



Bathurst
step beyond



BATHURST REGION DESTINATION MANAGEMENT PLAN 2019

Acknowledgement of Country

The Bathurst Regional Council Local Government Area encompasses part of the Traditional Lands of the Wiradjuri people. The Wiradjuri people are the people of the three rivers - the Wambool (Macquarie), the Calare/Kalari (Lachlan) and the Murrumbidgee.

Bathurst Regional Council and the author of this document would like to acknowledge and pay their respects to the Traditional Custodians of these lands, past, present and future.

In acknowledging the Aboriginal Community's deep and enduring connection to Country, it is also recognised that this Community is integral to the future of the special places and landscapes of the Bathurst region.



Message from the Mayor



Cr Bobby Bourke, Mayor of Bathurst

Tourism is a highly competitive industry that makes a substantial contribution to the local economy. It creates jobs and provides opportunities

Our local tourism industry, like that of other regional centres, faces challenges including competition from other locations, both locally and internationally, and the Destination Management Plan helps provide a framework for growing our visitor economy. The plan looks at what the current state of tourism is and defines where we want to be in five years' time.

It provides a framework for helping Council to find the best ways to support the local tourism industry and to help grow the contribution made by tourists to our regional economy. It shows our commitment to the growth of tourism not only in Bathurst but across regional NSW and our willingness to work with the NSW State Government to meet the targets identified in the Visitor Economy Industry Action Plan.

The DMP clearly identifies and will help us promote our region's selling points and differences to other locations. This will help build a strong tourism economy that benefits both visitors and the Bathurst region.

The Action Plan gives us the strategies to make a significant difference to tourism in the region and we look forward to working with the industry to position the Bathurst region as "the place to visit"

Cr Bobby Bourke
Mayor of Bathurst

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Executive Summary

Bathurst Regional Council acts as the coordinating Destination Marketing Organisation for the Bathurst region with activities coordinated by the staff of the Bathurst Visitor Information Centre. A review in November 2018 of Council's existing Destination Management Plan, adopted in January 2015, demonstrated that the majority of action items had been completed and that successful execution of this Plan had created a solid foundation for the future growth of tourism in the LGA. Council therefore determined to prepare a new Destination Management Plan in 2019. The primary purposes of this plan are to:

- ✓ Review the current state of the visitor economy in the Bathurst region,
- ✓ Identify the macro and micro challenges facing the regional tourism industry,
- ✓ Identify the current and aspirational target markets for the destination,
- ✓ Define the destination experience and appeal to target markets, and
- ✓ Provide clear and measurable actions regarding the development of tourism in the Bathurst region, destination positioning, visitor information servicing and pursuing opportunities for growth.

i. Bathurst Region Visitor Economy Snapshot

The visitor economy is a broader concept than the traditional view of the 'tourism sector' and includes all visitors that travel outside their usual home to take part in activities including leisure, business, events, employment, education or to visit friends and relatives. [Figure 1](#) provides a graphical summary of the visitor economy of the Bathurst region.

ii. Process & Key Findings

Contemporary destination planning requires extensive research and broad engagement with destination stakeholders in the planning phase. Destination management is an ongoing collaborative process between the tourism industry, government and community. Successful delivery of this plan requires meaningful early input and feedback to allow Council to accurately represent the needs of industry as well as the

perceptions and expectations of the consumer and of current and prospective visitors to the Bathurst region.

Research and consultation in the preparation of this Destination Management Plan was extensive. A literature review was conducted, including gathering all available data concerning visitation and expenditure within the visitor economy across the Bathurst region. A period of direct consultation with the Bathurst region community and with industry stakeholders was facilitated by communications specialists *Flagship Communications* and captured feedback through group workshops, supplemented by an online survey and phone interviews (Appendix 5). Further consultation and follow up between Bathurst Visitor information Centre staff and Industry continued in the form of one on one meetings over a three-month period. Consultation demonstrated a high level of industry and community support for the tourism industry and for Council's execution of the previous Destination Management Plan and new brand strategy as adopted in 2017. The consultation period also saw the identification of common themes and of several threats and opportunities that are considered within this new planning framework document.

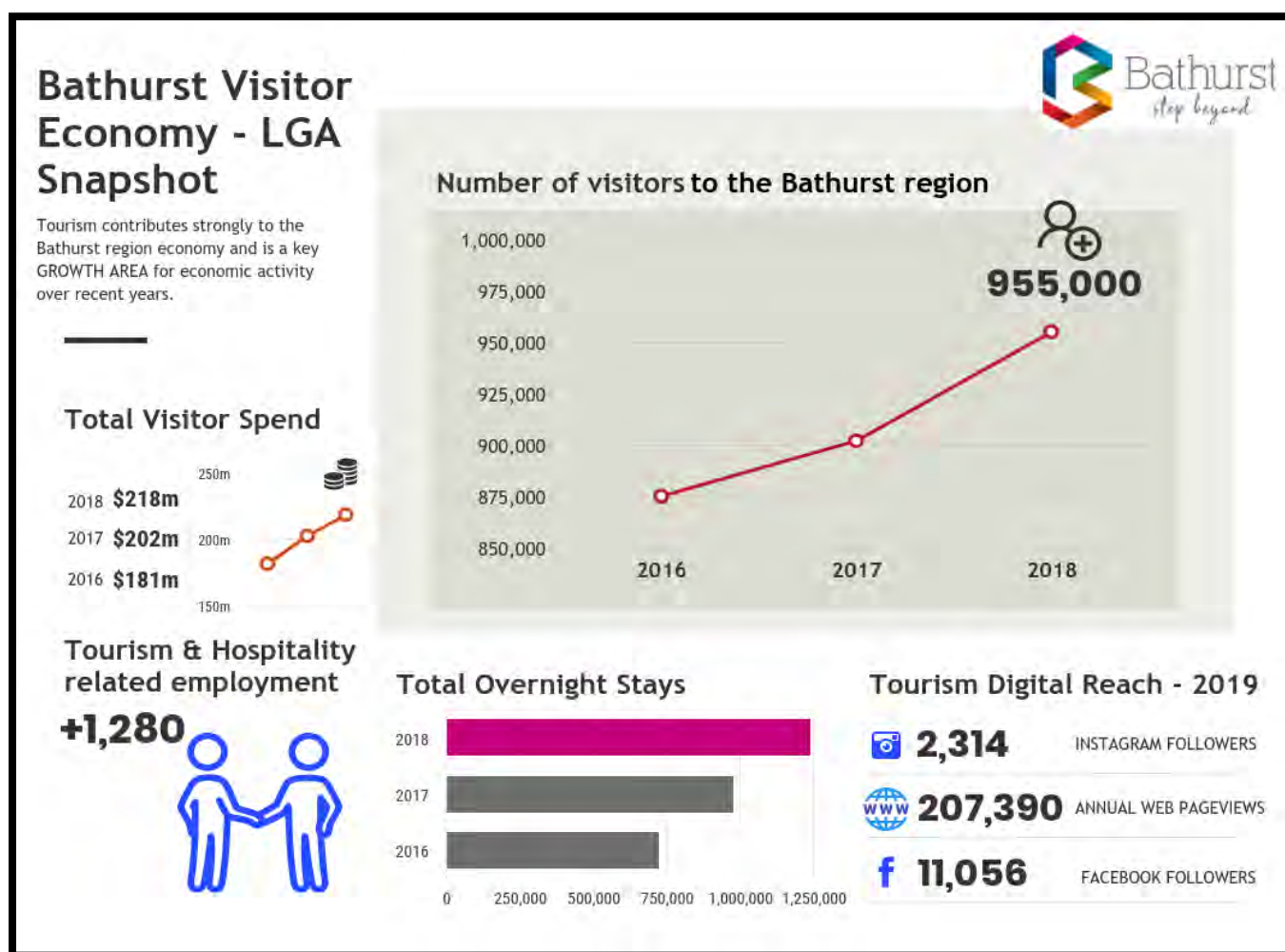


FIGURE 1: State of the Bathurst region visitor economy, 2019.

iii. The Destination Vision

This DMP establishes a vision for tourism in the Bathurst region and a framework for Bathurst Regional Council, through the Bathurst Visitor Information Centre and collaboration with Industry, to continuously and successfully manage the destination using a flexible, holistic, systematic and measurable approach.

The vision of Bathurst Region Tourism is:

A constantly evolving, sustainable and vibrant tourism industry that contributes strongly to the social and economic wellbeing of the community of the Bathurst region

The mission statement of Bathurst Region Tourism, delivered through the Bathurst Visitor Information Centre, is:

To make the Bathurst region the premier tourism destination in regional NSW through collaboration, innovation and development of outstanding authentic experiences that capture the region's intrinsic values

Section 9 of this document includes the full range of strategic areas, initiatives and actions that will deliver upon the promise of this mission statement and enhance the Destination over the life of the Plan.

iv. The Destination Management Plan Framework

The framework for the Bathurst region DMP is shown below. A set of four overarching Strategic Priority Areas were developed to respond to the issues and opportunities identified in background research and by the Bathurst region tourism team based at the Bathurst Visitor Information Centre. 104 Priority Actions were identified and prioritised to deliver outcomes against each of the strategic priority areas over the next 5 years.



v. Glossary & Terms

The following acronyms are used within this plan:

ABS	Australian Bureau of Statistics
ART	Australian Regional Tourism
ATAP	Australian Tourism Accreditation Program
ATDW	Australian Tourism Data Warehouse
BRC	Bathurst Regional Council
BVIC	Bathurst Visitor Information Centre
CSU	Charles Sturt University
DMO	Destination Management Organisation
DMP	Destination Management Plan
DNCO	Destination Network Country & Outback
DNSW	Destination New South Wales
HRG	Heritage Reference Group (of Bathurst Regional Council)
IVS	International Visitor Survey
LGA	Local Government Area
LGNSW	Local Government New South Wales
MICE	Meetings, Incentives, Conference and Exhibitions
NIEIR	National Institute for Economic & Industry Research
NVS	National Visitor Survey
TRA	Tourism Research Australia
TRG	Tourism Reference Group (of Bathurst Regional Council)
VEIAP	Visitor Economy Industry Action Plan
VFR	Visiting Friends and Relatives



The following Terms are used throughout this Plan:

Bathurst Region	The geographic region within the shire boundaries of the Bathurst Regional Council LGA
Bathurst Region Tourism	Overarching term for the section of Bathurst Regional Council responsible for delivering tourism in the region and based at the Visitor Information Centre
Destination Management	An ongoing process in which tourism, industry, government and community leaders plan for the future and manage the destination (ARTN, 2012)
Destination Marketing	A type of marketing that promotes a destination (town, city, region, country) with the purpose of increasing the number of visitors



BATHURST REGION DESTINATION MANAGEMENT PLAN

1. Introduction

1.1 Background

In 2014/15 Bathurst Regional Council (“Council”) developed and adopted a Destination Management Plan (DMP) in response to the NSW Government’s Visitor Economy Industry Action Plan (VEIAP). The VEIAP was commissioned by the NSW State Government to the Visitor Economy Taskforce whose key strategy is to double overnight visitor expenditure in NSW, in line with the State’s goals. In 2018 Bathurst Regional Council undertook a review of its existing DMP. This review demonstrated that all six priority actions identified in this 2015 DMP had been actioned and that 63 out of 65 of the sub actions were either complete or in progress. As a consequence of this review and of the changes in the visitor economy in the Bathurst region and to best practice approaches to destination management, Council decided to complete a new DMP for the Bathurst region in 2019.

Council plays an important role as the Destination Management Organisation (DMO) responsible for overall destination marketing in the Bathurst region. Promotion of the city and villages as a tourist destination and delivering growth in the visitor economy is a strategic priority identified in Council’s Community Strategic Plan, ‘Bathurst 2040’.

The Destination Management Plan represents the key tourism strategy to guide the actions and initiatives needed to grow the capacity and resilience of the tourism industry in the Bathurst Region and increase visitation and overnight stays. The Destination Management Plan:

1. Defines clear directions and actions highlighting investment opportunities;
2. Articulates the current market perceptions of the region;
3. Identifies the triggers of visitation to the region and their relative importance and effectiveness;
4. Identifies perceived gaps in the current product and experience offer relevant to the region;
5. Prioritises product development opportunities based on targeting market appeal, economic viability and the potential to increase visitation, extending length of stay and improving the quality of the visitor experience;
6. Provides relevant material and information that will be critical to private sector investment decisions making for priority product development opportunities;
7. Identifies current tourism industry trends, and projected trends over the next five years;
8. Identifies how industry and Council must work together
9. Follows the best practice Destination Management models as identified by ART (Australian Regional Tourism).

1.2 Context for Destination Management Planning

The Australian Federal Government’s *National Long Term Tourism Strategy for Australia* (2009) stated that ‘domestic tourism accounts for around 75 per cent of the industry and is fiercely competitive, with domestic operators competing not only against overseas travel options but also against a range of other consumer activities and products. For tourism to compete with discretionary spending alternatives, marketing must remain a key sector priority.’ The Strategy further identifies that to ‘remain competitive

requires quality tourism business products and services from tourism operators committed to innovation, continuous improvement and renewal (and) greater investment in the tourism industry will drive long-term profitability, innovation and growth in the sector' and that 'provision of high quality, innovative tourism products and experiences, coupled with delivery of excellent customer service, are essential to Australian tourism's performance against international competitors.'

Competition both within the industry and against competing consumer activities has only increased over the past decade. Effective modern Destination Management Planning is intended to deliver an integrated approach to product and infrastructure development, positioning, promotion and marketing to ensure an effective and competitive industry sector. Destination management is about planning for sustainably managing and building the visitor economy. Unlike traditional tourism strategies which tend to be focused on marketing, a destination management plan is much broader and focuses on product development, planning requirements, industry development as well as marketing. Destination management is, therefore, far more comprehensive than destination marketing. Because of this, destination management does not happen in isolation; it involves a wide range of sectors, stakeholder groups and delivery partners – such as government agencies (local, state and federal), communities and business groups – working collaboratively.

Both the State and Federal Governments have identified a well-developed Destination Management Plan as a key requirement for accessing future investment. The plan should support the work being proposed to assure the government that their investment is being used on projects for which there is an agreed need.

There is no all-encompassing template for a Destination Management Plan, given the variance in scope, maturity, size, resources, capacity and level of aspiration that may be applied to any particular visitor destination. However, the Bathurst region DMP is broadly based on the principles articulated in *The Guide to Best Practice Destination Management* (2012) developed by the Australian Regional Tourism Network (now known as Australian Regional Tourism, ART) in association with the Federal Department of Resources, Energy and Tourism.

Traditionally, many regions have concentrated most of their efforts on marketing, and while it certainly remains a critical element, effective destination management also recognises the full range of components that are essential in maintaining and growing an attractive, competitive and sustainable destination.

Best practice destination management integrates four key delivery areas; research and analysis, consultative planning, experience and product development, and marketing and promotion. (Australian Regional Tourism Network 2012). This is not an occasional process but rather an ongoing cycle of planning, implementation, review and assessment to ensure that a visitor destination maintains both a fresh and competitive approach. This DMP continues the process of providing this for the Bathurst region and builds upon the implementation of the previous DMP (2015).

The DMP also provides a structure to:

- Increase capacity;
- Drive demand;
- Build an experience base;
- Prioritise resources;
- Address any industry fragmentation;

- Support innovative partnerships; and
- Build a common vision for the future.

It will assist in the development of products, services and experiences, and the infrastructure required to support them. It also identifies key actions for success and provides a tangible case for further industry funding. Most importantly, the DMP will identify and promote the region's competitive advantages to build a resilient tourism economy that benefits both visitors and the host communities of the Bathurst region.



The Destination Network Country & Outback Destination Management Plan (2018) and the NSW State-wide Destination Management Plan (2019) were reviewed in preparation of this DMP, and linkages were identified to provide consistency within a whole of region approach and strengthen the case for funding of projects meeting the priorities identified at state, regional and local levels. These linkages are shown in the Action Plan ([Section 9](#)).

The development of this DMP took a holistic and collaborative approach that ensures that tourism adds value to the economy, social fabric and ecology of the regions. The DMP draws on a wide range of primary research, policy analysis and consultation in order to understand the possibilities and priorities for tourism development in the Bathurst region.

1.3 Scope of the Destination Management Plan

The Destination Management Plan introduces opportunities that are important to help grow the visitor economy on a sustainable basis and meet the objectives highlighted above. A product or opportunity proposed during the effective lifetime of this Plan but not noted as an initiative or action in this DMP does not preclude the opportunity from being pursued and developed and may also be considered via other avenues. This DMP is unable to include every tourism opportunity, but deliberately focusses on those which are more likely to lead to improved social and economic benefits for the communities within the Bathurst LGA, and which add resiliency to better manage the visitor economy and its expected sustainable growth.

1.4 Stakeholders

A key objective of the DMP is to create deeper engagement with industry and the community and to facilitate partnerships to drive the development and delivery of collaborative and constructive destination management. It should be recognised that successful implementation of this DMP cannot be achieved solely by Bathurst Regional Council but requires genuine cooperation across a broad stakeholder base.



The following essential partners for delivering on the promise and potential of the Bathurst region have been identified in preparation of this Plan:

Key Stakeholders	Roles and Relationships
Bathurst Region Tourism Partners	Collective group of tourism and hospitality operators and other businesses within the visitor economy working as a collective with BVIC.
Tourism Reference Group	Industry Advisory Body that meets a minimum of four times annually to advise Council on best practice activities and industry requirements
Business Community	The broad visitor economy impacts positively upon a wide range of businesses across the Bathurst region
Destination Network Country & Outback (DNCO)	Network established by DNSW to represent and coordinate the region's tourism industry.
Destination NSW (DNSW)	NSW State Government agency responsible for overall coordination of tourism activity and marketing for NSW
CENTROC	Group of adjoining 10 LGAs in the Central West of NSW including Bathurst that works collectively through Council Tourism Managers Group.
Bathurst Business Chamber	Industry group that promotes a vibrant business community and provides support, education and connections to businesses.
Local Aboriginal Lands Councils and Elders Groups	Two groups providing community support and ensuring Wiradjuri culture remains strong whilst educating the wider community.
Bathurst Regional Council (BRC)	The largest single stakeholder in managing and coordinating the visitor economy across the Bathurst region
National Parks & Wildlife Service (NPWS)	Management of national parks in and around the LGA including the Hill End heritage site and Abercrombie Caves.
Local Communities	Tourism impacts all residents of the LGA indirectly. Visitors use public facilities and infrastructure, utilise local businesses and services and contribute to the regional economy.

1.5 Methodology

The methodology adopted for this Plan has included the following:

- Consultation with key personnel, including Councillors, Council staff, general community and industry stakeholders (including local businesses, tourism partners and academics) with workshops facilitated by specialist agency *Flagship Communications* ([Appendix 5](#));
- A review of relevant strategies and policies to build the context for the new Plan;
- A review of available demographic and visitor data;
- Examination of visitor segmentation, target markets and forecasting visitor growth;
- Identification of key strengths, opportunities and priorities for tourism growth;
- Development of an Action Plan and recommendations;

- Preparation of the draft Plan and presenting draft recommendations and findings to Council; and
- Finalisation of the Bathurst region Destination Management Plan.

Key guiding documents that have informed the DMP include:

- ✓ National Long-Term Tourism Strategy
- ✓ NSW Visitor Economy Action Plan
- ✓ NSW Government Statewide Destination Management Plan
- ✓ Destination Network Country & Outback Destination Management Plan
- ✓ Bathurst Regional Council Community Strategic Plan 2040
- ✓ Bathurst Regional Council Economic Development Plan
- ✓ Bathurst Regional Council Cultural Vision
- ✓ Bathurst Regional Council Heritage Strategic Plan
- ✓ Regional tourism plans and policies across the Central West region of NSW

All references are listed in [Appendix 2](#).

3. Destination Situation Analysis

2.1 Key Destination Footprint

The Bathurst region is located in the Central West of NSW approximately 160km west of Sydney CBD with the LGA covering an area of 3,818km². The LGA is the largest in the Central West and represents 20% of its total economy. It is one of the fastest growing inland regions in NSW, with population rising at the rate of 1.4% and forecast to grow to 52,500 by 2031 (*Department of Planning & Education, 2016*). Bathurst is a demographically young city with a median age of 37 demonstrating the impact of the educational sector, in particular Charles Sturt University which has a major campus based in the city. The Bathurst community is underpinned by a strong and diverse economy with education, food manufacturing, health care and construction being major industries. The tourism/hospitality industry is the region's sixth largest employer (NIEIR 2018).

Bathurst sits within Wiradjuri country. The city is recognised as the site of the first inland European settlement in Australia, being established in 1815. Both these factors contribute to a richness in cultural heritage of the city and surrounding region. This heritage is further enhanced by the association of the region with the gold rushes of the later nineteenth century. Bathurst is home to Wahluu/Mount Panorama. The Mount Panorama racing circuit has become known as the spiritual home of Australian motor racing and continues to host four major race events as well as numerous smaller associated events and activities. The annual Supercheap Auto Bathurst 1000 is the largest single event in regional NSW. The region also offers the appeal of distinct seasonality with a range of activities throughout the year which reflect and celebrate the changing season.

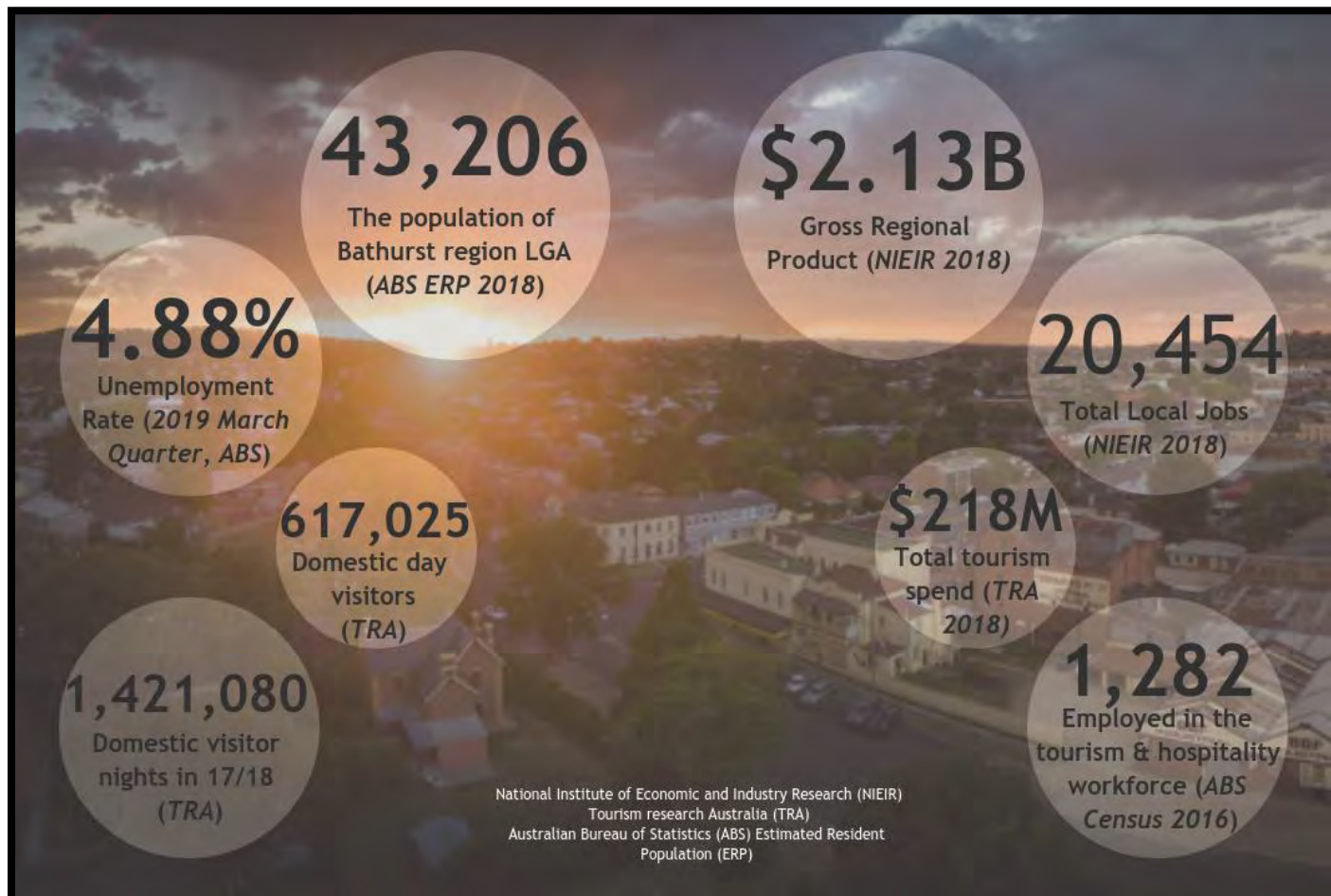


Figure 2: A snapshot of the Bathurst Region

2.2 The Visitor Economy

The concept of the visitor economy is increasingly being adopted by the global tourism industry. The visitor economy is broader than the traditional view of the ‘tourism sector’, which focuses on the leisure market of visitors that travel for a variety of reasons. The visitor economy includes all visitors that travel outside their usual home to take part in activities including leisure, business, events, employment, education or to visit friends and relatives.

