

Bourke Tourism Strategy 2009

Bourke Shire Council

Monday, 1 December 2008

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ORTO Business plan 2004-2009

Mission Statement

Through strategic planning and development, Bourke Shire Council aims to increase the number of visitors coming to the region and to ensure that they have a quality experience while in Bourke.

Through this planning and development we will increase the welfare of the town through greater visitor spending and pass on our rich history and experiences.

Objectives

- . To establish trends in the visitation to Bourke
- . To plan strategies for the development of Bourke tourism
- . To increase visitation to 200,000 visitors by 2014
- . To increase the satisfaction level of visitors to Bourke and encourage positive word of mouth promotion
- . To segment the Bourke tourism market and establish marketing strategies
- . To evaluate the effectiveness of tourism strategies
- . Work collaboratively with stakeholders to promote Bourke and foster development

Overview

This review comes at a time when the Bourke visitor industry has recorded large growth and has seen much local development over the previous five years. Major reviews of the industry in the past have established the need for improvements to the main street, improvements in the availability of accommodation, the sealing of the access roads to Bourke, greater marketing of Bourke and access routes and improvement of the gate ways in to town. Many of these improvements have now been made and it is timely to look to improving these and finishing those that are not complete.

A number of local business owners recognise the impact that tourism has on their business. The Government at all levels sees the potential for tourism to contribute significantly to economies within small western towns.

The Tourism Industry

Tourism by nature is a diverse industry that can be difficult to define. This is due to the number of industries that impact on tourism and that are influenced by tourism, these include transport, accommodation, and hospitality. Overlapping between these industries is due to the ‘multiplier effect’.

The tourism industry is dynamic and constantly changes to keep pace with the business environment, which is influenced by political, social, economic and technological impacts.

At a regional level a major impact on the increase in visitation has been the sealing of the Kidman Way. This has made Bourke accessible from Melbourne, Adelaide and linked Bourke as a central point to a number of capital cities and an intersection to three major highways.

Other factors such as marketing, opening hours, quality of service and value for money make up the internal environment and can be influenced by the individual businesses within Bourke Shire Council.

Businesses in Bourke have capitalised on these factors and developed their businesses to suit their environment. In some instances external factors may be influenced and the impact lessened through lobbying by Bourke Shire Council.

The World Tourism Organisation defines tourism as, **“The activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes.”**

For the purpose of this strategy we accept this definition as a point to begin. Visiting friends and relatives (VFR) and business travel are also included in this definition. Tourists are also commonly referred to as visitors to Bourke.

Stakeholders

It is important to identify stakeholders and their aspirations, what they want and expect from tourism.

Co-ordination between stakeholders is a major issue as resources may be duplicated in an effort of stakeholders to achieve the same objectives and direction. In the same way major issues may be overlooked.

The following are stakeholders in the Bourke tourism environment and have been grouped under the external environment and internal environment.

External Environment Stakeholders

Outback Regional Tourism Organisation (ORTO)

ORTO consists of eight local government areas and the unincorporated area of far west NSW. Members are Balranald, Bourke, Bogan, Brewarrina, Broken Hill and Central Darling. ORTO covers 42% of the state and accounts for about 2% of domestic visitors to NSW. ORTO aims to increase visitation and length of stay in the region. Its major source of income is Tourism NSW and it aims to maintain and increase funding and source other funding.

Many elements of the latest Outback Regional Tourist Organisation Plan are consistent with the Bourke Shire Council Plan. A copy of which is in the appendix.

Contact: Lori Modde
Executive Manager
Outback NSW Tourism Organisation
PO Box 222
Galston NSW 2159

Phone: 02 8208 6122
Mobile: 0415 279 822
Fax: 02 9656 1295

www.visitoutbacknsw.com.au
www.darlingriverrun.com.au

Tourism Australia; Australian Tourism Commission (ATC)

ATC is an Australian Government Statutory Authority established in 1967 to promote Australia as an international tourism destination.

Objectives of the ATC are:

- Increase the number of visitors to Australia from overseas;

- Maximise the benefits to Australia from overseas visitors; and
- In meeting these objectives, work with other relevant agencies to promote the principles of ecologically sustainable development and raise awareness of the social and cultural impacts of international tourism in Australia.

www.australia.com

Tourism NSW

Tourism New South Wales is the New South Wales Government's tourism marketing and policy agency, responsible for marketing NSW as a destination and holiday experience internationally and within Australia.

Contact: Patricia Wilkinson – Regional Manager 02 6884 2400

www.tourism.nsw.gov.au

Department of State and Regional Development

The Department works with business in the creation of good quality sustainable jobs throughout the State.

