local tourism product including packaging products together, redevelopment of existing products and a broader accommodation offering. Support industry development and training programs and encourage industry networking.

6.6 Infrastructure Development

- Actively support and encourage the development of new tourism infrastructure and the improvement of existing infrastructure. Including upgraded Visitor Information Centres in the north and South of the Shire, improved signage and a Recreational Vehicle EzyDump Point.

6.7 Stakeholder Involvement and Communication

- Increase local stakeholder involvement and communication and support the actions and recommendations of Goulburn River Valley Tourism, the Murrindindi Mitchell Bushfire Tourism Recovery Group and Tourism Victoria.
- Support the establishment and development of a Local Tourism Association, medium to long-term.

6.8 Visitor Services

- Continue the operation of Visitor Information Centres in Kilmore and Seymour with a view to creating a new purpose-built, accredited Visitor Information Centre in Wallan and information displays in the Hume Highway Service Centres, local accommodation venues and attractions.

Support the development of a new visitor services network within the Goulburn River Valley region.

7. Five year Action Plan

Abbreviations

Economic Development Manager = EDM

Tourism Development Officer = TDO

Visitor Services Officer = VSO

Business Development Officer = BDO

General Manager = GM

Mitchell Shire Council = MSC

Visitor Information Centre = VIC

Economic Development Unit = EDU

STRATEGY 1 – Increasing Visitor Yield & Dispersion

Strategy: <i>Increase length of stay and expenditure in Mitchell Shire and encourage visitor dispersion throughout the Shire.</i>			
Action	Key Performance Indicator	Timeline	Responsible
Support creation and distribution of maps which highlight the tourism strengths of each town.	Maps created and distributed.	June 2011	TDO, EDM, VSO
Support the development and promotion of touring routes collateral.	Marketing collateral detailing touring routes created.	June 2011	TDO, EDM, VSO
Distribute Buy Local Discount Voucher to accommodation venues.	Distribution of voucher to all accommodation venues	July 2010	TDO, VSO
Update the Mitchell Shire tourism directory and distribute hardcopies to accommodation venues.	Annual update of directory on website and distribution of directory to key accommodation venues	Annually, beginning of each year	TDO
Regular professional development events	2 Professional development events each financial year	Biennially	EDU
Events calendar developed and promoted	Events calendar on website. Hard copy created and distributed throughout shire and surrounds	Annually at the start of each financial year	TDO, VSO

STRATEGY 2 – Marketing Strategy

Strategy: <i>Conduct marketing and promotional activities which promote Mitchell Shire towns individually rather than a whole shire marketing approach. Highlight key tourism attributes of Mitchell Shire including nature and heritage/history, and encourage the packaging of tourism products.</i>			
Action	Key Performance Indicator	Timeline	Responsible
Update Mitchell Shire Official Visitor Guide	Guide updated	At least every three years	EDM, TDO, VSO
Contribute to design of new Mitchell Shire website	Redeveloped tourism section on new website	June 2010	TDO, EDM, BDO, VSO
Update Mitchell Shire website	Regular updates of website with events, news and correct information	2010-2015 Regularly as required	TDO
Update Goulburn River and Ranges website (until Goulburn River Valley website is live)	Regular updates of website with events, news and correct information	2010-March 2011 Regularly as required	TDO with Admin Assistance
Attend expos and exhibitions to promote Mitchell Shire's tourism products	Attend two key expos/exhibitions each year.	2010-2015	TDO, VSO
Encourage the packaging of local tourism attractions, products, accommodation and food and drink venues.	Five new packages created each year.	2010-2015	TDO, EDM, VSO, BDO
Support the marketing activities of Goulburn River Valley Tourism and encourage local tourism industry's involvement	All marketing activities of Goulburn River Valley Tourism supported. Local operator's participation in initiatives.	2010-2015	TDO, VSO
Support the creation and update of marketing materials which highlight natural and historical strengths of Mitchell Shire and link to the town brands.	Materials created	December 2011	TDO, VSO, EDM
Create and update tourism image library	Image library created and updated.	December 2010. Updated yearly.	TDO, Office Administrator, VSO
Brand Mitchell Shire towns individually	Town brands created and signs created	December 2015	EDU
Redesign Military Heritage Tour brochure	Brochure redesigned and distributed	September 2010	VSO