These visitors, which include international, interstate, intrastate and day trip visitors, provide benefits to the economy through the direct contributions of their tourism activities, as well as the indirect contributions via the value chain, such as the impacts of capital investment and Government expenditure. The visitor economy encompasses the contribution tourism makes to employment, investment, infrastructure development, exports, provision of temporary labour and social vibrancy.

The visitor economy recognises that visitor activity does not occur in isolation but rather contributes to investment in jobs across a broad range of industry sectors. This includes all industries that directly and indirectly serve visitors, from accommodation, tourism operators and attractions to broader goods and services such as retail, food and beverage industries, etc.

As the ‘tourism industry’ is more accurately the amalgamation of a variety of industry sectors including accommodation, attractions, events, food and beverage etc., the full extent of what comprises the visitor economy and its reach across many elements of the broader economy is often not fully understood or appreciated.

2.3 Local Government’s Role in the Visitor Economy

Councils support their communities in a variety of ways and can make a significant contribution to the economic and social well-being of residents. Bathurst, like many regional areas, is facing economic challenges and many regions are competing for residents, business and visitors to maintain viable, healthy communities. With the transition to a service-based economy, tourism and events will play a greater role in regional development by attracting new money, supporting jobs and by contributing to the attractiveness of a region as a special place to ‘live, work and play’.

Bathurst Regional Council (BRC) plays a significant and diverse role in developing its visitor economy. The base infrastructure and core amenities that are enjoyed in region by visitors are largely the product of the work of BRC, whether it is through placemaking assets, accessibility, natural and cultural environment, or the provision of visitor services.

A successful visitor economy depends on the willingness and capacity of a great number of stakeholders to work together towards a shared vision and objectives such as are stated within this DMP. However, it is evident that Council is uniquely resourced and positioned within the region to lead and champion the process of planning and directing implementation.

2.4 The Importance of Tourism

Tourism has immediate effects, creating employment and driving investment. At a localised level, tourism provides an increased scale of activity that enables the viability of other businesses, as well as improved services and amenities that contribute to the diversity and attractiveness of an area. Tourism further contributes by providing an economic return on public assets, including built infrastructure and parks, and investment in arts and culture. For a destination such as the Bathurst region, tourism is different from many other industries, in that it utilises a wide range of public and private investment and infrastructure as well as public assets. Tourism is a means by which these public assets can make a strong contribution to the wellbeing of the community and support part of the rationale for public investment in the industry.

A vibrant visitor economy also unlocks the opportunity for population growth, as there are clear overlaps between a place being highly livable and great to visit. It is important to note this economic development overlap, as it is highly relevant to the Bathurst region experience with ‘Liveability’ identified as one of the five underlying pillars of the Bathurst region in its Destination Brand Strategy (2017).

Tourism is a highly significant industry for the Bathurst region. The readily identified value of tourism and hospitality has increased significantly in the five years to 2018 from a total economic output of \$146.2 million and value add of \$76.8 million to total output of \$203.3 million with value add of \$101.8 million (National Institute of Economic and Industry Research). The combined industries directly employ 820 with indirect employment of an additional 249 representing 5.2% of total industry in the LGA.

A strong, focused DMP can play a very important and practical role in identifying the way in which all tiers of government can support the visitor economy and vice versa. Areas of mutual benefit may include planning, transport, utilities, environmental management, leisure, culture, heritage and the arts.



2.5 Perceptions of the Bathurst Region

Ongoing research from 2014 to 2017 consistently identified that Bathurst is best known outside of the region for two key experiences; Motor racing at Mount Panorama and the region's European cultural heritage. Mount Panorama itself presents both an immense opportunity and a potential impediment to tourism in the region. It has international recognition and is rightly considered an Australian icon. As such, it lends a widespread immediacy of recognition to Bathurst that provides an exceptional platform upon which to develop the destination. The challenge lies in the potentially polarising nature of Mount Panorama in that prospective visitors may perceive that this single activity is the sum of the Bathurst experience, which for non-racing fans could result in a decision to choose an alternate destination.

Any strategy for the Bathurst region must make use of the high recognition value of Mount Panorama across tourism marketing whilst adopting an approach that leverages the asset to connect with other aspects. For example, the story of Mount Panorama is intimately connected with the heritage story of Bathurst or with the region's long association with innovation. There is strong potential to shift perception, not away from Mount Panorama, but beyond it. To encapsulate the broader range of diverse offerings of the region. To achieve this, a coherent brand was required that established the defining values and experiences of the region.

The consultation process for this plan also repeatedly emphasised that the initial visitor perception of Bathurst when entering the city via road, particularly on the eastern approach to the city on the Great Western Highway, is poor and does not present the strengths of the destination well if at all. The heritage appeal of the CBD is not visible from the Highway and there is no compelling incentive presented to the casual traveller to deviate from the Highway in order to experience this or any of the city's cultural assets. The location of the Bathurst Visitor Information Centre offers one opportunity to address this initial perception issue, though this requires revision and upgrade of both exterior and interior presentation of the facility and increased awareness and incentive to stop for the visitor.

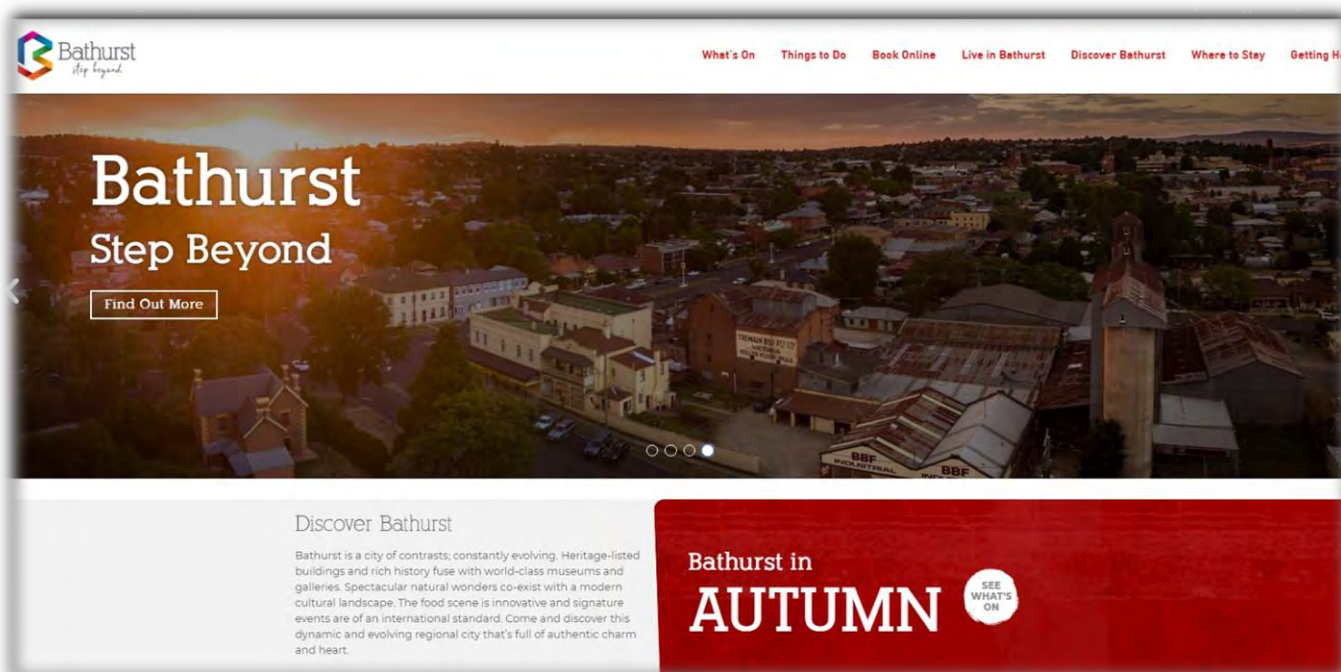
2.6 Destination Brand & Positioning

A brand is a holistic picture of a destination and includes strategy, messaging, content, storytelling, customer service, visitor and resident experience. Its combination of elements (culture, environment, attractions, values, and much more) forms a destination's sense of place. To successfully market the destination, the tourism experiences within the region must be applied to the most relevant brand messaging on the right platform, targeting the right person, at the right time, to get maximum engagement in the Region's stories.

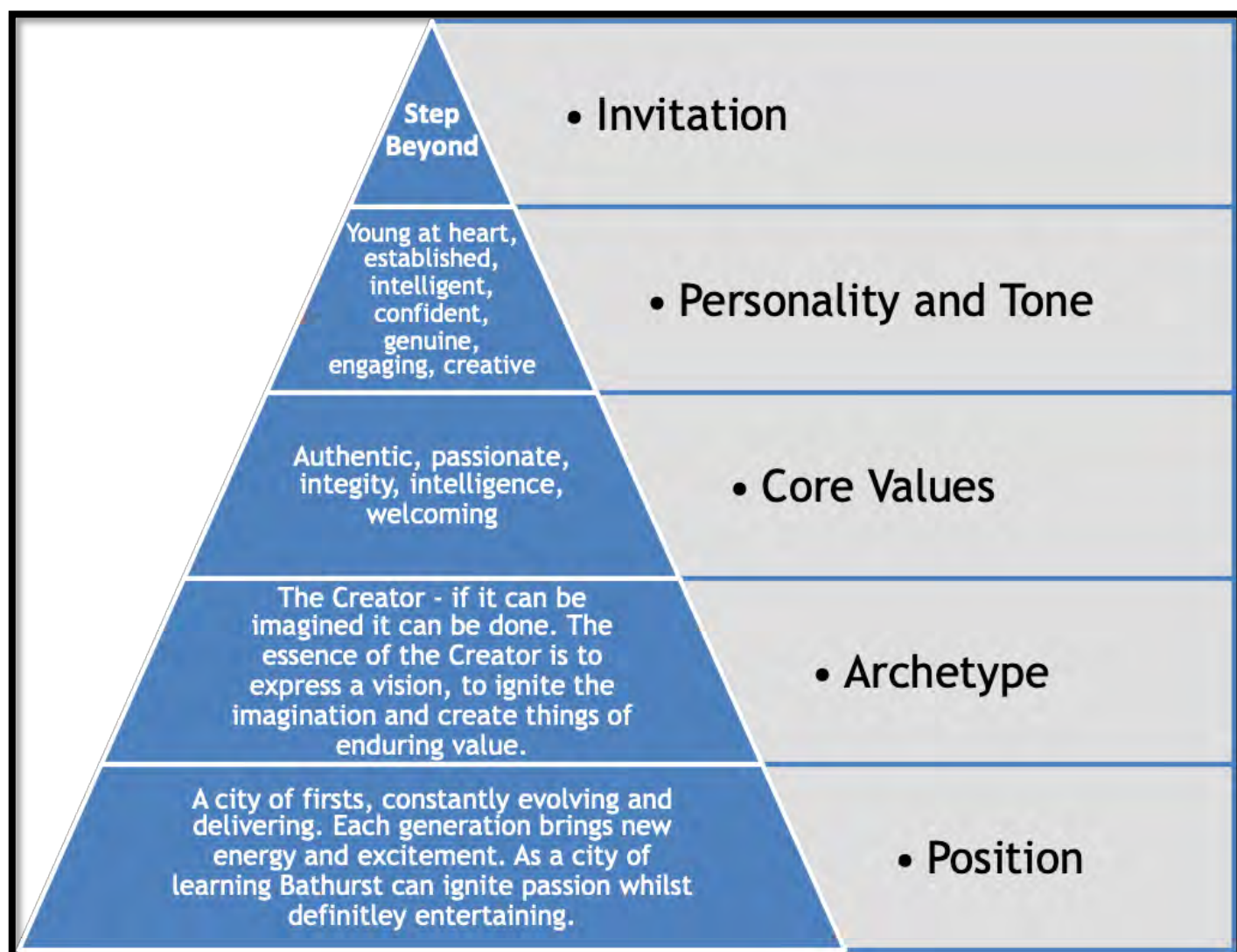
In 2017, a destination brand was developed in response to priorities outlined in the 2015 DMP. The purpose of this is to develop a brand identity that more effectively captures, conveys and embeds the Bathurst experience in the mind of the customer. There is also a need to reach a broader consumer base without undermining the current strengths of the existing consumers. The brand creates a persona for the region, that of 'The Creator' and offers the invitation to consumers to "Step Beyond", reflecting that Bathurst has always fostered innovation and creativity in a wonderfully rich heritage context.

The new brand provides the platform to develop consistent and motivating messages which will drive destination development. The aim is to encourage visitors to increase their number of visits, stay longer, spend more money and influence others to do the same. This in turn will attract investment and stimulate the economy, providing broad reaching economic benefits across the entire region.

Highly integrated campaigns that embraced available technologies, have subsequently formed a framework for promoting the broader region. These focused on digital marketing through the launch of the new website, social media strategy, public relations activity and digital marketing campaigns facilitated by both BVIC and by contracted specialist agencies. The primary call to action in all campaigns is, and should remain, www.bathurstregion.com.au



The essential attributes of the Bathurst destination brand may be visually expressed in a brand pyramid as shown in [Figure 3](#) below:



[Figure 3](#): Destination Brand Pyramid, Bathurst region brand strategy

2.7 Destination Lifecycle

The Bathurst region is in the rejuvenation stage of the destination life cycle as there has been significant recent investment in regional brand identity, marketing and product offerings ([Figure 4](#) below). There also exists strong baseline product offerings linked to branded marketing campaigns supported by tactical offerings. This presents an opportunity for the destination to leverage that appeal by discovering compelling new reasons to encourage new travellers to visit now and, for those who have experienced the destination in the past, to return again and discover new experiences. Broadly speaking, there exists a strong collaborative approach within the local industry however significant investment is required to develop and promote new experiences whilst reinvigorating existing products to meet visitor expectations.

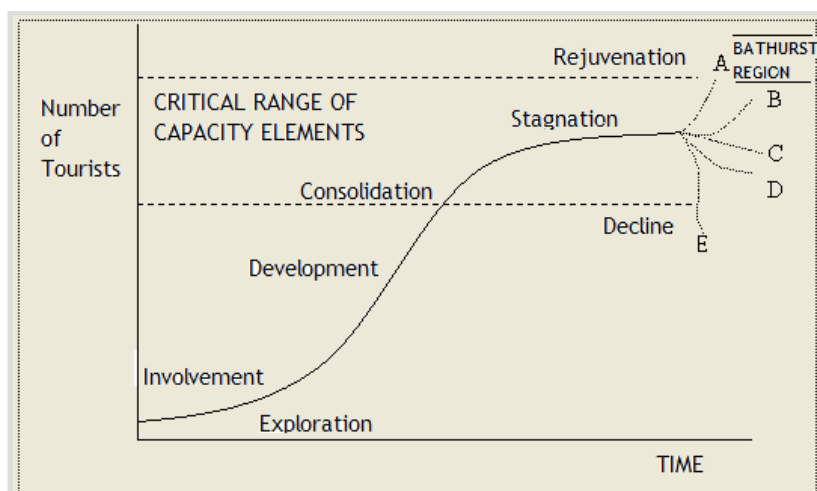


Figure 4: Hypothetical evolution of a tourist area (modified from Miller & Gallucci, 2004)

2.8 Destination Management

Bathurst Regional Council is responsible for the development, management and marketing of the Bathurst region including encouraging industry development. Destination management is an ongoing process whereby tourism, industry, government and community lead, influence and coordinate management of all aspects of a destination that contribute to a visitor's experience. Central to best practice destination management, as articulated in *The Guide to Best Practice Destination Management* (ART, 2012), is a holistic process ensuring that tourism adds value to the economy, social fabric and ecology of our communities and integrates both demand (the visitor or consumer needs) and supply (the products or experiences). The Destination Management Process may be illustrated as integrating four key delivery areas:

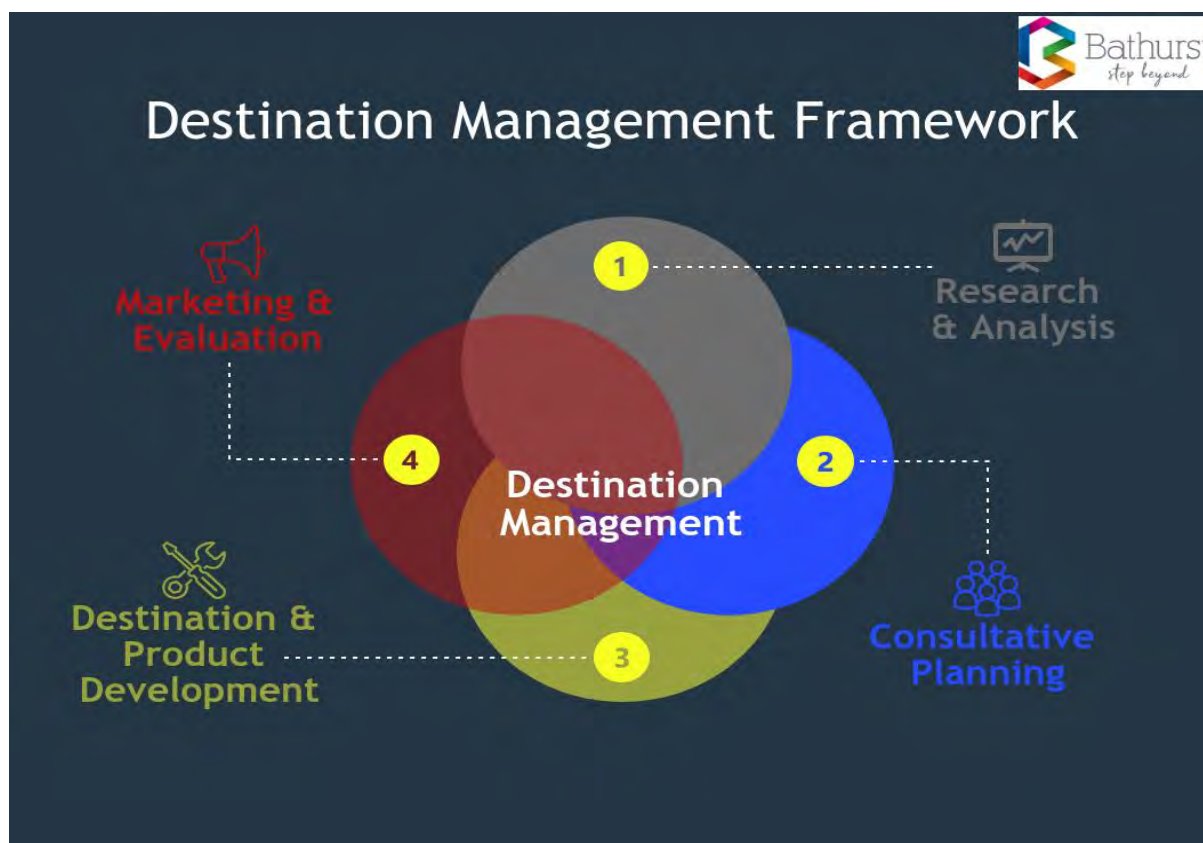


Figure 5: Delivery areas of the Destination Management Framework (modified from ARTN, 2012)

2.9 Destination Marketing

Marketing is one of the pillars of effective destination management and as such, it is a significant activity for Bathurst Regional Council, as both a coordinating and facilitating organisation. Its role is to work closely with Destination Network Country & Outback, Destination NSW and industry to create cooperative marketing contributions and integrated promotional activities that will achieve maximum exposure from BRC's limited spend. At a more localised level, BRC through its tourism staff based at the Bathurst Visitor Information Centre should work with industry groups to promote market-led, place-based, niche experiences.

Bathurst Regional Council's Three-Year Marketing Plan for 2018-21 outlines a number of marketing initiatives intended to activate the Bathurst Region Brand and develop coherent messaging and asset base. Several the initiatives of this Marketing Plan are encapsulated and given a broader context within the Action Plan of this DMP.



3 Product and Infrastructure

The tourism product and experience audit for the Bathurst region identifies the diversity of product across the region and current gaps in the tourism product and experience offer. The audit uses BRC product databases as the primary source of information, supplemented by a review of marketing collateral, industry consultation and the Australian Tourism Data Warehouse (ATDW). This section provides a summary of the product and infrastructure audit, with the detailed audit provided in Appendix 3. Any product gaps and development opportunities are identified within each category.

3.1 Attractions, Tours & Experiences

The Destination Brand Strategy for the Bathurst region (2017) identified five ‘experience pillars’ that encapsulated the core attributes of the region. These were Heritage, Arts & Culture, Food & Wine, Events and Livability. Consultation undertaken for this DMP consistently proposed that this list was incomplete, and that ‘Outdoors & Active’ (including night skies and astro-tourism) and ‘Sporting & Recreation’ were two additional experience areas in which the Bathurst region had both current and potential strength. Participants at community and industry consultative workshops recognised the diversity of attractions in the region, but also that individually these may not be sufficient to attract visitors particularly from the primary geographic catchment of greater Sydney. The opportunity therefore exists to group certain attractions together in order to increase their collective profile. This could potentially lead to the formation of Trails within the LGA based around the experience pillars.

A non-exclusive summary of the region’s flagship attractions below shows the diversity of offering across the LGA and including Bathurst region tourism partners from adjoining Shires, though also demonstrates the weighting towards cultural heritage-based experiences. Visit NSW lists a total of 47 attractions in the Bathurst region as at September 2019 of which the majority (29) are heritage and cultural focused with outdoors and active the second most popular listing type (17).

