BROKEN HILL STRATEGIC TOURISM PLAN

2010 TO 2020

FOR REAL

BROKEN HILL

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The Line of Lode

CONTENTS

Living Desert Sculptures

ACRONYMS

BH	Broken Hill
BHCC	Broken Hill City Council
BHRTA	Broken Hill Regional Tourism Association
BHTAG	Broken Hill Tourism Advisory Group
BHVIC	Broken Hill Visitor Information Centre
BBH	Business Broken Hill (Chamber of Commerce)
DSRD	Department of State and Regional Development
DKA	Desert Knowledge Australia
FBHAG	Film Broken Hill Advisory Group
I&I NSW	Industry and Investment NSW

NPWS	National Parks and Wildlife Service
ORTO	Outback Regional Tourism Organisation
RDA	Regional Development Australia (Far West)
SCU	Southern Cross University
STCRC	Sustainable Tourism Cooperative Research Centre
TA	Tourism Australia
TNSW	Tourism New South Wales
TRA	Tourism Research Australia
VIC	Visitor Information Centre
WDA	West Darling Arts

EXECUTIVE SUMMARY

Broken Hill City Council has a strong history in advocacy and support of tourism as an industry sector that contributes significantly to the vibrancy of the community and the sustainability of its economy.

Artist Geoff DeMain

The City of Broken Hill is recognised by government, businesses and tourists as being integral to the Outback New South Wales tourism region and it is known for delivering a range of attractions and experiences, linked to mining, heritage, culture and the provision of authentic visitor accommodation.

Broken Hill is well-placed to further diversify its tourism offering and to evaluate its future in harness with the emerging sectors of film, sustainable energies and increasing profile in heritage.

In particular, 2010 has provided a catalyst for this tourism planning process through a number of opportunities that include:

• re-development of the Broken Hill Central Power Station (CPS) into a film studio

• forthcoming filming of the next instalment of the *Mad Max movie, Fury Road* (in pre-production 2010/11).

• proposed Silverton Wind Farm development

• nomination of Broken Hill to the National Heritage Register (nominated in 2005 with an announcement pending), which will position Broken Hill as the only Australian City to be awarded National Heritage Listing and therefore recognition as a significant heritage tourism destination within Australia.

Broken Hill City Council (BHCC) has assumed an important leadership and management role in tourism. It holds carriage of a long-standing commitment and duty of care in tourism marketing, services and infrastructure development— along with an active and well managed program aimed at preserving and enhancing its heritage assets.

The Broken Hill Strategic Tourism Plan 2010 to 2020 (herein referred to as The Plan) further expresses the commitment of BHCC to ensuring the sustainable management, development and marketing of Broken Hill as an important tourism destination; whose viability is also essential to a broader Outback NSW tourism area.

The Plan has been developed and funded as a research project, led by Dr Meredith Wray (School of Tourism & Hospitality and Management, Southern Cross University) in collaboration with Andrea Roberts (Manager, Community Development, BHCC).

The BHCC Broken Hill Tourism Advisory Group (BHTAG) has provided an important role in guiding the development of *the Plan*.

Extensive community, government and industry consultation – within and beyond Broken Hill - has also provided significant contribution to the process.

The Plan is a living strategic document that has been developed to:

• position Broken Hill as an iconic 'hub' to the Outback experience

• encourage the attraction of visitors to Broken Hill and their dispersal across Outback NSW

• maximise tourism opportunities for the destination through film, heritage, mining, sustainable energies, cultural significance, arts and events

• foster cooperation among government, business and community stakeholders to further the objectives contained *The Plan*

• respond to the 'key' areas of developing sustainable tourism destinations (economic, environmental, social) integrate recognised best practice strategies for the management, development and marketing of regional tourism destinations [1]

• outline realistic short (2010-14), medium (2015-2019)and long-term (2020+)strategies and determine important implementation priorities

• integrate with the *Broken Hill 2030 Community Strategic Plan* and other relevant strategic documents

• adapt to changing conditions, issues, opportunities and local needs

• incorporate an annual evaluation process

Eleven (11) key directions have been identified to guide the management, development and marketing of tourism for Broken Hill over the next ten years.

[1] As reported in STCRC 2010 report 'Sustainable Regional Tourism Destinations: Best Practice for management, development and marketing'.

KEY DIRECTIONS

Broken Earth Cafe Restaurant

DESTINATION MANAGEMENT

1. GOVERNANCE

Cooperatively engage government, business and community stakeholders in developing a strategic approach to the management, development and marketing of tourism

2. VISITOR INFORMATION SERVICES

Establish the Broken Hill Visitor Information Centre as the hub for tourism information and industry cooperation in Outback NSW

3. DESTINATION RESEARCH

Institute a destination-based research program to better inform decision-making for Broken Hill

4. SERVICE QUALITY

Facilitate and support service excellence in the tourism, hospitality and retail sectors to enhance visitor experience and maximise yield from tourism

DESTINATION DEVELOPMENT

5. TOURISM ASSET MANAGEMENT

Enhance the delivery of authentic visitor experiences and economic viability of BHCC-owned attractions and tourism-related infrastructure

6. TOURISM PRODUCT & EXPERIENCES

Accelerate the development of tourism product and experiences around the 'key' platforms of indigenous, film, art, mining, heritage, sustainable energies and outback

7. TRANSPORT & ACCESS

Improve accessibility for visitors to and within Broken Hill

DESTINATION MARKETING

8. BRAND & IMAGE

Establish and deliver a consistent destination brand and image that positions Broken Hill as a significant outback destination in Australia

9. STRATEGIC AND TACTICAL MARKETING

Foster cooperation and innovation to attract increased tourism visitation and extend length of stay

10. VISITOR MARKETS

Increase market share from existing and new audiences

11. CONFERENCES & EVENTS

Develop a strategic and proactive approach to the development, management and marketing of conferences and events that support the Broken Hill destination brand and image

COUNCIL'S ROLE IN TOURISM

Broken Hill City Council (BHCC) and the community have worked together in recent years to develop environmental, social and economic plans to guide the sustainable future of the City.

Umberumberka Creek

The development of a Strategic Tourism Plan was identified as part of Council's commitment towards the sustainable management, development and marketing of tourism for Broken Hill over the next ten years and beyond

BHCC fulfils important tourism leadership and management functions for the community, through the following activities

• the consenting authority for most development applications

• responsible for decisions related to land-use planning for Broken Hill City - through the BHCC Local Environment Plan (LEP) and Development Control Plans3 (DCP).

• responsible for the development and management of community spaces, facilities, services and infrastructure - to enhance the well-being, connectedness and safety of residents and visitors

• seeks to attract a diverse range of businesses, industries and services (including tourism) to provide a range of employment and training opportunities for the people of Broken Hill

• responsible for the conservation and management of significant natural, heritage, recreation and cultural assets including:

• the Broken Hill Regional Art Gallery,

• Broken Hill Visitor Information Centre

• Albert Kersten Minerals and Mining Museum

• Sculpture Symposium

• Living Desert

• Broken Hill Entertainment Centre

• Town Hall Façade

• New Film Studio and Precinct (CPS re-development)

• Mechanics Institute

• Sturt Park

• Aquatic centre

• land-owner of the Broken Hill Caravan Park (leased to private/commercial operators)

• provides leadership and expertise for tourism initiatives through employment of a Manager, Community Development who engages with important stakeholders across all tiers of government and the private sector

• invests and oversees a marketing and promotional budget for tourism to promote Broken Hill as tourism destination

• supports industry engagement and leadership through a Section 355 Committee for tourism, - Broken Hill Tourism Advisory Group (BHTAG).

BHCC has delivered an increasingly active role in initiating effective leadership for tourism in Broken Hill and the broader Outback NSW region, starting as early as thirty years ago.

Until 2007, the Broken Hill Regional Tourist Association (BHRTA) was a Council committee/semi-incorporated body charged with the oversight of the BHVIC. Due to a decline in the strength of membership and conflicting roles and responsibilities of the BHRTA, Council recognised the need to establish a more effective governance framework for tourism and to improve the operations of the BHVIC. As a result, the BHRTA was disbanded in November 2007 and the Broken Hill Tourism Advisory Group (BHTAG) was established as a Council Section 355 Committee to guide the development, management and marketing of tourism for Broken Hill (see Appendix 1 for the objectives and membership structure of the Committee).

Furthermore, Council has entered the rare local government territory of supporting film as a viable economic sector for the community – investing more than $1m (in conjunction with $1m from State Government) in the development of a new film studio. A dedicated Film Project Coordinator has been appointed and other marketing materials have been developed - also funded by the Council as film is seen as a critical component to the destination appeal. A fact recently confirmed by Lonely Planet who listed Broken Hill as the top fourth place in the world where the "destination is the star"- and placing it behind Jordan, Paris and Tokyo in that list.

PLANNING APPROACH

The Plan presents strategies organised under the platforms of destination management, development and marketing.
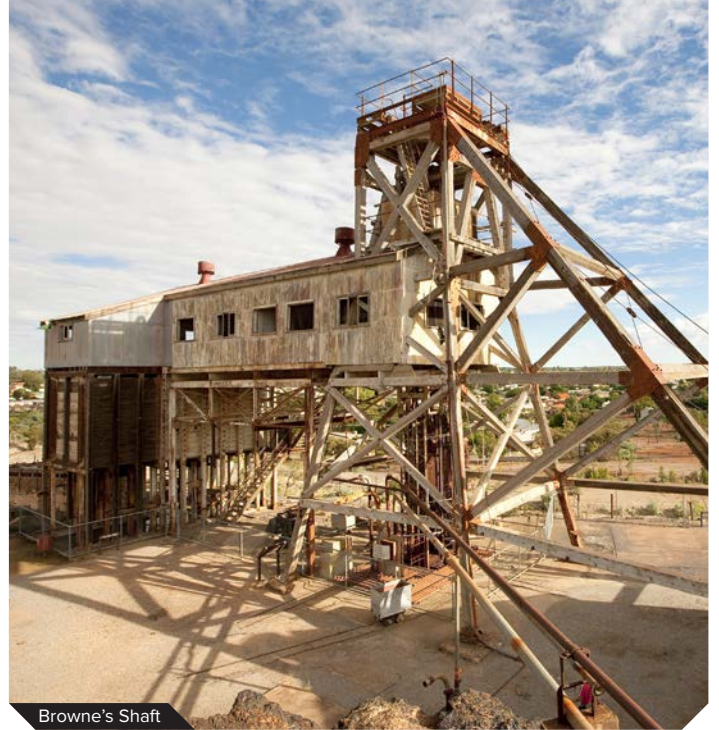
Browne's Shaft

The *Broken Hill Strategic Tourism Plan 2010 to 2020* has been developed and funded as a research project, led by Dr Meredith Wray (School of Tourism & Hospitality and Management, Southern Cross University) in collaboration with Andrea Roberts, Manager, Community Economic Development (BHCC). The Broken Hill Tourism Advisory Group (BHTAG) has provided an important role in guiding the development of the Plan. A comprehensive consultation process was undertaken to inform the development of the Plan and to engage government, business and community stakeholders from Broken Hill, the broader Outback NSW region and Tourism NSW in the planning process (see more on the next page).