Tourism NSW Regional Tourism Action Plan outlines a partnership with DSRD and key industry section associations to deliver training in key skill areas and grass root level issues such as signage.

Roles include:

- Securing and sustaining investment
- Increasing the participation of NSW business in the international economy
- Delivering enterprise improvement programs which enhance international competitiveness and
- Driving policy change to improve the business climate in NSW

Contact: Chris Dennis, 02 68 833100

Go West; Orana Regional Development Board

The role of the ORDB is to:

- Promote regional economic development
- Provide advice to NSW Government
- Involve local councils in regional economic development
- Develop local leadership
- Champion major investment projects
- Promote key initiatives to improve the business climate, including infrastructure in the Orana region

The purpose of the ORDB is seen as:

Contact: Pam Dickerson

Orana Area Consultative Committee

The OACC was formed in March 1997 following the successful merger of the Orana Area Consultative Committee (ACC) and the Orana Regional Development Organisation.

- The Orana Region covers approximately 25% of the geographic area of NSW, in the north western part of the state

Contact: Peter English 02 6885 1488

www.oacc.com.au

National Parks and Wildlife Service (NPWS)

National Parks and Wildlife Service has two parks in the area, Gundabooka and Culgoa (Wilcannia). According to NPWS both the parks are in their infancy and have limited infrastructure for visitors. NPWS would like to contribute to the local tourism economy in the long term. The issue arising with an increase in visitation is environmental sustainability.

Contact: Nerida Green 02 6872 2744

CountryLink

CountryLink's rail and coach network reaches 334 destinations in New South Wales, the Australian Capital Territory, Queensland and Victoria. A bus and a coach service departs from Bourke directly to Dubbo three times per week and has a train link to Sydney passing through towns in the central west, mountains and western Sydney.

These services then link to other regional and national towns through other Country Link services or via road and air links.

Regional Airline

At this time there is no regional airline that is linking in to Bourke. This is one of the major issues facing our industry at the beginning of 2009.

Kidman Way Committee

Stretches from Jerilderie to Barringun where it meets the Matilda Highway. The Kidman Way is a cooperative marketing committee and has strong representation from the various councils involved. The Kidman Way has been proactive in increasing visitation in the region, promoting the accessibility of the outback and opening up outback NSW to the Victorian market.

Contact: Stuart Johnson 0268 722280

www.kidmanway.org.au

Internal Environment

Bourke Shire Council

Actively supports tourism in the Bourke Shire. Bourke Shire Council has a tourism budget which includes the visitor information centre and attending a number of caravan and camping trade shows per year. BSC supports cooperative marketing with groups such as the Kidman Way, ORTO, Cobb and Co and other stakeholders. BSC has a tourism committee consisting of councillors and staff.

Contact: Geoff Wise, 02 68308000

www.bourke.nsw.gov.au

Outback Beds

Outback Beds is an accommodation network consisting of station stays in the Bourke area. The network formed in 2001 and consists of approximately 12 operators all at different stages of development. The network deals collaboratively with issues such as insurance, marketing and funding.

Contact: Liz Murray

1800 005 298

www.outbackbeds.com.au

Back O' Bourke Exhibition Centre

The Back O' Bourke Exhibition Centre will be a major drawcard in the region and will have a significant impact on increasing visitation to the area.

The Back O' Bourke Exhibition Centre will be a catalyst for further tourism development. The 10 Year Plan for Tourism – Discussion Paper, May 2002 supports this, “In certain cases, they also act as icons to which tourists are attracted and around which other tourism activities can be developed”.

Contact: Phil Johnston 02 6872 1321

www.backobourke.com.au

Bourke Visitor Information Centre

Bourke Visitor Information Centre is Visitor Information Network (VIN) accredited.

Bourke VIC aims to promote tourism and increase the length of stay in Bourke. Mateship Country Tours are operated from the VIC and provide visitors with an educational tour of the town and agriculture in the area. Bourke Shire Council contracts the Visitor Information Centre Manager.

Contact: Stuart Johnson 02 6872 2280

www.visitbourke.com

Tourists

Visitors to Bourke control the demand for product and infrastructure and are the consumers of the Bourke tourism product. The needs and wants of visitors is a high priority and it is in the interest of the Bourke industry to understand the aspirations of visitors.

As most tourists travel to Bourke by road and stop at a number of locations along there travels it is vital to ensure that the word of mouth marketing is taken advantage of. A positive experience will have a great effect on the tourism potential. A bad experience within the town will have a larger negative effect.

Economic impact

With the further development of tourism product within Bourke there is little doubt of the positive economic impact on the Bourke community.

This positive impact can be roughly measured by using visitor number statistics for the town.

