



# **ALBURY WODONGA** DESTINATION 2019-2023 MANAGEMENT PLAN



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This DMP has been produced by Stafford Strategy on behalf of visitALBURYWODONGA. visitALBURYWODONGA is a collaboration between AlburyCity and Wodonga Council to promote and position the two cities as one destination.

Last edited: 22/11/2018



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<b>1. EXECUTIVE SUMMARY .....</b>	<b>1</b>
1.1. Introduction .....	1
1.2. Definitions.....	2
1.3. The Region's Visitor Economy.....	3
1.4. Potential Barriers to Growing the Region's Visitor Economy .....	5
1.5. The Vision .....	6
1.6. Opportunities for Activating the Region's Visitor Economy.....	7
1.7. Summary .....	8
<b>2. CONTEXT .....</b>	<b>10</b>
2.1. About the DMP .....	10
2.2. Methodology for Completing the DMP.....	10
2.3. About Albury Wodonga.....	11
2.4. Demographic and economic analysis .....	13
2.5. Survey Findings.....	17
2.6. Strategic Context.....	19
2.7. Activation of the previous DMPs .....	20
<b>3. VISITOR ECONOMY ANALYSIS.....</b>	<b>33</b>
3.1. Methodology .....	33
3.2. Visitation to the Region .....	34
3.3. The Value of the Region's Visitor Economy .....	37
3.4. Destination SWOT Analysis.....	39
<b>4. ACCOMMODATION &amp; PRODUCT AUDIT .....</b>	<b>41</b>
4.1. Accommodation audit.....	41
4.2. Attractions and Experiences Audit .....	45
<b>5. BARRIERS TO GROWTH AS A DESTINATION.....</b>	<b>50</b>
5.1. Product & Supporting Infrastructure Barriers.....	50
5.2. Marketing & Destination Awareness Barriers.....	52
5.3. Governance, Industry Collaboration and Development Barriers .....	54
5.4. Other Barriers .....	54
<b>6. THE VISION &amp; ACTIVATION AREAS .....</b>	<b>56</b>
<b>7. ACTIVATING THE VISITOR ECONOMY .....</b>	<b>58</b>
7.1. Activation Area 1: Diversification of the Region's Accommodation Offer.....	58
7.2. Activation Area 2: Growing the Region's Tourism Product Offer & Infrastructure .....	64
7.3. Activation Area 3: Focusing on Destination Events .....	83
7.4. Activation Area 4: Aligning Destination Marketing & Visitor Servicing with Emerging Trends .....	86
7.5. Activation Area 5: Supporting Industry Development .....	91
7.6. Alignment with Plans/Strategies .....	93
<b>8. PRIORITISATION OF PROJECTS .....</b>	<b>96</b>
8.1. Methodology .....	96
8.2. Project Ranking Matrix .....	97
8.3. The Projects Ranked .....	99
8.4. Visitor Forecasts .....	100
<b>9. IMPLEMENTATION PLAN .....</b>	<b>102</b>
<b>10. SUPPORTING DOCUMENTATION .....</b>	<b>117</b>
Supporting Documentation 1: Full Survey Results.....	118
Supporting Documentation 2: Strategic Context .....	122
Supporting Documentation 3: Product audit.....	139
Supporting Documentation 4: Project Ranking.....	144



# FIGURES & TABLES

Figure 1: Key objectives of the DMP .....	1
Figure 2: The region's visitor economy .....	4
Figure 3: The region's destination vision and activation areas .....	6
Figure 4: DMP methodology .....	10
Figure 5: Map of Albury and Wodonga LGAs .....	12
Figure 6: Albury and Wodonga's Population Growth (2007-2016) .....	13
Figure 7: Albury and Wodonga Population Forecasts to 2036 .....	14
Figure 8: Age Profile of the region compared with Regional NSW and Victoria (2016) .....	15
Figure 9: Nominal GRP Growth in Albury and Wodonga (2013-2017) .....	16
Figure 10: Question 1 results .....	17
Figure 11: Question 2 results .....	18
Figure 12: Question 3 results .....	18
Figure 13: Total visits to the region (2012 to 2018, March YE) .....	34
Figure 14: Total visitation to Albury and Wodonga (2012-2018, March YE) .....	35
Figure 15: Purpose of visit to Albury Wodonga (2018) .....	36
Figure 16: Tourism employment (2017 FY) .....	38
Figure 17: Tourism output (2017 FY) .....	38
Figure 18: Accommodation spatial audit .....	43
Figure 19: Accommodation gap assessment .....	44
Figure 20: Product spatial audit .....	47
Figure 21: Product gap assessment .....	48
Figure 22: The region's destination vision and activation areas .....	56
Figure 23: Destination holiday park examples .....	60
Figure 24: Eco accommodation examples .....	61
Figure 25: Best practice major health and wellness spas .....	66
Figure 26: Coaster experience models .....	67
Figure 27: Aqua park examples .....	70
Figure 28: Cables Wake Park .....	71
Figure 29: Best practice nature-based active experiences .....	72
Figure 30: ARTBIKES .....	82
Figure 31: Bike Skills Park Example in NZ .....	83
Figure 32: Pop-up and Digital VICs .....	87
Figure 33: Visitation forecasts (2018 – 2028) .....	100
Table 1: Strategic alignment .....	2
Table 2: DMP definitions .....	2
Table 3: Potential barriers to growing the region's visitor economy .....	5
Table 4: Visitor economy activation opportunities .....	7
Table 5: Forecast Age of Albury and Wodonga Residents (2016-2036) .....	15
Table 6: Plans/strategies assessed .....	19
Table 7: Activation status of Albury's Destination Management Plan 2014-2017 .....	20
Table 8: Activation status of Wodonga's Destination Plan 2014 to 2019 .....	28
Table 9: Visitor spend in Albury-Wodonga (2018) .....	37
Table 10: SWOT analysis .....	39
Table 11: Accommodation audit for the region (sorted by number of rooms) .....	41
Table 12: Accommodation audit for Albury and Wodonga .....	42
Table 13: Attractions and experiences audit for the region .....	45
Table 14: Attractions and experiences audit for Albury and Wodonga .....	46
Table 15: Attractions and experiences audit for Albury and Wodonga – free versus paid .....	46
Table 16: Eco-coaster models – strengths and weaknesses .....	68
Table 17: Projects which warrant further investigation .....	80
Table 18: DMP alignment with regional DMPs, Two Cities One Community and Regional EDS .....	93
Table 19: Project Assessment Criteria .....	96
Table 20: Project rankings .....	98
Table 21: Summary of Project Ranking Results .....	99
Table 22: Activation Area (Diversification of the Region's Accommodation Offer) .....	103
Table 23: Activation Area 2 (Growing the Region's Tourism Product Offer & Infrastructure) .....	105
Table 24: Activation Area 3 (Focusing on Destination Events) .....	111
Table 25: Activation Area 4 (Aligning Destination Marketing & Visitor Information with Emerging Trends) .....	113
Table 26: Activation Area 5 (Developing Appropriate Tourism Governance & Supporting Industry Development) .....	115
Table 27: Full accommodation audit (excludes Airbnb) .....	139
Table 28: Full product audit .....	141
Table 29: Project ranking values .....	144



# 1. Executive Summary

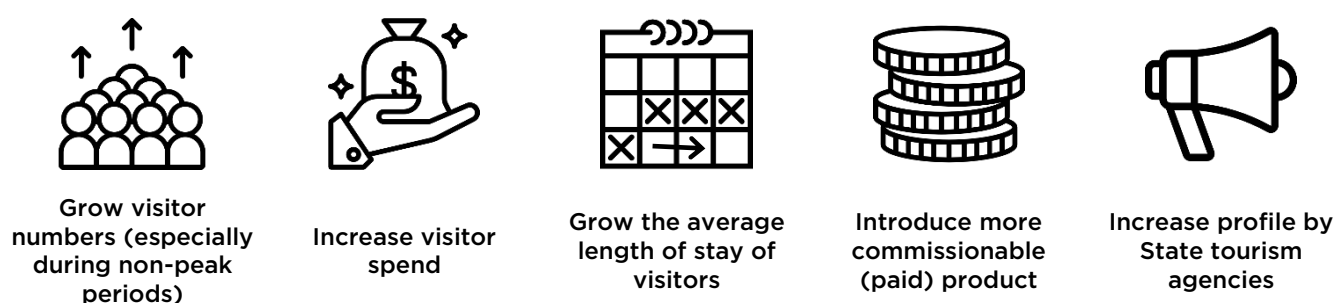
## 1.1. Introduction

Stafford Strategy (Stafford) was commissioned by AlburyCity and the City of Wodonga to develop a Destination Management Plan (DMP) for the combined region which is marketed under the visitALBURYWODONGA brand<sup>1</sup>. A combined DMP was requested to:

- reflect the Two Cities One Community approach adopted by both councils, noting that the region (Albury Wodonga) has stronger brand recognition with visitors than the individual cities by themselves; and
- align with the Albury Wodonga destination brand which is jointly owned by the two cities.

The key objectives of the DMP are outlined in Figure 1 below.

Figure 1: Key objectives of the DMP



This DMP has been developed to align with a number of existing state, regional, sub-regional and local plans and strategies. These are outlined in Table 1 on the following page. Particular consideration has been given to the regional and sub-regional plans because they provide either:

- a blueprint for future tourism and economic growth and include specific actions for Albury and Wodonga (i.e. the Riverina Murray DMP, the Murray Region DMP and the Regional Economic Development Strategy); or
- provide the aspirations and ambitions of Albury and Wodonga’s community for the future (i.e. the Two Cities One Community Strategy).

<sup>1</sup> The term “region” has been used throughout this DMP to reflect the area covered by AlburyCity and the City of Wodonga Local Government Areas

**Table 1: Strategic alignment**

STATE	REGIONAL
<ul style="list-style-type: none"> <li>Victorian Visitor Economy Strategy</li> <li>NSW Visitor Economy Industry Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>Riverina Murray Destination Management Plan</li> <li>Murray Region Destination Management Plan</li> <li>Hume Regional Growth Plan</li> </ul>
SUB-REGIONAL	LOCAL
<ul style="list-style-type: none"> <li>Two Cities One Community 2017 - 2021</li> <li>Albury Wodonga Regional Economic Development Strategy</li> <li>Lake Hume Land and On-Water Management Plan 2008</li> </ul>	<ul style="list-style-type: none"> <li>Albury Creative Economy Strategy 2017-2021</li> <li>Albury DMP 2014-2017</li> <li>Albury 2030 Community Strategic Plan</li> <li>Bonegilla Migrant Experience Masterplan 2013-2017</li> <li>Hills Strategy Overview</li> <li>Gateway Island Masterplan</li> <li>Murray River Experience Masterplan, 2007</li> <li>Wodonga DMP 2014-2019</li> <li>Wodonga Physical Activity Strategy 2015-2020</li> <li>Wodonga Playground Strategy 2016-2020</li> <li>Wonga Wetlands Tourism Product Development Masterplan, 2014</li> <li>Wodonga 2033 Council Plan</li> <li>Wodonga Integrated Transport Strategy (WITS)</li> <li>Wodonga CBA Revitalisation Plan</li> <li>Planning for the Wodonga Hills Strategy and associated master plans</li> <li>Public Art Strategy and Masterplan 2015-2020</li> <li>Wodonga Growth Strategy</li> <li>Sustainable Wodonga: Sustainability Strategy 2014-2020</li> </ul>

## 1.2. Definitions

For clarity, the following figure provides an explanation of the terms: visitor, the visitor economy and a DMP.

**Table 2: DMP definitions**

WHO IS A VISITOR?	WHAT IS THE VISITOR ECONOMY?	WHAT IS A DMP?
<p>For the purpose of this DMP, a visitor includes all those travelling to the Albury Wodonga region, either for a day trip or staying overnight, for a variety of reasons, including for:</p> <ul style="list-style-type: none"> <li>leisure/holiday purposes;</li> <li>events (including sports, cultural and arts events and conferences);</li> <li>business-based travel;</li> <li>to visit friends and relatives (VFR);</li> <li>medical tourism;</li> <li>educational purposes; and</li> <li>employment purposes.</li> </ul>	<p>The visitor economy accounts for the fact 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, ranging from accommodation and tourism operators and attractions, to broader goods and services such as retail and food and beverage industries.</p> <p>As tourism is not a defined industry sector on its own, but rather the amalgamation of a variety of industry sectors including accommodation, 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.</p>	<p>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.</p> <p>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.</p>



### 1.3. The Region's Visitor Economy

Figure 2 on the following page provides a graphic summary of the region's visitor economy. It demonstrates that while visitation to the region has been growing, over half of all visitors (54%) are domestic day trippers. While this is an important sector, visitor spend data demonstrates that the domestic and international overnight visitor markets are far higher yielding and, while only representing 46% of total visitation to the region, generate 67% of all spend.

This DMP, therefore, deliberately focuses on the following.

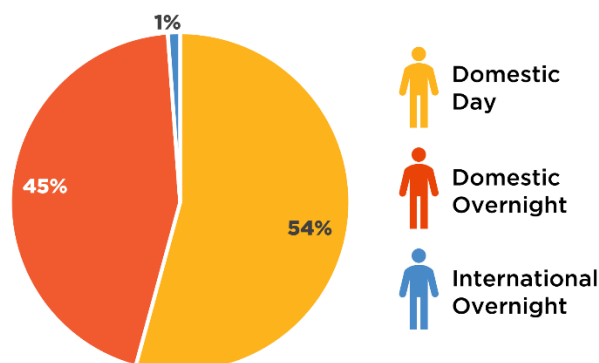
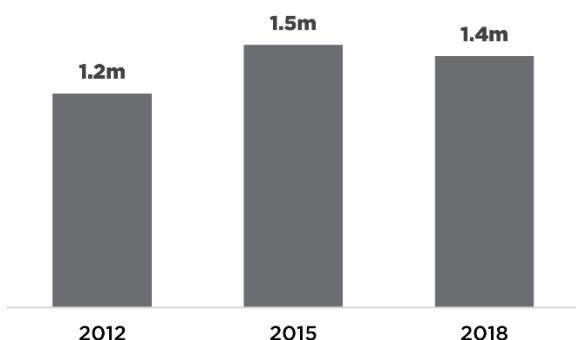
- Initiatives to increase overnight visitation to the region and to grow the average length of stay as these will deliver higher economic benefits (including local jobs and investment) than the day tripper market.
- Primarily focusing on the domestic market as this provides the “low hanging fruit” opportunity for the region. This aligns with much of the state tourism planning (both Victorian and NSW) which identifies that the domestic market presents the greatest opportunity for regional areas. Capturing the international market is challenging because of the strong competition that regional destinations face from overseas and other major interstate destinations with iconic attractions.



Figure 2: The region's visitor economy<sup>2</sup>

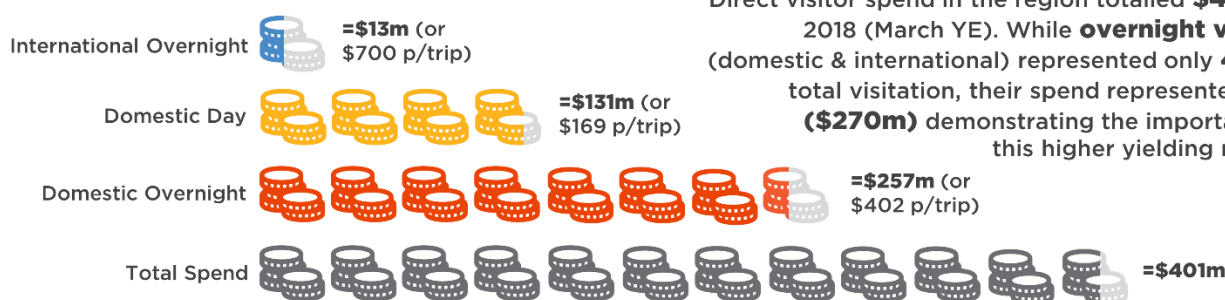
### VISITOR NUMBERS & TYPE

Visitation to the region has grown by **+17%** (212k visitors) between 2012 and 2018 (March YE, based on three year averages)



In 2018 (March YE), the majority of visitors to the region were **domestic day trippers**, representing **54%** of all visitation (based on three year average to 2018, March YE)

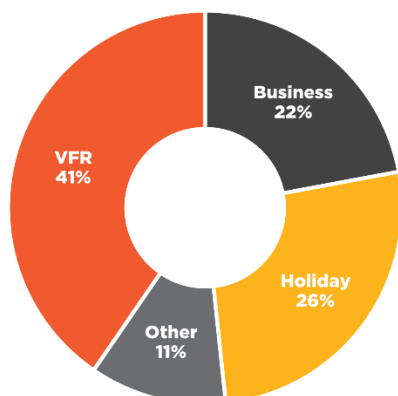
### VISITOR SPEND



Direct visitor spend in the region totalled **\$401m** in 2018 (March YE). While **overnight visitors** (domestic & international) represented only **46%** of total visitation, their spend represented **67%** (**\$270m**) demonstrating the importance of this higher yielding market.

### WHY VISITORS COME & AVERAGE LENGTH OF STAY

In 2018, the majority of visitation to the region was leisure-based travel (holiday & VFR) comprising **67%** of visitation.



Domestic Overnight = 2.4 nights

International Overnight = 12 nights

### HOW MANY JOBS ARE CREATED?

In 2016/17, the visitor economy generated **2,575** jobs and produced **\$429m** in economic output.























<sup>2</sup> Visitor numbers: National and International Visitor Survey, Tourism Research Australia (TRA). Based on March YE data and three-year averages from: March 2010 to March 2012; March 2013 to March 2015; and March 2016 to March 2018. Three-year averages have been utilised to align with the methodology applied by TRA. Visitor Type: National and International Visitor Survey, TRA. Based on March YE data and three-year average from March 2016 to March 2018. Visitor Spend: Spend per visitor data is based on Albury and Wodonga's Remplans (<http://www.economyprofile.com.au/wodonga/tourism/visitor-expenditure> and <http://www.economyprofile.com.au/albury/tourism/visitor-expenditure>) and applied to three-year average visitation data from March 2016 to March 2018. Why visitors come and average length of stay: National and International Visitor Survey, TRA. Based on three-year average from March 2016 to March 2018. How many jobs are created: 2017 financial year data is the most recent data made available through Remplan. Note percentages have been rounded to the nearest whole number: <http://www.economyprofile.com.au/albury/tourism/employment> and <http://www.economyprofile.com.au/wodonga/tourism/employment>

## 1.4. Potential Barriers to Growing the Region’s Visitor Economy

Table 3 provides a summary of the barriers which were identified which may potentially impact the region’s ability to sustainably grow its visitor economy.

Importantly, to overcome these barriers requires a collaborative approach between both Councils as well as industry. Many of the opportunities included in this DMP have been identified as potential solutions to these challenges.

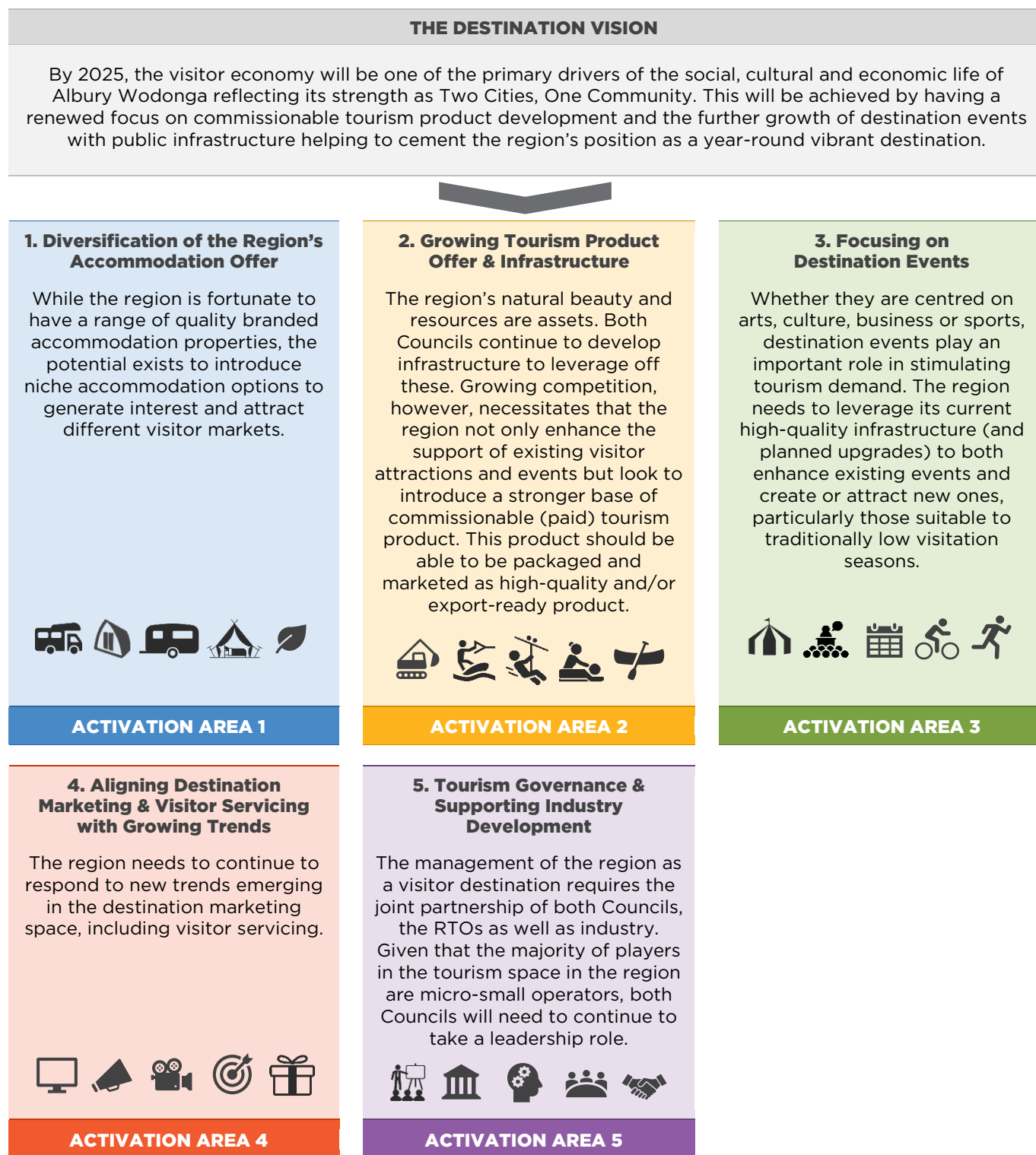
**Table 3: Potential barriers to growing the region’s visitor economy**

PRODUCT & SUPPORTING INFRASTRUCTURE	MARKETING & DESTINATION AWARENESS
 Activating Lake Hume	 ATDW listing costs in Victoria but is free in NSW
 Activating waterways and natural areas	 Balancing branding and product development
 Connecting the visitor and the experience (see Section 5.1.3 for further detail)	 Compiling regional visitation data
 Developing all-weather experiences	 Developing bookable tourism product packages
 Enhancing evening activities for the benefit of locals and visitors	 Enhancing community awareness of the importance of the visitor economy
 Enhancing signage (interpretation and directional)	 Growing the digital savviness of operators
 Freedom camping (and the associated costs of this)	 Perception of the region as a gateway rather than a destination in its own right
 Generating more investment in commissionable (paid) tourism experiences	
 Getting the optimal balance between commissionable and free product	
 Nurturing small tourism businesses	
GOVERNANCE & INDUSTRY COLLABORATION	OTHER
 Further increasing tourism sector coordination, collaboration and structure	 Council and State Government planning instruments and support for tourism
	 Strong day trip visitor market (which is lower yielding than an overnight market)

## 1.5. The Vision

To guide the continued development of the region as a destination and to strengthen the visitor economy, it is important that a destination vision is created which industry and all stakeholders buy into and support. The destination vision proposed is outlined in Figure 3 below, along with five activation areas to guide the achievement of this vision.

Figure 3: The region’s destination vision and activation areas



## 1.6. Opportunities for Activating the Region’s Visitor Economy

To activate the destination vision, a number of opportunities have been identified. These have been developed through input and ideas received from numerous stakeholders during the consultation for this DMP as well as through previous strategic work that has been completed. Table 4 provides a summary of the opportunities identified in this DMP and the project ranking achieved.

The Tier 1 projects listed are provided to help create a strong focus and prioritisation of tasks. These projects are referred to as “game changers” because of their potential to have a major impact on the region’s visitor economy through: increased visitor yield, growing the visitor average length of stay, shifting visitation from day trips to overnight and the generation of new investment into the region. They can also act as the catalyst to support other projects being activated.

**Table 4: Visitor economy activation opportunities**

**Key:**

- Diversification of Accommodation Offer
- Growing Tourism Product Offer & Infrastructure
- Focusing on Destination Events
- Aligning Destination Marketing & Visitor Information with Growing Trends
- Tourism Governance & Supporting Industry Development

Project	Score Achieved	
<span style="color: orange;">■</span> Major Family Attraction (Eco-Coaster Experience)	38	<b>TIER 1 PROJECTS</b>
<span style="color: orange;">■</span> Health and Wellness Spa Retreat	32	
<span style="color: blue;">■</span> Higher-Quality Destination Holiday Park	31	
<span style="color: orange;">■</span> Albury Entertainment Centre Upgrades	28	
<span style="color: blue;">■</span> Luxury Eco-Chalets/Glamping	28	
<span style="color: orange;">■</span> Water Recreation Product	28	
<span style="color: orange;">■</span> Murray River Adventure Trail (Canoe/Kayak Trail)	27	
<span style="color: orange;">■</span> Wonga Wetlands Activation	27	
<span style="color: green;">■</span> Signature Triathlon Event	25	
<span style="color: green;">■</span> Signature Arts/Culture Destination Festival	25	
<span style="color: green;">■</span> Major Regional Food and Wine Festival	24	<b>TIER 2 PROJECTS</b>
<span style="color: blue;">■</span> Backpacker Accommodation	22	
<span style="color: orange;">■</span> Wodonga Library and Gallery Redevelopment	22	
<span style="color: orange;">■</span> Gateway Island Tourism Development	21	
<span style="color: orange;">■</span> Murray River Experience Masterplan	21	
<span style="color: red;">■</span> Bookable Tourism Product Packages	20	
<span style="color: orange;">■</span> Evening Product Development	20	
<span style="color: green;">■</span> Hub for Regional Sporting Events	20	
<span style="color: orange;">■</span> Sporting Infrastructure Upgrades	20	
<span style="color: orange;">■</span> Albury Wodonga Equestrian Centre Masterplan	19	
<span style="color: red;">■</span> Leverage Off the Four Seasons via a Promotional Campaign	19	<b>TIER 3 PROJECTS</b>
<span style="color: orange;">■</span> Signage Strategy (interpretive and directional)	18	
<span style="color: red;">■</span> ATDW Listing Benefits Campaign	17	
<span style="color: purple;">■</span> Continue to Promote RTO Professional Development Events	17	
<span style="color: red;">■</span> Aligning Visitor Servicing with Trends	16	
<span style="color: blue;">■</span> Camping at Wonga Wetlands	16	
<span style="color: red;">■</span> Community Tourism Awareness Campaign	16	
<span style="color: purple;">■</span> Destination Events Calendar Workshops	16	
<span style="color: purple;">■</span> Investment Prospectus for Tourism Opportunities	16	
<span style="color: orange;">■</span> Trail Upgrades (including the Wagirra Trail) and Guided Tours	16	
<span style="color: orange;">■</span> Bonegilla Migrant Experience Enhancements	15	
<span style="color: red;">■</span> Regional Trails App/Digital Media	15	
<span style="color: red;">■</span> Visitor Data Analysis	15	
<span style="color: orange;">■</span> Regional Biking Hub	14	
<span style="color: orange;">■</span> Additional Attraction and Infrastructure Projects for Further Investigation	13	

## 1.7. Summary

Albury Wodonga is a well-recognised regional hub, noted for the excellent lifestyle it offers its residents, its strategic location on main travel routes between Melbourne, Canberra and Sydney and its high-quality natural assets, including the Murray River and surrounding hills.

The visitor economy plays an important role in the social, cultural and economic vibrancy of the region. Both Councils recognise that the tourism sector is growing increasingly competitive, particularly amongst regional centres. Tourism is considered by many to provide the opportunity to diversify the economic base while also growing the liveability of an area.

The region's destination brand (visitALBURYWODONGA) was developed, at the request of community and tourism operators, because visitors do not recognise local government boundaries, but rather are attracted to destinations; Albury Wodonga is the destination. This DMP builds on this collective approach to identify a number of complementary opportunities to grow the region's visitor economy. Noting that there has been a significant investment by both Councils in developing high-quality branding collateral as well as in public infrastructure and the maintenance of this (including trails, public areas and recreational facilities), this DMP focuses on opportunities which are likely to:

- grow visitor numbers (particularly during non-peak periods) and visitor yield;
- increase the average length of stay;
- introduce more commissionable (paid) tourism product in the region; and
- be profiled by State tourism agencies because of their uniqueness.

Both Councils should be applauded for the high-quality marketing collateral and supporting public infrastructure they have invested in to date. Although this commitment needs to be ongoing, in order to grow the visitor economy, the opportunity to encourage and facilitate far stronger private sector product development and associated investment needs to be the focus going forward.



T.G.

EST. 1863

ORADO

THRU TO  
CAR PARK

CITY WALK

KATHMANDU

Pennington bank

Auto Teller

Sissan

Dean St  
Albury Wodonga DMP 2019-2

OPEN

3G Cafe  
NOW OPEN

# 2. Context

## 2.1. About the DMP

Stafford Strategy (Stafford) was commissioned by AlburyCity and the City of Wodonga to develop a Destination Management Plan (DMP) for the combined region which is marketed under the visitALBURYWODONGA brand<sup>3</sup>. A combined DMP was requested to:

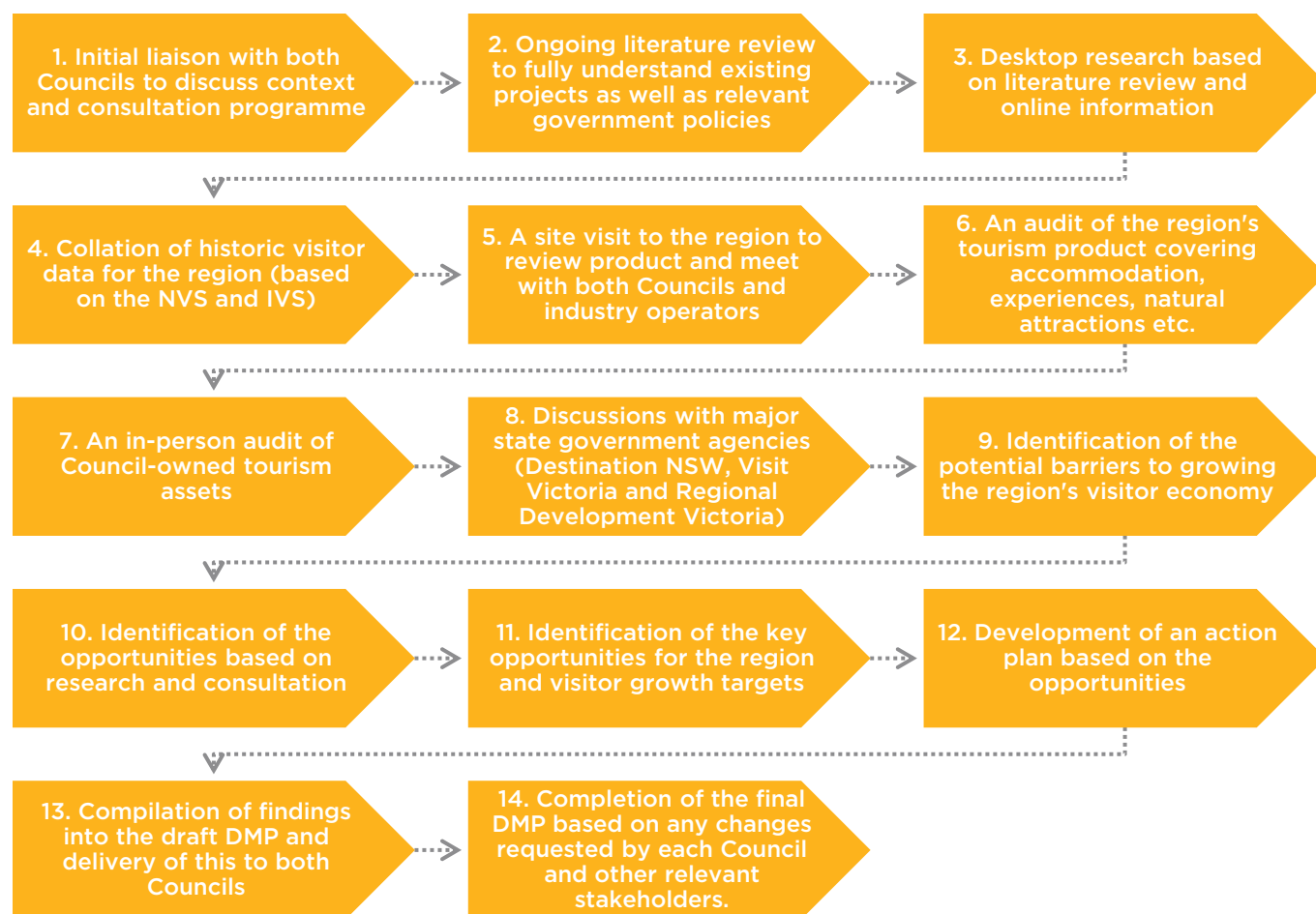
- reflect the Two Cities One Community approach adopted by both councils, reflecting that the region (Albury Wodonga) has stronger brand recognition with visitors than the individual cities by themselves;
- align with the visitALBURYWODONGA destination brand which is jointly owned by the two cities.

A key objective of the DMP includes improving the quality and range of the tourism product offerings with a view to driving increased visitation, length of stay and enhancing visitor experiences.

## 2.2. Methodology for Completing the DMP

The process for completing this DMP is outlined in Figure 4 below.

Figure 4: DMP methodology



<sup>3</sup> The term "region" will be used throughout this DMP to reflect the area covered by AlburyCity and the City of Wodonga Local Government Areas

## 2.3. About Albury Wodonga

Albury Wodonga (referred to as the region) is situated along the NSW and Victorian border, divided by the significant Murray River. Although the two cities are separate local government areas (LGAs), administered by AlburyCity Council and Wodonga Council, they are recognised as a joint destination in many ways. This is supported by the fact that visitors do not recognise local government boundaries, but rather, are attracted to destinations and experiences. Albury Wodonga is the recognised destination by visitors.

The combined region covers approximately 739 square kilometres and is strategically situated between Sydney, Canberra and Melbourne. Figure 5 on the following page illustrates the boundaries of the region and the accessibility of the region by car, plane and rail, being located on the Hume Freeway, the Melbourne to Sydney rail line and having a high-quality regional airport (Albury Airport).

Historically, the region has been known as a manufacturing centre<sup>4</sup>, but a growing number of families are relocating to the region because of the vibrant lifestyle, affordable housing and rural landscape it is able to offer.

The community strongly values the natural and recreational assets which are available and much activity (fishing, cycling, hiking and walking) is centred on the Murray River, Lake Hume, the surrounding hills and various other outdoor assets which both Councils have maintained to a high standard.

The region also has a thriving arts sector, including (amongst others) a major contemporary art museum (MAMA), a professional theatre company, Australia's national youth circus (the only full-time circus school for young people), a number of high-quality museums as well as a variety of dedicated art and cultural precincts.

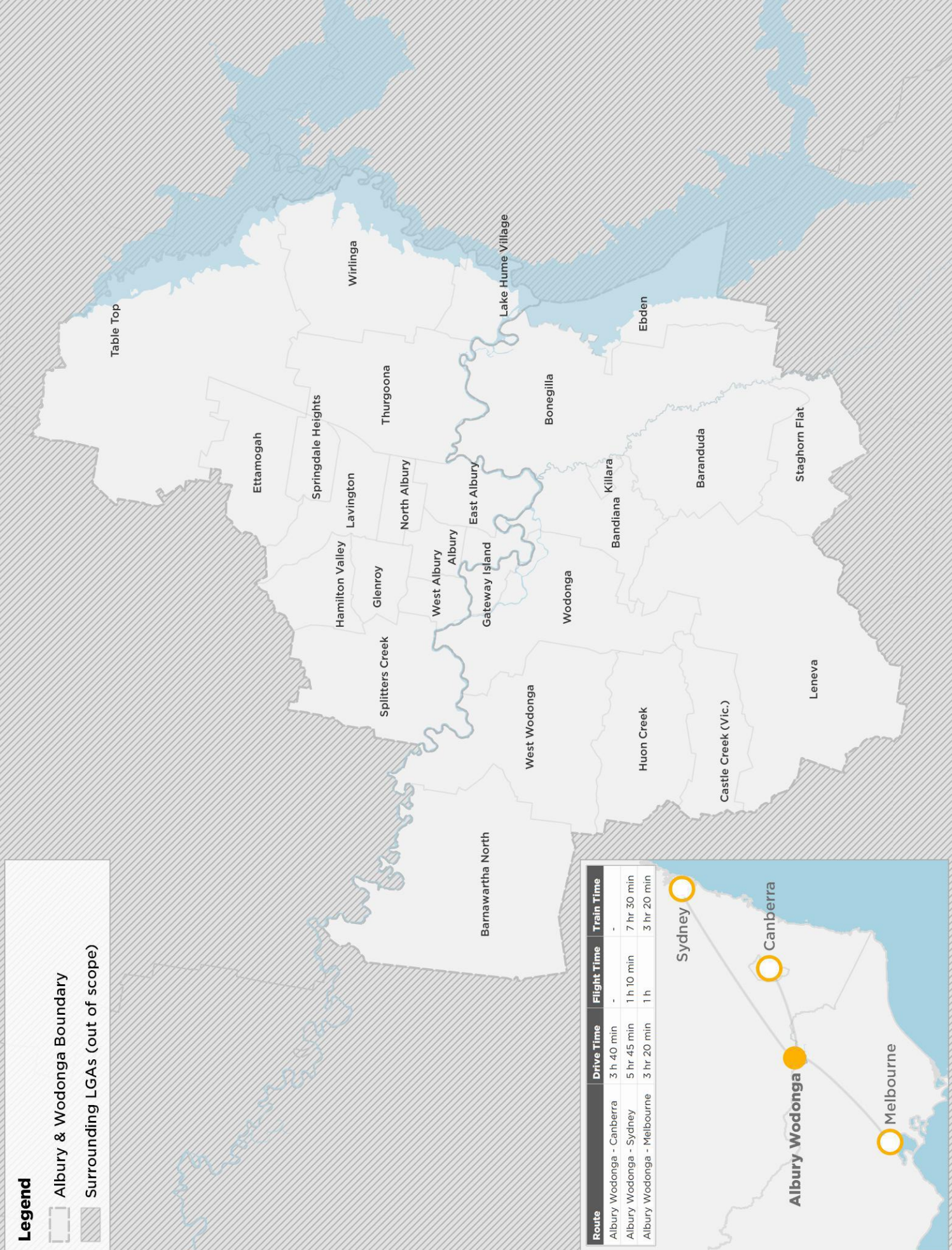
The region is also noted as having a strong education and health focus, with two universities which offer medicine, two TAFE institutes as well as a high education growth rate compared to regional NSW and Victoria.<sup>5</sup>

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<sup>4</sup> Other major sectors include: health care and social assistance, retail trade, accommodation and food services and construction (Albury and Wodonga Remplan profiles)  
<sup>5</sup> <https://profile.id.com.au/albury/qualifications> and <https://profile.id.com.au/wodonga/qualifications>



Figure 5: Map of Albury and Wodonga LGAs



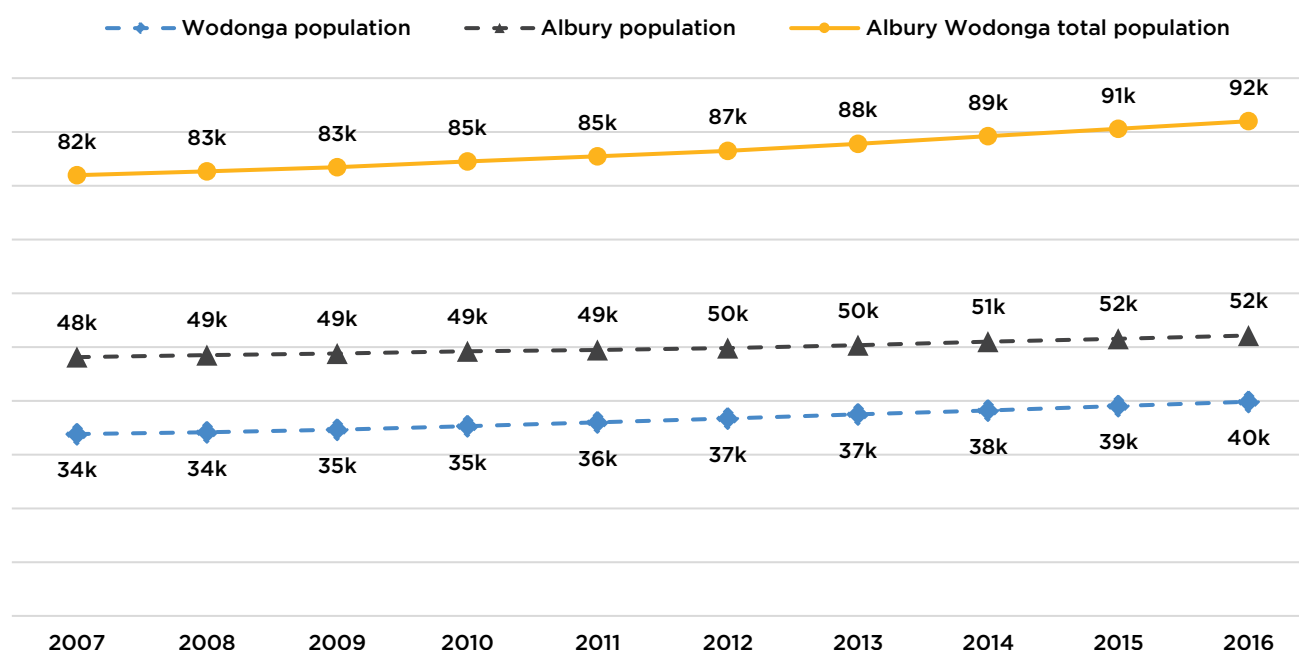
## 2.4. Demographic and economic analysis

### 2.4.1. Historic Population Growth

The region is home to approximately 92,000 residents<sup>6</sup>, with over half (57%) residing in Albury LGA. Over the ten-year period from 2007 to 2016, the region’s population grew by 12.2% (or 10,000 residents) (Figure 6). This growth is marginally higher than the population growth rate of regional Victoria (11.8% growth) and regional NSW (9% growth) over the same period<sup>7</sup>. A key driver of this growth is housing availability and affordability.

Looking at the two cities individually, Wodonga experienced substantially higher population growth (increasing by 18% or 6,000 residents) compared to Albury (8% and 4,000 residents).<sup>8</sup> The catalyst for Wodonga’s accelerated growth is largely the result of net increases in families (i.e. young households) moving to the area, a higher birthrate in the area and first home buy incentives.<sup>9</sup>

Figure 6: Albury and Wodonga’s Population Growth (2007-2016)<sup>10</sup>



<sup>6</sup> <http://profile.id.com.au/albury/population-estimate>; <http://profile.id.com.au/wodonga/population-estimate>

<sup>7</sup> <https://profile.id.com.au/australia/population>

<sup>8</sup> <http://www.communityprofile.com.au/wodonga>

<sup>9</sup> As advised by Wodonga Council

<sup>10</sup> <http://profile.id.com.au/albury/population-estimate>; <http://profile.id.com.au/wodonga/population-estimate>

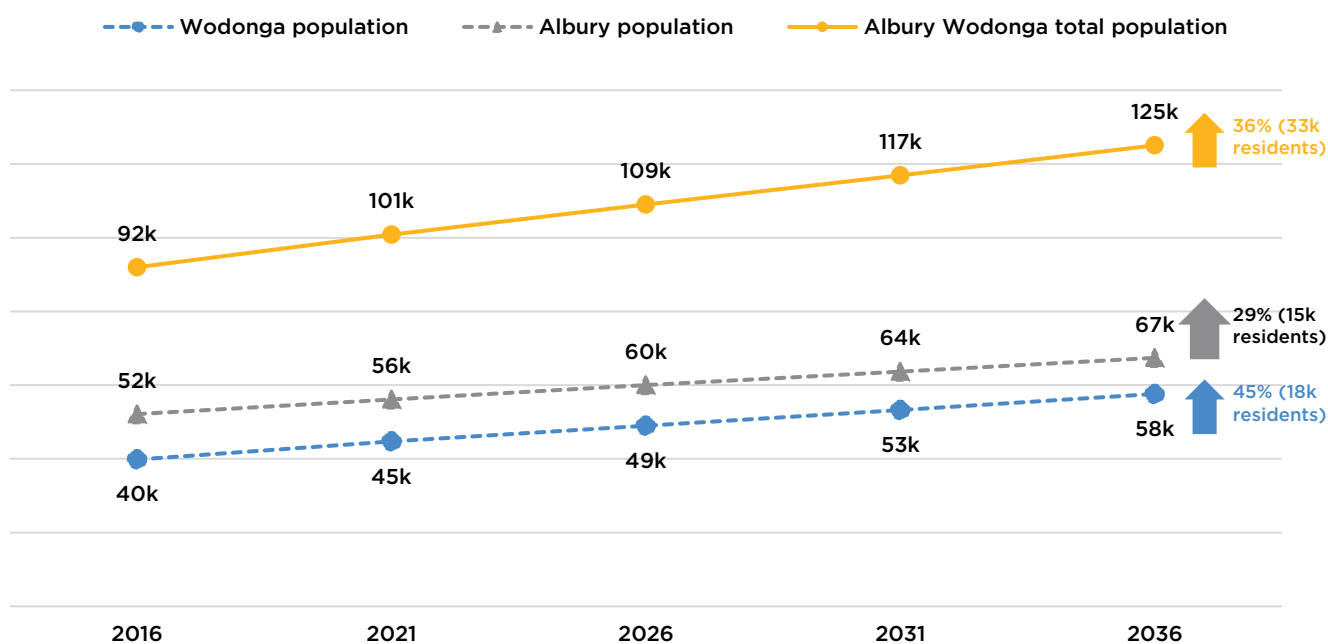
### 2.4.2. Population Forecasts

The population growth experienced in the region is expected to continue, with the region’s total population projected to rise to 125,000 by 2036 (36% growth or an additional 33,000 residents). Wodonga’s population is expected to grow at a higher rate (and greater number) than Albury’s, increasing by 45% (18,000 residents) compared to 29% (15,000 residents).