STRATEGY 3 – Events

Strategy: <i>Create an events strategy to lesson seasonality, encourage new events to the Shire and leverage off current events.</i>			
Action	Key Performance Indicator	Timeline	Responsible
Create information kit to assist organisers holding events in Mitchell Shire	Events kit created with information on risk management, public liability, permits, marketing and funding opportunities	August 2010 Review every year	TDO, Local Laws
Attract new events including a military heritage type to the Shire	Two new events held	Annually	EDU
Events calendar developed and promoted	Events calendar on website. Hard copy created and distributed throughout shire and surrounds	Annually	TDO, VSO
Support events attracted to the Shire by Goulburn River Valley Tourism	In-kind event support and promotion provided	2010-2015	EDU
Investigate opportunity for retailer markets to run in conjunction with major events	Opportunities investigated and reported to General Manager	December 2010	EDU
Investigate opportunities to bring water related events to Mitchell Shire including camping and recreation	Opportunities investigated and reported to General Manager	December 2011	EDU
Continue to facilitate the use of Town Entrance Events Frames, New frames installed	Process applications to use frames, 3 new frames installed	Ongoing. New frames installed July 2010.	Office Administrator, TDO
Develop Filming Policy and related Guidelines	Policy and Guidelines developed and adopted by Council	August 2010	TDO, EDU
Provide tourism events funding to a diverse range of events	Variety of at least 10 events funded each year	Annually June/July	TDO, Councillors
Review events funding grants	Grants process reviewed and changes made	March 2010 Review every three years	EDM, TDO, GM

STRATEGY 3 – Events (cont)

Hold workshops for event organisers who receive grants	Two workshops held each year on topics such as marketing and sponsorship	Annually, after events grants are awarded	TDO, BDO
Hold forums for event organisers to present event overview to key community representatives from Local Tourism Association, Chambers of Commerce, VIC's, community clubs/organisations	2 forums held	July forum for events July-December. January forum for events January-June.	TDO, EDM

STRATEGY 4 - Local Pride

Strategy: <i>Create an on-going Local Pride Campaign to educate and inform the Mitchell Shire community of the tourism products and experiences available within the Shire and to target the 'Visiting Friends and Relatives Market'.</i>			
Action	Key Performance Indicator	Timeline	Responsible
Tourism Talk newsletter	Newsletter distributed with events, news, updates and featured business/events	Monthly - ongoing	TDO
Support Tourism Expo	Financial and in-kind support provided to Tourism Expo	Annually – May each year	EDU
Include tourism businesses in Buy Local Discount Voucher	8 tourism businesses to be included	May 2010	TDO, BDO
Feed positive tourism stories to local media	4 media releases written per year	2010-2015	TDO, VSO
Keep community informed of tourism developments	Updates on website, in Tourism Talk newsletter, stories to media	2010-2015	TDO, EDM
Explore the option of cafes having 'What's On' boards	Discussion with cafes, discussion with council, budget.	December 2010	TDO, VSO
Explore the option of a local newspaper having a regular tourism/ What's On feature	Discussion with local newspaper editors.	August 2010	TDO, VSO
Support local photography competition	Competition provided in-kind support and photos available for use by council.	Annually - September	Mitchell Photographic Club, TDO, Office Administrator
Tourism category in Shire Business Awards	Tourism category	Bi-annually - June	BDO, TDO

STRATEGY 5 – Product, Business & Industry Development

Strategy: <i>Support the development of local tourism product including packaging products together. Support industry development and training programs and encourage industry networking.</i>			
Action	Key Performance Indicator	Timeline	Responsible
Creation of Local Tourism Association	Local Tourism Association formed with help from Council	December 2010	EDM, TDO, VSO
Develop process for adequate collection of visitor statistics	Reliable statistics collected for Mitchell Shire and reported to council	Annually 2010-2015	EDU, Goulburn River Valley Tourism
Attract tourism business of a high standard	2 new businesses per year	2010-2015	EDU, Goulburn River Valley Tourism
Encourage increase in open hours/days for tourism businesses	Longer open hours	December 2011	EDU
Seek funding to support development	Funding found for 2 developments each year	2010-2015	EDU
Hold / support workshops for tourism operators	3 workshops per year held on topics such as marketing, visual merchandising, planning	2010-2015	BDO, TDO, EDM

