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# Tourism Strategy 2014 - 2018

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Berrigan Shire  
Council

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## 1 Executive Summary

The development of a Strategic Plan for Tourism by Council is timely given the establishment of Murray Regional Tourism as a peak tourism body for the Murray region and also the demise of Sun Country on the Murray as the Council's regional tourism organisation.

The changing operating environment for tourism is impacted by emerging domestic tourism trends and the increasing use of digital communication.

The plan articulates the role and functions of Council within tourism and defines contemporary and achievable outcomes.

Sustainable tourism is important to Council as an instrument of Economic Development. It is an area of small business that is constantly changing in response to new technology with the consumer early adopters but industry sometimes reluctant to move forward.

In developing its strategy it has relied upon both previous stakeholder consultations and professional advice in creating a path that will maximize the use of Council resources in growing the economy of the Shire.

The previous consultations and professional advice have been clear and consistent in directing the Council to focus on product (amenity, infrastructure etc) development and industry development.

To pursue that direction this strategy redirects the Council's tourism resources to that new focus and away from traditional activities such as subsidization of Visitor Information Centres.

The Council believes that business and information services are best funded by and accountable to the stakeholders that are represented.

The Council also believes that its investment in product development is critical as there are no other suppliers of this service at the local level and that if it is distracted from this role then the available product will not be as good as it could have been. As long term budgeting is under increasing pressure it is appropriate that Council examines its capacity to deliver different services and the return on that investment. In this instance Council chooses to focus on its **core strength** of maintaining the natural and built environment.

## 2 Background

Consistent with the NSW State Government legislation regarding integrated planning and reporting, Berrigan Shire Council is committed to approaching its long term planning from a strategic perspective. Historically, Berrigan Shire Councils support for Tourism has been loosely based around cooperative programmes with Local Tourism Associations focused on the delivery of Visitor Services. More recently the Council formed a partnership with the regional organisation *Sun Country on the Murray* which was dissolved due to lack of ongoing financial support from Moira Shire Council. Consistent with its community vision Berrigan Shire Council has identified the need for a strategic plan for tourism that is specifically targeted and responsive to the Local Government Area.

The *Tourism Industry* in Berrigan Shire is made up of a diverse range of small business including accommodation and attraction operators, clubs, cafes, and restaurants as well as event organisers. Secondary beneficiaries of tourism are all main street businesses, supermarkets and service stations. Council has a fundamental interest in a vibrant and sustainable tourism industry as a tool for the economic development of the region.

Council is aware that new trends within the industry are changing the way we need to do business. Time poor social media users are driving short break, word of mouth visitation and this strategy will address this growing market and clarify Council's role.

### 2.1 Strategy Objectives

This strategy aims to:

- Clarify the role of Berrigan Shire Council within Tourism
- Maximize return on the Council's investment in the tourism industry
- Establish a planned approach to tourism that is informed by industry trends
- Promote the conditions that will support the needs of the industry at the local level
- Identify actions that will assist with the sustainability of the industry.

## 3 Review Methodology

This strategy and its development is informed by:

A literature review:

- The Murray Regional Tourism Board – Strategic Plan
- The MRTB quarterly visitation statistics
- The Berrigan Shire Council Delivery Program, 2013 – 2017
- The Berrigan Shire Council Operational Plans
- Tocumwal on the Murray Visitor research project
- Strengthening Basin Communities Report
- Results of Council Corporate Workshop 2014.

A Desktop Review:

- Current Council services of tourism related infrastructure

## Industry and Council Workshops

- Council included a tourism workshop during the 2014 Corporate Planning Session.
- Two Industry Workshops were held in April 2014 facilitated by Tom Smith, Industry Development Manager with the Murray Regional Tourism Board.

## **4 Literature Review / Policy Context**

The development of this strategy is informed by the changing trends in domestic, and to a lesser extent international, tourism and will maximise the Council's ability to respond to the new environment. Domestic tourism in Australia is changing with a more financially secure ageing population and the traditional family under more financial pressure and constraint.

Reflecting this change the key points identified below are a consolidation of information from Tourism Research Australia, the Victorian Tourism Industry Council and Destination NSW.