It is estimated that there are currently 90,000 visitors to Bourke staying an average of 2.9 bed nights and spending at least \$111 per night in the town. When multiplied the amount of tourism spending comes to around \$8.5 million dollars in direct tourism spending.

Multiplier Effect

The money multiplier is a tool that is used to gauge what the effect of injecting money directly into the economy may ultimately be. This is due to the fact that the payment received by the shopkeeper for goods or services supplied at the retail level will be divided and spent in a number of ways. Some may go to the shopkeepers supplier who may be a wholesaler within the town. Other payment will be made for transport, labour, banking services, rent, fuel and maintenance to name a few inputs.

Some estimates put the effect of the multiplier at three to one. That is every dollar spent will result in three dollars benefit to the community. This multiplier can be enhanced by addressing the provision of goods and services, locally that would otherwise be spent out of the region, eg banking, electricity and fresh produce.

Socio-cultural

Social and cultural considerations include factors such as beliefs, attitudes, values, perceptions and lifestyles. They also include factors such as religion, culture, demographics and education.

Two of the major social impacts of Bourke tourism are displacement of local residents and the crime rate or perceived safety of the destination.

Within the Bourke community there are groups who benefit from tourism and recognise the economic benefits of tourism spending in the area. There is a danger in promoting Bourke as a tourism destination that people within the community will feel displaced by the increase in tourist visitation.

This attitude is reflected when retail resources are stressed such as parking in the main street.

This is in fact the opposite message that Bourke needs to promote to visitors as one of Bourke's tourist experiences is the local people and the stories that they tell. The level of awareness and tourism training and education are influencing factors on the level of acceptance of Bourke as a tourism destination within the community.

Another negative impact on tourism is the crime rate and social issues that are experienced by Bourke. The perceived safety of a destination is an influencing factor when tourists are planning a trip.

Cultural tourism is one of Bourke's major tourism segments, with the majority of tourism product in Bourke appealing to this market. This is discussed in greater detail in the market segmentation exercise.

Quality assurance and customer service are two issues of importance when promoting tourism. It is vital that visitors receive the experience that has been promoted and that they are expecting and perceive value for money. This is particularly important when targeting the seniors market.

SWOT Analysis

The following SWOT Analysis identifies the strengths, weaknesses, opportunities and threats in the tourism environment. Feedback from the Bourke Tourism Network has been incorporated from a workshop. The SWOT brings to light issues that form the basis of a number of the strategies.

<p>Strengths</p> <ul style="list-style-type: none"> • Increase in tourism product • History • People – friendly people • Red Sand – image of the outback • Wild Life - native animals • Bushman • Level of Service • High standards of accommodation in a broad range • Relationships with stakeholders • Number of events in the area • Active community members • Local tourism networks – dissemination of info. to stakeholders • Photo library – promotional shots • Jandra paddleboat • Camels • Mount Oxley and Gundabooka • Human resources • Potential for development of tourism • Back O Bourke brand • Position “Real Outback” • Relationship with local paper • Art gallery • National Parks 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Limited financial resources of some operators • Lack of awareness of Bourke tourism product locally and regionally and nationally • Relationship with regional radio station • No printed calendar of events • No primary research • Level of service • Accessing staff • Litter • Network with other communities • Signage locally and regionally • Gateways into Bourke – untidy, poor signage
<p>Opportunities</p> <ul style="list-style-type: none"> • Wharf area • Package tours • Cooperative marketing with towns in the region • Branding, positioning, USP • Funding opportunities • VFR 	<p>Threats</p> <ul style="list-style-type: none"> • Social issues – crime rate • Perception of distance • Drought and Floods • Seasonal nature of industry • Feeling of displacement • Surrounding towns – spreading negative message

<ul style="list-style-type: none">• Tourism training through Back O' Bourke or networks• Agricultural tourism• Food tourism• Construction of database• Develop media kits• Journalist and shire famils	<ul style="list-style-type: none">• Other states outback – tourism product more developed• Public transport accessibility from other states• No local news in TV
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Audit of available resources

The resource analysis identifies the supply side of tourism through a tourism product audit and establishes any gaps in the internal environment that need to be addressed in the strategy.