The Plan is a living strategic document that has been developed to:

• position Broken Hill as an iconic 'hub' to the Outback experience

• encourage the attraction of visitors to Broken Hill and their dispersal across Outback NSW

• maximise tourism opportunities for the destination through film, heritage, mining, sustainable energies, cultural significance, arts and events

• foster cooperation among government, business and community stakeholders to further the objectives contained The Plan

• respond to the 'key' areas of developing sustainable tourism (economic, environmental, social)

• integrate recognised best practice strategies for the management, development and marketing of regional tourism destinations [2]

• outline realistic short (2010-14), medium (2015-2019)and long-term (2020+) strategies and determine important implementation priorities

• integrate with the *Broken Hill 2030 Community Strategic Plan* and other relevant strategic documents

• adapt to changing conditions, issues, opportunities and local needs

• incorporate an annual evaluation process

The development of the Plan draws on outcomes contained in earlier reports prepared as part of the strategic tourism planning process - including a *Situational Analysis and Consultation Report* - and to align with the *Broken Hill 2030: Community Strategic Plan.*

Stakeholder organisations have been identified to undertake Leadership for the implementation strategies over the short term (2010-14), medium term (1015-2019) and longer term (2020+).

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[2] As reported in STCRC 2010 report 'Sustainable Regional Tourism Destinations: Best Practice for management, development and marketing'.

CONSULTATION PROCESS

An extensive consultative process was undertaken to engage stakeholders in the development of the Plan.

Town Hall Facade

An important component in the strategic planning process for the *Broken Hill Strategic Tourism Plan 2010 to 2020* was to:

• understand the interests, values and aspirations of government, business and community stakeholders with an interest in tourism for Broken Hill region;

• work with the local stakeholders to establish a shared vision for the future development and management of tourism within the region;

    and

• identify the issues and opportunities that should be addressed within the Plan.

With this in mind, the consultation process comprised of the following activities

1. REVIEW - strategies, plans, reports and policy documents relevant to Broken Hill, including a full analysis of visitation data and audit of product – May to June 2010

2. IDENTIFY - significant issues, opportunities and challenges related to tourism – July 2010

3. CONSULT- stakeholder representatives covering state, regional and local perspectives and having considerable knowledge of tourism – July and November 2010 (see Appendix 2 for a list organisations represented).

4. IMMERSE – develop in-depth understand of the destination through engagement in the locality via extended visits and contact with the broader community (media, industry, arts, social etc)- July – November 2010

5. WORKSHOP - with local stakeholder sectors within Broken Hill and Outback NSW[3]. Over 200 organisations and associations were invited to attend the workshops. In addition, editorial appeared in the Barrier Daily Truth, to promote the workshops to other interested stakeholders (see Appendix 3 for a list of organisations that attended). Planners also had informal consultation meetings with stakeholders involved in the arts sector with Broken Hill - ugust to November 2010

6. ANALYSE - involved transcription of the data collected from all four (4) processes and collation of the values and issues under common themes. From this analysis, the core values, significant issues and opportunities were identified. These were captured and considered in the development of the *Broken Hill Strategic Tourism Plan 2010 to 2020.*

Participants in these Workshops were given an overview of the tourism strategic planning approach and were asked to:

• consider the values that should underpin the vision statement to guide tourism for Broken Hill over the next ten years (with reference to the *Broken Hill 2030 Community Strategic Plan*)

• identify additional important issues and opportunities for tourism that should be considered in the development of *The Plan;* and

• participate in focus group discussions concerning the principal issues and opportunities that should be considered in the development of *The Plan.*

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[3] A list of stakeholder organisations was identified by the Tourism Services Manager, Broken Hill City Council

TOURISM VISION & VALUES

The BHCC Tourism Advisory Group (BHTAG) determined that the vision statement recently developed by the community for the Broken Hill 2030 Community Strategic Plan was appropriate to guide the vision for tourism for Broken Hill over the next 30 years.

Eldee Station

COMMUNITY VISION STATEMENT

Broken Hill will be a self-sufficient, strong regional community with services and facilities to support an active, vibrant residential population, valuing and sharing the region's unique natural and built environment with regional, national and international visitors [4]

TOURISM VALUES

The following four core values were determined during the strategic tourism planning consultation process to underpin the development, management and marketing of tourism for Broken Hill destination region over the next ten years:

SUSTAINABILITY

Adopt a sustainable approach to tourism that supports economic development and protects natural, built, social and cultural environments, for the benefit of residents and visitors

COOPERATION

Foster on-going cooperation and consultation between Broken Hill City Council, businesses and the community to ensure a consistent and inclusive approach to tourism across The Outback NSW region

CELEBRATION

Celebrate and promote a consistent and cooperative approach to tourism marketing that positions Broken Hill as a destination with a diversity of visitor experiences that complements the broader Outback NSW region

EXCELLENCE

Encourage and foster service excellence by all businesses to provide a friendly and safe place for visitors.

In addition, the Broken Hill Strategic Tourism Plan 2010 to 2020 has regard for the two sets of planning and sustainability principles that inform Broken Hill City Council's strategic planning – these being, social justice and sustainability (see appendix 4)

[4] Broken Hill City Council (2010), Broken Hill 2030: Community Strategic Plan

DESTINATION MANAGEMENT

1. GOVERNANCE

Cooperatively engage government, business and community stakeholders in developing a strategic approach to the management, development and marketing of tourism

Effective governance of regional destinations involves the establishment of a destination management structure and associated processes to lead and manage tourism across governments, business and community interests.

A well considered management structure can improve constructive dialogue, information distribution, communication and shared decision-making about common issues and interests[i]. The underlying principle of good governance is to provide a collaborative forum in which expertise of individuals and stakeholder agencies can be 'pooled' - to develop synergies and produce improved outcomes for tourism initiatives.

To establish an effective destination management framework, however, requires consideration. In order to foster and support a collaborative approach to the management of tourism, there must be *willingness. expertise, knowledge and availability* of government, business and community stakeholders.

Broken Hill City Council has identified the need to develop an effective governance structure to improve the management, operations and economic viability of Council assets (see more in Key Direction 5). In addition, there is a need to foster cooperation between Council, tourism operations and businesses to better guide the future management, development and marketing of tourism in Broken Hill.

Kinchega National Park

The consultation process undertaken to develop this *Plan* further identified:

- it is mainly a few 'key' local tourism operators and representatives of government agencies that provide leadership to tourism locally

- there are only few tourism operators who contribute to marketing initiatives, distribute their product more widely and apply dollars towards promoting the destination

- these individuals are often invited to represent the tourism industry in campaigns and on a number of local committees, - as a result they may suffer from volunteer 'burnout'

- the local tourism industry comprises many small operations that are unclear of the role of BHCC as well as various other agencies involved in tourism

- the role of the Broken Hill Tourism Advisory Group (BHTAG) is not apparent to all local operators, given the recent change in structure from an incorporated body to a Section 355 Committee of Council

- the call for BHCC to better support and consult with operators from the broader Outback NSW region

- larger retail operations do not directly support tourism at a local level, yet benefit from tourism to the region

- a need to educate operators on the structure of the tourism industry, its operating system and distribution channels as well as the benefits of working cooperatively

- an opportunity to improve industry coordination in support of marketing efforts in order to deliver consistent and targeted messages about the destination

- a need for the support of experienced tourism personnel to foster cooperation and lead the industry

- support for a management structure that is tourism expert-based and supported by Council

- support from local tourism operators for a tourism and business levy that would be used to fund tourism initiatives for Broken Hill

DESTINATION MANAGEMENT

OBJECTIVE 1.1

Develop a cooperative and strategic approach to the management, development, marketing of tourism for Broken Hill that engages government, business and community stakeholders.

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S1.1.1	Integrate the *Broken Hill Strategic Tourism Plan 2010 to 2020* into the relevant BHCC policy (e.g. *BHCC Community Strategic Plan & Service Delivery Program*)	BHCC		2010-14
S1.1.2	Revise the constitution of the BHTAG to: • refine the requirements of skills-based members, ensuring business and tourism expertise. • Include a new objective– to monitor and guide the implementation of strategies of the *Broken Hill Strategic Tourism Plan 2010-2020.*	BHTAG	BHCC	2010-14
S1.1.3	Develop a *Tourism Education and Consultation Program* to inform and engage local tourism businesses	BHTAG	BHCC	2010-14
S1.1.4	Review the structure of the Community Development Business Unit to ensure clear focus and integration of film, tourism and events	BHCC		2010-14
S1.1.5	Incorporate the guidance and management of tourism into the proposed BH Culture and Tourism Trust (6.2.4 of the BH *Film Studio & Precinct Plan 2010* - it is proposed that the Trust comprise personnel with commercial expertise from Council, mining, film tourism and cultural sectors)	BHCC	BHTAG FBHAG	2015-19

DESTINATION MANAGEMENT

2. VISITOR INFORMATION SERVICES

Establish the Broken Hill Visitor Information Centre as the hub for tourism information and industry cooperation in outback NSW.

Visitor Information Centres (VICs) make an important contribution to the economic and social well-being of their communities. Research has indicated that the quality of customer service, VIC facilities and information delivery will impact significantly on visitors' activities in a destination and the broader region.

VICs can play a significant role in influencing visitors' length of stay, attractions visited and visitor travel itineraries.

The challenge is for VIC's to develop a culture of exemplary customer service amongst paid and volunteer staff; design spaces where visitors and staff can comfortably interact; and ensure visitor information and recommendations match the needs and time limits of visitors [ii]. There is also an increasing emphasis on developing commercial viability and adapting to changing consumer research and travel behaviours.

Broken Hill Visitor Information Centre

The consultation process undertaken to develop this *Plan* further identified:

- the BHVIC provides an important function as a central 'hub' for the provision of information to visitors to Broken Hill and the broader Outback NSW region

- there is a recommended need for improvement in service quality at the VIC via the range of customer contact points (including face-to-face; phone; internet; visual displays etc.)