NAME	DESCRIPTION	EXPERIENCE TYPE
Abercrombie Caves	Natural limestone caves, nature reserve, bushwalking and tours	Outdoors/nature
Abercrombie House	1870s 50+ room mansion now private home, tours and functions	Cultural Heritage
Ash’s Speedway Museum	Largest collection of Speedway memorabilia in Southern Hemisphere	Museum/Gallery
Australian Fossil & Mineral Museum (AFMM)	Outstanding collection of mineralogy, fossils and gems in 1870s heritage building	Museum/Gallery
Barcoo’s Farm Visits	Farm stays, functions and activities on a working farm	Outdoors/active
Bathurst Arts Trail	Network of local artists’ studios open for viewing	Arts & Cultural
Bathurst District Historical Society Museum	Museum of history of the Bathurst region	Museum/Gallery
Bathurst Explorer Bus	Hop on Hop off bus service operating daily around Bathurst	Tour Operator
Bathurst Regional Art Gallery	Exceptional regional gallery with permanent collection and program of exhibitions annually	Museum/Gallery
Chifley Home	Home of Prime Minister Ben Chifley and wife Elizabeth open for tours	Cultural Heritage
Hill End Heritage Centre	Interprets Hill End as a thriving and unique example of 19 th Century mining settlement of the gold rush era and post WW2 artists’ colony	Cultural Heritage

History Hill Museum	Largest private museum of gold rush era artefacts and associated heritage	Museum/Gallery
Jenolan Caves	Australia's most famous and visited caves. Tours, bushwalking and adventure activities	Outdoors/Nature
Mayfield Garden	One of the great cool climate gardens of the world. Water garden, festivals and events	Outdoors/Nature
Miss Trill's House & Garden	Historic home and garden open for tours and occasional functions	Cultural Heritage
Mount Panorama Motor Racing Circuit	'Spiritual home of Australian motor racing'. An international icon, open as public road outside race periods	Sporting/Heritage
National Motor Racing Museum (NMRM)	Museum dedicated to Australian motor racing with a focus on Mount Panorama	Museum/Gallery
Old Government Cottage	1830s Historic building open for interpretive viewing and tours	Cultural Heritage
Rockley Mill & Stables Museum	1870s mill open as museum of industrial and local history	Museum/Gallery
St Joseph's Heritage Centre	Interprets history of the Josephite order and Sr Mary MacKillop	Cultural Heritage
Turon Technology Museum	Private museum with collection of steam age engineering	Museum/Gallery
Yarrabin Horse Riding	Guided horse riding for individuals and group activities	Outdoors/Active

3.2 Accommodation

Accommodation facilities are of critical importance in developing and maintaining a tourism base, though do not themselves generally form the primary motivation for visitation. The Bathurst region is well serviced by the accommodation sector which is capable of providing for large scale conferences or events such as the Supercheap Auto Bathurst 1000. Accommodation is diverse with an estimated 3600+ total bed capacity in the LGA. In addition to major standard accommodation types, Bathurst has an extensive home hire network to facilitate the huge peak in demand experienced during the race period in October. The Share Economy has also impacted upon the Bathurst region with 378 properties listed on Airbnb or HomeAway as of 2019. The growth in this area has been rapid, from only 23 listed properties in Q2 of 2016. As at September 2019, there are only 71 accommodation properties listed on the official Visit NSW website powered by the database of ATDW.

ACCOMMODATION TYPE

STATISTICS - BATHURST LGA

Hotels and Boutique	10 including pub style to Boutique establishments including Rydges Mount Panorama and Bishop's Court Estate
Motels	16 predominantly 3 and 4-star establishments with a concentration along the Great Western Highway
Self-Catering & Serviced Apartments	37 of various type from moderate apartment complexes to single dwellings offering a wide range of options in configuration and location in and around Bathurst

Group & Dormitory Accommodation	4 but not a strong part of the overall offering and opportunity for additional product in this category
Camping	10 including NRMA Panorama Holiday Park and Showground plus event (Race period) pop up operations including private operators such as 'Tent Town', small basic camping areas at Chifley Dam. Camping at Barcoo's Farmstays Perthville. Village and Glendora Campgrounds at Hill End. 5 basic sites across LGA.
Caravan Parks	2, NRMA Panorama Holiday Park plus Bathurst Showground. On site cabins at Abercrombie Caves
Bed and Breakfast	6 with various configurations and capacities
Farmstays	4 including those offering inclusive packages with farm activities such as horse riding a part of the stay experience
Total Rooms	Approximately 910 excluding dormitory style, camping and Airbnb/home hire options
Airbnb & non-standard listed properties	Peak of 378 active properties, 39% occupancy in 2018/19 financial year

3.3 Events

Events are a major driver of visitation to the Bathurst region. Events provide a significant economic impact and often fill accommodation during off peak holiday periods. Bathurst Regional Council has recently completed Event Guidelines and will be developing further business cases and event plans which will provide a road map that meet current and future needs, with a primary purpose of consolidating the Bathurst region as the leader in the regional events industry. These will provide robust and achievable actions that will help highlight our region's competitive advantage as a host event destination. The annual calendar of events achieves a considerable scope of economic and social benefits for the Bathurst community. For the year 2018 - 2019 Council coordinated or supported 7 major events with an estimated economic impact in excess of \$50 million, with the annual Bathurst 1000 at Mount Panorama alone contributing a value add of \$25.28 million according to the last economic impact study undertaken (2012). Presently, 32% of all Bathurst region product listings on www.visitnsw.com are for events, with the primary events for the destination including:

EVENT	DESCRIPTION
Bathurst 12 Hour	Endurance motor racing event on Mount Panorama held late January/early February with an International appeal and rapidly growing attendance
Inland Sea of Sound	Annual festival of music, performance and art held on Wahluu/Mount Panorama over two days
Bathurst Cycling Classic	A series of cycling events over two days including Hill Climb, Criterium racing and major race event.
Hi Tec Oils Bathurst 6 Hour	Easter weekend event on Mt Panorama for production-based cars competing under the Group 3E Series Production Car rules
Rebellion on the Turon	A heritage festival at Sofala including a re-enactment of the miners' protests of 18/2/1853
Bathurst NRL	An annual NRL fixture featuring the Penrith Panthers played at Carrington Park Bathurst in front of a crowd of 10,000+.

Bathurst Heritage Trades Trail	A two-day heritage celebration featuring local and visiting artisans demonstrating rare and unusual trades with workshops, activities & local food at a number of heritage properties in Bathurst
The End Festival	A festival of music and art at the village of Hill End
Autumn Colours	A 6 to 8-week program of ‘behind the scenes’ heritage tours and activities coinciding with the colours of the autumn season.
Winter Festival	A two-week celebration of winter with illuminations of heritage buildings, regional food and wine, activities, outdoors ice rink and public art. Strongly family focused and highly popular.
Supercheap Auto Bathurst 1000	Largest single event in regional NSW. A four-day racing program on Mount Panorama culminating in the 1000 lap event on Sunday. Total attendance exceeds 200,000.
Spring Spectacular	A community led and volunteer based two-day event featuring 10+ open gardens, each with music and art as a part of a touring circuit.
Challenge Bathurst	An exclusive opportunity to drive your own street or track racing car on the Mount Panorama Racing Circuit
Annual Village Events	There are multiple significant village events including the Marmalade Festival Peel Jam, Bronze Thong, Rockley Rodeo, Trunkey Creek Show and Sunny Corner Sunday

In addition to major events, the region has a full and varied calendar of attraction centered and/or community-based events and activities that are captured in the monthly ‘What’s On’ publication produced by the Bathurst Visitor Information Centre. In 2018/19 this publication averaged 56 events every month.



3.4 Touring Routes

Encouraging visitors to venture out and explore the region adds value to their holiday by exposing them to the diverse and unique experiences available. The rural character of the Bathurst region and its iconic rural landscapes are one of the authentic experiences that define it, as is the character of the region’s villages. A series of day trip and touring routes centered on Bathurst are promoted in a variety of marketing channels including:

TOURING ROUTE

DISTINCTIVE DIFFERENCE

The Arts Trail	Free entry to the studios and galleries of local Bathurst region artists on the first weekend of every month
Bathurst Heritage Drive	A 90-minute drive exploring the heritage buildings and districts of Bathurst
Cobb & Co Self Drive Tour	An exploration of the history of the Cobb & Co coaching firm and its association with 19 th Century Bathurst
Freemantle & District Historic Tour	A self-driving tour of the historic agricultural district of Freemantle to the west of Bathurst
Northern Regional Villages	A gold themed self-driving route encompassing Wattle Flat, Sofala and Hill End
Southern Regional Villages	A self-drive tour that encompasses agricultural and milling history as well as the natural attraction of the Abercrombie Caves

3.5 Key Infrastructure

The Bathurst region has the diverse range of economic, transport, communications, cultural and sporting infrastructure required to sustain a vibrant and growing visitor economy.

3.5.1 Transport

Bathurst is a regional NSW hub with a prime location at the junction of the Great Western, Mid-Western and Mitchell Highways, which provide links from western NSW, east to Sydney, Newcastle and Wollongong and south to Canberra, all within four hours. Improvements to the Great Western Highway mean that a journey by road from the Sydney CBD to Bathurst is now easily achieved in under three hours. Bathurst Regional Council has undertaken extensive work across the region's road network in the past decade that has resulted in the sealing of all major rural roads. There are 22 public carparks in the LGA. In 2019 a supercharger station for electric vehicle charging featuring both Tesla and NRMA chargers was opened at the Bathurst Visitor Information Centre to facilitate the growing number of EV tourists to the Central West.

Public transport to Bathurst includes road and rail options. NSW Trains operates daily services between Bathurst and Sydney, providing links with other regional centres, with a second daily 'Bullet' service added late 2019. Regular NSW Trainlink train and coach services arrive at and depart from Bathurst Railway Station. Australia Wide Coaches operate a daily return service to Sydney.

Bathurst Regional Council also owns and operates the Bathurst Aerodrome which provides a full range of aviation facilities. Commercial flights provided by Regional Express Airlines (REX) operate between Bathurst and Sydney and return on a daily basis with approximately 24,000 passengers per year.

3.5.2 Connectivity

Lack of connectivity, particularly limited free Wi-Fi and gaps in mobile service and mobile internet, is potentially one of the largest deterrents to travellers to regional areas. With the recent implementation of the NBN, Bathurst is a part of one of the most well-connected areas of the country, and in 2019 Council implemented free CBD-wide Wi-Fi in the city of Bathurst. BVIC also offers free Wi-Fi to all visitors as do a

number of accommodation providers. Mobile connectivity has dramatically improved in recent years, though several black spots do remain in rural areas and around some villages. These black spots have been identified and their elimination identified as a strategic priority of Council's Economic Development Strategy (2018).

Bathurst Region is on track to become a smart community of national significance, using technology and data to drive economic activity and meet the changing needs of our community. Smart community initiatives already actioned in the region include free public WiFi to high use CBD and recreational areas, smart street lighting, electric vehicle charging stations, and smart water meter readers.

3.5.3 Sporting and Recreational Facilities

The Bathurst region offers a particularly high number of excellent recreational facilities with a total of 23 sporting facilities and 103 playgrounds and parks. There are also 115km of dedicated cycleways and footpaths with cycle routes outlined in a free publication produced by BRC.

3.6 Visitor Information Servicing



The Bathurst Visitor Information Centre (BVIC) is strategically located adjacent to the Great Western Highway and operates 363 days a year from 9.00-5.00. The facility received 53,185 visitors in 2018/19 and has been increasing visitor traffic by approximately 3% annually (Figure 6). In addition to foot traffic, the Centre responded to 7,582 telephone enquiries, made retail sales of \$85,490 and distributed regular monthly 'What's On' publication to a database of over 1500 (print and electronic). BVIC also operates the digital tourism assets of the Bathurst region website www.bathurstregion.com.au which increased 96% in page-views in 2018/19 to 207,390 and social media channels with a combined following of almost 15,000. BVIC also runs the regional tourism partnership program, coordinates the sister-city activities and international home hosted school groups from Japan and produces the annual Bathurst Region Destination Planner.

BVIC additionally operates as the sole DMO for the region and coordinates all regional tourism marketing and public relations (including selection and employment of specialist agencies as required) as well as direct advertising and ongoing product development. BVIC is responsible for consolidating information for

the online and print events calendars and holiday programs, and working with CENTROC, DNCO and DNSW on collaborative marketing and in securing additional funding.

BVIC operates on a relatively small resource base with a full-time staff (including management) of 5.4 supplemented by on call casual staff. During the consultation process for this DMP, participants at both community and industry stakeholder workshops were overwhelmingly positive in their support for the existing roles and services of BVIC. This support was also evident in the latest Community Satisfaction Survey undertaken by Bathurst Regional Council in October 2018 with satisfaction in BVIC being 12.8% above the LGA benchmark, the highest of any BRC facility or service. Consultation workshop participants identified a limitation in resourcing of BVIC as a potential impediment to achieving greater growth in the tourism sector and saw an opportunity in increasing connections between BVIC and other Council areas of operation such as Events, greater transfer of information to industry and additional resourcing of overall operations.



Figure 6: Annual visitors to BVIC

4 Threats & Opportunities

4.1 Industry Challenges

The tourism industry generally has undergone a series of fundamental changes over the past two decades. These changes have resulted from an ever-increasing competition for recreational time and discretionary spend. A number of activities that traditionally would not have been considered recreational (such as home improvement and DIY) have come to compete for available leisure time with more traditional pursuits such as travel. Additionally, technological change and the advent of Home Theatre, streaming and social media have further increased the spectrum of recreational options. Socially, individuals and families consider themselves to be more time poor which shifts consumer focus towards the 'short breaks' domestic

traveller. The availability of low-cost air travel, resort packages and the enormous rise in cruise tourism have all added to the challenge for regional tourism. Competing in a smaller and more crowded field against alternate recreational forms and newly accessible travel options that may appear more glamorous and to offer more ‘bragging rights’ than a visit to a regional centre such as Bathurst.

These social changes affect the broad industry but do present particular challenges to regional areas. However, the swiftly evolving travel trends of the last decade, in conjunction with the simultaneous rapid growth of social media sharing, has also generated an increasing consumer demand for ‘authentic and immersive experiences’ in travel. This demand has led to the rise in what is termed the ‘experience economy’ where travel is not about observing, but about a participatory encounter with the core elements of a destination that is readily captured and shared via social media. In this context, the Bathurst region is well positioned to capitalise upon the authenticity of its experience pillars and its close proximity to Sydney.



4.2 Regional Competitor Regions

It is important to note that visitors do not recognise shire boundaries when planning travel, and that regional areas must work collectively in order to attract a greater share of the overall potential visitor base to their collective area. A number of members of the Bathurst region tourism partnership program are also businesses located outside the LGA. The Central West cannot compete effectively against the competitor regions of the Hunter Valley, Central Coast or South Coast without establishing partnerships between adjoining LGAs. Bathurst has considerably increased its regional engagement in the last 5 years and works collaboratively with neighbouring LGAs on marketing campaigns and public relations activities. This collaboration is critically important and approaches that would further increase its value are presented in the Action Plan (section 9).

Notwithstanding the need for regional collaboration, it is important to understand the strengths and particularly the positioning statements of other areas in order to not compete ineffectively against these rather than promote the Bathurst region’s own distinctive points of difference and core strengths.

4.2.1 Orange

Orange has positioned itself as ‘A place of gastronomic dreams’ and established a brand that relies heavily upon the regional produce and cool climate wines with a number of vineyards offering cellar door experiences and major festivals celebrating regional produce including ‘F.O.O.D Week’ and the Orange Wine Festival. Seasonality is also a feature of tourism marketing for this region, with the city also using the tagline of Australia’s ‘Colour City’. Orange has a population comparable to Bathurst and is located 40 minutes further from Sydney.

A common observation made during the stakeholder consultation for this DMP was that the Bathurst region should not attempt to compete directly with Orange in the area of food and wine tourism as this would be a very difficult proposition in terms of established perception. This is not to undervalue the strength of

the Bathurst region's own produce or restaurants which are clearly identified as a core regional strength in the Bathurst region brand strategy, but rather to use this strength as a solid accompaniment for those experience pillars in which Bathurst has a clear regional advantage such as heritage, events and the arts.

4.2.2 Mudgee

Like Orange, the Mudgee region has positioned itself as a cosmopolitan regional centre offering outstanding food and wine tourism experiences coupled with boutique accommodation and events such as the Mudgee Wine Festival. Recent campaigns have cleverly reinforced this positioning by offering Mudgee as a sensory experience and a short breaks destination particularly for Sydney couples. Mudgee has a significantly smaller population than Bathurst and is an additional 30-40 minutes' drive time from Sydney.

A similar contrast therefore exists between Bathurst and Mudgee as between Bathurst and Orange, with the same conclusion that Bathurst should not attempt to compete with the food and wine experience of Mudgee in a marketing positioning sense. Bathurst has greater and more diverse tourism infrastructure and accommodation capacity and presents greater opportunities for attracting the family market.

There is an opportunity that applies to both Mudgee and to Orange that these are well established food and wine regions with high awareness values. Bathurst has the potential to position as a new and emergent experience, with the outsider value that this presents. Additionally, the lower profile of the Bathurst region's food and wine offering may provide the perception of authenticity as identified as desirable by modern travellers. Other opportunities for differentiating Bathurst's food and wine offering are covered in the Action Plan (section 9).

4.2.3 Dubbo

Dubbo is most famous for the Taronga Western Plains Zoo, though positions itself as a base from which to explore western NSW. Market presence is strongly directed towards a family friendly destination with recent campaign activity presenting the destination as 'larger than life', with the Great Western Plains a focus of the scale of the landscapes, the night sky and of the scope of "Great Big Adventures" on offer. Dubbo has a population comparable to Bathurst and is a 5-hour drive from Sydney, though air travel has recently been advanced as a travel alternative with 180 direct flights a week from Dubbo City Regional Airport.

Dubbo is likely to be a competitor with Bathurst particularly in the area of family holiday travel. However, the destinations also present the prospect of mutually added value through increased collaboration. Bathurst is roughly the midpoint between Sydney and Dubbo and could be positioned to better attract through traffic leading to increased return visitation. Bathurst could equally serve to promote Dubbo, particularly its key heritage assets, to visitors to its own facilities and attractions.

4.3 SWOT Analysis of the Bathurst region

Community and industry stakeholder consultation identified the following Strengths, Weaknesses, Opportunities and Threats captured as a SWOT analysis that also incorporates refinements from the previous Destination Management Plan, elements identified in market research conducted by MyTravel Research (2016) and in the Tourism Marketing Plan (2018).

Responses to the threats and approaches for leveraging the opportunities that will support the growth of tourism activity within the Bathurst region are expressed in the Tourism Action Plan at Section 9.

STRENGTHS	WEAKNESSES
❖ Wealth of heritage	❖ Tourism industry not fully engaged
❖ Mount Panorama - internationally iconic & provides name recognition	❖ Available experiences are ill defined and/or not market ready
❖ Excellent infrastructure including Smart City development	❖ Lack of Aboriginal Cultural experiences
❖ Distinct seasonality	❖ Poor presentation along GWH does not represent destination well
❖ Strong events calendar	❖ Limited activation of heritage sites
❖ Location - proximity to Blue Mountains, Sydney, Canberra	❖ Limited available experiences/activities in villages
❖ Cultural facilities, particularly museums/galleries/historic houses	❖ Poor and non-uniform signage
❖ Sporting/recreational facilities including parks/gardens	❖ Limited local research and data
❖ Villages of the Bathurst region	❖ Polarising nature of car races
❖ Diversity of available experiences	❖ Lack of strategic alignment between Destination Development and Event management

OPPORTUNITIES	THREATS
❖ A strategic approach to educational tourism and package creation	❖ Lack of funding/resourcing of destination management
❖ Build conferencing/events market	❖ Increasing competition for discretionary consumer spend
❖ Increase use of/activities available on and around Mt Panorama	❖ Decline of village populations/activities
❖ Increase VFR involvement/activity	❖ Competition with other destinations
❖ Develop ' astro-tourism ' experiences	❖ Impact of drought/climate change
❖ Showcase local food and wine & agritourism	❖ Loss of heritage and identity

❖ Develop coordinated approach to sporting events and integrate with events calendar	❖ Community failure to embrace new destination brand
❖ Increase profile of tourism within local economy	❖ Loss of vibrancy of Bathurst CBD
❖ Develop Aboriginal cultural tourism product	❖ Loss of tourism staff & corporate knowledge
❖ Accessible tourism market	❖ Economic issues and decline in consumer confidence/spending

5 Visitor Overview

This section presents an examination of the visitor economy of the Bathurst region, including historic trends, current situation and future projections. The analysis covers both market demand and supply in order to clearly identify the target visitor markets for the region and to determine the priority areas for destination management and resource allocation.



5.1 Macroeconomic Environment

World Tourism Organisation figures show continual growth over recent decades and identify tourism as one of the fastest growing global economic sectors. Tourism is certainly one of Australia's fastest growing industries. In 2017/18 tourism Gross Domestic Product grew at 5% in real terms, significantly ahead of the 2.8% reported for the overall economy. However, this should be considered against a worsening global economic outlook. In its latest World Economic Outlook update (April 2019) the International Monetary Fund (IMF) projected the global economy to grow at 3.3% in 2019 and 3.6% in 2020, 0.4 and 0.1 percentage points respectively below previous projections.

Australia's domestic visitor economy continues to set new records with the latest figures for 2019 revealing strong growth in number of total overnight trips, nights and expenditure. In the year ending March 2019, there were 109 million overnight trips (up ten per cent), 386 million visitor nights (up ten per cent) and \$74.5 billion in overnight expenditure (up fourteen per cent). While trip numbers have increased strongly, the average length of a domestic overnight trip fell slightly down 0.3% and that of average holiday nights dropping 2%. This has been a continuing trend for some time, with the average length of a domestic

overnight trip decreasing by 13% since 1999 and 8% since 2009 (Tourism Research Australia National Visitor Survey 2018- 2019). Central NSW, the defined region in which Bathurst is situated, is currently ranked the 20th most visited region in Australia with a total of 3,280,000 visitors, an increase to the region of 15.6% and the 14th in terms of visitor nights with 7,689,000 an increase of 3.7%.

5.2 Global Megatrends Defining Travel in 2019

The 2017 SKIFT report identified a number of ‘global megatrends’ with direct relevance to the Bathurst region. These include:

- A rise in contemporary (solo) female travellers
- The fifties as a new key travel demographic
- An increased consumer focus upon small-scale, immersive and locally curated activities
- The story of a place and its people is increasingly critical to the success of an experience
- Dining as a main event has shifted focus to ‘local heroes’ who create immersive and curated experiences

Whilst these trends remain relevant and required considerations for destination management of the Bathurst region, the Skift report of January 2019 added to these under the overarching trend that travellers generally continue to seek authenticity, particularly in a move towards ‘undertourism’ where destinations are successfully defining themselves as peaceful and ‘undiscovered’ alternatives to the well-known yet overcrowded options. Additional relevant trends identified in the 2019 report include:

- Travellers are wanting more individual control over their personal travel experience
- Wellness is an increasingly popular as a component of the travel experience and an increasingly effective hook to travel marketing
- There are growing signs of a tech burnout culture, further raising demand for and value of ‘real world’ experiences.

5.3 Domestic Trends Defining Travel in 2019

Tourism Research Australia has forecast modest increases in the domestic market, with total visitor nights and day trips projected to rise only 1.4% and 1.2% respectively, reflecting a situation where Australian economic growth is expected to remain below its historical average and sluggish wage growth is limiting discretionary spend.