The population growth projected for the region is driven by the position of both cities as regional service hubs for surrounding towns in NSW and Victoria. As the population of both cities continues to grow, demand and community expectation for resources, support, product and infrastructure will also concurrently grow.

The region’s population growth is an important consideration when developing a DMP as a larger population base often necessitates the need for increased community amenity and recreational facilities (which often overlaps with tourism infrastructure and experiences) and the need to provide new job opportunities. A growing visitor economy provides the opportunity for introducing new jobs as well as upskilling and training.

Figure 7: Albury and Wodonga Population Forecasts to 2036<sup>11</sup>

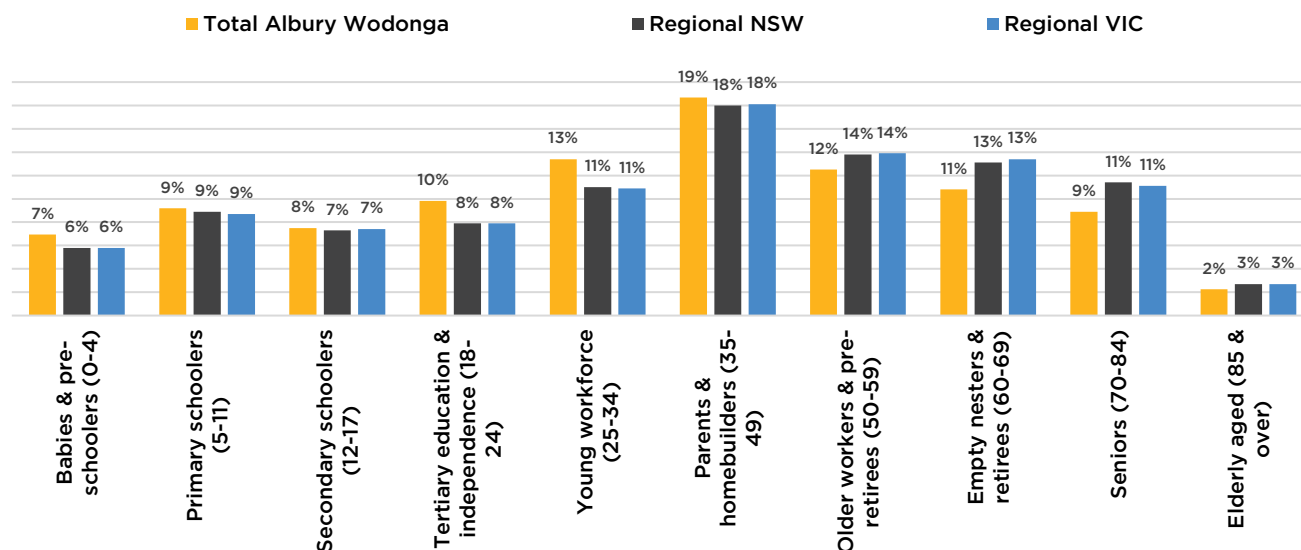


<sup>11</sup> <http://forecast.id.com.au/wodonga>; <http://forecast.id.com.au/albury>

### 2.4.3. Age

Figure 8 illustrates the age profile of the region, compared with Regional NSW and Regional Victoria. It demonstrates that Albury Wodonga has a younger age profile, with almost half (47%) of its residents being under the age of 34, compared with 41% for both Regional NSW and Victoria. This is important to consider as often product which is developed for tourism can also have strong appeal to local families and young residents.

Figure 8: Age Profile of the region compared with Regional NSW and Victoria (2016)<sup>12</sup>



In addition, Table 5 demonstrates that from 2016-2036, the young population for Albury and Wodonga will continue to grow, with significant growth occurring in all age categories below 49 years. This further reinforces the region's youthful age profile and the ongoing need to provide community and civic services/amenities - many of which also have a dual purpose as tourism amenities which especially cater to the needs of younger people and families.

Additionally, because the visitor economy cuts across many sectors (transport, logistics, arts, education and training etc.) and is not just contained to traditional tourism sectors (such as accommodation), it provides the opportunity to generate a variety of job opportunities, particularly for the younger population.

Table 5: Forecast Age of Albury and Wodonga Residents (2016-2036)<sup>13</sup>

Service Category	Albury Growth (2016-36)		Wodonga Growth (2016-36)	
	Growth	% growth	Growth	% growth
Babies and pre-schoolers (0 to 4)	865	25%	1.5k	52%
Primary schoolers (5 to 11)	1.5k	33%	2.1k	56%
Secondary schoolers (12 to 17)	1.6k	41%	1.7k	54%
Tertiary education and independence (18 to 24)	1.2k	23%	1.7k	44%
Young workforce (25 to 34)	1.6k	23%	1.7k	31%
Parents and homebuilders (35 to 49)	2.8k	29%	3.6k	49%
Older workers and pre-retirees (50 to 59)	1.1k	17%	1.3k	27%
Empty nesters and retirees (60 to 69)	961	17%	1.3k	30%
Seniors (70 to 84)	2.9k	59%	2.9k	91%
Elderly aged (85 and over)	718	55%	555	74%

<sup>12</sup> <http://profile.id.com.au/albury/service-age-groups> and <http://profile.id.com.au/wodonga/service-age-groups>

<sup>13</sup> <http://forecast.id.com.au/wodonga/population-age-structure>; <http://forecast.id.com.au/albury/population-age-structure>

### 2.4.4. Gross Regional Product

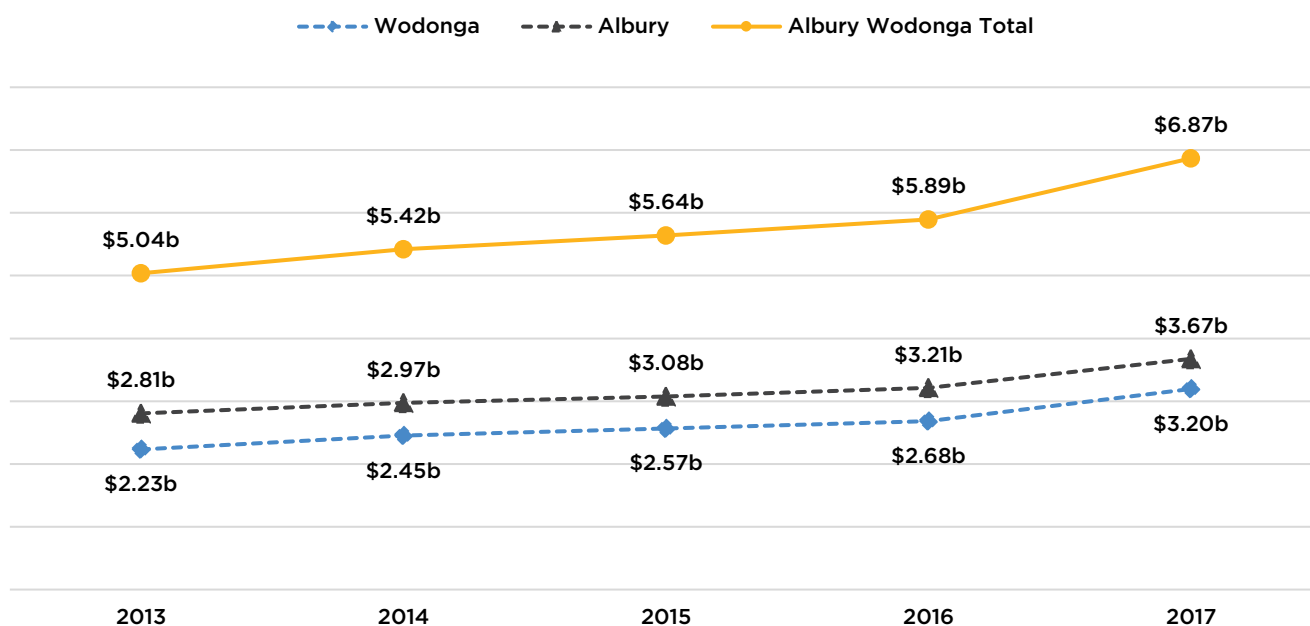
In addition to population growth, both Albury and Wodonga are experiencing strong economic growth. This has been driven by population growth and increased investment in infrastructure, cementing Albury and Wodonga as regional growth ‘hubs’.

As shown in Figure 9, between 2013 and 2017 nominal Gross Regional Product (GRP) increased by over \$1.8b (or 36%) for the region, driven by:

- growth of \$963m (43%) in Wodonga; and
- growth of \$868m (31%) in Albury.

Overall, however, the total growth of 36% outweighs Gross State Product (GSP) for both Victoria (20%) and NSW (21%) over the same period. As such, the region can be characterised as one undergoing strong economic growth which will ultimately require an appropriate level – and quality – of infrastructure/services to meet the needs of an expanding city and also contribute to the visitor economy.

Figure 9: Nominal GRP Growth in Albury and Wodonga (2013-2017)<sup>14</sup>



<sup>14</sup> <http://www.economyprofile.com.au/albury/trends/gross-regional-product>;  
<http://www.economyprofile.com.au/wodonga/trends/gross-regional-product>

## 2.5. Survey Findings

A survey was distributed to stakeholders in the tourism sector, many of whom had participated in the consultation phase for the DMP. In total, 41 responses were received. The key findings from the survey are summarised below. The full findings of the survey are included in Section 1 of the Supporting Documentation.

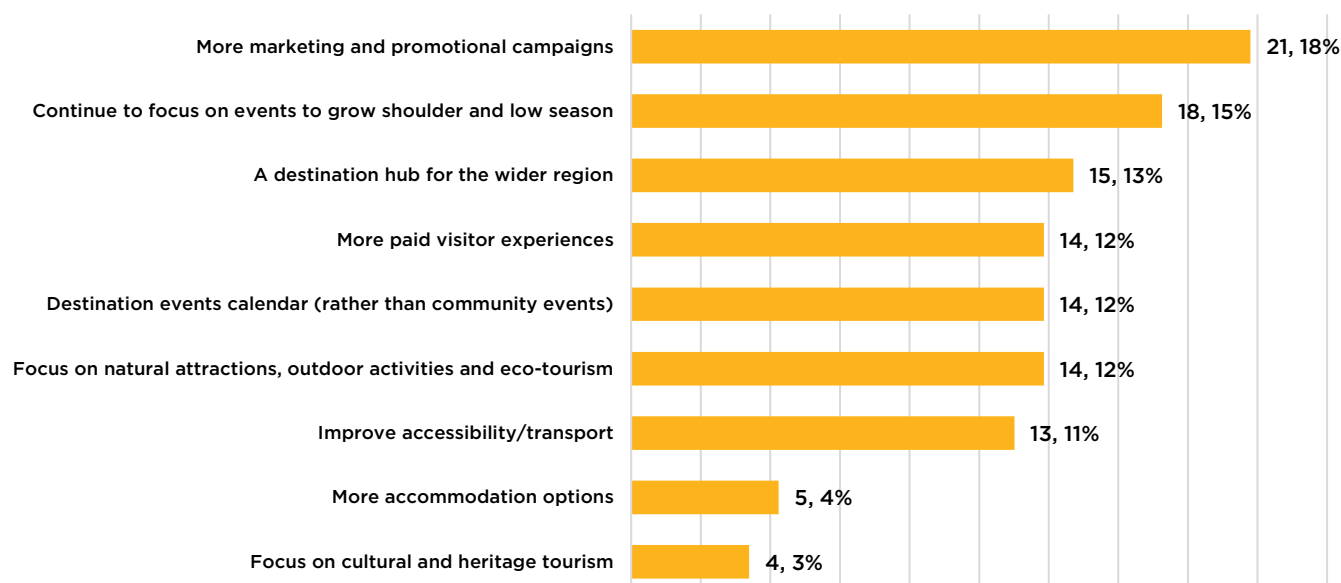
The questions included the following.

- Question 1: The visitor economy is extremely important to us. If we had to focus on key areas to help drive greater visitor numbers, higher spend, and new facilities and attractions to benefit both locals and visitors, what do you think we should be focused on doing? Please tick no more than three boxes.
- Question 2: What if any, are the major impediments to growing the visitor economy. Please tick no more than three boxes.
- Question 3: If this joint DMP could only achieve one thing to help boost the visitor economy, what is the one outcome you would like to see?
- Question 4: Any additional comments you would like to make.

While the majority of responses focused on the need for more marketing, profiling and promotional campaigns for the region, it is considered there is potentially a lack of understanding amongst some stakeholders regarding what is required to develop a sustainable visitor economy. While marketing and promotion is an important step, the region currently has a lack of commissionable product. Marketing/promotion needs to link to more commissionable product (including more signature destination events). Destination NSW (DNSW) and Visit Victoria (VV) are far more likely to promote and showcase commissionable product and signature major destination events.

Figure 10: Question 1 results<sup>15</sup>

**Question 1: The visitor economy is extremely important to us. If we had to focus on key areas to help drive greater visitor numbers, higher spend, and new facilities and attractions to benefit both locals and visitors, what do you think we should be focused**



<sup>15</sup> Note, respondents could select up to three responses which is why responses total more than 41 (the total respondents who completed the survey)

Figure 11: Question 2 results<sup>16</sup>

**Question 2: What if any, are the major impediments to growing the visitor economy?**

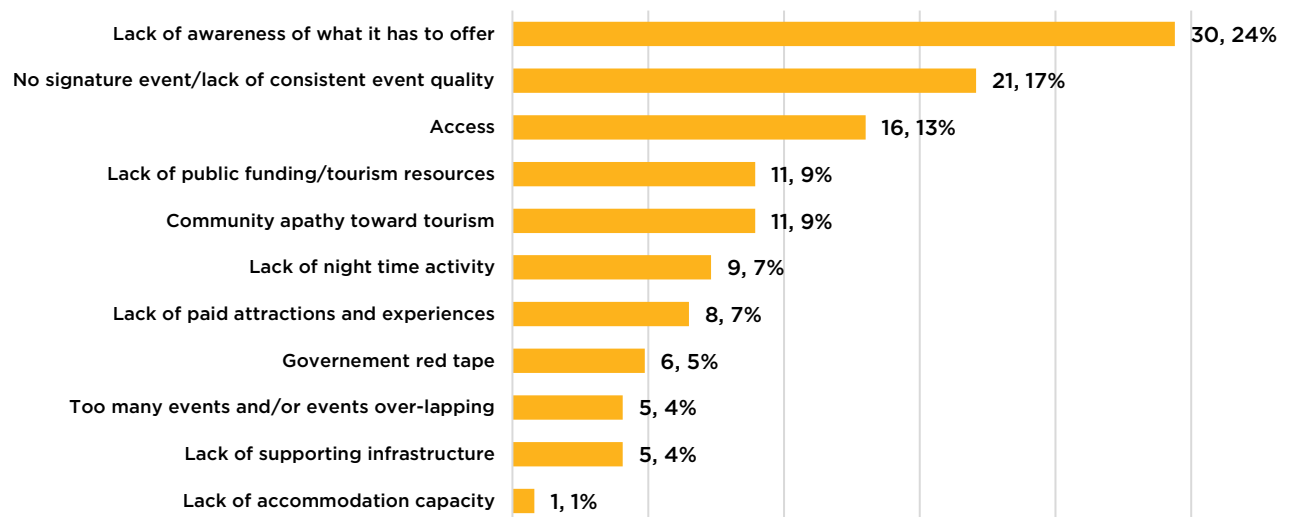
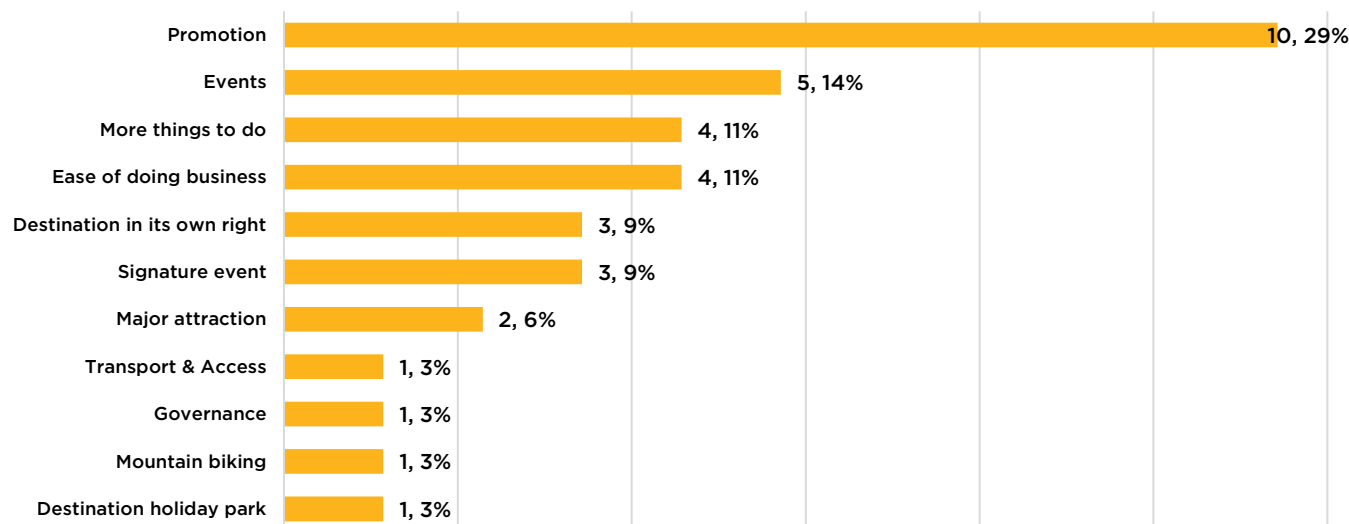


Figure 12: Question 3 results<sup>17</sup>

**Question 3: If this joint DMP could only achieve one thing to help boost the visitor economy, what is the one outcome you would like to see?**



Question 4 which allowed for “any other comments” received limited responses. The results have been included in Section 1 of the Supporting Documentation.

<sup>16</sup> Note, respondents could select up to three responses which is why responses total more than 41 (the total respondents who completed the survey)  
<sup>17</sup> Note, this question was open-ended. To enable a quantitative assessment of the responses, Stafford manually categorised responses into categories.

## 2.6. Strategic Context

Section 2 of the Supporting Documentation contains a list of relevant strategies, plans and studies produced at a state, regional, sub-regional and local level which have been used to inform the development of this DMP. Table 6 provides a list of the plans included in the literature.

**Table 6: Plans/strategies assessed**

Level	Plan/Strategy
State	<ul style="list-style-type: none"> <li>▪ Victorian Visitor Economy Strategy</li> <li>▪ NSW Visitor Economy Industry Action Plan</li> </ul>
Regional	<ul style="list-style-type: none"> <li>▪ Riverina Murray Destination Management Plan</li> <li>▪ Murray Region Destination Management Plan</li> <li>▪ Hume Regional Growth Plan</li> </ul>
Sub-regional	<ul style="list-style-type: none"> <li>▪ Two Cities One Community 2017 - 2021</li> <li>▪ Albury Wodonga Regional Economic Development Strategy</li> <li>▪ Lake Hume Land and On-Water Management Plan 2008</li> </ul>
Local	<ul style="list-style-type: none"> <li>▪ Albury Creative Economy Strategy 2017-2021</li> <li>▪ Albury DMP 2014-2017</li> <li>▪ Albury 2030 Community Strategic Plan</li> <li>▪ Bonegilla Migrant Experience Masterplan 2013-2017</li> <li>▪ Hills Strategy Overview</li> <li>▪ Gateway Island Masterplan</li> <li>▪ Murray River Experience Masterplan, 2007</li> <li>▪ Wodonga DMP 2014-2019</li> <li>▪ Wodonga Physical Activity Strategy 2015-2020</li> <li>▪ Wodonga Playground Strategy 2016-2020</li> <li>▪ Wonga Wetlands Tourism Product Development Masterplan, 2014</li> <li>▪ Wodonga 2033 Council Plan</li> <li>▪ Wodonga Integrated Transport Strategy (WITS)</li> <li>▪ Wodonga CBA Revitalisation Plan</li> <li>▪ Planning for the Wodonga Hills Strategy and associated master plans</li> <li>▪ Public Art Strategy and Masterplan 2015-2020</li> <li>▪ Wodonga Growth Strategy</li> </ul>

While the DMP has been developed with consideration to all the strategies and plans outlined above, there are four strategies which have stronger direct relevance and, therefore, closer alignment has been sought. These strategies include:

- Riverina Murray Destination Management Plan
- Murray Region Destination Management Plan
- Two Cities One Community 2017 - 2021
- Albury Wodonga Regional Economic Development Strategy

For each of the opportunities identified in this DMP (see Section 7), the alignment with these four plans/strategies has been identified. Table 18 in Section 7.6 also provides a summary of this alignment.



## 2.7. Activation of the previous DMPs

Both Councils have previously developed destination management plans for their LGA. The following subsections provide a summary of the DMPs and their activation status.

### 2.7.1. Albury Destination Management Plan 2014-2017

Table 7 outlines:

- the various actions included in the previous Albury Destination Management Plan (actions marked with \*\* are activities identified in the Destination Marketing Strategy Implementation Plan); and
- the activation status of each action (red shading indicates the action is yet to be activated, while green shading indicates the action is underway or has been completed).

It demonstrates that the vast majority of actions included in the previous DMP have been activated by Council and relevant stakeholders.

**Table 7: Activation status of Albury’s Destination Management Plan 2014-2017<sup>18</sup>**

Action	Task	Time Frame	Status
<b>Strategy 1: Gather, distribute and use consumer research and market intelligence to improve the competitive strengths and marketing of Albury</b>			
Undertake further analysis of the 2013 Visitor Satisfaction Survey to explore weaknesses and opportunities in the visitor market	Identify neutral response to value for money, and neutral response to recommendation of Albury, and profile life stage distribution, and what was their very satisfied score for attractions, entertainment / nightlife and tours to determine gaps.	Ongoing during the year	Associated with implementation of the Tactical Activity Plan. Complete
	Compare day versus overnight respondents, to determine what (if any) differences there are in profile, expectations and satisfaction.	Ongoing during the year	Associated with implementation of the Tactical Activity Plan. Complete
Conduct research into the business market to identify target markets to focus on	Conduct an informal survey to better understand the potential of various markets to grow and what needs to be adjusted in product and marketing to stimulate growth (greater repeat visitation, longer stay etc)	July	Conducted as part of S&E review. Complete
Develop survey questions to identify leisure markets at key visitor events and experiences	Develop methodology for data collection at major events and engage research provider to collect and collate data where applicable.	Commenced	Ongoing
Conduct a series of training workshops or provide resources for event coordinators on visitor data collection and analysis	Explore opportunities with DNSW and MRTB to facilitate training and workshops for visitor data collection.	Commenced	Ongoing.
	Work with the Chamber of Commerce’s and Tourism partners to increase operator knowledge for the collection of visitor data.	Commenced	Ongoing
Expand data collection to include non-council sponsored events with brand match	Review Event acquittal report and build rapport with event organisers to encourage data collection from non-sponsored council events.	Commenced	Ongoing
	Develop data collection template and tools for use by external event providers		
	Compile annual data from relevant organisations (TRA, ABS, and Visitor Centre) to produce the annual Albury	July 2017	Complete

<sup>18</sup> As provided by AlburyCity Council

Action	Task	Time Frame	Status
	Wodonga Visitor Economy Trends to present trends and changes to Albury's markets.		
Conduct a series of briefings to industry and event coordinators on the visitor economy and target markets	Highlighting who the leisure and business target markets are, what their needs are and how they can best be reached – could couple with brand awareness briefing.	Dec	Completed
Market research and segmentation	Undertake specific research to address identified gaps: - Competitor analysis - Business & Major events	June 2017	Not yet commenced
Measurement and evaluation	Undertake ongoing measurement activities to determine effectiveness and ROI of individual MarComms channels/activity	Commenced	Ongoing
<b>Strategy 2: Develop and market a destination brand for Albury</b>			
Develop a destination brand and brand strategy	Implementation of the new brand and brand strategy to shape product development and Marketing	2016	Complete
Evaluate the degree of brand match of key events and adjust marketing and support to reflect brand match	Establish a table listing events in first column, brand essence across the top and within give scores to the match of each event to essence element. Adjust marketing to highlight brand matching events.	2016/17	Events S&E
Evaluate the degree of brand match of key experiences	Establish a table listing potential key “must do” experiences in first column, brand essence across the top and within give scores to the match of each experience to essence element. Adjust marketing to highlight strongest brand matches	July	Commenced and Ongoing.
Develop destination brand**	Identify and respond to internal skill and resource capacity gap within the Tourism/VIC team, specifically relating to: • Ongoing content development • Digital MarComms • Product/experience packaging • Partner/operator liaison	December 2017	Completed Part of current S&E Review.
	Build image and video library to reflect brand territories and offer.	Ongoing	Completed and ongoing.
	Engage PR partner to develop pitches/famils to target key publications, influencers, bloggers etc, particularly for major events.	August 2016 Proposed for 16/17 tactical plan	Limited response to project brief. Was rolled over to 2017/18 tactical plan. Implementation underway - Media program
	Use third parties to extend visitor information reach: Supply industry organisations with local event information for inclusions in the monthly/weekly newsletter (Destination NSW & Tourism Victoria).	Ongoing	Commenced
<b>Strategy 3 - Create and invigorate visitor experiences</b>			
Finalise and implement the Wonga Wetlands Product Development Masterplan.	Commission detailed design of Wonga Wetlands Experience Centre.	Aug - Nov	Not yet commenced.
	Develop target investor list for creation and operation of high ropes course and pitch offer.	On hold awaiting completion of extension of Wagirra Trail and Visitor Education Experience	Not yet commenced

Action	Task	Time Frame	Status
		Centre and alternative options for re-use water disposal.	
	Enter into discussions with local Mountain Bike Group to determine interest in developing course and/or develop investor target list and pitch offer.	On hold awaiting completion of extension of Wagirra Trail and Visitor Education Experience Centre and alternative options for re-use water disposal.	Not yet commenced
	Develop an EOI for operation of the proposed Wonga Wetlands Experience Centre and provision of education services.	Awaiting completion of construction	Not yet commenced and not expected to proceed until approximately 2019/20.
	Continue to pursue grant funding to extend Wagirra Trail around perimeter of wetlands	Ongoing	\$100k secured for fencing of trail alignment and vegetation management (RGETF)
	Review and update marketing collateral	TBC	To be progressed concurrent to construction of trail extension and Visitor Education and Experience Centre.
	Implement signage strategy	TBC	To be progressed when confirmation of grant funding for trail extension and Visitor Education and Experience Centre confirmed.
Continue to explore additional flight routes into Albury from, Brisbane and Adelaide	Work with the Airport Users Advisory Committee and other key stakeholders to explore additional routes with existing carriers	Commenced	Ongoing discussions with partner airlines and new parties.
	Offer new service incentives to potential operators	Commenced	Ongoing
Encourage local restaurateurs to participate in the Chef's Hat and other industry award programs	Commence discussion with key restaurant and café owner in entering awards and Chefs Hat programs	Ongoing	1 entrant in 2015 Regional Tourism Awards, 2 entrants in 2016 Awards, 3 Entrants in the NSW Tourism Awards. 1 Chef hatted restaurant
Encourage local and regional touring	Provide local briefing with tour operators and bus companies to encourage additional tour options within the local and North East region	Mar - June 2019	Not yet commenced due to resource constraints
Continue to implement actions identified as part of the Murray River Experience (MRE) Masterplan	Investigate opportunities to expand the range and quality of indigenous tourism experiences i.e. Wagirra project	Commenced	Ongoing - Yindyamurra Sculpture walk opened Dec 2014. 2017 - Increased way finding signage
	Complete the development of the Wagirra Walking Trail/shared pathways	Commenced	Ongoing
	Complete feasibility analysis of Riverside Precinct	Mar - Oct	Stage 2 concepts finalised
	Develop and promote an EOI for the commercial components of the Riverside Precinct.	2016/17	Commercial components removed from

Action	Task	Time Frame	Status
			Precinct Plan at request of Council. Accordingly no further action required on this item.
Continue to support the Uiver Memorial Museum Group in its endeavours to refurbish and display the Uiver	Provide assistance and advice to the Uiver Memorial Museum Group in its endeavours to refurbish to Uiver replica.	Commenced	Ongoing
Develop breakout experiences to package with business event bidding.		Commenced	Ongoing
Partner with the Thurgoona Country Club or Albury Commercial Club Golf Resort to apply for funding to undertake a Feasibility Study to establish an international golf facility.		Not yet commenced	-
In partnership with industry apply for funding to develop additional guided tour experiences based on the new brand.	Apply for funding through Destination NSW Regional 2016 Tourism Funding Program.	Not yet commenced	Resource constraints
<b>Strategy 4 - Grow and align events aligned to Albury brand and strengths</b>			
Cluster and / or theme local tourism focused events	Work with internal and external stakeholders including sporting, music/festivals and business event organisers to maximise attendance by clustering events or moving to off peak periods to increase visitation, length of stay and spend.	Commenced	Ongoing, work in progress
Lead discussion with event coordinators to compare the opportunities for alternative events	Provide information and advice to potential organisers to identify opportunities to maximise attendance and avoid date clashes.	Ongoing	Ongoing
Develop and implement an assessment template for bid proposals for major sporting and recreational events	Explore opportunities with DNSW, LGNSW, MRTB and other stakeholders in developing an assessment template for bid proposals.	Commenced	Ongoing.
	Review event bid process, criteria & efficiencies.	Commenced	Ongoing
Continue to support and build relationships with existing event organisers	Work closely with local, regional, state and national event organisers to ensure strong relationships to grow a broad cross section of events.	Commenced	Achieved and ongoing
Continue to support the development of Albury's signature event, Commercial Club Albury Gold Cup Carnival	Continue to work with DNSW and the Albury Racing Club to explore ways of continuing to grow the event and those similar.	Ongoing	Achieved
Continue to provide high level event facilitation	Build on existing relationships and create new ones where appropriate.	Jul - Jun	Achieved and ongoing
Continue to develop existing sports, cultural and recreational facilities and event spaces, and attract grant funding where possible	Refer to the Murray River Experience and the Lavington Sport Ground Master plans.	Commenced	Achieved – secure funding for Lavington Sports Ground
Offer further support to event coordinators delivering high brand matched events	Provide assistance in famil facilitation where applicable.	Ongoing	Ongoing
	Provide assistance and support in bid proposals.	Ongoing	Ongoing
Develop destination brand**	Explore opportunities to link with key national/state/regional destinations for cross promotion of events and package product.	Jan-16	Ongoing

Action	Task	Time Frame	Status
Further develop business events markets**	Engage the services (internal/external) of dedicated business event & conference professional to grow awareness and conversion of AW's offer. (Awaiting S&E Review)	Commenced	Working with Industry and DNSW
	Identify key business events/associations that tend to conference in winter, identify needs and target	Commenced	Working with Industry and DNSW
Further develop major events markets**	Event Attraction Strategy (draft due 2016/pending S&E Review)	Jan-17	Completed and adopted
	Identify gaps for significant drawcard events in annual events calendar based on target markets to drive visitation/short breaks	Commenced	Ongoing
<b>Strategy 5 - Tighten marketing to focus on overnight visitation from target markets</b>			
Develop top 10 experiences of Albury	Identify 10 brand experiences and create/write descriptions in terms of experience	Oct	Complete.
Target national / major sporting associations to bring their events to Albury	Develop a visiting journalist program - targeted to "Sporting and Recreation and Business Events" market, develop and implement tactical advertising and promotional campaigns targeting national and major sporting and recreational organisations, and develop a promotional DVD, sport and recreation facilities site maps and individual venue fact sheets to support campaigns.	2014 - 15	Achieved/ Ongoing
Develop a database of key state and national journalists relevant to our target markets	Leverage off existing database systems including MRTB, DNSW, TSM Vic and SMT.	Commenced	Achieved/Ongoing
Progressively shift resources from traditional print, radio and television to digital channels	Continuously service the @visitAW Twitter account to ensure continual promotion of events and "Things to Do and See" in Albury, and generate film clips to YouTube.	Ongoing	Ongoing
	Continue to work to leverage opportunities via MRT digital platform once complete.	Commenced	Ongoing
	Continue to explore and promote the Tourism Partner Program and OVG via digital and online channels	Ongoing	Ongoing
Concentrate campaigns, hot deal offers and competitions in the June and September quarters	Increase campaigns and Hot Deals through social media channels to increase awareness and the potential for "hype" and awareness.	commenced	Ongoing. Associated with implementation of the Tactical Activity Plan
Realign brand marketing and distribution points of destination marketing for target market segments.	Continue to update imagery and copy to reflect target markets only (avoid tourism jargon such as "Albury boasts")	Commenced	Ongoing. Associated with implementation of the Tactical Activity Plan
Update and implement the annual Tourism & Visitor Information Centre Partner Program and Prospectus	Continue to streamline the online process to ensure sign up to the Tourism & Visitor Information Centre Partner Program is seamless	Nov - Jan	Completed
	Continue to work with the City of Wodonga to ensure one combined Tourism & Visitor Information Centre Partner Program progress	Commenced	Ongoing
Evaluate merits of conventional print media	Identify conventional media (i.e. Trade Travel, Annual publication & SMT) and replace with digital media if it does not clearly reflect our target markets	Ongoing	Associated with implementation of the Tactical Activity Plan
Instigate a communication form to update operators and event attendees prior to when	Communication should outline the program and establish options/experience for non-conference participants.	Ongoing	Ongoing via Albury Chamber and Albury Central

Action	Task	Time Frame	Status
a major business event commencement			
Seek operator feedback on a business events cooperative marketing campaign	Identify regular corporate customers and target them (large scale corporation subsidising airfare via commission).	2016	Commenced in conjunction with airlines
Tighten marketing to focus on overnight visitation from target markets**	Targeted activity – timing/seasons, channels, audiences, brand. Marketing to focus on changing perceptions as per the new positioning, not just call to action activities alone.	Ongoing	Ongoing. Associated with implementation of the Tactical Activity Plan
	Capture attention en-route through investigation and installation of signage to motivate off highway visits - directional, facility and interpretive signage throughout the Region and in town, including the use of internationally recognised icons when signposting facilities. Investigate Geocaching through mobile.	16/17	Resource constraints
	Develop local ambassadors (reflect target market). Refer 6.2	Jan-17	Ongoing. Produced clips for Top Ten Experiences and Young Families – Childhood memories and touring markets
	Develop series of short (1 min) videos for online use. Initial creative concept suggestion Theme 'This is my Albury' to showcase product/activity/itineraries for individual markets, male and female. Use ambassadors reflective of target market profile.		
	Provide online portal (partner pages) of resources for partners to market their own business/events (vAW value adds).	Ongoing	Listing product via ADTW. To be developed further during 17/18
	Develop touring routes and themed trails, utilising current product/experiences. Should consider options for caravans, motorbikes, bicycles and hiking. These touring routes and trails to be supported by effective directional signage and interpretive signage in key locations.	Ongoing	Limited resources/budget to develop
	Concentrate campaigns, hot deal offers and competitions on the June and September quarters. Engage local industry, identify activities/events, things to do during winter months, to build packages/offers. Airlines, fly in/fly out snow bunnies, identify key partners to build packages.	April/July	In progress and ongoing
	Develop broad range of accommodation/event/product packages to suit different audiences and time of year to drive short breaks – marketing activity to promote.	Sept 2017 Ongoing	Ongoing in collaboration with MRT, VV and partners
	Develop ongoing search campaign (google Adwords/display) to target potential visitors earlier in the search/decisions making cycle	July 16 Ongoing	In progress
	Support development of improved plan for database marketing, curating content/selling destination to potential visitors (current focus is on in-destination)	Dec-16	Commenced. Ramped up in 18/19
Integrate on and offline activity so all coordinated and working towards same overarching objectives	Jul-17	Ongoing	
Investigate potential to partner with airlines/travel providers to offer/promote short break packages	Nov 15 Ongoing	Ongoing	
Develop annual tactical plan**	Participate in key industry (MRT/DNSW) campaigns where strong match to target market and products (Provide detail and	Jun-16	Ongoing

Action	Task	Time Frame	Status
	req'd budget to SMO to include in annual tactical plan)		
	Regularly update digital platform with new content/experiences and imagery, particular focus on keeping home page fresh and always something new for visitors	Ongoing	Ongoing
Embrace digital media (refer strategy item 6.5)**	Identify new and emerging partners to build relationships	Ongoing	Ongoing
<b>Strategy 6 - Maintain conventional and progressively move towards contemporary visitor information services</b>			
Maintain and continuously refresh the visitALBURYWODONGA website	Update all website content and images in preparation for go-live of MRTB Digital Platform.	Jul - Jun	Ongoing - Development of new website underway.
Identify opportunities to engage ambassadors to promote and improve the visitor experience		Feb	Commenced and ongoing
Investigate the best use of alternative digital technology to enhance the visitor information services	Participate in MRT's Visitor Survey review to assess return on investment of current services vs alternative information distribution channels.	Mar	Waiting outcomes of MRT's Visitor Service Review.
Optimise visitALBURYWODONGA.com	Continue to work with MRTB in the development of the whole of region digital platform	Jul - Jun	Complete
	Explore opportunities to link with partner, regional state and national websites	Commenced	Achieved/ Ongoing
	Explore opportunities to increase search engine optimisation (SEO)	2015	Commenced/ongoing as part of Tactical Campaign & website review
Use third parties to extend visitor information reach	Develop and implement a Social Media strategy with the objective of opening up communication between Albury and travelers.	Jul - Dec	Complete and implementation underway and ongoing
Develop Destination Brand**	Promote key national events & conferences to media channels including DNSW & VV for promotion. i.e. via DNSW's weekly newsletter to national and overseas database	Ongoing	Continues where there is opportunity
Develop annual tactical plan**	Deliver annual Brand Awareness campaign: Advertising to tap into drivers/motivators and address barriers. It should include inspiring images (capturing emotions, not just scenery). Campaigns reach into regional VIC & NSW, PR to target Melbourne, Sydney & Brisbane	Annually	Ongoing
	Deliver annual Activation campaign:	Annually	Ongoing. Targeted campaigns and itineraries have been developed for promotion during key periods
	Targeted campaigns to drive visitation - key experiences/offers at key times. The direct response activities will include a mix of search, social, display and print advertising and help drive conversion at key times throughout the year. June & September quarters a focus. Campaigns/plan to include in region (day trippers) & out of region (O/N visitor) activity and messaging.		Continue to work with MRT, DNSW and VV to develop packages and campaigns

Action	Task	Time Frame	Status
Embrace digital media**	Refresh strategy and activities for database/direct marketing (i.e. eDMs, segmentation, targeted offers, CRM software etc). Improve eDMs to make relevant to wider target markets. Look at Bendigo, Wollongong	May-17	Ongoing
	Develop policy/agreement with CoW around use, resourcing, management, messaging, customer service standards etc	Aug-15	Complete and ongoing
	Investigate CRM software to work with Campaign monitor and website for direct marketing purposes	Jan-18	Underway
	Digital marketing – Digital display advertising, Social media advertising, SEO, SEM – investigate engaging specialist partner	Ongoing	Built into 15/16 & 16/17 tactical plan
	Increase A\W profile on key travel and lifestyle websites/platforms (TripAdvisor, Total travel, Wotif, airlines etc)		Underway
	Work with tourism partners to develop and distribute engaging content including social media posts, videos and photos that profile Albury Wodonga's unique experiences, enhance the A\W brand and generate leads, by both co-creating content in partnership with TPP's and, encouraging and facilitating user-led content	Ongoing	Resource constraints
	Develop transition plan to reduce print run of OVG to online	Dec-16	Underway. Part of S&E Review
	Develop list of activities to be moved online (forms, registers, enquiries etc) include other manual/hard copy activities of VIC that can be moved online)	Jun-16	Ongoing
	Review digital infrastructure to ensure it delivers an easy and engaging experience at the time of booking and in destination. Including visitalburywodonga.com – engaging and enhancing the visitor experience	Mar-17	Ongoing. Online booking service has been refined to ensure an easy process (9 steps reduced to 4 steps).
	Continue to develop online presence: Look at Bendigo website – online bookings, interactive maps, tickets/packages, trip planner, focus not just on what's on, sells city	Ongoing	Ongoing. Digital Audit has proved valuable. Unique web hits to vAW have increased by an average of 400 percent since implementation of recommendations.

**Strategy 7 - Integrate stakeholders across the visitor economy and assist in its development**

Determine the ongoing strategic relationship between Albury and Wodonga	Continue to work on existing projects undertaken by both councils i.e. the Albury Wodonga Tourism Partner and Visitor Information Centre Program.	Commenced	Ongoing
	Shared / Co-hosted events separate outcome via partnership bids or co-operative planning.	Commenced	Ongoing
Expand the reach of the Albury Wodonga Tourism and Visitor Information Centre Partner Group into the broader visitor economy	Continue to attend conferences/workshops, industry meetings	Complete	Ongoing
	Continue attendance at existing and relevant committee meetings, managers forums, trade and travel shows	Complete	Ongoing



Action	Task	Time Frame	Status
Continue to strengthen relationships and partner with Murray Region Tourism (MRT) Sydney Melbourne Touring (SMT), Destination NSW, Tourism Victoria and Tourism Australia	Continue to provide opportunities to partners and stakeholders as they arise to increase visitation to Albury from a domestic and International perspective.	Complete	Ongoing
	Monitor existing partnerships and engage new stakeholder relationships/partnerships, leveraging planned activities and increase return on investment as they arise.	Complete	Ongoing
Local industry/partner development & engagement**	Work with partners to encourage online bookable product for accommodation events, exhibitions, shows and experiences	Ongoing	Ongoing via ATDW listings and dedicated Events pages
	Engage and share social media best practice with key partners and businesses to increase activity in this area.	Ongoing	Conducted in collaboration with MRT & through relationship management with partners
	Consider an integration of a vAW social media offer for partners in the 2017-2018 TPP prospectus	February 2017	Complete and ongoing

## 2.7.2. Wodonga's Destination Plan 2014-2019

Table 8 outlines the activation status of Wodonga's Destination Plan. It indicates that the vast majority of actions have been completed or are considered ongoing actions.

**Table 8: Activation status of Wodonga's Destination Plan 2014 to 2019<sup>19</sup>**

Theme/Strategy/Action	Priority	14-15	15-16	16-17	17-18	18-19	Status
<b>Theme 1: Providing leadership and direction</b>							
<b>Strategy 1: Build strategic partnerships to support the local tourism industry</b>							
Maintain membership of the Murray Regional Tourism Board and participate in relevant initiatives	H	●	●	●	●	●	Completed & ongoing
Participate in Tourism North East initiatives where appropriate	M	●	●	●	●	●	Completed & ongoing
Source Victorian and Australian government funding for the development of tourism products, experiences, businesses and services	H	●	●	●	●	●	Completed & ongoing
Explore a relationship with AlburyCity that encompasses a joint marketing brand, combined digital platform, joint Official Visitor Guide, co-operative marketing and industry development activities	H	●	●	●	●	●	Completed & ongoing
<b>Theme 2: Building industry capacity</b>							
<b>Strategy 1: Build the capacity of local businesses to capitalise on the visitor market</b>							
Encourage local businesses to participate in training opportunities provided through Tourism Excellence, the Murray Regional Tourism Board, Tourism North East and the council	H	●	●	●	●	●	Completed & ongoing
Work with the Wodonga Chamber of Commerce, North East Business Advisory Service and Wodonga TAFE to provide training and	H	●	●	●	●	●	Completed & ongoing

<sup>19</sup> As provided by Wodonga Council

Theme/Strategy/Action	Priority	14-15	15-16	16-17	17-18	18-19	Status
development opportunities to local businesses (ie. customer service, marketing)							
Encourage local businesses to use their improved digital skills to leverage off the digital platform project through Murray Regional Tourism Board	H	●	●	●	●	●	Completed & ongoing
Encourage local businesses to tap in to opportunities provided through Business Events Victoria	M	●	●	●	●	●	Completed & ongoing
<b>Strategy 2: Encourage collaboration within the tourism industry, with a particular focus on facilitating co-operative opportunities between businesses to create positive visitor experiences</b>							
Work with the Wodonga Chamber of Commerce and Albury-Wodonga Tourism Partners to provide networking opportunities	H	●	●	●	●	●	Completed & ongoing
Facilitate linkages between businesses seeking to build partnerships for cooperative opportunities, such as tour development for events and cooperative marketing	H	●	●	●	●	●	Completed & ongoing
<b>Theme 3: Engaging and servicing visitors</b>							
<b>Strategy 1: Provide visitor information and services that are adaptive to the changing needs of visitors</b>							
Investigate merging the information on the Albury-Wodonga Australia website with the Visit Albury-Wodonga website	H	●					Completed
Participate in the Murray Regional Tourism Board's digital platform initiative	H	●					Completed
Explore the future of visitor information services and ensure the findings are used to inform the design of the new Visitor Information Centre and the information and services it provides	H	●	●	●			Completed
Explore the opportunity for the Visitor Information Centre to be accommodated in future community cultural precinct upgrades or other CBA developments	H	●	●	●	●		Completed & ongoing
<b>Strategy 2: Improve the standard of tourism infrastructure</b>							
Undertake an audit of tourism infrastructure and develop a 10-year Tourism Infrastructure Masterplan to address gaps and weaknesses	H		●				Completed
<b>Strategy 3: Attract new tourism businesses to service residents and visitors to the city</b>							
Identify the current and potential business opportunities that will be created through further development of tourism products and experiences and prepare and promote basic market demand assessments of these opportunities	H		●				Completed
<b>Theme 4: Developing products and experiences</b>							
<b>Strategy 1: Improve awareness of and access to Wodonga's arts, culture and history</b>							
Continue to develop Gateway Village as Wodonga's arts and culture precinct, with particular focus on attracting a suitable tenant to the former Visitor Information Centre building	H	●	●	●	●	●	Completed & ongoing
Promote Gateway Village and lakes as a premier visitor destination	H	●	●	●	●	●	Completed & ongoing
Participate in Tourism North East initiatives where appropriate	M	●	●	●	●	●	Completed & ongoing
Continue to support and promote the Bonegilla Migrant Experience to both domestic and international visitors	H	●	●	●	●	●	Completed & ongoing
Continue to develop the visitor product and experience at Bonegilla Migrant Experience	H	●	●	●	●	●	Completed & ongoing
Continue to operate and develop dynamic programs at both The Cube Wodonga and Arts Space Wodonga	H	●	●	●	●	●	Completed & ongoing

Theme/Strategy/Action	Priority	14-15	15-16	16-17	17-18	18-19	Status
Install interpretive signage along walking and cycling pathways and other appropriate locations to tell the story of Wodonga's history	M		●				Completed
Work with Burraja to facilitate greater public access to the discovery centre at Gateway Village	M		●				Completed
Install interpretive signage at appropriate locations on Gateway Island and at Lake Hume to build awareness of local indigenous culture and heritage	L					●	Ongoing

**Strategy 2: Build on Wodonga's growing reputation as a sought-after location for major sporting, business and cultural events**

Continue to develop key event facilities at Gateway Lakes, WAVES, The Cube Wodonga, Arts Space Wodonga, Wodonga Sports and Leisure Centre, Wodonga Racecourse and Bonegilla Migrant Experience	H	●	●	●	●	●	Completed & ongoing
Pursue opportunities to host major state and national, senior and junior sporting events in Wodonga	H	●	●	●	●	●	Completed & ongoing
Pursue opportunities to host major cultural events in Wodonga	H	●	●	●	●	●	Completed & ongoing
Pursue opportunities to host business events and conferences through The Cube Wodonga and partner venues	H	●	●	●	●	●	Completed & ongoing
Support local organisations and event organisers to help existing events grow	M	●	●	●	●	●	Completed & ongoing
Fund event organisers through the Festivals and Events Contribution Program and Event Attraction Contribution Program	M		●				Completed

**Strategy 3: Encourage the development of a range of high-quality food offerings in Wodonga**

Support the hosting of an annual food and wine festival and encourage food events in the central business area	H	●	●	●	●	●	Completed & ongoing
Support existing and new food, wine and beer-focused events	M	●	●	●	●	●	Completed & ongoing
Identify and target potential food, wine and beer manufacturers and retail operators to establish in the city	H	●	●	●	●	●	Completed & ongoing
Support existing food, wine and beer manufacturers and retail operators to expand their businesses	H	●	●	●	●	●	Completed & ongoing
Encourage pop-up shop fronts to promote local food, wine and beer offerings, particularly in the Wodonga central business area	M	●	●	●	●	●	Completed & ongoing
Grow the number of food workshops held at the Bonegilla Migrant Experience and at other venues around the city	M	●	●	●	●	●	Completed & ongoing

**Strategy 4: Foster the development of nature-based experiences across the city, with the aim of enhancing access to hilltops, trails and rivers**

Develop a Waterways Activation Plan that identifies locations at Lake Hume and along Wodonga's natural waterways suitable for water-based activities and recommends infrastructure required to make them accessible	H		●				Completed
Identify locations on surrounding hilltops and environmental lands suitable for recreational activities and include infrastructure requirements in the Tourism Infrastructure Masterplan	M			●			Completed
Work with existing sporting and recreation clubs to create opportunities for visitors to access facilities and equipment, resulting in income generation for the clubs	M			●			Completed

Theme/Strategy/Action	Priority	14-15	15-16	16-17	17-18	18-19	Status
<b>Strategy 5: Develop recreational cycling as both a stand-alone experience and a connection between experiences and products</b>							
Create off-road connections between the Wodonga central business area and major existing cycle pathways	H	●	●				Completed
Identify locations on surrounding hilltops and environmental lands suitable for recreational cycling and mountain biking and include infrastructure requirements in the Tourism Infrastructure Masterplan	H		●				Completed
Identify improvements that are required for existing cycle pathways and include these in the Tourism Infrastructure Masterplan	M		●				Completed
Increase the availability and promotion of bike hire from the Wodonga Visitor Information Centre	L		●				Completed
Identify and target potential cycling events that could be held in Wodonga	M		●	●	●	●	Completed & ongoing
Create self-guided cycling itineraries that focus on the experiences and activities accessible from the pathways	M			●			Completed



# 3. Visitor Economy Analysis

## 3.1. Methodology

### 3.1.1. How Data Has Been Compiled

Visitor data has been compiled for Albury and Wodonga using the National and International Visitor Survey (NVS and IVS) data published by Tourism Research Australia (TRA). The NVS and IVS provide visitation data based on 'Statistical Area 2' (SA2) boundaries. Every LGA in Australia is made up of one or more SA2s. The SA2s included in the Albury Wodonga region<sup>20</sup> are:

- Albury LGA: Albury East, Albury North, Albury South and Lavington; and
- Wodonga LGA: West Wodonga and Wodonga.