STRATEGY 6 – Infrastructure Development

Strategy: <i>Actively support and encourage the development of new tourism infrastructure and the improvement of existing infrastructure.</i>			
Action	Key Performance Indicator	Timeline	Responsible
Support MSC Recreation Department to develop walking tracks/trails, parks and reserves	Support provided to development of key trails, parks or reserves	2010-2015	EDM, TDO, BDO
Support RV Friendly Town initiative in Seymour	RV Friendly Town achieved	December 2010	EDM, BDO, TDO
Support special charge scheme initiatives to clean up towns and streetscapes if schemes are passed by Council	Schemes supported	Kilmore 2010, other towns 2011-2015	EDU
Work with VicRoads and local business to improve tourism and service signage throughout Mitchell Shire towns	8 signs per year removed, erected, replaced or updated	2010-2015	EDM, TDO
Support new accredited VIC in Wallan	Report on benefits of building VIC in Wallan	June 2011	EDM, TDO, VSO, BDO
Support and assist funding for new tourism developments	Support given and assistance seeking funding for new developments	2010-2015	EDU
Support actions and recommendations of Council's Heritage Strategy Plan	Actions and recommendations supported	2010-2015	EDM, TDO

STRATEGY 7 – Stakeholder Involvement & Communication

Strategy: <i>Increase local stakeholder involvement and communication and support the actions and recommendation of the United Tourism Group, the Murrindindi Mitchell Bushfire Tourism Recovery Group and Tourism Victoria.</i>			
Action	Key Performance Indicator	Timeline	Responsible
Keep stakeholders informed of tourism developments and news via Tourism Talk newsletter	Newsletter distributed to key stakeholders	Monthly	TDO
Support the actions and recommendations of Goulburn River Valley Tourism.	Council representative to sit on Goulburn River Valley Tourism board. Regular attendance at meetings. Involvement in Goulburn River Valley Tourism initiatives.	2010-2015	EDM, TDO
Support the actions and recommendations of the Murrindindi Mitchell Bushfire Tourism Recovery Group	Council representative to be member of Murrindindi Mitchell Bushfire Tourism Recovery Group. Encourage local operators to leverage off marketing opportunities and events.	Ongoing until June 2011	TDO, EDM

STRATEGY 8 – Visitors Services

Strategy: <i>Continue operation of Visitor Information Centres in Kilmore and Seymour with a view to create a new purpose-built, accredited Visitor Information Centre in Wallan. Support development of new visitor services network within Goulburn River Valley region.</i>			
Action	Key Performance Indicator	Timeline	Responsible
Develop business plan for each VIC	Business plan developed and reported to General Manager	February 2011	EDM, VSO
Keep VIC volunteers informed about events, attractions and local tourism developments	4 familiarisation trips per year. Monthly meetings	2010-2015	VSO, TDO
Maintain accreditation for Seymour VIC	Accreditation maintained	2010-2015	VSO
Maintain but review unaccredited VIC in Kilmore Library	Ongoing operation of Kilmore VIC	2010-2015	VSO
Seek support and funding for new Wallan VIC	Applications prepared	2015	VSO, EDM

ATTACHMENT 1

SWOT analysis developed from tourism industry consultation workshops.