The 2017 Kantar TNS study into the Australian travel market included the following relevant insights:

- An increasing trend towards short breaks
- Domestic holidays provide a perceived ‘safety net’, being easy and affordable whilst fun and relaxed.
- Reconnection with friends or family is central to the experience

- Australians' domestic holiday needs are best fulfilled through regional Australia

The insights of the Kantar TNS study remain relevant and support the broader conclusions of the Skift report that show a desire for personal connection and increasing preference for the perceived less crowded and more immersive experiences of a regional area. The Bathurst region meets all the criteria of these domestic travel trends and can potentially achieve higher relative growth by positioning itself firmly in this category of experiences.



5.4 Motivations for Travel

Tourism Research Australia's National Visitor Survey for the year ending March 2019 provides an overview of the principal motivations for Australian domestic overnight travellers, "Holiday" (including travel to attend events) remains the biggest contributor, accounting for 40% of all domestic overnight trips, 43% of nights and 48% of spend. Visiting friends and relatives (VFR) was also popular, accounting for 34% of all domestic overnight trips, 31% of nights and 20% of spend (this is typically a lower spending category due to a higher propensity to use non-commercial accommodation and lower propensity to spend on tours and entertainment). Business contributed 23% of domestic overnight trips, 21% of nights and 27% of spend. Typically, this is a higher spending category due to stays in commercial accommodation and costs associated with vehicle and transport-related items. Purpose of trip for domestic day trip visitors shows a similar motivation with regards to regional NSW with "holiday" (51.1%) the largest stated purpose of trip followed by "visiting friends and relatives (26.9%) and "business" (10.2%).

5.5 Visitation to the Bathurst region

Visitor data for the Bathurst region has been based upon the International Visitor Survey (IVS) and National Visitor Survey (NVS) which are undertaken by Tourism Research Australia (TRA) supplemented by regional data provided by DNSW. Exact visitation data at an LGA level can be challenging to precisely extract and the need for increased resourcing to establish a more detailed pattern of visitation to the region is identified as a priority in the Action Items (Section 9).

5.5.1 Total Visitor Numbers

Tourism Research Australia produces Local Government Area profiles which provide updated data averaged over a four-year period in order to minimise the inevitable impact of variability in estimates from year to year. The latest LGA figures from the National Visitor Survey (year ending March 2019) for the Bathurst region show that domestic visitors constitute 99% of total visitation to the Bathurst region Local Government Area with the remaining 1% being overnight international visitors.

Overnight and day trip visitors totalled 955,000 delivering 1,240,000 visitor nights. This represents an annual direct spend of \$218 million for the region with the average spend per trip being \$229.



5.5.2 Visitor Profile

45.5% of visitors travelled for holiday purposes and 27.3% for visiting friends and relatives. The domestic couples (without children) market is the largest for the Bathurst region representing 28% of all visitors with 17% being travelling families and 27% identifying as friends/relatives travelling together. The meetings and events market represented 14.4% of all domestic overnight stays.

Staying at the home of a friend or relative made up the single largest accommodation type, representing 35.7% of all domestic overnight stays and 50.6% of all international overnight stays.

5.6 Regional LGA Comparative

4 Year average 2015-18	Bathurst	Orange	Lithgow	Dubbo	Mudgee (Mid-Western)
Total Visitation	955,000	1,016,000	535,000	1,257,000	635,000
Visitor Nights	1,240,000	1,186,000	484,000	1,626,000	942,000
Spend (\$m)	218	272	85	372	170

Figure 7: Visitor figures to Bathurst region LGA and competitor Shires

6 Key Source Markets

6.1 Current Markets

Research was commissioned by Bathurst Regional Council in 2016 (MyTravelResearch) which found that existing visitor information showed a domestic lifestyle segmentation weighting towards the Wanderers (couple typically aged 54+ seeking primarily observational experiences) and compatriots (family travellers

seeking relaxation and with the experience of children a priority). Geographically Sydney and the Central West of NSW were identified as the key visitor catchments and as the focus for future marketing. Further to this the research noted the professional DINKs as being especially important to the short breaks market, a primary target market also identified in the 2015 DMP.

6.2 Aspirational Target Markets

Shifting focus from existing to more aspirational markets has the potential to enable stronger growth in the visitor economy. Market research conducted to date suggests that Bathurst should target higher yielding markets particularly the 'Leading Lifestyles', a Roy Morgan Helix Persona community encompassing well-educated high-income families who are seeking authentic experiences and who are prepared to pay for quality. The most recent research from the Roy Morgan Holiday Tracking Survey reveals that the proportion of Australians planning to take a holiday has increased with domestic travel trending upwards and that the Leading Lifestyles community are the most likely to be travelling.

6.3 VFR

The latest National Visitor Survey figures showed that 27.3% of all domestic travellers to the Bathurst region identified 'visiting friends and relatives' as the primary reason for their trip. There exists the opportunity to market more strategically to this group through provision of information to hosts, including local based incentives for attractions and experiences, and ensuring that the local communities are better empowered as brand ambassadors with a strong desire to show off their region and equipped with the knowledge and resources to easily achieve this. The Bathurst Visitor Information Centre has worked consistently towards this objective in recent years, developing a larger locals' database, easy access online events calendar and taking on hosting of welcome events to new residents. However, there is scope for further expansion of this market and its contribution to the visitor economy.

6.4 Over 55s/Seniors

The seniors' market is currently the fastest growing market segment, being the most time rich and the holders of the greatest disposable income by far. Senior Australians are also travelling domestically in high numbers with a study conducted by MyTravel Research (December 2018) showing that 38% of seniors took 2-3 domestic trips in 2018 and that 53% were intending to take 2-3 in the next year. 15% took 4-5 annual domestic trips and 14% took in excess of 5 domestic trips.

This group is a strong sub-set of the identified VFR market, but also identifies strongly with a desire for authentic local experiences, cultural heritage and good food and wine - particularly local produce prepared locally. Bathurst is well positioned to market to and attract a higher volume of these affluent travellers. It is important to note also that this is a generationally unique marketing opportunity as this demographic will be actively travelling principally over the coming decade and it is unlikely ever to be succeeded by a comparably affluent and mobile demographic group.



6.5 Niche and Specialist Markets

The Bathurst region is well positioned to leverage the growth from niche segments previously identified through market research, the 2017 Brand Strategy and the 2018 Tourism Marketing Plan, such as educational, cultural heritage, agritourism, business events and sport, through strategic partnerships and distribution opportunities. The activation of these segments through targeted marketing efforts will assist to gain greater market share in the domestic market, and to grow visitation from priority international markets. Successful activation of these segments, however, will require product refinement and effective marketing strategies.

6.5.1 Sport

Sport tourism refers to travel which involves either observing or participating in a sporting event away from their usual environment. This is a fast-growing sector of the global travel industry, as people increasingly travel to watch or participate in their favourite sport. Sporting events visitors deliver high yields for the tourism industry with an average overnight spend of \$274 per night, compared to an average \$205 per night spend by general overnight visitors (Tourism Research Australia, 2019). Bathurst is home to a high number of sporting fields, venues and recreational complexes, which offer a promising opportunity to attract more events, participants and spectators to the region. The selection of the city for the 2021 World Cross Country Championships attests to the recognition of the strength of the region in this area.

The Action Plan outlines opportunities to work collaboratively with both industry and DNSW via Bathurst Region Tourism, to enhance, identify and secure an increased number of sporting events in the Region, especially during off peak season. Sport types to be pursued would be aligned with the sporting facilities and venues of the region, as well as visitors' interests, as either participants or spectators.

6.5.2 Adventure and Outdoors

Adventure sports and outdoor activities has not been traditionally considered as an established tourism area in the Bathurst region. However, this area is consistently identified by stakeholders as possessing great untapped potential and could be an emergent experience area and an additional pillar of the Bathurst region Destination Brand. Activities already identified as occurring include cycling, BMX, hiking, camping and caving.

The Action Plan identifies a number of opportunities for growth in this area, particularly in the areas of cycling (including mountain biking) and astro-tourism (an identified 'game changer' in the DNCO DMP) and in increasing the general awareness of the range of opportunities available to the potential visitor. The reopening of the Bathurst Observatory following a major rebuild will likely provide one such opportunity

6.5.3 Business Events

Business event visitors deliver high yields for the tourism industry with an average overnight spend of \$229 per night, compared to an average \$205 per night spend by general overnight visitors (Tourism Research Australia, 2019). This high delegate spend has created an increasingly competitive environment for the business events industry in Australia. The Bathurst region has never adopted a coordinated approach to marketing itself as a preferred regional centre for business events, despite having the facilities, accommodation and experiences that make it a potentially attractive proposition. Due to the Bathurst region's proximity to Sydney, it is also well positioned to leverage pre and post touring options for the

Meetings, Incentives, Conference and Exhibition (MICE) market events that are based in Sydney through focused marketing efforts.

Business events have been identified in this Plan as a growth niche segment for the region, and opportunities within the Action Plan instruct the leveraging of this segment via Bathurst Region Tourism in collaboration with industry and Destination NSW.



6.5.4 Cultural Heritage

Cultural Heritage Tourism is a niche sector with a focus on Aboriginal and European heritage and the arts. This growing sector is comparatively high yielding and aligns with the aspirational target market identified in this plan. The Bathurst region has the potential to capture a significantly higher percentage of this market through development and promotion of authentic cultural experiences such as:

- ✓ Aboriginal cultural heritage interpretation and activities
- ✓ The Bathurst tours and trails app
- ✓ Better activating the history of the Mt Panorama racing circuit through interpretative projects such as organised Pit Complex tours
- ✓ Develop the Chifley Home visitor experience
- ✓ The Bathurst Rail Museum

‘Heritage Activation’ was identified as major opportunity throughout the consultation process, with the movement from observation to experience that arises from bringing heritage to life through stories and the adaptive reuse of heritage buildings and precincts. Opportunities for heritage activation are identified in the Action Plan (Section 9).



6.5.5 Agritourism

Traditionally thought of as being simply farm stays and winery visits, the term agritourism now encompasses a wide variety of activities where agriculture and tourism intersect. Essentially it is the act of going to a region to visit a farm or food-related business (including restaurants, markets, produce outlets and natural attractions) for enjoyment, education, or to participate in activities and events.

Over the last five years the number of agritourists visiting farms or wineries in Australia has grown significantly. Data collected by Tourism Research Australia, between 2010-11 and 2015-16 showed that the number of domestic tourists who visited a farm on their trip increased by 9% per annum on average whilst the number of those visiting wineries increased by 13%.

While the Bathurst region already has well-established wineries and a distillery, there is a clear market for farm visits and cellar door experiences, and many other agribusinesses in the region have the potential to offer experiences to visitors. The Bathurst region has not traditionally been considered a food and wine destination, with consumer perception favouring Mudgee or Orange. This perception does offer a potential strength for the region as a new, emergent and non-mainstream foodie destination. This edge or underground angle can potentially be the foundation of a brand pillar themed campaign encouraging potential visitors to step beyond their expectations and the established 'go-to' destinations and experience what the best of the Bathurst region are now producing and preparing.



Opportunities are identified in the Action Plan to further activate agritourism in the region.

6.5.6 Educational Tourism

The Bathurst region has a number of attractions and operators that offer product consistent with the NSW school curriculum and that therefore is suitable for excursion planning. Visitor numbers across the educational sector have suffered a decline in recent years due to curriculum changes, and the sector needs to be consolidated and encouraged to develop school ready product and related promotional and pre-purposed educational content. A coordinated approach is required to compete strongly as a region in this area and to develop the itineraries around curriculum-based activities.

6.5.7 CSU Alumni

Research has also consistently identified that CSU alumni form a strong tactical market. The size and clear regional association of this market strongly supports increased collaboration with the University and the development of a specific marketing campaign.

6.6 Accessible Tourism



Council is committed to promoting the Bathurst region as an accessible tourism destination and implementing its Disability Inclusion Action Plan 2017-2021. Accessible tourism has been estimated as being an \$8 billion market that is only projected to grow in future years. Council has developed a 'Guide to Accessible Bathurst' in consultation with Bathurst Region Access Committee (BRAC) and introduced a number of accessible features online and at Council organized events. Council also participated in the pilot program of LGNSW's accessible tourism online learning modules.

Council will work with businesses and with the Bathurst Business Chamber to provide information and education regarding this tourism sector and work to grow and to promote the range of genuinely accessible tourism experiences on offer in the Bathurst region including at Council's own facilities including museums.



7 Primary Communication Channels

Building the destination brand and therefore consumer perception of the Bathurst region is central to all marketing activity and applies the following principles:

1. Target markets are those identified by this Bathurst destination Management Plan and as informed by ongoing research and market assessment. All marketing decisions are based upon sound research
2. All marketing activities follow the Brand Guidelines in creative design and content messaging and language.
3. Campaign development utilizes the themes identified in the brand architecture to create content and stories.

The elements of the marketing framework (below) for the Bathurst region shows the need to link activities, guide communication and align campaigns with brand pillars.

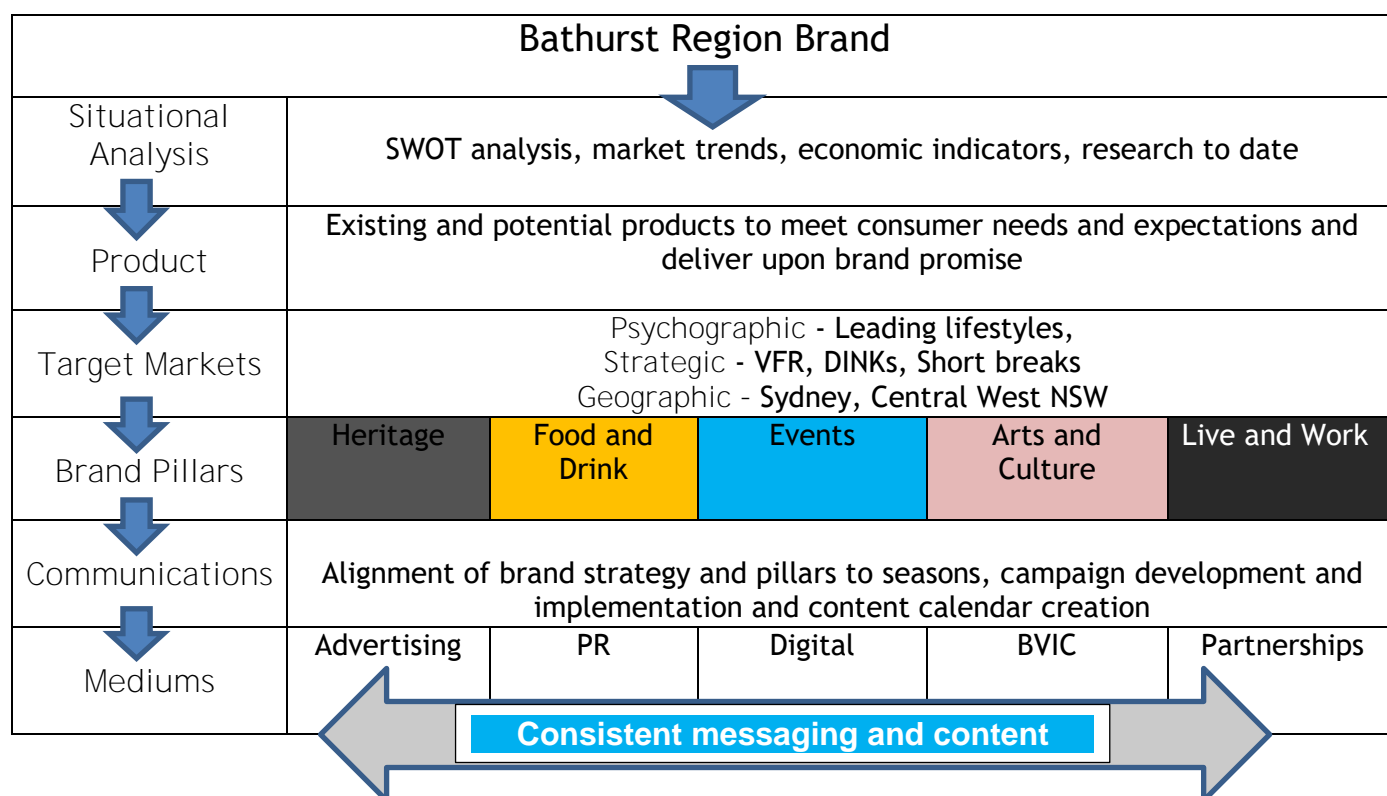


Figure 8: The Marketing Framework for Bathurst Region

6.1 Digital

Primary research in the ‘dreaming’ and ‘planning’ stages of the customer journey is overwhelmingly online, requiring highest quality digital tourism assets and a consistent digital marketing strategy. The Bathurst Visitor Information Centre has dedicated significant resources to this area since 2017. The ongoing development of the new tourism website as the primary call to action for the region is a primary focus. The website features social media integration, industry participation through an online booking engine, events calendar and SEO.

The following social media channels are currently, or will be, utilized as part of an overall content strategy: Facebook, Instagram, Twitter, YouTube, Snapchat & Pinterest.

Other digital activities underway include development of electronic direct marketing (eDM) including pay per click (PPC) campaigns and remarketing. Due to the highly specialized nature of highly targeted digital

marketing campaigns Council should utilize the services of specialist advertising agencies as required to maximize reach and market penetration.

6.2 Advertising

The traditional reliance upon print advertising is not an effective strategy in isolation and measurement of its effectiveness is difficult. Selection of media for all advertising undertaken as part of annual activities must be based upon principles outlined above and on carefully assessed return on investment (ROI). Niche publications should be favoured to reach identified aspirational target markets. Advertising will also be undertaken to support key events in conjunction with other Council sections as appropriate. Sharing of resources between sections will be pursued when possible.

6.3 Signage and billboards

Consistency in signage will be delivered through Council's Signage Strategy. Place signs, entry points and billboards will all align with the Bathurst region brand and with the Brand Style Guidelines. Billboard designs at the entry corridors to Bathurst should be refreshed annually with aspiration and brand appropriate imagery or used as components of wider marketing campaigns or event promotion as appropriate and logistically practical within limited resourcing.

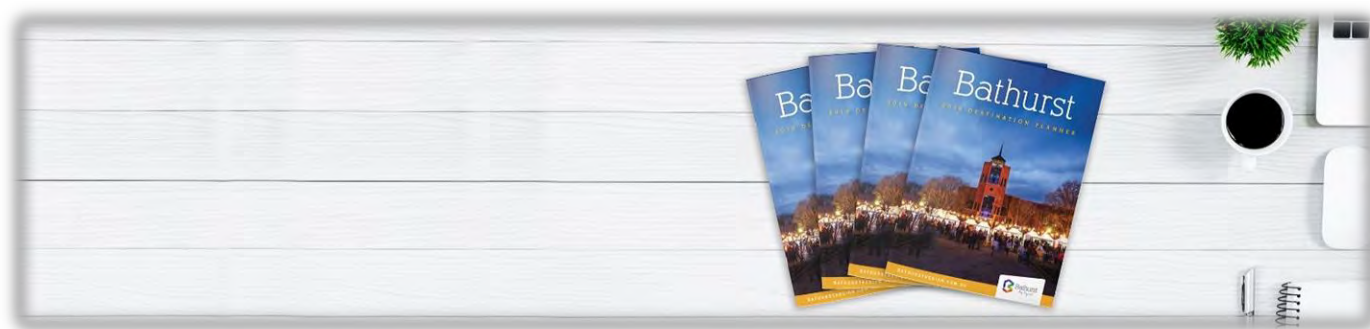
6.4 Public Relations

Public relations and media activities raise awareness across markets, provide a source of authentic travel tips and inspiration and drive media famils and engagement. The Bathurst Visitor Information Centre should continue to build media relationships and allocate resources to hosting media familiarisations to secure editorial promotion. Industry will be continually educated and engaged to collaborate in media hosting opportunities and to provide packages, special offers and prizes for promotion. Due to the specialized nature of dedicated public relations, Council should also utilise the services of a suitable specialist agency to create consistent messaging in the marketplace and deliver maximum ROI and equivalent advertising value (EAV) through media placements.



6.5 Visitor Information Servicing

Bathurst Visitor Information Centre (BVIC) provides ease of access to information about regional products and services and maximises the conversion of consumers from interest to confirmed booking. BVIC has recently undergone refurbishment to present the visual expression of the Bathurst region brand, as reflected in merchandising, Centre and staff appearance. BVIC should project the expertise and insider perspective of the 'informed local' increasingly taking an experience validation and enhancement/extension role over more traditional information delivery. BVIC must also produce the regional Destination Planner and remain a strong element of promoting to and increasing the VFR sector and community involvement.



7.6 Partnerships and strategic relationships

Council will continue to leverage and support strategic partnerships with neighbouring regions, stakeholders including those identified specifically in section 1.4 of this DMP, NGOs and other levels of government.

8 Destination Development

8.1 Vision and Mission

The 2015 Bathurst region Destination Management Plan set forth a vision that the Bathurst region be:

*“...recognised as a premier regional tourism destination. Compelling visitor experiences that take strategic advantage of the world famous Mount Panorama and the **region's** unique history and beauty support a growing destination profile”*

In the five years following the articulation of this vision, the region has established a unifying brand identity, an underlying measurable marketing plan, supporting marketing assets, improved visitor servicing, an image gallery and new tourism product and experiences. In addition, the Bathurst region has re-engaged with the broader tourism industry as a committed participant. A much broader and more holistic approach to destination management underpins the delivery of products and experiences by the industry. The new vision and mission statement that underpins this new Bathurst region Destination Management Plan are representative of a whole of place vision and the more holistic approach to developing the destination. The new vision is:

A constantly evolving, sustainable and vibrant tourism industry that contributes strongly to the social and economic wellbeing of the community of the Bathurst region

The mission of Bathurst Region Tourism, delivered through the Bathurst Visitor Information Centre, is:

To make the Bathurst region the premier tourism destination in regional NSW through collaboration, innovation and development of outstanding authentic experiences that capture the region's intrinsic values

8.2 Positioning Statement

It is critically important for any destination to have a clear understanding of what it offers and what sets it apart from other regions and other experiences on offer. In order to establish this distinctive difference and therefore provide a framework around which to establish a marketing framework (Figure 8) a brand identity and strategy must distill the essential values and experiences of the destination. Bathurst Regional Council launched a new destination brand “Bathurst, Step Beyond” in December 2017 which held the promise that Bathurst held experiences beyond average visitor perceptions and invited prospective visitors beyond their expectations to discover heritage, arts & culture, events, food and wine and the friendliness and livability of the region. The branding has become the core of marketing and communications since this time.

The Bathurst Region Destination Brand Strategy (2017) articulates the underlying positioning statement of the region:

Bathurst is a city of firsts. It's constantly evolving and delivering. Each generation of youth brings an energy and excitement. For more than 200 years, Bathurst has been planning learning and delivering. Whether it's the heritage, history, culture, entertainment or events, as a city of learning Bathurst can ignite passion while definitely entertaining you. Bathurst invites visitors and friends alike to immerse themselves in a small city with a big heart. An educated, passionate community dedicated to making the world a better place through inspiring those who visit and live in Bathurst. Bathurst Region, Step Beyond.

This statement expresses the sentiment that the Bathurst region is a showcase of its historical importance whilst projecting its desire to imagine new ideas and concepts.



8.2 Experience Development

It is vitally important that both Bathurst Regional Council and Industry invest in ongoing tourism product development in the Bathurst region in order to both revitalise existing product as well as generate the appeal of the new. Major new developments such as the Bathurst Rail Museum or innovative new products such as the recently launched Bathurst Explorer Bus or 'Step Beyond' App have the potential to generate high industry and media interest and therefore serve to elevate the overall Destination. Experience development naturally encompasses not just attractions but events, new or refurbished accommodation and general tourism infrastructure such as signage.