- The domestic visitor is looking for experienced based holidays with the natural environment high on the priority list.
- Short breaks of 3 to 5 days continue to be the preferred holiday duration
- Visitors are changing the way they access information about destinations.
- Social media – Facebook, Trip Advisor, Instagram – are informing holiday planning across all demographics
- The Caravan and Camping market is being influenced by the advances in building technology for caravans. People within this market are a more affluent demographic than they were 10 years ago and have higher a higher discretionary spend and higher expectations of service.
- Good food and wine is a consumer expectation
- Good quality accommodation is a consumer expectation
- 7 day trading is a consumer expectation
- Shopping remains the number one visitor activity
- The number one international growth market, China, is unlikely to self drive outside of a capital city, however the number two international growth market, New Zealand, is very likely to travel to the Murray region.

The following SWOT analysis describes the challenges facing the tourism industry in Berrigan Shire

**Table 1: SWOT – Tourism in Berrigan Shire**

<b>Strengths</b>	<b>Weakness</b>
Proximity to Melbourne and the Gateway to inland NSW with the Newell Highway The Murray River and the access to it Quality Sporting facilities above the urban growth area benchmarks Mediterranean Climate Value for money holiday experience The natural environment	Lack of public transport  Ageing infrastructure Ageing population that impacts on skill shortages and community capacity to volunteer Tired Tourism services Lack of attractions for visitors Retail opening hours
<b>Opportunities</b>	<b>Threats</b>
Sport Tourism The natural environment The Murray River Adventure trail Tocumwal Aerodrome Barooga Sporties Golf Resort expansions Events	Lack of attractions for visitors Lack of buy in from stakeholders for promotion Competition between towns for the tourism \$ Part-time businesses involved in tourism Competition from International holidays Domestic tourism trends to short breaks

## 5 Profile of Council and Industry Activity

Tourism industry development, tourism marketing and tourism product development within Berrigan Shire is currently undertaken by the Economic Development Officer, Tocumwal on the Murray Tourism Inc. and Cobram Barooga Business and Tourism Development Inc. Activity in this area is more opportunistic rather than planned.

Berrigan Shire Council along with 14 other LGAs along both sides of the Murray River support and recognise the Murray Regional Tourism Board (MRTB) as the regional authority representing tourism in the region to the NSW and Victorian State Governments.

**Figure: 1: Tourism Planning in the Murray Region**



**Table 2: Current Tourism Related Functions and the Role of Council**

	State and Federal government	Murray Regional Tourism Board	Berrigan Shire Council	Local Tourism Association/ Chambers	Tourism Business
Industry Policy setting and strategy	Lead		Facilitate		
Transport communications and Infrastructure	Lead	Facilitate	Provide		
Advertising and Promotions		Lead	Facilitate	Partner	Partner
Websites or Digital Platform				Provide	Provide
Product development and investment	Regulate	Lead	Facilitate	Provide	Provide
Industry education and development	Facilitate	Lead	Facilitate	Provide	Provide
Research and data provision	Facilitate	Lead	Inform/Facilitate		Provide
Tourism-related infrastructure provision			Lead/Partner/Provide		Partner/Provide
Visitor Information Centre – Infrastructure			Provide		
Visitor Information Centre – Services			Facilitate	Lead	Provide

Tourism is a significant employer in the region and is the catalyst for Council’s and the community’s investment in its community facilities and open space assets. Each year visitors enjoy community

investment in and management of the Tocumwal Foreshore, Barooga Botanic Gardens, Recreation Reserves, Show grounds, Berrigan and Finley Museums, and Race Tracks at Berrigan and Tocumwal. The value of visitors to the local economy is reflected by the following:

#### **Visitation and Expenditure Snapshot 2010**

Overnight visitation	147,000
Visitor nights in the region	376,000
Average spend per night	\$86
Tourism expenditure	\$32.3 million

Source Murray Regional Tourism Board Destination Survey released July 2012

#### **Tourism in Berrigan Shire 2013**

Tourism sector Employment	278 FTE
% Contribution of Employment Tourism sector	11.9%
Total Economic Output	\$353 Million
Tourism Sector Output	\$24 Million
% Contribution of Tourism Sector to Economy	6.9%

Source: Murray Region Tourism Industry Impact Assessment, Urban Enterprise Oct 2013, ABS and TRA

## **6 The Tourism Experience**

Visitors that have arrived in the Berrigan Shire are serviced by the Tocumwal Visitor Information Centre and the Cobram Barooga Visitor Information Centre (located in Cobram, Victoria). Council provides funding to the Tocumwal Chamber of Commerce to assist in the operation on the Tocumwal Visitor Centre although this function is under review.