- interest in creating a strengthened network of tourism business, activated through improved communication and cooperation generated from the BHVIC

- an opportunity for the BHVIC to provide support to the accredited Silverton VIC

- external points of tourism significance could have improved information facilities, such as the Line of Lode

- the expressed need of tourism businesses in the broader Outback NSW to be more involved in the BHVIC network

- the need for BHVIC staff to demonstrate continuous improvement in awareness and knowledge of tourism operations and attractions

- displays at the VIC could be improved to provide greater opportunity to the regions operators for visual promotions

- the opportunity to provide visitor information in Argent Street, which is seen as primary potential visitor precinct for Broken Hill

- the need for improvement of the BHVIC website to make it a leading portal for current and potential visitors to the region

- the need for improved visitor information and signage on major access roads

- the need to develop a sustainable business model for the VIC

- the need to review the current 'Fee for Service' arrangement

DESTINATION MANAGEMENT

2. VISITOR INFORMATION SERVICES

OBJECTIVE 2.1

Develop a cooperative and strategic approach to the management, development, marketing of tourism for Broken Hill that engages government, business and community stakeholders.

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S2.1.1	Undertake an independent review of the functions and services of the BHVIC including its management, operation, service delivery, provision of visitor information, retail offerings and ongoing economic viability	BHCC	BHTAG *STCRC VIC evaluation tool kit	2010-14
S2.1.2	Develop a *Visitor Information Strategy* that adopts a whole of destination approach to the provision & delivery of visitor information for Outback NSW.	BHTAG	BHCC ORTO TNSW RDA I&I NSW	2015-19
S2.1.3	Review the role and duties of the of the BHVIC Tourism Services Manager and BHCC tourism staff to assure alignment with the implementation of identified initiatives contained in the *BH Strategic Tourism Plan 2010 to 2020*	BHCC		2010-14
S2.1.4	Develop an on-going system to measure the performance of the BHVIC including such areas as: • satisfaction of customers – tourists, businesses, tenants of the Tourist and Travellers Centre • financial performance (bookings, souvenirs, tenancies, displays) • customer service and response levels (phone/internet analysis, surveys etc) • staff training and industry knowledge • industry engagement	BHCC	BHTAG	2010-14
S2.1.5	Review the BHVIC 'Fee for Service' structure, as a transitional model towards a possible alternative Special Rate Levy for tourism (see S5.2.3)	BHTAG	BHCC	2010-14
S2.1.6	Develop a regular and ongoing familiarisation program for all VIC staff and the local tourism industry to ensure currency with information around attractions, tourism operations and experiences within BH and the broader Outback NSW region	BHTAG	BHCC	2010-14
S2.1.7	Support the establishment of the TNSW 'Virtual Viki' on-line portal	BHTAG	TNSW ORTO BHTAG	2010-14
S2.1.8	Establish a VIC mini-centre in Argent Street e.g. (Town Hall Façade)	BHCC	BHTAG	2015-19

DESTINATION MANAGEMENT

OBJECTIVE 2.1 (CONT)

Establish Broken Hill Visitor Information Centre (BHVIC) as the 'hub' for tourist information in Outback NSW, through provision of exceptional customer service and reliable information thereby facilitating increased visitation and length of stay.

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S2.1.9	Develop and train a pool of volunteer tourism ambassadors as part of a *Tourism Volunteer Program* (see S5.1.4) in order to meet increasing tourism demands	BHCC	BHTAG	2010-14
S2.1.10	Review the layout of the BHVIC to provide innovative and enticing displays of visitor experiences for the BH destination region	BHCC	BHTAG	2010-14
S2.1.11	Establish distinctive visitor information displays at Council owned attractions, key transport hubs & gateway locations	BHCC	BHTAG	2015-19
S2.1.12	Investigate and implement the use of touch-screen technologies & other electronic solutions	BHCC	BHTAG	2015-2019

OBJECTIVE 2.2

Support and foster cooperation between tourism operations in Broken Hill and the broader Outback NSW region

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S2.2.1	Develop a *BHVIC Communication and Development Program* to improve expertise of VIC staff and industry to include such elements as: • training and industry information • newsletters and internet portals • forums and networking events • familiarisation tour programs • service excellence programs	BHCC	BHTAG	2010-14
S2.2.2	Provide tourism support and expertise to the Silverton Village Committee and Silverton VIC in recognition of Silverton as an iconic tourism experience within close proximity to Broken Hill	BHTAG	BHCC	2010-14
S2.2.3	Implement a program to engage broader Outback NSW (Government and industry) in the services of the BHVIC as a hub for tourist information on the broader destination and as a super-centre VIC for the Outback experience	BHCC	BHTAG	2015-19
S2.2.4	Promote Outback NSW National Park experiences through provision of reliable visitor information and mutual display areas within NPWS offices and identified Council facilities (e.g. BHVIC, Living Desert)	BHCC	BHTAG NPWS	2010-14

DESTINATION MANAGEMENT

Institute a destination-based research program to better inform decision-making for Broken Hill.

Destinations that have established destination-based research programs and data collection systems are better able to plan effectively; adapt to changing market trends and circumstances; make informed decisions about product development and marketing.

Information gathered can also improve industry performance and service quality. It can improve understanding about the economic, social and environmental benefits and impacts of tourism.

Currently, visitation data is not available specifically for Broken Hill from the National Visitor Survey and International Visitor Survey due to small sample sizes[5].

A Destination Visitor Survey for Broken Hill was, however, undertaken by Tourism Research Australia (TRA) in 2006. Broken Hill City Council has recently lodged a submission to undertake a further TRA Destination Visitor Survey in 2011 in partnership with Tourism New South Wales. If this submission is successful, it will provide an opportunity to develop a destination-based survey instrument that can be used as part of an on-going research program for tourism in Broken Hill and Silverton - to better understand the perceptions, profile and travel itineraries of visitors, and their destination activities.

The need for improved tourism surveys to inform decision-making was also identified in the *Broken Hill Film, Studio and Precinct Business Plan.*

The consultation process undertaken to develop this Plan strongly supported the need for improved visitation data for Broken Hill and its attractions including research about: visitor profiles, perceptions and experiences.

Broken Hill Laneway

DESTINATION MANAGEMENT

OBJECTIVE 3.1

Establish destination-based research programs to better inform decision-making for tourism in Broken Hill

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S3.1.1	Work with government agencies and local businesses to develop a *Destination Visitor Survey* to be used as an on-going research instrument	BHCC	TNSW TRA BHTAG	2010-14
S3.1.2	Undertake visitor perception research as part of the Brand and Image Strategy process	BHCC	TNSW BHTAG	2010-14
S3.1.3	Develop a process to regularly collate, analyse, report and respond to VIC booking and customer service data	BHCC	BHTAG	2010-14
S3.1.4	Review and update the *Tourism Product Audit** annually *Compiled in the Analysis phase of developing this Plan	BHCC	BHTAG	2010-14
S3.1.5	Develop a new destination-based research program, to regularly gather information on visitation (e.g. profiles, activities, satisfactions, perceptions) and to develop a system to analyse existing sources of visitation data within Broken Hill (e.g. BHVIC, Council-managed attractions, key tour operations)	BHCC	TNSW ORTO BHTAG	2010-14
S3.1.6	Undertake a Benchmark Study of other nationally heritage listed cities/great mining cities/complimentary film locations world-wide - to understand their strategies for tourism	BHCC	FBHAG BHTAG	2010-14

DESTINATION MANAGEMENT

Facilitate and support service excellence in the tourism, hospitality and retail sectors to enhance the visitor experience and maximise yield from tourism.

The quality of a visitor's experience comprises a range of service interactions that a visitor has within a destination, including service encountered when purchasing petrol, groceries or a newspaper, through to fine dining and luxury accommodation experiences. The quality of all of these service interactions plays an important part in a destination's ability to deliver a complete and satisfying visitor experience.

Best practice research highlights the importance of businesses both directly and indirectly involved in tourism being educated and trained to deliver quality customer service.

The consultation process undertaken to develop this *Plan* further identified the need to:

- improve service quality and delivery standards

- provide education and training opportunities for tourism operators and businesses in delivering quality service

- promote those operations that have achieved accreditation through existing schemes (e.g. eco-tourism accreditation, accommodation standards)

- consider developing an accreditation system for Broken Hill operators and businesses

- address lack of commitment from employees and staffing issues, especially during the off season

- encourage operators to extend business trading hours

- improve the quality of food and beverage operations

Syndicate of Seven busts

DESTINATION MANAGEMENT

4. SERVICE QUALITY

OBJECTIVE 4.1

Develop strategies to foster service excellence within Broken Hill

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S4.1.1	Review the Broken Hill Tourism Awards submission process to ensure that best practice operations are recognised and celebrated within a recognised industry awards framework	BHTAG	BBH	2010-14
S4.1.2	Promote and celebrate those tourism & hospitality operations that have already achieved accreditation and industry standards	BHTAG	BHCC	2010-14
S4.1.3	Work with local industry and education providers to implement a service excellence program, (see also *Community Strategic Plan 2030* – 4.2.2 provide local job training & skill development opportunities)	BHTAG	BHCC BBH FBHAG consider Aussie Host [6] or similar [6]	2010-14
S4.1.4	Develop a tourism & hospitality business mentoring program (see also Community Strategic Plan 2030 – 1.4.1 develop a 'Community Expertise' register of skills & knowledge).	BHTAG	BHCC BBH FBHAG	2020+
S4.1.5	Employ tourism interns and research students as a means to encourage young people with tourism hospitality knowledge to the area (see also *Community Strategic Plan 2030* – 2.4.1 develop partnership opportunities with education & training providers)	BHCC	BHTAG	2015-19
S4.1.6	Incorporate results learned through evaluation of visitor satisfaction (as part of the development of a destination-based Research Program - S3.1.5) and monitor this as a 'key' service KPI	BHCC	BHTAG	2015-19
S4.1.7	Adopt and promote a recognised accreditation framework and standard for tourism & hospitality operations	BHTAG	BHCC *Accreditation Australia Ltd (TAAL)[7]	2015-19
S4.1.8	Incorporate service excellence training into the *BHVIC Communication and Development Program* (S2.2.1)	BHCC	BHTAG	2010-14
S4.1.9	Conduct a local campaign to promote the value of delivering excellence in customer service	BHTAG	BHCC	2010-14
S4.1.10	Seek external mentors and investors to drive improvements in local service	BHTAG	BHCC	2010-14

[6] AussieHost provides a dedicated and recognised customer service qualification for service staff in a variety of industry sectors.