As per the methodology applied by TRA for LGAs<sup>21</sup>, visitation data is averaged over three-year periods, rather than being provided on an annual basis, as this minimises the impact of variability in estimates from year to year and provides more robust estimates. The periods assessed in this DMP include:

- March 2010 to March 2012, referred to as 2012;
- March 2013 to March 2015, referred to as 2015; and
- March 2016 to March 2018, referred to as 2018.

March YE data (unless otherwise specified) has been applied as this is the most recent iteration of data released by TRA via the NVS and IVS. June YE data has not yet been released for 2018.

The Albury Wodonga Visitor Economy Trends report, which is released by visitALBURYWODONGA, provides visitor data on an annual basis which is why visitation data in this report may not align precisely.

### 3.1.2. The Challenge

It is noted that visitation to the region is currently determined by identifying visitation to Albury and separately to Wodonga and adding this data together to determine a regional visitation figure. The challenge is that, in doing so, there is likely to be an element of double counting, given that there would be a large proportion of visitors (particularly leisure/holiday visitors) who visit both LGAs and are, therefore, counted as unique visitors twice.

This DMP provides a recommendation (see Section 7.4.2.1) that a separate visitation analysis is undertaken to more robustly represent visitation to the region. In the interim, the data included in this DMP represents "visits" rather than unique visitors to the region to overcome this issue.

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<sup>20</sup> This is the same boundary utilised in the Albury Wodonga Visitor Economy Trends report.

<sup>21</sup> <https://www.tra.gov.au/research/regional-tourism/local-government-area-profiles/local-government-area-profiles>

## 3.2. Visitation to the Region

### 3.2.1. Historic Visits

Figure 13 demonstrates that in 2018<sup>22</sup> (March YE) the region received 1.4m visits. More than half of these visits (54%) were undertaken by domestic day trippers, followed by domestic overnight visitors (45%) and international visitors (1%).

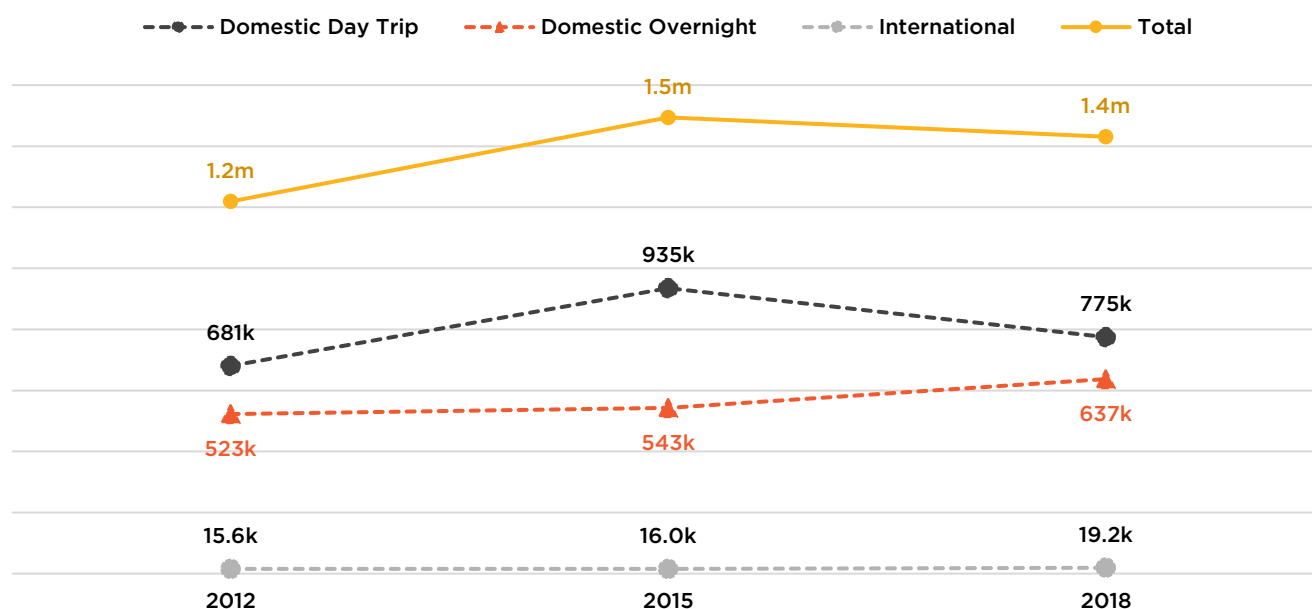
While there was a slight drop in total visits between 2015 and 2018, this is attributed to a decline in domestic day trip visits (falling by 160k visitors), domestic overnight and international visits over the same period grew by 94k and 3k visits respectively.

Although the importance of the day trip market is not discounted, overnight visitor markets (both domestic and international) generally contribute far more to a region’s economy through increased spend on food and beverage, accommodation and transport (by way of example); it is a higher yielding market.

This DMP, therefore, focuses on initiatives to continue to grow the overnight market to the region, and, particularly the domestic overnight market which represents 97% of overnight visits to the region compared to the international overnight market which represents 3% of overnight visits. This aligns with state tourism planning which identifies that, while the potential for growth does exist in the international overnight market, the domestic overnight market presents the greatest opportunity for regional areas.

Regardless, attracting both markets will “require enhancements to products, accommodation and infrastructure built in past decades which may need renewal or updating to provide a more compelling experience for both domestic and those visitors from new markets.”<sup>23</sup>

Figure 13: Total visits to the region (2012 to 2018, March YE)<sup>24</sup>



<sup>22</sup> Based on a three year average from 2016 to 2018

<sup>23</sup> Victorian Visitor Economy Strategy, page 14.

<sup>24</sup> International Visitor Survey and National Visitor Survey, Tourism Research Australia via <http://traonline.tra.gov.au/>

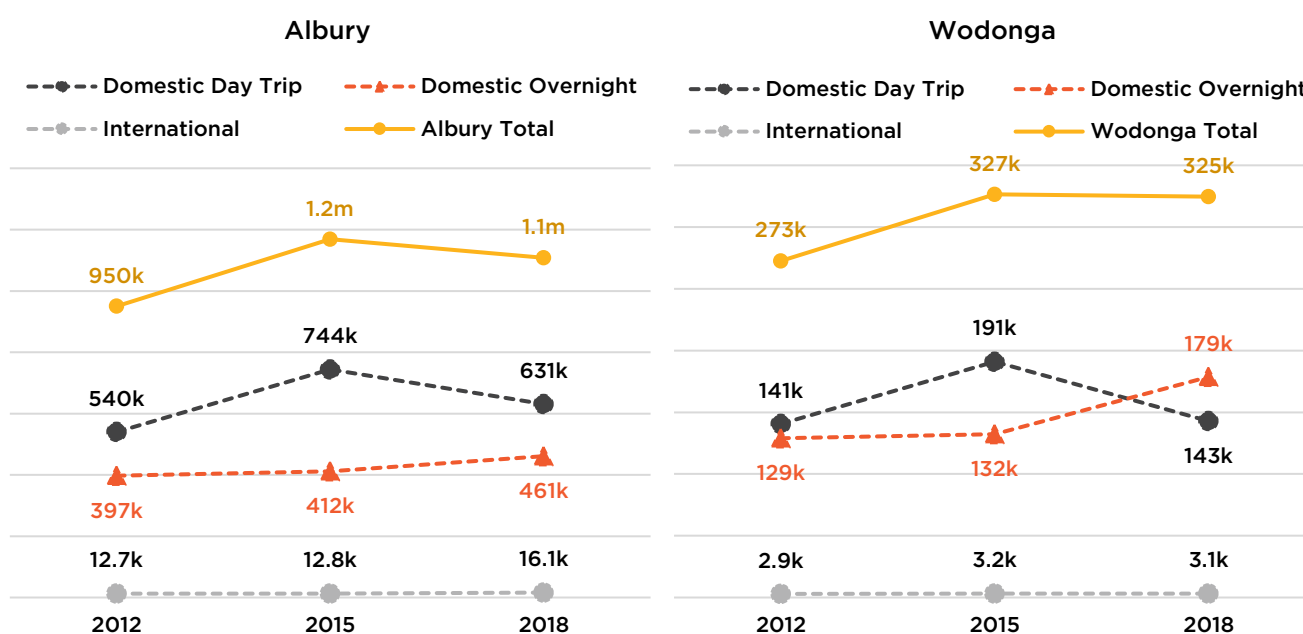
### 3.2.2. Visitation to Albury and Wodonga LGAs

Of the two cities, Albury receives the most visitors and captures approximately 77% of total visits to the region. This is to be expected given the location of the region’s airport (situated in Albury), its stronger night time/entertainment economy and noting that the majority of accommodation stock is situated in Albury (82% of room stock is in Albury). As the region collectively develops its visitor economy and product offering, the opportunity exists for total visitation to the region to grow, and, for the proportion of visitors who travel to both Albury and Wodonga (rather than just Albury or Wodonga exclusively) to grow.

Figure 14 provides historic visitation to both LGAs over the period 2012 to 2018 and demonstrates the following.

- From 2012 to 2018, total visitation to both Albury and Wodonga increased, growing by 17% (158k visitors) and 19% (52k visitors) respectively.
- In Albury, the domestic day tripper market is the largest market segment (comprising 57% of visitation), in Wodonga, the domestic overnight market is largest (comprising 55% of visitation).
- Although domestic day trip visitation to both LGAs fluctuated over the period assessed, the domestic overnight and international markets have grown.
- In both LGAs, international visitation comprises only a small percentage of visitation.

Figure 14: Total visitation to Albury and Wodonga (2012-2018, March YE)<sup>25</sup>



<sup>25</sup> International Visitor Survey and National Visitor Survey, Tourism Research Australia via <http://traonline.tra.gov.au/>

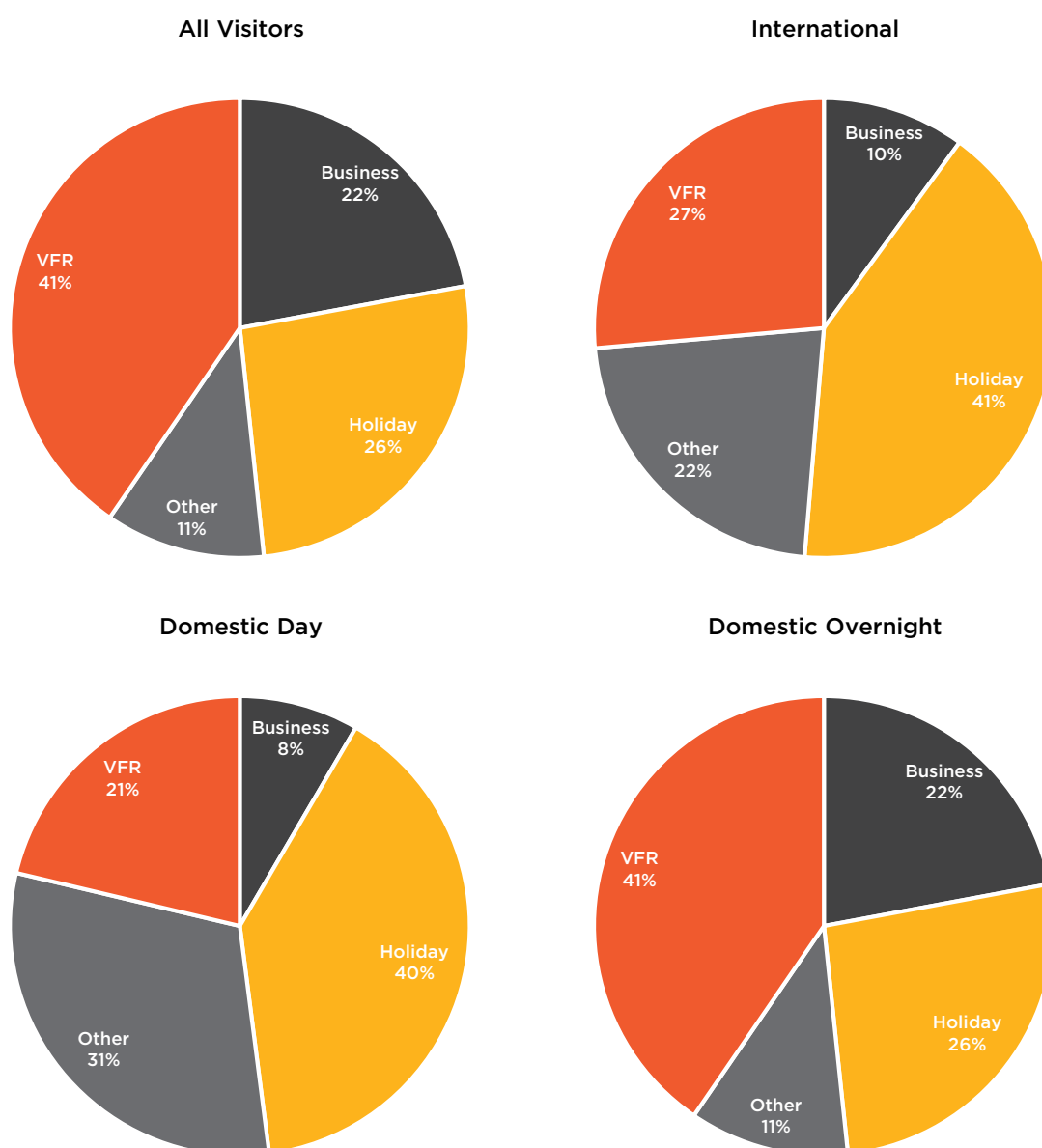


### 3.2.3. Purpose of Visit

Figure 15 provides the purpose of visit, by visitor type, to the region. This indicates that the majority of visits to the region are for leisure purposes – that is, for a holiday (26%) or VFR (visiting friends and relatives) (41%).

The strength of the VFR market, particularly for domestic overnight visitors (representing 41% of all domestic overnight visitors) is important to recognise as the opportunity exists to introduce and market a variety of product in the region to locals who then, in turn, would potentially take their visiting friends and relatives to visit or take part in these attractions/experiences.

Figure 15: Purpose of visit to Albury Wodonga (2018)<sup>26,27</sup>



<sup>26</sup> Based on three year average over the period 2016-2018 (March YE), International Visitor Survey and National Visitor Survey, Tourism Research Australia via <http://traonline.tra.gov.au/>

<sup>27</sup> The "other" category includes: Transit, Employment, Education, Medical reasons, Personal appointment/business (excl health), Providing transport, Attend Funeral and No other reason.

### 3.3. The Value of the Region's Visitor Economy

#### 3.3.1. Visitor spend

Table 9 demonstrates that in 2018 (March YE):

- in 2018, visitors spent an estimated \$401m in the region;
- while domestic overnight visitors represent 45% of visits to the region, they account for the largest proportion of spend (64%);
- similarly, while international overnight visitors represented 1% of visitation, they generated 3% of spend - this demonstrates the higher yielding nature of the overnight (domestic and international) visitor markets; and
- currently, 82% of all visitor spend in the region takes place in Albury.

The recommendations in this DMP deliberately focus on commissionable product (that is, paid tourism product) which should assist in growing average visitor spend throughout the region.

Table 9: Visitor spend in Albury-Wodonga (2018)

	Est. Spend p/visitor (\$) <sup>28</sup>	Visitation (2018) <sup>29</sup>	Visitation Split (%)	Total Spend (2018) <sup>30</sup>	Total Spend Split (%)
<b>Albury</b>					
Domestic Overnight	\$446	461k	42%	\$206m	62%
Domestic Day	\$177	631k	57%	\$112m	34%
International Overnight	\$734	16k	1%	\$12m	4%
<b>Sub total</b>	-	<b>1.1m</b>	<b>100%</b>	<b>\$329.2m</b>	<b>100%</b>
<b>Wodonga</b>					
Domestic Overnight	\$287	179k	55%	\$51m	71%
Domestic Day	\$134	143k	44%	\$19m	27%
International Overnight	\$520	3.1k	1%	\$2m	2%
<b>Sub total</b>	-	<b>325k</b>	<b>100%</b>	<b>\$72.1m</b>	<b>100%</b>
<b>Total Region</b>					
Domestic Overnight	\$402	640k	45%	\$257m	64%
Domestic Day	\$169	774k	54%	\$131m	33%
International Overnight	\$700	19k	1%	\$13m	3%
<b>Sub total</b>	-	<b>1.4m</b>	<b>100%</b>	<b>\$401.3m</b>	<b>100%</b>

<sup>28</sup> Spend per visitor data is based on Albury and Wodonga's Remplans (<http://www.economyprofile.com.au/wodonga/tourism/visitor-expenditure> and <http://www.economyprofile.com.au/albury/tourism/visitor-expenditure>).

<sup>29</sup> Based on three year average over the period 2016-2018 (March YE), International Visitor Survey and National Visitor Survey, Tourism Research Australia via <http://traonline.tra.gov.au/>

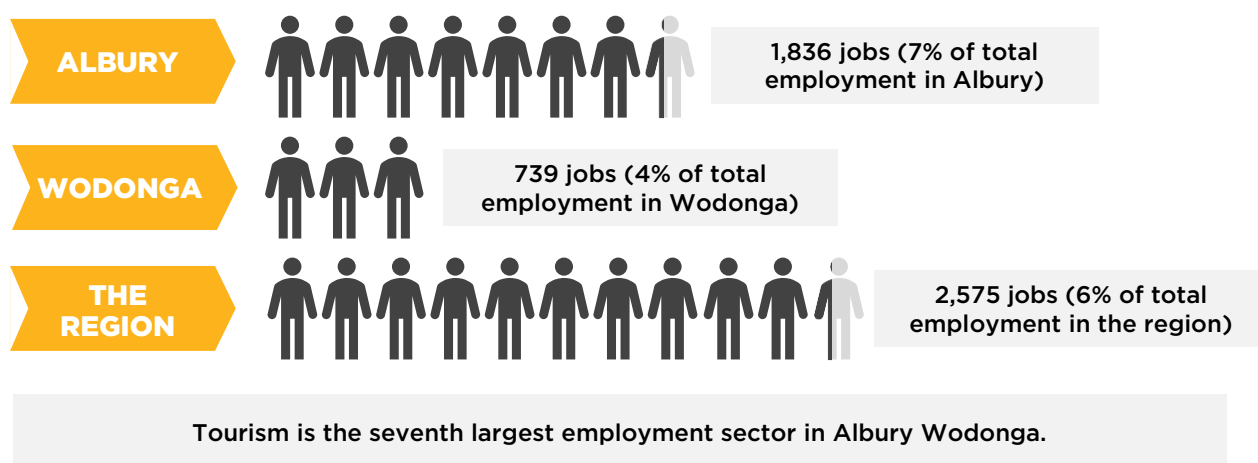
<sup>30</sup> Estimated visitation multiplied by estimated spend per visitor

### 3.3.2. Employment

The tourism sector is important for the region, particularly from an employment perspective. In total, 2,575 people are directly employed in the sector, accounting for 6% of all jobs across the region. It is the seventh largest sector by employment.

Figure 16 demonstrates that when tourism employment data is disaggregated between Albury and Wodonga, the importance of tourism as an employment generator is even stronger for Albury, with the sector accounting for 7% of all jobs in the LGA. For Wodonga, tourism generates 4% of jobs though the potential exists to grow this.

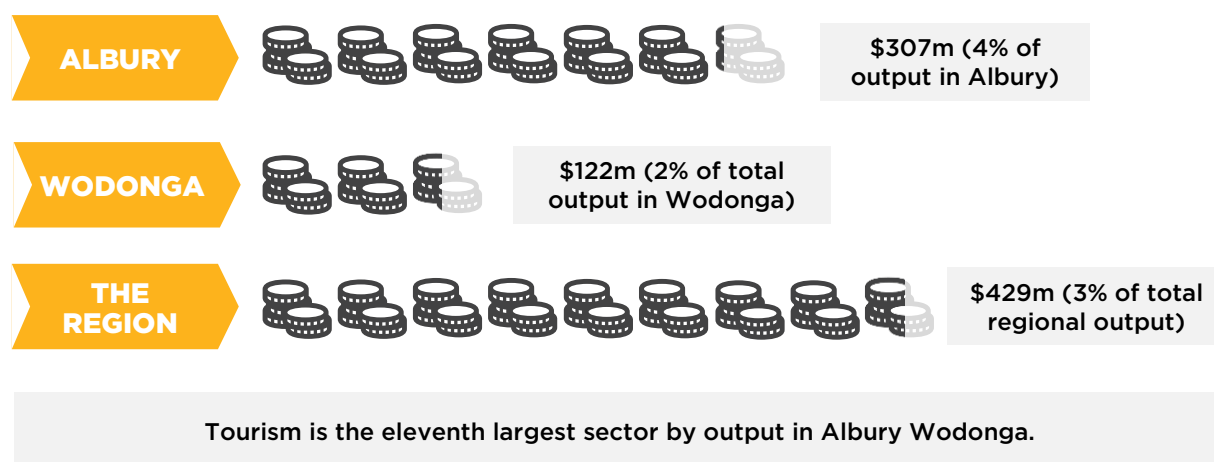
Figure 16: Tourism employment (2017 FY)<sup>31</sup>



### 3.3.3. Output<sup>32</sup>

Tourism is the eleventh largest sector by economic output in the region. A total of \$429m in output was generated in the 2017 FY, with almost 72% of this originating from Albury. The research undertaken for this DMP as well as consultation with industry identified that visitor yield may be increased by growing and developing the amount of commissionable product which may assist in enhancing the profile the region as a destination and result in stronger economic output.

Figure 17: Tourism output (2017 FY)<sup>33</sup>



<sup>31</sup> 2017 financial year data is the most recent data made available through Remplan. Note percentages have been rounded to the nearest whole number. <http://www.economyprofile.com.au/albury/tourism/employment> and <http://www.economyprofile.com.au/wodonga/tourism/employment>  
<sup>32</sup> Note, tourism output differs from visitor spend as it includes indirect and direct expenditure.  
<sup>33</sup> 2017 financial year data is the most recent data made available through Remplan. Note percentages have been rounded to the nearest whole number. <http://www.economyprofile.com.au/albury/tourism/employment> and <http://www.economyprofile.com.au/wodonga/tourism/employment>

### 3.4. Destination SWOT Analysis

The following provides a SWOT analysis for the region as a destination.

Table 10: SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Quality recreation, cultural and sporting infrastructure across the region</li> <li>▪ Size of the population base</li> <li>▪ Strategic geographic location and regional hub for the broader region</li> <li>▪ Accessibility by air, rail and road</li> <li>▪ The strength of cultural and heritage assets and related communities</li> <li>▪ Existing &amp; ongoing collaboration between the two cities</li> <li>▪ Education and skilled workforce</li> <li>▪ Gateway to the Murray</li> <li>▪ Quality of agricultural and food tourism</li> <li>▪ Events and festivals already held in the region</li> <li>▪ Higher quality accommodation product and recent new investment</li> <li>▪ Quality natural assets (waterways, surrounding hills etc.)</li> <li>▪ Quality of destination marketing collateral and branding</li> <li>▪ Compact LGAs which are easy to navigate by car and on foot</li> <li>▪ The strength of the region as a sporting events hub</li> <li>▪ Quality of public infrastructure (cycleways, walking trails, parks and gardens, public amenities)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Challenges in activating waterways and natural areas</li> <li>▪ Freedom camping is not free for councils (there are costs associated with rubbish collection, maintenance, provision of toilet facilities etc.)</li> <li>▪ The imbalance between commissionable and free product</li> <li>▪ Limited activation of Lake Hume</li> <li>▪ Lack of all-weather experiences</li> <li>▪ Connectivity between visitors and natural experiences</li> <li>▪ Limited diversity of evening activities</li> <li>▪ Limited new investment in tourism experiences</li> <li>▪ Signage (interpretation and directional)</li> <li>▪ Majority of operators are small businesses who are often undercapitalised</li> <li>▪ Tourism sector coordination and collaboration</li> <li>▪ ATDW listing costs in Victoria but is free in NSW</li> <li>▪ Digital-savviness of some operators</li> <li>▪ Community awareness of the importance of the visitor economy and support</li> <li>▪ Limited bookable product packaging options</li> <li>▪ Council and State Government planning instruments and support for tourism ventures</li> <li>▪ Strong day trip visitor market (which is lower yielding than overnight visitor markets)</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ Accommodation development including higher-quality destination holiday park, backpacker accommodation, camping at Wonga Wetlands and luxury eco-chalets/glamping</li> <li>▪ Albury Entertainment Centre Upgrades</li> <li>▪ Master plan activations including for Wonga Wetlands, Gateway Island, Bonegilla, Albury Wodonga Equestrian Centre, Albury Riverside Precinct and for Wodonga CBD</li> <li>▪ Development of a major family attraction (e.g. an eco-coaster experience)</li> <li>▪ Development of a Murray River Canoe Trail (with guided tours), leveraging off the Murray River Adventure Trail initiative</li> <li>▪ Sporting infrastructure upgrades</li> <li>▪ Wodonga Library and Gallery Redevelopment</li> <li>▪ Introduction of family-friendly product including a regional biking hub, trail upgrades (including the Wagirra Trail) and offering guided tours and water recreation product</li> <li>▪ Evening product development to further activate the night time economy</li> <li>▪ Development of a health and wellness spa retreat to attract a higher yielding market</li> <li>▪ Signage strategy (interpretive and directional)</li> <li>▪ New major events such as a Signature Arts/Culture Destination Festival and a Signature Triathlon Event and growing the existing or introducing a new, major regional food and wine festival</li> <li>▪ Continuing to grow regional sporting events (and upgrade required infrastructure)</li> <li>▪ Visitor servicing enhancements</li> <li>▪ Industry training workshops</li> <li>▪ Regional trails app/digital media</li> <li>▪ Development of a regional tourism investment prospectus</li> </ul>	<ul style="list-style-type: none"> <li>▪ Competition from interstate and international destinations</li> <li>▪ Transport pricing (air and rail)</li> <li>▪ AlburyWodongaAustralia website (an unofficial visitor information website for the region which contains, at times, out of date and inaccurate information)</li> <li>▪ Economic slowdown</li> <li>▪ Delays in major state-level infrastructure projects</li> <li>▪ Limited new private sector investment</li> <li>▪ Lack of State and Federal Government Funding allocations to activate game changer projects</li> <li>▪ Collaboration between industry and both Councils</li> <li>▪ A weakening in the relationship between Councils.</li> </ul>



## 4. Accommodation & Product Audit

A supply-side audit has been undertaken on both accommodation and tourism product within the region. It is important to note that while the audit provides a quantitative assessment of the number and type of product, it does not include a qualitative assessment (i.e. a review of the quality of product).

As part of the audit, Stafford also completed a “secret shopper” exercise of Council-owned tourism and related assets throughout the region. This has been provided as a separate report to both Councils.

### 4.1. Accommodation audit

#### 4.1.1. Summary of Accommodation Audit Findings

Table 11 provides a summary of the accommodation audit for the Albury and Wodonga Region.<sup>34</sup> The top line audit demonstrates the following.

- There are 87 accommodation properties in the region. Of these, the majority are classified as motels (47% of properties), followed by B&B, cottages and self-contained properties (29%).
- In total, there are 2,103 rooms in the region. Motels comprise half of all room stock (1,071 or 51% of room stock), followed by hotels (750 rooms or 36% of room stock).
- There are 380 powered and unpowered sites at the region’s caravan parks and camping grounds.
- The region has a number of quality, branded accommodation properties including Mantra, Quest and Atura. Mantra Albury is the newest property in the region, which officially opened in July 2018.
- The region’s largest properties (in terms of room numbers) are: Mantra Albury (146 rooms), Atura Albury (140 rooms), Quest Albury (104 rooms), Quality Resort Siesta (88 rooms) and Quest Wodonga (80 rooms).

Table 11: Accommodation audit for the region (sorted by number of rooms)<sup>35</sup>

Type	# of Properties	% of Properties	# of Rooms	% of Rooms	# of Sites <sup>36</sup>	% of Sites
Motels	41	47%	1,071	51%	-	-
Hotels	9	10%	750	36%	-	-
Caravan Parks	8	9%	174	8%	323	85%
B&B, Cottage, Self-contained	25	29%	102	5%	-	-
Hostels	1	1%	6	0.3%	-	-
Campgrounds	3	3%	-	-	57	15%
<b>Total</b>	<b>87</b>	<b>100%</b>	<b>2,103</b>	<b>100%</b>	<b>380</b>	<b>100%</b>

<sup>34</sup> It is important to note this is a top line audit completed via a desktop research exercise. It, therefore, may exclude those properties which are not currently listed on major accommodation and destination websites. The audit was also provided to both Councils for additions/amendments.

<sup>35</sup> Please note the full findings of the audit are in Supporting Documentation 3.

<sup>36</sup> Please note the audit includes both powered and unpowered sites at paid caravan parks and holiday parks.

Disaggregating the accommodation audit between Albury and Wodonga (Table 12) demonstrates that Albury has the largest number of properties, comprising 78% of total accommodation properties within the region, as well as the largest number of rooms, comprising 82% of total regional room stock. This is primarily because Albury is a more mature visitor destination and has historically received the larger proportion of visitation to the region.

**Table 12: Accommodation audit for Albury and Wodonga**

By Properties	Albury		Wodonga		Region Total	
Type	# of Properties	% of row total	# of Properties	% of row total	# of Properties	%
Motel	32	78%	9	22%	41	100%
B&B, Cottage, Self-contained	21	84%	4	16%	25	100%
Hotel	8	89%	1	11%	9	100%
Caravan Park	5	63%	3	38%	8	100%
Campground	1	33%	2	67%	3	100%
Hostel	1	100%		0%	1	100%
<b>Total</b>	<b>68</b>	<b>78%</b>	<b>19</b>	<b>22%</b>	<b>87</b>	<b>100%</b>

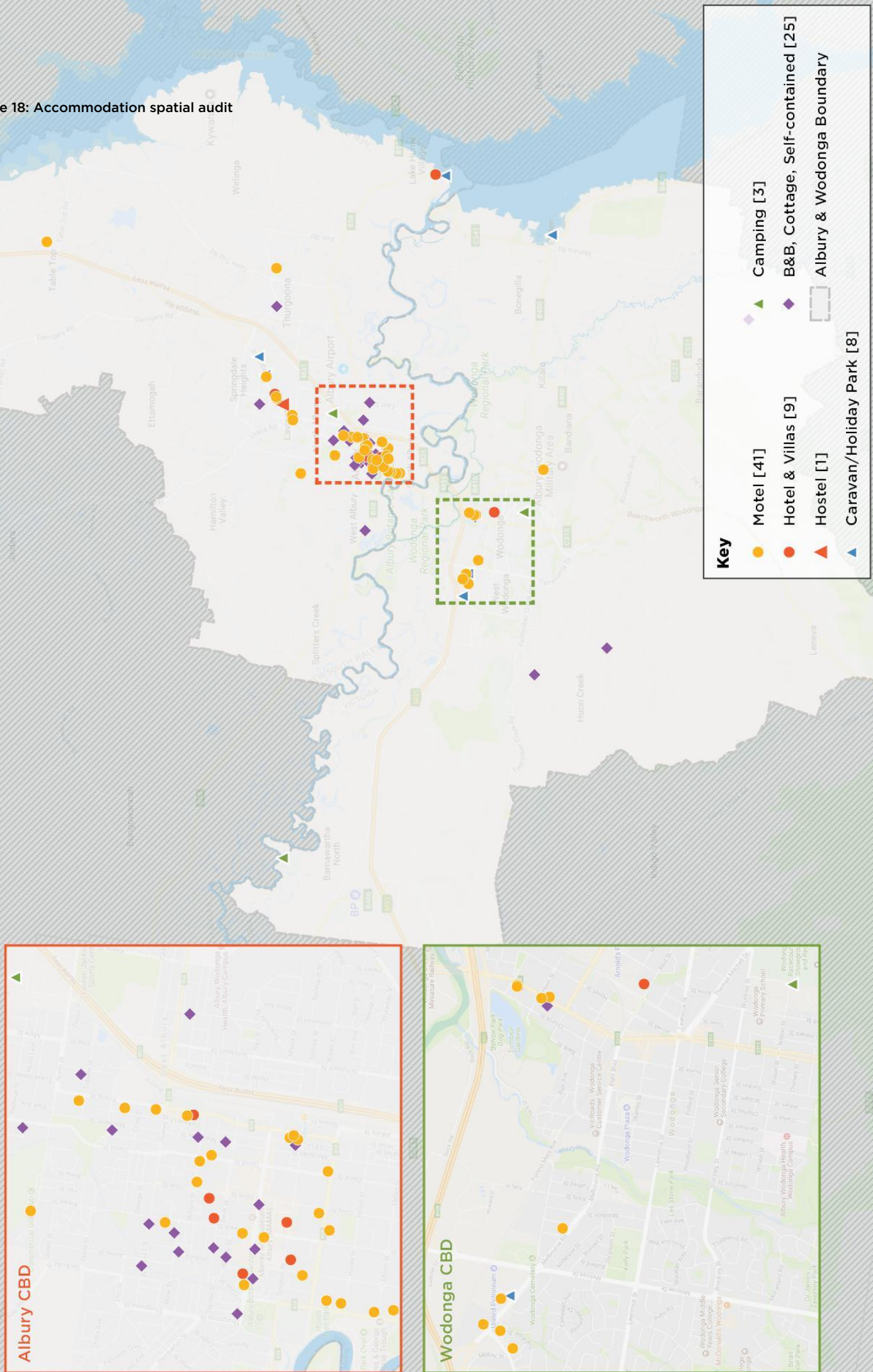
By Room	Albury		Wodonga		Region Total	
Type	# of Rooms	% of row total	# of Rooms	% of row total	# of Rooms	%
Motel	854	80%	217	20%	1,071	100%
Hotel	670	89%	80	11%	750	100%
Caravan Park (excludes sites)	96	55%	78	45%	174	100%
B&B, Cottage, Self-contained	88	86%	14	14%	102	100%
Hostel	6	100.0%	-	-	6	100%
<b>Total</b>	<b>1,714</b>	<b>82%</b>	<b>389</b>	<b>18%</b>	<b>2,103</b>	<b>100%</b>

#### 4.1.2. Accommodation Spatial Audit

Figure 18 on the following page spatially maps the accommodation offering in the region. It demonstrates that:

- the vast majority of accommodation product is clustered around the Albury and Wodonga CBDs;
- while holiday parks, cottages and B&Bs are dispersed more evenly through the region, the bulk of larger scale hotel and motel product is clustered in CBD locations; and
- there is limited accommodation product situated along the Murray River.

Figure 18: Accommodation spatial audit





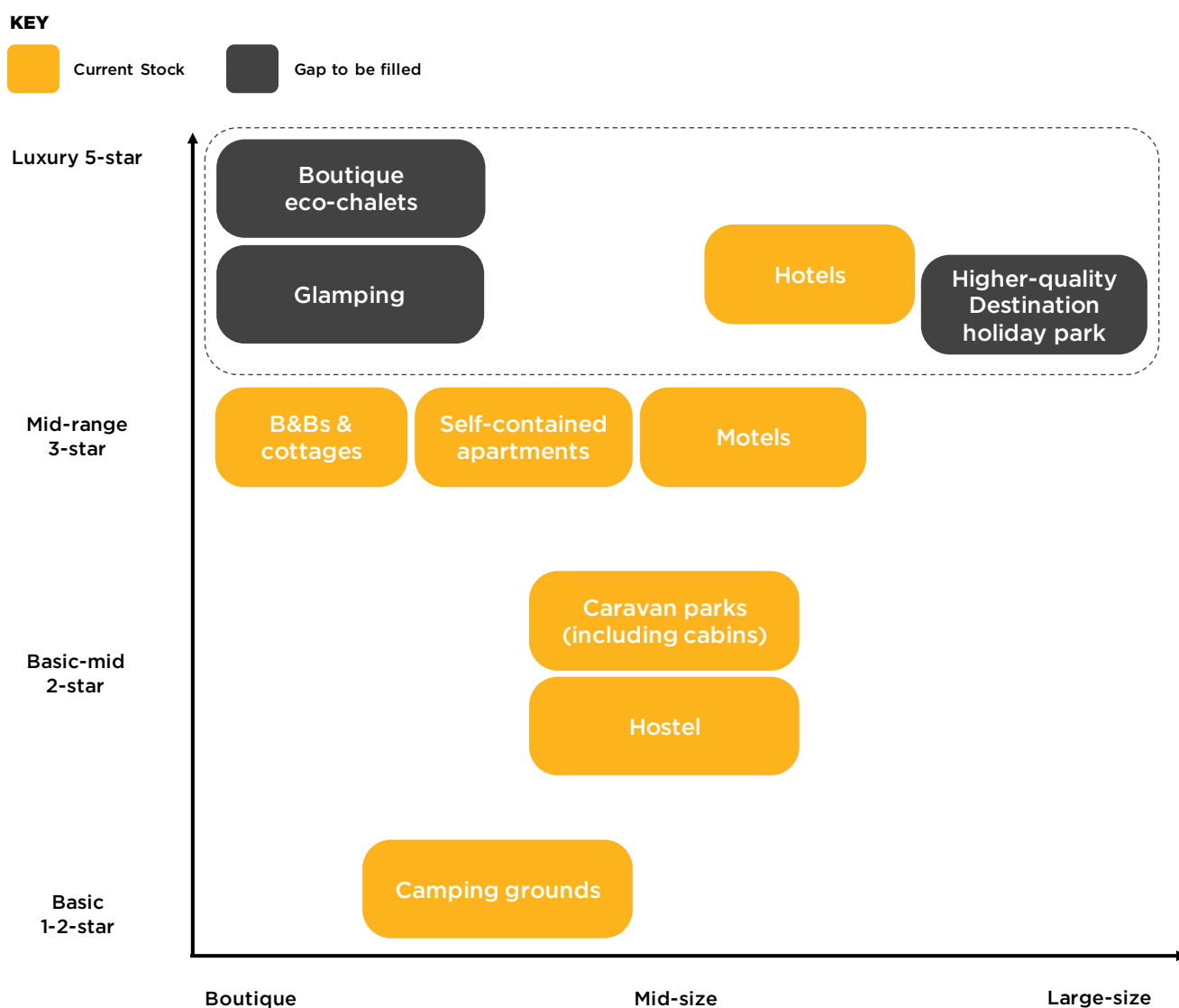
### 4.1.3. Accommodation Gap Assessment

Figure 19 demonstrates that the region is fortunate to have a good mix of accommodation across the quality/star rating categories and larger, branded properties. Opportunities exist to consider encouraging more boutique, luxury product which would provide the region with unique forms of accommodation including the following.

- Higher-quality, boutique eco-chalets (potentially with an associated health spa).
- Higher-quality glamping (glamorous camping).
- A higher-quality branded, destination holiday park, situated ideally on the Murray.

Importantly, the accommodation audit and discussions with industry operators demonstrate that the region currently appears to have an adequate supply of accommodation; many regions do not have the breadth of accommodation supply which Albury Wodonga offers.

Figure 19: Accommodation gap assessment



## 4.2. Attractions and Experiences Audit

### 4.2.1. Summary of Attractions and Experience Audit Findings

Table 13 provides a summary of the tourism assets and product for the region<sup>37</sup>. It demonstrates the following.

- In total, the audit identified 128 tourism attraction and experiences.
- The majority of experiences (paid or free) is recreation product, representing 20% of product identified. This is followed closely by parks and gardens (19%) and outdoor, nature and trails product (16%).
- The majority of product identified is free (58%). While having “free things” for visitors to do is an important part of any visitor economy, there is a balance required. To grow visitor yield in the region requires introducing more commissionable tourism product which could be in the form of paid tours, admission prices and packaged product etc.

Table 13: Attractions and experiences audit for the region<sup>38</sup>

Type	#	% of Total
<b>Free</b>	<b>74</b>	<b>58%</b>
Parks & Gardens	24	19%
Outdoor, Nature & Trails	21	16%
Art & Culture	11	9%
Recreation	5	4%
History and Heritage	4	3%
Library	3	2%
Market	3	2%
Public Place	2	2%
Visitor Information	1	1%
<b>Paid</b>	<b>54</b>	<b>42%</b>
Recreation	21	16%
Transport Services	14	11%
Tour Operators	10	8%
Art & Culture	7	5%
History and Heritage	1	1%
Market	1	1%
<b>Total (free and paid)</b>	<b>128</b>	<b>100%</b>
Recreation	26	20%
Parks & Gardens	24	19%
Outdoor, Nature & Trails	21	16%
Art & Culture	18	14%
Transport Services	14	11%
Tour Operators	10	8%
History and Heritage	5	4%
Market	4	3%
Library	3	2%
Public Place	2	2%
Visitor Information	1	1%

<sup>37</sup> It is important to note this is a top line audit completed via a desktop research exercise. It, therefore, may exclude those attractions which are not currently listed on major destination websites. The audit was also provided to both Councils for additions/amendments.

<sup>38</sup> Please note:

- the full findings of the audit are in Supporting Documentation 3.

- the Murray River falls in both Albury and Wodonga. For the purpose of this audit, it has been included as two separate attractions as it has been activated in a variety of different (and similar) ways by each LGA.

Disaggregating the product audit between Albury and Wodonga demonstrates that while accommodation room stock is primarily situated in Albury, tourism product and related services is more evenly distributed throughout the region (65% lies in Albury, 35% in Wodonga). While Albury's strengths (in terms of the number of current available product) is in parks and gardens, outdoor spaces and trails and recreation product, Wodonga's product appears to be focused around art and cultural product (which is currently primarily centred at the Gateway Village precinct and Bonegilla Migrant Experience).

**Table 14: Attractions and experiences audit for Albury and Wodonga**

Type	Albury		Wodonga		Region Total	
	#	% of row total	#	% of row total	#	% of row total
Parks & Gardens	22	92%	2	8%	24	100%
Outdoor, Nature & Trails	16	76%	5	24%	21	100%
Recreation	15	58%	11	42%	26	100%
Transport Services	11	79%	3	21%	14	100%
Tour Operators	7	70%	3	30%	10	100%
History and Heritage	3	60%	2	40%	5	100%
Art & Culture	3	17%	15	83%	18	100%
Market	2	50%	2	50%	4	100%
Library	2	67%	1	33%	3	100%
Visitor Information	1	100%	-	-	1	100%
Public Place	1	50%	1	50%	2	100%
<b>Total</b>	<b>83</b>	<b>65%</b>	<b>45</b>	<b>35%</b>	<b>128</b>	<b>100%</b>

Table 15 provides a breakdown of free versus paid product in the region. It demonstrates that Albury has a greater proportion of its product that is free (60% is free, compared with 53% for Wodonga). The majority of free product throughout both the LGAs comprises parks and gardens as well as recreation trails.

As highlighted earlier, while having free activities for locals and visitors alike to do is important, a balance is required to generate a sustainable and growing visitor economy. This DMP deliberately focuses on growing the level of commissionable tourism product available in the region in order to generate a higher yielding visitor market.