A tourism website for Tocumwal ([www.toconthemurray.com.au](http://www.toconthemurray.com.au)) is maintained by Tocumwal Chamber of Commerce staff employed as Visitor Information Centre officers. Tocumwal on the Murray Tourism also produces the Official Visitor Guide each year and distributes it to Visitor Centres in the region and local businesses including accommodation operators. The Official Visitor Guide provides information on Barooga, Finley and Berrigan as well. Finley Chamber of Commerce manage [www.finley.org.au](http://www.finley.org.au) which has a page of tourism information for the town. Cobram Barooga Business and Tourism Development inc. manage [www.cobrambarooga.com.au](http://www.cobrambarooga.com.au) which is a dedicated tourism website with the same look and feel as the Tocumwal website.

Berrigan Shire has a wide range of accommodation styles from which to choose. The predominant commercial accommodation is 3 to 3 ½ star motel style, followed by caravan parks with a variety of cabins and powered sites available.

The tourism product offering in Berrigan Shire includes:

- The Murray River and the almost endless array of on water activities that it invites, including Water Skiing, fishing, swimming, canoeing, kayaking, Jet Skiing
- National and State Parks that, welcome campers into a landscape that is perfect for hiking and biking.
- A number of museums.
- Numerous high quality sporting facilities including 4 Championship rated golf courses

The typical visitor to Berrigan Shire is in the 55+ age group and is either visiting friends and relatives or camping in their own facility. During the peak holiday season there is a predominance of families and group travel is dominated by golfers who also have a longer length of stay than an ordinary visitor.

Events can promote visitation and there are many events in Berrigan Shire that include an overnight stay even though they may not be designed with tourism as the main motivator. Council has sought to support new or re-modeled events through the Event Funding Program which will undergo a review at the conclusion of its third year of operation in December 2014.

Council also promotes conditions that support visitation by building and maintaining:

- Parks and Gardens
- Public Toilets
- Playgrounds
- Boat ramps
- Attractive town streetscapes
- Foreshores

Council is the permanent owner of this infrastructure and investment here is what Council does best as the tier of government of *community and place*. Berrigan Shire Council's commitment to above benchmark maintenance of the natural and built environment is highly valued and recognised as one of the four key objectives in the Berrigan 2023 Community Plan.

Our expenditure includes:

<b>Annual contribution</b>	<b>Amount</b>
Parks (not including recreation reserves)	\$278,000
Toilets	\$485,000
Total	\$763,000

Recent Capital projects re-developing tired infrastructure and upgrading amenity include:

- Barooga Recreation Reserve - \$1m – it is now fit for regional sporting events
- Tocumwal Foreshore Boat Ramp , Jetty and parking – \$470,000
- Tocumwal Foreshore erosion works - \$55,000

Planned works include:

- Town entrance program - \$100,000 per year for 4 years

Investment in facilities is expensive and the Council must ask, on behalf of the community, where is the best value for its limited capital investment. With reference to the SWOT analysis Council is investing in the region's strengths and developing a strategy that will address the threats and weaknesses.

## 7 Industry Consultation

Industry consultation was undertaken in April 2014 to gather evidence to underpin the direction of this strategy. Two workshops were available to for industry representatives to attend - one in Barooga and one in Tocumwal. The workshops were facilitated by Tom Smith, Industry Development Manager with the Murray Regional Tourism Board. Tom was also responsible for the tourism workshop that was part of the Berrigan Shire Council Corporate Workshop that was held in Bendigo in February 2014.