[7] TAAL programs require participating businesses to provide evidence of suitability based on sound business practices including: legal compliance, strategic business planning, human resource management, environmental management, administration & operations, customer service. A TAAL logo can be displayed by accredited businesses as a symbol of the commitment to the pursuit of quality and excellence.

DESTINATION DEVELOPMENT

5. TOURISM ASSET MANAGEMENT

Enhance the delivery of authentic visitor experiences and improve economic viability of BHCC-owned attractions and tourism-related infrastructure.

Heritage, built and cultural attractions contribute to the visual aesthetic and appeal of a regional destination to visitors.

Best practice for regional destinations shows that a pro-active approach is required to plan and manage these resources sustainably and to ensure a particular type, style and level of tourism development that aligns with destination character and community values.

These destinations recognise that a good place to live is a good place to visit and establish planning and management strategies to preserve their heritage, built and socio-cultural environments.

Broken Hill City Council recognises that infrastructure assets are of considerable importance to the local community and are fundamental to Council's overall service. The *BHCC Asset Management Policy (2007)* and *Infrastructure Asset Management Plan* provides an overall policy and planning framework to guide the strategic management of Council's infrastructure assets.

From a Broken Hill tourism perspective, Council owns and manages a number of significant attractions and tourism-related infrastructure. For example, Council has maintained and/or assisted to enhance a number of significant heritage sites including: Trades Hall, Police Station, Court House, and Town Hall.

The Albert Kersten Minerals and Mining Museum , an educational earth science museum, was recently renovated and re-furbished (funded by Broken Hill City Council and through the Australian Government's Regional Partnership Scheme) to provide visitors with a more interactive and 'alive' experience.

In addition, Council has developed and continues to enhance the Living Desert and Flora & Fauna Sanctuary, located nine kilometres from the City centre. The Sculpture Symposium, comprising 12 sandstone sculptures, located on a hilltop at the centre of the reserve, has become an important visitor attraction. A primitive camp ground is planned to open on the site in 2011.

Council also manages the Broken Hill Regional Art Gallery, Broken Hill Airport (see more under Key Direction 8) and Entertainment Centre, which is also a significant conference and event venue.

Although Council is aware of its on-going caretaker role of these valuable resources, it is concerned about their economic sustainability. Furthermore, the cost of managing attractions and facility infrastructure is a budget consideration impacting on the overall tourism spend and absorbing funds that could otherwise be applied elsewhere – into destination marketing and asset maintenance, for example. Council is currently looking at its facilities with an aim to operate on improved business terms.

Council has provided an important role, in collaboration with the NSW government, in the funding and re-development of the Broken Hill Central Power Station (CPS) into a purpose-built film studio that is due for completion in 2010. The *Broken Hill Film, Studio and Precinct Business Plan* assessed the commercial feasibility of the film studio and suggest significant economic gain for the community through the development of tourism attractions within the precinct that would extend length of stay in Broken Hill.

This proposal for a high-quality multipurpose precinct around the film studio includes recommendations on the development of a *Mad Max* experience and an interactive mining experience. The Consultants also proposed co-locating a number of Broken Hill's services to the site. They suggest that a multi-use site would also provide areas for education (particularly in film and multi-media); exhibitions and events; and the arts.

Miners Memorial

DESTINATION DEVELOPMENT

5. TOURISM ASSET MANAGEMENT

The development of film-related attractions that link to Broken Hill and the Outback is a clear opportunity, as currently there is minimal representation and interpretation relating to the abundant film history associated with the region. Additionally, the closure of the City's underground mining tour (Delprats Mine) due to reactivation of mining leases on the site has left a significant gap in the visitor experience. The heritage aspect too is ready for an experiential over-haul in terms of creating a 'living' experience that both entertains and informs.

As outlined earlier in this document, Broken Hill City Council has identified the need to develop an effective governance structure to improve the management, operations and economic viability of Council assets. The *Broken Hill Film Studio & Precinct Plan 2010* proposes that a *Broken Hill Culture and Tourism Trust* be established to guide entrepreneurial investment and to manage diverse Council owned tourism assets. It is proposed that the Trust comprise personnel with commercial expertise from Council, mining, film, tourism and cultural sectors.

This Plan identifies the clear need to develop an *Attractions and Interpretation Strategy* that adopts a 'whole of destination' approach to the development, management and marketing of attractions and experiences for Broken Hill. Of importance, is the need to improve connectivity between the attractions to enhance the visitor experience, improve visitation and extend length of stay.

Trades Hall

The consultation process undertaken to develop this *Plan* identified the need to:

• undertake research to better understand visitation to Council owned attractions

• consider the current and potential usage of Council owned assets

• develop a business model for Council owned and managed attractions to ensure their economic viability and attractiveness for visitors

• develop a coordinated approach to the marketing of Council owned and managed attractions

• improve connections between Council owned attractions and assets in Broken Hill (through improved promotion, interpretation and signage)

• consider ways volunteer staff could be better managed and encouraged to contribute to the visitor experience at Council owned attractions

• consider how community champions can be better supported

• consider how community assets (e.g. Aquatic Centre, Sturt Park, heritage buildings) could be better utilised and promoted to visitors

• ensure regular maintenance and beautification of Argent Street and Patton Street

• enhance the facilities and attractiveness of Council caravan and camping grounds

DESTINATION DEVELOPMENT

5. TOURISM ASSET MANAGEMENT

OBJECTIVE 5.1

Develop an integrated approach to the management, marketing and interpretation of attractions in Broken Hill to improve their connectivity, economic viability, and the delivery of authentic experiences for visitors

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S5.1.1	Undertake an audit of a available community spaces and conduct a needs analysis to ensure they are being put to the best use - as outlined in *BH 2030 Community Strategic Plan*, 1.2.1 -	BHCC		2010-2014
S5.1.2	Refer to *BHCC Delivery Program 2011 to 2014* and A*sset Management Plan* to ensure upgrade of Council assets and facilities. See also *BH Community Strategic Plan* (4.1.1 & 4.1.2)	BHCC		2010-14
S5.1.3	Continue to work on the development of Business Plans for key Council owned tourism assets to assure their economic viability and business focus	BHCC		2010-14
S5.1.4	Develop a Broken Hill *Attractions and Interpretation Strategy* that adopts a 'whole of destination' approach to the development, management and marketing of attractions and experiences for Broken Hill	BHCC	*Consider utilising the STCRC Interpretation Toolkit	2010-14
S5.1.5	Develop a *Tourism Volunteer Program* to better coordinate and train volunteers to help staff Council owned attractions and the BHVIC, ensuring provision of worthwhile experience for these volunteers	BHCC	BHTAG	2015-19
S5.1.6	Establish a governance framework (e.g. a BH Culture and Tourism Trust) to guide entrepreneurial investment, manage diverse and complex Council owned tourism assets as proposed in section 6.2.4 of the *BH Film Studio & Precinct Plan 2010*	BHCC	BHTAG FBHAG	2015-2019

OBJECTIVE 5.2

Consider ways to improve funding for tourism initiatives in Broken Hill and to improve revenue for the management of tourism and maintenance of Council owned tourism assets

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S5.2.1	Direct the BHCC (RDA) Grants Officer to identify and prepare submissions for relevant state & federal government grant opportunities (e.g. for tourism infrastructure, events, research)	BHCC	RDA	2010-14
S5.2.2	Investigate the statutory and implementation process to initiate a local tourism and business economic levy	BHCC	BHTAG	2010-14

DESTINATION DEVELOPMENT

6. TOURISM PRODUCT & EXPERIENCE

Accelerate the development of tourism product and experiences around the 'key' platforms of film, art, mining, heritage, sustainable energies, indigenous and outback.

Best practice destinations recognise that, in addition to their core and iconic attractions, there is a need to provide and promote a diversity of appropriate tourism product and visitor activities - to enhance the visitor experience, attract new visitor markets, improve yield, increase length of stay, address trough periods and encourage repeat visitation. Furthermore, planning for supporting infrastructure and facilities is required to ensure a balance between tourism growth and development[iii].

Visitors to Broken Hill can experience a diversity of attractions and experiences related to mining, heritage, art and culture.

The most visually defined attraction in Broken Hill is the Line of Lode, comprising an architecturally distinctive Miners Memorial, souvenir shop and restaurant situated on the edge of the mullock heap. The Line of Lode forms an impressive backdrop to the Argent Street precinct[8]. There are opportunities to further enhance the visitor experience at the site, including improved interpretation and connection to mining related infrastructure. In addition to the Line of Lode, there are numerous mining sites and relics around Broken Hill that are of interest to visitors that could be further integrated as part of a Broken Hill mining experience.

There are also over thirty art galleries, museums and other attractions and experiences unique to Broken Hill, including: the Silver City Mint and Art Centre, a Two-Up School, Royal Flying Doctor Service, School of the Air, Railway Mineral and Train Museum.

It is important to acknowledge that there a number of key community members that provide a significant and passionate role in the conservation, development and management of many of these attractions on a voluntary basis including the Broken Hill Historical Society and Broken Hill Heritage Committee.

The Palace Hotel (1889) situated in Argent Street has the potential to be enhanced as an important attraction within Broken Hill. The Hotel is famous for its Italian renaissance and Australian landscape murals. It also featured in film scenes for the 1994 movie *Priscilla – Queen of the Desert*. The Hotel's cast iron veranda is listed by the National Trust as being the longest in New South Wales. The Hotel was purchased by a consortium of local entrepreneurs in 2009 that re-opened the business and have commenced renovating its accommodation and hospitality facilities.

Patton Village, south of Broken Hill and in close proximity to the new Film Studio, has potential to be further enhanced as an appealing visitor experience. Patton Street has a distinct (if inconsistent) 1950s village atmosphere. The most significant attraction in the Patton Village area is Bells Milk Bar and Museum, which has retained its original 1950s décor, milk bar museum and serves old style spiders and milkshakes. Other attractions in the area include: heritage buildings (e.g. Fire Station and Mechanics Institute) and the Patton Street Park directly opposite the shopping precinct. 'The Twin Lakes' are artificial lakes, located also in South Broken Hill. They were built by the Zinc Corporation in 1948 and today offer potential for visitors to view old mining machinery in parklands.

There are two golf courses in Broken Hill (North and South) that offer potential for tourism. The South course is a dirt course that could provide a unique golf experience for urban and international audiences, while the North course is greened and identified as a quality golf experience with development potential including resort-style accommodation.