Tangible	Intangible
<ul style="list-style-type: none"> • Natural environment <ul style="list-style-type: none"> ○ River ○ Plants ○ Animals ○ Mt Oxley ○ National Parks ○ Lednapper • Tourism infrastructure <ul style="list-style-type: none"> ○ Sealed highways ○ National Parks ○ Accommodation <ul style="list-style-type: none"> ▪ 2 caravan parks ▪ 4 motels ▪ 1 hotel ▪ Apartments ▪ Cottages ▪ Station stays ▪ Camping ▪ Guesthouse -YHA • Wharf area • North Bourke Bridge • Maritime Trail • Lock and Weir • Back O' Bourke Exhibition Centre • Carriers Arms, association with Henry Lawson and Cobb and Co • Bourke Visitor Information centre • Tours operators within the area • Villages • Village pubs • Mary Matthews memorial • Fred Hollows Grave • Other graves of interest • Boat ramp • Fort Bourke stockade 	<ul style="list-style-type: none"> • History of the area • Culture <ul style="list-style-type: none"> ○ Indigenous ○ Australian • Secondary research • Back O' Bourke brand • Weather • Events

<ul style="list-style-type: none"> • Association with RFDS • Events • Sports facilities <ul style="list-style-type: none"> ○ Golf, pool, bowling, squash etc • Tourism Promotion <ul style="list-style-type: none"> • Websites • Brochure <ul style="list-style-type: none"> ○ Kidman Way ○ Mud Maps ○ ORTO – VG, fishing, bird-watching, backpackers • Campaigns <ul style="list-style-type: none"> ○ Darling River Run • Trade Shows • Video/ CD ROM 	
<p>Human</p> <ul style="list-style-type: none"> • Networks <ul style="list-style-type: none"> ○ Outback Beds ○ Operators Network • Customer service skills • Relationships with stakeholders <ul style="list-style-type: none"> ○ Partnerships, co-operative marketing • Local people 	

Audit Analysis and Gaps

Bourke has tourism product that has the potential to be developed to meet the needs and wants of various market segments. Bourke's built and natural attractions are of interest to visitors.

Bourke should capitalise on all the resources to provide visitors with a total experience. Intangible resources such as the history and culture of the area and human resources such as the local knowledge position Bourke as the 'real outback'.

Bourke has a number of websites which provide tourist information these include Back O' Bourke, Bourke Visitor Information Centre, Bourke Shire Council and the Kidman Way. It is important that all these websites contain information that is correct and up to date.

Competition

There are a number of barriers to any development. Barriers need to be identified and overcome in a coordinated way. These barriers should be further analysed so that they are kept to a minimum.

Establishing competition may also identify the unique selling proposition for Bourke and also identify regions and attractions that can work together to increase tourism and development. In this way competition is not necessarily seen as a threat to development but rather an opportunity to promote the region using the resources of a number of organisations.

Direct

- Surrounding towns/ shires
- Other outback regions
- Central Australia – icon destination

Indirect

- Other regions with different experiences
- Coastal area
- Icon destinations
- Regional cities

Market Analysis and Segmentation

Tourism at a Regional Level

Source of statistics: Tourism NSW Travel Statistics to Outback NSW

We can assume that the demographic of those that travel to the Outback is also similar than for those that come to Bourke. They are.

A total of 426,000 visitors came to the Outback for the year ending June 2008. This figure had increased by 1.9% on the previous year.

Holiday or leisure was the biggest single reason for visiting (47%) followed by business (22%) and visiting friends and relatives (21%)

34% of visitors stayed with family or friends, 18% of people stayed in standard motel accommodation and 16% stayed in caravan parks.

24% of those that visited were over 65 years old.

56% of visitors to our region are from New South Wales with 84% of these visitors arriving by car.

36% of visitors state that eating out at café's/ restaurants is the most popular activity. Visiting friends and relatives (29%) and going to pubs/ clubs 29%.

On average visitors spent \$111 per night in the region and stayed for 2.9 bednights.

According to the Occasional Paper No 30, BTR, Rural Tourism. "When the range of motivations of rural tourism is examined overall, three factors stand out as being major contributors to domestic tourism traffic in rural regions:

- **The populations of the region, which determines the potential for VFR travel**
- **The status of the region as a tourist destination, and types of activities available**
- **The presence in the region of business or educational facilities**

This study also highlights a number of issues that impact on the satisfaction level of tourists to rural Australia:

- **Ensure the range and quality of available accommodation is matched to visitor needs – influence word of mouth and repeat visits**

- **Increase accessibility to the region and its attractions – inclusion in existing packaging or development of new packages**
- **Ensure adequate signage – region, its attractions and facilities**
- **Encourage adequate and diverse retail facilities.**

Bourke Tourism Market Segmentation

Market segmentation is a crucial step in the marketing process as it identifies whom the message will be concentrated.

Defining a number of target markets will mean that Bourke’s limited resources will be used in the most effective way.

Existing markets

See Australia segments

Many of our visitors to Bourke can be classified within the following two See Australia segments. They can be further divided as shown below.