The Industry consultation identified 7 key areas for Council involvement:

### Industry Development

- Working with the Business Enterprise Centre to provide business training workshops
- Working with the Murray Regional Tourism Board to access industry training workshops
- Promote business accreditation programs
- Promote entry into the inland tourism awards
- Encourage strong industry relationships

### Product Development

- Using research to identify growth opportunities and product and service gaps
- The MRTB Murray River Adventure Trail
- Lobby for improved mobile phone coverage in the Shire
- Continued improvement of the National Park infrastructure

### Marketing

- Focusing on our key target markets and developing appropriate messages to attract these markets to the region.
- Ensure we maximum ROI for all marketing initiatives
- Ensure we are abreast of industry trend and initiatives

### Events

- Identify and support events with the potential to attract overnight visitation.
- Identify and support events with the potential to give a destination extensive exposure
- Expand our knowledge and understanding of attracting sporting events to the region.

### Research

- Undertaking appropriate research to support all initiatives
- Require research based supportive arguments for all tourism initiatives

### Visitor Services

- Operation of the Tocumwal Visitor Information Centre

## 8 Summary Analysis/ Recommendations

As already identified, the manner in which the consumer receives tourism related information is changing. We know that print runs of Visitor Guides are diminishing with the explosion in social media as a key source of information. Instagram, Facebook and Trip Advisor offer “word of mouth” on steroids. Demand for local mapping is diminishing as access to high quality digital imaging and information is now the norm and people use the internet in all its configurations as the information seeking method of choice.

There was a general consensus at the industry consultation sessions that the tourism offering in Berrigan Shire needs to be updated and that the industry, in general, is lagging behind many of its counterparts in the use of new technology.

On a positive note, events, especially sporting events that could take advantage of the exceptional facilities in the region, are seen as a product that should be actively pursued as activity that can serve to fill accommodation houses in quieter times.

The industry is supportive of the maintenance of parks, gardens, streetscapes, play equipment, levee banks, boat ramps and walking tracks to support tourism as well as the local community.

The tourism industry values research and is a willing participant in the information gathering process.

Notwithstanding industry support for, and valuing of, Council funding for the Tocumwal Visitor Information Centre, the question posed by this analysis should be: Is Councils albeit limited investment in the Visitor Information Centre the best use of available funds? On balance, and given the Councils objectives in this strategy, the answer is no.

Visitors, along with the community, need infrastructure and services that **only** Council can provide. If toilets, main streets, and parks and garden are not maintained the quality of the remaining tourism product is of little consequence as people will not stop for even the briefest stay. Investment in infrastructure and its maintenance, in the context of this Strategy is therefore, the primary role of Council.

## 9 Tourism Strategy Framework

The sustainability of tourism in the Berrigan Shire and how Council responds to needs of the industry **and** the consumer is important for the future economic development of the area.

Frameworks are decision making devices – a tool or ‘test’ that can be used to inform decision – making, the prioritisation of actions to be included in an Action Plan and the allocation of resources.

In order to meet the objective of this strategy and Council’s contract with the community that it:

1. Safely maintain existing service levels provided by Council
2. Optimise utilisation of Council assets and facilities
3. Maintain existing service levels measured by asset management and community feedback.
4. Develop an action plan that will increase overall amenity and attractiveness of our towns for visitors and residents.

5. Identify resources needed by Council to meet the objectives of this Strategy

*It is proposed that Council take a more active role in the development of the local interface with the Murray Regional Tourism Digital Platform to **offset** the withdrawal of funding currently used by the Tocumwal Chamber of Commerce for the operation of the Tocumwal Visitor Information Centre.*

Strategically this responds to the industry wide trend in adoption of digital media as the preferred method for accessing visitor information both prior to visiting and also whilst in the region.

Consequently Council’s roles and functions with respect to tourism industry support will change with Council assuming responsibility for the Digital Platform until such time as the industry is sufficiently developed to assume responsibility for its provision.