Silverton, located 25 kilometres from Broken Hill, is also an important attraction for visitors to Broken Hill. It is described as a picturesque cluster of buildings, with a restored gaol, school, art galleries and artist's studios, Mad Max museum and the celebrated Silverton Hotel that is a living location for film-makers. There are also a small, but growing number of tourism-related businesses in and around Silverton including Penrose Park and accommodation on a working station not far from town. Further out from Silverton is the Mundi Mundi Plains, an awesome flat landscape that can be viewed from a look-out and which evokes scenes from famous movies including *Mad Max 2*.

Consideration needs to be given to where further commercial development should occur in Silverton, to protect the authenticity of this historic precinct. Silverton is not in the Broken Hill City Council local government area. The Silverton Village Committee is currently working with the Department of Lands to establish a Local Environment Plan to guide the future development of the area.

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[8] To date the Line of Lode Association has been responsible for the management of the Line of Lode site, a Line of Lode Trust has currently been proposed to manage the site in the future.

DESTINATION DEVELOPMENT

6. TOURISM PRODUCT & EXPERIENCE

The Silverton Village Committee - with the support of Department of Lands and Broken Hill City Council - is currently developing a cycle track on disused railway line between Broken Hill and Silverton. This is due for completion in late 2010 and will provide an opportunity for an 'active' visitor experience. A Silverton wind farm proposal offers further tourism potential in concert with careful consideration around its impact in this authentic location.

Broken Hill is also situated in relatively close proximity to almost 728,000 hectares of National Parks, administered by the NSW National Parks and Wildlife Service. The Parks preserve and enhance unique landscapes including waterways, wildlife and indigenous experiences and provide the opportunity to increase 'hub and spoke' activity from Broken Hill. The bio-diverse Menindee Lakes system may be considered for Ramsar listing[9] under *Environment Protection and Biodiversity Conservation Act 1999* and possible World Heritage Listing. This process is currently being supported by Regional Development Australia, Far West NSW.

The broader Outback NSW region is a designated tourism marketing area of Tourism NSW, which encompasses:

• Upper Darling – Cobar – Bogan
  (Bourke, Brewarrina, Cobar, Lightning Ridge. Louth. Nyngan. Walgett)

• Central Darling – Broken Hill
  (Broken Hill, Menindee. Silverton, Tilpa, White Cliffs, Wilcannia)

• Lower Darling – Murrumbidgee
  (Balranald, Hay, Hillston, Pooncarie, Wentworth)

• Corner Country
  (Cameron Corner, Milparinka, Tibooburra)

In terms of infrastructure to support tourism, the accommodation audit that was undertaken as part of the Situational Analysis to inform the development of this Plan, found that Broken Hill has a diverse range of quality visitor accommodation. As at August 2010 there were 2606 bed spaces provided by 107 accommodation properties. Although, hotels and motels provide the majority of accommodation (1284 bed spaces), there are currently 66 'cottages' (400 bed spaces) in proximity to the Broken Hill central business district (see Appendix 5).

The consultation process further identified a number of opportunities to enhance tourism product and experience development for the Broken Hill region including:

• development of indigenous, film, art, mining, heritage, nature-based, education, sustainable energies and outback adventure tourism

• better engage and display local artists work in Argent Street and Patton Village (including indigenous art)

• better display of the collection of local and bequeathed art of the Regional Art Gallery (over 1700 works)

• collect and display film memorabilia from the region

• develop film tourism experiences using skills of visiting film production crews

• further record and creatively present the rich social history of Broken Hill

• retain authentic experiences and identify ways to incorporate the region's rich social and cultural history

• improve the delivery and interpretation of mining related attractions and experiences including the mineral and historic wealth of the City

• improve pedestrian access to, and enhance the visitor experience of the Line of Lode

• encourage the establishment of quality restaurants and food and beverage operations

• increase activities in the Argent Street Town Square area to create atmosphere

• encourage diversity of business development in Argent Street

• develop Patton Village as a tourism precinct and ways to connect it to the Film Studio area

• develop an investment strategy to encourage business and tourism investment

• develop cycle tourism as a way to attract more 'adventurous' travellers and deliver recreation activity for visitor

• recognise and support Silverton as a significant attraction for visitors to Broken Hill

• develop interesting night time experiences – e.g. star-gazing in an area known for its stellar night skies

• develop and promote activities and experiences for younger visitor markets

• improve signage of attractions and experiences, and develop interpretation that is not just text-based

• ensure safety and security of visitors

[9] *The Convention on Wetlands of International Importance,* called the Ramsar Convention, is an intergovernmental treaty that provides the framework for national action and international cooperation for the conservation and wise use of wetlands and their resources.

DESTINATION DEVELOPMENT

6. TOURISM PRODUCT & EXPERIENCE

OBJECTIVE 6.1

Support and promote the development of a diversity of quality accommodation within the Broken Hill region to meet the needs of new and existing markets

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S6.1.1	Add additional detail in LEP and DCPs to guide the suitable location and design of all visitor accommodation and attractions in BH	BHCC		2010-14
S6.1.2	Develop and promote Design Guidelines to provide developers & property owners with information to encourage the development of quality and safe visitor accommodation and to ensure compliance with Council policy	BHCC		2010-14
S6.1.3	Develop a network of facilities for small scale motor home facilities	BHCC	BHTAG	2015-19

OBJECTIVE 6.2

Encourage and support the development of quality and innovative tourism, hospitality and retail establishments

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S6.2.1	Consider ways to better use Council owned assets, particularly in Argent Street and Patton Village, to encourage the establishment of innovative tourism and hospitality ventures (As part of S5.1.3)	BHCC	BHTAG	2010-14
S6.2.2	Develop and promote a *Tourism & Hospitality Investment Opportunities Portfolio* that identifies and promotes opportunities to encourage private-sector investment in Broken Hill (e.g. accommodation, retail, hospitality, film, arts). See also *BH Community Strategic Plan* (Objectives 2.1 and 2.3)	BHCC	RDA I&I NSW	2010-14
S6.2.3	Develop strategies to enhance and promote the Restaurant and Miners Memorial at the Line of Lode as an iconic mining and restaurant experience	Line of Lode Trust	BHCC BHTAG	2010-14
S6.2.4	Explore ways to better link with quality regional food and wine production, both locally and sourced from SA, NSW,VIC, NT.	BHCC	DKA	2015-18
6.2.5	Investigate sustainability training & accreditation programs (e.g. Green Globe) for tourism operators	BHCC	BHTAG	2019+

DESTINATION DEVELOPMENT

6. TOURISM PRODUCT & EXPERIENCE

OBJECTIVE 6.3

Encourage and support the development of a diversity of attractions and experiences to support tourism growth in Broken Hill

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S6.3.1	Support the Line of Lode Trust to improve the visitor experience at the Line of Lode site & to integrate with other mining relics	BHCC	BHTAG	2010-14
S6.3.2	As part of the *Destination Visitor Survey* (S3.1.1) and Destination Research Program (S.3.1.5) survey visitors to determine views about existing & potential product/experiences	BHCC	TNSW	2010-14
S6.3.3	Support Regional Development Far West bid for RAMSAR listing of Menindee Lakes - as offering significant tourism potential to the region	BHTAG	BHCC RDA	2010-14
S6.3.4	Facilitate the development of improved tour options to counter seasonality and to develop new touring choices (e.g. film and star-gazing).	BHCC	BHTAG	2010-14
S6.3.5	Develop themed day-trip and extended stay itineraries suitable for tourists, media, dignitaries and conference delegates	BHCC	BHTAG	2010-14
S6.3.6	Engage the community and local historians in developing materials and interpretation experiences more targeted towards the tourism market and promoting the importance of BH in Australian history - as outlined in S1.4.3 *(BH 2030 Community Strategic Plan)*	BHCC	BHTAG Local history groups and individuals	2010-14
S6.3.7	Seek annual progress up-dates to monitor the arts tourism outcomes of implementing the strategies outlined in the *Quality of Light, Quality of Life*[10] WDA report	BHTAG	WDA RDA I&I NSW	2010-14
S6.3.8	Seek funds and investment to facilitate the development of a multi-purpose film, arts, tourism, education and events precinct at the at the CPS site	BHCC	FBHAG	2010-14
S6.3.9	Develop themed film experiences housed in Council-owned assets and more broadly integrated into Broken Hill's overall attractions development	BHCC	BHTAG FBHAG	2010-14
S6.3.10	Support the development of indigenous tourism product, particularly for Broken Hill in terms of the arts and conveying of indigenous history in the area	BHCC	Indigenous communities WDA	2014-19
S6.3.11	Develop Crisis/Risk Management Plan for tourism	BHCC	BHTAG	2014-19

[10] Anderson, L. & Andrew, J. (2007), Quality of Light, Quality of Life, Australian Council for the Arts & Regional Arts NSW, April.

DESTINATION DEVELOPMENT

7. TRANSPORT & ACCESS

Improve accessibility for visitors to and within Broken Hill

Successful regional destinations are easily accessible to visitors and can be influenced by: their proximity to key population centres, the location and capacity of airports, changing airfares and competition among airline carriers, frequency and carrying capacity of other forms of transport (e.g. trains, coaches, buses).

Anecdotal evidence from the Broken Hill Visitor Information Centre suggests that currently visitors to Broken Hill mainly arrive by car. In addition, visitors to Broken Hill can travel:

- from Sydney, Adelaide and Perth on the Indian Pacific that travels through Broken Hill four times per week during the peak session (March to November) and twice per week during the off session (December to February)

- once per week from Sydney to Broken Hill (return) on Countrylink's Broken Hill Outback Xplorer

- daily from Sydney on the Countrylink train service to Wilcannia and Cobar and then by coach service to Broken Hill;

- three times per week by coach - Buses R Us provide a service from Adelaide and Mildura to Broken Hill

- by air on Regional Express (REX) that provide thirteen flights from Sydney and sixteen flights from Adelaide per week.

Broken Hill City Council recognises the need to upgrade the Broken Hill Airport infrastructure to overcome constraints that prevent the use of the airport by major carriers. The *2008 Broken Hill Airport Master Plan* [iv] proposes short, medium and long-term strategies to guide the upgrade of the Airport to enable continued growth and development.

The consultation process further identified the need to:

- undertake research to better understand how current visitors travel to Broken Hill, their itineraries and generating regions

- investigate how the platform at Broken Hill Station could be altered to allow for cars to be unloaded from the Indian Pacific

- promote the diversity of experiences in Broken Hill to train travellers that have a scheduled one hour stopover on the Indian Pacific train service

- encourage transport providers to develop services to Broken Hill from Victoria

- offer affordable air services for leisure visitors to Broken Hill given the dominance of the business market at certain times (e.g. film, government departments) on current REX services

- consider ways to overcome the REX passenger baggage capacity that is currently limited to 15kg within standard fares.