Mindset segment	Accommodation	Transport	Activites
True Travellers or Adventure Travellers	Camp sites, motels	Own Car, 4WD, Mobile home	Maps and information, trail food, back packers, guide books, local history, bush tucker, sporting equipment, general store
Wanderers or touring travellers	3-4 star self contained	Own car, mobile homes coach, fly drive	Information Centres, maps and guide books, walking trails with lookouts, fast photo booths, souvenirs, libraries

Seniors Market

Seniors are the most prominent group visiting the area and there are a number of advantages of targeting this lifecycle demographic. These include:

- Seniors have more leisure time than younger people and choose to spend more time travelling. They can, and do, take longer holidays – this is particularly significant to Bourke due to the geographic location
- Seniors have high levels of discretionary income, and choose to spend a greater percentage of this on travel than younger people
- More seniors travel for pleasure than for visiting family and friends – although VFR is a significant motive when visiting the region
- The population is aging and will continue to do so in the future

Characteristics of the seniors market:

- **Seniors spend more time planning their holiday – need to supply information**
- **May travel in off peak season – not restricted by school holiday periods**
- **Value for money is more important than the cost – conscious of budget**
- **Information on health facilities**
- **Word of mouth recommendations have a major impact on purchasing decisions made**
- **New friends and memories are important reward for travel – motive**
- **Holiday is often taken in conjunction with VFR - motive**
- **Social contact and mental stimulation - motive**
- **Senior Australians have a desire to see the ‘real Australia’ and experience first hand historical and natural landmarks – This point is of particular importance as this is the position that Bourke has taken “Gateway to the Real Outback”.**
- **Like to tell their story and to share their experiences with others**

Lifestyle

Nature-Based Tourism

Tourism NSW defines “Nature tourism is based on experiencing natural places, typically through outdoor activities.” (TNSW, Nature Tourism Discussion Paper, 2001).

Eco-tourism differs from nature-based tourism, as eco-tourism is educational and sustainable. Eco-tourism is a segment of the nature-based market. The Ecotourism Association of Australia defines eco-tourism as “Tourism in natural area that offers interesting ways to learn about the environment with an operator that uses resources wisely, contributes to the conservation of the environment and helps local communities. (cited, TNSW, Nature Tourism Discussion Paper, 2001).

This market segment can be further segmented into special interest tourism niches. Identified are eco-tourism, fishing, bird watching, four wheel driving, bushwalking and photography.

The Darling River, National Parks and other natural attractions such as Mt Oxley are pull factors for nature-based tourism in Bourke. These products need to be further developed

to meet the needs of the visitor, access roads, toilets, signage, walking trails and tourist guides would ensure that Nature-based tourism is more user friendly.

Agri-tourism

In many ways agri tourism works in conjunction with other tourism markets. An example of agri tourism would be the Mateship Country Tours offered by the tourist centre which includes visits to large farms in the area.

Farm stays could also fall into this category where properties offer the visitor a chance to experience life on a working farm. This market segment is growing in the region as it offers stakeholders a chance to diversify farm income.

Cultural/ Heritage Tourism

Cultural/ heritage tourism comprises various other forms of tourism including historical and ethnic tourism. "Historical tourism is a form of heritage tourism: its main focus is to stress the experiences of the past. Ethnic tourism entails some form of first hand, face to face experience with local people, either by visiting their land or observing or participating in local customs, rituals and other traditional activities (Harron and Weiler, 1992, cited BTR Occasional Paper No. 27).

Caravanning and Camping and Self Drive

Due to the sealing of the access roads and through increased promotion it is also the area that has experienced major growth over recent times.

It may be also important to note that as visitors in this segment must travel through a number of Centres to arrive in Bourke there may be opportunities for joint promotion with other towns and regions.

Backpackers

According to Tourism NSW backpackers travelling style is characterised by the following factors:

- Preference for budget accommodation - Prefer to spend their budget on other activities. Back packer accommodation is defined as properties offering, at low cost, a range of sleeping arrangements, including dormitories, with communal and self catering facilities and an emphasis on guest interaction.
- Eager to mix with travellers and locals – is a primary motive for travel, are interested in meeting and living with ordinary Australians.
- Price conscious

- Flexible itinerary and extended stay - Stay longer than the average visitor. More inclined to travel off the beaten track, have flexible itineraries and travel ideas but few actual bookings.
- Active adventure seekers - Activities that are authentically Australian and are removed from the mainstream tourist experience are of major appeal.
- Working Holiday – Casual and seasonal work to supplement funds.

Transport links are essential when targeting backpackers this is an area that is in need of improvement. Bourke is difficult to access via public transport from other regions other than those directly on the route to Sydney. This issue is also pertinent at a local level as it is difficult to move around the town and local area without private transport.

Education

Needs of this market vary depending on the level of education, the needs of university students are different to that of primary school students. This segment consists of primary, secondary, tertiary education. One of the strategies for this segment is to develop an education kit to meet the needs of the different levels and areas education.