**Table 15: Attractions and experiences audit for Albury and Wodonga - free versus paid**

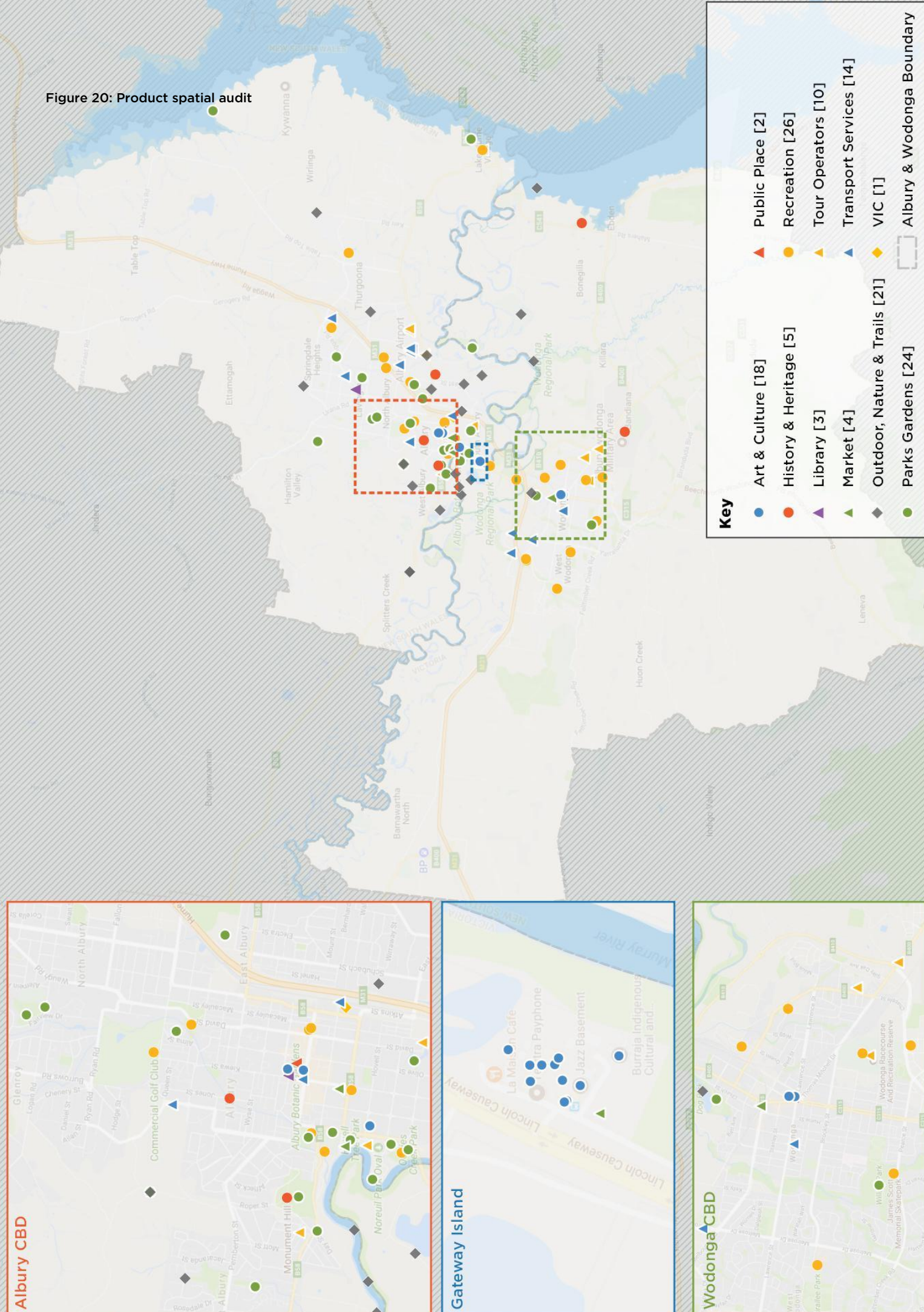
	#	%
<b>Albury</b>	<b>83</b>	<b>65%</b>
Free	50	60%
Paid	33	40%
<b>Wodonga</b>	<b>45</b>	<b>35%</b>
Free	24	53%
Paid	21	47%
<b>Total</b>	<b>128</b>	<b>100%</b>

#### 4.2.2. Product/Experiences Spatial Audit

Figure 20 on the following page spatially maps the product offering in the region. It demonstrates that:

- the product is fairly evenly distributed between Albury and Wodonga;
- the vast majority of product is situated within close proximity to both CBDs;
- there is limited tourism product situated along the Murray River, aside from passive park and recreation experiences;
- there is limited tourism product scattered throughout more regional parts of both LGAs; and
- there is limited tourism product leveraging off the region's extensive waterways.

Figure 20: Product spatial audit



Albury CBD

Gateway Island

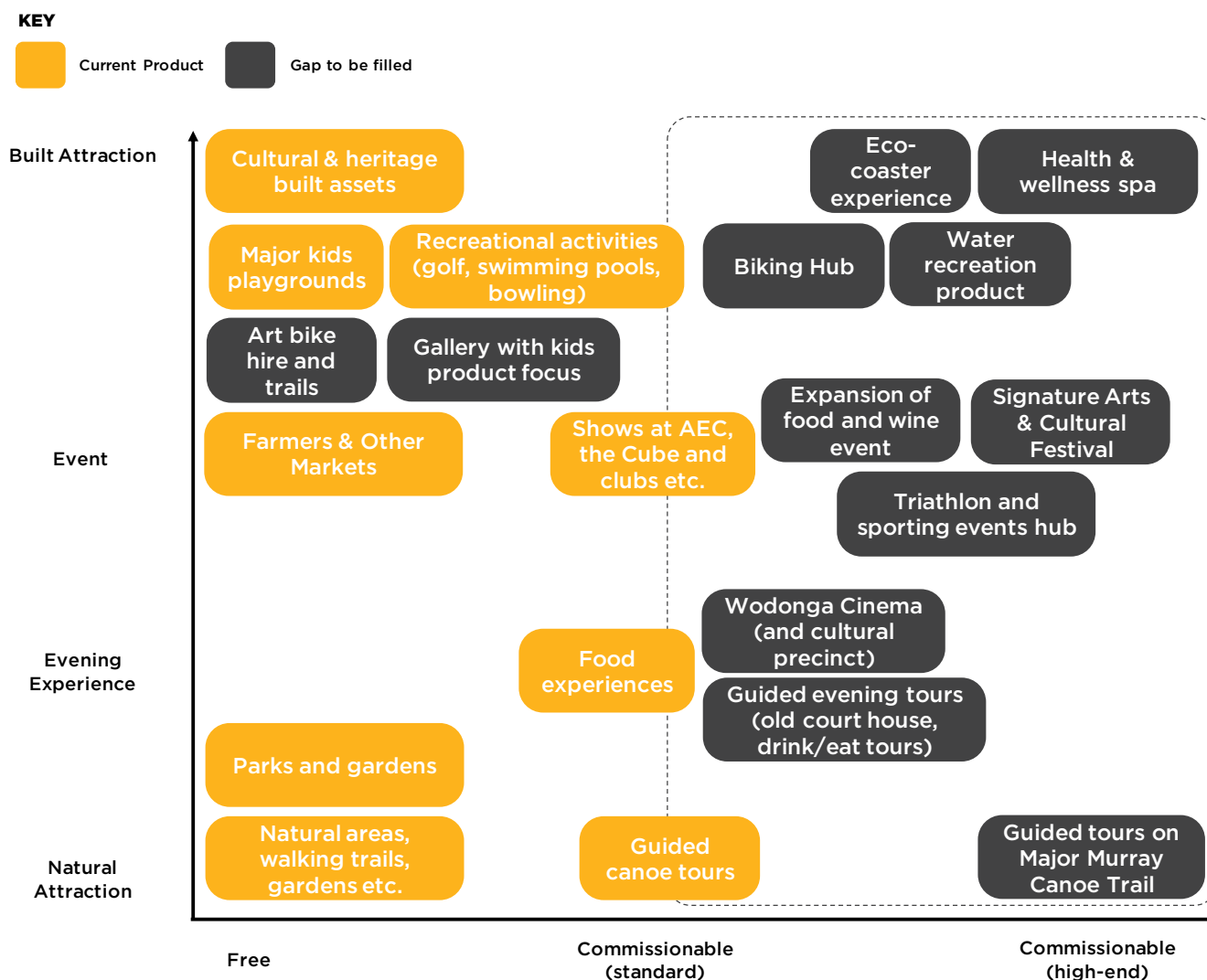
Wodonga CBD

### 4.2.3. Product and Experiences Gap Assessment

Figure 21 provides a gap assessment of the attractions/experiences sector in the region. It demonstrates that:

- there is a large amount of free and self-guided product (including trails) focused on the region’s natural and cultural assets;
- there are limited evening-based experiences to encourage a longer length of visitor stay and to provide experiences which locals can enjoy rather than having to travel out of the region to undertake evening-based activities;
- there is limited active (as opposed to passive) eco and adventure tourism product, despite a significant proportion of the region being natural areas;
- there is limited product which leverages off the region’s extensive water areas;
- there is limited all-weather and family-friendly product (aside from passive walking and gallery/museum experiences).

Figure 21: Product gap assessment





ALBANY ENTERTAINMENT CENTRE

# 5. Barriers to Growth as a Destination

The following section outlines the barriers to growth which were identified during the consultation and analysis undertaken for this DMP. They have been segmented according to the following categories.

- Product and supporting infrastructure barriers
- Marketing and destination awareness barriers
- Governance and industry collaboration barriers
- Other barriers

The barriers have not been included as a criticism – many other destinations nation-wide have the same challenges – however, to mitigate or resolve these, first requires an acknowledgment of them. Section 7 of this DMP outlines opportunities which highlight how many of these potential barriers can be mitigated and positive outcomes achieved.

## 5.1. Product & Supporting Infrastructure Barriers

### 5.1.1. Activating Lake Hume

While the Lake Hume is a great natural asset, it currently only offers passive viewing experiences. The opportunity exists to investigate whether it is possible to activate the Lake by introducing either pop-up, seasonal or a permanent attraction or event(s).

### 5.1.2. Activating waterways and natural areas

The challenge in activating commercial opportunities in waterways and natural areas is noted as a challenge not only in the region but other major tourism destinations in NSW (such as the Blue Mountains) and Victoria (such as the Great Ocean Road). The planning approval processes (at a Local and State Government level) are cited, at times, as being unduly challenging and too time-consuming and costly for private interests to pursue. Compliance costs are often noted as very high, which limits returns to operators and investors.

In addition, variable water levels also adds a further element of business risk.

### 5.1.3. Connecting the visitor to the experience

While the region has a range of water-based assets, unless one has their own boat, jet ski or stand up paddle boarding (SUP) etc., it can be difficult to access the water. To further leverage off the Murray and its other waterways as part of its branding and unique selling point (USP), the opportunity exists to introduce more tour and hire options which are available year-round as well as further promoting existing hire and tour operators.

### 5.1.4. Developing all-weather charge for experiences

The region has a climate which has four distinct seasons. The potential exists to introduce additional all-weather paid experiences within the region which will not only attract visitors but will also encourage a local regional market to visit and spend.

### 5.1.5. Enhancing evening activities for the benefit of locals and visitors

To assist in growing the number of overnight visitors to the region and to further encourage locals to visit both CBDs during the evening, the opportunity exists to enhance existing evening activities as well as introduce new evening-based activities in the region.

### 5.1.6. Enhancing signage (interpretation and directional)

Enhanced directional signage will assist in better directing visitors to places of interest and to outline walks and cycle trails which can be completed throughout the region. Interpretive signage will also assist visitors and locals to better understand the significance of certain sites from a cultural, historical or environmental perspective.

Ensuring consistent signage is provided can be challenging, particularly because there are a variety of agencies often involved, depending on the land/road where signage sits. The opportunity exists, however, to engage a specialist firm with expertise in this field to develop a destination signage strategy for the region. This strategy would need to take into account the different policies particularly at a NSW and Victorian State Government level.

### 5.1.7. Freedom camping (and the associated costs of this)

While freedom camping is great for users because it is “free”, one must be careful to recognise that it comes at a significant cost to each Council to maintain. Costs to Council include ongoing site maintenance, policing of sites and dealing with security and safety issues, damage to local fauna and flora etc. There is a need to ensure that value is being derived from these users through adequate purchasing of retail, supplies/provisions, food and beverage (F&B) as well as tourism experiences. Free camping as a policy (compared to encouraging camping in commercial campgrounds and related facilities) generally results in minimal user spend and economic benefit to local areas.

### 5.1.8. Generating more investment in commissionable tourism experiences

Compared to many other regional areas nation-wide, the region has received a strong level of investment from the private sector in commercial accommodation. Additionally, both Councils have invested significantly in public and recreational infrastructure which is of a high quality. This investment is also recognised by both DNSW and VV as high-quality<sup>39</sup>, however, there is a need to shift the focus to encouraging private sector investment into commissionable tourism product to support the investment that has been made already in accommodation and public recreational infrastructure.

The potential exists to develop an Investment Memorandum for the region to showcase the tourism investment opportunities available in the region and to further demonstrate that both Councils are “open for investment”. This could be developed leveraging off the investALBURYWODONGA brand.

### 5.1.9. Getting the optimal balance between commissionable and free product

There has been significant investment in recreational and public infrastructure by both Councils and this infrastructure is well-supported by the community. While having free things to do is an important part of any visitor economy, there is a need for more commissionable product to motivate tour wholesalers and operators to promote the region. There needs to be a far greater focus on stimulating private sector investment; the introduction of more commissionable product into the region is a mechanism for this.<sup>40</sup> This, in turn, will drive greater interest from

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<sup>39</sup> Based on discussions with both agencies

<sup>40</sup> This assumes that both Councils are keen for private and other sources of funding and investment to be encouraged. This will reduce the pressure on both Councils to fund tourism product and facilities.



tourism wholesalers, tour operators and other intermediaries who play an important role in helping to promote visitor destinations.

#### 5.1.10. Nurturing small tourism businesses

The region has limited larger-scale commissionable (i.e. pay for) as well as export-ready tourism product which can be marketed domestically and internationally.<sup>41</sup>

While the boutique nature of operators in the region may offer a more personalised experience for visitors, there is a balance required as larger-scale operators tend to bring with them far larger marketing budgets which not only markets their product but also the broader region.

For stronger profiling by DNSW, VV and Tourism Australia, there is a need to encourage the development of more export-ready product, or product of a similar standard, within the region.

## 5.2. Marketing & Destination Awareness Barriers

### 5.2.1. ATDW listing costs in Victoria but is free in NSW

There is an anomaly with the Australian Tourism Data Warehouse (ATDW) for the region: for Albury businesses, access and listing on the ATDW is managed by DNSW, which provides free listing, while, for Wodonga businesses, it is managed by VV, who have a cost associated with the listing (of \$120 for an accredited business listing, or \$295 for a standard business listing<sup>42</sup>).

This anomaly is problematic. The ATDW is Australia's national tourism database and distribution platform. It currently represents over 40,000 small and medium-sized tourism products and destinations. Its ultimate function is to support the Australian tourism operators with digital marketing to help extend their exposure and attract more business online. Through a single listing, an operator's details will then appear on *Australia.com* and over 50 other websites such as *about-australia.com.au* and *planbooktravel.com.au*.

Of the 40,000 listings nation-wide, only 12.5% (5,000) are from Victoria. This smaller proportion (given Victoria is a significant player in the Australian tourism industry) is potentially because of the requirement that operators pay to be listed.

There is a need to strongly promote the benefits of ATDW listing to Wodonga tourism industry operators in particular.

### 5.2.2. Balancing branding and product development

The region's destination branding collateral (website, logo, brochures etc.), which is marketed under the visitALBURYWODONGA brand, is high quality, particularly in comparison to branding collateral produced by other similar-sized regional areas throughout Australia. To support the region's destination brand, the opportunity exists to strengthen the region's focus on encouraging private sector investment in tourism attractions and experiences to support the brand positioning.

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<sup>41</sup> Export-ready tourism product refers product which can be marketed within the tourism distribution network. Being export ready means operators are ready to engage third party distributors such as inbound tour operators, wholesalers, online travel agents (OTAs) and retailers to sell your product to visitors overseas and have factored appropriate commissions into their pricing (Becoming Export Ready, Destination NSW)

<sup>42</sup> We note events and not-for-profit organisations are free to list  
<https://corporate.visitvictoria.com/resources/marketing-opportunities/about-atdw>

### 5.2.3. Compiling regional visitation data

As identified in Section 3.1.2, there appears to be an element of double counting when compiling regional visitor data. Consequently, while the visitor data produced for the region does represent the number of “visits” it does not appear to reflect unique visitation to the region. To assess this, a visitation study could be commissioned which includes surveying visitors (with a robust sample size) to ascertain how many visit both Albury and Wodonga when they visit.

### 5.2.4. Developing bookable tourism product packages

Currently, there is limited bookable product packaging available on destination-based websites for the region. As additional new, marketable product is introduced, the potential exists to develop packages which visitors can book, rather than providing suggested itineraries. The bookable packages could include accommodation, transport, guided walks/cycling, food and beverage etc. This should include both Albury and Wodonga products and experiences to help support the two cities one community initiative.

### 5.2.5. Enhancing community awareness of the importance of the visitor economy

While the visitor economy is not the region’s largest sector, it does play a key role in the broader economy, employing over 2,500 people (accounting for 5.6% of jobs in the region) and generating just under \$430m in economic output (3% of total economic output).<sup>43</sup>

Additionally, what these statistics do not demonstrate is that the visitor economy is not just confined to one traditional economic sector, but rather, comprises many sectors (such as transport, education, accommodation, training, food and beverage etc.). Growing the visitor economy, therefore, can generate broad-ranging benefits across a range of sectors.

The potential exists to better explain to the region’s residents that a diverse economy will play a key role in the region’s future success and sustainability. While manufacturing and construction<sup>44</sup> will likely always be important sectors for the region, the visitor economy provides many opportunities to diversify the region’s economy and many of these opportunities have strong synergy and complementarity.

### 5.2.6. Growing the digital-savviness of operators

While there are some operators in the region who have an up-to-date digital presence, there are some who may not have the tools for developing this or strengthening this. As indicated earlier, there is a need to ensure that all tourism operators in the region are listed on the ATDW.

As both RTOs run a variety of courses<sup>45</sup> the potential may exist to leverage off these.

### 5.2.7. Perception of the region as a gateway rather than a destination in its own right

There appears to be an expectation by some stakeholders outside the region that Albury and Wodonga CBDs are merely gateways to the broader region, rather than being destinations in their own right. There needs to be greater recognition that Albury and Wodonga are major destination hubs and are the heart of the broader region. If the “heart” is pumping, the surrounding regions are likely to benefit through flow-on effects.

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<sup>43</sup> <http://www.economyprofile.com.au/albury/tourism/output>  
<http://www.economyprofile.com.au/wodonga/tourism/output>

<sup>44</sup> Other major sectors include: health care and social assistance, retail trade and accommodation and food services (Albury and Wodonga Remplan profiles)

<sup>45</sup> <http://www.murrayregionaltourism.com.au/industry-development/training/>  
<https://riverinamurray.com.au/resources/>

## 5.3. Governance, Industry Collaboration and Development Barriers

### 5.3.1. Further increasing tourism sector coordination, collaboration and structure

Operator feedback indicated that the region's visitor economy is not as well coordinated as it could be. The ability to deliver a unified approach to marketing outcomes and encouraging tourism development and investment could be enhanced through stronger public-private interaction.

Feedback also indicated that, at times, the level of communication between industry groups and both Councils could be improved and there is a need for a clearer demarcation on areas where the Councils should take the lead role and where industry should take the lead to avoid overlap and duplication.

Achieving a cooperative model which gets the buy-in of key stakeholders is an important outcome going forward. Council has a key role to play as "the honest broker" and enabler/facilitator for tourism, helping to drive change and bringing parties together to invest. Council also has a key role in seeking funding and related support from State and Federal Government to help activate tourism-related infrastructure opportunities, rather than expecting to be the investor in anything other than public infrastructure and related amenities.

### 5.3.2. Supporting lifestyle operators to grow into commercial operators

While some tourism operators in the region are lifestyle operators by choice, there is a number who are keen to operate their ventures on a full-time basis but currently struggle to achieve this because of demand constraints (particularly during non-peak periods). Growing the visitor economy has the potential to assist these operators to be able to offer their product on a year-round basis and to help improve business viability and profitability.

## 5.4. Other Barriers

### 5.4.1. Council and State Government planning instruments and support for tourism

The region's planning instruments (and the interpretation of these) are considered by some stakeholders as being, at times, restrictive and inflexible. Feedback from both Councils indicates that various State (NSW and Victorian) Government policies limit the ability of Council, at times, to offer greater flexibility for development approvals because of standard planning instruments and the tight interpretation of these.

It may be necessary for each Council and industry to lobby their respective State Governments to allow for greater flexibility of state planning instruments. Industry, Government and both Councils need to determine solutions for relaxing certain planning constraints where strategic and timely outcomes are being unduly constrained. If the private sector perceives there are too many planning and policy barriers and extended delays in getting approvals, they are likely to walk away from opportunities.

### 5.4.2. Strong day trip visitor market (which is lower yielding than an overnight market)

54% of all visitors to the region are domestic day trippers.<sup>46</sup> While the importance of the day trip market should not be discounted, there is a need to continue to focus on initiatives that will drive a higher-yielding overnight visitor market. The overnight market generates far more yield as a consequence of being in a region for multiple days and associated spending on accommodation, food and beverage, transport and experiences.

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<sup>46</sup> Based on a three year average from 2016 to 2018 and based on the National and International Visitor Surveys released by Tourism Research Australia

# DIAMO

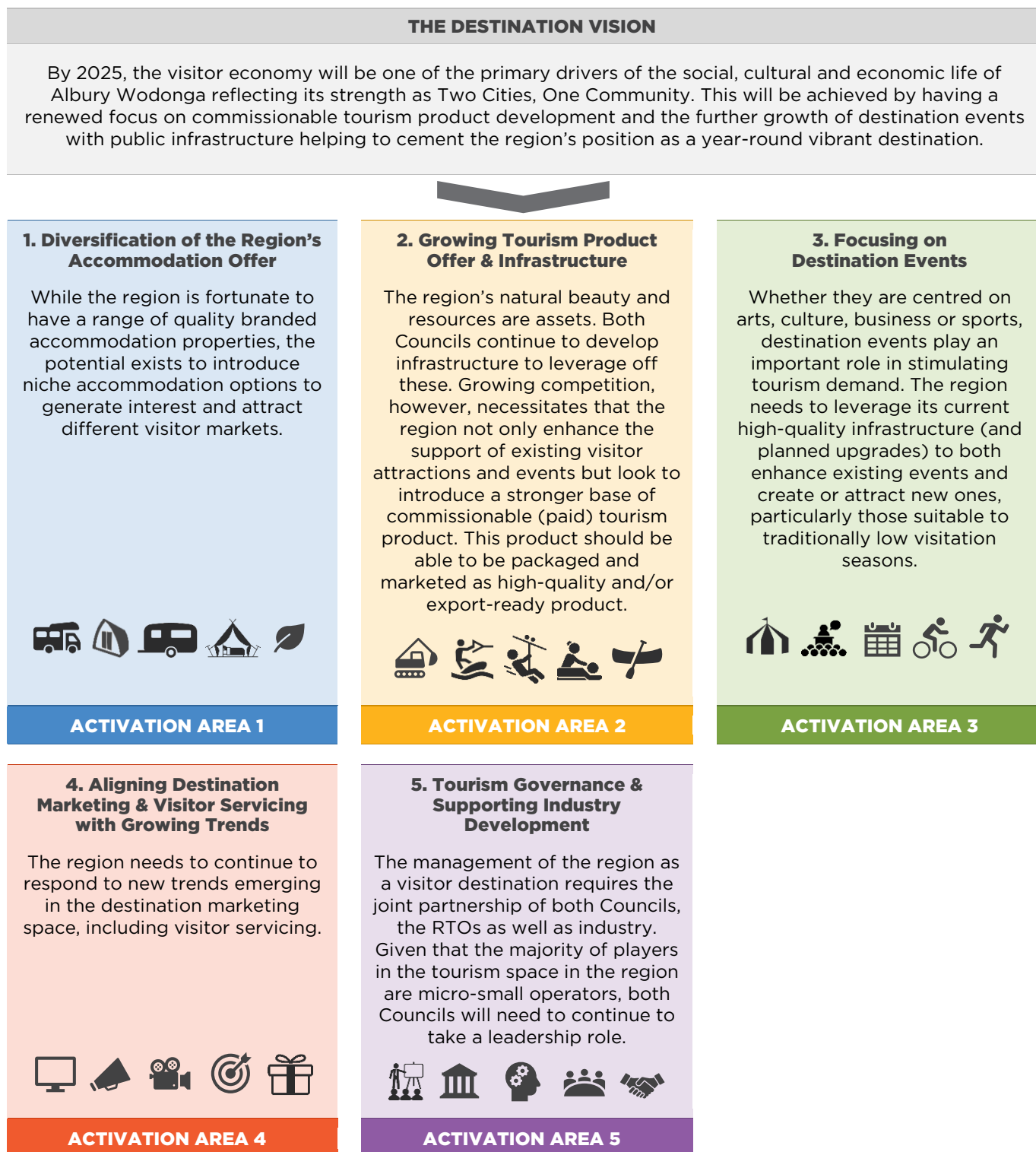
STREET KITCHEN



# 6. The Vision & Activation Areas

To guide the continued development of the region as a destination and to strengthen the visitor economy, it is important that a destination vision is created which industry and all stakeholders buy into and support. The destination vision proposed is outlined in Figure 22 below, along with five activation areas to achieve the vision. The opportunities outlined in section 7 are categorised under these activation areas.

Figure 22: The region’s destination vision and activation areas





# 7. Activating the Visitor Economy

A number of opportunities have been identified which will assist in achieving the destination vision outlined in Section 6. The opportunities:

- have been identified through the consultation with a wide range of stakeholders within the region and externally as well as independent research and analysis undertaken for this DMP by Stafford;
- have been listed under the activation areas outlined in the vision so they are clearly summarised; and
- deliberately focus on introducing product which is primarily commissionable (paid for) and which will assist in generating stronger yield from visitors to the region (noting that currently, there appears to be an imbalance between commissionable/free product).

For each opportunity, a table has been included which illustrates the alignment with the four regional and sub-regional strategies identified in Section 2.6. The identified alignment has been focused where there is a strong and obvious correlation between the opportunity identified in this DMP and the opportunity or action in the aligned strategy. Although there are some new opportunities identified in this DMP which are not listed in the aligned strategies, often the themes and/or goals present alignment so this has been included.

## 7.1. Activation Area 1: Diversification of the Region's Accommodation Offer

### 7.1.1. Tier 1 Priority Projects

#### 7.1.1.1. Higher-Quality Destination Holiday Park

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>▪ Tier 2 major project: Albury Wodonga RV Strategy (which includes planning for the development of RV facilities)</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>▪ Tier 2 project: Caravan park/camping ground/eco accommodation with a river setting (noted as a key gap)</li> <li>▪ Tier 2 project: Group accommodation to support school and sporting groups</li> </ul>

Much of the regional planning undertaken by two RTOs (Riverina Murray and Murray Regional Tourism) focuses on the need to activate the Murray River through introducing new tourism experiences and accommodation development.

It is understood that the opportunity to develop permanent accommodation adjacent to the Murray River is complicated by the highly flood-prone nature of much of the land. Based on discussions with both Councils, there is potentially a parcel of land strategically situated along the Murray River which has a lower flood risk, and which may cater for a destination holiday park because the infrastructure required tends to be moveable/non-permanent.

While the region has a number of caravan/tourist parks (see Table 11), these were observed by Stafford as being of an older traditional style, rather than being contemporary destination holiday parks.

The introduction of a higher-quality destination holiday park in the region would capitalise on the significant growth in the destination holiday park sector from:

- a demand-side perspective, as more visitors are looking for family-friendly, destination-style accommodation; and
- a supply-side perspective as major branded operators are looking to acquire new destination holiday parks for their portfolios.

Trends in the sector which support the development of a higher-quality destination holiday park in the region include the following.

- DNSW identified the rising trend of modern caravan and camping holidays – which includes “innovative tourism products such as pop-up glamping tents, retro caravans and luxury holiday parks [to] attract next-gen campers”<sup>47</sup>. It is identified by DNSW as a segment which holds significant opportunity for regional areas of NSW.<sup>48</sup>
- Although the retiree market has traditionally been a major segment of the camping and caravan industry, to continue to appeal to this market, there is a need for operators to “adapt to the special needs and preferences of this generation who are wealthier, better educated, more active and have higher demands in terms of quality service at a good price ... New “glamping” style products will appeal to some ...”<sup>49</sup>
- Generation Y who are typically entering the family-life stage “have big expectations of holidays .... and are looking for affordable family holiday options”<sup>50</sup> which destination holiday parks can often provide.
- “The old mentality about [holiday parks] appealing to a lower socio-demographic group is a thing of the past. The demographic now coming to [holiday parks] is from a higher economic group because the industry is changing so significantly ... The old guard of park owners across the country are now often being replaced by a far more energetic, creative new breed of owners.”<sup>51</sup>
- “Over the decades [holiday parks] always offered good-value family holidays but we are now seeing a significant amount of reinvestment in their infrastructure. Operators are putting in 4-5-star villas, high-class tents and quality facilities like playgrounds, pools and outdoor cinemas. Nowadays [holiday parks] can offer a better level of comfort than [visitors] get at home, plus all the connections – with themselves, with nature and with other travellers.”<sup>52</sup>

Figure 23 illustrates examples of some of the higher-quality/signature destination holiday parks. These parks tend to:

- be operated by major operators (including Discovery Parks, NRMA, Big 4 and Ingenia by way of example);
- offer a mix of facilities to guests such as: high-quality aquatic parks, kids clubs, camp kitchens, mini-golf, group entertainment and shops etc. as well as a range of accommodation options from high-quality eco-cabins to RV and camping sites; and
- often attract families which use the parks as a base for day excursions to surrounding regions resulting in a greater length of stay within a region.

<sup>47</sup> Generation Camp: The rising trend of the caravan and camping holiday in New South Wales, Destination NSW, <https://www.destinationnsw.com.au/news-and-media/media-releases/generation-camp-rising-trend-caravan-camping-holiday-new-south-wales>

<sup>48</sup> Ibid

<sup>49</sup> Trends affecting our industry over the next decade and beyond, Caravan & Camping Industry Association NSW and the Manufactured Housing Industry Association

<sup>50</sup> Ibid

<sup>51</sup> <https://www.commercialrealestate.com.au/news/were-taking-them-on-the-caravan-parks-getting-a-luxury-makeover/>

<sup>52</sup> Ibid



Figure 23: Destination holiday park examples<sup>53</sup>

Deniliquin Holiday Park, NSW



Cairns Coconut BIG 4 Holiday Resort, QLD



Tathra Beachside Holiday Park, NSW



Port Fairy Holiday Park, VIC

From discussions with major operators, the following provides a basic list of criteria for destination holiday parks:

- land area of 8 ha. or greater (able to be leased ideally for a minimum of 40 years + or purchased);
- capacity for 200+ powered sites and 25-30 cabins/chalets;
- a focus on visitors rather than permanent residents;
- a family-friendly focus to attract the family market and to convert day trips into overnight stays;
- best practice design of facilities;
- amenities such as a heated pool, spa, BBQ facilities, camp kitchen, tennis court, bike hire/loan, kids' playground, daily children's activities, a café and a convenience store; and
- easy access to major roads and highways.

It is suggested that the holiday park may be developed and managed by a major operator within the sector to ensure that appropriate infrastructure is introduced, especially in areas not easily linked to town supply facilities. Additionally, this reduces the burden on ratepayers and Council through a commercial user-pays model.

<sup>53</sup> Image owners: DriveNow.com.au; Escape.com.au; BIG4 Nambucca Beach Holiday Park; and Port Fairy Holiday Park.

### 7.1.1.2. Luxury Eco-Chalets/Glamping

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Theme 2: Utilise the region's natural assets to develop nature-based and recreational tourism experiences (which includes eco-accommodation)</li> <li>Aligns with identification that the region has a lack of eco-accommodation in locations that take advantage of river frontage and natural settings</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Tier 2 project: Caravan park/camping ground/eco accommodation with a river setting (noted as a key gap)</li> <li>Theme 8: Accommodation - Improve and diversify the range of accommodation in the region to align with contemporary market demands</li> </ul>

The region is well-recognised for its natural assets, including the Murray River, Lake Hume, Wonga Wetlands as well as the various surrounding hills and natural areas. The two regional DMPs completed identify the need to consider improving and diversifying the range of accommodation in the region to align with contemporary market demands. The opportunity exists to leverage off the rising interest in authentic, nature-based and immersive travel experiences<sup>54</sup> through the introduction of luxury eco-chalets/glamping in the region (see Figure 24).

Figure 24: Eco accommodation examples<sup>55</sup>



Any accommodation offer should be designed to take maximum advantage and access to the views (particularly of the Murray), scenery and natural environment offered in the region. This accommodation would need to ensure high-quality ecological design principles were followed and could be modelled on.

The key, however, is to ensure that the small-scale nature of the accommodation is commercially viable, so an eco-chalet development with approximately 15-20 eco-units may be the minimum number to achieve sustainability, while 5-10 units are likely to be too small, other than for purely lifestyle operators (rather than commercial).

<sup>54</sup> The Rise of Experiential Travel, Skift Team + Peak Adventure Travel Group (<https://skift.com/wp-content/uploads/2014/06/skift-peak-experiential-traveler-report1.pdf>); Why tourists thirst for authenticity - and how they can find it, The Conversation (<https://theconversation.com/why-tourists-thirst-for-authenticity-and-how-they-can-find-it-68108>); Nature Based Tourism in Australia Manifesto (<https://www.ecotourism.org.au/assets/Uploads/Manifesto-v5.0.pdf>)

<sup>55</sup> Naturewise Eco Escapes, Broome, WA; Eco Retreat, Marlborough, NZ; Bamurru Plains Wildbush Luxury, NT;

A feasibility study would first need to be undertaken to assess the viability of the project and the various models which could be implemented. With the desire to introduce a higher-quality destination holiday park in the region (see Section 7.1.1.1), the opportunity may exist to develop the eco-chalets/glamping product within the destination holiday park site (but well-buffered (with vegetation) to ensure a boutique feel remains).

## 7.1.2. Tier 2 Projects

### 7.1.2.1. Backpacker Accommodation

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Tier 2 major project: Albury Central Backpackers</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Tier 2 project: Albury Central Backpackers</li> <li>Tier 2 project: Group accommodation to support school and sporting groups</li> </ul>

The region currently has one backpacker accommodation property, a YHA which is situated on the same site as the BIG4 Albury Tourist Park. Both regional DMPs completed identify a gap and the need for an additional backpacker accommodation in Albury, within walking distance of the CBD.

To prove demand exists for an additional backpacker facility, a feasibility study could be undertaken which looks at:

- whether demand exists for this form of accommodation (i.e. what are the occupancy rates at the current backpacker property or is the market after a different style of backpacker accommodation?);
- if demand does exist, the size/scale of the facility;
- possible sites within the Albury CBD which could accommodate the facility;
- estimated capital costs as well as potential ongoing operating streams and expenditure;
- possible experienced operators who may be interested in investing in and operating the property; and
- any other supporting infrastructure which may be required.

### 7.1.2.2. Camping at Wonga Wetlands

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>▪ Tier 1 priority project: Wonga Wetlands (implementation of the Wonga Wetlands Tourism Masterplan) which identifies the potential for camping at the site</li> <li>▪ Also aligns with identification that the region has a lack of eco-accommodation in locations that take advantage of river frontage and natural settings</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>▪ Tier 1 project: Wonga Wetlands Recreation Development (based on the Wonga Wetlands Tourism Masterplan which includes the potential for camping and eco-accommodation)</li> <li>▪ Tier 2 project: Caravan park/camping ground/eco accommodation with a river setting (noted as a key gap)</li> </ul>
Regional EDS	✓	<ul style="list-style-type: none"> <li>▪ Element 3: Continue to develop and grow the Tourism sector and the visitor economy (which includes an Early Stage Priority Action of enhancing Wonga Wetlands)</li> <li>▪ Infrastructure priority: Greater access to natural assets (which notes the need for improved camping facilities)</li> </ul>

Wonga Wetlands, situated on the Murray River and approximately 5-10 minutes from the Albury CBD, is an asset for the region. The experience at the Wetlands is currently a passive one. Based on the Wonga Wetlands Masterplan, it is understood that the opportunity exists to consider introducing a camping facility which could also potentially including glamping. The introduction of this paid facility will not only offer an additional camping ground in Albury (there are relatively few currently) but will also provide a revenue stream for the Wetlands and could support increased school and event activity at the site.

A feasibility study could be undertaken which assesses:

- the most optimal location for the campsite and particularly discounting those sites which cannot be used due to the use and irrigation of recycled water on site<sup>56</sup>;
- what additional facilities would be required to support it;
- the number of sites (up to 40-60 sites maximum to ensure the boutique and natural feel of the Wetlands is not compromised) and if glamping can be accommodated; and
- how the campsite should be managed (including bookings etc.).

<sup>56</sup> It is understood that waste water disposal activities take place in Wonga Wetlands which support the City's management of waste water.

## 7.2. Activation Area 2: Growing the Region’s Tourism Product Offer & Infrastructure

### 7.2.1. Tier 1 Priority Projects

#### 7.2.1.1. Albury Entertainment Centre Upgrades

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Tier 1 priority project: AEC Expansion</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Tier 1 project: AEC Expansion and Convention Facilities</li> </ul>
Regional EDS	✓	<ul style="list-style-type: none"> <li>Element 3: Continue to develop and grow the Tourism sector and the visitor economy (which includes an Early Stage Priority Action of expanding the AEC to increase capacity of the Convention Wing to attract convention event tourism)</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Action 1.2.4: Work in collaboration to attract and facilitate a range of community and major events</li> <li>Goal 1.2: We are a destination that offers a variety of experiences, attractions and events</li> <li>Goal 1.3: We promote business, investment and jobs</li> <li>Goal 3.1: We are recognised as a cultural and creative region that embraces and celebrates diversity</li> </ul>

DNSW and VV<sup>57</sup> both identified that the events sector presents a significant opportunity for the region. This is considered for a number of reasons, including:

- Albury Airport which is well-recognised as a good regional report and a significant asset for the region;
- the successful events which have been held in the region previously (including cultural, entertainment and sporting events);
- the higher-quality accommodation which is available in the region (and which many other regional destinations Australia-wide do not have); and
- the strategic location of the region between Sydney, Melbourne and Canberra and as the gateway inland to the Murray.

While the region is currently successfully hosting smaller-scale business events, conferences and other cultural events through facilities including (amongst others) the Albury Entertainment Centre (AEC) and The Cube (situated in Wodonga), in order to capture a greater share of the events market necessitates expanding facilities, and particularly, the AEC. There is limited local competition for larger event spaces in the broader region because the vast majority of event facilities service cater for less than 300-400 people.

The AEC, being the dominant regional facility (which services a far broader population catchment than just Albury Wodonga, estimated at 195k people growing to 230k by 2031)<sup>58</sup>, offers the greatest potential for the region to capture a larger business events, conferences and other events market.

A preliminary feasibility study was completed in mid-2017 on expanding the AEC to increase the capacity of the venue to cater for larger business/conference events and functions of between 800-1,000 patrons, with particular consideration being given to the Convention Wing to better align its capacity to that of the Theatre Wing (818

<sup>57</sup> In discussions held with Stafford and DNSW and VV personnel

<sup>58</sup> Albury Entertainment Centre Redevelopment Feasibility, Planning & Development Committee Meeting Agenda 19 June 2017, 18 May 2017

seats). This was followed by a design assessment in 2018 which identified two preferred options (Options 2B<sup>59</sup> and 3B<sup>60</sup>) which are currently being further investigated (including updating the original feasibility assessment).

The expansion of the AEC should continue to be supported and showcased. It provides a valuable opportunity for the region to grow a higher yielding visitor market through growing its business, conventions and events market.

It is recommended that Council continue to finalise the feasibility study, and, if viable, progress development of the project.

### 7.2.1.2. Health and Wellness Spa Retreat

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Theme 2: Nature-Based Tourism - Utilise the region's natural assets to develop nature-based and recreational tourism experiences.</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Theme 2: Nature-Based - Ensure that nature-based assets deliver high quality activities and experiences through improvements to infrastructure and the development of innovative tourism products.</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Goal 1.2: We are a destination that offers a variety of experiences, attractions and events</li> <li>Goal 3.3: Our community is healthy and has a strong sense of wellbeing</li> </ul>

With the region's desire to attract a higher yielding visitor market (i.e. focusing on value rather than volume), the opportunity may exist to investigate (via a feasibility study) introducing a health and wellness spa which could be co-located with an existing or new accommodation facility, or, a stand-alone facility.

The rationale for a health and wellness spa retreat is based on the following.

- Albury Wodonga is recognised as a major health hub for the broader region; the potential exists to also position the spa as a retreat for recovery and respite.
- The desire to grow the region's conferencing/business/events market (see Section 7.2.1) aligns well with health, wellness and spa product as it is highly complementary as a pre/post conference experience.
- Major health and wellness spa retreats attract a higher yielding visitor and, therefore, aligns with the desire to generate a higher yielding market (rather than focusing on yieldless volume).
- There are limited major health and wellness spa retreats in regional NSW and Victoria so this could provide the region with a point of difference.

Figure 25 provides examples of major health and wellness spas in northern NSW and Queensland which often rank in the top 10 best health retreats in Australia<sup>61</sup>.

<sup>59</sup> Option 2B offers the maximum cabaret seating capacity (875), a strong ground floor interface with QEII Square with minimal encroachment, and is operationally functional. It does, however, present some design and cost challenges given the proposal to utilise the whole of existing building roof area, while retaining an open space format in the ground floor banquet hall.

<sup>60</sup> Option 3B is a lower cost option which has significantly more encroachment into the Square but does have good ground floor presence. It also delivers maximum total venue capacity although only achieves 720 cabaret style.

<sup>61</sup> <http://travelinsider.qantas.com.au/experiences/stay-fit-and-relax/10-luxe-wellness-retreats-in-australia>

Figure 25: Best practice major health and wellness spas<sup>62</sup>



### 7.2.1.3. Major Family Attraction (Eco-Coaster Experience)

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Tier 1 priority project: Albury Wodonga Major Family Attraction</li> <li>Theme 2: Nature-Based Tourism - Utilise the region's natural assets to develop nature-based and recreational tourism experiences.</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Tier 2 project: Major Family Attraction</li> <li>Theme 2: Nature-Based - Ensure that nature-based assets deliver high quality activities and experiences through improvements to infrastructure and the development of innovative tourism products.</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Goal 1.2: We are a destination that offers a variety of experiences, attractions and events</li> </ul>

While the region's surrounding hills were noted by most stakeholders as a significant asset, there is limited activation of these aside from passive walking and biking experiences (for those who have their own bikes). Taking into account the environmental and visual significance of the hills, the opportunity may exist, in certain corridors, to introduce an eco-friendly experience, such as a high-quality eco-coaster experience.

While a variety of other eco-friendly experiences could be considered, a best practice style of an eco-coaster experience has been recommended for the following reasons.

- Depending on the model (see Table 16), it could be the first of its kind in Australia. This would provide the region with a unique experience which could be profiled by State tourism agencies.
- Similar experiences elsewhere (particularly those under the Skyline brand) are rated very highly. Skyline Queenstown is New Zealand's most-visited attraction.<sup>63</sup> Skyline Rotorua is consistently rated as one of the top experiences and continues to be "hugely popular with all ages"<sup>64</sup>.
- The experience, particularly, the self-driving model (similar to what is available in Queenstown and Rotorua) and the mountain coaster models, have high throughputs meaning they can cater for large numbers of visitors on an hourly basis (Skyline Luge averages 940 users per hour).
- The experience could generate significant employment for the region. By way of example, Skyline Queenstown employs 240 staff,<sup>65</sup> which if introduced could increase the tourism employment within the region by nearly 10%.
- Skyline (who operates in New Zealand, Canada, Singapore, South Korea and other locations but who does not have a presence in Australia though they have indicated interest) is considered a good corporate citizen. In the past four years, Skyline itself has invested more than \$6m in new products and growth in Rotorua<sup>66</sup>.

<sup>62</sup> Golden Door, Hunter Valley; Gaia Retreat & Spa, Byron Bay; Gwinganna Lifestyle Retreat, Gold Coast

<sup>63</sup> <http://www.scopemedia.co.nz/2017/10/skyline-queenstown-releases-staggering-stats/>

<sup>64</sup> [https://www.nzherald.co.nz/rotorua-daily-post/business/news/article.cfm?c\\_id=1503434&objectid=11962382](https://www.nzherald.co.nz/rotorua-daily-post/business/news/article.cfm?c_id=1503434&objectid=11962382)

<sup>65</sup> <http://www.scoop.co.nz/stories/BU1710/S00810/skyline-queenstown-releases-staggering-stats.htm>

<sup>66</sup> <https://www.stuff.co.nz/travel/news/80935700/rotorua-the-two-sides-of-the-tourism-boom>

- The NSW Government, in particular, has indicated their desire to support “game changer” projects. That is, tourism projects which are unique and would have a significant impact on the economy through jobs, increased investment, increased visitation and greater visitor yield. A major attraction, such as a high-quality eco-coaster, managed by a highly reputable operator, could potentially be considered a game changer project.
- Potential exists to utilise land which has been previously degraded, and/or which has, for instance, major utility infrastructure already on it.
- A eco-coaster development also creates the potential to offer additional value-added components including a mountain biking circuit and hub, areas for day and evening dining, spaces to allow for cultural seasonal experiences and to support various community-based recreation initiatives including being a base for cycling or walking trails.
- Potential also may exist to offer facilities to support elite sports training, so an education, training and technology focus may also be possible.
- Importantly, an eco-coaster experience can offer various levels of difficulty and speed, allowing younger children and more elderly users to enjoy more sedate trails as well as those wishing a more exhilarating experience and thrill. The ability to cater to multiple age groups and markets at the same time is an important driver of the visitor economy.

There are four different types of models currently in use globally (see Figure 26), including: the mountain “coaster”, the bobsled system (on a steel track), the self-driving system (on a concrete track) and the bobbkart system (typically on a fibreglass track). While there are bobsled models in Australia (Jamberoo, Thredbo and Nelson Bay), and self-driving systems in NZ (Rotorua, and Queenstown), Singapore, South Korea and Canada, there does not currently appear to be any mountain coasters, nor could Stafford find any evidence of one being planned in Australia.