**Table 3: Reviewed and Updated Tourism Related Functions and Role of Council**

	State and Federal government	Murray Regional Tourism Board	Berrigan Shire Council	Local Tourism Association/ Chambers	Tourism Business
Industry Policy setting and strategy	Lead		Facilitate		
Transport communications and Infrastructure	Lead	Facilitate	Provide		
Advertising and Promotions		Lead	Facilitate	Partner	Partner
Websites or Digital Platform			Provide	Partner	Partner
Product development and investment	Regulate	Lead	Facilitate	Provide	Provide
Industry education and development	Facilitate	Lead	Facilitate	Provide	Provide
Research and data provision	Facilitate	Lead	Inform/Facilitate		Provide
Tourism-related infrastructure provision			Lead/Partner/Provide		Partner/Provide
Visitor Information Centre – Infrastructure			Provide		
Visitor Information Centre – Services					

The following Tourism Strategy framework and action plan will inform Council decision making, planning, implementation and evaluation of Council’s Tourism related programs and activities.

<b>Tourism Strategy Framework</b>		<b>... contributes to Berrigan Shire 2023 outcomes of</b>
Council investment (human, physical and financial) in the Tourism Strategy will:		
<ul style="list-style-type: none"> <li>• Be strategic;</li> <li>• Be financially sustainable;</li> <li>• Be evidence based</li> <li>• Support risk management; and</li> <li>• Facilitate lifecycle asset planning and management</li> </ul>		<b>Good government</b>
<b>In addition to investing in the implementation of this Strategy Council will also undertake the following tourism industry relate functions</b>		<b>... contributes to Berrigan Shire 2023 outcomes of</b>
<b>Tourism Function</b>	<b>Council Role</b>	
Industry Policy setting and strategy	Facilitate	
Transport communications and Infrastructure	Provide	<b>Diverse and resilient business</b>
Advertising and Promotions	Facilitate	
Website and the Digital Platform	Lead/Provide	<b>Sustainable Natural and built landscapes</b>
Product development and investment	Facilitate	
Industry education and development	Facilitate	<b>Supported and engaged communities</b>
Research and data provision	Inform/Facilitate	
Tourism-related infrastructure provision	Lead/Partner/Provide	
Visitor Information Centre – Infrastructure	Provide	

### Acronyms

MRTB – Murray Regional Tourism Board

LTA – Local Tourism Association

EDO – Economic Development Officer

BSC – Berrigan Shire Council

BEC – Hume Business Enterprise Centre

## 9. Tourism Strategy 4- yr Action Plan

### Berrigan Shire 2023: Sustainable natural and built landscapes

#### Berrigan Shire 2023 Strategic Objective:

1.1 Support sustainable use of our natural resources and landscapes

1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife

1.3 Connect and protect our communities

#### Delivery Program Objective:

1.1.2 Enhance the visual amenity, heritage and livability of our communities

1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife

1.3.1 Coordinate flood levee, local road, water, sewer, storm water asset management and planning

Tourism Function: Product Development			Council Role: Provide (Built Landscape Upgrades) Facilitate (Cultural Heritage projects)		
What we want to do	How are we going to do it?	What will be the outcome	Responsibility	Cost/Other Resources	Commencing
Invest in town entrances and the visual amenity and accessibility of our streetscapes / river precincts	Implement a rolling program of town entrance / river precinct upgrades	Visually attractive and welcoming streetscapes /river precinct	BSC	Annual Budget	2014
Identify amenity and infrastructure needs	Conduct a review of tourism related infrastructure under the control of Council	A list of projects and their relative priority	BSC	DCS and DTS	2014
Preserve and further develop the Shire's cultural	Facilitate development and preservation of cultural heritage	Increased valuing of Shire's cultural heritage and new	Business/Landholders/ BSC	EDO	2014

Adopted 20.08.2014

heritage and local history	(built/product) by creating navigated pathways through Council.	product			
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## Tourism Strategy 4- yr Action Plan

Berrigan Shire 2023: Good Government

**Berrigan Shire 2023 Strategic Objective:** 2.2 Ensure effective governance by Council of Council operations and reporting