Summary

Over the years the demographic and needs of a visitor coming to the region have been identified. The demographic has changed little over the last five years as has our approaches to marketing, meeting the needs of the visitor and planning for the future.

Many local businesses within Bourke are now keen to diversify to other markets where appropriate and plan for a major increase in visitation to Bourke over and above what has been occurring over the previous five years.

The strategies outlined in the next section of the plan identify how issues and objectives of the plan can be achieved to ensure the sustainable growth of Bourke tourism.

Strategies for increasing the amount of visitors to the region

Now that the potential markets have been broken up into a number of segments the next analysis will investigate ways of increasing the potential of these markets. This has been broken up into specific tasks for Bourke Shire Council and tasks that individual businesses within the industry can undertake to achieve sustainable growth.

Geographic

Regional Gateways

Issue	Action (Bourke Shire Council)	Action (Industry)	Measure	When
<p>Increase visitation through promotion of Bourke at regional gateways</p> <p>Improve signage</p>	<ul style="list-style-type: none"> • Increase signage locally and regionally • Signs within town to tourism attractions • Town cleanup • Public toilet infrastructure 	<ul style="list-style-type: none"> • Increase awareness of Bourke as a destination in the various gateways • Increase promotion through gateway visitor information centres (VICs) • Network to facilitate the development of the Bourke Visitors Guide • Signage to tourism operations 	<p>Increase average length of stay to three days</p>	<p>By 2010</p>

Geographic

Local Community

Issue	Action (Bourke Shire Council)	Action (Industry)	Measure	When
<p>Encourage an increase in VFR travel</p> <p>Promotion of tourism to local community</p> <p>Promote the benefits of tourism to other close communities</p> <p>Promote access routes to Bourke</p> <p>Promote family reunions in Bourke</p>	<ul style="list-style-type: none"> • Local tourism campaign • Conference and workshops – cooperatively • Local campaign needs to show why increase in visitor numbers is a positive development for the area. • Maintain links with other Councils • Maintain and strengthen links to Councils organisations such as ORTO, BDA, Kidman Way etc. 	<ul style="list-style-type: none"> • Educate locals to benefit of tourism • Promote tourism product to locals • Increase local shopping satisfaction • Incentives for locals to visit attractions – free access, membership program, discount cards etc 	<p>Survey of local businesses</p> <p>Anecdotal evidence of value in tourism</p>	<p>Ongoing</p>

Demographic

Seniors Market

Issue	Action (Bourke Shire Council)	Action (Industry)	Measure	When
Increase visitation of seniors to Bourke	<ul style="list-style-type: none"> • Social issues • Feel safe • Amenities 	<ul style="list-style-type: none"> • Value for money experiences • Senior discounts • Direct promotion to clubs • Want to see the “real Australia” • Senior packaging 	<ul style="list-style-type: none"> • Increase total of bed nights • Increase total of coaches 	By 2010

Business Purpose of Trip

Issue	Action (Bourke Shire Council)	Action (Industry)	Method	When
Increase satisfaction levels business visitation	Develop meeting place guide	Increase standards of meeting facilities	Survey in accommodation and attraction Observational research	Ongoing

Nature Based Segment

Issue	Action (Bourke Shire Council)	Action (Industry)	Measure	When
Promote nature based tourism product in the Bourke area	<p>Strengthen partnership with ORTO – nature based a target market of ORTO</p> <p>ORTO has travelling for fishing and birdwatching</p> <p>Establish walking trails and brochure</p>	<p>Target special interest clubs</p> <p>NPWS and DLWC have resources to identify impacts and develop products i.e knowledge of flora and fauna</p> <p>Cooperative planning and marketing opportunity</p> <p>Promote National Parks, increase tourism facilities</p>	Measure through calls to the VIC	2010

Agritourism

Issue	Action (Bourke Shire Council)	Action (Industry)	Measure	When
Foster agritourism segment	Continue to encourage sustainable development Identify barriers to entry Industry development seminar Use Outback beds as model	Encourage competition and other tour operators Fruit and cotton industry tours Shed and farm tours	Increase in tour operators	2009

Cultural Tourism

Issue	Action (Bourke Shire Council)	Action (Industry)	Measure	When
<p>Promote Bourke as an Australian cultural experience</p>	<p>Foster development of arts in the region</p> <p>Promote the history of the region</p> <p>Work collaboratively with NPWS to promote Gundabooka and Ngemba culture</p> <p>Produce a calendar of events and distribute to VIC's and media and website</p> <p>Support development of new local events</p>	<p>Promote local festivals and events</p> <p>Promote Aboriginal culture and foster development</p> <p>Back O' Bourke Exhibition Centre has a large role to play in educating visitors about the history and culture of the area.</p> <p>Promotion of Back O' Bourke</p> <p>Identify key aboriginal stakeholders</p> <p>Cultural festival</p>	<p>Increase in cultural awareness</p> <p>Increase visitation at events</p> <p>Increase in number of local events</p> <p>Media exposure of events</p>	<p>2010 and ongoing</p>