Figure 26: Coaster experience models



Mountain “Eco-Coaster” (Ontario, Canada)



Self-driving System (Queenstown, NZ)



Bobsled System (Thredbo, NSW)



Bobbkart System (USA)



Each of these models presents their own strengths and weaknesses, which are summarised in Table 16.

**Table 16: Eco-coaster models – strengths and weaknesses**

Model	Strengths	Weaknesses
<b>Mountain Coaster</b>	<ul style="list-style-type: none"> <li>There are none of these situated in Australia – would be the first of its kind</li> <li>Wow factor and excitement generated from being able to “drive” your own rollercoaster</li> <li>Minimal earthworks, no foundations required</li> <li>Limited maintenance required on stainless steel tubular track</li> <li>Topsoil remains undisturbed</li> <li>Can operate in winter, snow conditions and at night (headlights can be fitted to carts)</li> <li>Supplier maintains ROI usually occurs within 24 – 36 months from installation<sup>67</sup></li> <li>Toboggan is firmly connected to the track, there is no way of it becoming disconnected</li> </ul>	<ul style="list-style-type: none"> <li>Visitors are constrained and can only modify the experience by adjusting their speed</li> </ul>
<b>Bobsled system, steel track</b>	<ul style="list-style-type: none"> <li>Installation requires no foundation</li> <li>Lower capital investment required<sup>68</sup></li> <li>The track can be heated to prevent frost</li> </ul>	<ul style="list-style-type: none"> <li>Similar experiences are situated in other places in NSW</li> <li>Tend to have lower throughput than other designs<sup>69</sup></li> <li>Carts can be tipped over with some designs – safety concerns</li> <li>Visitors are constrained and can only modify the experience by changing speed</li> </ul>
<b>Self-driving car system, concrete track</b>	<ul style="list-style-type: none"> <li>There are none of these situated in Australia – would be the first of its kind</li> <li>Because visitors are not constrained to a line, there is an element of variety, allowing visitors to compete against one another. This could stimulate higher repeat use of the experience because of this flexibility.</li> <li>High throughput</li> </ul>	<ul style="list-style-type: none"> <li>Larger ground footprint as track needs to be roughly 3m wide</li> <li>Carts can be tipped over with some designs – safety concerns</li> </ul>
<b>Bobkart system</b>	<ul style="list-style-type: none"> <li>Impossible to tip bobkarts over, very safe option</li> <li>Mains powered AC motors delivering up to 6kW / 9 HP</li> <li>Can operate as a separate unit or in between or over other attractions</li> <li>One operator can control the whole circuit</li> <li>Automated distance control prevents rear-end collisions</li> <li>The track can be heated to prevent frost</li> </ul>	<ul style="list-style-type: none"> <li>Visitors are constrained and can only modify the experience by changing speed</li> <li>Tend to have lower throughput than other designs<sup>70</sup></li> </ul>

The eco-coaster experience would likely also require a lift mechanism to transport visitors and the cars back to the top of the attraction and possible options for this could include: a chair lift; an automated uplift system; and a people mover.

A feasibility assessment/business case would be needed to determine:

- sites where the eco-coaster could potentially be located which minimise visual site lines and environmental disturbance (as sites may exist which are already disturbed and could be leveraged);

<sup>67</sup> <http://www.aquaticgroup.com/alpine-products-2/alpine-mountain-coaster/>

<sup>68</sup> <http://www.aquaticgroup.com/alpine-products-2/alpine-superslide/>

<sup>69</sup> <http://www.wiegandslide.com/summer-toboggan-runs.html>

<sup>70</sup> <http://www.wiegandslide.com/bobkart-circuits.html>

- the optimal model for the site;
- the cost of installation and development;
- potential markets the eco-coaster experience is likely to attract;
- potential operators who may be keen to develop and/or invest in the eco-coaster experience;
- ongoing operating costs as well as potential revenue streams; and
- a 10-year cost benefit assessment to demonstrate the viability of the experience both financially and economically.

#### 7.2.1.4. Murray River Adventure Trail (Canoe/Kayak Trail)

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>▪ Regional Positioning Project: Murray River Adventure Trail (it is noted that a staged development plan has been created identifying priority works across a 10-year period)</li> <li>▪ Regional Positioning Project: Commercial tour operators (which notes that there is currently a shortage of canoe and boat tour operators and hire facilities).</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>▪ Tier 1 priority project: Murray River Adventure Trail (identified as a game changer for the region)</li> <li>▪ Regional tourism project: Commercial tour operators attraction</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>▪ Action 2.2.1: Review and implement the Gateway Island and Murray River Experience Master Plans</li> </ul>
Regional EDS	✓	<ul style="list-style-type: none"> <li>▪ Infrastructure priority: Greater access to natural assets (which notes the need for improved access to the River via safe swimming spots and boating infrastructure)</li> </ul>

The Murray River Adventure Trail project is recognised as a game changer project in the Murray Region DMP and as a major regional positioning project in the Riverina Murray DMP. Although it is a regional project<sup>71</sup>, the water component of the project – a canoe/kayak trail - has been included within this DMP because of the key role Albury and Wodonga could play in activating this experience.

The full trail (land and water-based) is positioned as a multi-day touring adventure (walking, kayaking and cycling) experience along the Murray River and which extends from Lake Hume (in Albury Wodonga) in the east to Mildura Wentworth in the West. A staged development plan (which includes a full feasibility study and business case) for the full trail has been created for the concept and this needs to continue to be promoted as a major initiative for the region.

It is also important that, wherever possible, commercial activation opportunities are investigated to demonstrate to potential funding bodies and on grant applications that the ongoing sustainability of the trail has been considered. The opportunity exists to run guided water-based tours of the trail using Albury Wodonga as a base/major hub for these, especially considering that Albury Wodonga is situated at one end of the trail. This could also assist in supporting the maintenance and marketing of the trail through potentially introducing a contribution back to the canoe trail organisation for all commissionable tours.

<sup>71</sup> As identified in both regional DMPs

### 7.2.1.5. Water Recreation Product

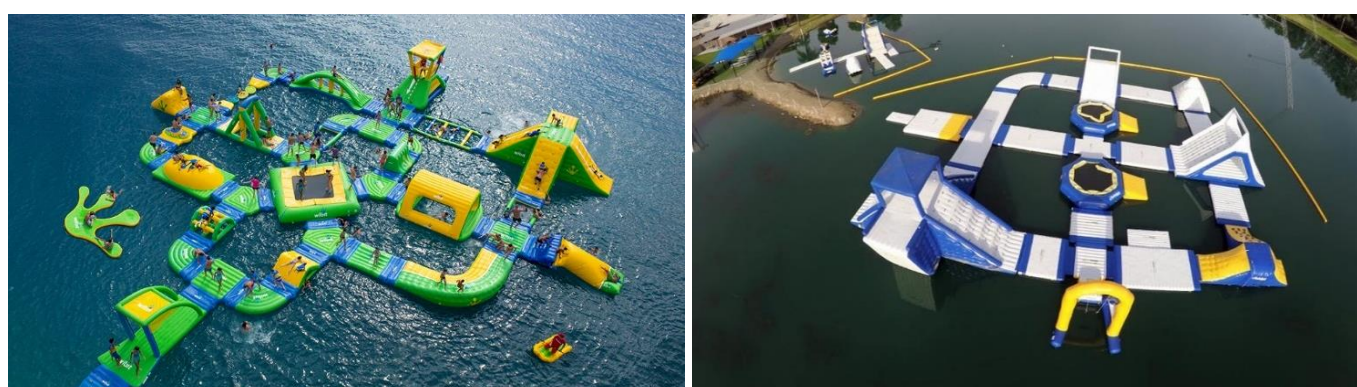
Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Theme 3: Rivers and Waterways - Improve visitor access and experience to major rivers and lakes to increase water-based activities.</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Theme 2: Nature-Based - Ensure that nature-based assets deliver high quality activities and experiences through improvements to infrastructure and the development of innovative tourism products.</li> </ul>
Regional EDS	✓	<ul style="list-style-type: none"> <li>Infrastructure priority: Greater access to natural assets</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Goal 1.2: We are a destination that offers a variety of experiences, attractions and events</li> <li>Goal 3.3: Our community is healthy and has a strong sense of wellbeing</li> </ul>

As indicated earlier, while the region has an abundance of waterways, there is limited opportunity for visitors and locals to interact with this unless they own suitable equipment. A number of opportunities exist which could potentially increase this access. A business case could be developed which assesses the viability of these.

- Introducing water play areas which could be: in an existing park in the region; or potentially within the Gateway Island Precinct (see Section 7.2.1.1).
- Development of an on-lake aqua park (see Figure 27) at Lake Hume which could provide a family-friendly experience and would add to the region’s commissionable product. The experience could operate on a seasonal basis when weather permits. The capital cost required is low<sup>72</sup>, particularly compared to fixed water play infrastructure. It is noted, however, that the Lake is given agricultural preference over recreation (because of water stability levels) so this would need to be further investigated.
- Development of a wake/cable ski park (see Figure 28), potentially at Lake Hume (though it would need to be subject to the same assessment as per the above opportunity). This may provide a valuable opportunity because it would be the first of its kind in Victoria and one of two in NSW and could cater to a variety of different markets including: a traditional leisure market; a corporate team building market; those agencies wishing to use the facility for water training such as the State Emergency Service etc; elite sports people needing a wakeboard course for training; and local families wishing to have a recreational facility close by.

It is understood that there has been preliminary investigation into water recreation product and these outcomes should be understood prior to progressing the project/opportunity further.

Figure 27: Aqua park examples<sup>73</sup>



<sup>72</sup> \$100k-\$120k  
<sup>73</sup> Aquazone Waterpark Yarrowonga, Victoria and Aqua Park at Cables Wake Park, NSW

Figure 28: Cables Wake Park<sup>74</sup>



### 7.2.1.6. Wonga Wetlands Masterplan Activation

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Tier 1 priority project: Wonga Wetlands (implementation of the Wonga Wetlands Tourism Masterplan)</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Tier 1 project: Wonga Wetlands Recreation Development</li> </ul>
Regional EDS	✓	<ul style="list-style-type: none"> <li>Element 3: Continue to develop and grow the Tourism sector and the visitor economy (which includes an Early Stage Priority Action of enhancing Wonga Wetlands)</li> <li>Infrastructure priority: Greater access to natural assets (which notes the need for improved camping facilities)</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Action 2.2.1: Review and implement the Gateway Island and Murray River Experience Master Plans</li> </ul>

The development of Wonga Wetlands is noted as a Priority Project in both regional DMPs. The development proposed is based on the Masterplan for the Wetlands, completed in 2014<sup>75</sup>. There are a number of components in the Masterplan, including (amongst others): a new main visitor arrival experience, a visitor experience centre, an events space located on the edge of the wetlands as well as an extension of the Wagirra River Trail.

It is understood that the NSW State Government recently announced funding for the visitor experience centre, as well as for the extension of the Wagirra Trail around Wonga Wetlands under the Murray River Regional Experiences Project (see Section 7.2.2.4). These components will be highly beneficial for the Wetlands and will assist in raising the profile of the site.

Post the implementation of these projects, the potential exists to review the remaining elements of the Wonga Wetlands Masterplan, prior to going out to an EOI process for private operator investment interest in these elements. These elements will enable visitors to further interact with the Wetlands, and, as per the Masterplan, may include:

- a revitalised wetlands experience with iconic overwater adventure towers, new loop and access trails, immersive wetland boardwalks, elevated feature bird hides and interpretive signage;

<sup>74</sup> Cables Wake Park, which is in Penrith, NSW and is the only wake park in NSW, is considered a best practice example and provides a good case study. In addition to the high-quality wake park, the facility has diversified and also offers a major on-water play park, corporate and team building programs, accommodation, a café as well as an on-site shop. The facility is part of a cohort of operators who have assisted in the re-positioning of Penrith as the "Adventure Capital of NSW".

<sup>75</sup> See section 10.1.4.10 for a list of the major opportunities identified in the Masterplan

- a themed mountain bike course with an extensive all-abilities trail network, a skills development course and challenging features such as immersive wetland boardwalks;
- other nature-based experiences;
- a themed ropes and flying fox course; and
- a connection of the Nail Can Hill mountain bike trail to the Wonga Wetlands trail network.

Some best practice examples of similar experiences elsewhere are included in Figure 29.

**Figure 29: Best practice nature-based active experiences**



**TreeTops Sydney, NSW**

Which has leveraged off the natural trees to develop the experience



**SkyPeak Adventures, NSW**

Which is a man-made treetops/aerial experience and demonstrates that a heavily forested environment is not necessarily needed for an aerial park



**Gallagher Bike Skills Park, Waikato, NZ**

Which is a high-quality bike skills park situated in a regional area and clustered next to other bike related activities.



**Sydney Park Wetlands, Sydney**

Which is a small wetland situated near the CBD and provides visitors with over-water walkways.

## 7.2.2. Tier 2 Projects

### 7.2.2.1. Albury Wodonga Equestrian Centre Masterplan

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Tier 2 major project: Albury Wodonga Equestrian Centre Upgrade</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Tier 2 project: Albury Wodonga Equestrian Centre Upgrade</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Goal 1.2: We are a destination that offers a variety of experiences, attractions and events</li> </ul>

The Albury Wodonga Equestrian Centre (AWEC) is a major asset for the community and broader region. It is well-used for a variety of equestrian-related activities such as horse trials, dressage, Pony Club, polocrosse, tent pegging, show jumping and camp-drafting and has over 200 individual members.

The opportunity to expand the AWEC has been identified and Council is currently developing a master plan for the site to:

- explore the development and expansion potential of the site;
- maximise its contribution to the social and economic development of the region; and
- support its sustainable operation.

### 7.2.2.2. Evening Product Development (Night Time Activation Strategy)

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Tier 2 major project: Albury Night Time Economy</li> <li>Regional Positioning Project: Agritourism and dining development (which identifies that a more contemporary food experience needs to be offered)</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Tier 2 project: Albury Wodonga Night Time Economy</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Goal 1.2: We are a destination that offers a variety of experiences, attractions and events</li> <li>Goal 3.1: We are recognised as a cultural and creative region, that embraces and celebrates diversity</li> </ul>

There is an increasing desire by communities nation-wide to activate night-time economies. A more activated night time economy includes one which has a greater diversity of offer (i.e. not just focused on shopping centres and restaurants), is family-friendly, is safe and easy to get around and is well-lit. Councils are also keen to activate their night time economies because of the broad-ranging benefits which accrue, including economic growth, community and cultural cohesion, job and wealth creation as well as creative and cultural growth.

Research<sup>76</sup> into night time economy activation strategies identified the following as best practice elements of a quality night time economy:

- the diversity of offer (not just alcohol or food and beverage related);
- access to range of safe and accessible transport options (public transport, taxi service ranks etc) and parking;
- wayfinding and connectivity;
- good governance and partnerships including flexibility to encourage quality night activities;

<sup>76</sup> Based on night time economy strategies which have been developed by: The City of Sydney (Open Sydney Strategy 2013-2030); Penrith Night Time Economy Study and Strategy; Ryde Night Time Economy Study; and Newcastle After Dark. Case studies assessed also include: Splash Adelaide; Leichhardt LEP15 small bars; Parramatta Lanes; Logan Council Beats and Eats food truck events; and the Boston late night task force.

- creative and functional lighting;
- public art and functional public space design; and
- temporary uses and pop-ups.

Both Councils have already introduced a number of these best practice elements and the opportunity exists to continue to pursue further activating the region’s night time economy. To achieve this, it is recommended that a regional night time activation strategy is developed which could investigate, amongst others, the following.

- Introducing a night time economy policy which outlines, clearly, both Council’s objectives relating to a more activated night time economy.
- Investigating opportunities such as:
  - the development of evening walking tours (such as of the old courthouse) as well as potentially evening cycling tours;
  - night walking drink/eat tours (such as a progressive dining tour);
  - hold night time food markets and family-friendly events in the CBD and parks at night;
  - continue to operate the night time movie sessions at the outdoor cinema at The Cube and consider operating one (on a pop-up or seasonal basis) in Albury;
  - consider a pop-up food truck event program to activate public spaces and nighttime infrastructure;
  - continue to develop and activate the various laneways in both CBDs; and
  - investigate creative lighting strategies which could be used to further activate parts of both CBDs.

### 7.2.2.3. Gateway Island Tourism Development

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>▪ Cross-border project: Gateway Island and Lakes Tourism Development</li> <li>▪ Tier 1 project: Albury Riverside Precinct (including improved connections to Gateway Island)</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>▪ Tier 1 project: Gateway Island Tourism Development</li> <li>▪ Tier 1 project: Albury Riverside Precinct (including improved connections to Gateway Island)</li> <li>▪ Tier 2 project: Caravan Park/Camping Ground/Eco-accommodation (which includes Gateway Island as a potential location)</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>▪ Action 2.2.1: Review and implement the Gateway Island and Murray River Experience Master Plans</li> </ul>

Gateway Island sits on the NSW-Victoria border and is recognised as a major asset with significant tourism potential. The Draft Masterplan was recently developed. It recognises the potential of the precinct to cater to the region’s growing population (and the subsequent increase in demands for amenities, services and entertainment which will result from this growth) through delivering an appealing, accessible and significant gateway precinct.

Once the Masterplan is finalised, there is a need to ensure that it is activated. Recommendations from the draft Masterplan include:

- introducing a variety of river access (seating, viewing, swimming and launching) points;
- developing river crossings between Gateway island and Albury’s Murray River Experience;
- undertaking a number of environmental improvement projects;
- improving connectivity (pedestrian/cycling and vehicular) through upgraded trails, boardwalks, roads and parking;
- improving signage (wayfinding and interpretive);

- tourism initiatives such as introducing:
  - a holiday park (see Section 7.1.1.1);
  - adventure park facilities (land and water-based);
  - food and farm gate facilities;
  - arts and learning precincts which leverage off existing Indigenous cultural aspects of the precinct;
  - development of a Riverine Native Botanic Gardens;
  - development of a Major Events Precinct; and
  - improved cycling and adventure tourism products.
- education programs; and
- a variety of maintenance recommendations.

If the above recommendations are able to be activated, Gateway Island could be a major tourism drawcard for the region as well as a significant community asset.

#### 7.2.2.4. Murray River Experience Masterplan Implementation

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>▪ Tier 1 priority project: Albury Riverside Precinct</li> <li>▪ Theme 3: Rivers and Waterways - improve visitor access and experience to major rivers and lakes to increase water-based activities</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>▪ Tier 1 project: Albury Riverside Precinct</li> <li>▪ Theme 1: The River - promote and develop the river as the unique and essential element of the region's tourism offer, including passive, active and social uses of the river and its banks</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>▪ Action 2.2.1: Review and implement the Gateway Island and Murray River Experience Master Plans</li> <li>▪ Goal 2.2: We preserve and experience the beautiful and unique area we live in</li> </ul>

The Murray River Experience Masterplan, which includes elements of several master plans and strategies, aims to transform the region's riverside, parks and wetlands, providing visitors and locals with an immersive nature-based experience.

The Murray River Experience Masterplan should continue to be implemented, which includes:

- the establishment of a significant riverside precinct and major parks upgrade within close proximity to the Albury CBD (referred to as the Albury Riverside Precinct);
- improved connections to Gateway Island;
- upgrades to Wonga Wetlands (see Section 7.2.1.6), including a new Visitor Experience Centre; and
- upgrading the Wagirra Trail (see Section 7.2.2.7) to link Wonga Wetlands.

It is understood that funding for key elements of the Masterplan has recently been secured, with more than \$5m being committed to the Albury elements of the regional project by the NSW State Government, taking the shared investment to \$20.6m<sup>77</sup>

The opportunity for increased commercial activation of the precinct – through complementary product – should continue to be explored as the precinct is developed.

<sup>77</sup> <https://www.federationcouncil.nsw.gov.au/News-Media/11-Million-flows-into-tourism-projects-along-the-Murray-River>



### 7.2.2.5. Signage Strategy (Interpretive and Directional)

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Theme 5: Major touring routes (which includes the need for improved signage and consistent signage)</li> <li>Tier 1 priority project: Albury Airport visitor upgrades (which includes improved signage)</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Tier 1 project: Albury Airport Improvements and Visitor Welcome Facilities (which includes improved signage)</li> <li>Theme 8: Infrastructure, Transport and Servicing - Ensure that the Murray provides critical infrastructure to maintain and strengthen accessibility for visitors to the region.</li> </ul>
Regional EDS	✓	<ul style="list-style-type: none"> <li>Element 5: Attract and retain talent to sustain the supply of skilled labour by improving liveability throughout the region (which includes the development of new trails and signage as identified in the Wodonga Hilltops Strategy)</li> </ul>

As identified in Section 5.1.6, ensuring consistent signage can be challenging because there are often a variety of agencies involved and the policies/requirements for securing signage can be complex.

There are a variety of firms who specialise in signage (directional and interpretive). It is recommended that one of these firms are engaged to undertake a regional signage strategy to:

- undertake a full audit of tourism signage throughout the region (including directional and interpretive)
- ensure a consistent approach to signage is applied throughout the region and which can, in turn, support circuits and other trails across the region;
- identify gateway signage enhancements which could be introduced;
- clearly articulate the policies (particularly at a Victorian and NSW State Government level) for signage and provide recommendations for how consistent signage can be introduced while adhering to these policies; and
- educate operators on the process of applying for signage and the requirements that need to be achieved in order to have signage on main roads etc.

### 7.2.2.6. Sporting infrastructure Upgrades

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Tier 1 priority project: Albury Wodonga sport infrastructure upgrades including Lavington Sports Ground, Lauren Jackson Sports Centre and development of a major regional aquatics facility</li> <li>Cross-border project: Albury Wodonga Sports Facilities Audit and Capacity Analysis</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Tier 1 project: Albury Wodonga sports infrastructure investment including Lavington Sports Ground, Lauren Jackson Sports Centre, the development of a major regional aquatics facility and development of the planned regional sporting facility at Baranduda Fields<sup>78</sup></li> <li>Tier 3 project: Sports Events Capacity Audit (in order to accommodate larger sporting events)</li> </ul>
Regional EDS	✓	<ul style="list-style-type: none"> <li>Element 3: Continue to develop and grow the Tourism sector and the visitor economy (which includes an Early Stage Priority Action of upgrades to the Lauren Jackson Sport Centre to enhance the venue as an attraction for large scale sporting, entertainment and conference events)</li> <li>Element 5: Attract and retain talent to sustain the supply of skilled labour by improving liveability throughout the region (which includes implementing Stage 3 of Lavington Sports Ground Redevelopment to improve amenity offering and enhance its capacity and appeal as a major event venue).</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Action 3.3.2: Investigate a consolidated Sports and Recreation Strategy</li> <li>Action 4.1.3: Investigate the establishment of a Regional Aquatic Facility</li> <li>Goal 3.3: Our community is healthy and has a strong sense of wellbeing</li> </ul>

The region has an extensive range of high-quality sporting infrastructure as well as a strong sporting and recreational culture. To capitalise on the growth potential of the sports tourism market (through being a hub for major sporting events and carnivals – see Section 7.3.2.1) necessitates continuing to maintain the region’s sporting infrastructure to a high standard. Five major projects have been proposed for the region’s sporting infrastructure which should be supported, including the following.

- Completing a facilities audit and capacity analysis of all sporting facilities throughout the region.
- A major redevelopment and expansion of the privately-owned Lavington Sports Ground including new playing fields and amenities. It is understood that \$9m in funding has already been secured for the precinct, and there is further opportunity for activation and redevelopment of the privately-owned former Lavington Sports Club.
- Upgrade of the Lauren Jackson Sports Centre to include a five-court multipurpose venue with supporting facilities.
- A major regional aquatics facility in Albury Wodonga to service the needs of the local and surrounding communities, and visitors to the region. Further investigations are to be undertaken by both Councils as part of its Two Cities One Community partnership.
- Baranduda Fields sporting precinct will allow the City of Wodonga to showcase sport at a local, regional and state level, and will provide economic benefits from the visitation generated to major sporting events. Planning is complete and awaiting funding.

<sup>78</sup> <https://www.wodonga.vic.gov.au/about-us/latest-projects/baranduda-fields.aspx>

### 7.2.2.7. Trail Upgrades (including the Wagirra Trail) and Guided Tours

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>▪ Cross-border project: Wagirra Trail Extension</li> <li>▪ Cross-border project: Gateway Island and Lakes Tourism Development (which includes an upgraded trail network as part of the masterplan)</li> <li>▪ Regional positioning project: Murray River Adventure Trail</li> <li>▪ Regional positioning project: Commercial tour operators (which notes that there is currently a shortage of canoe and boat tour operators and hire facilities).</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>▪ Tier 2 project: Wagirra Trail Extension</li> <li>▪ Tier 1 priority project: Murray River Adventure Trail (identified as a game changer for the region)</li> <li>▪ Regional tourism project: Commercial tour operators attraction</li> </ul>
Regional EDS	✓	<ul style="list-style-type: none"> <li>▪ Element 3: Continue to develop and grow the Tourism sector and the visitor economy (which includes an Early Stage Priority Action of undertaking the Wagirra Trail Extension)</li> <li>▪ Infrastructure priority: Greater access to natural assets (which notes the need for improved walking paths along river banks)</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>▪ Action 2.2.2: Explore opportunities to extend the Wagirra Trail to the Lake Hume Weir wall on Victorian side of the river</li> <li>▪ Goal 3.3: Our community is healthy and has a strong sense of wellbeing</li> </ul>

As outlined previously, the region has extensive, high-quality walking trail infrastructure. These trails are well-used by the local community as well as visitor markets to the region. There is a need to continue to invest in the region's trail infrastructure to ensure it is maintained to a high standard and to enhance the network, where possible. Some initiatives to enhance the trail network include the following.

- Further extending the Wagirra Trail to link to Lake Hume, Bonegilla and High Country Rail Trail (this could also include elements identified in the Murray River Adventure Trail). It is understood the Wagirra Trail link to Wonga Wetlands has been funded as part of the Murray River Experience Masterplan (see section 7.2.2.4).
- Encouraging the development of guided walking and cycling tours (see Section 7.2.3.3) which utilise the region's trails and introduce additional commissionable experiences into the region's product offering.
- Introducing an upgraded trail network as per the Gateway Island Tourism Development (see Section 7.2.1.1).
- Encouraging the development of the Murray River Adventure Trail (see Section 7.2.1.4), with Albury Wodonga being a major hub for this experience.
- Developing the Four Hills Trail<sup>79</sup>, a multiday hiking and cycling route that would connect a number of Wodonga region hills as a unified attraction and which is a part of the Planning for the Wodonga Hills Strategy.

<sup>79</sup> Nature on your door step, Planning for the Wodonga Hills, City of Wodonga

### 7.2.2.8. Wodonga Library and Gallery Redevelopment

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Theme 1: Major Centre Development - Develop the major regional centres to support a diverse visitor economy and projected visitor growth.</li> <li>Theme 7: Developing a coordinated approach to festivals and events with a focus on increasing the business event and conference market.</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Tier 2 project: Wodonga Library and Gallery redevelopment</li> <li>Tier 1 project: Wodonga CBD Development</li> <li>Theme 5: Provide unique Murray heritage experiences through improvement and modernisation of existing heritage icons and strengthening heritage interpretation linked to Indigenous, military history, immigration, river trade and transport, pioneers and irrigation.</li> <li>Theme 6: Festivals, Events and Conferences - Promote an increase in year-round visitation to the Murray through event facility investment and coordinated development and promotion of a series of events and conferences linked to the Murray's tourism strengths.</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Goal 1.2: We are a destination that offers a variety of experiences, attractions and events</li> <li>Goal 3.1: We are recognised as a cultural and creative region, that embraces and celebrates diversity</li> <li>Goal 3.4: We are a caring, equitable and inclusive community</li> </ul>
Regional EDS	✓	<ul style="list-style-type: none"> <li>Element 5: Attract and retain talent to sustain the supply of skilled labour by improving liveability throughout the region (which includes an Early Stage Priority Action to undertake upgrades to Wodonga Community Cultural Precinct including the expansion and upgrade of cultural assets and galleries).</li> </ul>

Wodonga's strong population growth (which is characterised by a relatively high proportion of children and young families) and its growing position as a regional hub supports the need and desire of Council and the community to develop a Cultural Precinct in the heart of the Wodonga CBD.

The Cultural Precinct currently being investigated includes (amongst others):

- a major redevelopment of the Library to provide an expanded footprint, new state-of-the-art facilities as well as more digital/technology spaces and stronger integration with the art gallery;
- a major redevelopment of the Gallery to allow for:
  - more exhibition space (the Gallery is currently limited to one exhibition space) to enable the Gallery to more effectively cater to children and young people as well as to allow for the production and presentation of local and regional art;
  - more cohesive shared space with the Library; and
  - an improved entrance (shared with the Library).
- enhanced use of the outdoor shared space between the Library, Gallery and the Cube.

The development of the cultural precinct will also assist in developing a cultural corridor for Wodonga, with one anchor being the cultural precinct and the other being Junction Square.

As part of the cultural corridor, the potential also exists to investigate the development of a boutique cinema, leveraging off Wodonga's edgy arts focus. Anecdotal feedback identified the need for a cinema in Wodonga, however, this demand would need to be quantified as part of a feasibility assessment.

It is understood that Council is currently in discussions with Regional Development Victoria (RDV) with respect to securing grant funding for the cultural precinct. There is a need to continue to actively support the project.

### 7.2.3. Tier 3 Projects

#### 7.2.3.1. Additional attraction and infrastructure projects for further investigation

The two regional DMPs include a large number of projects for the region. This DMP has deliberately focused in on opportunities which present commercial activation opportunities. A number of new opportunities have also been included.

The following table outlines those opportunities which were identified in the regional DMPs, but which have not been included in this DMP as separate opportunities because they warrant further research/investigation.

Table 17: Projects which warrant further investigation

Riverina Murray DMP	Murray Region DMP	Project
●	●	<b>Albury Wodonga Passenger Rail Upgrades</b> - Improvement to the frequency, reliability and travel times between major cities.
●	●	<b>Turks Head Building</b> - The commercial activation of the historical Turks Head building. This will be made viable by completion of the car parking and upgrades in and around Oddies creek and Australia Park, which are included in the Murray River Experience Masterplan.
●	●	<b>Lake Hume Houseboats</b> - There has been a push for houseboats on Lake Hume. However, currently there are policy and regulatory barriers
●	●	<b>Albury Hills Strategy</b> - Strategy to improve the activation and utilisation of Albury's Hills e.g. cycling, MTB, hiking.
●		<b>QEII Square Masterplan and Activation</b> - Implementation of Masterplan and QEII Square activation.
●	●	<b>Uiver Collection Museum</b> - Undertake a feasibility study to establish a museum to house the 'Uiver', a DC2 airliner which made an emergency landing in Albury in 1934 during the London to Melbourne air race.
●	●	<b>Willowbank Events Space</b> - Event space at Willowbank on the banks of the Murray River for Music Events.
	●	<b>Indigenous History Tours</b> - River, tracks and trails tour of the Indigenous history of Albury Wodonga
	●	<b>Hothouse Theatre Improvements</b> - Undertake a study to identify future improvements and opportunities to grow the role of the theatre in Wodonga's arts and cultural offering.
●		<b>5-Star Hotel Development (Albury)</b> - Development of a 5-star boutique hotel in Albury's CBD incorporating day spa and meeting facilities.
	●	<b>Wodonga CBD Development</b> - The staged redevelopment of the Wodonga CBD has significantly lifted the appeal for visitors with major retail services and a new food precinct in the former railyards. At full completion, the project will double the size of Wodonga's central business district and bring new life to the city centre.
	●	<b>Wodonga CBD Accommodation</b> - Development of high-quality accommodation in the Wodonga CBD leveraging recent improvements.
	●	<b>Wodonga Hilltops Tourism Opportunities</b> - Wodonga Hilltops consultation and strategy complete. Advisory committee forming to determine phases. The Strategy identifies a number of new tracks and trails.
●	●	<b>Albury Creative and Arts Infrastructure</b> - There remains a major funding shortfall for arts and culture infrastructure in Albury, with major initiatives recommended under the Creative Economy Strategy, specifically the QEII Cultural precinct and the Makers Space projects.

### 7.2.3.2. Bonegilla Migrant Experience Enhancements (Stage 2 of Masterplan)

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>▪ Cross-border project: Wagirra Trail Extension (which includes further extending the Trail to link to Bonegilla and a variety of other locations).</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>▪ Tier 1 project: Bonegilla Migrant Experience Stage 2</li> <li>▪ Tier 2 Project: Wagirra Trail Extension (which includes further extending the Trail to link to Bonegilla and a variety of other locations).</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>▪ Goal 1.2: We are a destination that offers a variety of experiences, attractions and events</li> <li>▪ Goal 3.1: We are recognised as a cultural and creative region, that embraces and celebrates diversity</li> </ul>

Bonegilla Migrant Experience is recognised as an important cross-border history and heritage experience which holds international significance. As with any cultural/heritage attraction, there is an ongoing need to undertake upgrades and enhancements to maintain the relevancy of the product.

Wodonga Council has completed a master plan which included enhancing the experience over two major stages. Stage 1 of the master plan has been activated, and the opportunity exists to execute stage 2 of the master plan which includes<sup>80</sup> physical place improvements including to the physical layout of the site and to the built fabric to create new and better ways to experience the site's important cultural history. It also includes facilitating the adaptive reuse of its buildings and surrounds.

### 7.2.3.3. Regional Biking Hub

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>▪ Tier 1 priority project: Wonga Wetlands (implementation of the Wonga Wetlands Tourism Masterplan) which identifies the potential for a themed mountain biking course at the site</li> <li>▪ Tier 1 priority project: Albury Wodonga Major Family Attraction</li> <li>▪ Tier 2 major project: Albury Hills Strategy (which includes improving the activation and utilisation of Albury's hills through cycling and mountain biking) - it is noted this Strategy is currently being developed.</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>▪ Tier 1 project: Wonga Wetlands Recreation Development (based on the Wonga Wetlands Tourism Masterplan which includes the potential for a themed mountain bike course)</li> <li>▪ Tier 2 project: Major family attraction</li> <li>▪ Tier 2 project: Albury Hills Strategy (which includes improving the activation and utilisation of Albury's hills through cycling and mountain biking) - it is noted this Strategy is currently being developed.</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>▪ Action 1.4.2: Develop a Cycling Strategy</li> <li>▪ Goal 3.3: Our community is healthy and has a strong sense of wellbeing</li> </ul>

The region has over 90km of cycling tracks and trails, including (amongst others) the Wagirra Trail, the Huon Hill Parklands and the High Country Rail Trail. It also has an active community and cycling (including mountain biking). This was noted in a survey completed by Wodonga residents where cycling was noted as the second most popular physical activity undertaken by residents (after walking)<sup>81</sup>

<sup>80</sup> Based on feedback from Wodonga Council  
<sup>81</sup> Wodonga Physical Activity Strategy 2015 to 2020, page 19

The opportunity exists to leverage off this strength and popularity by strongly positioning the region as a biking hub which offers a diverse range of cycling experiences.

To achieve this, the following could be considered.

- Working with current cycling hire companies<sup>82</sup> to offer packaged bike hire, potentially incorporating accommodation, bike hire and food and beverage.
- Attracting a bike tour operator to provide guided bike tours which showcase the region. This could include road-based cycling tours and/or mountain biking tours.
- Introducing an ARTBIKE program to the region which provides greater connectivity between the region's cultural facilities and brings art from outside the confines of cultural institutions through a series of art bike trails. By way of example, Launceston and Hobart offer ARTBIKES which is a bike borrowing service which takes participants on an easy access tour to the city's cultural hubs including galleries and museums (Figure 30).
- Developing a major bike-based event (or an event with biking as a component) such as a triathlon (see Section 7.3.1.2) and which could potentially leverage off the Lake Hume Cycle Challenge.
- Considering the development (based on a feasibility assessment) of a major regional bike skills park (Figure 31) which, in addition to being a tourism experience, would likely also strongly appeal to the region's younger family demographic.
- Completing a regional trail audit<sup>83</sup> to ensure trailheads are adequately signposted and appropriate parking and bike racks are provided.
- Improving the standard, connectivity and promotion of the High Country Rail Trail. It is understood that planning has been completed but funding needs to be secured).
- Providing cyclist-friendly visitor precinct/development at High Country Rail Trail gateway.

Figure 30: ARTBIKES



<sup>82</sup> A guide to bike hire and bike maintenance, visit ALBURYWODONGA, <https://www.visitalburywodonga.com/see-and-do/great-outdoors/cycling>

<sup>83</sup> It is understood Wodonga Council is currently mid-way through a similar audit.

Figure 31: Bike Skills Park Example in NZ<sup>84</sup>



### 7.3. Activation Area 3: Focusing on Destination Events

#### 7.3.1. Tier 1 Priority Projects

##### 7.3.1.1. Signature Arts/Culture Destination Festival

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Tier 2 major project: Albury Wodonga major cultural festival</li> <li>Tier 2 major project: Albury Creative and Arts Infrastructure</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Tier 2 project: Albury Wodonga major cultural festival</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Action 3.1.1: Explore the establishment of an Albury Wodonga signature arts/cultural event or festival – new or expansion of an existing event.</li> <li>Action 3.1.2: Review existing Cultural Plans and opportunities for collaboration</li> <li>Action 1.2.4: Work in collaboration to attract and facilitate a range of community and major events</li> <li>Goal 1.2: We are a destination that offers a variety of experiences, attractions and events</li> <li>Goal 3.1: We are recognised as a cultural and creative region, that embraces and celebrates diversity</li> </ul>

The arts and cultural infrastructure and programs in Albury and Wodonga are considered high-quality and service a much broader regional population than just Albury and Wodonga. Both DNSW and VV recognised the potential for the region to leverage off this sector (and its current facilities) to grow its visitor economy.

The opportunity exists to develop a major signature arts/cultural festival for Albury Wodonga which builds on the region’s creative strengths. A Strategic Plan for the proposed festival has been developed by AlburyCity Council, with a vision to develop the event as “one of Australia’s leading cultural festivals that inspires, engages and excites.”<sup>85</sup> It is proposed that the festival run over a 10-day program, culminating in a four-day intensive festival event. Preliminary visitor forecasts for the festival are anticipated at 5,000 (5% being from outside the region) in year 1, growing to 20,000 (25% being from outside the region) by year 5.

While the region currently has a number of sporting and other community events (including the Albury Gold Cup<sup>86</sup>), there is no major signature destination event which the region is well-known for and which state tourism bodies can market as a must-do event in NSW or Victoria. The major signature cultural festival proposed, if well-funded, managed and strongly marketed, has the potential to fill this gap.

<sup>84</sup> Gallagher Bike Skills Park

<sup>85</sup> Albury Wodonga Cultural Festival Strategic Plan (Draft), AlburyCity Council

<sup>86</sup> Which is funded and supported by DNSW



### 7.3.1.2. Signature Triathlon Event

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Theme 6: Unlock the strong sporting culture and infrastructure of the region to develop recreational experiences and attract major sporting events and carnivals.</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Theme 3: Sport and Recreation - Strengthen and increase the prominence of sport and recreation tourism in the Murray through facility renewal and attraction of new investment in infrastructure</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Action 3.3.2: Investigate a consolidated Sports and Recreation Strategy</li> <li>Goal 1.2: We are a destination that offers a variety of experiences, attractions and events</li> <li>Goal 3.3: Our community is healthy and has a strong sense of wellbeing</li> </ul>

Given the region’s natural landscape, waterways and its active community who enjoy recreational activities, the opportunity exists to introduce a major regional triathlon event centred at Lake Hume. To position the triathlon as a unique event and to provide an “Albury Wodonga spin” to the event, it could be marketed as the “Running the Border” triathlon. The triathlon could include a kayaking or swimming element, a running leg and a mountain biking or road cycling leg.

To grow participation and profile of the event, the opportunity may exist to:

- market the event as a corporate triathlon and encourage participation from companies and corporate entities in the broader Murray region; and
- include the introduction of different age range events so shorter distances for primary and high school kids etc.

## 7.3.2. Tier 2 Projects

### 7.3.2.1. Hub for Regional Sporting Events

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Tier 1 priority project: Albury Wodonga sport infrastructure upgrades</li> <li>Cross-border project: Albury Wodonga Sports Facilities Audit and Capacity Analysis (in order to accommodate larger sporting events)</li> <li>Theme 6: Unlock the strong sporting culture and infrastructure of the region to develop recreational experiences and attract major sporting events and carnivals.</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Tier 1 project: Albury Wodonga sports infrastructure investment</li> <li>Tier 3 project: Sports Events Capacity Audit (in order to accommodate larger sporting events)</li> </ul>
Regional EDS	✓	<ul style="list-style-type: none"> <li>Element 3: Continue to develop and grow the Tourism sector and the visitor economy (which includes an Early Stage Priority Action of upgrades to the Lauren Jackson Sport Centre to enhance the venue as an attraction for large scale sporting, entertainment and conference events)</li> <li>Element 5: Attract and retain talent to sustain the supply of skilled labour by improving liveability throughout the region (which includes implementing Stage 3 of Lavington Sports Ground Redevelopment to improve amenity offering and enhance its capacity and appeal as a major event venue).</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Action 3.3.2: Investigate a consolidated Sports and Recreation Strategy</li> <li>Goal 1.2: We are a destination that offers a variety of experiences, attractions and events</li> <li>Goal 3.3: Our community is healthy and has a strong sense of wellbeing</li> </ul>

The region is a growing destination for major sporting events, particularly for major school sporting events and regional carnivals. To ensure this sector continues to grow requires:

- the investment in new and upgrading existing sporting infrastructure (see Section 7.2.2.6); and

- continuing to actively promote the region as a sporting destination (which could leverage off the current brochure produced which promotes its strength as a sporting destination<sup>87</sup>)

### 7.3.2.2. Major Regional Food and Wine Festival

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Tier 2 major project: Albury Night Time Economy</li> <li>Regional Positioning Project: Agritourism and dining development (which identifies that a more contemporary food experience needs to be offered)</li> <li>Theme 4: Food and agritourism (leverage the region’s agricultural strengths by encouraging the development of contemporary food experiences).</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Tier 2 project: Albury Wodonga Night Time Economy</li> <li>Theme 4: Food, drink and agribusiness (improve the Murray’s food and drink offer by encouraging primary producers to develop tourism infrastructure, promoting the use of local produce and the development of diverse and unique dining experiences).</li> <li>Theme 6: Festivals, Events and Conferences (including food and wine events)</li> <li>Regional tourism project: Murray agri and culinary tourism experience</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Goal 1.2: We are a destination that offers a variety of experiences, attractions and events</li> </ul>

The food tourism sector has experienced major growth and is classified by the World Tourism Organisation as one of the fastest growing tourism sectors globally<sup>88</sup>. The sector has “birthed enormous creativity and opportunity for travel and food businesses across Australia”<sup>89</sup> and Tourism Australia has identified that “participating in memorable food and drink experiences [is] a prime motivator for travel”<sup>90</sup> for visitors. Food tourism provides a valuable platform for the promotion of cultures through cuisine.

Both regional DMPs also recognise the strength of the Murray region as a food bowl and its potential as an agritourism destination, however, the majority of the opportunities identified within this theme are situated outside of the Albury Wodonga region. Given the region’s strong population growth, its high-quality café scene and the success of the North East Food and Wine Festival (which, it is understood, is at capacity<sup>91</sup>) this would appear to be a missed opportunity for Albury Wodonga.

The opportunity may exist to investigate either:

- bringing in partners to assist in growing the North East Food and Wine Festival in its current form (noting the current operator does not have the capacity to grow the event on its own); or
- because this reflects strong demand (the fact that the North East Food and Wine Festival is at capacity), consider introducing a new food and wine festival (held at a different time of year) which is scalable and can cater to greater demand.

The opportunity exists to also work with and leverage off Murray Regional Tourism’s Farm to Plate Program which seeks to develop the region as a renowned agri and culinary tourism destination.<sup>92</sup>

<sup>87</sup> AlburyWodonga Your Sporting Destination, visitALBURYWODONGA

<sup>88</sup> Second Global Report on Gastronomy, UN World Tourism Organisation, [http://cf.cdn.unwto.org/sites/all/files/pdf/gastronomy\\_report\\_web.pdf](http://cf.cdn.unwto.org/sites/all/files/pdf/gastronomy_report_web.pdf)

<sup>89</sup> <https://karryon.com.au/industry-news/product-and-retail/destination-food/>

<sup>90</sup> Ibid

<sup>91</sup> Based on feedback provided by the event’s operators (Wodonga TAFE). The event currently attracts over 8,000 people (<http://northeastfoodandwine.com.au/>)

<sup>92</sup> <http://www.murrayregionaltourism.com.au/industry-development/product-development/murray-farm-to-plate-program/>

## 7.4. Activation Area 4: Aligning Destination Marketing & Visitor Servicing with Emerging Trends

### 7.4.1. Tier 2 Projects

#### 7.4.1.1. *Aligning Visitor Servicing with Trends (including Albury Airport Improvements and Visitor Welcome Facilities)*

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Tier 1 priority project: Albury Airport visitor upgrades</li> <li>Regional Positioning Project: Visitor information and digital resources (developing a contemporary approach to visitor services)</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Tier 1 priority project: Albury Airport visitor upgrades</li> <li>Tier 1 priority project: Contemporary visitor information services across the Murray region</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Action 1.2.1: Partner with Murray Region Tourism and other key stakeholders to raise the tourism profile of the region and plan for future development.</li> <li>Action 3.2.1: Establish welcome signage (visitALBURYWODONGA branded) at the Albury Airport and other major gateways into the two cities.</li> </ul>

The nature of visitor services is changing, driven by the strong growth of digital technology and media. The internet is the number one tool for accessing destination information for all age groups now. The “internet age” is now being surpassed by the “mobile age”, and with it, visitors’ desire to access, download and upload information while on their trip is increasing.

Key findings from specific research<sup>93</sup> into visitor services, and visitor information centres (VICs) specifically, highlights that:

- most VICs will continue to experience a decline in walk-in visitors as digital information improves and is used more widely across demographic groups;
- the cost of delivering visitor services through VICs is increasing, while VICs, at the same time, are experiencing a decrease in utilisation by visitors; and
- most VICs struggle to have consolidated and up-to-date tourism product databases of all product available in their respective regions.

National-based research recently released by Tourism and Events Queensland (Queensland’s state tourism body) demonstrates that nationally, only **4.4%** of visitors in Australia actually use a VIC on their trip.<sup>94</sup> Top line information demonstrates that Albury’s VIC (the region’s only VIC) currently captures **1.8%** of all visitors to the region<sup>95</sup> (it is noted that Wodonga’s VIC closed in October 2017).