Any development of new experiences must be aligned to the characteristics and destination values as identified in this DMP and the pillars of the Destination Brand. Specific opportunities are identified in the Action Plan (Section 9).



8.3 Brand Assets

The suite of available assets required in order to better express the brand and to show the region's products and activities in an active manner has been substantially increased since 2017. Much of the effectiveness of a communications strategy is contingent on acquiring and continually improving and updating high quality destination imagery and video assets consistent with the Bathurst region Brand Guidelines. The region still lacks an adequate library of images, and resources should be allocated annually to increasing this library as well as to constantly monitoring and improving the suite of digital assets managed by the Bathurst Visitor information Centre.

8.4 Visitor Information Servicing

Visitor Information Centres have been the subject of intense discussion over the last decade with their relevance and cost being questioned in the age of increasing information availability. The Bathurst Visitor Information Centre also faces the challenge of relevance in the digital age and must carefully evaluate its place in the customer journey (Figure 9) and the distinctive value that it can add to the visitor and to the region. It is important to note that BVIC moved to take a strategically diversified approach to information delivery at the early ('dreaming', 'planning' and 'booking') phases of the customer journey as well as to the later 'Destination' phase. There is high value in the authenticity of a local experience and in local expertise that can be effectively delivered through a well-presented Visitor Information Centre. The individual and directly interpersonal relationship that is formulated through interaction with a BVIC staff

member is a point of difference and adds value beyond the saturation by easy digital marketing that is becoming increasingly ubiquitous and which can therefore lack cut through and connection.

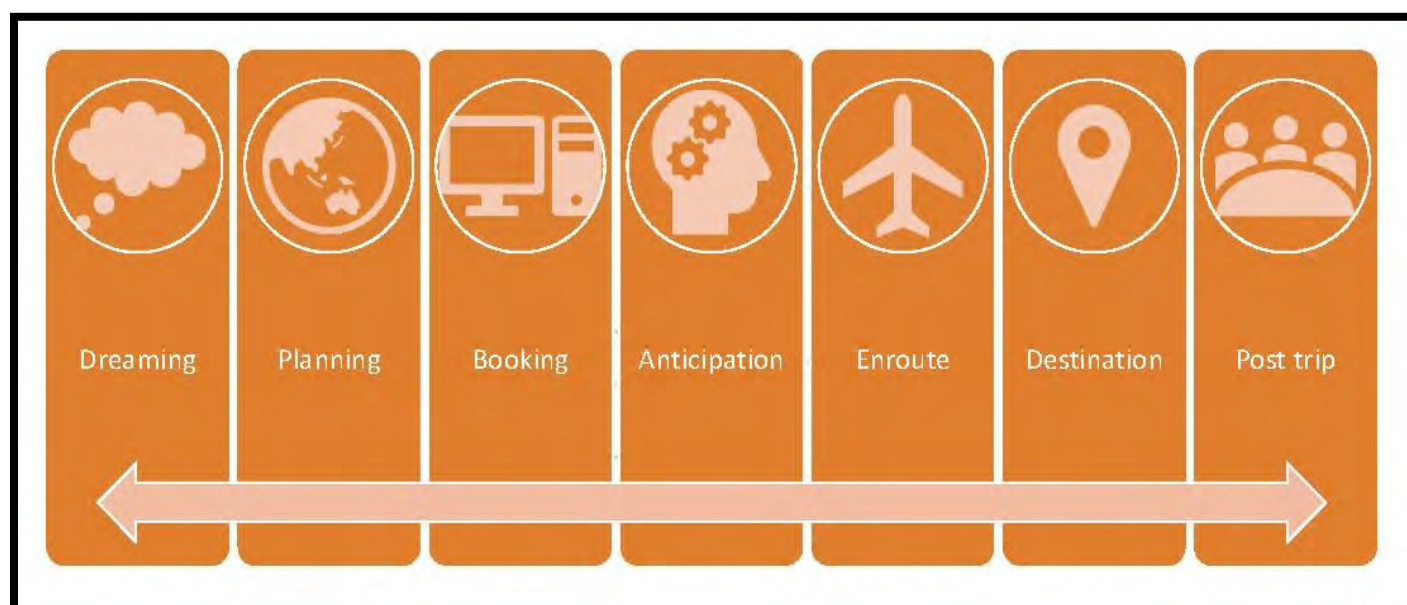


Figure 9: Stages of the Customer Journey

BVIC should articulate its unique position and approach to visitor servicing in a separate Visitor Servicing Strategy which is beyond the scope of this DMP. Additional opportunities are identified in the Action Plan (Section 9).

8.5 Potential Game Changers

Certain projects may be referred to as “game changers” because of their potential to have a major impact on the Bathurst region’s visitor economy through increased visitor yield, growing visitor average length of stay, shifting visitation from day trips to overnight, the generation of new investment into the region and ensuring the community are advocates for the visitor economy. Although not an exclusive list, the below projects are considered likely ‘game changers’ due to their potential impact upon at least one of these factors.

Second Circuit - Mount Panorama	Major infrastructure that would substantially increase the capacity of Bathurst to host motor racing events as well as amplify business tourism opportunities. Enormous public relations potential
Bathurst Rail Museum	Attraction of a significant niche tourism sector as well as amplification of heritage tourism particularly the connection with the Chifley Home
Inland Sea of Sound	Potential to develop as a regional flagship event with unique attributes highlighting the arts and cultural experience pillar and providing ongoing and wide-reaching PR value
Mount Panorama Pit Complex Tours	Opening this asset to commercial activity outside of race periods would add enormous value to the Mount Panorama proposition, generate a revenue stream and increase traffic to the NMRM

Bathurst Observatory redevelopment and reopening	Has the potential to tie into the astro-trails initiative identified in the DNCO DMP (2018) with Bathurst positioned as the first genuine 'dark sky' area west of Sydney and contrast the optical viewing with the Parkes radio telescope
Establish a mobile BVIC	A dedicated mobile Visitor Information Centre would support tourism in the villages, at major events and could be strategically positioned during holiday periods building the Bathurst region brand and putting the destination in front of mind to prospective visitors
Tremain's Mill Precinct & Milling Museum	This development, particularly when considered in conjunction with the new Rail Museum, will transform lower Keppel Street into a major heritage precinct with a new and vibrant culture and youth appeal
Establish Collaborative Regional Trails	The creation of trails, networks and cross promotion of like experiences across the broad Central West, as outlined as a possibility in the DNCO DMP and including the <i>Unearth the Fossils</i> and the <i>Night Skies Experiences</i> , could have a significant impact upon overall visitor numbers and increase the total volume from which Bathurst could benefit
Development of a visitor economy awareness campaign	Encouraging the Bathurst region host community to be regional advocates and expanding community appreciation of the broad-ranging benefits derived through the visitor economy could have a multiplier effect upon the VFR contribution to the Bathurst region



9 TOURISM ACTION PLAN



Timeframes for the Action Plan are:*Short Term and/or Ongoing = next 12 months**Medium Term = 12-36 months**Long Term = Within 5 Years***Linkages in this Action Plan refer to strategic priorities and strategies in:***DNCO = DMP for Destination Network Country & Outback**DNSW = State-wide DMP for New South Wales**CSP = Bathurst 2040 Community Strategic Plan*

Note: 'BVIC' as a stakeholder refers to Bathurst Region Tourism operations via BRC including the use of specialist PR/Marketing/Advertising agencies as required

Note: The actions established within these priority areas do not preclude the addition of new action items over the lifetime of this Plan as required by changing conditions, industry trends and the requirements of community, stakeholders and Bathurst Regional Council

PRIORITY AREA 1: ENHANCE CONSUMER AWARENESS & DRIVE DEMAND

Increasing the visibility and desirability of the Bathurst region as a travel destination through targeted marketing activities

INITIATIVES	#	ACTIONS	STAKEHOLDERS	LINKAGE	TIMEFRAME	ACTION MEASURE/KPI
Leverage Bathurst destination brand to ensure consistent customer messaging	1.1	Ensure all Bathurst region tourism marketing collateral aligns with Bathurst destination brand style guidelines	BVIC	DNSW SF7	Short Term /Ongoing	All collateral is consistent with guidelines
	1.2	Ensure appropriate messaging, positioning and branding is reflected in all visitor touchpoints including: ✓ BVIC ✓ Digital platforms ✓ Signage and information areas	BVIC BRC (EPBS)	DNSW SF7 DNCO SP5	Short Term /Ongoing	Consistency specified in content strategy, signage strategy and Visitor Information Servicing Strategy Instigate and maintain 'brand health' monitoring
	1.3	Develop marketing campaigns based upon experience pillars as identified in the Brand Strategy	BVIC	DNSW SF7 DNCO SP5 CSP 2.6	Short Term /ongoing	Campaigns increase engagement and visitor activity in the target experience area
	1.4	Provide training and guidelines to industry in brand implementation and integration into own products	BVIC Industry	DNSW SR7 DNCO SP5 CSP 2.1	Short Term	Training provided through workshops and provision of guidelines and assistance
Adopt a planned and strategic approach to marketing including utilising specialist agencies as appropriate	1.5	Annual review of Marketing Plan to 2021 then develop new 3-year plan to follow.	BVIC	CSP 2.6	Ongoing	Actions of marketing plan are undertaken and reported quarterly to BRC
	1.6	Engage a public relations (PR) agency to generate media placements and secure	BVIC	DNCO SP5 CSP 2.6	Short Term	Appointed agency delivers on established KPIs for EAV and number of media famils.

		media visits to regional events, attractions and accommodation				Media kits developed & distributed
	1.7	Identify local ambassadors who are accessible and can help lift the perception of the region through PR activity and campaigns	BVIC Industry Community	CSP 2.6	Short Term	Ambassadors are identified and engaged on appropriate projects and campaigns
	1.8	Develop an enhanced image library shared to industry to support marketing activities and enhance brand identity	BVIC	DNSW SF8 DNCO SP5 CSP 2.6	Short Term /ongoing	Minimum 100+ new high res images acquired annually. Digital image sharing system established.
	1.9	Encourage operators to work together to develop product packages based upon market trends that align with destination brand identity and experience pillar(s).	BVIC Industry	DNCO SP1 CSP 2.1	Short Term /ongoing	Achieve increased industry buy in to campaigns and direct/in-kind contributions - increasing annually.
	1.10	Improve the profile of the Bathurst region within the context of the broader Central West of NSW	BVIC DNCO DNSW	DNCO SP1 CSP 2.6	Medium Term	Partner with DNSW on regional marketing campaign showcasing Bathurst Region
Leverage opportunities and partnerships to grow market share of identified niche segments	1.11	Identify opportunities to develop capacity for and to attract business events to the region including: <ul style="list-style-type: none"> ✓ Work with industry to compile a regional business events prospectus ✓ Actively bid for relevant events ✓ Utilise Mt Panorama icon recognition in creating regional point of difference ✓ Bathurst region tourism should attend AIME and investigate potential ROI from attendance at other trade and industry events ✓ Ensure inclusion of Bathurst region in relevant pre and post event touring itineraries (major state and regional events) 	BVIC DNSW DNCO Industry	DNCO SP6 CSP 2.6	Short Term	Produce Business Tourism Planner Attract Professional Conference Organisers (PCOs) for regional famils with support of industry and DNSW BVIC staff attend AIME Number of business events and total attendance increases annually
	1.12	Develop capacity for educational (school and university) tours to the region including: <ul style="list-style-type: none"> ✓ Establish an Education Group within BRC to coordinate activities 	BVIC BRC (CCS) Industry	DNCO SP9 CSP 2.6	Short Term	Education group formed Educational prospectus produced with curriculum-based information

		<ul style="list-style-type: none"> ✓ Work with industry to compile a regional educational activity prospectus ✓ Develop curriculum-based programs and excursion options ✓ Attend and present at relevant industry/Dept. of Education events ✓ Identify and target coach companies and educational tour providers and specialist wholesalers 				<p>Excursion information and downloadable Dept of Ed risk assessments etc. are on tourism and museums websites</p> <p>Minimum 2 relevant industry events attended annually</p>
	1.13	<p>Develop a coordinated approach to attracting and managing Sports Tourism including:</p> <ul style="list-style-type: none"> ✓ Ensure sporting groups are provided with relevant tourism information ✓ Provide packages and promote regional experiences to sports tourists ✓ Work with organising and coordinating bodies to populate a forward calendar of sporting events across the Bathurst region ✓ Work with DNSW and the Department of Sport and Recreation to identify and secure increased relevant sporting events to the region 	<p>BVIC BRC Sports Council Sporting clubs Industry</p>	CSP 2.6	Short Term	<p>Tourism website and events calendar displays information regarding sporting events</p> <p>BVIC has representation on relevant Sporting Council to assist coordination</p> <p>Information is disseminated to all sporting clubs/associations</p> <p>Minimum of 2 pitches for new events annually</p>
	1.14	<p>Increase recognition of the region as a destination for Adventure and Outdoors activities including:</p> <ul style="list-style-type: none"> ✓ Conduct an audit of existing activities and operators ✓ Increase the focus upon this area commensurate with other pillars of the destination brand ✓ Develop astro-tourism experiences ✓ Work with partner operators and attractions to provide support and coordination 	<p>BVIC Industry NPWS Neighbouring LGAs</p>	<p>DNCO SP12 CSP 2.6</p>	Medium Term	<p>Product audit completed</p> <p>Campaign developed and executed with this area as experience pillar</p> <p>Mountain biking and cycle tours options identified in Bathurst and neighbouring LGAs. Product options evaluated and implementation plan developed.</p> <p>Night Skies experiences available</p>

		<ul style="list-style-type: none"> ✓ Investigate the potential for mountain biking trails & experiences ✓ Identify and promote potential self-guided cycling tours 				Develop Bathurst Brick Pits area as bird watching ('twitching') experience
	1.15	Increase the range of Agritourism experiences available and access to information and product by; <ul style="list-style-type: none"> ✓ Marketing the Bathurst region as the closest accessible rural region west of Sydney ✓ Identification of points of difference between Bathurst and nearby competitor regions such as Orange ✓ Promote Bathurst as a 'new' and emergent experience ✓ Design a campaign around the regional 'firsts' of the Bathurst region including grapes, hops and cheese production. 	BVIC Industry	DNCO SP7 DNCO SP12 CSP 1.2 CSP 2.4 CSP 2.6	Medium Term	Develop and execute marketing campaigns Measure visitor awareness of agritourism offering Work with industry to raise awareness of product and experiences through workshops and hosted media events Develop product around the story of Edgell's Farm tours developed & marketed
	1.16	Target a marketing campaign at CSU Alumni through: <ul style="list-style-type: none"> ✓ Working with CSU staff to develop content for Alumni communications ✓ Having a BVIC presence at O-Week and potentially other campus events 	BVIC BRC CSU	CSP 2.4	Long Term	Relevant information and updates included in all alumni newsletters BVIC has a stall at annual O-Week
	1.17	Increase the appeal of Bathurst as a boutique retail destination by: <ul style="list-style-type: none"> ✓ Increasing the engagement of the retail sector with the tourism partnership program ✓ Connect the retail experience to related brand pillars of Heritage, Arts & Culture in campaigns 	BVIC Industry	CSP 2.1 CSP 2.6	Medium Term	Number of tourism partners from retail sector increases annually. Produce and execute campaign concept around heritage shopping experiences
Use the iconic status of Mount Panorama and its flagship recognition value to both attract visitors as well as cross	1.18	Increase the range of activities available to visitors on and around Mount Panorama outside of race periods	BVIC BRC (Corporate & Events)	DNCO SP5 CSP 2.5	Short Term	Number of options and activities available to race attendees and partners increases
	1.19	Increase the profile of the National Motor Racing Museum as an essential component of a lap of the Mount	BVIC NMRM	DNCO SP5 CSP 2.5	Short Term	All relevant marketing material features the NMRM

promote other attractions/experiences of the region	1.20	Use the 'Lap with Craig Lowndes' tour on the Bathurst tourism app to cross-promote with other tour options	BVIC	CSP 2.5 CSP 2.6	Short Term	Total app downloads increase annually
	1.21	Develop general activities and 'partner' programs to increase regional engagement and visitor spend during race periods	BVIC, NMRM, BRC (Corporate & Events)	DNCO SP6 CSP 2.6	Medium Term	Number of activities and events increases Operators engaged to produce partner program options
	1.22	Utilise the Pit Complex as an interpretive visitor asset outside of race periods	BVIC, NMRM, BRC (Corporate & Events)	DNCO SP5 CSP2.5 CSP 2.6	Medium Term	Programs, tours and activities developed that provide access to the Pit Complex
	1.23	Establish a BVIC presence at Mount Panorama at every race event to promote the broader region to attendees/media	BVIC BRC (Corporate & Events)	DNCO SP6 CSP 2.5	Short Term /Ongoing	BVIC has a pop-up presence at strategic location at all race events
	1.24	Target visiting media at race periods	BVIC BRC (Corporate & Events)	DNCO SP5 CSP 2.5 CSP 2.6	Short Term /Ongoing	Increase mentions of non-race related regional elements in media coverage
	1.25	Create a marketing campaign that targets motorsport and car enthusiasts and clubs outside of major race periods	BVIC	DNCO SP5 CSP 2.5 CSP 2.6	Long Term	Campaign developed and implemented Visitation to NMRM increases annually
Increase the profile of the Bathurst region's villages and village events	1.26	Increase marketing assets for the villages, including additional imagery and video	BVIC	DNSW SF8 DNCO SP12	Short Term /Ongoing	400+ new high-resolution images and high res drone footage acquired
	1.27	Increase presence of Villages on tourism website including video, local stories and heritage content	BVIC Village Associations	DNSW SF8 DNCO SP5 DNCO SP12 CSP 1.2 CSP 5.2	Short Term /Ongoing	Website has layered information and images gallery Visitation increases to Villages
	1.28	Produce high quality promotional print publication as a guide to regional villages and annual village events	BVIC Village Associations	CSP 1.2 CSP 2.6	Short Term	Publication produced and distributed
	1.29	Develop regional touring routes incorporating villages with themed itineraries and complimentary packages	BVIC	DNSW SF5 DNCO SP11 CSP 5.2	Short Term	Touring routes developed and promoted Visitation increases to Villages
Leverage the strength of the distinct seasonality of the region	1.30	Develop seasonal itineraries and activities that can feed into marketing campaign activity.	BVIC Industry	DNCO SP11 CSP 2.6	Medium Term	Activities promoted via campaign.

PRIORITY AREA 2: BUILD THE EXPERIENCE BASE

Delivering consistent, positive & memorable authentic experiences across the region consistent with identified Brand Experience Pillars

INITIATIVES	#	ACTIONS	STAKEHOLDERS	LINKAGE	TIMEFRAME	ACTION MEASURE
Support and enhance Food and Wine tourism development and marketing	2.1	Develop tour packages, including linking winery product with BRAG and other galleries/art activities	BVIC	DNCO SP5	Medium Term	Number of packages increases and changes annually
	2.2	Establish itineraries for the Bathurst wine region including food and wine trails and potentially hosted tour experiences	BVIC Industry	DNSW SF5 DNCO SP7 DNCO SP12	Short Term	Itineraries completed and available online and at BVIC
	2.3	Establish BVIC as a regional Cellar Door for sales of local wines	BVIC	DNCO SP7 CSP 2.4	Short Term /Ongoing	Sales of local wines increases annually. Tasting events held at BVIC
	2.4	Undertake annual Sydney pop-up media event in collaboration with industry groups such as BRVA	BVIC Industry BRVA	DNCO SP5 CSP 2.4 CSP 2.6	Short Term /Ongoing	Minimum of one annual event focussed upon Food/Wine 6+ annual media placements result
	2.5	Work with industry to identify ways to encourage increased opening hours over peak tourism periods	BVIC Industry	CSP 2.1	Short Term	Establishments increase business through increased opening hours
Activate the Bathurst region's rich Cultural Heritage	2.6	Establish an accurate inventory of all established and potential heritage products and experiences in the Bathurst region	BVIC HRG	DNCO SP12 CSP 1.2	Short Term	Inventory completed and informs ongoing experience and interpretation development
	2.7	Produce an overarching Heritage Activation Strategy in collaboration with industry and relevant Council Reference Groups	BVIC TRG, HRG	DNCO SP12 CSP 1.2	Medium Term	Strategy completed and aligned to DMP with measurable objectives
	2.8	Work with the Wiradjuri communities in compiling/developing appropriate stories and imagery to utilise in interpretation, signage and online platforms that align with the recommendations of the Bathurst Region Aboriginal Heritage Interpretation Strategy	BVIC Wiradjuri Elders Lands Council	DNSW SF3 DNCO SP8 CSP 1.1	Medium Term	Develop marketing collateral to promote indigenous stories and cultural experiences in the region Recommendations of the Aboriginal Heritage Interpretation Strategy are actioned

	2.9	Work with the Wiradjuri communities in development of authentic Aboriginal Cultural visitor experiences in the region	BVIC Wiradjuri Elders Lands Council	DNSW SF3 DNC0 SP8 CSP 1.1 CSP 2.6	Medium Term	Facilitate meetings with the local indigenous community, to assess interest in a variety of indigenous tours etc. If viable, work with all interested parties including landowners to create indigenous trails or experiences
	2.10	Implement a united incentive-based ticketing approach to encourage flow on visitation across the region's museums	BVIC BRC Museums Cluster	DNC0 SP9	Short Term	Numbers of attendees increases annually across all facilities
	2.11	Increase the range of activities, events and interpretive approaches at the NMRM, AFMM and Chifley Home	BVIC BRC Museums Cluster	DNC0 SP12 CSP 5.2	Medium Term	Numbers of attendees increases annually
	2.12	Leverage the launch and 'new attraction' appeal of the Bathurst Rail Museum to raise the profile of the Bathurst Museums cluster, particularly of Chifley Home	BVIC BRC Museums Cluster	DNSW SF3 DNC0 SP12 CSP 2.6	Short Term	Numbers of attendees increases annually
Maximise the potential of the region's exceptional Arts and Cultural infrastructure, events and activities	2.13	Implement the recommendations of the Public Art Policy to establish vibrant and creative public spaces and places	BVIC BRAG BRC (CCS)	CSP 1.3 CSP 2.6	Long Term	Promote public art projects in the region - increase in public art.
	2.14	Promote the diversity of BRAG's annual program of exhibitions, openings, satellite displays and the Hill End Artist in Residence Program	BVIC BRAG NPWS	DNC0 SP12 CSP 1.3	Short Term /Ongoing	Numbers of exhibition attendees and general BRAG visitors increases annually Minimum of 4 journalist visits annually
	2.15	Increase the profile and local awareness regarding the Bathurst Arts Trail	BVIC BRAG Arts Trail Members	DNC0 SP11 CSP 1.3	Short Term /Ongoing	Numbers of attendees increases annually Minimum of 4 media placements annually
	2.16	Promote the diversity of BMEC's annual calendar and local artists programs	BVIC BMEC	DNC0 SP12 CSP 1.3	Short Term /Ongoing	Numbers of attendees increases annually
	2.17	Establish the Inland Sea of Sound as a signature cultural event for the Central West of NSW	BVIC BMEC ISoS Artists	DNSW SF3 DNC0 SP6 DNC0 SP8 CSP 1.3	Medium Term	Numbers of attendees increases annually Minimum of 2 journalists attend event Minimum of 15 media placements generated