Once visitors arrive within a destination region, it is also important that they have access to reliable and effective transport systems, and good road infrastructure, to encourage visitation to the destination experiences. As identified in the *BHCC Plan of Management for Open Space* [v], Council has already undertaken significant work in providing off-road walking and cycling opportunities and has recognised the need to build and improve on this work by:

- increasing the support facilities and infrastructure (e.g. directional and informative signage, water, lighting, rest areas)

- expanding the network to high use areas

- applying consistent standards and design guidelines for future development and maintenance of networks

The consultation process identified that:

- local tour operators play an important role in providing access and interpretation to attractions and experiences around Broken Hill region

- hire cars in Broken Hill are expensive and often double metropolitan city costs

- there are opportunities to promote cycle tourism within Broken Hill and Silverton given that there is a 25km cycleway being developed between the destinations, although there are currently no operators providing bike rentals in Broken Hill or Silverton

- that tours to surrounding regions are limited, particularly during the off-season (December to February) when most international visitors travel to the region

- support and encouragement of tourism operators is required to achieve environmental accreditation

- there is a need to improve the maintenance of road infrastructure within Broken Hill and to key attractions.

DESTINATION DEVELOPMENT

7. TRANSPORT & ACCESS

OBJECTIVE 7.1

Establish strategies to improve transport and access for visitors to Broken Hill

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S7.1.1	As part of Destination Visitor Survey (see S3.1.1), determine the main modes of transport used by visitors to BH including visitor profiles, itineraries and generating regions.	BHCC	BHTAG TNSW ORTO	2010-14
S7.1.2	Investigate options to improve rail services including frequency, duration of stay, rail/tour, rail/fly and rail/opportunities	BHCC	BHTAG	2010-14
S7.1.3	Investigate ways to improve the platform at Broken Hill station to allow for Indian Pacific passengers to off-load their cars	BHCC	BHTAG	2014-19
S7.1.4	Continue to discuss the opportunities for air services including direct flights from Melbourne to BH and improved tourism packaging. competitiveness	BHCC	BHTAG	2010-14
S7.1.5	Support strategies in the *2008 Airport Master Plan* to guide the upgrade of Broken Hill Airport (see also *BH Community Strategic Plan*, 4.3.5)	BHCC	BHTAG	2010-14

OBJECTIVE 7.2

Establish strategies to improve transport and access for visitors within the Broken Hill destination region

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S7.2.1	Develop a *Broken Hill Transport Strategy* that identifies options for visitors and residents (e.g. cycle-ways & walkways) - See also *BH Community Strategic Plan*, 4.1.6.	BHCC	BHTAG	2010-14
S7.2.2	Incorporate on-going maintenance of high traffic tourism areas into *BHCC Works Plans*	BHCC	BHTAG	2010-14

DESTINATION MARKETING

Establish and deliver a consistent destination brand and image that positions Broken Hill as a significant outback destination in Australia.

Best practice research shows that destinations must establish a consistent destination brand and image to position and promote the location, attract appropriate visitor markets and guide the development of tourism product and experiences. Of importance, is the need to ensure that the destination brand and image matches and promotes authentic destination experiences.

To date, the BHVIC and key local operators have driven the development and implementation of the Broken Hill destination region as the 'Accessible Outback'. Broken Hill City Council has recently appointed consultants to develop a brand strategy for Broken Hill to provide a coordinated approach to brand positioning and delivery that will be completed by the end of 2010.

Silver City Mint & Art Centre

The consultation process further identified the need to establish a consistent brand and image for the Broken Hill, including the following proposed attributes:

- a 'living museum' within the 'accessible Outback'

- a 'real Australian' experience with strong links to the Australian national identity

- heritage, natural and cultural experiences that have developed over many years

- a place for creative arts

- comprising diverse landscape, seasons and experiences (an oasis in the Outback)

- having more of a 'WOW' image that is linked to Broken Hill's iconic features

- having a 'cool image' given the development of the Film Studio association with film

- being 'connected' to Broken Hill (two degrees of separation if not one)

- the new Alice Springs

DESTINATION MARKETING

8. BRAND & IMAGE

OBJECTIVE 8.1

Establish and deliver a consistent destination brand and image for Broken Hill across government and industry stakeholders

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S8.1.1	Develop a Brand Strategy that will provide a recognisable brand for the Broken Hill destination region	BHCC	BHTAG	2010-14
S8.1.2	Develop style guide and brand manual to inform the development of materials including electronic, brochures, signage and so on	BHCC	BHTAG	2010-14
S8.1.3	Develop (sub)-brands to work in harness with Brand Broken Hill including film studio/precinct; Council-owned attractions; Argent St and Patton Village; key events and programs; community engagement and e=service excellence	BHCC	BHTAG FBHAG	2010-14
S8.1.4	Centralise BHCC marketing and communications into a single department to ensure custodianship of Brand Broken Hill including consistency , trade marking and registrations; cost effectiveness; targeted materials for Council	BHCC		2010-14
S8.1.5	Integrate the Brand into marketing and communication objectives for the City including external and internal audiences	BHCC		2010-14
S8.1.6	Review and update existing marketing collateral and visitor information to ensure brand consistency and adherence to style manuals	BHCC	BHTAG	2010-14
S8.1.7	Work collaboratively with TNSW and TA to ensure consistent delivery of the Broken Hill brand and alignment to visitor markets	BHCC	TNSW ORTO TA	2010-14

DESTINATION MARKETING

9. STRATEGIC & TACTICAL MARKETING

Foster cooperation and innovation to attract increased tourism visitation and extend length of stay.

Best practice regional tourism destinations develop innovative and strategic marketing initiatives to support their destination brand and image. Consideration must be given to how the destination and its various attractions and facilities are going to be promoted, the distribution channels needed to access and reach potential visitors; and a general assessment of the overall price strategy to attract appropriate visitor markets .

Furthermore, cooperation in destination marketing is considered essential to destination competitiveness and success. Partnerships need to be developed between public and private sector stakeholders involved in tourism to foster cooperation of marketing efforts rather than send confusing messages to the marketplace. The achievement of a successful destination marketing strategy for a regional destination requires all of the various marketing efforts to come together in a coordinated and consistent manner. Destination marketers should also consider ways to best connect with the potential visitors directly.

Broken Hill City Council is currently in discussion with Outback Regional Tourism Organisation (ORTO) and Tourism New South Wales to establish an integrated approach to marketing that generates and builds tourism demand for Outback NSW, utilising Broken Hill as 'key' draw-card - the aim is raise awareness, increase visitation, length of stay and dispersal throughout Outback NSW. Importantly, the need for improved cooperation is recognised being 'key' to ensuring the regions' on-going success. Furthermore, the alignment of State, Regional and Local Government with leading industry operators is recognised as being pivotal to securing and attracting increased tourism marketing funds.

Both Film and Heritage are broadly recognised as being pivotal to the future marketing of the destination, as is the evolution of marketing efforts towards more social and on-line media channels to reach broader and younger audience profiles. This expansion of the target audience is also a facet to be explored. Early stages in the marketing process have identified opportunity for development and engagement in the areas of: research, international markets, film tourism, publicity and promotion, conference and events, awareness and distribution channels.

Broken Hill City Council has recently employed the services of a PR consultant to handle promotional opportunities related to tourism and film. In addition, researchers at Monash University are developing a report for Council on how to maximise opportunities associated with film tourism in the Broken Hill region.

The consultation process further identified the need to:

- develop a consistent approach to marketing and promotion
- continue to foster partnership opportunities between BHCC, ORTO and TNSW
- cooperate with operators in Broken Hill and the Outback NSW region, particularly Silverton
- educate operators on benefits of pooling marketing funds - few operators currently spend over $10,000 on marketing
- communicate marketing strategies and plans to operators
- facilitate a forum of local operators to invest in programs and develop cooperative packages
- develop a strategic marketing plan to capitalise on opportunities associated with possible Heritage Listing of Broken Hill as well as Film
- employ a dedicated PR consultant to capitalise on promotional opportunities as they arise (e.g. wildflowers, film, arts)
- promote Broken Hill as a safe outback experience for tourists
- develop a coordinated and consistent approach to website and brochure development
- promote the diversity of experiences in the destination region.

REX Airlines

DESTINATION MARKETING

9. STRATEGIC & TACTICAL MARKETING

OBJECTIVE 9.1

Foster a cooperative and strategic approach to marketing

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S9.1.1	Continue to work collaboratively with ORTO, TNSW and local operators to develop & implement future marketing and promotional initiatives	BHCC	TNSW ORTO BHTAG	2010-14
S9.1.2	Implement recommendations and strategies outlined in the *BH Film Studio & Business Precinct Plan*[11] to further promote film tourism	BHCC	FBHAG BHTAG	2010-14
S9.1.3	As part of the *BHVIC Communication and Development Plan* (S.2.2.3), deliver cooperative marketing opportunities to industry	BHCC	TNSW ORTO BHTAG	2010-14
S9.1.4	Develop a 4-year BH Tourism Plan to align with the BHCC Management Planning Process	BHCC	BHTAG	2010-14
S9.1.5	Work with adjoining states and regions in SA, VIC & NT to develop cooperative marketing strategies	BHCC	TNSW ORTO BHTAG	2015-19

OBJECTIVE 9.2

Establish innovative and tactical strategies that support the destination brand and image to ensure consistent promotion of the Broken Hill destination region

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S9.2.1	Maximise announcements for Heritage Listing and Film activity in Broken Hill through campaign activity, PR and event	BHCC	BHTAG FBHAG	2010-14
S9.2.2	Develop integrated communication tools to promote Broken Hill through electronic, printed and other means (include refreshed image library, apps, GPS mapping and materials)	BHCC	BHTAG	2010-14
S9.2.3	Consign a marketing emphasis towards internet and social media to maximise reach and currency especially for younger audiences	BHCC	BHTAG	2010-14

[11] AECOM (2010), Broken Hill Film Studio & Precinct Business Plan, prepared for Broken Hill City Council 22 July.

DESTINATION MARKETING

10. VISITOR MARKETS

Increase market share from existing and new audiences.

Destinations must consider and establish the kinds of visitors they are willing and able to target through their marketing. Visitor markets should be considered by the destination stakeholders in terms of their relative 'fit' with the attractions and experiences available at the destination and with the local community's objectives for tourism. Furthermore, many tourists are now seeking peace and quiet, access to natural and real tourism experiences rather than ones that have been artificially or detrimentally impacted by over promotion .