Caravanning and Camping

Issue	Action (Bourke Shire Council)	Action (Industry)	Measure	When
Increase visitation and awareness	Rest areas/ lookout interpretive signage Increase standards of amenities Promote sealed hwys Visitor support, maps, information, planning itinerary Continue support of the Kidman Way Attendance at trade shows	Trade magazines Driver tips Camping facilities Good knowledge of local industry to give directions and referrals	Increase visitation to caravan parks Increase number of calls to VIC	Ongoing

Backpackers

Issue	Action (Bourke Shire Council)	Action (Industry)	Method	When
Increase awareness of Bourke as a backpackers destination	<p>Transport links to Bourke need to be improved</p> <p>Costs, destinations and accessibility</p> <p>Cooperative marketing with countrylink, Rex,</p>	<p>Increase awareness of backpacker accommodation</p> <p>Promote seasonal work</p> <p>Use YHA and other backpacker websites</p> <p>Lobby tour companies that target backpackers</p> <p>Distribution of brochures to hostels</p> <p>Work with employment agencies to promote seasonal work</p>	<p>Increase visitation in YHA</p> <p>Increase in coach companies</p> <p>Improved transport links</p>	By 2009 ongoing

Education Market

Issue	Action (Bourke Shire Council)	Action (Industry)	Measure	When
Visitation by student groups	<p>Provide educational kits on the area and industry</p> <p>Information available on the Council website</p>	<p>Budget accommodation</p> <p>Define the needs of various age groups and levels of education</p> <p>Curriculum</p>	The number of education institutions visiting the area	2010

<p>Encourage development of sport</p>	<p>Information for school projects</p> <p>Encourage sporting events such as Rodeo, football carnivals, junior carnivals, pony camps etc.</p>	<p>Target packages to meet the needs of the market</p> <p>Work cooperatively with cornerstone adventure camps</p> <p>Work with sporting teams to offer competitive rates on using local facilities</p> <p>Encourage locals and family members to be actively involved in sporting organisations</p>	<p>Increase in number of bookings for sporting fields</p>	<p>Immediately</p>
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Channel of distribution

Issue	Action (Bourke Shire Council)	Action (Industry)	Method	When
Actively encourage Bourke as a destination for tour wholesalers	Produce tour kit including information, map, discounts, CD ROM, VGs, contacts Organise to meet with tour operators Construct package deals with Bourke tourism network	Lobby tour wholesalers Provide discounts to industry operators Work cooperatively with Bourke operators to provide package deals Provide accurate information and contact person to assist in planning itinerary	Increase in coach tours Increase in inquiries	Immediate

Issue	Action (Bourke Shire Council)	Action (Industry)	Measure	When
Travel Trade Coach/wholesalers tour VICs	Secure parking Parking areas Public toilets Display material Establish relationships with centres to have displays Make sure that the information is current and that centres have a supply of brochures	Target specifically with concise info Discounts Contacts – support to plan itinerary Perceive as a safe destination Multi-segment with packages for seniors, education, backpackers Update and reprint brochures for individual brochures Have information available for promotion in VIC	Increase in number of tours Increase in number of inquiries Monitor brochure stocks in VICs	By 2009
Issue	Action (Bourke Shire Council)	Action (Industry)	Measure	When
Travel agents	Identify relevant target markets of travel agents	Provide with information brochure,	Amount of enquiries	By 2009

	i.e seniors, backpackers, students	video, packages Planning support		
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9(ii) SWOT Analysis Strategies

Issue	Action (Bourke Shire Council)	Action (Industry)	Method	When
<p>Coordination of stakeholders</p>	<p>Develop partnerships with government agencies</p> <p>Knowledge of what stakeholders strategies are and how Bourke can benefit from join promotions</p> <p>Meet with various stakeholders</p> <p>Provide with copy of the plan</p>	<p>Develop partnerships with distribution channels</p> <p>Share strategies</p> <p>Increase knowledge of industry and roles of various stakeholders</p>	<p>Awareness of stakeholder strategies</p>	<p>Immediate</p>
<p>Product Development</p>	<p>Provide support in writing marketing and business plans</p> <p>Information on funding available</p> <p>Assistance in putting together funding proposals</p> <p>Assistance with development applications and other</p>	<p>Identify areas for development</p> <p>Foster development</p>	<p>Increase in resources</p> <p>Increase in economic development</p> <p>Increase in infrastructure</p> <p>Increase in tourism spending</p>	<p>By 2009</p>