**Delivery Program Objective:**

**2.2.2 Council operations support ethical, transparent and accountable corporate governance**

**2.2.3 Participate in networks that promote regional and cross border collaboration, planning and service delivery**

**Operational Plan Action:**

**2.2.8 Maintain and sustainable re-develop existing infrastructure and community assets**

**2.2.3 Promote regional and cross-border collaboration, planning and service delivery**

Tourism Function: Industry Development			Council Role: Facilitate		
What we want to do	How are we going to do it?	What will be the outcome	Responsibility	Cost/Other Resources	Commencing
Facilitate inter-government coordination and collaboration	Lobby NSW National Parks and Wildlife for improved signage and track maintenance	Improved National and State Park signage and track maintenance	BSC	EDO	Ongoing
	Work with community and other identified authorities to ensure appropriate river flows during peak holiday times.	Reliable river flows during peak holiday seasons	BSC	EDO	Ongoing
	Continue to lobby for improved mobile phone coverage in the Shire	A competitive and connected community	BSC / MRTB/Tourist Operators	EDO	Ongoing

## Tourism Strategy 4- yr Action Plan

Berrigan Shire 2023: Diverse and resilient business

**Berrigan Shire 2023 Strategic Objective: 4.3 Diversify and promote local tourism**

**Delivery Program Objective:**

**4.3.1 Implement the Berrigan Shire Visitor Events Plan**

**4.3.2 Partner regional Tourism Boards**

**Operational Plan Action:**

**4.3.1.1 Convene and facilitate the Berrigan Shire Events Coordinating Committee**

**4.3.1.2 Provide support to event proponents and organisers**

**4.3.2.1 Maintain membership and benefit of regional tourism Boards to increase local visitation and economic activity**

**4.3.2.2 Develop and implement the Berrigan Shire Tourism Strategy and Action Plan 2014 - 2018**

**Tourism Function: Industry Development**

**Council Role: Facilitate** (Industry education and development)

What we want to do	How are we going to do it?	What will be the outcome	Responsibility	Cost/Other Resources	Commencing
Working with the BEC to provide business training workshops	Undertake industry research to determine training needs	Annual industry research is undertaken	EDO/BEC	Council – EDO	Annual
Working with the MRTB to access industry training workshops	Work with BEC and MRTB to develop and distribute an annual industry training calendar	Annual industry training calendar developed	MRTB/EDO/BEC	Council – EDO	Annual
Promote business accreditation programs	Develop ½ yearly industry forums which include a training element	A minimum of 20 Businesses attend workshops  Forums conducted	BEC/EDO	Council – EDO	Annual  Half yearly

Tourism Function: Industry Development			Council Role: Facilitate (Industry education and development)		
What we want to do	How are we going to do it?	What will be the outcome	Responsibility	Cost/Other Resources	Commencing
Promote entry into the inland tourism awards	Assist any business that is interested in entering the Inland Tourism Awards and promote the concept	At least one business enters the Inland Tourism Awards	EDO	Council – EDO	Annual
	Actively promote business accreditation		EDO/Local Business		
Encourage strong industry relationships	Assess industry desire to participate in (and own) a Shire wide tourism association.	Increased industry capacity requisite to industry innovation / new product development	Local Business / EDO	Council – EDO	

## Berrigan Shire 2023: Diverse and resilient business

**Berrigan Shire 2023 Strategic Objective: 4.3 Diversify and promote locate tourism**

**Delivery Program Objective:**

**4.3.1 Implement the Berrigan Shire Visitor Events Plan**

**4.3.2 Partner regional Tourism Boards**

**Operational Plan Action:**

**4.3.1.1 Convene and facilitate the Berrigan Shire Events Coordinating Committee**

**4.3.1.2 Provide support to event proponents and organisers**

**4.3.2.1 Maintain membership and benefit of regional tourism Boards to increase local visitation and economic activity**

**4.3.2.2 Develop and implement the Berrigan Shire Tourism Strategy and Action Plan 2014 - 2018**

### Tourism Function: Product Development

**Council Role: Inform /Facilitate** (Research and Data Provision for Industry Product Development)

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost/Other Resources	Commencing
Use research to identify growth opportunities and product and service gaps	Conduct research that identifies growth opportunities, product and service gaps	Completion of appropriate product gap research	MRTB / BSC	BSC contribution to MRTB EDO	2014/15
	Work with the MRTB to establish new businesses that would support the Murray Adventure Trail initiative	Development of Tourism Investment prospectus	MRTB / BSC	BSC contribution to MRTB EDO	2016/17
	Support expansion and/or redevelopment of existing product or services by creating navigated pathways through Council.	3 new tourism businesses developed	BSC	EDO	2015