Support the attraction or development of new events and growth of existing events that align with the Bathurst region's target markets and brand identity.	2.18	Increase the use of the Bathurst Library as a community activities hub and regional area activities information provider.	BVIC BRC (Library)	CSP 1.3	Short Term /Ongoing	Numbers of visitors increases annually School holiday program produced quarterly at BVIC
	2.19	Use BVIC to provide an enhanced taste of the region's diverse cultural life and to develop greater promotion of cultural assets through increased use of new technologies		DNCO SP5 CSP 1.3	Long Term	Numbers of attendees increases annually
	2.20	Develop Events Business Cases and enhanced planning tools which include the following: <ul style="list-style-type: none"> ✓ Builds upon the work completed for the current <i>Events Guidelines</i> ✓ A comprehensive audit of existing events assigned to a tiering system ✓ Development of an evaluation criteria in relation to procurement and potential funding for regional events, including an assessment of the value of events ✓ Identification of future regional event opportunities with background justification ✓ Investigation of best practice sustainable models for event management ✓ Tools for ongoing research and assessment of events ✓ Benchmarks Bathurst events against similar regional areas and programs 	BRC (Events) BVIC	DNCO SP6 CSP 2.1 CSP 2.5 CSP 2.6	Medium Term	Business Cases produced Improved systems implemented for research and event evaluation Economic contribution of events program increases annually
	2.21	Work with the region's Villages to develop strategic plans to support the growth and financial viability of annual village events	BVIC Village Progress Associations	DNCO SP6 CSP 5.2	Medium Term	Increase attendance at village events annually Reduce required cofounding contribution annually
	2.22	Work with stakeholders and community groups to support events with promotion, grant funding opportunities, in kind support etc.	BVIC Village Progress Associations Community	DNCO SP2	Short Term	Applications to Village Event Development Program increase

Develop high quality interpretive tour products and experiences	2.23	Develop and expand interpretive tour experiences available within Bathurst 'Step Beyond' app platform	BVIC	DNCO SP12	Long Term	Minimum one tour added annually Industry buy-in increases Link to increased 'step on' tours
	2.24	Develop and trial regular heritage guided tours of the Bathurst Town Square	BVIC	DNCO SP12 CSP 1.2 CSP 5.2	Short Term	Tour framework developed and staff trained Tour trial commenced
	2.25	Develop a tour of the Mount Panorama Pit Complex to be offered daily outside of race periods	BVIC BRC (Corporate & Engineering)	DNSW SF3 DNCO SP12 CSP 2.5	Medium Term	Tour framework developed and staff trained Tour trial commenced Long term strategy completed
	2.26	Develop themed collateral for specific activities matched to brand pillars and personas including 'hero experiences'	BVIC		Medium Term	Collateral created in house and by creative agencies
	2.27	Develop themed itineraries	BVIC	DNCO SP5	Short Term	Itineraries connecting experiences complete and available online and at BVIC
Develop the Bathurst Night Time Economy	2.28	Undertake a night-time economy strategy which investigates the following: ✓ Investigate the establishment of twilight and evening markets; ✓ Encourage the growth of events which bring night-time activity to the Bathurst CBD such as the Bathurst Winter Festival; ✓ Investigate lighting and projections for key buildings; ✓ Package restaurant and bar specials with passes for attractions and major exhibitions; ✓ Promote night-time opportunities through branding and marketing campaigns.	BRC Economic Development BVIC	DNCO SP3 DNCO SP6 CSP 2.3 CSP 5.2	Medium Term	Research undertaken Community and industry consultation undertaken Strategy completed and recommendations implemented Lighting and projections meet guidelines for light pollution and night sky protection
Research Gateway concepts for major approaches to Bathurst	2.29	Review all prior studies and work with community and stakeholder groups to consider options for an enhanced Bathurst entry statement	BRC BVIC Community		Long Term	Community and industry consultation undertaken Recommendations Received
Develop 'Game Changer' initiatives	2.30	Initiatives identified in Section 8.5 are researched, costed, implemented as practical and promoted	BVIC Industry	DNSW SF1 DNCO SP12	Long Term	Increase in total visitation to Bathurst region

PRIORITY AREA 3: CAPACITY BUILDING & IMPROVED REGIONAL COLLABORATION

Bathurst Regional Council working with stakeholders to increase knowledge and to develop and grow the visitor economy across the Bathurst region

INITIATIVES	#	ACTIONS	STAKEHOLDERS	LINKAGE	TIMEFRAME	ACTION MEASURE
Increase overall understanding of regional visitor economy and visitor motivations	3.1	Appoint a qualified consultant to assist in undertake research that includes a program of: ✓ <i>Primary visitor research to track visitor expenditure, activities, dispersal, markets across the region;</i> ✓ <i>Industry research to track performance, trends and needs of industry.</i>	BVIC Industry	DNSW SF2 DNCO SP4	Short Term	Establishing, maintaining and communicating tourism research data to the tourism industry builds understanding of the industry and informs future marketing and resource allocation decisions.
	3.2	Establish an annual program with a research partner to undertake ongoing research and tracking of industry	BVIC	DNSW SF2 DNCO SP3	Long Term	KPIs and research parameters established Partner identified and engaged
	3.3	Compare outcomes against a benchmark group of other LGAs and regional NSW collectively	BVIC CENTROC (Tourism Group)	DNSW SF2	Medium Term	Benchmarking allows better informed targeted marketing
	3.4	Create a simple and reliable dashboard to evaluate outcomes and visitation trends including appropriate KPIs derived from this DMP	BVIC	DNSW SF2 DNCO SP4 CSP 2.1	Short Term	KPIs established and dashboard completed/updated quarterly
Take a lead role advocating Tourism as a leading economic driver for the Bathurst region	3.5	Produce local annual report showcasing visitor statistics, industry trends and economic data	BVIC	DNSW SF2 DNCO SP4 CSP 2.1 CSP 6.1	Short Term	Report delivered annually in September
	3.6	Develop and implement a 'local advocacy' communication plan to keep the community informed of good news tourism stories and activities in the LGA to further encourage their advocacy	BVIC	DNSW SF6 DNCO SP1 CSP 6.1	Short Term	Plan completed and executed Local support for/understanding of the visitor economy increases
	3.7	Ensure that Council Departments are functionally aligned in objectives and work	BRC	CSP 6.8	Long Term	Closer ties between relevant Council sections

		effectively to collectively advance the visitor economy.				Economies established in collaborative projects
	3.8	Establish a broad funding base to support annual growth in the range of tourism activities undertaken by BRC	BVIC BRC	DNCO SP2 CSP 6.6	Long Term	Priorities identified in annual Operating Plan Increased industry campaign buy-in Increased Grant funding secured
Foster a united, informed, resilient and collaborative tourism industry	3.9	Instigate a regular annual calendar of industry networking events, capacity building sessions and workshops for the tourism and hospitality industry	BVIC Industry	DNSW SF6 DNCO SP5 CSP 2.1 CSP 6.1	Short Term /Ongoing	Minimum of 4 industry gathering held annually
	3.10	Bathurst tourism coordinates industry training opportunities as identified and proposed by DNCO as a part of the 'Bathurst Tourism Hub' review.	BVIC Industry CENTROC (Tourism Group)	DNSW SF6 DNCO SP1 CSP 6.2	Short Term	Minimum of 4 industry training opportunities coordinated and offered annually
	3.11	Encourage participation of local businesses in the NSW Tourism Awards	BVIC Industry	DNCO SP3 CSP 2.1	Medium Term	Number of entrants from Bathurst LGA rises annually
	3.12	Develop plan and tools to increase tourism partner members and value proposition of partnership program	BVIC Industry	DNCO SP1 CSP 2.1	Short Term	New tourism partnership prospectus developed. Number of tourism partners increases annually
	3.13	Facilitate the development of new partnerships with non-traditional partners to ensure broad sector representation	BVIC Industry	DNCO SP1 CSP 2.1	Medium Term	Number of non-traditional partners rises annually
	3.14	Build the digital capacity of tourism, accommodation and hospitality operators to enhance the industry's digital footprint	BVIC Industry	DNSW SF8 CSP 2.1	Short Term /Ongoing	Increased number of ATDW listed operators annually
	3.15	Identify relevant industry and product development workshops coordinated by DNCO and ensure information disseminated to relevant local industry/operators	BVIC Industry CENTROC (Tourism Group)	DNSW SF6 DNCO SP1 DNCO SP3 CSP 2.1	Medium Term	Increased attendance at DNCO events by Bathurst industry
	3.16	Communicate opportunities to industry through regular structured eNewsletter	BVIC Industry	DNCO SP1 CSP 2.1 CSP 6.1	Short Term /Ongoing	Monthly newsletter sent to industry database

Grow and promote the range of Accessible Tourism experiences and businesses in the Bathurst region	3.17	Communicate information regarding accessible tourism to industry as part of communications strategy and facilitate training opportunities. Funding sought as applicable for product and experience development	BVIC Industry DNCO BRAC	DNSW SF3 DNCO SP4	Medium Term	Number of accessible businesses increases annually BVIC works with BRAC on production of information Number of accessible tourism experiences increases annually
Be an advocate and conduit for strategic collaboration between state and regional government agencies and industry	3.18	Undertake constant research and evaluation of available funding opportunities	BVIC	DNCO SP2	Short Term /Ongoing	
	3.19	Communicate funding opportunities to industry and provide support as required for appropriate fundable projects	BVIC Industry	DNCO SP2 CSP 2.1	Short Term /Ongoing	Monthly newsletter sent to industry database includes funding information
Take a regional approach to tourism marketing and across the broader Central West region	3.20	Increase collaborative marketing and PR engagement with adjoining LGAs and product development in line with experiences of DNCO DMP	BVIC CENTROC (Tourism Group)	DNCO SP11	Medium Term	One major regional campaign within 24 months of DMP writing with at least one in following 36 months Regular meetings between tourism managers - minimum quarterly
	3.21	Develop cross LGA regional tourism itineraries with neighbouring Councils around strategic themes of DNCO DMP	BVIC CENTROC (Tourism Group)	DNSW SF5	Medium Term	Regular meetings between tourism managers - minimum quarterly Number of itineraries increases annually
	3.22	Investigate opportunities for involvement in Regional Area Relocation program and/or any equivalent programs and opportunities for regional collaboration	BRC Economic Development BVIC	CSP 6.2	Medium Term	Increase traffic to 'Live and Work' section of tourism website annually

PRIORITY AREA 4: AN ENHANCED VISITOR SERVICING MODEL

Ensuring that visitors receive appropriate, relevant and inspirational information at all stages of planning and travel

INITIATIVES	#	ACTIONS	STAKEHOLDERS	LINKAGE	TIMEFRAME	ACTION MEASURE
Better understand our visitors and their information requirements	4.1	Undertake research to understand the way visitors are travelling across the region and the information sources they are engaging with	BVIC Industry	DNSW SF2 DNCO SP3	Medium Term	KPIs and research parameters established Partner identified and engaged Information informs strategic marketing decisions
	4.2	Engage with the AVIC Network to maintain currency of best practice ideas and approaches to VIC management	BVIC	DNSW SF6	Short Term	BVIC maintains Level 1 accreditation Annual attendance at AVIC Summit
Generate high quality aspirational print and digital content	4.3	Produce an annual Destination Planner and distribute to all customer touchpoints	BVIC Industry	CSP 2.6	Short Term /Ongoing	Distribution strategy developed and implemented
	4.4	Develop and implement a content strategy for consistent multi-channel content distribution	BVIC	DNSW SF8 DNCO SP5	Short Term	Strategy produced within initial 6 months of plan adoption and implemented
	4.5	Audit all existing BVIC produced brochures, fact sheets and flyers for consistency and alignment with brand strategy.	BVIC		Short Term	Brand health measurement shows increasing strength
Develop a strategic approach to tourism signage	4.6	Conduct a city and villages tourism signage audit	BVIC BRC Economic Development	DNSW SF5	Medium Term	Audit completed and report prepared
	4.7	Identify appropriate priority sites for destination signage within the LGA	BRC Economic Development BVIC/Industry	DNSW SF5	Medium Term	Areas mapped in consultation with tourism businesses
	4.8	Review and update current BRC signage strategy as it pertains to tourist signage and destination brand alignment	BVIC BRC Economic Development	DNSW SF5	Medium Term	Strategy updated and adopted
Develop new and enhance current	4.9	Review and refurbish BVIC including a refresh of retail offering in line with 'Step Beyond' brand promise	BVIC	DNSW SF5	Short Term	BVIC is refurbished as per project plan to deliver on brand promise and provide best practice facility

physical visitor services to enhance the positive advocacy of the region	4.10	Increase BVIC staff presence at all major regional events and develop resources for an effective and attractive transportable presence	BVIC	DNCO SP6	Short Term /Ongoing	'BVIC in a Bag' kit developed for staff attending off site events. Number of off-site events attended increases annually
	4.11	Investigate feasibility of and develop business case for a 'Pop Up BVIC' mobile van to service events, villages and as a roaming information centre for peak periods.	BVIC BRC	CSP 5.2	Medium Term	Business Case prepared and evaluated
Build greater community engagement and involvement and increase visitor servicing value to VFR segment	4.12	Promote increased use of BVIC space as venue for community events, launches and functions	BVIC Community	CSP 5.3	Short Term	Number of events and meetings increases annually
	4.13	Ensure that accurate, relevant information is provided to, or easily accessible by, community members in support of local engagement and VFR marketing	BVIC	DNCO SP1	Short Term /Ongoing	Consumer newsletter sent monthly to consumer database
	4.14	Prepare new resident information and target events including BRC Welcome Wagon reception	BVIC BRC Economic Development	CSP 5.3	Short Term	Attendance at Welcome Wagon rises annually Database grows annually
	4.15	Utilise BVIC as the hub for all Sister City activity including provision of interpretive areas, information, events and retail outlet sales	BVIC		Short Term /Ongoing	Increase sister city interpretive presence at BVIC Sister City merchandise sales increase annually
Develop and broaden the role of visitor information services	4.16	Develop a Bathurst region Visitor Services Strategy utilising current research and best practice approaches to VICs and information delivery	BVIC	DNSW SF8 DNCO SP5	Short Term	Strategy completed and implemented by December 2020
	4.17	Increase the focus upon industry development in addition to visitor information delivery	BVIC Industry	DNCO SP4 CSP 2.1	Medium Term	Minimum of 4 BVIC led industry workshops/events annually
	4.18	Utilise BVIC as an interpretation centre for an overview of the Bathurst region and the highlights of its heritage, experiences and annual events	BVIC	CSP 1.1 CSP 1.2 CSP 1.3	Medium Term	Interpretation plan for BVIC prepared Displays established and rotated as per plan
Ensure a highly trained tourism staff	4.19	Tourism staff to attend conferences, seminars and forums to ensure knowledge remains current and to promote Bathurst within industry	BVIC	DNCO SP3 CSP 6.7	Short Term /Ongoing	Minimum two conferences attended by 4 staff annually

	4.20	Tourism staff undertake an ongoing structured program of regional familiarisations of tourism/hospitality operations	BVIC	CSP 6.7	Short Term /Ongoing	Minimum of 60 famil visits conducted annually
	4.21	Staff have access to tourism data and are conversant in industry and regional trends	BVIC	DNSW SF2 DNCO SP1	Short Term /Ongoing	Increased staff knowledge of broader tourism industry
Increase the internal funding capacity of Council's tourism operations	4.22	Investigate, evaluate and implement opportunities for additional revenue streams at BVIC, at a minimum; <ul style="list-style-type: none"> ✓ Increase online and in-centre booking capabilities ✓ Develop a retail strategy to align sales to brand pillars and increase annual sales targets ✓ Increase advertising in the annual Destination Planner ✓ Increase financial return from tour activities ✓ Increase financial return from Sister City activities and retail 	BVIC	CSP 6.6	Short Term /Ongoing	Enhanced efficiency of online booking platform Increased sales through 'Bookeasy' booking system. Staff educated in use of the system and upselling Retail strategy developed and changes made as per recommendations. Sister City retail presence established and profitable

APPENDIXES

1 Key Performance Indicators

The State and Federal Governments have both identified a well-developed Destination Management Plan as a critical requirement for accessing future investment. Measurement and evaluation is a key component of the DMP. Destination NSW has placed emphasis on the following areas to be considered of primary importance when preparing funding applications. Applicants need to be able to demonstrate they have:

- ✓ A destination management plan which highlights priority areas for growth
- ✓ The ability to positively impact on overall visitation expenditure to the NSW visitor economy
- ✓ The ability to measure the return on investment of the project
- ✓ High levels of collaboration (ideally cross regional) with multiple funding partners.

To assist Bathurst Regional Council and industry in planning for the future, below are a range of key performance indicators, reflecting a mix of both 'hard' and 'soft' indicators which may be used to measure the impacts of various programs and provide baseline data for which the industry can measure success.

This is not an exhaustive list, nor are these KPIs entirely controllable by Bathurst Regional Council.

PERSPECTIVE	MAJOR KEY PERFORMANCE INDICATOR
Investment	Reach \$2 million tourism expenditure by 2022 for the Bathurst Regional Council region
	Increase investment (industry contributions) in product development and marketing projects
Industry	Increase the total number of employees in the tourism industry in the Bathurst Regional Council LGA
	Increase the number of tourism businesses based in the Bathurst region
	Increase the entrants in the regional and NSW Tourism Awards
	Increase the number of accredited tourism businesses (ATAP etc.)
	Increase engagement of operators in professional development opportunities
Visitors	Increase the total Number of Visitors (International + Domestic) in the Bathurst region
	Increase the total Number of Nights (International + Domestic) in the Bathurst region
	Increase the Average length of stay (International + Domestic) in the Bathurst region
	Increase the dispersal of visitors within the LGA to the villages of the Bathurst region
	Increase the number of visitors serviced by the staff at the Bathurst Visitor Information Centre

2. Literature Review and References

The following is a complete list of all literature and digital resources either referenced throughout the Destination Management Plan or which informed its creation.

Bathurst Regional Council Plans and Research Documents

- *An Audit of Bathurst Tourism Product (2007)*. Western Research Institute
- *Bathurst 2040 Community Strategic Plan (2018)* Bathurst Regional Council.
- *Bathurst Region Aboriginal Heritage Interpretation Strategy (2019)*. Extent Heritage Pty Ltd
- *Bathurst Region Brand Strategy (2017)*. Destination Marketing Store.
- *Bathurst Region Destination Management Plan (2015)*. Seed Business Solutions.
- *Bathurst Region Economic Development Strategy 2018-2022*. Bathurst Regional Council.
- *Bathurst Region Heritage Plan 2017-2020 (2017)*. Bathurst Regional Council.
- *Bathurst Region Tourism Marketing Plan 2018-21 (2018)*. Bathurst Regional Council.
- *Bathurst Regional Council Community Satisfaction Research (2018)*. Micromex Research.
- *Bathurst Regional Council Event Guide (2019)*. Bathurst Regional Council.
- *Community and Stakeholder Engagement Report (2019)*. Flagship Communications Pty Ltd
- *Cultural Vision (2018)*. Bathurst Regional Council.
- *Disability Inclusion Action Plan 2017-2021 (2017)*. Bathurst Regional Council
- *Smart Bathurst: A Smart Community for the Bathurst Region. (2019)* Bathurst Regional Council
- *Unleashing the Bathurst Region's Potential as a Destination Through Better Branding (2016)*. MyTravel Research

Industry Publications and Research

- *An Action Plan for the Bathurst Wine Industry (2012)*. Kim Currie for BRVA.
- *Are we there yet? Current and Future value of tourism to NSW (2017)*. NRMA Discovery Series.
- *Built Heritage and the Visitor Economy (2018)*. Tourism & Transport Forum Australia.
- *Cultural Infrastructure Plan 2025*. NSW State Government
- *Destination Network Country & Outback Destination Management Plan (2018)*. Destination Marketing Store.
- *Megatrends Defining Travel in 2019*. Skift Research.
- *National Long Term Tourism Strategy for Australia (2009)*. Australian Federal Government, Canberra.
- *NSW Regional Conference Strategy and Action Plan 2017-2021 (2017)*. NSW State Government.
- *NSW Regional Conferencing Toolkit (2017)*. NSW State Government.
- *Product & Experience Audit Report for the Bathurst Hub (2018)*. Destination Network Country & Outback.
- *State Tourism Satellite Accounts 2017-18*, Tourism Research Australia, Canberra.
- *Statewide Destination Management Plan (2019)*. NSW State Government
- *The Guide to Best Practice Destination Management (2012)*. Australian Regional Tourism Network.
- *Tourism Forecasts 2019*, Tourism Research Australia, Canberra.
- *Visitor Economy Industry Action Plan 2030 (2018)*. NSW State Government

3. Product and Experience Audit

The Bathurst Region Brand Strategy (2017) includes a framework consisting of five experience pillars that support consistent messaging, and which may be used to develop campaigns and deliver the brand to the market. This product audit also uses a sixth area being ‘Outdoors and Active’ to categorize hero products, events and experiences.

HERITAGE	
Key Stories	<ul style="list-style-type: none"> - Bathurst region is on Wiradjuri country - Bathurst has a strong and enduring link to Australia’s European heritage and the development of the story of Australia. - Bathurst region has been a place of many firsts and at every point in the region’s heritage, including today, something new is created.
Experiences & hero products	<ul style="list-style-type: none"> - Bathurst Heritage Trades Trail - Autumn Colours tour program - Rebellion on the Turon (Sofala) - Hill End and Hill End Heritage Centre - Bathurst Goldfields - Jenolan Caves (first tourist attraction in NSW) - Bathurst Explorer Bus - Heritage Park Cultural Precinct - Museums: <i>National Motor Racing Museum, Australian Fossil & Mineral Museum, Ash’s Speedway Museum, Historical Society Museum, History Hill Museum Hill End, Turon Technology Museum</i> - Historic Houses/Churches: <i>Abercrombie House, Miss Traill’s House, Chifley Home, Macquarie Homestead, Rockley Mill, Old Government Cottage, St Joseph’s Heritage and Conference Centre, Cathedral of St Michael’s and St John’s, All Saints’ Cathedral</i> - Villages of the Bathurst region - Bathurst Town Square & Machattie Park

EVENTS	
Key Stories	<ul style="list-style-type: none"> - Bathurst has a strong and varied events program - Be surprised by a concert atop Mt Panorama, an ice rink in the CBD or an iconic cycling event
Experiences & hero products	<ul style="list-style-type: none"> - Mt Panorama Motor Racing Circuit - Bathurst Cycling Classic - Bathurst NRL - Winter Festival - Inland Sea of Sound - Bathurst Heritage Trades Trail - Royal Bathurst Show - Mayfield Garden - Bathurst Goldfields - Bathurst Harness Racing Club - Bathurst Greyhound Club - Bathurst Thoroughbred Racing - Bathurst Spring Spectacular - The End Festival, Hill End

ARTS AND CULTURE	
Key Stories	<ul style="list-style-type: none"> - Bathurst already has a vibrant arts and culture scene - Bathurst's 'creator' persona is on display through the diverse and surprising range of experiences
Experiences & hero products	<ul style="list-style-type: none"> - The End Festival - Hill End Artists in Residence Program - Bathurst Memorial Entertainment Centre (BMEC) - Bathurst Regional Art Gallery (BRAG) - T Arts Gallery - Bathurst Arts Trail - Inland Sea of Sound - Spring Spectacular - Rockley Art & Garden Festival - Abercrombie House music & theatre events - Jazz at Vale Creek - Y-Jam (youth event)

FOOD AND DRINK	
Key Stories	<ul style="list-style-type: none"> - The Bathurst region was the original food bowl of Australia - Australia's first grapes were grown here - Edgell's Cannery
Experiences & hero products	<ul style="list-style-type: none"> - Winter Winery Wander - National Cool Climate Wine Show - Local wineries (Wines of Bathurst) and distilleries - Farmer's Markets - Bathurst Wholefood Co-Op - Restaurants & cafes that focus on local and seasonal

LIVE AND WORK	
Key Stories	<ul style="list-style-type: none"> - The youthful energy of the Bathurst region makes it the perfect place to be - Bathurst is a 'Smart City' - Bathurst is open for business - Bathurst is clean, green and safe
Experiences & hero products	<ul style="list-style-type: none"> - Bathurst Sustainable Living Expo - Bathurst Jobs Expo - Heritage Week - Gunther's Lane Tech Hub and 'Upstairs' start-up - Charles Sturt University

OUTDOORS AND ACTIVE	
Key Stories	<ul style="list-style-type: none"> - The Bathurst region features beautiful natural and agrarian landscapes and outstanding examples of geodiversity - Built experiences including the regions parks and gardens
Experiences & hero products	<ul style="list-style-type: none"> - Jenolan Caves - Abercrombie Caves

	<ul style="list-style-type: none"> - Mayfield Garden - Gold panning - Sofala, Hill End, Trunkey Creek - Simmo's Off Road Tours - Detour Adventures - Hill End - Barcoo's Barn - Bathurst Observatory - Yarrabin Horse Riding - Bathurst Aquatic Centre - Bathurst Golf Club - Newhaven Park House - Chesleigh Homestead - Hill End Tours - Bathurst Aqua Park - Ben Chifley Dam - Machattie Park and King's Parade - Ohkuma Japanese Garden
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PRODUCT AUDIT - AUSTRALIAN TOURISM DATA WAREHOUSE

The Australian Tourism Data Warehouse (ATDW) is the primary database of all tourism and hospitality products, establishments and events in Australia. It is the source of information for the official Visit NSW website as well as several other sites and booking platforms.