	regulations			
Quality Service	Amenities Graffiti Presentation of the town Main Street Rubbish Training council staff	Training of industry, hospitality and customer service Value for money, experiences and products Understanding the importance of customer service and the role of word of mouth Network accreditation – membership and criteria Aussie Host course - promoted	Increase in satisfaction level Consumer orientated service and products to the meet the needs and wants Increase in positive word of mouth promotion	
Branding/ position	Back O’ Bourke brand Outback Logo – design tourism logo	Common theme reinforced by local businesses Back O’ Bourke ‘Real Outback’	Increase in awareness of Back O’ Bourke Bourke to be synonymous with the outback	Utilise Back O’ Bourke brand
Public Relations/ Change perceptions of Bourke	Media section on website Relationship with 2WEB Respond to negative	Establish relationships with media Local, regional, national Produce media Kits	Media monitors, Network and council Increase in positive stories Change in perception	By 2010

	<p>news and publicity</p>	<p>Media famils – network provide food, accommodation etc</p> <p>Local/ regional tourism awards</p> <p>Media releases for events and positive stories</p>	<p>of Bourke</p>	
<p>Attracting professionals to the area</p>	<p>Information available on website</p> <p>Send out moving kit with job descriptions Construct a package or kit on moving to the area</p> <p>To contain tourist information, facilities, infrastructure, employment agencies contacts, real estate agents (rental info), photos</p> <p>Kit to be distributed to all businesses in town – medical, shire, police etc</p>		<p>Business survey</p>	<p>By 2010</p>

9(iii) Promotional Tools

Issue	Action (Bourke Shire Council)	Action (Industry)	Measure	When
Central Tourism Website		Updated regularly with information for industry, visitors and media One website that has all information required to visit Bourke for the target markets	Hits on the website Feedback through emails	2009
Visit NSW / tourism data warehouse	update	Ensure that information is current Representative of the area Contact available	Cooperate with TNSW to train the network and about the benefits	Immediate
Visitors Guide	Take to trade shows	Reprinting Distribution to target markets Selling of ads Proof reading	Number of enquiries from the advertising Number of reprint	
Bourke tourism info available in accommodation rooms		Reprint of brochures Maintain supply to accommodation		
Tourism column – Western Herald		Write column each month	12 columns per year Feedback	2009 ongoing

Increase local awareness of tourism industry product and benefit		Support column with advertising Provide editorial		
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Monitoring and Evaluation

Evaluation is a crucial step of any plan to determine the effectiveness of the actions and if the objectives of the strategy have been met. Tourism is often evaluated in terms of an increase in the visitation rate and market share. Measures and time frames for achieving the strategies are outlined in this plan and it is recommended that this be monitored and evaluated.

It should also be noted that due to the nature of tourism that this plan will need to be closely monitored to ensure that the plan remains up to date with the changing environment.

Conclusion

Many of the strategies within the document need to be developed and prioritised. The overview and background within the strategy will assist when conducting this process. Some markets are already strong and ready to be capitalised on further, while others are in their infancy with many barriers facing further development.

Appendix

Useful Internet sites

www.bourke.nsw.gov.au

www.tourism.nsw.gov.au

www.visitoutbacknsw.com.au

www.heartland.com.au

www.walgettshire.com

www.cobar.nsw.gov.au

www.backobourke.com.au

www.carrathool.nsw.gov.au

www.kidmanway.org.au

www.visitbourke.com

Appendix two

Timeline

ongoing

Address social issues
Distribute Bourke promotional material
Tourism column in the Western Herald

200

Signage locally and gateways to town
Continue to clean up town – rubbish, graffiti
Public toilets – clean and accessible
Local tourism campaign
Incentives for locals to visit attractions
Tourism seminars
Targeted promotions to seniors clubs
Attend camping and caravan shows
Build relationships with stakeholders
Develop packages for various target markets
Market to travel trade

Produce a calendar of events
Lobby tour wholesalers
Update Bourke promotional material
Establish 1800 for enquiries
Central Bourke tourism website – updating ongoing
Bourke tourism on data warehouse - TNSW
Provide discounts to seniors and backpackers
Approach Countrylink, Rex, car hire
Construct education kits
Construct recruitment kit
Media Kits
Media Famils
Media Monitors
Tourism info in accommodations rooms
Aussie Host course including Council staff
Bourke passport
Evaluation of goals and objectives
Evaluation of marketing strategies

200

Evaluation of goals and objectives
Evaluation of marketing strategies
Primary market research – needs and wants, demographics etc