Tourism Function: Product Development			Council Role: Inform /Facilitate (Research and Data Provision for Industry Product Development)		
What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost/Other Resources	Commencing
Using research to identify growth opportunities and product and service gaps	Develop a Berrigan Shire Touring Route to encourage dispersal throughout the shire	Berrigan Shire touring route developed	EDO / MRTB/Industry	EDO / Technical Services	2017
	Work with industry to broaden the accommodation offering	Accommodation which meets consumer demand	Industry / Chambers of Commerce	EDO	2016

## Berrigan Shire 2023: Diverse and resilient business

**Berrigan Shire 2023 Strategic Objective: 4.3 Diversify and promote locate tourism**

**Delivery Program Objective:**

**4.3.1 Implement the Berrigan Shire Visitor Events Plan**

**4.3.2 Partner regional Tourism Boards**

**Operational Plan Action:**

**4.3.1.1 Convene and facilitate the Berrigan Shire Events Coordinating Committee**

**4.3.1.2 Provide support to event proponents and organisers**

**4.3.2.1 Maintain membership and benefit of regional tourism Boards to increase local visitation and economic activity**

**4.3.2.2 Develop and implement the Berrigan Shire Tourism Strategy and Action Plan 2014 - 2018**

### Tourism Function: Marketing

**Council Role: Facilitate** (Industry Promotion / Advertising) **Provide:** Implement MRTB Digital Platform

What we want to do	How are we going to do it?	What will be the outcome	Responsibility	Cost/Other Resources	Commencing
Focus on our key target markets and developing appropriate messages to attract these markets to the region.	Work as an active partner of MRTB and ensure all of their marketing opportunities are disseminated to the industry.	Increased visitation	Council/MRTB/ Industry	EDO	Ongoing
Ensure we are abreast of industry trend and initiatives	In partnership with the MRTB, develop and distribute quarterly visitation research for the region. (Berrigan, Moira and Corowa LGA's	An informed industry	MRTB/Council	EDO	Ongoing
Maximise ROI for all marketing initiatives	Develop one year marketing plan in consultation with the industry.	Targeted marketing and messaging	Industry/Council	EDO	2015

Tourism Function: Marketing			Council Role: Facilitate (Industry Promotion / Advertising) Provide: Implement MRTB Digital Platform		
What we want to do	How are we going to do it?	What will be the outcome	Responsibility	Cost/Other Resources	Commencing
Maximise ROI for all marketing initiatives	Work with the MRTB to gain maximum benefit from the appointed PR agency	Generate a minimum of \$150,000 in media coverage	MRTB/Council/ LTA		Ongoing
Provide and actively support implementation of MRTB Digital Platform	Work with the LTA and Chambers to implement the MRTB Digital Platform for the Murray region	Increased access by visitors to digital information	MRTB/Council/LTA		2015
Encourage the LTA(s) to produce a cost neutral Official Visitor Guide(s)	Provide access to a good regional image library. Review content of proposed OVG, if requested.	Tocumwal on the Murray Tourism produces an Official Visitor Guide annually	LTA(s)	EDO	Ongoing

## Berrigan Shire 2023: Diverse and resilient business

**Berrigan Shire 2023 Strategic Objective: 4.3 Diversify and promote locate tourism**

**Delivery Program Objective:**

**4.3.1 Implement the Berrigan Shire Visitor Events Plan**

**4.3.2 Partner regional Tourism Boards**

**Operational Plan Action:**

**4.3 1.1 Convene and facilitate the Berrigan Shire Events Coordinating Committee**

**4.3.1.2 Provide support to event proponents and organisers**

**4.3.2.1 Maintain membership and benefit of regional tourism Boards to increase local visitation and economic activity**