Given that visitors do not recognise local government boundaries, a review of visitor services and the VIC could be undertaken which considers:

- current research and analyses future trends to ensure the region is achieving the best ROI for visitor services;
- how the region is servicing the other 98.2% of visitors who are visiting each year but not travelling to Albury VIC;

<sup>93</sup> Conducted by Stafford over the last 20 years

<sup>94</sup> Queensland Visitor Information Centres, Snapshot of the year ending September 2017, Tourism and Events Queensland

<sup>95</sup> Total estimated VIC visitors in 2016/17 was 26,361. Total estimated visitation to the region in 2018 (3-year average to March 2018) was 1.4m. This equates to an approximate penetration of 1.8%.

- continuing to improve regional branding, signage and visitor information at Albury Airport as per the Airport's Masterplan<sup>96</sup>;
- potential enhancements (if any) to the existing visitALBURYWODONGA website to provide a seamless and easy to navigate user experience; and
- alternative models for providing visitor services which may, potentially, consider moving away (over a staged approach) from the provision of traditional "bricks and mortar" visitor services to providing (see Figure 32):
  - mobile visitor information services: delivered through mobile kiosks (vans and trailers etc.) which can be relocated to where the visitors primarily are (such as for events or market days);
  - roving ambassador programs which position well-experienced locals throughout a CBD or at major events to provide information as well as a personal and face-to-face interaction;
  - automated information containers which open up during set hours and provide large multi-user touch screens; and
  - high-quality digital information platforms which provide cohesive and up-to-date information about a destination, including booking and packaging capabilities.

It is understood that MRT are in the process of completing a Visitor Services Plan, which both Councils are participating in. As this is a regional Plan, it may be necessary to build on this (including ensuring the above points are addressed) to ensure strong relevancy to Albury Wodonga.

Figure 32: Pop-up and Digital VICs<sup>97</sup>



<sup>96</sup> Albury Airport Final Draft Master Plan 2018

<sup>97</sup> Copenhagen Information Touch Wall, Denmark; <sup>97</sup> Copenhagen Information Touch Wall, Denmark; Anglesey Mobile Tourist Information Centre, UK (pictured at cruise port); Arlington Mobile Tourist Centre, USA; Canberra and Region Visitors Centre Pop-up, ACT; and Seattle Space Needle Digital Experience and Information, USA.

### 7.4.1.2. ATDW Listing Benefits Campaign

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Regional Positioning Project: Visitor information and digital resources (developing a contemporary approach to visitor services)</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Tier 1 priority project: Contemporary visitor information services across the Murray region</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Action 1.2.1: Partner with Murray Region Tourism and other key stakeholders to raise the tourism profile of the region and plan for future development.</li> <li>Action 4.1.2: Investigate and identify cross-border anomalies impacting the local community – understand their economic impact</li> </ul>

As outlined in Section 5.2.1, while NSW operators receive a free listing on the ATDW, Victorian operators are required to pay a fee. This is because it is controlled separately by each state’s respective tourism body (DNSW and VV).

There is a need to strongly promote to operators in Wodonga the significant value and reach which is generated through having an ATDW listing, including that through a single listing, an operator’s details will then appear on Australia.com and over 50 other websites such as about-australia.com.au and planbooktravel.com.au.

### 7.4.1.3. Bookable Tourism Product Packages

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Regional Positioning Project: Visitor information and digital resources (developing a contemporary approach to visitor services)</li> <li>Commercial tour operators (which notes the need to encourage more commercial tour operators to the region and the opportunity to develop greater tour and packaging opportunities).</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Tier 1 priority project: Contemporary visitor information services across the Murray region</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Action 1.2.1: Partner with Murray Region Tourism and other key stakeholders to raise the tourism profile of the region and plan for future development</li> </ul>

As identified in Section 5.2.4, the region does not currently have a large amount of commissionable product which is able to be packaged (this was also noted in the Riverina Murray DMP as a broader Murray region challenge).

In the interim (until such a time as operators are at a stage where they are ready to collaboratively package products), the potential exists to further explore product bundling. Product bundling refers to “aligning and marketing complementary products which form compelling and unique experiences [for visitors] ... [and] assists by offering a stronger commissionable proposition for distribution partners”<sup>98</sup> for visitors.

The opportunity then exists to work with industry operators to develop bookable product packages which could combine (by way of example):

- Accommodation + dining + unique experience, such as a guided canoe/kayak experience;
- Accommodation + dining + shopping + event participation, such as the food and wine event or a show at the AEC or the Cube.
- Accommodation + dining + gallery tour + bike hire.

<sup>98</sup> Product Review and Packaging, Tourism Australia

The need for bookable packages (as part of a region’s offering) is based on the ability to simplify consumer choice in the digital age where too much information and choice makes decisions difficult for consumers. Package deals have a strong appeal because they are motivating, create a call to action and offer a sense of urgency to book.<sup>99</sup> They also offer the potential to focus in and target specific markets, particularly during shoulder and off-season periods<sup>100</sup> and to gain greater market exposure and sales<sup>101</sup>.

To achieve this may require offering industry training and up-skilling programs to identify opportunities for packaging product of a similar quality. Both RTOs host training programs<sup>102</sup> which could be leveraged off.

#### 7.4.1.4. Community Tourism Awareness Campaign

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Regional tourism project: Visiting friends and relatives awareness program</li> <li>Regional tourism project: Contemporary marketing strategies</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Action 1.2.1: Partner with Murray Region Tourism and other key stakeholders to raise the tourism profile of the region and plan for future development.</li> <li>Goal 1.3: We promote business, investment and jobs</li> <li>Goal 4.2: Our community is well-connected, informed and engaged</li> </ul>

There is a need to promote to the local community of the important role the visitor economy plays in the region and why it needs strong support. A regional tourism awareness campaign could be developed to demonstrate:

- how the visitor dollar disperses through the local economy (the direct and indirect impact of visitor spend);
- what businesses benefit from tourism including cafés, retailers, service stations, bars and transport providers etc;
- how extended trading hours (even seasonally) can benefit the community;
- what the estimated value of tourism is via direct, indirect and induced spending impacts (this could be demonstrated in terms such as how many loaves of bread, cups of coffee and litres of fuel etc. are purchased by visitors on any given day); and
- why Council/ratepayer funding is required to maximise returns to the region’s community via economic, social and infrastructure benefits.

#### 7.4.1.5. Leverage off the Four Seasons via a Promotional Campaign

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Regional Positioning Project: Visitor information and digital resources (developing a contemporary approach to visitor services)</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Tier 1 priority project: Contemporary visitor information services across the Murray region</li> <li>Regional tourism project: Contemporary marketing strategies</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Action 1.2.1: Partner with Murray Region Tourism and other key stakeholders to raise the tourism profile of the region and plan for future development.</li> </ul>

<sup>99</sup> Destination Marketing Strategy 2015-2020, Visit Canberra [https://tourism.act.gov.au/wp-content/uploads/2017/05/Marketing\\_Strategy\\_15-20.pdf](https://tourism.act.gov.au/wp-content/uploads/2017/05/Marketing_Strategy_15-20.pdf)

<sup>100</sup> Packaging and Bundling, Tourism Council WA

<sup>101</sup> Product Review and Packaging, Tourism Australia

<sup>102</sup> <http://www.murrayregionaltourism.com.au/industry-development/training/>  
<https://riverinamurray.com.au/resources/>

The seasonality of the region’s weather, and the fact that it does have four distinct seasons, was noted as a strength and unique point of difference. The opportunity exists to develop a promotional campaign which celebrates the region’s four seasons and is particularly targeted at a Melbourne market.

A promotional campaign could potentially be built around the seasonal variation the region is able to offer with:

- different events held during seasonal periods;
- food and wine associated with different seasons;
- changing landscape colours and art-related programs which could be offered; and
- different sporting events which are held in different seasons.

## 7.4.2. Tier 3 projects

### 7.4.2.1. Regional Trails App/Digital Media

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>▪ Regional Positioning Project: Visitor information and digital resources (developing a contemporary approach to visitor services)</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>▪ Tier 1 priority project: Contemporary visitor information services across the Murray region</li> </ul>

Although the region has a wide range of high-quality walking and cycling trails, feedback indicated that it is challenging to easily source up-to-date trail information and maps, particularly because this information is available across a number of websites from different groups and agencies.

It is understood that Wodonga Council is currently updating its What’s On App to include regional trails, however, it is considered that given the desire by both Councils to collectively market the region as one destination under the visitALBURYWODONGA brand and that visitors do not recognise local government boundaries, a regional approach should be investigated to providing enhanced trail information (including reliable information on the region’s trails, how to access them and the difficulty of the trail and the conditions of the trails etc.).

### 7.4.2.2. Visitor Data Analysis

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>▪ Goal 4.3: Our Councils continue to provide strong leadership and governance</li> </ul>

As indicated in Section 3.1.2, there appears to be an element of double counting when collating visitor statistics for the combined Albury Wodonga region. There is a need to establish a methodology for ascertaining unique visitation to the region based on the IVS and NVS data for the Albury and Wodonga LGAs. This could potentially be accomplished through undertaking an annual survey which measures, based on a robust sample size, the number of visitors which only visit Albury or Wodonga, or how many visit both LGAs. This could then be applied to the IVS and NVS data.

## 7.5. Activation Area 5: Supporting Industry Development

### 7.5.1. Tier 2 Projects

#### 7.5.1.1. Continue to Promote RTO Professional Development Events

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Goal 4.3: Our Councils continue to provide strong leadership and governance</li> </ul>

The majority of operators in the tourism sector in the region generally are micro to small operators. To grow its visitor economy and to achieve many of the recommendations outlined in this DMP, there is a need to offer upskilling and business development programs for these operators. Both RTO's regularly hold workshops for industry development and upskilling. There is a need to continue to promote these workshops to industry players.

#### 7.5.1.2. Destination Events Calendar Workshops

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Goal 4.3: Our Councils continue to provide strong leadership and governance</li> </ul>

Although many in industry noted that there was a lack of a unified destination events calendar, it would appear that *visitalburywodonga.com* does offer this, including a calendar of events<sup>103</sup> as well as a downloadable calendar which shows future scheduled 2019 and 2020 events<sup>104</sup>. Some industry operators commented that because of this gap, events often clashed. It may be prudent to:

- investigate hosting an industry networking and information session which also provides event operators in particular with information on how they can have their event listed on the current Albury Wodonga event calendar and what existing calendar tools are already available (many were not aware of the features of the Albury Wodonga website and particularly the event calendar);
- getting feedback from industry on how, potentially, the current events calendar, or visibility of this, could be improved; and
- sending out a monthly update to all registered operators specifically focused on events (current and planned).

<sup>103</sup> <https://www.visitalburywodonga.com/about-albury-wodonga/industry-media/calendar-of-events>

<sup>104</sup> Available at: <https://www.visitthemurray.com.au/uploads/media/default/0001/64/c9ba6aed49ae2cfd0ef72dad67493ee8e46c6269.pdf>



### 7.5.1.3. Investment Prospectus for Tourism Opportunities

Regional/Sub-regional Strategy	Alignment	Direct Alignment with Opportunity, Theme or Goal
Riverina Murray DMP	✓	<ul style="list-style-type: none"> <li>Regional positioning project: Commercial tour operators (which notes the need to encourage more commercial tour operators to the region).</li> </ul>
Murray Region DMP	✓	<ul style="list-style-type: none"> <li>Regional tourism project: Commercial tour operators attraction (which notes the need to develop a commercial tour attraction strategy to encourage investment)</li> </ul>
Two Cities One Community	✓	<ul style="list-style-type: none"> <li>Action 1.3.3: Develop and implement an Albury Wodonga investment attraction campaign.</li> <li>Goal 4.3: Our Councils continue to provide strong leadership and governance</li> </ul>

To encourage investment in the region’s visitor economy, the opportunity exists to apply a proactive approach and develop an investment memorandum which can be provided to investors and developers, and which should include the following.

- An overview of the region as a tourism destination including its main attractions.
- Historic visitation numbers to the region, broken down by market segment.
- Forecasted visitation numbers to the region.
- An audit of product currently available within the region.
- A summary of the type of product and development the region is looking to encourage, including the quality the region is looking for.
- A list of potential sites which are appropriately zoned for tourism development.
- A list of potential tourism projects which councils wish to encourage, but which they are not guaranteeing.

The investment memorandum could leverage off the existing investALBURYWODONGA brand.

Investors look for certainty. Most planning instruments and related policies and strategies often fail to offer sufficient direction to encourage tourism investment to occur.

## 7.6. Alignment with Plans/Strategies

While the DMP has been developed with consideration to all the strategies and plans outlined in Section 2.6 of this DMP, there are four strategies which have direct relevance and, therefore, closer alignment has been sought. These strategies include:

- Riverina Murray Destination Management Plan
- Murray Region Destination Management Plan
- Two Cities One Community 2017 - 2021
- Albury Wodonga Regional Economic Development Strategy (EDS)

Table 18 provides a summary of where alignment between these strategies has been achieved with respect to the opportunities/recommendations identified in this DMP.

**Table 18: DMP alignment with regional DMPs, Two Cities One Community and Regional EDS<sup>105</sup>**

	Riverina Murray DMP Alignment	Murray Region DMP Alignment	Two Cities One Community Alignment	Albury Wodonga Regional EDS <sup>106</sup> Alignment
<b>Activation Area 1: Diversification of the Region's Accommodation Offer</b>				
<b>Tier 1 Priority Projects identified in this DMP</b>				
Higher-Quality Destination Holiday Park	●	●		
Luxury Eco-Chalets/Glamping	●	●		
<b>Tier 2 Projects identified in this DMP</b>				
Backpacker Accommodation	●	●		
Camping at Wonga Wetlands	●	●		●
<b>Activation Area 2: Growing the Region's Tourism Product Offer &amp; Infrastructure</b>				
<b>Tier 1 Priority Projects identified in this DMP</b>				
Albury Entertainment Centre Upgrades	●	●	●	●
Health and Wellness Spa Retreat	●	●	●	
Major Family Attraction (Eco-Coaster Experience)	●	●	●	
Murray River Adventure Trail (Canoe/Kayak Trail)	●	●	●	●
Water Recreation Product	●	●	●	●
Wonga Wetlands Masterplan Activation	●	●	●	●
<b>Tier 2 Projects identified in this DMP</b>				
Albury Wodonga Equestrian Centre Masterplan	●	●	●	●
Evening Product Development	●	●	●	
Gateway Island Tourism Development	●	●	●	
Murray River Experience Masterplan Implementation	●	●	●	●
Signage Strategy (Interpretive and Directional)	●	●		●
Sporting Infrastructure Upgrades	●	●	●	●
Wodonga Library and Gallery Redevelopment	●	●	●	●
Trail Upgrades (including the Wagirra Trail) and Guided Tours	●	●	●	●

<sup>105</sup> Please note, the regional DMPs may have included certain projects identified at different tier levels. This DMP has based the tier ranking based on each project's ability to: generate new visitor markets; generate greater yield from visitors; introduce new commissionable product into the region; increase the average length of stay and generate new investment into the region.

<sup>106</sup> Economic Development Strategy

	Riverina Murray DMP Alignment	Murray Region DMP Alignment	Two Cities One Community Alignment	Albury Wodonga Regional EDS <sup>106</sup> Alignment
<b>Tier 3 Projects identified in this DMP</b>				
Additional Attraction and Infrastructure Projects for Further Investigation	●	●		●
Bonegilla Migrant Experience Enhancements	●	●	●	
Regional Biking Hub	●	●	●	
<b>Activation Area 3: Focusing on Destination Events</b>				
<b>Tier 1 Priority Projects identified in this DMP</b>				
Signature Arts/Culture Destination Festival	●	●	●	
Signature Triathlon Event	●	●	●	
<b>Tier 2 Projects identified in this DMP</b>				
Hub for Regional Sporting Events	●	●	●	●
Major Regional Food and Wine Festival	●	●	●	
<b>Activation Area 4: Aligning Destination Marketing &amp; Visitor Servicing with Emerging Trends</b>				
<b>Tier 2 Projects identified in this DMP</b>				
Aligning Visitor Servicing with Trends	●	●	●	
ATDW Listing Benefits Campaign	●	●	●	
Community Tourism Awareness Campaign		●	●	
Bookable Tourism Product Packages	●	●	●	
Leverage Off the Four Seasons via a Promotional Campaign	●	●	●	
<b>Tier 3 Projects identified in this DMP</b>				
Regional Trails App/Digital Media	●	●		
Visitor Data Analysis			●	
<b>Activation Area 5: Supporting Industry Development</b>				
<b>Tier 2 Projects identified in this DMP</b>				
Continue to Promote RTO Professional Development Events			●	
Destination Events Calendar Workshops			●	
Investment Prospectus for Tourism Opportunities	●	●	●	



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# 8. Prioritisation of Projects

## 8.1. Methodology

In order to determine the prioritisation of projects identified in this DMP, each project has been assessed against the criteria outlined in Table 19. Based on this, an individual score was determined for each project. Those projects which ranked within the top 10 for scores achieved are classified as the Tier 1 Priority Projects. Those which ranked 11<sup>th</sup> – 25<sup>th</sup> are considered Tier 2 Projects and the remainder are Tier 3 Projects.

Other points to note include the following.

- Where feasibility assessments etc. have been undertaken, values (such as CAPEX and visitation) are based on figures provided. If a feasibility or other assessment is yet to be undertaken, the values included are based on a qualitative, subjective assessment, as well as feedback received during the DMP process.
- While some projects may not have achieved a Tier 1 ranking, this does not discount the opportunity which they may present. The ranking is merely provided to demonstrate projects which appear to present greater game-changing potential for the region and which may act as key catalysts to stimulate other opportunities identified.
- Although many of the projects identified in this DMP have alignment with the two regional DMPs, the ranking of projects may differ slightly. This is because this DMP is focused specifically on the Albury Wodonga region, and, while there is alignment, the aspirations of both Councils and industry within Albury Wodonga may differ to the broader Murray/Riverina regional focus. For example, while both RTOs have a strong desire to encourage visitor dispersal throughout the region, this DMP focuses on ensuring Albury Wodonga is positioned strongly as a destination in its own right to capture a greater share of regional visitors and associated spend.

Table 19: Project Assessment Criteria

Criteria	Description	
Investment & Sustainability	<b>Ability to Secure Government Funding for Project</b>	Projects which have a higher chance of (or have already secured) securing State or Federal Government funding are ranked higher.
	<b>Private Sector Investment Interest</b>	Projects which are more likely to attract private sector investment (regardless of the value of this investment) are ranked higher.
	<b>Requirement for ongoing Government funding for opex</b>	If the project is likely to require ongoing government contributions to fund operating costs, it is ranked lower. If the project is likely to be commercially viable/sustainable, it is ranked higher.
	<b>Size of Investment (Public &amp; Private)</b>	The size of investment - both public and private - to develop the project. The larger the investment, the higher the ranking, because of the various economic benefits able to be generated.
	<b>Size of Private Sector Investment</b>	The size of investment - private funding only - to develop the project. The larger the investment, the higher the ranking, because of the various economic flow-on effects generated without the need for public funding.
Profile	<b>International Visitor Appeal</b>	The projects which are likely to have a stronger appeal to the international visitor market are ranked higher than those which are likely to only appeal to a domestic market.
	<b>Likelihood to be profiled by DNSW or VV</b>	If the project may potentially be profiled by DNSW and/or VV, it is ranked higher. Projects that are likely to be profiled include major, higher-quality events as well as experiences/attractions which are considered unique.
	<b>Uniqueness of Product</b>	The uniqueness of the product is ranked according to whether it is unique across NSW and/or Victoria (ranked higher), across the broader Murray region, or whether the product is likely to be unique only to the Albury Wodonga region (ranked lower).

Criteria		Description
Yield & Economic Benefits	<b>Ability to encourage off-peak visitation</b>	Projects which have the potential to encourage visitation during non-peak periods (particularly winter months) are ranked higher.
	<b>Ability to Grow Visitor Yield</b>	The ability of the project to increase visitor yield. Projects which are likely to encourage greater overnight stays (particularly in commercial accommodation) and those which introduce commissionable elements are ranked higher.
	<b>Employment (Operational) Potential</b>	The level of FTE employment generated once the project is operational.
	<b>Increase Profile of Region</b>	The ability of the project to increase the destination profile of the region. Projects which may come with strong marketing budgets (particularly those operated by larger tourism players), as well as highly unique product, are ranked higher.
	<b>Visitation</b>	Potential estimated visitor numbers to the project once operational.

## 8.2. Project Ranking Matrix

Table 20 on the following page provides the results of the project ranking assessment (Table 29 in Section 4 of the Supporting Documentation provides the values included for each project).

Table 20: Project rankings

■ = Tier 1 Priority Project (within Top 10) ■ = Tier 2 Project (within top 25) ■ = Tier 3

	Ability to Secure Govt. Funding for Project	Private Sector Interest	Requirement for ongoing operational Govt. funding	Size of Investment (Public & Private)	Size of Private Investment	International Visitor Appeal	Likelihood to be profiled by DNSW or VV	Uniqueness of Product	Ability to encourage offpeak visitation	Ability to Grow Visitor Yield	Employment (Operational) Potential	Increase Profile of Region	Estimated Visitation	Overall Score
<b>Activation Area 1: Diversification of the Region's Accommodation Offer</b>														
Higher-Quality Destination Holiday Park	1	3	3	3	3	2	3	2	2	3	2	2	2	31
Backpacker Accommodation	1	3	3	3	3	2	1	1	1	1	1	1	1	22
Camping at Wonga Wetlands	2	1	2	1	1	1	2	1	1	1	1	1	1	16
Luxury Eco-Chalets/Glamping	2	3	3	1	1	3	3	2	2	3	1	3	1	28
<b>Activation Area 2: Growing the Region's Tourism Product Offer &amp; Infrastructure</b>														
Albury Entertainment Centre Upgrades	3	1	2	3	1	1	3	2	3	3	2	3	1	28
Gateway Island Tourism Development	3	1	1	3	1	1	3	1	1	2	1	2	1	21
Murray River Adventure Trail (Canoe/Kayak Trail)	2	2	1	3	1	2	3	3	2	3	1	3	1	27
Murray River Experience Masterplan	3	1	1	3	1	1	1	1	1	2	1	2	3	21
Sporting Infrastructure Upgrades	2	1	1	3	1	1	1	1	3	2	1	2	1	20
Wodonga Library and Gallery Redevelopment	3	1	1	3	1	1	1	1	2	2	2	3	1	22
Wonga Wetlands Activation	3	2	1	2	1	3	2	2	3	2	1	2	3	27
Albury Wodonga Equestrian Centre Masterplan	2	1	1	2	1	1	1	2	2	2	1	2	1	19
Bonegilla Migrant Experience Enhancements	2	1	1	1	1	2	1	1	1	1	1	1	1	15
Regional Biking Hub	1	1	2	1	1	1	1	1	1	1	1	1	1	14
Evening Product Development	2	1	2	1	1	2	2	1	2	2	1	2	1	20
Health and Wellness Spa Retreat	1	3	3	3	3	3	3	2	3	3	1	3	1	32
Major Family Attraction (Eco-Coaster Experience)	2	3	3	3	3	3	3	3	3	3	3	3	3	38
Signage strategy (interpretive and directional)	3	1	2	1	1	1	1	1	1	1	3	1	1	18
Trail Upgrades (including the Wagirra Trail) and Guided Tours	3	1	1	1	1	2	1	1	1	1	1	1	1	16
Water Recreation Product	1	3	3	2	2	3	3	2	1	3	1	3	1	28
Additional Attraction and Infrastructure Projects for Further Investigation	1	1	1	1	1	1	1	1	1	1	1	1	1	13
<b>Activation Area 3: Focusing on Destination Events</b>														
Signature Arts/Culture Destination Festival	2	1	2	1	1	2	3	2	3	3	1	3	1	25
Signature Triathlon Event	2	2	2	1	1	1	3	2	3	3	1	3	1	25
Hub for Regional Sporting Events	2	1	1	1	1	1	2	2	3	2	1	2	1	20
Major Regional Food and Wine Festival	2	2	2	1	1	2	3	1	3	2	1	3	1	24
<b>Activation Area 4: Aligning Destination Marketing &amp; Visitor Servicing with Emerging Trends</b>														
Aligning Visitor Servicing with Trends	3	1	2	1	1	1	1	1	1	1	1	1	1	16
ATDW Listing Benefits Campaign	2	1	3	1	1	1	1	1	1	1	1	2	1	17
Community Tourism Awareness Campaign	2	1	3	1	1	1	1	1	1	1	1	1	1	16
Leverage Off the Four Seasons via a Promotional Campaign	1	1	3	1	1	1	2	1	3	1	1	2	1	19
Bookable Tourism Product Packages	2	1	3	1	1	1	2	1	3	1	1	2	1	20
Regional Trails App/Digital Media	2	1	1	1	1	1	1	1	1	1	1	2	1	15
Visitor Data Analysis	2	1	2	1	1	1	1	1	1	1	1	1	1	15
<b>Activation Area 5: Supporting Industry Development</b>														
Destination Events Calendar Workshops	2	1	3	1	1	1	1	1	1	1	1	1	1	16
Continue to Promote RTO Professional Development Events	2	1	3	1	1	1	1	1	1	1	1	2	1	17
Investment Prospectus for Tourism Opportunities	1	1	3	1	1	1	1	1	1	1	1	2	1	16

### 8.3. The Projects Ranked

Table 21 summarises the results of the ranking assessment. The projects which have achieved a Tier 1 ranking should be focused on as the priority projects to be activated. These projects present significant opportunity to:

- position the region as a stronger destination in its own right (rather than a gateway to the broader region);
- generate significant investment (private and public) into the region;
- attract a higher yielding visitor market to the region; and
- generate new and ongoing employment opportunities for locals.

The Tier 1 priority projects are, therefore, considered game changers for Albury Wodonga.

**Table 21: Summary of Project Ranking Results**

**Key:**

- Diversification of Accommodation Offer
- Growing Tourism Product Offer & Infrastructure
- Focusing on Destination Events
- Aligning Destination Marketing & Visitor Information with Growing Trends
- Tourism Governance & Supporting Industry Development

Project	Score Achieved	
<span style="color: orange;">■</span> Major Family Attraction (Eco-Coaster Experience)	38	<b>TIER 1 PROJECTS</b>
<span style="color: orange;">■</span> Health and Wellness Spa Retreat	32	
<span style="color: blue;">■</span> Higher-Quality Destination Holiday Park	31	
<span style="color: orange;">■</span> Albury Entertainment Centre Upgrades	28	
<span style="color: blue;">■</span> Luxury Eco-Chalets/Glamping	28	
<span style="color: orange;">■</span> Water Recreation Product	28	
<span style="color: orange;">■</span> Murray River Adventure Trail (Canoe/Kayak Trail)	27	
<span style="color: orange;">■</span> Wonga Wetlands Activation	27	
<span style="color: green;">■</span> Signature Triathlon Event	25	
<span style="color: green;">■</span> Signature Arts/Culture Destination Festival	25	
<span style="color: green;">■</span> Major Regional Food and Wine Festival	24	<b>TIER 2 PROJECTS</b>
<span style="color: blue;">■</span> Backpacker Accommodation	22	
<span style="color: orange;">■</span> Wodonga Library and Gallery Redevelopment	22	
<span style="color: orange;">■</span> Gateway Island Tourism Development	21	
<span style="color: orange;">■</span> Murray River Experience Masterplan	21	
<span style="color: red;">■</span> Bookable Tourism Product Packages	20	
<span style="color: orange;">■</span> Evening Product Development	20	
<span style="color: green;">■</span> Hub for Regional Sporting Events	20	
<span style="color: orange;">■</span> Sporting Infrastructure Upgrades	20	
<span style="color: orange;">■</span> Albury Wodonga Equestrian Centre Masterplan	19	
<span style="color: red;">■</span> Leverage Off the Four Seasons via a Promotional Campaign	19	<b>TIER 3 PROJECTS</b>
<span style="color: orange;">■</span> Signage Strategy (interpretive and directional)	18	
<span style="color: red;">■</span> ATDW Listing Benefits Campaign	17	
<span style="color: purple;">■</span> Continue to Promote RTO Professional Development Events	17	
<span style="color: red;">■</span> Aligning Visitor Servicing with Trends	16	
<span style="color: blue;">■</span> Camping at Wonga Wetlands	16	
<span style="color: red;">■</span> Community Tourism Awareness Campaign	16	
<span style="color: purple;">■</span> Destination Events Calendar Workshops	16	
<span style="color: purple;">■</span> Investment Prospectus for Tourism Opportunities	16	
<span style="color: orange;">■</span> Trail Upgrades (including the Wagirra Trail) and Guided Tours	16	
<span style="color: orange;">■</span> Bonegilla Migrant Experience Enhancements	15	
<span style="color: red;">■</span> Regional Trails App/Digital Media	15	
<span style="color: red;">■</span> Visitor Data Analysis	15	
<span style="color: orange;">■</span> Regional Biking Hub	14	
<span style="color: orange;">■</span> Additional Attraction and Infrastructure Projects for Further Investigation	13	



## 8.4. Visitor Forecasts

The implementation of the Tier 1 projects (as well as a number of smaller-scale opportunities noted in this DMP) is likely to drive greater visitation to the region, greater visitor spend, as well as a shift in the types of visitors coming to the region (i.e. increased overnight visitation). The following provides forecasts, based on a low, medium and high growth scenario.

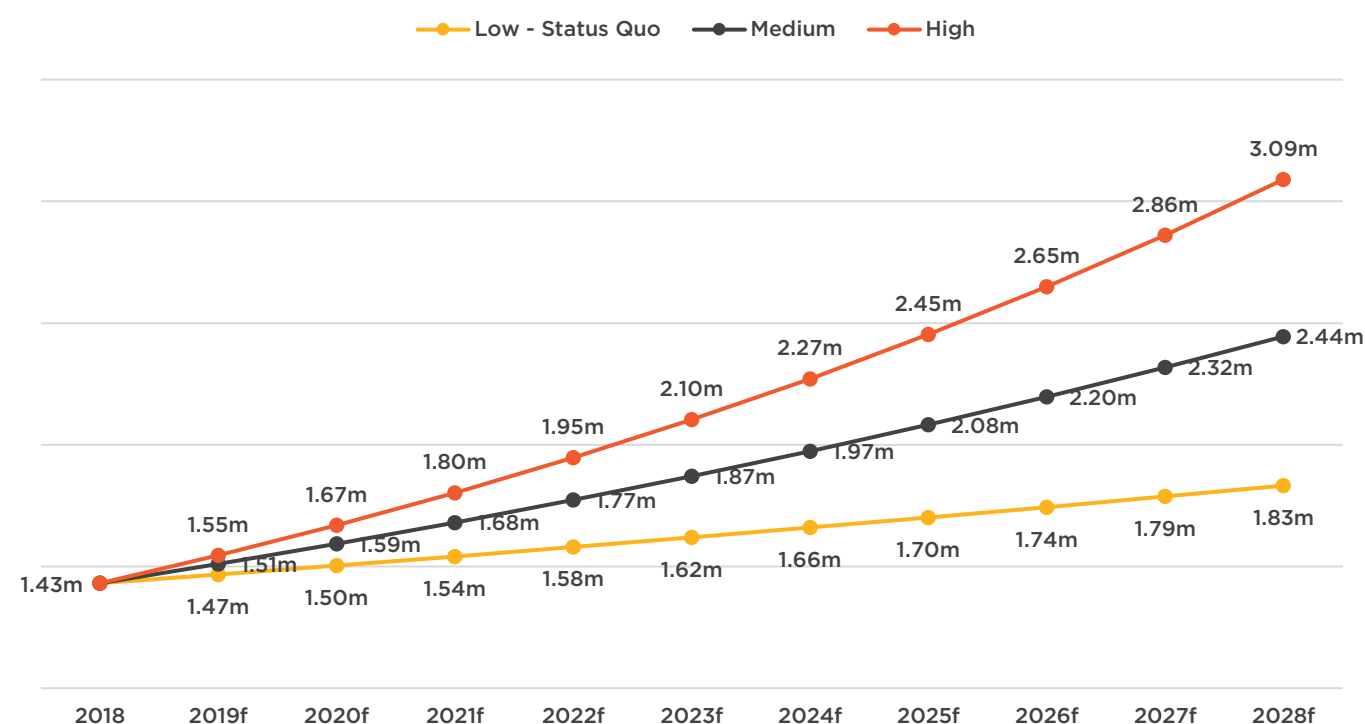
To achieve the medium and high growth scenarios will necessitate the introduction of many of the game changer projects identified. However, without completing the feasibility studies and business cases which many of these require, it is not possible to try and attribute actual visitor growth to a specific project.

Visitor forecasts for the region are based on three scenarios - low, medium and high growth. The forecasts demonstrate the following (see Figure 33).

- Under the low growth scenario, visitation is anticipated to grow by 28% (401k visitors) over a 10-year period assessed. This level of growth reflects minimal new product development or new marketing initiatives.
- Under the medium growth scenario, visitation is anticipated to grow by 71% (1.0m visitors) over a 10-year period. This represents an average annual growth rate of 5.5% per annum.
- Under the high growth scenario, visitation is anticipated to grow by 116% (or 1.7m visitors) over a 10-year period. This represents an average annual growth rate of 8% per annum. This level of growth is contingent on implementing many of the game changers recommended in this DMP, particularly those which have been outlined as having strong potential to generate new visitor markets to the region.

While the economic benefits from the medium or high growth forecasts are significant compared to the status quo, these growth scenarios are dependent on the implementation of game changer projects to drive stronger growth and associated benefits including stronger local employment potential.

Figure 33: Visitation forecasts (2018 - 2028)





# 9. Implementation Plan

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Table 22 - Table 26 provides the implementation plan to assist Council and industry in delivering the various initiatives identified in this DMP. It highlights specific actions, the various tasks required, the primary organisation responsible (which may include a group of agencies), an indicative timeframe and a series of key performance indicators. The timeframe included covers:

- Short term: 2019 - 2020 (calendar years);
- Medium term: 2021 - 2022 (calendar years); and
- Long term: 2023 and beyond.

Table 22: Activation Area (Diversification of the Region's Accommodation Offer)

Action	Tasks	Responsibility	Timeframe	KPIs
<b>Tier 1 Priority Projects</b>				
<b>Higher-quality destination holiday park</b>	<ul style="list-style-type: none"> <li>Undertake site assessment for potential locations, preferably riverside, including Gateway Island</li> <li>Include an assessment of whether luxury glamping could be co-located within the precinct</li> </ul>	Both Councils	Short term	<ul style="list-style-type: none"> <li>Site assessment commissioned and completed by 2020</li> </ul>
	<ul style="list-style-type: none"> <li>Commission specialist to undertake feasibility on destination holiday park (using site assessment information)</li> </ul>	Specialist consultant	Short term	<ul style="list-style-type: none"> <li>Feasibility undertaken by 2020</li> </ul>
	<ul style="list-style-type: none"> <li>If feasibility demonstrates viability, develop an investment prospectus and liaise with potential operators to determine interest.</li> </ul>	Both Councils, specialist consultant	Short-medium term	<ul style="list-style-type: none"> <li>If viable, investment prospectus developed by 2020</li> <li>Investment prospectus distributed to potential operators by 2020</li> <li>Development to commence by mid-late 2022</li> </ul>
<b>Luxury eco-chalets/ glamping</b>	<ul style="list-style-type: none"> <li>Complete site assessment matrix to determine potential sites for chalets/glamping.</li> <li>Determine whether the glamping could be co-located with the holiday park</li> </ul>	Both Councils	Short term (to align with holiday park assessment)	<ul style="list-style-type: none"> <li>Site assessment completed by 2020</li> <li>Determination of whether glamping should be co-located as part of holiday park by 2020 (as part of feasibility for holiday park)</li> </ul>
	<ul style="list-style-type: none"> <li>Complete either a separate feasibility for glamping, or, incorporate as part of the holiday park or camping at Wonga Wetlands feasibility.</li> </ul>	Specialist consultant	Short term (to align with holiday park assessment)	<ul style="list-style-type: none"> <li>Feasibility commissioned and completed by 2020</li> </ul>
	<ul style="list-style-type: none"> <li>If it is determined that glamping should ideally be co-located with holiday park, include as part of the holiday park investment memorandum</li> </ul>	Both Councils, specialist consultant	Short-medium term (to align with holiday park assessment)	<ul style="list-style-type: none"> <li>If viable, investment prospectus developed by 2020</li> <li>Investment prospectus distributed to potential operators by 2020</li> <li>Development to commence by mid-late 2022</li> </ul>
	<ul style="list-style-type: none"> <li>If it is determined that glamping should be standalone, complete separate investment memorandum to distribute to potential operators</li> </ul>	Both Councils, specialist consultant	Short-medium term	<ul style="list-style-type: none"> <li>If viable, investment prospectus developed by 2020</li> <li>Investment prospectus distributed to potential operators by 2021</li> <li>Development to commence by mid-2022</li> </ul>
<b>Tier 2 Projects</b>				
<b>Backpacker accommodation</b>	<ul style="list-style-type: none"> <li>Commission specialist to undertake feasibility on backpacker holiday park, including: discussions with current hostel operator to ascertain demand and size requirements and a detailed site assessment</li> </ul>	Specialist consultant	Short term	<ul style="list-style-type: none"> <li>Feasibility commissioned and completed by 2020</li> </ul>
	<ul style="list-style-type: none"> <li>If feasibility demonstrates viability, develop an investment prospectus and liaise with potential operators to determine interest</li> </ul>	Both Councils, specialist consultant	Short-long term	<ul style="list-style-type: none"> <li>If viable, investment prospectus developed by 2020</li> <li>Investment prospectus distributed to potential operators by 2020</li> <li>Development to commence by 2023</li> </ul>

Action	Tasks	Responsibility	Timeframe	KPIs
Camping at Wonga Wetlands	<ul style="list-style-type: none"> <li>Complete site assessment matrix to determine potential sites for camping (which align with the master plan for the Wetlands)</li> </ul>	AlburyCity Council	Medium term	<ul style="list-style-type: none"> <li>Site assessment completed by 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Either complete internally or commission specialist to complete feasibility (using the site assessment) and to determine the optimal model (i.e. camping and glamping or basic camping only) and facilities which would be required</li> <li>If feasibility demonstrates viability, based on the recommended development model, determine the preferred operational model (i.e. Council run or leased out to experienced operator etc.).</li> </ul>	AlburyCity Council or Specialist consultant	Medium term	<ul style="list-style-type: none"> <li>Feasibility commissioned and completed by 2021</li> </ul>
	<ul style="list-style-type: none"> <li>If the preferred operating model is to lease out the operation, create EOI to distribute to potential operators</li> </ul>	AlburyCity Council	Medium term	<ul style="list-style-type: none"> <li>EOI developed and distributed by 2021</li> </ul>

Table 23: Activation Area 2 (Growing the Region's Tourism Product Offer & Infrastructure)

Action	Tasks	Responsibility	Timeframe	KPIs
<b>Tier 1 Priority Projects</b>				
<b>Albury Entertainment Centre Upgrades</b>	<ul style="list-style-type: none"> <li>Continue to finalise feasibility study for the AEC upgrades</li> </ul>	AlburyCity Council and specialist consultant	Short term	<ul style="list-style-type: none"> <li>Feasibility finalised by 2019</li> </ul>
	<ul style="list-style-type: none"> <li>Once feasibility is finalised, finalise concept drawings and capital costs</li> </ul>	AlburyCity Council and design team	Short term	<ul style="list-style-type: none"> <li>Drawings and updated capital costs developed</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a summary prospectus to showcase the project and its benefits to use for grant applications</li> </ul>	AlburyCity Council	Short term	<ul style="list-style-type: none"> <li>Prospectus developed</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to apply for grant funding applications for the upgrades</li> </ul>	AlburyCity Council	Ongoing	<ul style="list-style-type: none"> <li>Council to continue to showcase the project to government agencies and apply for grant funding applications where possible</li> <li>Funding is secured for the project</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to keep the community and art/cultural sector informed of the project's progress</li> </ul>	AlburyCity Council	Ongoing	<ul style="list-style-type: none"> <li>Quarterly updates on the project are distributed through AlburyCity social media and via Council's website</li> </ul>
<b>Health and Wellness Spa Retreat</b>	<ul style="list-style-type: none"> <li>Work with local property specialists to identify potential sites for a health and wellness spa</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Identify potential sites (Council owned and private) by 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Liaise with local landowners on the level of interest to sell or lease land (if no appropriate Council-owned/managed sites are able to be identified)</li> </ul>	Both Councils and local landowners	Medium term	<ul style="list-style-type: none"> <li>Liaise with landowners by 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Work with development companies and investors with experience in higher end eco-lodges, to link landowners and investors</li> </ul>	Both Councils	Medium-long term	<ul style="list-style-type: none"> <li>If viable, aim to have a development application in front of Council by 2022</li> <li>Development to commence by 2023</li> </ul>
<b>Major Family Attraction (Eco-Coaster Experience)</b>	<ul style="list-style-type: none"> <li>Councils invite interest from the private sector (nationally) in the establishment and operation of a major family attraction in Albury Wodonga</li> </ul>	Both Councils and specialist operator	Medium Term	<ul style="list-style-type: none"> <li>Liaise with major attraction operators to investigate interest in the development and/or operation of the major family attraction by 2021</li> </ul>
<b>Wonga Wetlands Activation</b>	<ul style="list-style-type: none"> <li>Once the Wonga Wetlands Experience Centre and Wagirra Trail upgrades around the Wetlands is complete, develop an EOI focused on the commercial development opportunities to further activate the site</li> </ul>	AlburyCity Council	Medium term	<ul style="list-style-type: none"> <li>EOI to be developed by 2022</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to position Wonga Wetlands as a unique tourism experience</li> </ul>	Both Councils	Ongoing	<ul style="list-style-type: none"> <li>Awareness of and visitation to the Wetlands continues to increase</li> </ul>
<b>Murray River Adventure Trail (Canoe/Kayak Trail)</b>	<ul style="list-style-type: none"> <li>Complete comparative assessment of other major canoe/kayak trails globally and best practice elements. This should also investigate how commercial investment has been attracted.</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Comparative assessment completed by 2021</li> </ul>

Action	Tasks	Responsibility	Timeframe	KPIs
	<ul style="list-style-type: none"> <li>Identify potential operators who may have an interest in running organise multi-day guided canoe/kayak tours and determine requirements</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Operators to be identified by 2021</li> <li>Operators to be engaged by 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Develop opportunity prospectus which showcases the opportunity</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Prospectus developed by 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Determine potential to position the tour as part of the Great Walks of Australia<sup>107</sup> (GWOA) signature walks brand (although noting this has a unique point of difference being a canoe/kayak tour)</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Discussions to be held with GWOA and other signature brands (if any) once opportunity prospectus is developed</li> </ul>
	<ul style="list-style-type: none"> <li>EOI developed to attract experienced operator to run and market guided tours along the canoe/kayak trail</li> </ul>	Both Councils	Medium-longer term	<ul style="list-style-type: none"> <li>EOI is developed and released by 2022</li> <li>Preferred operator is selected by 2022</li> </ul>
<b>Water recreation product</b>	<ul style="list-style-type: none"> <li>Commission specialist to complete a water recreation business case (including feasibility) which assesses the viability of a variety of different commissionable water-based tourism products. This would need to take into consideration earlier research which has been undertaken on similar attractions/facilities.</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Commission and complete business case by 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Select preferred water recreation product from the business case</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Select preferred option by 2010</li> </ul>
	<ul style="list-style-type: none"> <li>Identify potential operators/investors who may be interested in developing or managing the experience</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Identify and meet with potential operators/developers by 2022</li> </ul>
	<ul style="list-style-type: none"> <li>Pursue grant funding programs which may assist in capital development costs or operational</li> </ul>	Both Councils	Longer term	<ul style="list-style-type: none"> <li>Council to continue to showcase the project to government agencies and apply for grant funding applications where possible</li> <li>Funding is secured for the project</li> <li>Attraction is operational by 2023</li> </ul>
<b>Tier 2 Projects</b>				
<b>Albury Wodonga Equestrian Centre Masterplan</b>	<ul style="list-style-type: none"> <li>Complete master plan for the AWEC which demonstrates the need for upgrades and the gap which the facility will fill once upgraded</li> </ul>	AlburyCity Council	Short term	<ul style="list-style-type: none"> <li>Master plan completed by late 2019</li> </ul>
	<ul style="list-style-type: none"> <li>Identify appropriate grant funding streams which could be tapped to fund master plan development</li> </ul>	AlburyCity Council	Ongoing	<ul style="list-style-type: none"> <li>Council to continue to showcase the project to government agencies and apply for grant funding applications where possible</li> <li>Funding is secured for the project</li> </ul>

<sup>107</sup> www.greatwalksofaustralia.com.au

Action	Tasks	Responsibility	Timeframe	KPIs
<b>Evening Product Development</b>	<ul style="list-style-type: none"> <li>Commission the development of a regional night time activation strategy to investigate further enhancements to growing the region's night time economy</li> </ul>	Both Councils and specialist consultant	Medium term	<ul style="list-style-type: none"> <li>Commission and complete study by 2021</li> </ul>
<b>Gateway Island Tourism Development</b>	<ul style="list-style-type: none"> <li>Continue to finalise the Masterplan for the precinct</li> </ul>	Wodonga Council	Short term	<ul style="list-style-type: none"> <li>Continue to integrate feedback from the public consultation</li> <li>Finalise Masterplan by 2020</li> </ul>
	<ul style="list-style-type: none"> <li>Where appropriate, produce feasibility studies for commercial elements in the Masterplan which can be "taken to market" to stimulate investment interest (such as the holiday park, adventure park, food/farm gate product etc.)</li> </ul>	Wodonga Council and specialist consultant	Short term	<ul style="list-style-type: none"> <li>Feasibility commissioned and completed by 2020</li> </ul>
	<ul style="list-style-type: none"> <li>Develop an investment prospectus for Gateway Island identifying investment opportunities and the precinct's potential</li> </ul>	Wodonga Council	Medium term	<ul style="list-style-type: none"> <li>Investment prospectus developed by 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to work with AlburyCity to improve connections to Gateway Island from Albury</li> </ul>	Both Councils	Ongoing	<ul style="list-style-type: none"> <li>Continue to work together to improve connections (including through the Murray River Experience Masterplan)</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to apply for grant funding applications for the upgrades</li> </ul>	Wodonga Council	Ongoing	<ul style="list-style-type: none"> <li>Council to continue to showcase the project to government agencies and apply for grant funding applications where possible</li> <li>Funding is secured for the project</li> </ul>
<b>Murray River Experience Masterplan Implementation</b>	<ul style="list-style-type: none"> <li>Continue to implement actions identified as part of the Murray River Experience (MRE) Masterplan</li> </ul>	AlburyCity Council	Ongoing	<ul style="list-style-type: none"> <li>The precinct is activated as per Masterplan, including Wagirra Trail upgrades, Wonga Wetlands upgrades and the establishment of the Albury Riverside Precinct</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to profile the project and commercial activation opportunities which provide product that is complementary in nature</li> </ul>	AlburyCity Council	Ongoing	<ul style="list-style-type: none"> <li>Commercial activation opportunities are profiled</li> <li>Private investment into the precinct is activated</li> </ul>
<b>Sporting Infrastructure Upgrades</b>	<ul style="list-style-type: none"> <li>Commission sporting facilities specialist to complete facilities audit and capacity analysis of all sporting facilities throughout the region.</li> </ul>	Specialist consultant	Short term	<ul style="list-style-type: none"> <li>Audit commissioned and completed by 2020</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to seek funding to upgrade the Lauren Jackson Sports Centre to enhance the venue as an attraction for large-scale sporting, entertainment and conference events</li> </ul>	AlburyCity Council	Ongoing until funding is secured	<ul style="list-style-type: none"> <li>Council to continue to showcase the project to government agencies and apply for grant funding applications where possible</li> <li>Funding is secured for the project</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to seek funding to implement Stage 3 of Lavington Sports Ground Redevelopment to improve amenity offering and enhance its capacity and appeal as a major event venue.</li> </ul>	AlburyCity Council	Ongoing until funding is secured	<ul style="list-style-type: none"> <li>Council to continue to showcase the project to government agencies and apply for grant funding applications where possible</li> <li>Funding is secured for the project</li> </ul>
	<ul style="list-style-type: none"> <li>Investigate the establishment of a Regional Aquatic Facility</li> </ul>	Both Councils	Short-medium term	<ul style="list-style-type: none"> <li>Undertake assessment in partnership with all relevant stakeholders</li> </ul>