As highlighted in the Situational Analysis undertaken to inform the development of this Plan, domestic tourism in Australia accounts for around 75 percent of industry volume and is fiercely competitive. Australia's domestic tourism performance has, however, flat-lined over the past ten years, while outbound travel has grown . In the short-term, it was expected that Australians would substitute international travel to domestic travel due to an unstable economy during the global financial crisis. However, the opposite occurred and domestic tourism experienced poor performance due to strong outbound travel as a result of heavy discounting of international airfares, and a strong Australian dollar. This makes regional tourism in Australia intensely competitive.

Broken Hill is acknowledged as playing an important role in bringing domestic and international visitors to the Outback NSW region. The 'Grey Nomad' [12] and 'family' markets are important to the region and the youth markets are identified in the *BH Film, Studio and Precinct Business Plan* as being vital to the tourism future of the City. The Situation Analysis undertaken to inform this Plan confirmed that[13]:

• domestic overnight visitors to Outback NSW are mainly from regional NSW (37.4%), Victoria (21.1%) and South Australia (20%)

• the main purpose for visiting Outback NSW is for holiday and leisure purposes (44%) and visiting Family and Friends (23%)

• the main lifecycle markets travelling to Outback NSW are older non working/working visitors

• visitation of young/midlife singles and couples has been decreasing

• parents with children aged 14 years and under comprise over 20% of domestic visitors

• international visitor numbers to the region are relatively low (13,000)

• that the United Kingdom and New Zealand are key generating regions for international visitors to Outback NSW from 2005 to 2009 (see more in Appendix 6).

• develop a coordinated and consistent approach to website and brochure development

• promote the diversity of experiences in the destination region.

The consultation process further identified a need to:

• acknowledge that the 'grey nomad' market fits well with Broken Hill given its ageing population and related attractions and services

• better understand the 'grey nomad' visitor market (e.g. change in behaviour of new retirees)

• encourage visitors to extend their length of stay within Broken Hill and the Outback NSW region

• better profile the 'business market' to Broken Hill

• understand needs and expectations of the 'high yield' market (e.g. Heron Air, 5-star camping'

• develop strategies to improve visitation from Victoria

• develop strategies to attract niche visitor markets (e.g. visitors tracing ancestors, Mad Max enthusiasts, train enthusiasts)

• attract Outback Adventure tourists to cycle-ways, primitive camping etc (e.g. Living Desert)

• visitation to Broken Hill peaks in March/April and October/November

• an opportunity to attract international visitors travel to the Outback region during Summer as this is when they travel to Australia.

[12] 'Grey Nomads' are defined as people aged over 50 years, who adopt an extended period of travel (at least 3 months) independently within their own country.

[13] Source: TRA IVS and NVS 2009

DESTINATION MARKETING

OBJECTIVE 10.1

Extend length of stay of current visitors, attract new visitor markets and overcome seasonality for Broken Hill

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S10.1.1	Based on findings of the *Destination Visitor Survey (2011)* and *BH Brand & Image Strategy* development, identify visitor profiles, activities and attractions that current visitors seek to undertake (see S3.1.1 and S3.1.2)	BHCC	TNSW ORTO BHTAG	2010-14
S10.1.2	Develop and promote web and print based self drive itineraries specifically for the 'Grey Nomad' market and 'Family Market' that are linked to themed visitor experiences to encourage increased length of stay. Also link these to motoring associations, van and car hire companies.	BHCC	TNSW ORTO BHTAG	2010-14
S10.1.3	Work with transport providers (air, rail and coach) to promote Broken Hill as a minimum three night stay as part of a longer Outback experience	BHCC	TNSW ORTO Countrylink State Rail Coach service BHTAGs	2010-14
S10.1.4	Targeted experiences (mining, heritage, film, art and culture) to appeal to specific visitor markets (TNSW - Compatriots, True Travellers, Wanderers and relevant niche markets) and key generating regions (NSW, Vic & SA)	BHCC	BHTAG TNSW ORTO	2010-14
S10.1.5	Work collaboratively with TNSW and TA to promote the BH region to relevant international markets (e.g. Europe, UK, NZ)	BHCC	TNSW TA	2010-14
S10.1.6	Extend the distribution of Broken Hill tourism product though internet booking sites and the travel trade channels	BHCC	TNSW TA BHTAG	2010-14

DESTINATION MARKETING

11. CONFERENCES & EVENTS

Develop a strategic and proactive approach to the development, management and marketing of conferences and events that support the Broken Hill destination brand and image.

Events and festivals have an important role in contributing to the promotion of a destination image, enhancing the visitor experience, extending length of stay and overcoming seasonal visitation troughs. The development of a special event or festival that is linked to an iconic attraction, and celebrates community values, can help shape a destination image, attract like-minded visitors and provide entertainment and recreation opportunities for residents. The meetings, incentives, conventions and exhibitions (MICE) sector can also contribute to a destinations economic sustainability .

From an events perspective, the St Patrick's Race Day (held annually in March/April) can be considered the major event held annually in Broken Hill. Other events have not had the staying-power and most have folded due to lack of audience participation or burn-out of organisers. It is important to recognise that events held in Broken Hill do not have the advantage of a large local audience or accessible catchment to attract numbers and this is a significant factor affecting event sustainability[14].

Broken Hill has, however, hosted a range of significant conferences - in recent times this has included: the Country Women's Association of NSW, 87th Annual Conference (2009), the Local Government Association of NSW Annual Conference (2009), the International Committee for the Conservation of the Industrial Heritage, Outback and Beyond (2010), and the Community Economic Development Conference (2010). In November 2010, Broken Hill also hosted around 600 delegates for the National Indigenous Land and Sea Management Conference. Other Conferences and events are scheduled for next year and anticipate significant attendance.

Most Conferences and Events are planned and implemented by their organisations or associations with support of BHCC in terms of fee waivers for venues, mayoral welcome functions, assistance with garbage collection etc. BHCC has also prepared submissions on behalf of host organisations and many of these bids have been successful.

Conferences and events tend to utilising a range of traditional venues such as the Broken Hill Entertainment Centre and Whitehouse Convention Centre. In addition, other locations and venues have been used by the organisers to provide an authentic experience for delegates. These have included: the Sculpture Symposium, Art Gallery, Silverton and the Broken Hill Regional Events Centre (Race Course), which has a new facility that can cater for large numbers. The current development of the Film Studio and proposed Business Precinct will also provide opportunities to use unique and flexible multi-use space for conferences and events.

There is currently a lack of dedicated personnel employed by Council in terms of coordinating bids, pitches, MICE promotions and events. There is also a lack of promotional materials.

The consultation process further identified the need to:

• adopt a strategic approach to attract and manage conferences and events

• employ a dedicated Convention and Events Coordinator

• encourage Professional Conference Organisers to the area

• develop a festival and events program for Argent Street and Patton Village

• address seasonality through conferences and events

• better utilise and manage the Living Desert as an events site

• develop more festivals and events that celebrate heritage and cultural significance

• better support community members that are organising events with Broken Hill

• develop of a regional events calendar

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[14] MICE events is a diverse term that covers a number of different functions including; board meeting, business meetings, client appreciation events, conferences, conventions, corporate shows, employment appreciation events and trade shows.

DESTINATION MARKETING

OBJECTIVE 11.1

Develop a strategic and proactive approach to the development, management and marketing of conferences and events that support the Broken Hill destination brand and image

STRATEGIES		LEADERSHIP	SUPPORT	TIMING
S11.1.1	Support RDA Far West to develop a web-based Events Calendar for the region that is updated regularly (see also *BH Community Strategic Plan 2030*, 1.4.1) and links to tourism marketing materials	RDA	BHCC	2010-14
S11.1.2	Support RDA Far West to develop an Arts Festival to be held in 2011	RDA	BHCC	2010-14
S11.1.3	Review current capabilities with a view to appoint an experienced Conference & Event Manager to facilitate a vibrant calendar of conferences and events for Broken Hill and to create events that align with the Broken Hill brand & image	BHCC		2010-14
S11.1.4	Support local community groups in planning & conducting public events and conferences in BH (see also *BH Community Strategic Plan 2030*, 1.4.2)	BHCC		2010-14
S11.1.5	Develop a suite of materials to promote Broken Hill as an events and conference destination	BHCC	BHTAG	2010-14
S11.1.6	Develop collateral (web & print based) to better promote and inform potential conference & event organisers about conference & event facilities and opportunities within BH	BHCC	BHTAG	2015-19
S11.1.7	Develop a *BH Conference & Event Strategy* to better coordinate, manage and promote BH as a desirable conference & event location	BHCC	BHTAG	2015-19
S11.1.8	As part of the Destination-Based Research Program (S3.1.5), establish ways to measure profile, satisfaction, impacts of conference & event attendees	BHCC	BHTAG TNSW ORTO	2015-19
S11.1.9	Establish a forum with interested stakeholders to establish an annual 'signature' festival that aligns with the BH region brand & image	BHCC	BHTAG FBHAG RDA	2015-19
S11.1.10	Link with Business Events Australia to promote BH as a business event destination	BHCC	BHTAG	2015-19

IMPLEMENTATION & MONITORING

The following evaluation and monitoring process is recommended to ensure that the vision and strategies contained in this plan are actioned.
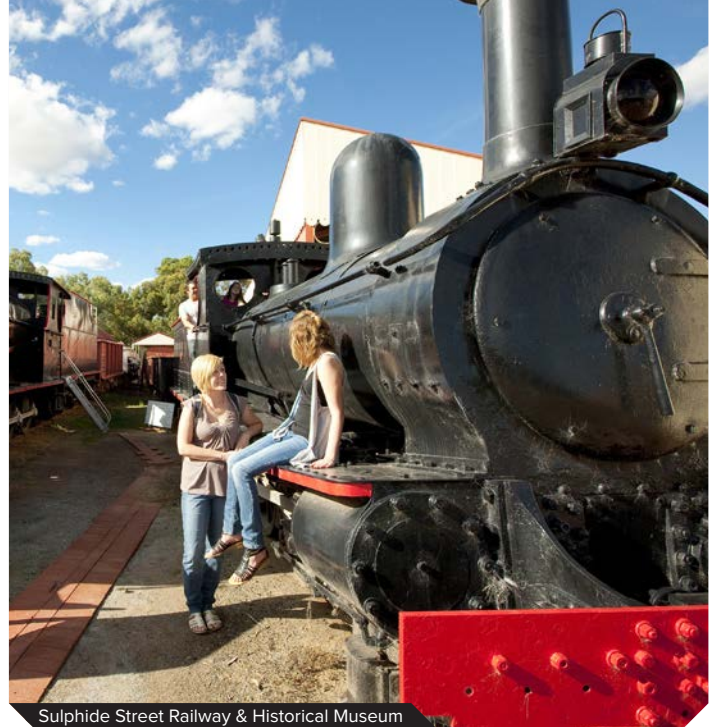
Sulphide Street Railway & Historical Museum

It is recommended in the short-term that:

• the Broken Hill Tourism Advisory Group (BHTAG) be positioned as the umbrella authority to oversee the implementation of strategies and actions associated with this Plan

• other stakeholder organisations and agencies identified as having a primary or supporting role are encouraged to provide on-going support over the next ten years to implement strategies and actions associated with this Plan

• BHTAG develop a set of measurable indicators to assist in monitoring tourism for Broken Hill (e.g. track visitation and tourism related employment)

• the BHTAG monitor the implementation of actions contained in the Action Plan on a six-monthly basis over the next three years and seek feedback from supporting stakeholder organisations and agencies

• the BHTAG prepare an annual report to communicate to Council and interested stakeholders the progress undertaken in achieving strategies and the subsequent visitation/employment trends

• that Dr Wray (SCU) reviews the implementation of the Strategic Plan annually for the next three years (a commitment of two working days) in collaboration with the BHTAG.