**4.3.2.2 Develop and implement the Berrigan Shire Tourism Strategy and Action Plan 2014 - 2018**

### Tourism Function: Events

**Council Role:** Facilitate (Industry Promotion / Advertising)

**Provide:** Events Grant Program

What we want to do	How are we going to do it?	What will be the outcome	Responsibility	Cost/Other Resources	Commencing
Identifying and supporting events with the potential to attract overnight visitation.	Develop a Sporting Events promotional kit for the Berrigan Shire	A kit to promote the areas sporting facilities is available	BSC	EDO	2015
Identifying and supporting events with the potential to give a destination extensive exposure	Research the ethics and methodology of sponsoring events into the region.	A Tier system is introduced to assess the economic impact of events	BSC	EDO	2015

Tourism Function: Events		Council Role: Facilitate (Industry Promotion / Advertising) Provide: Events Grant Program			
What we want to do	How are we going to do it?	What will be the outcome	Responsibility	Cost/Other Resources	Commencing
Expanding our knowledge and understanding of attracting sporting events to the region	Establish a tier system for Events.	A Tier system is introduced to assess the economic impact of events	EDO / Council	As Budgeted by Council	Current
	<b>Tier One</b> – Events that will attract visitors for an overnight stay or events that will give the region extensive state wide/national exposure. The focus is the overnight stay and not necessarily the expected attendance numbers. (Events that will attract financial benefit beyond the petrol station.)				
	<b>Tier Two</b> – This event is designed as an attractor and is not catering to visitors already here. The event has the potential to become a tier one event but is in the developmental stage (first 5 years). The event has a justifiable expected attendance from <b>outside the shire</b> in excess of 500 people.				
	<b>Tier Three</b> – Community events that may be attended by visitors that are already in the region. (includes Markets and local sporting events)				

Tourism Function: Events			Council Role: Facilitate (Industry Promotion / Advertising) Provide: Events Grant Program		
What we want to do	How are we going to do it?	What will be the outcome	Responsibility	Cost/Other Resources	Commencing
Undertake a review of Council Event Funding Program	Event Funding Program is reviewed, discussed at Council and changes, if any, are implemented.	Event Funding Program that delivers a ROI and which is evidenced based	EDO/Council	EDO	2015

## Berrigan Shire 2023: Diverse and resilient business

**Berrigan Shire 2023 Strategic Objective: 4.3 Diversify and promote locate tourism**

**Delivery Program Objective:**

**4.3.1 Implement the Berrigan Shire Visitor Events Plan**

**4.3.2 Partner regional Tourism Boards**

**Operational Plan Action:**

**4.3.1.1 Convene and facilitate the Berrigan Shire Events Coordinating Committee**

**4.3.1.2 Provide support to event proponents and organisers**

**4.3.2.1 Maintain membership and benefit of regional tourism Boards to increase local visitation and economic activity**

**4.3.2.2 Develop and implement the Berrigan Shire Tourism Strategy and Action Plan 2014 - 2018**

**Tourism Function: Research**

**Council Role: Facilitate / Inform**

<b>What we want to do</b>	<b>How are we going to do it?</b>	<b>What will be the outcome</b>	<b>Responsibility</b>	<b>Cost/Other Resources</b>	<b>Commencing</b>
Facilitate evidenced based research to support all initiatives	Facilitate product gap research	Product Gap research completed.	Project Proponent EDO	EDO	Annual
Require research based supportive arguments for all tourism initiatives	In partnership with the MRTB undertake quarterly visitation research	Quarterly visitation research undertaken and distributed to the industry	MRTB/EDO	Council contribution to MRTB EDO	Quarterly
	Facilitate research into the effectiveness of all marketing campaigns	Annual industry sentiment research undertaken	MRTB/LTA	Council contribution to MRTB	
	Undertake annual research to determine industry sentiment	Sports sponsorship research undertaken	EDO	EDO	2015

Tourism Function: Research			Council Role: Facilitate / Inform		
What we want to do	How are we going to do it?	What will be the outcome	Responsibility	Cost/Other Resources	Commencing
	Facilitate research reviewing the effectiveness of sports sponsorship in the shire	Annual marketing impact research undertaken	EDO/Clubs		Annual