The following tables shows all Bathurst listings current as at September 2019. Increasing total Bathurst presence on this database has been identified as an action measure against *Action Item 3.14* in the DMP Action Plan.

a. Accommodation (71 listed in total)

Northeys of Hill End	Karin's Cottage	Buddens B&B Guesthouse
Bishops Court Estate Boutique Hotel	Grove Creek Ensuite Cabins	Alfred on Keppel
Lochinvar Luxury Cottages	Glendora Campground	Newhaven Park House and Cabins
Panorama Bathurst	The GuestHouse: Hill End	Quality Hotel Bathurst Regional Council
Sofala Cottage	Abercrombie Motor Inn	Beyers B&B
Barcoos Farmstays Bathurst	The Hayloft	Hill End Holiday Ranch
Charming Central Cottage	Robin Hill Retreat	Family Hotel
Vale Lodge	Hope Street Cottage	Ben Chifley Motor Inn
Bungawarra Country Retreat	Knickerbocker Hotel	Havannah Accommodation
Tanwarra Lodge Bed & Breakfast	Chifley Dam Cabins	Bathurst Apartments
Chesleigh Homestead	White Cedars Cottage	Bathurst Goldfields Accommodation

Littomore Bathurst	Jack Duggans Irish Pub	Robina: Bathurst Self Contained Accommodation
Bathurst Motor Inn	A Settlers Cottage - Bathurst CBD	Encore Apartments
Elm Tree Cottage	Country Lodge Motor Inn	Arch Cottage
Heritage Park Bathurst	Murrami Cottage	Tanin Apartment
NRMA Bathurst Panorama Holiday Park	Bathurst Heights Bed and Breakfast	Blandford Cottage
The Old Milltown Police Station B&B	Royal Hotel Hill End	The Mews Apartments
The Village Campground	Sol Y Vista	The George Hotel
David Jones Cottage	Gold Panner Motor Inn	Bathurst Heritage Motor Inn
Rydges Mount Panorama	The Victoria Bathurst	Abercrombie Caves Campground
Accommodation in an Historic Warehouse	Kings Hotel	Hallows Budget Accommodation
Kalina	Hosies at Hill End Historic Site	Parkview
Stay Bathurst	Ryder Homestead	Bathurst Showground
Lolomas at White Rock	Bathurst Explorer Motel	

b. Attractions (47 listed in total)

Village Walking Track Hill End	National Motor Racing Museum	Beaufoy Merlin Lookout
Bathurst Goldfields Education Centre	Great Western Store	Golden Gulley Walking Track
Turon Technology Museum	Yerranderie Regional Park	Sofala Bookshop (Slados Recycled Books)
Gunther's Lane	Chifley Home and Education Centre	Abercrombie House
Bathurst farm Experience	Australian Fossil & Mineral Museum	Old Government Cottage Museum & Garden
Hill End Heritage Centre	Beyers Cottage	Bathurst District Historical Society Museum
Hill End Historic Site	Bathurst Court House	Northeys Store
High Country Trail Rides	Chifley Dam	Bill Lyle Reserve Picnic Area
Bald Hill Lookout - Hill End	King's Antiques & Collectables	Bald Hill Wlaking track
General Store Hill End	Evans Crown Nature reserve	Abercrombie Karst Conservation Reserve
Trunkey Creek	Yerranderie Private Town	Bathurst Regional Art Gallery

Vale Creek Wines	Ash's Speedway Museum	Denningtons Cottage
Bald Hill Tourist Mine	Bathurst Memorial Entertainment Centre	Abercrombie Caves
Bathurst Harness Racing Club	Miss Traill's House and Garden	Bathurst Gold Club
T'Arts Gallery	Bathurst Visitor Information Centre	

c. Tours (8 listed in total)

Bathurst Tours & Detour Adventures	Explore Hill End	Bathurst Explorer Bus
Scenic Dune Buggies Hill End	Skydive Bathurst	Detour Adventures
Simmos Offroad Tours	Bald Hill Underground Mine Tours	

d. Events (61 Listed in Total)

Bathurst Parkrun	Perthville Village Fair	Bathurst Miniature Railway
Co-Op Mini Markets	Edgell Jog	Abercrombie House High Tea
Sprung Festival	Farmers Markets	Light on the Hill Dinner
Tim Ferguson at BMEC	Bathurst Cup	Bathurst Arts Trail
Bathurst AH & P Spring Horse Show	B-Rock Super Wednesday Driver Signing	B-Rock Super Wednesday Driver/Transporter Parade
Supercars Supercheap Auto Bathurst 1000	Legendary Moments Dinner	The Great Race Festival Off Track Events
Bathurst Stories from the Mountain	Abercrombie House Friday Night Jazz	Elvis - An American Trilogy at BMEC
Rockley Rodeo	Trunkey Creek Wool & Horse Festival	The Great Gig in the Sky at BMEC
Queen - Bohemian Rhapsody Tour at BMEC	Bathurst Spring Spectacular	RunNation Film Festival
National Cool Climate Wine Show	Mount Panorama Punish	Oberon Heritage & Homestead Open Days
Mt Panorama Community Garage Sale	Bathurst Outdoor Expo & Christmas Markets	Bathurst Truck Show
Girls Big Day Out Christmas Party	Bathurst Swap Meet	Challenge Bathurst
Reliance Credit Union Carols by Candlelight	NYE Party in the Park	Proclamation Day Bathurst
Bathurst Street & Custom Bike Show	Alabar Gold Crown Carnival	RCG V8 Ball
Royal Bathurst Show	Bathurst Half Marathon & 10km	International Museum Selfie Day
Elton John Farewell Yellow Brick Road Concert	Australia Day Celebrations	Bathurst Swap Meet 2020
Sofala & District Show	Inland Sea of Sound Festival	EJ-EH Holden Nationals

Bathurst AutoFest	Brucedale Twilight Concert	Bathurst Cycling Classic
Bathurst Heritage Trades Trail	Hi Tec Oils Bathurst 6 Hour	Reliance Bank Royal Bathurst Show
ANZAC Day Soldiers Saddle Race Meeting	Gina Jeffries - Beautiful Tangle Tour	Bathurst Bridal Expo
Winter Winery Wander		

e. Food and Drink (9 Listed in Total)

Fish River Valley Brewing	Vale Creek Wines	RSL Club Bistro
Bathurst Wholefood Co-operative	Vine and Tap	Harvest Café & Store
Two Heads Brewing	Hill End Estate Tea Garden/Cafe	Beekeepers Inn

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APPENDIX 5 of Bathurst Region Destination Management Plan 2019



BATHURST REGION
2019 Destination Management Plan

COMMUNITY AND STAKEHOLDER ENGAGEMENT REPORT

Prepared for Bathurst Regional Council 2019

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Executive Summary

Flagship Communications, a specialist stakeholder engagement company has been engaged to coordinate and facilitate the community and stakeholder engagement process to inform the development of a new Destination Management Plan for the Bathurst region.

Council engaged Flagship Communications, a specialist stakeholder engagement company, to lead the community consultation process for the development of a new Destination Management Plan for the Bathurst Region.

From 22 May to 10 June 2019, a stakeholder engagement period was open for stakeholders to provide their feedback on current tourism within the Bathurst Region and what their thoughts were for the future of the industry.

Tourism in the Bathurst Region is very complex and diverse and this was reflected strongly in the feedback received throughout the engagement process. The feedback was collated into key themes which were identified during the stakeholder engagement process. These themes included:

Mt Panorama and motorsports	Heritage
Attractions and tours	Events
Adventures and outdoors	Sports
Corporate events	Education
Food and wine	

The engagement period was promoted through Council's Have Your Say page, social media, DL flyers to targeted stakeholders, local newspaper advertisement, and eNewsletters.

Stakeholders had many opportunities to provide their feedback including an online survey, telephone interviews and community and industry workshops.

A dedicated phone number and Council's visitor centre email address were also promoted as methods for stakeholders to provide input to the project.

Engagement interaction included 21 participants attending the community and industry workshops, four stakeholder interviews and 13 online comments. There were four calls received through the dedicated 1300 number and three email submissions were received.

Overall, the current state of tourism in the Bathurst Region is well supported. Participants throughout the exhibition period provided many ideas on how tourism can be improved and the methods to achieve this.

This report provides a summary of all the submission received as part of this engagement process.



Background

Tourism is an important part of the Bathurst regional economy. Located 207 km west of Sydney, Bathurst Regional Council's tourism industry has strong potential for growth. In 2016, there were 947,000 visitors, with a total expenditure of \$257 million.

Bathurst Regional Council completed a Destination Management Plan in 2015 and a Destination Brand Strategy 2017. A review in late 2018 showed that over 80% of the objectives of the 2015 Destination Management Plan have been achieved or are in progress.

In order to guide the future strategic direction of tourism in the Bathurst region and ensure a direction consistent with regional and State priorities Bathurst Regional Council has resolved to prepare a new Destination Management Plan in 2019.

Contemporary tourism planning requires broad engagement with destination stakeholders in the planning phase. Destination management represents an ongoing collaborative process between the tourism industry, government and community and it is critical to ensure that stakeholders are engaged from the outset of the process and given every chance to provide meaningful input which in turn will allow Council to deliver a plan that accurately represents these groups as well as consumer perspectives.

Flagship Communications, a specialist stakeholder engagement company has been engaged to coordinate and facilitate the community and stakeholder engagement process to inform the development of a new Destination Management Plan for the Bathurst region.

Strategic context

The communication and engagement purpose of the project is for broad engagement with destination stakeholders in the planning phase of the Bathurst Region 2019 Destination Management Plan.

The stakeholder engagement will continue the ongoing collaborative process between the tourism industry, government and community and will provide Council with the content they require to develop a plan which accurately represents stakeholders and consumers.

The stakeholder engagement will investigate and provide Council with key findings for both tourism stakeholders and consumers to ensure a holistic approach to the project.

The communication and engagement aspects of the project shall be carried out in accordance with the relevant objectives of Council's draft Community Participation Plan 2018, which include:

- enhance opportunities for all members of the community to participate in planning decisions to achieve better planning outcomes, in an open and transparent process;
- ensure the community understands how they can participate in planning decisions;
- ensure that the needs and concerns of the community are identified and addressed wherever possible;
- ensure our strategic planning reflects the aspirations of our community and partners; and
- ensure Council meets its legislative requirements in regards to community engagement.

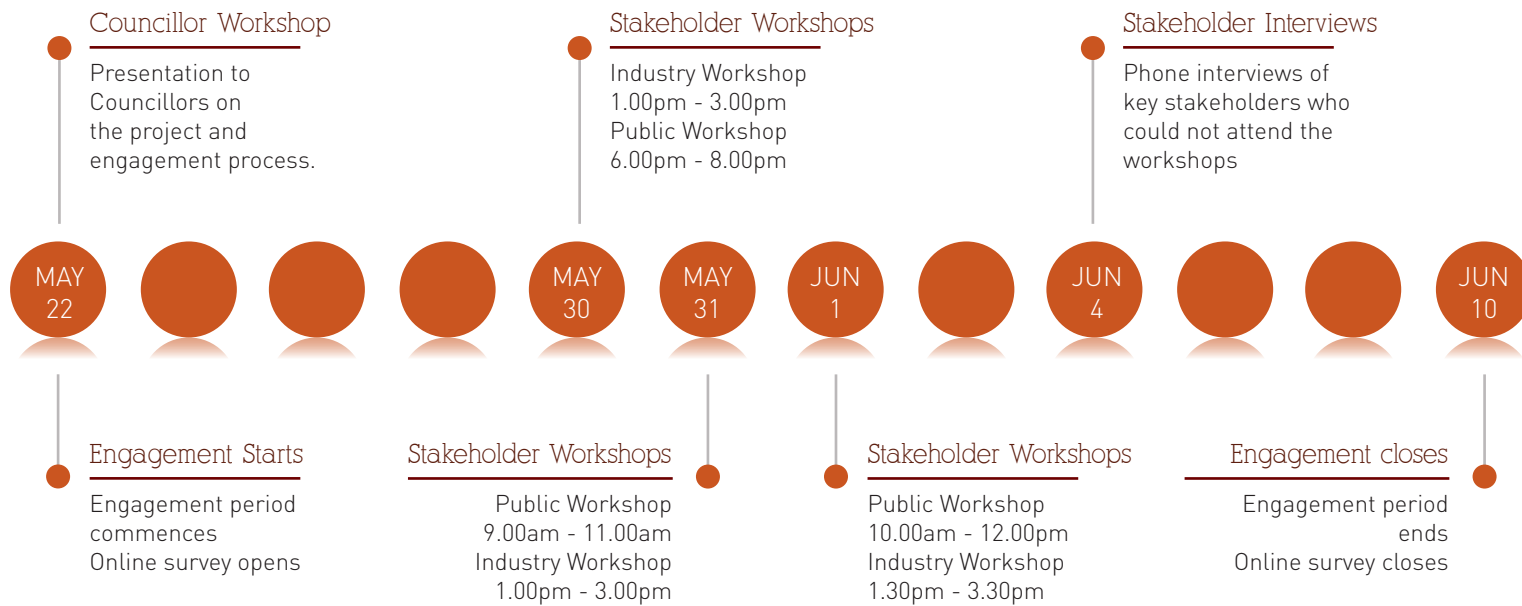
Consultation objectives

The overall goal of our team during the consultation phase of the project will be to: work with stakeholders to ensure they are informed and engaged, potential issues and ideas are identified and effective two-way communication is developed and maintained throughout the project.

The objectives of this Plan are to:

- create stakeholder awareness of the 2019 Destination Management Plan project and the associated consultation process
- encourage stakeholder participation in the consultation process
- establish and maintain effective two-way communication between the project team and stakeholders
- ensure stakeholder issues and comments are identified and recorded
- ensure appropriate consultation tools and activities are used, taking into account demographic elements such as literacy, disability and access to the internet
- provide timely feedback to the stakeholders about engagement outcomes
- ensure opportunities are identified and recorded

Engagement timeline



Engagement approach

Principles

Flagship Communications is committed to open, transparent and active relationships between Council and the Community with the following engagement principles below being adhered to throughout the engagement process. To bring the principles 'to life', supporting key messages about the project approach are also outlined overleaf.

Principles	Example key messages
Be informative provide clear and accurate information in a timely manner	Bathurst Regional Council is seeking feedback to inform the development of the 2019 Destination Management Plan. Bathurst Regional Council has appointed Flagship Communications to deliver a community engagement program.
Be collaborative ensure all views are recorded and acknowledged	Different visitors and service providers impact and are impacted by tourism within the Bathurst Region in different ways. We want to understand how tourism in Bathurst can be improved now and five years from now. It's unlikely that all current and future visitors and service providers will agree on priorities for our tourism. Understanding the range of community priorities and expectations will help us prioritise and plan for the future of tourism in the Bathurst Region.
Be sensitive understand the needs of the local community	The current tourism industry may not meet your needs or expectations. How can we improve on what we already offer? Are there facilities or services you would expect to see that are not here now? What do you value about the existing tourism structure and offerings in Bathurst?
Be flexible respond to community needs	Getting to a Community event might be difficult for you. To help you to be involved by learning more about the project and providing your feedback, you can find out more via phone, online or email.
Establish realistic expectations manage stakeholders' expectations so they are clear about what influence they have in the decision making process and how their input has been considered.	The Destination Management Plan will provide a five year plan for the region. There are constraints on what Bathurst Regional Council can do with tourism. The plan will be developed in accordance with Council's existing policies and plans.

Engagement techniques

The following engagement techniques and tools were used during the project:

Tool	Stakeholder	Overview	Considerations
Stakeholder Engagement Plan	Project team	CSEP outlining approaches, stakeholders, engagement tools and techniques.	Communication items developed in accordance with CSEP.
Stakeholder Engagement Report	Project team Elected Council Council staff	Report containing information on the methodology and result of the engagement processes and how the information will be used to inform the Destination Management Plan.	
Stakeholder database	Project team	Stakeholders involved in the consultation are encouraged to provide contact details so they can be added to the project stakeholder database and receive additional information.	Privacy considerations: be clear with stakeholders as to how the collected information will be used.
Briefings	Project team	Briefings will be held to ensure Council's key project team are informed and kept up to date on the engagement process.	Can assist with anticipating future issues and constraints.
Public consultation forums	All	Three facilitated sessions at varying times of the day (evening and day) will allow stakeholders to work in teams to provide the project team with their thoughts and ideas.	This may be combined with online surveys in a highly visible space at the site to attract more participants
Promotional materials	All	A DL flyer, poster, newspaper advertisement, letter template, email and social media posts will provide opportunities to promote the project and engagement opportunities for all stakeholders.	

Tool	Stakeholder	Overview	Considerations
Industry group workshops	All	Specific workshops aimed at industry groups are recommended to enable the project team to receive industry-specific information for the project.	
Council websites	All	Provision of a website banner on the main council website and tourism website to promote the project and lead traffic to the Have Your Say website.	
Have Your Say website	All	Dedicated website for engagement with a wide range of stakeholders. The site will include context for the project with background information, survey, details of engagement events and reference to a dedicated 1300 number and email address for any enquiries or feedback.	Allows for provision of information and stakeholder feedback via surveys or an online submission form.
Information line and email	All	A dedicated 1300 number will be provided exclusive to the project. The number will be operational 9am - 5pm weekdays with a message bank for out of hours calls. The Council's main email address will be used for the purpose of this project.	Council will be responsible for providing Flagship Communications with any feedback provided relevant to the project via email.
Media release	All	A media release for the project may allow for greater promotion of the project through traditional media channels.	Media releases are at the discretion of Council.
Social media	All	Project promotion and key messaging through Council's social media pages and through third party sites at the discretion of Council.	Council will be responsible for updating Council social media pages where appropriate.
Survey	All	A survey will enable the project team to get standardised information from all participating stakeholder groups. Options for survey to be on Council's Have your Say page and used at workshops.	

Summary of results

Project promotion

A range of methods were used to promote the engagement period and the opportunities for engagement available to stakeholders (See appendix). This included:

Method	Stakeholders	Distribution
DL flyer	Delivered to various high profile locations throughout the Bathurst Region	800 flyers delivered
Promotional poster	Promotional poster was displayed at key locations throughout the Bathurst Region	45 number of posters were displayed
Stakeholder email	An email detailing the engagement opportunities was distributed to key stakeholders.	222 email notifications delivered
eNewsletters	The project was advertised in key Council eNewsletters	980 eNewsletter recipients on Council's business database
Social media	A Facebook message was posted on Council's Facebook page.	Reach of 4,733 68 reactions, comments or shares
Newspaper advertisement	A newspaper advertisement was displayed in the Western Advocate paper.	Advertisement displayed on 24 & 25 May with a distribution of approximately 80,000 readers
Have Your Say website	Dedicated web page with information about the project and online survey comments.	58 page views

Project engagement

A range of methods were used to engage with stakeholders during the engagement period. This included:

Method	Stakeholders	Engagement
Community workshops	Three community workshops were held for two hours each throughout the engagement period	6 community members participated
Industry workshops	Three tourism industry workshops were held for two hours each throughout the engagement period	15 Industry representatives participated
Telephone submissions	A dedicated phone number was provided for phone enquiries and submissions	3 phone submissions were received
Councillor Workshop	The project was presented to Councillors	7 Councillors attended the workshop
Stakeholder interviews	Key industry stakeholders who could not attend the workshops were contacted by phone to provide comment	5 industry stakeholders contacted
Online survey	Two online surveys were provided for both community and industry members	5 community surveys completed 13 industry surveys completed
Email responses	Council's tourism email address was used as a method of receiving comments from stakeholders	3 email submissions were received from stakeholders

Engagement results



“The Bathurst Region has a large number of activities which are designed to appeal to the interests of a wide variety of people.”

Survey respondent/Bathurst resident

The role of the Bathurst Visitor Information Centre

Participants at the community and industry workshops were asked what they thought was the role of the Bathurst Visitor Information Centre (BVIC).

Overwhelmingly there was very positive support for the existing role and services of BVIC. Many participants - both community and industry - believed BVIC were doing an exceptional job with specific mentions of key staff members being the drivers behind it's success.

Participants saw the role of BVIC as two-fold. Firstly as the hub of information and services for visitors to the Bathurst region and secondly as a support to tourism operators and providers within the region.

BVIC's role as the face of tourism in Bathurst is considered of great importance. With tens of thousands of visitors passing through BVIC every year, their current role as a first point of contact is very strong. BVIC has a role to promote the key tourism experiences and attractions throughout the Bathurst region to not only local visitors but to the wider tourism market.

Participants see that BVIC's role should continue to grow.

BVIC has three prominent methods of interacting with visitors - the BVIC building, website and proactive external promotion. All methods are regarded as important in attracting the different types of tourists that Bathurst encounters.

In order to undertake the role as the face of tourism of the Bathurst region, participants would like to see BVIC have greater exposure,

whether through relocation to a more prominent position or through increasing the exposure of the centre at the existing site. In addition, participants agreed that external promotion (such as the Sunrise promotions) were effective methods of promoting Bathurst tourism.

Participants also wished to see the website become a one-stop-shop for visitors where they can find out what the region has to offer including an events calendar. The website should allow visitors to view suggested itineraries which showcase Bathurst attractions and experiences and to be able to book online, easily, without multiple steps involved.

The second role of BVIC is to support the tourism industry within the region. This included being the main conduit of information throughout tourism operators and the main, collective voice of tourism. Tourism operators wished for greater information transfer including being notified of key events throughout the year to allow for greater planning and experience "add on". Participants believe that BVIC can play a strong role in being the coordinating body of tourism in the region and in turn improve the efficiency and success of tourism operators in Bathurst.