Action	Tasks	Responsibility	Timeframe	KPIs
	<ul style="list-style-type: none"> <li>Continue to seek funding to support the development of the multi-sports Baranduda Fields precinct</li> </ul>	Wodonga Council	Ongoing	<ul style="list-style-type: none"> <li>Council to continue to showcase the project to government agencies and apply for grant funding applications where possible</li> <li>Funding is secured for the project</li> </ul>
<b>Signage strategy (interpretive and directional)</b>	<ul style="list-style-type: none"> <li>Commission a signage specialist to complete an audit and develop a regional signage strategy to: consolidate tourism-related signage, improve interpretation signage (where needed) and to identify mechanisms/the process to increase directional signage (aligning to NSW and Victorian State Government guidelines)</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Commission and complete study by 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Identify potential grant sources which could be applied to fund implementation of the signage strategy</li> </ul>	Both Councils	Medium term - ongoing	<ul style="list-style-type: none"> <li>Seek matching funding commitment by 2022</li> <li>Once funding has been secured, rollout signage program</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a signage guide instructing operators regarding how they can apply for signage, the criteria they need to fulfil and the assistance programs available</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>The guide is developed and distributed by 2021</li> <li>The guide is updated - when appropriate - to adhere to changes in rules/regulations</li> </ul>
<b>Trail upgrades (including the Wagirra Trail) and guided tours</b>	<ul style="list-style-type: none"> <li>Continue to pursue grant funding to extend the Wagirra Trail to link to Lake Hume, Bonegilla and High Country Rail Trail</li> <li>Continue to pursue the development of the Four Hills Trail</li> </ul>	Both Councils, including private land holders (NSW side)	Ongoing	<ul style="list-style-type: none"> <li>Council to continue to showcase the project to government agencies and apply for grant funding applications where possible</li> <li>Funding is secured for the project</li> <li>The trail is upgraded and operational by 2023</li> </ul>
<b>Wodonga Library and Gallery Redevelopment</b>	<ul style="list-style-type: none"> <li>Continue to work with RDV and apply for grant funding through other appropriate sources to supplement Council's investment to activate the Wodonga Cultural Precinct</li> </ul>	Wodonga Council	Ongoing until funding is secured	<ul style="list-style-type: none"> <li>Council to continue to showcase the project to government agencies and apply for grant funding applications where possible</li> <li>Funding is secured for the project</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to work with Development Victoria to investigate opportunities to link the development with the Wodonga CBD development project</li> </ul>	Wodonga Council	Ongoing	<ul style="list-style-type: none"> <li>Development Victoria maintain relationship and continues to work with Council to develop the CBD</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to operate and develop dynamic programs at both The Cube Wodonga and Arts Space Wodonga</li> </ul>	Wodonga Council	Ongoing	<ul style="list-style-type: none"> <li>Participation in programs at both facilities continues to grow</li> </ul>
<b>Tier 3 Projects</b>				
<b>Additional attraction and infrastructure projects for</b>	<ul style="list-style-type: none"> <li>Complete further investigation/feasibility into Albury Wodonga Passenger Rail Upgrades and continue to advocate for these improvements</li> </ul>	Both Councils	Ongoing	<ul style="list-style-type: none"> <li>Advocacy continues</li> <li>Positive results from ongoing advocacy</li> </ul>
	<ul style="list-style-type: none"> <li>Complete further investigation/feasibility into Turks Head Building activation</li> </ul>	AlburyCity Council	Medium term	<ul style="list-style-type: none"> <li>Feasibility is completed (it is understood this is currently underway)</li> </ul>

Action	Tasks	Responsibility	Timeframe	KPIs
further investigation	<ul style="list-style-type: none"> <li>Complete further investigation/feasibility into Lake Hume Houseboats, including policy and regulatory barriers</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Feasibility is completed by 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Complete Albury Hills Strategy</li> </ul>	AlburyCity Council	Medium term (TBA)	<ul style="list-style-type: none"> <li>Strategy is completed by 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Complete QEII Square Masterplan Activation</li> </ul>	AlburyCity Council	Medium term	<ul style="list-style-type: none"> <li>Activation of precinct aligns with Masterplan dates (final stage activated by 2021)</li> </ul>
	<ul style="list-style-type: none"> <li>Complete feasibility into Uiver Collection Museum</li> </ul>	AlburyCity Council	Medium term	<ul style="list-style-type: none"> <li>Feasibility is completed by 2022</li> </ul>
	<ul style="list-style-type: none"> <li>Complete further investigation/feasibility into Willowbank Events Space</li> </ul>	AlburyCity Council	Medium term	<ul style="list-style-type: none"> <li>Feasibility is completed by 2022</li> </ul>
	<ul style="list-style-type: none"> <li>Complete further investigation/feasibility into developing indigenous history tours</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Undertake discussions with the local Indigenous community by 2021</li> <li>If Indigenous community are interested, complete further investigation into potential product by 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Undertake study to identify future improvements and opportunities to grow the role of the theatre</li> </ul>	Wodonga Council	Medium term	<ul style="list-style-type: none"> <li>Study is completed by 2022</li> </ul>
	<ul style="list-style-type: none"> <li>Complete further research regarding whether demand warrants the need for a 5-Star Hotel in Albury</li> </ul>	AlburyCity Council	Medium term	<ul style="list-style-type: none"> <li>Further research is completed by 2022</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to work with Development Victoria on the Wodonga CBD Development and provide input where required</li> </ul>	Wodonga Council	Medium term	<ul style="list-style-type: none"> <li>Development Victoria maintain relationship and continues to work with Council to develop the CBD</li> </ul>
	<ul style="list-style-type: none"> <li>Complete further research regarding investment demand for the development of a high-quality accommodation facility in the Wodonga CBD</li> </ul>	Wodonga Council	Medium term	<ul style="list-style-type: none"> <li>Further research into potential investors is completed by 2022</li> </ul>
	<ul style="list-style-type: none"> <li>Assessment of the cost to activate the opportunities included in the Wodonga Hilltops and staged development plan</li> </ul>	Wodonga Council	Medium term	<ul style="list-style-type: none"> <li>Assessment is completed by 2022</li> </ul>
Bonegilla Migrant Experience Enhancements	<ul style="list-style-type: none"> <li>Finalise Stage 2 of Masterplan</li> </ul>	Wodonga Council	Short term	<ul style="list-style-type: none"> <li>Stage 2 of Masterplan is finalised by 2019</li> </ul>
	<ul style="list-style-type: none"> <li>Identify appropriate grant funding streams which could be tapped to fund Stage 2 of the Masterplan</li> </ul>	Wodonga Council	Ongoing	<ul style="list-style-type: none"> <li>Council to continue to showcase the project to government agencies and apply for grant funding applications where possible</li> <li>Funding is secured for the project</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to support and promote the Bonegilla Migrant Experience (BME) to visitors</li> </ul>	Wodonga Council	Ongoing	<ul style="list-style-type: none"> <li>Awareness of BME and visitation to BME grows</li> <li>Visitor reviews of BME on major tourism websites (such as TripAdvisor) continues to grow</li> </ul>

Action	Tasks	Responsibility	Timeframe	KPIs
<b>Regional Biking Hub</b>	<ul style="list-style-type: none"> <li>Complete assessment looking at the establishment of a regional biking hub</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Complete assessment by 2022</li> </ul>
	<ul style="list-style-type: none"> <li>Complete assessment to identify development opportunities and requirements for cyclist friendly visitor precinct at High Country Rail Trail gateway</li> </ul>	Wodonga Council	Short term	<ul style="list-style-type: none"> <li>Study completed by December 2019</li> </ul>

Table 24: Activation Area 3 (Focusing on Destination Events)

Action	Tasks	Responsibility	Timeframe	KPIs
<b>Tier 1 Priority Projects</b>				
<b>Signature Arts/Culture Destination Festival</b>	<ul style="list-style-type: none"> <li>Continue to develop the Albury Wodonga Cultural Festival Strategic Plan</li> </ul>	Both Councils	Short term	<ul style="list-style-type: none"> <li>Albury Wodonga Cultural Festival Strategic Plan is completed and accepted by both Councils by 2020</li> </ul>
	<ul style="list-style-type: none"> <li>Identify potential grant funding sources which may be able to be leveraged to support the event</li> </ul>	Both Councils	Ongoing	<ul style="list-style-type: none"> <li>Continue to showcase the event to government agencies and apply for grant funding applications where possible</li> </ul>
	<ul style="list-style-type: none"> <li>The event is held and profiled as a major signature destination event for the region</li> <li>Leverage off DNSW's 'It's ON!' in NSW campaign to promote the event</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>The event is held and visitation aligns with forecasts (estimated at 5,000 in year one)</li> <li>The event is profiled by regional tourism bodies and by State tourism bodies</li> <li>The event is featured on <a href="http://www.visitnsw.com/events">www.visitnsw.com/events</a></li> </ul>
	<ul style="list-style-type: none"> <li>Develop an event benefit report which demonstrates the economic and related benefits of the event.</li> </ul>	Both Councils	Medium term and ongoing	<ul style="list-style-type: none"> <li>Event benefit report is developed after the first event is held and is distributed on social media and on both Council's websites</li> </ul>
	<ul style="list-style-type: none"> <li>Work with industry to offer event packages potentially including transport, accommodation and event entry (if paid entry is applicable)</li> </ul>	Both Councils and industry operators	Medium term and ongoing	<ul style="list-style-type: none"> <li>At least one event package is offered in the event's first year</li> </ul>
<b>Signature Triathlon Event</b>	<ul style="list-style-type: none"> <li>Undertake discussions with local triathlon club, as well as Triathlon Victoria and Triathlon NSW to ascertain interest, demand and requirements</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Discussions to be held by 2021</li> </ul>
	<ul style="list-style-type: none"> <li>If demand/interest exists, complete strategic plan for the event</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Strategic Plan to be completed by 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Identify potential grant funding sources which may be able to be leveraged to support the event</li> </ul>	Both Councils	Ongoing	<ul style="list-style-type: none"> <li>Continue to showcase the event to government agencies and apply for grant funding applications where possible</li> <li>Funding is secured for the event</li> <li>First event takes place by 2023</li> <li>Event is profiled by regional tourism bodies and by State tourism bodies</li> </ul>
	<ul style="list-style-type: none"> <li>Develop an event benefit report which demonstrates the economic and related benefits of the event.</li> </ul>	Both Councils	Post first event being held	<ul style="list-style-type: none"> <li>Event benefit report is developed after the first event is held and is distributed on social media and on both Council's websites</li> </ul>
<b>Tier 2 Projects</b>				
<b>Hub for Regional Sporting Events</b>	<ul style="list-style-type: none"> <li>Continue to promote the region as a sporting event destination to host major state and national, senior and junior sporting events, leveraging off the sporting event toolkit already developed by Council and continue to update toolkit as upgrades to facilities and new accommodation product etc. comes online</li> </ul>	Both Councils	Ongoing	<ul style="list-style-type: none"> <li>Awareness of the region as a sporting destination increases and the number of sporting events held grows</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to run the visiting journalist program to showcase the region as a sporting destination</li> </ul>	Both Councils	Ongoing	<ul style="list-style-type: none"> <li>Number of media releases/articles about the region increases</li> </ul>

Action	Tasks	Responsibility	Timeframe	KPIs
	<ul style="list-style-type: none"> <li>Work with accommodation and food and beverage operators to develop packages</li> </ul>	Both Councils and industry operators	Ongoing	<ul style="list-style-type: none"> <li>Operators begin to target sporting events and work together to create packages</li> </ul>
<b>Major Regional Food and Wine Festival</b>	<ul style="list-style-type: none"> <li>Undertake discussions with current operator of North East Food and Wine Festival to ascertain interest in bringing in partners to enable the event to be expanded (noting it is at capacity under the current model)</li> </ul>	Both Councils and North East Food and Wine Festival operator	Short term	<ul style="list-style-type: none"> <li>Discussions held with operator by 2020</li> </ul>
	<ul style="list-style-type: none"> <li>If the current operator is keen to bring in partners, develop an EOI to gauge partnership interest</li> </ul>	Both Councils, North East Food and Wine Festival operator and industry partners	Short-Medium term	<ul style="list-style-type: none"> <li>EOI developed and distributed by 2020</li> </ul>
	<ul style="list-style-type: none"> <li>If the current operator is not keen to bring in partners, complete assessment for new food and wine event (held in a different month) and which has the capacity/scalability to grow and a unique point of difference</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Assessment for new event is completed by 2021</li> </ul>

Table 25: Activation Area 4 (Aligning Destination Marketing & Visitor Information with Emerging Trends)

Action	Tasks	Responsibility	Timeframe	KPIs
<b>Tier 2 Projects</b>				
<b>Aligning Visitor Servicing with Trends</b>	<ul style="list-style-type: none"> <li>Continue to work with Murray Region Tourism (MRT) on their Visitor Servicing Plan</li> </ul>	Both Councils and MRT	Short term	<ul style="list-style-type: none"> <li>Ongoing until review is completed</li> </ul>
	<ul style="list-style-type: none"> <li>Undertake discussions with DRM to understand any plans for the future direction of visitor servicing</li> </ul>	Albury Council and DRM	Short term	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Implement findings relevant to Albury Wodonga from MRT Visitor Servicing Plan and look to enhance this with more specific research relevant to Albury Wodonga</li> </ul>	Both Councils and MRT	Short - medium term	<ul style="list-style-type: none"> <li>Begin to implement findings once Plan is released by MRT</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to develop Albury Airport in accordance with the Masterplan which includes visitor upgrades (signage, regional branding, kiosk and visitor information)</li> </ul>	AlburyCity Council	Ongoing	<ul style="list-style-type: none"> <li>Visitor upgrades at the airport are underway</li> <li>Continue FlyAlbury and partner airline marketing collaboration</li> </ul>
<b>ATDW Listing Benefits Campaign</b>	<ul style="list-style-type: none"> <li>Work with VV and DNSW to produce a list of all ATDW-listed operators in the region</li> </ul>	Both Councils, VV and DNSW	Short term	<ul style="list-style-type: none"> <li>List is provided by 2020 (and updated on an ongoing basis)</li> </ul>
	<ul style="list-style-type: none"> <li>Use accommodation and product audit in this DMP and determine who is/is not listed on the ATDW</li> </ul>	Both Councils	Short term and ongoing	<ul style="list-style-type: none"> <li>Audit completed by 2020</li> <li>Audit is reviewed on a quarterly basis</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a short sell document which demonstrates to industry operators the benefits of being listed on the ATDW and the strong ROI able to be generated</li> </ul>	Both Councils	Medium term and ongoing	<ul style="list-style-type: none"> <li>Sell document developed by 2021</li> <li>Document distributed (via social media, visitALBURYWODONGA and in print) by 2021</li> <li>ATDW listed product for the region increases</li> </ul>
	<ul style="list-style-type: none"> <li>Invite ATDW representatives and/or State tourism representatives to come to speak about the benefits of the ATDW</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Workshop is held by 2021 and occurs annually every year thereafter</li> </ul>
<b>Bookable Tourism Product Packages</b>	<ul style="list-style-type: none"> <li>Host industry networking session to gauge interest in operators working together to develop bookable product packages for the region</li> </ul>	Both Councils and industry operators	Medium-long term	<ul style="list-style-type: none"> <li>Industry networking session is held by 2022</li> <li>Interest in product package is demonstrated</li> <li>First bookable package is coordinated and developed by 2023</li> </ul>
	<ul style="list-style-type: none"> <li>Once one bookable package is identified, continue to work with operators to have product potentially listed on visitALBURYWODONGA and other appropriate collateral</li> </ul>	Both Councils and industry operators	Long term	<ul style="list-style-type: none"> <li>Bookable package is listed on visitALBURYWODONGA</li> <li>Package is booked by visitors to the region</li> </ul>
	<ul style="list-style-type: none"> <li>Measure success (booking rate) of bookable package and look to introduce other packages</li> </ul>	Both Councils and industry operators	Ongoing	<ul style="list-style-type: none"> <li>As new packages are rolled out, the number of packages booked grows</li> </ul>
<b>Community Tourism Awareness Campaign</b>	<ul style="list-style-type: none"> <li>Develop a community awareness campaign to increase awareness of the visitor economy so all members of the community better understand the benefits and opportunities.</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Campaign is rolled out by 2021</li> <li>Campaign is updated on an annual basis</li> <li>Community awareness of the importance of the visitor economy grows</li> </ul>
	<ul style="list-style-type: none"> <li>Work with the Chamber of Commerce to promote the benefits of the visitor economy</li> </ul>	Both Councils and Chambers	Medium term	<ul style="list-style-type: none"> <li>Distribute community awareness campaign to Chambers and initiative discussions by 2021</li> </ul>

Action	Tasks	Responsibility	Timeframe	KPIs
<b>Leverage off the Four Seasons via a Promotional Campaign</b>	<ul style="list-style-type: none"> <li>Develop a promotional campaign which leverages off the strength of the region's distinct four seasons, particularly targeted at a Melbourne market</li> </ul>	Both Councils	Medium term and ongoing	<ul style="list-style-type: none"> <li>Promotional campaign is developed and rolled out by 2022</li> </ul>
	<ul style="list-style-type: none"> <li>Work with industry operators to develop packages aligned to this campaign</li> </ul>	Both Councils and industry operators	Medium term and ongoing	<ul style="list-style-type: none"> <li>At least one event package is offered in the promotional campaign's first year</li> </ul>
<b>Tier 3 Projects</b>				
<b>Regional Trails App/Digital Media</b>	<ul style="list-style-type: none"> <li>Develop a regional trails app or digital media (website) focused on the region's trails</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Identify trails which should be featured on the app/digital media by 2021</li> <li>Engage app developer or digital media developer to create media to showcase trails by 2021</li> <li>Roll out media by 2021</li> </ul>
<b>Visitor Data Analysis</b>	<ul style="list-style-type: none"> <li>Commission tourism/consumer research specialist to complete a survey of visitors (based on a sample size) to ascertain unique visitation to the region</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Survey is carried out by 2021</li> <li>Results are applied to NVS and IVS data to demonstrate unique visitation to the region</li> <li>Data is distributed to industry operators</li> </ul>
	<ul style="list-style-type: none"> <li>Work with DNSW, VV, MRT and DRM to identify if grant funding exists which could support the project</li> </ul>	Both Councils, DNSW, VV, MRT and DRM	Medium term	<ul style="list-style-type: none"> <li>Council to continue to showcase the project to government agencies and apply for grant funding applications where possible</li> <li>Funding is secured for the project</li> </ul>

Table 26: Activation Area 5 (Developing Appropriate Tourism Governance & Supporting Industry Development)

Action	Tasks	Responsibility	Timeframe	KPIs
<b>Tier 2 Projects</b>				
<b>Continue to promote RTO professional development events</b>	<ul style="list-style-type: none"> <li>Actively promote and encourage industry to participate in professional development events/courses being held by the two regional tourism organisations as well as other relevant tourism training bodies</li> </ul>	Both Councils	Short term and ongoing	<ul style="list-style-type: none"> <li>Industry participation in professional development events hosted by RTOs grows</li> </ul>
<b>Destination Events Calendar Workshops</b>	<ul style="list-style-type: none"> <li>Host workshops with industry to increase awareness of visitALBURYWODONGA, its event calendar, how they can get listed and how they can see future events planned</li> </ul>	Both Councils	Short term and ongoing	<ul style="list-style-type: none"> <li>First workshop is held by 2020</li> <li>Workshops continue to be held bi-annually</li> <li>Industry awareness and use of the events calendar increases</li> <li>Reduction in the number of event clashes</li> </ul>
<b>Investment Prospectus for Tourism Opportunities</b>	<ul style="list-style-type: none"> <li>Commission a specialist to create a succinct quality document which highlights the various investment opportunities in this DMP and to use this to market tourism development potential for the region</li> </ul>	Both Councils	Short term	<ul style="list-style-type: none"> <li>Investment prospectus is finalised by 2020</li> <li>Investment prospectus is published and provided online by 2020</li> </ul>
	<ul style="list-style-type: none"> <li>Facilitate a tourism development investment forum in the region to further profile and support new investment</li> </ul>	Both Councils	Medium term	<ul style="list-style-type: none"> <li>Tourism development investment forum held by 2021</li> <li>Tourism investment interest and actual investment into the region continues to grow</li> </ul>





# 10. Supporting Documentation

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Supporting Documentation 1: Full Survey Results

Supporting Documentation 2: Strategic Context

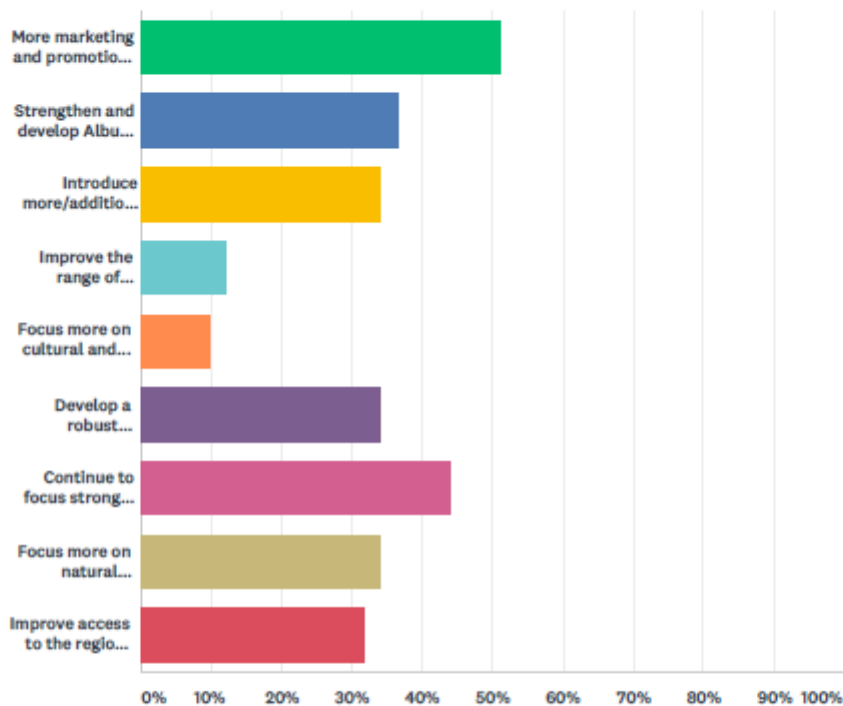
Supporting Documentation 3: Product audit

Supporting Documentation 4: Project Ranking

## Supporting Documentation 1: Full Survey Results

Q1 The visitor economy is extremely important to us. If we had to focus on key areas to help drive greater visitor numbers, higher spend, and new facilities and attractions to benefit both locals and visitors, what do you think we should be focused on doing? Please tick no more than three boxes.

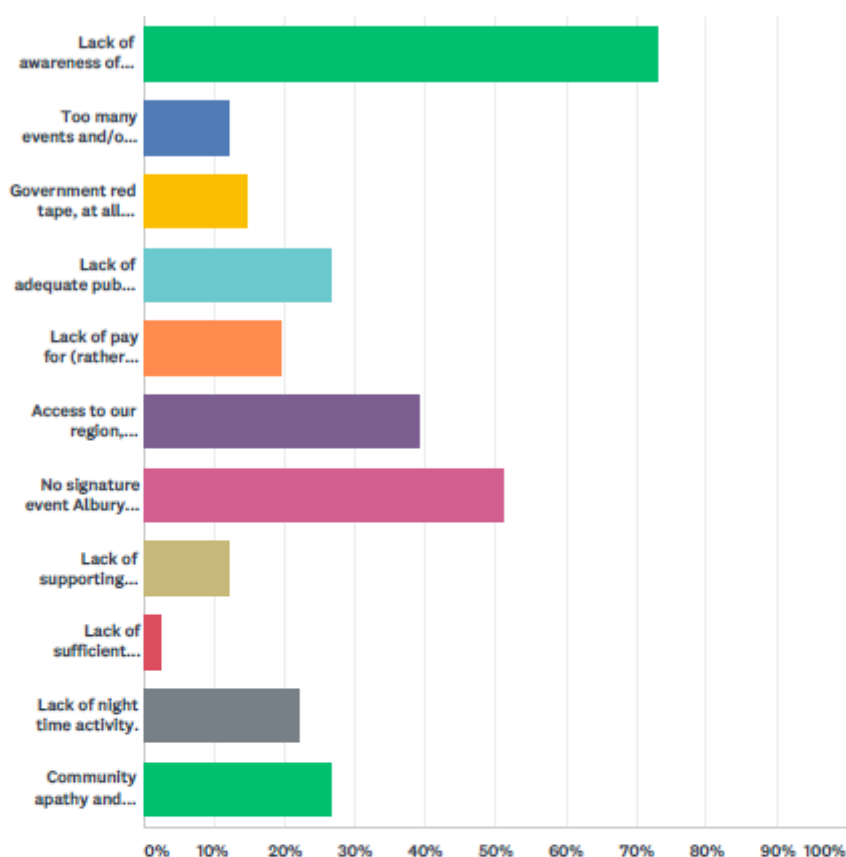
Answered: 41 Skipped: 0



ANSWER CHOICES	RESPONSES
More marketing and promotional campaigns to better inform target markets (including local, intra and interstate) about Albury Wodonga.	51.22% 21
Strengthen and develop Albury Wodonga's positioning as the destination hub for a wider region.	36.59% 15
Introduce more/additional quality paid visitor attractions and experiences in Albury Wodonga.	34.15% 14
Improve the range of accommodation options. This may include but not limited to: camping, glamping and/or back packer options.	12.20% 5
Focus more on cultural and heritage facilities and market these more strongly.	9.76% 4
Develop a robust destination (rather than community) focussed events calendar.	34.15% 14
Continue to focus strongly on events to grow shoulder and low season periods.	43.90% 18
Focus more on natural attractions and outdoor activities including eco-tourism product. (This may include but not limited to: kayaking and canoeing, bird watching, mountain biking, outdoor cultural tours and walks, zip lines, tree top canopy walkways, night time wildlife viewing, glamping experiences, yachting, fishing events-competitions).	34.15% 14
Improve access to the region via rail, air and bus services.	31.71% 13
Total Respondents: 41	

## Q2 What if any, are the major impediments to growing to the visitor economy. Please tick no more than three boxes:

Answered: 41 Skipped: 0



ANSWER CHOICES	RESPONSES
Lack of awareness of what Albury Wodonga has to offer as a destination.	73.17% 30
Too many events and/or events over-lapping.	12.20% 5
Government red tape, at all levels impacting on tourism opportunities.	14.63% 6
Lack of adequate public funding and resources for tourism generally.	26.83% 11
Lack of pay for (rather than free entry) attractions and experiences.	19.51% 8
Access to our region, especially by rail	39.02% 16
No signature event Albury Wodonga and/or lack of consistent event quality.	51.22% 21
Lack of supporting infrastructure (parking, signage, public toilets etc.)	12.20% 5
Lack of sufficient commercial bed availability (hotels, motels, caravan and camping parks, Air BnBs etc.)	2.44% 1
Lack of night time activity.	21.95% 9
Community apathy and attitude toward tourism.	26.83% 11
Total Respondents: 41	

### Q3 If this joint DMP could only achieve one thing to help boost the visitor economy, what is the one outcome you would like to see?

Answered: 35 Skipped: 6

#	RESPONSES	DATE
1	Albury Wodonga being a destination stop for visitors for more than a travel through	6/2/2018 4:11 AM
2	Put os on the map by meaningful publicity targeting our signature event.	6/1/2018 9:55 AM
3	Make more people aware of what this region has to offer	6/1/2018 6:41 AM
4	Additional destination activities	5/31/2018 10:36 PM
5	Mtb tourism via the hilltop strategy and put more effort into Nail Can Hill	5/31/2018 9:42 PM
6	develop a unique world class big ticket tourist attraction	5/31/2018 9:12 PM
7	A major event like the midnight oil concert	5/31/2018 5:31 PM
8	More promotion intra and interstate	5/31/2018 2:33 PM
9	Influence improved rail access	5/31/2018 1:36 PM
10	More events	5/31/2018 1:31 PM
11	Avoid duplication of resources.	5/31/2018 1:31 PM
12	a quality caravan park probably by the river.	5/31/2018 1:05 PM
13	Clients travelling through Albury/Wodonga making the time to stay longer. We have things to see and do but it does need promotion.	5/31/2018 12:57 PM
14	Determining and telling our story - our point of difference	5/31/2018 12:49 PM
15	Improved awareness of what can be accessed close by to Albury/Wodonga.	5/31/2018 11:44 AM
16	Promote the Albury/Wodonga area use you best advertisers the local small businesses , Even if you have to pay them or encourage them with cross benefiting to all businesses	5/31/2018 10:25 AM
17	More promotion of Albury/Wodonga and the diverse attractions that it can offer	5/31/2018 10:17 AM
18	More attractions to have visitors stay longer	5/31/2018 10:04 AM
19	more visitors staying longer, dining in our restaurants and exploring the area.	5/31/2018 9:51 AM
20	Sponsor major concerts and acts to the causeway and develop this amazing beautiful area for these events.	5/31/2018 9:37 AM
21	Support locally owned family business that did draw visitor in from Australia wide. Stop putting hurdles in their way and charging to rate payers (which the business are) to be part of a rate payers funded advertising campaign	5/31/2018 9:23 AM
22	it all goes hand in hand, one is not more important than the other.	5/31/2018 9:16 AM
23	Suggest Albury council be proactive to operators that are actually here , not try to restrict them like they are doing	5/31/2018 9:14 AM
24	A better awareness of the events happening in the area.	5/23/2018 9:18 PM
25	better communication - the official tourism website does not represent Albury at all, the lack of information on it I believe deters tourism	5/22/2018 2:16 PM
26	more events	5/22/2018 11:10 AM
27	More attractions/destinations within Albury Wodonga itself. Natural attractions, outdoor activities, focusing on the Murray river precinct particularly.	5/22/2018 7:44 AM
28	Less red tape and doubling up of permits between Albury and Wodonga.	5/21/2018 7:29 PM
29	more attractions in the winter months	5/21/2018 6:56 PM
30	A major event larger than the Albury Gold Cup	5/21/2018 3:47 PM
31	a recognition that is a healthy for our visitor economy to have a range of boutique events throughout the year rather than investing in one BIG 'signature' event. The addiction to the idea of a big ticket event that will 'put Wodonga/Albury on the map' and will inevitably suck considerable resources seems to ignore some of the figures that would show that supporting a number of key events throughout the year would have the same visitor economy impact.	5/21/2018 3:32 PM
32	raise the profile of Albury/Wodonga as a base to explore the wider region	5/21/2018 3:18 PM
33	Start working towards the business, government and community seeing Albury Wodonga as a single tourism destination	5/21/2018 2:01 PM
34	Creation signature identity place or event, perhaps around business and science tourism as opposed to lesuire which could be a knock on benefit	5/21/2018 2:00 PM
35	More money on the table and better marketing campaigns with a call to action 'must visit Albury Wodonga'	5/21/2018 1:32 PM

## Q4 Any additional comments you would like to make.

Answered: 12 Skipped: 29

#	RESPONSES	DATE
1	No	6/1/2018 6:41 AM
2	Albury City need to utilise Nail Can Hill better.. spend some money on it and work with local clubs and groups on maintaining it.	5/31/2018 9:42 PM
3	We offer live flamenco dancing in our restaurant around 4 times a year. We think this is a great addition to the Albury Wodonga Dining and entertainment scene however we need more promotion at low or no cost	5/31/2018 2:33 PM
4	It takes everyone working together for the same outcome - ie. keeping both Councils working together is the way forward.	5/31/2018 12:57 PM
5	Lets make this a great place to base a family holiday. :)	5/31/2018 11:44 AM
6	By using small business to do some of your promotions Your encouraging the community to be involve in promoting their area to visitors and to other areas also they visit	5/31/2018 10:25 AM
7	BIG concerts, events bring in money for everyone in tourism business and money/purchasing flow on for rest of community. Spend big on developing causeway as a music, events hub.	5/31/2018 9:37 AM
8	Visit Albury Wodonga is meant to support locals it only supports those who have the cash flow ability to be part of it. This need to be more clearly explained.	5/31/2018 9:23 AM
9	I have seen plenty of these plans over the years , and not much action	5/31/2018 9:14 AM
10	we need to work with council more	5/22/2018 11:10 AM
11	This is a great region with massive potential. Lets realise it.	5/21/2018 7:29 PM
12	Working with the broader region is critical	5/21/2018 2:01 PM

## Supporting Documentation 2: Strategic Context

### 10.1.1. State Planning

#### 10.1.1.1. Victorian Visitor Economy Strategy

- Recognises that regional and rural Victoria has significant assets and visitor attractions, including world-class food and wine, nature-based experiences, and diverse artistic and cultural experiences.
- Notes the need to encourage more Melbournians and Australians to travel to regional Victoria, in preference to other states or overseas, is a key growth opportunity for regional Victoria.
- However, growing international visitation to regional Victoria will be challenging. Regional areas face strong competition from overseas and interstate destinations, as well as other consumer products. The proportion of visitors from Asian countries who stay overnight in regional Victoria is low: Singapore (16%), China (10%), India (10%), and Indonesia (8%). Products, accommodation and infrastructure built in past decades may need renewal or updating to provide a more compelling experience for both domestic and those visitors from new markets.
- Regional Victoria is well known for its significant visitor attractions such as the Twelve Apostles, the Great Ocean Road and Phillip Island. Major population centres such as Geelong, Albury-Wodonga, Ballarat and Bendigo provide a range of visitor experiences and are complemented by Victoria's many rural towns.
- Priorities in the Strategy:
  - More private sector investment
  - Building on the potential of rural and regional Victoria
  - Improved branding and marketing
  - Maximise the benefits of events
  - Improved experiences for visitors from Asia
  - Better tourism infrastructure
  - Improved access into and around Victoria
  - A skilled and capable sector
  - More effective coordination

#### 10.1.1.2. NSW Visitor Economy Industry Action Plan

- Fairly old strategy now, released in 2012. The plan is apparently in the process of being updated and should be released within the next few months.<sup>108</sup>
- Need for a renewed focus on domestic markets. Research commissioned by the Taskforce showed that many NSW destinations are not perceived as unique or appealing to domestic visitors. Consumer recognition for many NSW regional destinations was not strong, even amongst NSW residents. The results indicate a significant amount of development and sharper destination positioning is required. The NSW Government expects that the introduction of a destination management planning system will support a renewed focus on targeting domestic markets.
- Key directions from the report:
  - Demonstrate leadership
  - Make it easier to do business
  - Collaborate to drive innovation and competitiveness
  - Invest in critical infrastructure

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<sup>108</sup> <https://www.industry.nsw.gov.au/media/media-releases/2017-media-releases/2017-media-releases/new-direction-for-visitor-economy>

- Raise the global profile of Sydney and NSW
- A new destination management planning approach was introduced in NSW as a result of the Taskforce report. This DMP being developed by Albury Wodonga is an outcome of this.

## 10.1.2. Regional Planning

### 10.1.2.1. Riverina Murray Destination Management Plan

- Recognises that Albury has a diverse and resilient economy as the major manufacturing, retail, health, administration, and education centre for the Murray region.
- The region is well located in close proximity to a number of other popular tourist destinations including the: Snowy Mountains, Victorian High Country and the Rutherglen Wine Region.
- Primary product strengths recognised for Albury Hume region: events and festivals; arts and culture; sports and recreation; rivers and waterways; and business and conferencing. The areas of history/heritage; nature and parks and dining and local produce were identified as secondary. The wine, brewing and distilling product was not recognised as a strength for Albury Hume.
- One of the six sub-regions in the Riverina Murray region, Albury Hume attracts the second largest number of visitors, after the Eastern Riverina sub-region (which includes Wagga Wagga)
- Tier 1 Priority projects identified for Albury Hume include:
  - Albury Wodonga major family attraction
  - Wonga Wetlands as a nature tourism attraction
  - Albury riverside precinct
  - Albury Wodonga sports infrastructure
  - Albury Entertainment Centre expansion
  - Albury Wodonga passenger rail upgrades
  - Albury Airport visitor upgrades
- Tier 2 priority projects identified include:
  - Albury Wodonga Equestrian Centre Upgrade
  - 5-star Hotel Development
  - Albury Night Time Economy
  - Turks Head Building
  - Lake Hume Houseboats
  - Albury Creative and Arts Infrastructure
  - Albury Hills Strategy
  - Albury Wodonga RV Strategy
  - Albury Wodonga Major Cultural Festival
  - QEII Square Masterplan and Activation
  - Albury Central Backpackers
- Cross-border projects with Albury Wodonga:
  - Gateway Island and Lakes Tourism Development: Gateway Island and Lakes sit on the NSW-Victoria border and are a major environmental asset with significant tourism potential. A masterplan is currently underway to identify future opportunities including new attractions, upgraded trail network, and events infrastructure. There is an opportunity for linkages with the Albury Murray River Experience projects.



- Albury Wodonga Public Transport: Albury Wodonga's internal public transport needs improvement, particularly on weekends. There should also be better connectivity between Albury Wodonga and the surrounding townships for potential day trips.
- Albury Wodonga Sports Facilities Audit and Capacity Analysis: Undertake an audit of sports infrastructure across the two cities to determine capacity and opportunities to improve facilities in order to accommodate larger sporting events
- Wagirra Trail Extension: Investigate further extension of Wagirra Trail to link Wonga Wetlands, Lake Hume, Bonegilla and High Country Rail Trail. This could also include elements identified in the Murray River Adventure Trail.
- Regional positioning projects:
  - Murray River Road - tri-state touring route
  - Ports of the Murray
  - Murray Adventure Trail
  - Drive tourism development
  - River cruising
  - Commercial tour operators
  - Agri-tourism and dining development
  - Heritage assets and repurposing
  - Visitor information and digital resources
- Currently, the cross-border status of the region can be an advantage (as funding can be sourced from both State Governments) but is often a disadvantage in the coordination of service and infrastructure delivery, fragmentation of government, duplication of resources, and varying approaches to regulation and red tape. Some of the specific issues include:
  - The different ownership and legislation governing land use along both sides of the Murray is seen as a major barrier in riverfront development. The border is on the Victorian side of the river and includes the river bank, which increases the difficulty of projects along the southern side.
  - Much of the Victorian side of the river is Crown Land, which also limits opportunities for development. The NSW side of the river is predominantly in private ownership; therefore development is somewhat dependant on owner's intentions.
  - In both jurisdictions, there are other restrictions related to environmental and water management. Cross-border issues also impact on the location of boat moorings and licensing for tour operators and fishing.

### 10.1.2.2. Murray Region Destination Management Plan

- Wodonga and Albury are included in the Eastern Murray sub-region
- Strategic development themes include: the river; nature-based; sport and recreation; food, drink and agribusiness; arts, heritage and culture; festivals, events and conferences; accommodation; infrastructure, transport and servicing.
- Wodonga and Albury relevant projects aligned to the strategic themes:
  - The river: Gateway Island tourism development; Albury riverside precinct;
  - Nature-based: Wonga wetlands development
  - Sport and recreation: Albury Wodonga sports infrastructure investment
  - Arts, heritage and culture: Bonegilla Migrant Experience Stage 2
  - Festivals, events and conferences: Albury Entertainment Centre Redevelopment
  - Infrastructure, transport and servicing: Wodonga CBD redevelopment (Junction Place), Albury Airport upgrades
- Regional projects:
  - The river: river cruising;
  - Nature-based: Murray river adventure trail;
  - Sport and recreation: n/a;
  - Food, drink and agribusiness: Murray agri and culinary tourism experience development;
  - Arts, heritage and culture: ports of the Murray;
  - Festivals, events and conferences: n/a; and
  - Infrastructure, transport and servicing: Murray River Road; passenger rail services to major centres; contemporary visitor information services.

### 10.1.3. Sub-regional Planning

#### 10.1.3.1. Two Cities One Community 2017 - 2021

- Recognises that Albury Wodonga is stronger working together and can achieve more when working in collaboration
- Identifies 12 regional priorities. Priority 9 is 'Tourism', while many of the other priorities also have a direct or indirect connection with tourism – particularly, Priority 1 'Economic development, including investment and jobs growth' and Priority 2 'Liveability'.
- Community aspirations identified with direct relevance to the visitor economy include:
  - “We want you to continue to promote business, investment and growth”
  - “More opportunities for development and jobs”
  - “Continue to provide facilities for all ages”
  - “Improve connectivity to other cities”
  - “Foster a healthy, safe, equitable and inclusive community”
  - “Education, awareness and advocacy”.
- Goals which have direct relevance to the visitor economy include:
  - 1.2: We are a destination that offers a variety of experiences, attractions and events
  - 1.3: We promote business, investment and jobs
  - 1.5: We are a destination of choice for new residents considering a 'city change'
  - 2.2: We preserve and experience the beautiful and unique area we live in
  - 3.1: We are recognised as a cultural and creative region, that embraces and celebrates diversity
  - 3.2: We are a liveable community, connected to our region and other cities

- 3.3: Our community is healthy and has a strong sense of wellbeing
- 4.4: Our Councils collaborate with other agencies and all levels of government

#### 10.1.3.2. Regional Economic Development Strategy 2018 - 2022

- Done in collaboration with: AlburyCity Council; Wodonga Council; Greater Hume Council; Federation Council; and Indigo Shire Council. Referred to as the Albury-Wodonga Functional Economic Region (FER).
- Vision for the Strategy: The Albury - Wodonga region will leverage its endowments, building on its economic strengths and specialisations to grow the transport and logistics, manufacturing, agriculture, healthcare and social assistance and tourism sectors, growing the population and creating prosperity to set the region on a path for sustainable development supporting business development and enhancing quality of life for its residents.
- Six elements of the strategy:
  - Support and grow **Agribusiness and Softwoods industries** throughout the region
  - Grow the **Transport and Logistics sector**
  - Continue to develop and grow the **Tourism sector** and the **visitor economy**
  - Grow the **Healthcare sector** through the development of a **Health precinct** in the region
  - Attract and retain talent to **sustain the supply of skilled workers** by improving liveability throughout the region
  - Capitalise on the region's opportunity to be a **special economic zone**
- Albury - Wodonga has a significant tourism sector which predominantly caters for domestic visitors. These visitors come to the region for a variety of purposes. Albury City, Wodonga City and Greater Hume Shire tend to attract visitors who come for business and health purposes, and to visit friends and relatives. Federation and Indigo shires tend to attract holiday tourists. The business, health and family segments of the tourism market will likely grow in line with economic and population growth. However, the region has a number of endowments that can be major drawcards for more 'traditional' tourism. These include the Murray River, Lake Hume, Lake Mulwala, Rutherglen wineries and a number of historic locations.
- Under Element 3 of the Strategy (Continue to develop and grow the Tourism sector and the visitor economy) the following are identified as priorities:
  - Infrastructure priorities:
    - Sector assets: Investment to a range of infrastructure to develop tourism products and assets that can drive further visitation into the region.
    - Road upgrades: Improve the accessibility and ease of travel to, from and throughout the region.
    - Greater access to natural assets: Provision of critical infrastructure to maintain and strengthen accessibility for visitors, such as walking paths along river banks, safe swimming zones, picnic, boating or camping facilities.
  - Early stage priority actions:
    - Undertake projects identified in the Murray Region Destination Masterplan including the Wagirra Trail Extension, establishment of the Wonga Wetlands Education and Experience Centre and upgrades to Riverside Parks.
    - Construct a new bridge between Yarrawonga and Mulwala to provide a new route for tourism, agribusiness and manufacturing.
    - Expand the Albury Entertainment Centre to increase capacity of the Convention Wing to attract convention event tourism.

- Upgrade the Lauren Jackson Sport Centre to enhance the venue as an attraction for large scale sporting, entertainment and conference events.
  - Construct Beechworth to Yackandandah link of the off-road rail trail cycling link on the Murray to Mountains Rail Trail.
  - Upgrade Albury Airport Terminal to accommodate future passenger growth to support tourism and business travel.
- Other priorities in other elements with relevance to tourism include:
  - Implement projects identified in the Wodonga Hilltops Strategy including the establishment of Federation Hill lookout, upgrades to Huon Hill lookout and the development of new trails and signage.
  - Implement Stage 3 of Lavington Sports Ground Redevelopment to improve amenity offering and enhance its capacity and appeal as a major event venue.
  - Undertake works as part of Albury Cultural Precinct Masterplan Implementation to enhance activation and major event opportunities for the QEII Square.
  - Undertake upgrades to Wodonga Community Cultural Precinct including the expansion and upgrade of cultural assets and galleries.
  - Amenity improvements: Improvements to the lifestyle amenities in the region to increase the attractiveness of the region to skilled workers.
  - Transport infrastructure: Improve the accessibility and ease of travel to, from and throughout the region.