Strengths

- Goulburn River High Country Rail Trail development
- History and heritage at Kilmore
- Golf courses
- Other sporting facilities
- Horse race meets
- Trestle Bridge at Pyalong
- Mt Piper at Broadford
- Old Goulburn Bridge at Seymour
- Other heritage attractions
- Mitchell Shire gets adjoining Shires' accommodation overflow
- Proximity to Melbourne
- V/Line / train link
- Goulburn River
- Vietnam Veteran's Commemorative Walk
- Hume Highway connection
- Tastes of the Goulburn
- Light Horse Memorial Park
- Hume International Raceway
- Tooborac rocks

Weaknesses

- Visitors don't realise what is in Mitchell Shire
- Locals don't realise what is in Mitchell Shire, there is a lack of local pride
- Towns / tourist product not on Tourism Victoria jigsaw; they need to be recognised
- No identity for Mitchell Shire
- No consistency to accommodation occupancy rates
- Event attendees only interested in event
- Towns not on state maps
- Business market does not eat out during weekdays
- Signage is poor in many areas
- Do not see or experience towns from freeway
- There is nothing on freeway to show what is in town
- Limited access to river and branches in river
- Seymour town divide – Anzac Avenue / Emily Street
- No Local Tourism Association

Opportunities

Target business sector

- Promote return visits to business markets and encourage them to bring their family

Business to leverage off events

- State Motorcycle Sports Complex needs more promotion and better use
- Local businesses to leverage off horse racing

Infrastructure

- Walking tracks
- RV friendly towns
- Work with Council Planning Department to sort out land and Urban Growth Boundary
- Clean up look of towns
- Entrance signs featuring fauna in Shire towns, for example Wandong Wombat sign
- Improve signage to attractions; Mitchell Shire Council to represent businesses and liaise with VicRoads
- Signs for McDonalds, KFC and toilets to get people off the highway
- Improve highway signage to bring people into towns
- Broader infrastructure including shopping, accommodation, things for children
- Goulburn Park improvements; turn old pool into maze, BBQs in shade
- Improve Parks in Seymour including Goulburn, Lions
- Tallarook Ranges – park ranger, info centre, reservoir, inland activities, park activities, indigenous, night sky, campsite – Mitchell Shire Council to lobby for these things
- Flood levy in Seymour

Events strategy

- Two-day events instead of one-day
- Events funding – hallmark events, more evenly spread out funding
- Chambers of Commerce to engage with events – need to see benefit
- Businesses to leverage off events
- Attract fun runs, charity events, bike ride
- River events – rafting, fishing
- Lead up events to other big events
- Improve advertising for events
- Events officer to do promotion and press releases

Marketing and promotion

- Attend Expos and Exhibitions to promote region at these events
- Maps and brochures
- Kilmore history – visitors need direction – tours, brochures, maps
- Put towns on Sydney-Melbourne maps
- Build cohesion between products
- Package together tourism products and promote
- Promote markets
- Fishing expo
- Mitchell Shire Council website – simplify tourism section and add points of interest and activities
- Summer travel to river
- Market businesses situated along the river
- Involve local radio stations, promote Visitor Information Centres and attractions

- Wineries – wine trail, more info, definitive list, winery weekends
- Promote Goulburn River and link with walking trails
- Use river as main attraction and leverage off visitors
- Attract walking groups, promote walking trails
- Books of maps
- Brochures for trails
- Promote current events better
- Leisure boating
- Utilise Kings Park – attract families
- Create ‘alternative scenic route’
- Great Victorian Bike Ride – promote Rail Trail
- Tooborac rocks – geology tour

Local pride

- Buy local campaign
- Promote tourism to locals – target Visiting Friends and Relatives market
- Create local pride in tourism industry/towns, then promote to outsiders
- Improve image of the region
- Local papers to feature stories each week on tourism
- Cafes to have display boards ‘What’s on’- gets cafes involved and interested
- Change attitudes of locals and outsiders

Develop industry

- Accommodation – more rooms, group accommodation, resort accommodation, motels, B&Bs
- Work with traders and educate to improve opening hours
- Encourage more businesses – attract people and improve quality

New United Tourism Group

- Become a destination
- Be recognised by Tourism Victoria

Build partnerships

- Build VLine connections
- MSC to represent and support organisations to gain government funding

Threats

- Opening hours of shops and attractions
- Businesses appear to not show interest in tourism
- Streetscapes
- Nothing open on Sunday – wages issue /Circle – closed businesses: no visitors, no visitors: closed businesses