Operators see a strong disconnect between BVIC and the remaining areas of Council, most notably the Events team and Development Assessment teams. This is seen as a hinderance to BVIC's role.

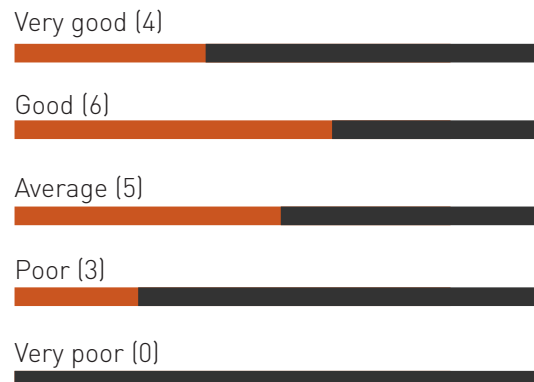
Participants believe that for BVIC to undertake its role effectively, there needs to be greater resources allocated to its operation and a stronger connection between BVIC, Council's Events team and the greater Council administration.

Current state of tourism

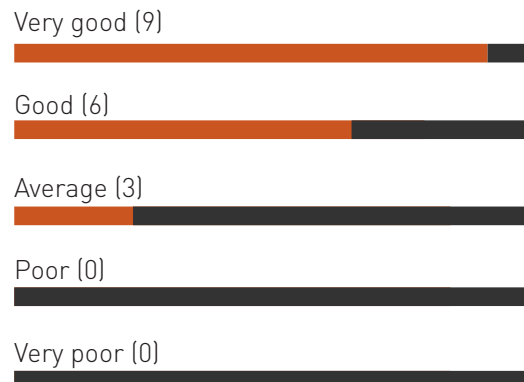
Results of online surveys



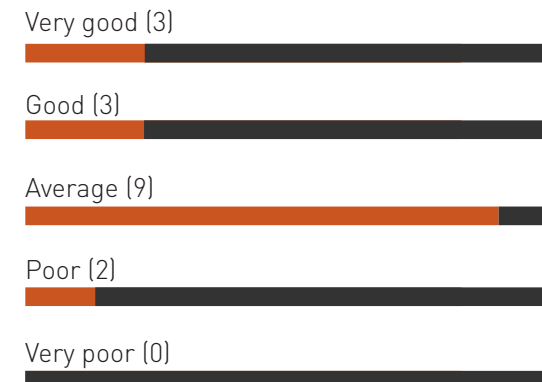
Attractions & tours



Events

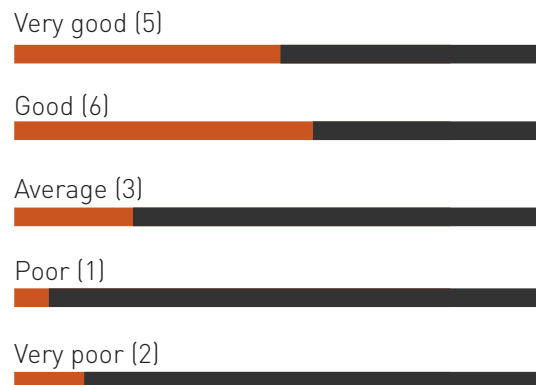


Art & culture

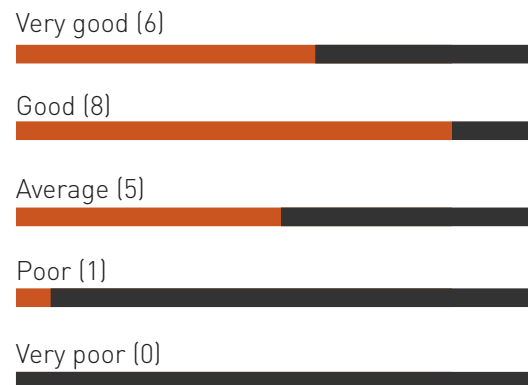




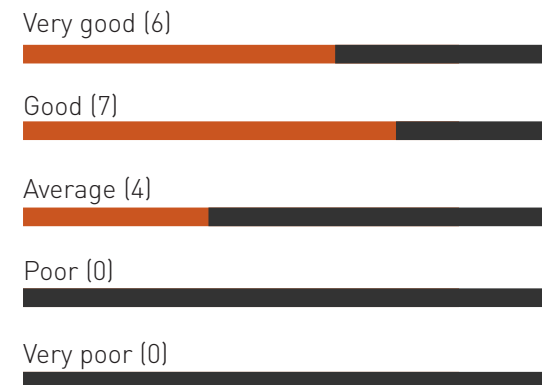
Food & wine



Heritage

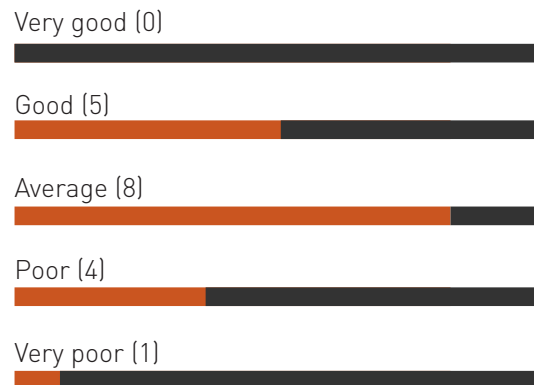


Bars & pubs

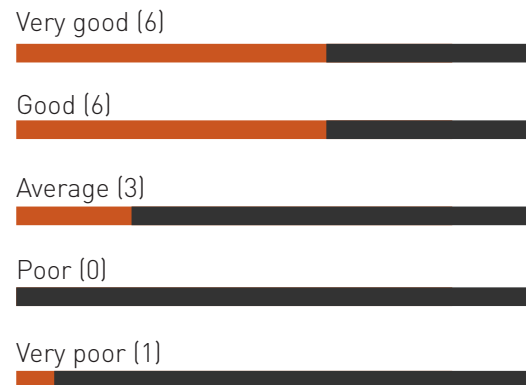




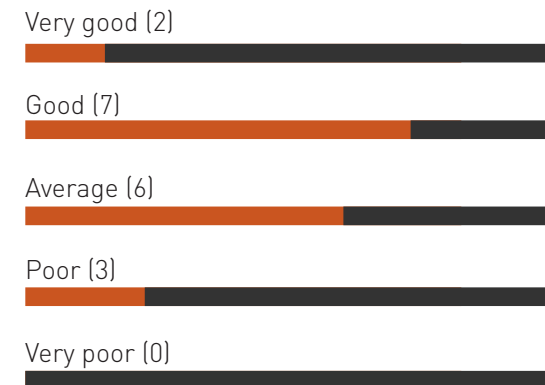
Shopping



Mount Panorama



Outdoor activities



“Tourism needs
to move from
observing to
experiencing.”



Mount Panorama and motorsport

Respondents recognise the economic value and regional promotion the major motorsport events provide to the region. However, there is concern that the events managed by V8 Supercars (most notably the Bathurst 1000) have become more insular and do not allow for opportunities to integrate the local economy into the events. It was noted that during race events, the town centre was sometimes quieter than usual with most race event visitors opting to stay “on the Mountain” rather than explore other offerings throughout the Region.

Respondents recognised that although there may be some opportunities to integrate with the Bathurst 1000 event, these were limited.

However, there were a range of opportunities outside of the major Bathurst 1000 event where the motorsport experience could be both expanded and better connected with tourism throughout the region.

These opportunities are based around the other events held at the existing track (such as the Bathurst 12 Hour race), the proposed development of a second race track and other existing motorsport related attractions within the region. These opportunities included:

- Engaging with V8 Supercars to; identify opportunities for promotion of the Bathurst region; Identify opportunities to support local industries and groups and; create greater linkages with tourism “off the Mountain”.
- Identify opportunities to encourage other visitors to Bathurst during race events. For example promoting other entertainment and experience options to family members of motorsports enthusiasts who would not necessarily attend the race events.
- Identify and promote tourism “add-on packages targeted at motorsport attendees. For example, provide a motorsport-related extension to their stay to include a visit to the motorsport museum and enjoy a drive along spectacular driving roads for a meal or to visit an attraction.
- Identify and promote tourism opportunities related to the new race infrastructure on Mount Panorama.
- Where possible, create greater linkages between motorsport events and other attractions and events in the Bathurst region.
- Identify motorsport and car enthusiast-related experiences outside the major race events and target a specific tourism campaign at potential car clubs throughout Australia.

Heritage

Heritage is seen as one of the Bathurst region's strengths both from a tourism perspective but also as a way of presenting Bathurst's identity and character. Many participants had a strong sense of both preserving the heritage character of the region but also enhancing and promoting this character outside of Bathurst.

Participants commented favourably on the continued preservation and improvement of heritage structures throughout the region, including the continued renewal of the town's pubs and specialist projects such as the restoration of the Carillon. However there were many comments regarding the great opportunities in the area to activate some of the sites in various states of disrepair such as the old Tafe site and the Station Master's Cottage. Some private investment in this area is still continuing such as the Mill buildings in Bathurst.

Although Bathurst's heritage buildings tend to be the dominant feature in this area, there was also strong recognition that heritage goes beyond the structures. Participants identified the range of stories behind the people and events which have occurred throughout the region and place just as much importance on the stories as the physical fabric of the structures. The stories bring the fabric to life and can create an experience beyond observing heritage structures.

The European heritage featured strongly with participants, however other themes were repeatedly identified including the importance of the Indigenous heritage of the area and the existence of multicultural heritage including migrants living within the town.

Participants identified many opportunities for heritage tourism including:

- Respectfully recognise and incorporate, where appropriate, Indigenous heritage throughout the Region
- Investigate and promote the dual naming of Mount Panorama with its Indigenous title
- Continue to promote the heritage attributes of the Bathurst Region
- Explore the potential to activate existing and additional heritage structures for tourism purposes
- Identify opportunities to combine non-heritage tourism, such as festivals and events, within heritage spaces
- Investigate the opportunity to create a heritage experience incorporating the Chinese heritage of the region

Events

Bathurst hosts a range of events throughout the year which attract tourists both locally and further afield. These events are incredibly varied in both size but also in the type of visitor they attract. The largest event on Bathurst's calendar, the Bathurst 1000, attracts a wide-ranging audience with well over 200,000 tickets sold annually to the event and televised throughout the globe. From this large event, the scale is varied with other National events right down to local markets.

These events bring many opportunities to Bathurst. They are a great promotional tool to showcase the region and attract tourists to the region. They provide opportunities for local business owners and artists to showcase their work and often bring a boost to supporting services such as accommodation and food providers.

However, there is such a multitude of events occurring throughout the year that they are now competing for space on the calendar and for attendees with multiple events commonly held on the same day.

Participants see the great value in having these events however understand that a more coordinated approach needs to occur to ensure that events are taken advantage of to the highest level and that events can enhance each other rather than compete.

Tourism operators would like proactive notification of upcoming events to allow for forward planning, such as a hotel operator developing an event package or private transport companies developing transport opportunities linked to events.

The following opportunities were identified:

- Provide support to existing events and identify opportunities for new events
- BVIC's role to include being the main coordinator of an events calendar for the Bathurst Region
- Investigate a registration process for events through BVIC to assist in coordinating events
- BVIC to promote events via the website and other methods
- BVIC to distribute notifications of upcoming events to other tourism operators in the region to allow for proactive and coordinated approach to events
- Investigate the feasibility of creating an Events committee to assist in coordinating events and identifying continued opportunities for expansion and connection with other events and operators
- Consider incorporating celebrity and Sister City connections to events, such as the Earl of Bathurst attending events.
- Identify opportunities to ensure events have a focus on prioritising local businesses to provide support to events.
- Identify opportunities to combine events
- Identify further opportunities to promote Bathurst through existing events

Attractions and tours

Participants identified that Bathurst has a range of attractions including museums, buildings and an international race track. It was also identified that a range of “firsts” occurred in Bathurst, such as the first x-ray, but these tend to not be promoted too widely.

Through the workshops, participants recognised that individual attractions may not be enough to entice visitors “beyond the sandstone curtain” however, there was opportunity in grouping certain attractions together to increase their profile. This would include heritage trails, food and wine trails, arts and culture, museum trails and motorsport trails.

There were a range of opportunities identified to enhance Bathurst’s attractions including:

- Develop designated self guided tours of grouped attractions including: heritage trails; food and wine trails; arts and culture trails; museum trails; and motorsport trails.
- Promote attractions and tours beyond Bathurst through continuing existing and exploring new, promotional opportunities
- Investigate the feasibility of guided tours
- Continue to promote the existing tour bus operation and expand if feasible
- Expand the existing self guided tour app to include more guides and features
- Increase promotion of the app
- Consider linking attractions to event themed tours, ie a sign post rally
- Investigate an opportunity to create multipass tickets for attractions



Adventure and outdoors

Adventure sports and outdoor activities was not considered an established tourism area in the Bathurst region. However, there was much recognition that not only was this an emerging area (for example the B2B bike ride) but that there was great scope and enthusiasm to expand adventure tourism.

Participants recognised the natural backdrop that Bathurst region possesses which would lend itself well to adventure sports and outdoor activities.

Activities already identified included mountain bike riding, hiking, camping and caving.

There were many opportunities identified through the engagement process including:

- Investigate expanding and providing greater coordination of existing adventure sport and outdoor activities.
- Identify Bathurst's existing outdoor activities and emerging operators and provide support and coordination
- Promote adventure and outdoor sports activities outside of the Bathurst region
- Investigate opportunities to coordinate adventure sports events such as mountain bike races
- Identify and promote potential self-guided cycling tours

Sports

Sports tourism is a significant area for the Bathurst region. Many sporting clubs hold regional events in the area including hockey, soccer, cricket and rugby. Participants recognised the large amount of sports tourism already operating within the region.

However, to date, sports tourism has occurred within its own individual sporting codes and in isolation of the greater Bathurst tourism industry with little-to-no coordination across this area.

Participants identified the opportunities to expand upon this area of the visitor market including:

- Identify methods of providing added tourism experiences for sports tourists
- Proactively approach sporting groups to provide tourism information
- Promote bathurst as a sporting hub for regional and State events

Corporate events

Corporate tourism and events is not considered a dominant feature within the Bathurst region, however, it was identified as a possible area for expansion and further promotion. Participants acknowledged that Bathurst is centrally located, contains many existing large organisations and institutions and can provide many post-conference experiences for guests.

Participants identified some opportunities to further enhance this area of tourism including:

- Identify opportunities to promote corporate tourism in Bathurst
- Promote tourism as an alternative corporate tourism destination



Food and wine

Food and wine in Bathurst is considered to be of high quality. Events throughout the year showcase the area well and some quality ideas were shared throughout the workshops to further promote this area, however there is little enthusiasm in making food and wine a dominant area of tourism in the Bathurst region.

Participants saw Orange as the dominant town in the food and wine industry and they did not wish to compete with this already established identity. However, where opportunities present themselves, they would like to leverage off the successes in Orange.

The food and wine industry in Bathurst is seen more as an added element to other areas of tourism, rather than being a drawcard in its own right.

In addition to this identity, many proprietors of food and wine outlets were not enthusiastic about expanding their customer base with existing strong local patronage. This sentiment is compounded by the closure of many venues during peak tourism times including public holidays.

However, there were still opportunities that were identified to improve this area of Bathurst's tourism industry. These included:

- Develop and promote food and wine trails throughout the region.
- Identify food and wine events and experiences which have a point of difference to neighbouring competitors such as Orange.
- Collaborate with the food and wine industry to identify ways to encourage increased opening hours over peak tourism periods.

- Investigate methods of encouraging through-traffic to stop and eat at Bathurst as part of their journey
- Identify opportunities for larger regional food and wine events and initiatives in collaboration with neighbouring tourist regions

Education

Some participants noted that the educational tourism in Bathurst has a great opportunity to be expanded. There are already schools and universities visiting Bathurst to supplement learning experiences such as farm stays and heritage tours.

Participants identified that there are many experiences and attractions throughout the Bathurst region on offer to educational tourists.

However, although this is a growing area, educational tourism currently does not have a strategic approach to its sustainable management or growth.

Opportunities to grow this area of tourism were identified, including:

- Proactively promoting experiences and attractions to educational institutions
- Investigate the potential to package together a schools educational tour similar to the Canberra tours



Evaluation

The engagement process for the Destination Management Plan 2019 was very well received by participants both within the tourism industry and the greater community.

Those who participated in the process were highly engaged and provided detailed information to assist in the development of the Plan. Participants felt engaged in the workshops and felt that they were given ample time to provide comments.

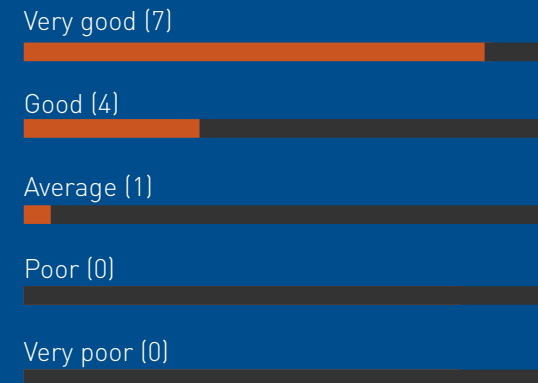
The participation rate in the engagement events was lower than expected however the information that the facilitator received was detailed and relevant to the project with 95% of participants rating the experience as good to very good.

Future engagement opportunities should investigate methods to increase the participation rates.

“This was a great opportunity to have input. It was great to see all these ideas being shared.”



Workshops





Industry Workshop

Appendices

- Promotional materials
- Website and social media
- Online survey



Promotional materials - Newspaper advertisement

Tourism in the Bathurst Region - Developing a new Destination Management Plan 2019

The Bathurst region has emerged from the perception of being a rural town, home to Mount Panorama and motor sports most famous endurance race the Bathurst Supercheap Auto 1000, to a tourism destination offering a number of exciting new tourism products and experiences.

Heritage listed buildings and rich history fuse with world-class museums and galleries. Spectacular natural wonders co-exist with a modern cultural landscape. The food scene is innovative and signature events are of an international standard.

In order to guide the future strategic direction of tourism in the Bathurst region and ensure a direction consistent with regional and State priorities Bathurst Regional Council is preparing a new Destination Management Plan in 2019.

Why is a Destination Management Plan needed?

Council developed Bathurst's first Destination Management Plan in 2015. This document aimed to be a focused and driven plan to increase tourism investment in the Bathurst Region. The Plan is a method of co-ordinating tourism development to achieve optimal results for the Bathurst region

The plan has been a success with an overwhelming proportion of actions within the Plan achieved within the past four years. Due to this success, it is time to update the plan with new actions to further progress tourism in the Bathurst Region.

Have your say

In developing a new Destination Management Plan, we would like to hear from you how tourism could be improved, managed and maintained now and into the future. Come along to meet the project team at one of our events, ask any questions you may have and provide your feedback.

Online Survey

Complete the online survey.

- If you are a visitor or resident of Bathurst: [Survey Link here](#)
- If you are a tourism service operator in Bathurst: [Survey Link here](#)

Public Consultation Workshops

Join us at one of our consultation workshops to provide your comments:

Thursday 30 May 2019 6.00pm - 8.00pm

Bathurst Memorial Entertainment Centre 105 William Street Bathurst

Friday 31 May 2019 9.00am - 11.00am

Bathurst RSL Club, Courtyard Room 114 Rankin Street, Bathurst

Saturday 1 June 2019 10.00am - 12.00pm

Bathurst Memorial Entertainment Centre 105 William Street Bathurst

Phone us or email your comments

Call us on 1300 103 446 or email your comments to tourism@bathurst.nsw.gov.au

Promotional materials - DL flyer



Destination Management Plan 2019



Talk to us on 1300 103 446 or tourism@bathurst.nsw.gov.au

Find out more at yoursay.bathurst.nsw.gov.au

Visit us at one of our face-to-face events

Have your say

**Wednesday 22 May to
Monday 10 June 2019**

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****RSVP for all events via phone or email****

Provide Feedback

Wednesday 22 May to Monday 10 June 2019

Online: yoursay.bathurst.nsw.gov.au
Email: tourism@bathurst.nsw.gov.au
Phone: 1300 103 446

Promotional materials - Poster



Destination Management Plan 2019

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Website and social media



Online survey



Tourism in the Bathurst Region - Service Provider Survey

Bathurst Region - Destination Management Plan 2019 - Service Provider Survey

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In order to guide the future strategic direction of tourism in the Bathurst region and ensure a direction consistent with regional and State priorities Bathurst Regional Council is preparing a new Destination Management Plan in 2019.

Your participation in this survey will help provide Council with key information to help improve, manage and maintain tourism in the Bathurst region now and into the future.

This survey should take no more than ten minutes to complete.

1. What is your current tourism role related to?

- ☐ Accommodation
- ☐ Food and beverage services
- ☐ Events or tours
- ☒ Attractions
- ☐ Art and culture
- ☐ Outdoor or adventure activities
- ☐ Culture or community
- ☐ Heritage
- ☐ Mt Panorama
- ☐ Other (please specify)

2. What do you consider to be the current state of tourism in the Bathurst region?

- ☐ Far below average
- ☐ Below average
- ☐ Average
- ☐ Above average
- ☐ Far above average
- ☐ Comments

3. What do you think are the main attributes of the Bathurst region?

4. What experiences does the region currently offer?

5. How good are the following experiences in the region:

	Very poor	Poor	Average	Good	Very good	Unknown
Attractions & tours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Art & culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food & wine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bars & pubs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shopping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mt Panorama	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outdoors activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments	<input type="text"/>					

Online survey continued

6. What do you consider to be our emerging products in the Bathurst region?

7. What do you see as your role in destination management?

8. What role do you see for the Visitor Information Centre?

9. What role do you see for the Bathurst tourism website?

10. Where do your customers predominantly come from?

- ☐ Bathurst region
- ☐ Sydney and surrounds
- ☐ Regional New South Wales
- ☐ Victoria
- ☐ Queensland
- ☐ South Australia
- ☐ Western Australia
- ☐ Northern Territory
- ☐ Tasmania
- ☐ Australian Capital Territory
- ☐ Overseas
- ☐ Other (please specify)

11. How do your customers generally get to the Bathurst region?

- ☐ By private vehicle/motorhome
- ☐ By hire car/vehicle/motorhome
- ☐ By train
- ☐ By bus
- ☐ By plane
- ☐ Hiking/cycling
- ☐ Other (please specify)

12. How long do your customers generally stay in the Bathurst region?

- ☐ A few hours
- ☐ A day/overnight
- ☐ 2-3 days
- ☐ 3-7 days
- ☐ longer than a week

13. What are your customers hoping to experience during their visit?

- ☐ Events and tours
- ☐ Attractions
- ☐ Heritage
- ☐ Food and wine
- ☐ Bars and pubs
- ☐ Arts and culture
- ☐ Work event/meetings
- ☐ Mt Panorama
- ☐ Shopping
- ☐ Outdoors activities
- ☐ Relaxation
- ☐ Other (please specify)

Online survey continued

14. What do you consider to be Bathurst region's strengths in regards to tourism?

15. What do you consider to be Bathurst region's weaknesses in regards to tourism?

16. What are Bathurst region's tourism opportunities?

17. What are the threats towards Bathurst region's tourism industry?

18. What would improve tourism in the Bathurst region? How could we achieve this?

19. What infrastructure is required to improve the stability and growth of the tourism industry in the Bathurst region?

20. Do you have any other comments on how tourism can be improved in the Bathurst region?

Thank you for completing this survey. Your answers will be used to develop the Bathurst Destination Management Plan 2019.

Prepared by:

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