#### 10.1.4. Local Planning

##### 10.1.4.1. Albury Creative Economy Strategy 2017 - 2021

- Cultural tourism is a focus for the Albury Wodonga region. Major features of the city include the Murray River, Lake Hume, Wonga Wetlands, Albury Botanic Gardens and the CBD with its historic buildings. Key cultural festivals and events include the annual Write Around the Murray Festival, the Albury Wodonga Eisteddfod, Borderville and the Albury Show.
- There are a number of major cultural facilities including the recently opened Murray Art Museum Albury (MAMA), the Albury LibraryMuseum, Art Space Wodonga, the Cube Wodonga and the Albury Entertainment Centre, the largest public facility in the region for corporate events, exhibitions and full-scale theatre productions.
- The wider Albury Wodonga region also boasts a high proportion of resident artists, with the strong performing arts culture supported by operation of: HotHouse Theatre, the leading professional regional theatre company in Australia; Albury Wodonga Theatre Company and Livid Productions; The Flying Fruit Fly Circus, one of the world's premier youth; performing arts companies and Australia's only full-time circus training institution for children.
- The design sector in Albury has particular strengths in the specialisations of graphic arts, consulting services, product design and fashion design. Albury is well placed to exploit the current impetus of the creative industries given its early participation in the NBN and its location and lifestyle offer, compared with capital cities.
- The overarching goal for the Albury Creative Economy Strategy is to secure economic growth (sector Output) of 5% per annum for the creative economy locally during the period of the strategy. The actions identified to achieve this goal are as follows.
- Ten goal areas are identified, including:
  - Networking and Collaboration

- Professional Development
  - Creative Hubs and Physical Spaces
  - Access to Funding and Investment
  - Multi-Arts Festival
  - Enriching and Promoting the City Brand
  - Tourism
  - CBD And City Precinct Activation
  - Council-Owned Creative Assets
  - Aboriginal Creative Sector Development
- The 'tourism' goal area includes: The development of richer tourism offerings that combine cultural and creative experiences with food and wine experiences, walking, riding and eco-tourism experiences will create a broader range of experiences and help to grow visitation.

#### **10.1.4.2. Albury DMP 2014-2017**

- Vision: We will create and market experiences that highlight our brand as a creative, sporty, connected and easy going destination
- Strategic directions:
  - Gather, distribute and use consumer research and market intelligence to improve the competitive strengths and marketing of Albury;
  - Develop and market a destination brand for Albury;
  - Create and reinvigorate visitor experiences most likely to strengthen brand Albury, appeal to the target markets and grow overnight visitation;
  - Grow and align events that are naturally aligned to the brand and competitive strengths of Albury;
  - Tighten marketing to focus on overnight visitation from target markets;
  - Maintain conventional and progressively move towards contemporary visitor information services; and
  - Integrate stakeholders across the visitor economy and assist in its development.
- Albury's strengths compared to the Murray River Region: Albury has a stronger emphasis on arts and culture, sport and recreation, business events, festivals and shopping; and Albury has less emphasis on private vehicle touring, motorised water sports, house boats, and history and heritage.

Tourism sector	Murray Region			Albury	
	MRTB	Visitor Survey	Consumer Research	AlburyCity	AlburyCity
Food and wine	Primary	Primary	Primary	Primary	Primary
Fishing	Primary	Secondary	Primary	Emerging	Emerging
Private vehicle touring	Primary	Secondary	NA	Secondary	Secondary
Motorised water sports	Primary		Primary	Secondary	Secondary
Houseboats	Primary	Secondary	NA		
Nature	Secondary		Primary	Emerging	Emerging
Arts and Culture	Emerging	Emerging		Primary	Primary
Indigenous	Secondary	Emerging		Emerging	Emerging
Golf	Primary	Secondary	Secondary	Secondary	Secondary
Adventure	Emerging	Emerging		Emerging	Emerging
History & Heritage	Primary / Secondary	Primary	Primary	Secondary	Secondary
Festivals & Events	Primary	Secondary	Secondary	Primary	Primary
Business Events	Secondary	Secondary		Primary	Primary
Shopping	Not tested	Not tested	Not tested	Not tested	Primary
VFR	Not tested	Not tested	Not tested	Not tested	Primary

#### **10.1.4.3. Bonegilla Migrant Experience Masterplan 2013-2017**

*Please note: the Masterplan was unable to be provided to Stafford because it is currently being updated by Council. The following was provided by Council in lieu of the full Masterplan.*

Bonegilla, located to the east of the nearby cities of Wodonga and Albury, is one of the most significant sites in Australia's history as a modern, multicultural country. In the post-war period, between 1947 to 1971, the land surrounding Bonegilla Migrant Experience (BME) operated as a migrant reception and training centre that housed more than 300,000 migrants.

Today, between those migrants still living and their descendants; more than 1.5 million people can claim some connection to the 'beginning place'.

Initially an Army base, the site expanded to encompass 24 separate migrant camp and accommodation blocks across a large area of land on the shores of Lake Hume. Today, Block 19 is the only remaining block and comprises the bulk of the remaining facilities from what once was the longest operating migrant centre in the country. Other blocks having been substantively modified and/or subsumed into the adjacent Latchford Army Barracks. Indeed, Block 19 is one of only two remaining World War Two Army camps that were used for migrant accommodation in Australia.

While some of the original buildings have been removed from Block 19, the remaining buildings typify the original arrangement of the camp. Importantly, the remaining built fabric and the spaces between are evocative of the period of migrant occupation and rich with memories of the post-war experiences of the European diaspora to a strange and far away landscape.

The outstanding values and the significance of Block 19 to Australia's heritage was recognised in 2007 by its inclusion on the National Heritage List.

In recognition of its importance to the nation, Wodonga Council developed BME, interpretive facility, at Block 19 that offers insights into the migrant stories that have been recorded from the site.

The masterplan addresses physical place improvements including to the physical layout of the site and to the built fabric to create new and better ways to experience the site's important cultural history and to facilitate adaptive reuse of its buildings and surrounds.

#### **10.1.4.4. Gateway Island Masterplan**

- Draft version, released in June 2018
- The Masterplan is a review and update of the previous Master Plans completed in 1997 and 2002
- Scope includes a review of Gateway Island in the context of the applicable Planning Scheme and specialist desktop studies in the areas of Cultural Heritage and Tourism/Economic Opportunities
- Draft vision for the Masterplan includes: Gateway Island is the heart of one combined community, respecting and valuing indigenous and non- indigenous cultures, showcasing a native Australian environment, and providing a sustainable and vibrant community and economic activity space. In addition, Gateway Island will develop into a major drawcard, attracting travellers off the Hume Freeway to enjoy a recreational and cultural revival during long journeys.
- Masterplan general recommendations include:
  - Introducing a variety of river access points
  - Introducing three river crossings between Gateway Island and Albury

- Undertaking a wayfinding signage strategy and providing a unified suite of signage
- Improving pedestrian, cycling and vehicular connectivity and access
- Undertaking an interpretive signage strategy and providing a unified suite of signage
- Consider tourism and economic initiatives, including:
  - Provision of Holiday Park facilities starting with low cost options and developing the product to include cabins and glamping as an eco-tourism option
  - Adventure park facilities – both land and water based, but not major theme parks
  - Integrated food and farm gate facilities and restaurant options
  - Arts and learning precincts taking advantage of existing indigenous cultural aspects of the Island
  - Development of a Riverine Native Botanic Gardens
  - Development of Major Events Precinct
  - Enhanced cycling and adventure tourism products
  - Quarry operations
- A variety of maintenance recommendations
- Ensuring there is a coordinated governance approach to the entire Island which is endorsed by Council
- Partnering with AlburyCity, Educational Institutions, Community Groups, Authorities, local business and other key stakeholders to establish and promote educational opportunities across Gateway Island.
- Precinct 1 (The Village) Master Plan components:
  - Shared trail connections, particularly to The Events Area Precinct and Diamond Park Precinct
  - Improved access to the Murray River frontage through river access points
  - Shared trail connection with Albury through river crossing aligning with future Abercorn Street
  - Creation of Billabong Swimming hole utilising existing water body
  - Improved pedestrian connections throughout the Village
  - Support for and promotion of Historical, Artistic and Cultural pursuits
  - Development of accommodation in the form of a Holiday Park
  - Support for commercial and economic endeavours
  - Preparation of a Precinct Master Plan in the context of the broader Gateway Island recommendations to confirm
    - future development parameters of the Village
    - ongoing sustainable development
    - consistency and cohesion of built form and landscape
- Precinct 2 (Diamond Park) components:
  - Shared trail along Murray River and Wodonga Creek frontages including connections through the Precinct
  - Improved access to the Murray River and Wodonga Creek frontages through river access points
  - Improved pedestrian connections through a network of shared trails
  - Development of shared trail link utilising former railway line
  - Development of Riverine Native Botanic Garden and Interpretive Centre
  - Development of open green space on the former landfill site, to be known as “The Commons”, for use as a public open space (exercise, dog play, kite flying, etc)
  - Improved vehicle access and parking areas including Harris Road and Diamond Park



- Precinct 3 (Events Area) components:
  - Shared trail connection with Albury through river crossing aligning with Hume Street
  - Shared trail connection with Albury through river crossing aligning with Kremur Street
  - Development of camping area
  - Provision of car parking areas – permanent and overflow parking areas
  - Shared trail along river frontage including connections through the Precinct
  - Improved access to the Murray River frontage through river access points
  - Creation of Turtle Sanctuary
  - Development of open green space as woodland park
  - Road closure of Lemke Road to reduce safety risks of current road extent
  - Support and further development of the Community Garden
  - Retention and enhancement of the existing event space south of Lemke Road, including pedestrian connections and parking areas
  - Development of Adventure Park and Water Park adjacent the former quarry pond
  - Development of the Lakes Hub
- Precinct 4 (Active Quarry) components:
  - Riverside shared trail connection, particularly to The Events Precinct and Grazing Precinct
  - Address personal safety requirements at the interface with the Quarry, public activity areas and Crown Land Reserve
  - Improved access to the Murray River and Wodonga Creek frontages through river access points
  - Investigate potential for reasonable co-existence of active quarry operations and other activities
- Precinct 5 (Grazing Precinct) components:
  - Riverside shared trail connection, particularly to The Quarry Precinct and Lincoln Causeway Precinct
  - Address personal safety requirements at the interface with the Quarry/Private land and Crown Land Reserve
  - Improved access to the Wodonga Creek frontage through river access points
- Precinct 6 (Lincoln Causeway) components:
  - Restoration of environmental values including exotic tree species removal
  - Improved pedestrian amenity in the form of connecting trails and wayfinding signage
  - Improved tourism signage including signage to each Precinct

#### **10.1.4.5. Hills Strategy Overview**

- The Planning for the Wodonga Hills strategy and masterplans are a set of guiding documents to govern the co-ordinated and considered approach to the management of the hills that provide the unique and scenic backdrop to the city.
- The strategy aims to realise the long-term potential of the Wodonga hills for both their environmental and community significance.
- The Wodonga hills are an intrinsic part of the city's character and sense of place, setting it apart from other regional centres. They are a wonderful scenic, environmental and economic asset to the city, offering a key lifestyle element, with significant potential to protect and support environmental and recreational outcomes.
- Much of the land that makes up the Wodonga hills was transferred into public ownership in 2000.
- The council is responsible for maintaining and protecting some, but not all, of these hilltops, however, overall policy, planning and strategic direction for the future use and collective management of the hills - both council-owned and that of other stakeholders - has not occurred.

- The aim of the strategy is to manage and encourage enjoyment by the community of the Wodonga hills in a manner that is sustainable, accessible and protects and enhances their recognised biodiversity, cultural heritage, scenic and recreational values.
- Guiding Principles:
  - Sustainable use and management
  - Biodiversity and habitat values
  - Aboriginal cultural heritage values
  - User, neighbour and community safety
  - Landscape and scenic values
  - Accessibility, connection and integration
  - Leisure, recreation and tourism
  - Awareness, appreciation and understanding
- Overall strategy areas:
  - General
  - Biodiversity and bushland management
  - Fire hazard management and user safety
  - Access, information and orientation
  - Track and trail planning and management
  - Managing for users
  - Events and tourism
- The Wodonga hills offer an attractive nature-based leisure, recreation and tourism setting for both local residents and visitors to Wodonga. However, opportunities to provide for and encourage sustainable community enjoyment of the hills have only been partially realised to date and have largely been undertaken in an unplanned and disjointed manner across the hills as a whole.
- Domestic visitors, both day and overnight, dominate Albury-Wodonga's tourism profile with approximately half of all day visitors typically coming for holiday or leisure reasons, and many others to visit friends and relatives. Nature-based recreation activities and recreational cycling are two of the five quality experiences or key product pillars identified in Wodonga's tourism vision. The Wodonga hills are now a largely unrealised tourism asset. They have the potential to be a major contributing attraction in the city's nature-based recreational and recreational cycling tourism offerings. The importance of nature-based tourism to north-east Victoria is also recognised in the Hume Regional Growth Plan. In this wider regional context Albury-Wodonga also acts as a gateway to surrounding tourist destinations, offering facilities and accommodation that are not available in nearby smaller regional towns (such as Bright, Mount Beauty, etc.). Considering both local residents and tourists, the probable users of the Wodonga Hills are likely to fall into the following four broad categories, grouped according to the activities they want to undertake and the locations or settings they are seeking.
  - Leisure seekers - chiefly people walking for leisure or fitness, dog-walkers, and casual or leisure cyclists
  - Fitness and training users
  - Mountain bikers (a distinct but varied user group)
  - Tourists - mainly independent sight-seeing travellers and people visiting friends and relatives
- Actions identified in the plan which specifically relate to tourism include:
  - Action O.2 - A Wodonga hills "brand"
  - Action O.21 - Access Signposting (ongoing, as new entry points are provided)
  - Action O.22 - Access and Entry Point Identification and Orientation Signage (ongoing, progressively)

- Action O.23 - Trailhead Orientation Signage and Information (ongoing, progressively)
- Action O.24 - Track and Trail Wayfinding (ongoing, progressively)
- Action O.25 - Aboriginal cultural heritage interpretive signage
- Action O.26 - Shared Use of Management Tracks (ongoing)
- Action O.27 - New Track and Trail Planning and Assessment (ongoing)
- Action O.30 - Managing Track and Trail Information and Promotion (ongoing)
- Action O.33 - All-abilities access
- Action O.35 - Develop Four Hills Trail
- Action O.36 - Differentiate the Hills as Distinct Attractions (ongoing)
- Action O.38 - Implement Wodonga Hills Interpretation Plan (ongoing)
- Action O.43 - Proactively Manage Events and Tourism (ongoing)
- Action O.45 - Manage Community Arts and Culture Events (ongoing)

#### **10.1.4.6. Murray River Experience Masterplan, 2007**

- Fairly old strategy, completed in February 2007.
- Objectives of the Masterplan:
  - Strengthen the relationship between the community and the Murray River: views to the River; walking and cycle paths; more recreation facilities; proposed residential expansion; and interpretive signage.
  - Provide greater access to the Murray River: car access; river edge access and picnic areas; boat and canoe launching facilities; walking and cycle paths; Riverina Highway realignment; masterplans for future open space; botanic gardens link; relocation of the Wodonga Place Depot; and floating pontoon.
  - Provide quality amenities in all open spaces: comprehensive streetscape works; implementation of actions from existing master plans and strategies; and develop a suit of fixtures and furniture.
  - Promote and develop a diversity of experiences: including (but not limited to) organised sport, eco park at Wonga Wetlands; adventure sports and play space; cafes and restaurants; tourist park adjacent to Mungabareena; bush walking; bird watching etc.
  - Significantly improve the health and wellbeing of the Murray River: management of vehicle access; vegetation management; river embankment stabilization; storm water quality; protect and improve viewing points; promote the Aboriginal community's connection with the River; and ensuring all proposals have high quality design from conceptual stage to implementation of all facilities.

10.1.4.7. *Wodonga Destination Plan 2014-2019*

**Theme 1: Providing leadership and direction**

Goal: To strengthen Wodonga's regional tourism position through partnerships and planning.

Strategy 1: Build strategic partnerships to support the local tourism industry.

**Theme 2: Building industry capacity**

Goal: To foster a dynamic, engaged and skilled tourism industry.

Strategy 1: Build the capacity of local businesses to capitalise on the visitor market

Strategy 2: Encourage collaboration within the tourism industry, with a particular focus on facilitating co-operative opportunities between businesses to create positive visitor experiences

**Theme 3: Engaging and servicing visitors**

Goal: To ensure the experience of visiting Wodonga is easy to plan, comfortable and enjoyable.

Strategy 1: Provide visitor information and services that are adaptive to the changing needs of visitors

Strategy 2: Improve the standard of tourism infrastructure

Strategy 3: Attract new tourism businesses to service residents and visitors to the city

**Theme 4: Developing products and experiences**

Goal: To provide unique and interesting quality products and experiences that capitalise on Wodonga's key strengths.

Strategy 1: Improve awareness of and access to Wodonga's arts, culture and history

Strategy 2: Build on Wodonga's growing reputation as a sought-after location for major sporting, business and cultural events

Strategy 3: Encourage the development of a range of high quality food offerings in Wodonga

Strategy 4: Foster the development of nature-based experiences across the city, with the aim of enhancing access to hilltops, trails and rivers

Strategy 5: Develop recreational cycling as both a stand-alone experience and a connection between experiences and products

#### **10.1.4.8. Wodonga Physical Activity Strategy 2015 to 2020**

- Developed by Wodonga Council to encourage its residents to be more physically active and to provide the infrastructure, services and programs to enable this to occur.
- Vision: All Wodonga residents have the opportunity to live active, healthy and engaged lifestyles benefiting themselves and the wider community.
- Goal: “To increase the number of Wodonga residents meeting the recommended National Physical Activity Guidelines to 75 percent by 2020.”
- Objectives:
  - Encourage everyone to be physically active;
  - Establish healthy spaces and places that support active living;
  - Work with community-based systems and settings to increase awareness of physical activity; and,
  - Develop and implement the “Walk Wodonga” initiative.
- Council’s role in encouraging physical activity: Encourage everyone to be physically active; Establish healthy spaces and places that support active living; Work with community-based systems and settings to increase awareness of physical activity; and Develop and implement the “Walk Wodonga” initiative.
- On average, residents of Wodonga are slightly more active than Victorians in general, with 68.4 per cent meeting the current recommended physical activity guidelines. Wodonga residents are, however, less active than those in neighbouring local government areas (LGA), highlighting the need for the council to play a key role in encouraging physical activity.
- Top physical activities undertaken by Wodonga residents include: Walking, cycling (including mountain bike riding), swimming, Aerobics/fitness/gym/weights, running/jogging, netball, biking/bushwalking, ten pin bowling, athletics (track) and fishing.
- Top organised sports and activities undertaken by Wodonga residents include: tennis, AFL, basketball, soccer, netball, cricket, squash, hockey, athletics and motor sports (motorcycling).

#### **10.1.4.9. Wodonga Playground Strategy 2016-2020**

- Aims to guide the provision, development and management of outdoor play spaces in public parks across Wodonga from 2016 until 2020.
- Wodonga has approximately 72 designated public playgrounds, categorised as local, neighbourhood or regional, distributed throughout the local government area in sportsgrounds, parks and reserves.
- The Strategy was commissioned due to the economic pressure on planning, designing and maintaining these important assets, and the simultaneous need to also meet the outdoor play and recreation needs of the community, Wodonga Council has commissioned this playground strategy to guide future play provision and investment across Wodonga for the years 2016 to 2020.
- Communities dominated by older adults and retirees still need a good framework of parks and play spaces.
- Grandparents have taken on an increasing role as child care providers, and play spaces which are accessible and inclusive are increasingly useful for this group, as well as for the general social and recreation activities of multiage families and groups.
- Recommendations:
  - Getting better value from play investment: Less emphasis is placed upon freestanding items of equipment such as slides and spring toys, and that play equipment and landscape elements be designed in a more complex, connected manner, in a way that relates to the surroundings, in order to enhance the play value of the whole space.

- Diversity and the spectrum of play opportunities: Each precinct should ideally have a choice of open spaces and play opportunities. The settings for these play spaces should ideally vary to maximise the diversity available to residents and visitors. Together spaces such as these contribute to a diverse mosaic of outdoor play and recreation and social experiences. The exact mix of activities and settings need to respond to the physical environment and the community's needs. Ironically, children growing up in a bush setting often miss out on hard surfaces to bounce balls on, and play with wheeled toys. Likewise, children in high density environments lack nature. Play spaces can be designed to compensate for these surroundings.
- Physical challenge: Investigate the wide range of more challenging opportunities for play spaces and incorporates a diverse choice of graded opportunities into play spaces.
- Creative and imaginative social play: Investigate the wide range of more creative play opportunities for play spaces and incorporates these, where appropriate, into play spaces. This could require more landscape design in play spaces and incorporation of landscape features which will extend the play value.
- Landscape elements for play requiring less intensive maintenance: Where resources are limited, it is recommended that for some spaces, Wodonga Council considers the use of a broader palette of design elements that require less intensive inspections and ongoing maintenance.
- Promoting access and social inclusion in play spaces: Where feasible (and especially where there is already a path in a park or play space), more care is taken with the inclusion and design of accessible social gathering space/s in play spaces. They should ideally be connected seamlessly to a path to improve access and be inviting and amenable places where a group of parents might gather while their children play. In new designs, they can be the centre of a play space with the play area wrapping around it 'donut style'. Such design elements are especially valuable in parks and play spaces near schools and early childhood centres where they can encourage meeting and social interaction before or after school.
- Improving shade in parks and play spaces: Where more immediate built shade is necessary, it is recommended that a wider range of alternatives to shade sails be explored.
- Promoting nature play: It is recommended that the council considers undertaking a strategic promotion of the benefits of play in natural settings. Play space designs that deliberately incorporate natural materials for play should be introduced. Marketing and promotion of the ideas behind such activities, explaining the reasons for these designs, will need to play an important role to engage the community and bring them along the journey. To this end, it is also recommended that any groups already promoting play (such as local early learning centres and schools, play networks advocacy organisations) be engaged to back any such program advocating for quality play for children in Wodonga. Programs engaging children in outdoor activities in parks and helping to activate spaces should also be explored. The implications for in-house planning, design and maintenance all needs to be explored and discussed so that Wodonga Council officers present a unified vision to achieve this goal.
- Removal of play equipment: It is recommended that in such cases if the equipment is cleared by the auditor to be safe enough, it should be retained until the end of its useful life and then removed. All underground footings, edging and other remnants should be fully removed and disposed of. Note these items may not be re-used (by anyone) if they do not comply with existing or previous AS Standards 4685 and/or are in poor condition. The parkland itself should always be retained and never divested. Any alteration to this recommendation will require a council resolution. It is advisable to create a new landscape design for the park itself (without the equipment), recognising that most sites

still offer major recreational and play value to the local community. It is advisable to engage the community in the process as it progresses.

#### ***10.1.4.10. Wonga Wetlands Tourism Product Development Masterplan, 2014***

- Vision for Wonga: To create an integrated suite of nature-based adventures that draw their distinctiveness from the more unique character of the Wonga Wetlands and surrounding landscape. These experiences would reflect varying levels of adventure and build on the natural qualities of the site, creating a robust and unique destination with capacity to expand as a destination for Albury.
- Based on 2013 data, the wetlands received just under 7.9k visitors, with groups representing a large proportion of visitors (73.8%).
- Nine product development opportunities were identified, including:
  - A new main visitor arrival experience featuring an iconic entry, a wetlands interpretation centre and events space located on the edge of the wetlands
  - A revitalized wetlands experience with iconic overwater adventure towers, new loop and access trails, immersive wetland boardwalks, elevated feature bird hides and interpretive signage
  - A themed mountain bike course with an extensive all abilities trail network, a skills development course and challenging features such as immersive wetland boardwalks.
  - A themed ropes and flying fox course
  - A 10 km loop extension of the Wagirra River Trail around Wonga Wetlands, with connections to the wetlands centre
  - Murray River water deck access points to the Wonga Wetlands site for canoeing and other water craft access
  - A regeneration and wetland restoration program for ecological improvement and education
  - Improvements to the lagoon ecology and future bio-filtration water treatment
  - A connection of the Nail Can Hill mountain bike trail to the Wonga Wetlands trail network

## Supporting Documentation 3: Product audit

### 10.1.5. Accommodation audit

The following table provides the findings of the accommodation audit completed for the region. It is important to note that this is a top line audit completed via a desktop research exercise and in consultation with each Council. It, therefore, may exclude those properties which are not currently listed on major accommodation and destination websites.

**Table 27: Full accommodation audit (excludes Airbnb)**

LGA	Category	Name	Rooms	Beds	Sites
Albury	B&B/Cottage/Self-contained	Abode Apartments	2	10	-
Albury	B&B/Cottage/Self-contained	Albury Cottages	1	4	-
Albury	B&B/Cottage/Self-contained	Albury Furnished Townhouse & Serviced Residences	15	36	-
Albury	B&B/Cottage/Self-contained	Albury Historic Luxury	2	6	-
Albury	B&B/Cottage/Self-contained	Albury Serviced Apartments (Ian Ritchie)	28	70	-
Albury	B&B/Cottage/Self-contained	Albury Suites	3	18	-
Albury	B&B/Cottage/Self-contained	Albury Wodonga Apartments	13	42	-
Albury	B&B/Cottage/Self-contained	Apartments on Dean	2	3	-
Wodonga	B&B/Cottage/Self-contained	Baranduda Homestead	1	4	-
Albury	B&B/Cottage/Self-contained	Central Albury Accommodation	1	5	-
Albury	B&B/Cottage/Self-contained	Elegance on Englehardt	3	-	-
Wodonga	B&B/Cottage/Self-contained	Elite Rental Specialist	10	25	-
Albury	B&B/Cottage/Self-contained	Enjoy Albury	1	6	-
Albury	B&B/Cottage/Self-contained	Executive Cottages	4	17	-
Albury	B&B/Cottage/Self-contained	First Floor Luxury Apartments	2	4	-
Wodonga	B&B/Cottage/Self-contained	Gaddleen Grove Cottages	2	2	-
Wodonga	B&B/Cottage/Self-contained	Inspiring Views (formerly Huon Creek B&B)	1	1	-
Albury	B&B/Cottage/Self-contained	Jacaranda Accommodation	3	8	-
Albury	B&B/Cottage/Self-contained	Lorraine Lodge	1	8	-
Albury	B&B/Cottage/Self-contained	Mid City Apartment	1	2	-
Albury	B&B/Cottage/Self-contained	Nangara Serviced Accommodation	1	3	-
Albury	B&B/Cottage/Self-contained	On Stanley	1	3	-
Albury	B&B/Cottage/Self-contained	Pamela's B&B on Ironbark	1	1	-
Albury	B&B/Cottage/Self-contained	The Stone Cottage	2	3	-
Albury	B&B/Cottage/Self-contained	Villa Dolce	1	3	-
Albury	Campground	Albury Showground	-	-	8
Wodonga	Campground	Richardsons Bend	-	-	41
Wodonga	Campground	Wodonga Showgrounds	-	-	8
Albury	Caravan Park	Albury All Seasons Tourist Park	20	55	18
Albury	Caravan Park	BIG4 Albury Tourist Park	27 cabins	-	9
Wodonga	Caravan Park	BIG4 Borderland Wodonga	20	56	60
Wodonga	Caravan Park	Discovery Parks - Lake Hume	35 cabins	190	55



LGA	Category	Name	Rooms	Beds	Sites
Albury	Caravan Park	Ingenia Holidays Albury	21 cabins	-	12
Albury	Caravan Park	Lake Hume Tourist Park	27	118	134
Wodonga	Caravan Park	Wodonga Caravan and Cabin Park	23	77	28
Albury	Caravan Park	Wymah Hideaway Caravan and Camping Park	1 cabin	-	7
Albury	Hostel	Albury-Wodonga YHA	6	24	-
Albury	Hotel	Albury Manor House	42	59	-
Albury	Hotel	Atura Albury	140	180	-
Albury	Hotel	Mantra Albury	146	-	-
Albury	Hotel	Mercure Albury	61	120	-
Albury	Hotel	Quality Resort Siesta	88	300	-
Albury	Hotel	Quest Albury	104	150	-
Albury	Hotel	Quest on Townsend	79	-	-
Wodonga	Hotel	Quest Wodonga	80	110	-
Albury	Motel	Albury Burvale Motor Inn	28	53	-
Albury	Motel	Albury Central Motel and Guest House	11	19	-
Albury	Motel	Albury City Motel	18	36	-
Albury	Motel	Albury Classic Motor Inn	23	43	-
Albury	Motel	Albury Coach House Motel (largely long term rentals)	17	39	-
Albury	Motel	Albury Paddlesteamer	61	98	-
Albury	Motel	Albury Regent Motel	24	34	-
Albury	Motel	Albury Townhouse	21	40	-
Albury	Motel	Allawa Motor Inn	16	35	-
Albury	Motel	Astor Hotel Motel	45	74	-
Albury	Motel	Australia Park Motel	37	73	-
Wodonga	Motel	Belvoir Village Motel	10	24	-
Albury	Motel	Best Western Meramie Motor Inn	29	61	-
Albury	Motel	Best Western Plus Hovell Tree Albury	60	81	-
Wodonga	Motel	Best Western Stagecoach Motel Wodonga	24	40	-
Wodonga	Motel	Blazing Stump Motel & Suites Wodonga	67	129	-
Albury	Motel	Boomerang Hotel Motel	38	80	-
Wodonga	Motel	Border Gateway Motel	10	18	-
Albury	Motel	Clifton Motel	11	14	-
Albury	Motel	Comfort Inn and Suites Geogian	30	69	-
Albury	Motel	Commercial Golf Resort Motel	17	39	-
Albury	Motel	Commodore Motor Inn	36	66	-
Albury	Motel	Crystal Fountain Motel	21	37	-
Albury	Motel	Elm Court Motel	31	65	-
Albury	Motel	Ettamogah Grand National Motel	18	44	-
Albury	Motel	Fountain Court Motor Inn	34	84	-
Albury	Motel	Garden Court Motel	17	30	-
Albury	Motel	Hume Inn Motel	42	81	-
Albury	Hotel	Lakeview Villas	10	-	-
Wodonga	Motel	Motel 24	22	-	-
Wodonga	Motel	Motel Wellington	18	32	-
Wodonga	Motel	Murray Valley Motel	22	40	-
Albury	Motel	Seaton Arms Motor Inn	21	82	-
Albury	Motel	Southern Cross Motel (largely long term rentals)	16	22	-
Albury	Motel	Sundowner Hume Country Motor Inn	21	47	-
Albury	Motel	The Cottage Motor Inn	18	37	-
Albury	Motel	The New Albury Hotel	34	55	-
Albury	Motel	The Northside Hotel	12	24	-
Albury	Motel	Thurgoona Country Club Resort	29	60	-
Wodonga	Motel	Twin City Motor Inn	29	53	-
Wodonga	Motel	Warrina Motel Inn	15	48	-
Albury	Motel	Winsor Park Motor Inn	18	36	-

### 10.1.6. Attractions, experiences & product audit

The following table provides the full findings of the attractions/experiences audit. It is important to note this is a top line audit completed via a desktop research exercise and in consultation with each Council. It, therefore, may exclude those attractions which are not currently listed on major destination websites.

**Table 28: Full product audit**

LGA	Category	Name	Primarily Free or Paid
Albury	Art & Culture	Albury Entertainment Centre	Paid
Wodonga	Art & Culture	Arts Space Wodonga	Free
Wodonga	Art & Culture	Burraja Indigenous Cultural and Environmental Discovery Centre	Free
Wodonga	Art & Culture	Butter Factory Theatre	Paid
Wodonga	Art & Culture	Creators Artspace	Free
Albury	Art & Culture	Flying Fruit Fly Circus	Paid
Wodonga	Art & Culture	Gateway Village	Free
Wodonga	Art & Culture	GIGS Art Gallery & Studios	Free
Wodonga	Art & Culture	Highwater Theatre	Free
Wodonga	Art & Culture	HotHouse Theatre	Paid
Wodonga	Art & Culture	Jazz Basement	Paid
Albury	Art & Culture	Murray Art Museum Albury	Free
Wodonga	Art & Culture	Murray Arts	Free
Wodonga	Art & Culture	Musikids	Paid
Wodonga	Art & Culture	Paintbox Studio and Gallery	Free
Wodonga	Art & Culture	Sustainable Activity Centre	Free
Wodonga	Art & Culture	The Cube Wodonga	Paid
Wodonga	Art & Culture	Woodcrafters Cottage	Free
Albury	History and Heritage	Albury CBD Historic Building Walking Tour	Free
Wodonga	History and Heritage	Army Museum Bandiana	Paid
Wodonga	History and Heritage	Bonegilla Migrant Experience	Free
Albury	History and Heritage	Captain Albert Borella Memorial	Free
Albury	History and Heritage	Monument Hill War Memorial	Free
Albury	Library	Albury LibraryMuseum	Free
Albury	Library	Lavington Library	Free
Wodonga	Library	Wodonga Library	Free
Albury	Market	Albury Farmers' Market	Free
Albury	Market	Kiewa Street Market	Paid
Wodonga	Market	Made By Me Market	Free
Wodonga	Market	Wodonga Farmers' Market	Free
Albury	Outdoor, Nature & Trails	Albury-Thurgoona Trail	Free
Wodonga	Outdoor, Nature & Trails	Belvoir Park Lake	Free
Albury	Outdoor, Nature & Trails	Bungambrawatha Creek Trail	Free
Albury	Outdoor, Nature & Trails	East Albury Trail	Free
Albury	Outdoor, Nature & Trails	Eastern Hill Lookout	Free
Wodonga	Outdoor, Nature & Trails	High Country Rail Trail	Free
Albury	Outdoor, Nature & Trails	Horseshoe Lagoon	Free
Albury	Outdoor, Nature & Trails	Hume and Hovell Walking Track	Free
Wodonga	Outdoor, Nature & Trails	Kiewa River	Free
Albury	Outdoor, Nature & Trails	Lake Hume	Free
Albury	Outdoor, Nature & Trails	Mungabareena and Water Works	Free
Wodonga	Outdoor, Nature & Trails	Murray River	Free
Albury	Outdoor, Nature & Trails	Murray River	Free
Albury	Outdoor, Nature & Trails	Nail Can Hill/Ridge Trail	Free
Wodonga	Outdoor, Nature & Trails	Ryans Lagoon Nature Conservation Reserve	Free
Albury	Outdoor, Nature & Trails	South Albury Trail	Free
Albury	Outdoor, Nature & Trails	Thurgoona Trail	Free
Albury	Outdoor, Nature & Trails	Wagirra Trail & Yindyamarra Sculpture Walk	Free
Albury	Outdoor, Nature & Trails	West Albury Trail	Free
Albury	Outdoor, Nature & Trails	Wonga Wetlands	Free

LGA	Category	Name	Primarily Free or Paid
Albury	Outdoor, Nature & Trails	Wonga Wetlands Trail	Free
Albury	Parks & Gardens	Albury Botanic Gardens	Free
Albury	Parks & Gardens	Albury Sports Ground	Free
Albury	Parks & Gardens	Alexandra Park Sports Complex	Free
Albury	Parks & Gardens	Apex Park (The Pines)	Free
Albury	Parks & Gardens	Australia Park	Free
Wodonga	Parks & Gardens	Belvoir Park	Free
Albury	Parks & Gardens	Bowna Reserve	Free
Albury	Parks & Gardens	Browns Lagoon	Free
Albury	Parks & Gardens	Fredericks Park	Free
Albury	Parks & Gardens	Greenfield Park Football Ground	Free
Albury	Parks & Gardens	Hovell Tree Park	Free
Albury	Parks & Gardens	Jelbart Park	Free
Albury	Parks & Gardens	Lauren Jackson Sports Centre	Free
Albury	Parks & Gardens	Lavington Sports Ground	Free
Albury	Parks & Gardens	Logan Road off Leash Area	Free
Albury	Parks & Gardens	Monument Hill Reserve	Free
Albury	Parks & Gardens	Mungabareena Reserve	Free
Albury	Parks & Gardens	Nail Can Hill Reserve	Free
Albury	Parks & Gardens	National Foresters Grove	Free
Albury	Parks & Gardens	Noreuil Park Foreshore	Free
Albury	Parks & Gardens	Oddies Creek Park	Free
Albury	Parks & Gardens	Padman/Mates Park	Free
Albury	Parks & Gardens	Patricia Gould Reserve	Free
Wodonga	Parks & Gardens	Willow Park	Free
Wodonga	Public Place	Junction Square	Free
Albury	Public Place	QEII Square	Free
Albury	Recreation	Albury Botanic Gardens Children's Garden & Playground	Free
Albury	Recreation	Albury Indoor Rock Climbing	Paid
Albury	Recreation	Albury Racing Club	Paid
Albury	Recreation	Albury Regent Cinema	Paid
Albury	Recreation	Albury Skate Park	Free
Albury	Recreation	Albury Skating Centre	Paid
Albury	Recreation	Albury Swim Centre	Paid
Wodonga	Recreation	Baranduda Bowl	Free
Albury	Recreation	Commercial Golf Course	Paid
Albury	Recreation	Escape Room Albury	Paid
Albury	Recreation	Flip Out Trampoline Arena	Paid
Wodonga	Recreation	Inflatable Funhouse	Paid
Albury	Recreation	Intencity	Paid
Wodonga	Recreation	James Scott Memorial Skate Park	Free
Albury	Recreation	Lake Hume Hire & Fishing Tours	Paid
Albury	Recreation	Oddies Creek Adventure Playspace	Free
Wodonga	Recreation	Scrambles Playcentre	Paid
Wodonga	Recreation	Supatramp Wodonga	Paid
Albury	Recreation	Thurgoona Country Club Resort	Paid
Wodonga	Recreation	Totally Fun	Paid
Wodonga	Recreation	Wodonga Creek Miniature Railway	Paid
Wodonga	Recreation	Wodonga Golf Club	Paid
Wodonga	Recreation	Wodonga Racecourse	Paid
Wodonga	Recreation	Wodonga Sports and Leisure Centre	Paid
Wodonga	Recreation	Wodonga Waves	Paid
Albury	Recreation	Zone Laser Tag Albury	Paid
Albury	Tour Operators	Adventures Ski	Paid
Albury	Tour Operators	Canoe the Murray	Paid
Wodonga	Tour Operators	Chelbec Tours & Charter	Paid
Wodonga	Tour Operators	Energise Adventures	Paid
Albury	Tour Operators	Forest Air Helicopters	Paid

LGA	Category	Name	Primarily Free or Paid
Wodonga	Tour Operators	Happy Trails Cycling Adventures	Paid
Albury	Tour Operators	Helifly	Paid
Albury	Tour Operators	More Than Food	Paid
Albury	Tour Operators	Murray River Canoe Hire	Paid
Albury	Tour Operators	Outback Spirit Tours	Paid
Albury	Transport Services	Albury Airport	Paid
Albury	Transport Services	Albury Railway Station	Paid
Albury	Transport Services	Albury Wodonga Private Hire	Paid
Albury	Transport Services	Border Shuttle Bus	Paid
Wodonga	Transport Services	Cook's Bus Service	Paid
Wodonga	Transport Services	Dyson Group	Paid
Albury	Transport Services	Kalianna Transport	Paid
Albury	Transport Services	Lodges Bus Service	Paid
Albury	Transport Services	Martin's Albury	Paid
Wodonga	Transport Services	North East Limousines Wodonga	Paid
Albury	Transport Services	QantasLink	Paid
Albury	Transport Services	Regional Express	Paid
Albury	Transport Services	Virgin Australia	Paid
Albury	Transport Services	Wodonga Railway Station	Paid
Albury	Visitor Information	Albury Visitor Information Centre	Free

## Supporting Documentation 4: Project Ranking

Table 29: Project ranking values<sup>109</sup>

Activation Area & Opportunity	Ability to Secure Govt. Funding for Project	Private Sector Interest	Requirement for ongoing operational govt. funding	Size of Investment (Public & Private)	Size of Private Investment	International Visitor Appeal	Likelihood to be profiled by DNSW or VV	Uniqueness of Product	Ability to encourage offpeak visitation	Ability to Grow Visitor Yield	Employment (Operational) Potential	Increase Profile of Region	Estimated Visitation
<b>Activation Area 1: Diversification of the Region's Accommodation Offer</b>													
Higher-Quality Destination Holiday Park	Limited	Strong	Low	\$24.0m	\$24.0m	Medium	Strong	Regionally Unique	Medium	Strong	15 FTE	Medium	68k
Backpacker Accommodation	Limited	Strong	Low	\$12.0m	\$12.0m	Medium	Limited	Limited	Limited	Limited	8 FTE	Limited	12k
Camping at Wonga Wetlands	Medium	Limited	Medium	\$500k	\$500k	Limited	Medium	Limited	Limited	Limited	3 FTE	Limited	12k
Luxury Eco-Chalets/Glamping	Medium	Strong	Low	\$1.2m	\$1.2m	Strong	Strong	Regionally Unique	Medium	Strong	5 FTE	Strong	9.5k
<b>Activation Area 2: Growing the Region's Tourism Product Offer &amp; Infrastructure</b>													
Albury Entertainment Centre Upgrades	Strong	Limited	Medium	\$34.1m	\$0	Limited	Strong	Regionally Unique	Strong	Strong	20 FTE	Strong	23k
Gateway Island Tourism Development	Strong	Limited	High	\$8.0m	\$0	Limited	Strong	Limited	Limited	Medium	10 FTE	Medium	12k
Murray River Adventure Trail (Canoe/Kayak Trail)	Medium	Medium	High	\$27.3m	\$0	Medium	Strong	Unique in State	Medium	Strong	5 FTE	Strong	33k
Murray River Experience Masterplan	Strong	Limited	High	\$20.6m	\$0	Limited	Limited	Limited	Limited	Medium	10 FTE	Medium	150k
Sporting Infrastructure Upgrades	Medium	Limited	High	\$10.0m	\$0	Limited	Limited	Limited	Strong	Medium	5 FTE	Medium	16k
Wodonga Library and Gallery Redevelopment	Strong	Limited	High	\$9.4m	\$0	Limited	Limited	Limited	Medium	Medium	15 FTE	Strong	21k
Wonga Wetlands Activation	Strong	Medium	High	\$3.0m	\$0	Strong	Medium	Regionally Unique	Strong	Medium	5 FTE	Medium	150k
Albury Wodonga Equestrian Centre Masterplan	Medium	Limited	High	\$2.5m	\$0	Limited	Limited	Regionally Unique	Medium	Medium	3 FTE	Medium	8.0k
Bonegilla Migrant Experience Enhancements	Medium	Limited	High	\$1.0m	\$0	Medium	Limited	Limited	Limited	Limited	10 FTE	Limited	23k
Regional Biking Hub	Limited	Limited	Medium	\$350k	\$0	Limited	Limited	Limited	Limited	Limited	2 FTE	Limited	15k
Evening Product Development	Medium	Limited	Medium	\$300k	\$150k	Medium	Medium	Limited	Medium	Medium	10 FTE	Medium	30k
Health and Wellness Spa Retreat	Limited	Strong	Low	\$5.0m	\$5.0m	Strong	Strong	Regionally Unique	Strong	Strong	8 FTE	Strong	14k
Major Family Attraction (Eco-Coaster Experience)	Medium	Strong	Low	\$30.0m	\$30.0m	Strong	Strong	Unique in State	Strong	Strong	55 FTE	Strong	1.0m
Signage strategy (interpretive and directional)	Strong	Limited	Medium	\$250k	\$0	Limited	Limited	Limited	Limited	Limited	n/a	Limited	0
Trail Upgrades (including the Wagirra Trail) and Guided Tours	Strong	Limited	High	\$500k	\$0	Medium	Limited	Limited	Limited	Limited	4 FTE	Limited	7.3k
Water Recreation Product	Limited	Strong	Low	\$3.0m	\$3.0m	Strong	Strong	Regionally Unique	Limited	Strong	6 FTE	Strong	18k
Additional Attraction and Infrastructure Projects for Further Investigation	Limited	Limited	High	n/a	n/a	Limited	Limited	Limited	Limited	Limited	n/a	Limited	n/a
<b>Activation Area 3: Focusing on Destination Events</b>													
Signature Arts/Culture Destination Festival	Medium	Limited	Medium	\$250k	\$0	Medium	Strong	Regionally Unique	Strong	strong	8 FTE	Strong	5.0k
Signature Triathlon Event	Medium	Medium	Medium	\$150k	\$50k	Limited	Strong	Regionally Unique	Strong	Strong	6 FTE	Strong	3.0k
Hub for Regional Sporting Events	Medium	Limited	High	\$50k	\$0	Limited	Medium	Regionally Unique	Strong	Medium	2 FTE	Medium	16k
Major Regional Food and Wine Festival	Medium	Medium	Medium	\$150k	\$0	Medium	Strong	Limited	Strong	Medium	3 FTE	Strong	10k
<b>Activation Area 4: Aligning Destination Marketing &amp; Visitor Servicing with Emerging Trends</b>													
Aligning Visitor Servicing with Trends	Strong	Limited	Medium	\$200k	\$0	Limited	Limited	Limited	Limited	Limited	0	Limited	0
ATDW Listing Benefits Campaign	Medium	Limited	Low	\$5.0k	\$0	Limited	Limited	Limited	Limited	Limited	0	Medium	0
Community Tourism Awareness Campaign	Medium	Limited	Low	\$15k	\$0	Limited	Limited	Limited	Limited	Limited	0	Limited	0
Leverage Off the Four Seasons via a Promotional Campaign	Limited	Limited	Low	\$50k	\$0	Limited	Medium	Limited	Strong	Limited	0	Medium	8.0k
Bookable Tourism Product Packages	Medium	Limited	Low	\$5.0k	\$5.0k	Limited	Medium	Limited	Strong	Limited	0	Medium	6.0k
Regional Trails App/Digital Media	Medium	Limited	High	\$15k	\$0	Limited	Limited	Limited	Limited	Limited	0	Medium	0
Visitor Data Analysis	Medium	Limited	Medium	\$20k	\$0	Limited	Limited	Limited	Limited	Limited	0	Limited	0
<b>Activation Area 5: Supporting Industry Development</b>													
Destination Events Calendar Workshops	Medium	Limited	Low	\$2.0k	\$0	Limited	Limited	Limited	Limited	Limited	0	Limited	0
Continue to Promote RTO Professional Development Events	Medium	Limited	Low	\$0	\$0	Limited	Limited	Limited	Limited	Limited	0	Medium	0
Investment Prospectus for Tourism Opportunities	Limited	Limited	Low	\$26k	\$0	Limited	Limited	Limited	Limited	Limited	0	Medium	0

<sup>109</sup> Where feasibility assessments etc. have been undertaken, values (such as CAPEX and visitation) are based on figures provided. If a feasibility or other assessment is yet to be undertaken, the values included are based on a qualitative, subjective assessment, as well as feedback received during the DMP process.