Important short term priorities that should be completed within the next 6 months include:

1. review of BHTAG membership to comprise members with considerable tourism and business knowledge to guide the implementation of the *Broken Hill Strategic Tourism Plan 2010 to 2020*

2. evaluation of the management and operations of the BHVIC to improve service to visitors and members

3. development of *Destination-based Research Program* to inform planning and decision-making for tourism

4. development of a *Broken Hill Attractions and Interpretation Strategy* to better manage and promote Council owned tourism assets

5. establishment of a T*ourism Education and Communication Program* to engage and inform local operators about tourism and initiatives

6. development of a *Tourism & Hospitality Investment Opportunities Portfolio* to encourage and support entrepreneurial investment within Broken Hill

7. completion and implementation of the forthcoming *Broken Hill Brand Strategy* to determine a consistent brand and image for Broken Hill

8. implementation of the *Broken Hill Marketing Plan 2011* to encourage and extend visitation to Broken Hill

9. review with view to appoint a *Broken Hill Convention and Events Manger* to ensure a strategic and proactive approach to attract and grow appropriate conferences, events and festivals in Broken Hill.

APPENDIX 1: OBJECTIVES & MEMBERSHIP–BHTAG

Broken Hill Court House

3. VISION, MISSION AND OBJECTIVES [15]

3.1 VISION

Lead and Grow Outback Tourism.

3.2 MISSION

Sustain the responsible economic growth of Outback Tourism.

3.3 OBJECTIVES

3.3.1 To implement and participate in marketing strategies determined to increase the region's tourism income in partnership with the Community, State / Local Government and Industry stakeholders.

3.3.2 To co-ordinate tourism promotion and services within the region in partnership with Industry and Local Government.

3.3.3 To develop community understanding of the value of tourism in the region in partnership with Industry and Local Government.

3.3.4 To advise and promote industry development, employment and training to benefit tourism in conjunction with key organisations.

3.3.5 To maximise the region's available funding.

3.3.6 To provide industry input to assist in the development of current, quality information to visitors and stakeholders.

3.3.7 To recognise and promote excellence within the regional tourism industry.

4. STRUCTURE AND MEMBERSHIP

Membership will be open to all persons or organisations interested in the objectives of BHTAG and that use the services of the Broken Hill Visitor Information Centre on a fee for service basis.

The Committee shall consist of seven (7) members. The seven members shall be appointed by the Council and shall be nominated as follows;

4.1 Councillor (currently Community representative) appointed by Council.

4.2 Tourism Industry representatives

4.3 National Parks & Wildlife Service representative

4.4 Broken Hill Chamber of Commerce representative

In addition Council will appoint two (2) Council employees as ex-officio members of the Committee. The role of Secretary will be undertaken by one employee (Tourism Services Manager) and Council's Manager Community Development will provide technical support and advice to the Committee.

[15] Extracted from CONSTITUTION BROKEN HILL TOURISM ADVISORY GROUP (BHCC approved December 2007)

APPENDIX 2: STAKEHOLDER ENGAGEMENT

List of Stakeholder Organisations Represented in the Stakeholder Consultation Process

ORGANISATION	NO. OF REPRESENTATIVES INTERVIEWED
Tourism New South Wales	2
Outback NSW Regional Tourism Organisation	1
Broken Hill City Council – Senior Staff	6
AECOM – Film Studio Consultants	2
Regional Development, Far West NSW	1
Department of State and Regional Development	1
National Parks & Wildlife Service	1
Patton Village Precinct	1
Geo Centre	1
Broken Hill Regional Art Gallery	1
Business Broken Hill (Chamber of Commerce)	2
Robinson College	1
TOTAL	**21**

Stakeholder organisations represented at the consultation workshops

Bells Milk Bar & Museum

Broken Hill Regional Art Gallery

Broken Hill Caledonian B & B Cottages

Broken Hill City Caravan Park

Broken Hill First National Real Estate

Broken Hill Historical Society

Broken Hill Outback Personal Tour Guides

Club Legion Club

Film Casting Agent

Broken Hill City Council

Daydream Hotel

Eldee Station Farm Stay

Eric McCormick Gallery

Imperial Fine Accommodation

John Arnold's Outback Safaris

Milparinka Heritage & Tourism Association

Mount Gipps Station

Northern Hotel

Pine View Station Farm Stay

Old Willyama Motor Inn

Royal Exchange Hotel

Silver City Tours

Silver Haven Motel and Restaurant

Silverton Village Committee

The Grand Guesthouse

The Miner's Arm

The Tourist Lodge

Tri-State Safaris

APPENDIX 3:
PLANNING PRINCIPLES

Broken Hill Regional Art Gallery

The Broken Hill Strategic Tourism Plan 2010 to 2020 is based on two sets of guiding principles – social justice and sustainability.

The social justice principles are:

• Equity – involving fairness in decision making, prioritising and allocation of resources, particularly for those in need.

• Access – having fair access to services, resources and opportunities to improve quality of life.

• Participation - the maximum opportunity to genuinely participate in decisions which affect their lives.

• Rights – equal rights established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

The Plan has also had regard for the principles on which the Broken Hill City sustainability framework initiative is based. Those principles are:

• Provide a long-term vision for communities based on: sustainability; intergenerational, social, economic and political equity; and their individuality;

• Achieve long-term economic and social security;

• Recognise the intrinsic value of bio-diversity and natural ecosystems, and protect and restore them;

• Enable communities to minimise their ecological footprint;

• Build on characteristics of ecosystems in the development and nurturing of healthy and sustainable communities;

• Recognise and build on the distinctive characteristics of communities, including their human and cultural values, history and natural systems;

• Empower people and foster participation;

• Expand and enable cooperative networks to work towards a common sustainable future;

• Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management;

• Enable continual improvement, based on accountability, transparency and good governance.

APPENDIX 4:
ACCOMMODATION AUDIT

**TABLE 1: ACCOMMODATION PROPERTIES
IN BROKEN HILL AS AT AUGUST 2010**[16]

ACCOMMODATION TYPE	NUMBER OF ESTABLISHMENTS	NUMBER OF ESTABLISHMENTS %	NUMBER OF ROOMS/UNITS	NUMBER OF BED SPACES	TOTAL BED SPACES %
Backpackers/Hostels	1	1	34	155	3
Apartments/Units	11	10	41	155	6
Caravan/Camping	3	3	80	644	25
Holiday Cottages	66	62	77	400	15
Hotels/Motels	22	21	467	1284	49
Guesthouses/B&B	4	4	12	32	1
Total	**107**	**100**	**711**	**2606**	**100**

As indicated in the above table

• Broken Hill has a diversity of accommodation types;

• Hotels and motels provide the majority of accommodation (467 rooms sleeping some 1284 people). These properties offer rooms that will sleep one to four adults. There are also larger family rooms available;

• There are three caravan parks in Broken Hill providing 25% of the accommodation. These parks cater to the self drive style holiday maker, either staying in cabins or bringing their own accommodation by way of a caravan or tent;

• There are 66 Holiday Cottages in Broken Hill offering some 400 beds spaces. This is 15% of the available beds in Broken Hill;

• The remaining 7% of the accommodation is offered by one YHA backpacker hostel, B & B's or apartment/units;

• There are several clusters of Hotel/Motel style accommodation. The accommodation tends to be either near the Barrier Highways or the Silver City Highway, these being the main routes either to or from Broken Hill;

• There is a six block radius around the CDB where the majority of available accommodation is located, with further clusters 8 to 10 blocks out from the CBD

[16] Undertaken as part of the Situational Analysis to inform the development of this Plan

APPENDIX 5: VISITATION TO OUTBACK NSW

From a tourism administrative perspective, Broken Hill is situated within the Outback New South Wales region as defined by Tourism New South Wales. Broken Hill is acknowledged as playing an important role in bringing domestic and international visitors to this region.

Time series data sourced from the National Visitor Survey (NVS) and International Visitor Survey (IVS) from 2003 to 2009 for Outback NSW is presented in Table 3.

TABLE 2: VISITORS TO OUTBACK NSW 2003 TO 2009 (YEAR ENDING DECEMBER)

Type of Trip	2003 '000	2004 '000	2005 '000	2006 '000	2007 '000	2008 '000	2009 '000
Domestic Overnight Visitors	490	491	401	415	402	443	431
Domestic Visitor Nights	1 598	2 735	1 458	1 528	1 466	1 589	1 608
International Overnight Visitors	13	17	16	16	12	13	14
Domestic Day Visitors	272	195	222	308	253	179	169
Total Visitors	**775**	**703**	**639**	**739**	**667**	**635**	**614**

Source: TRA IVS and NVS 2009, Time Series Data 2003 to 2009

As indicated in table 3:

• Domestic overnight visitor numbers to Outback NSW peaked in 2004. This may be associated with an increase in domestic visitation in Australia generally at this time due to concerns from tourists about SARS epidemic in 2002/2003;

• During 2005 to 2007, domestic visitation declined, but has improved in 2008 and 2009;

• Domestic visitor nights increased in 2008 and 2009, indicating that visitors are staying the region longer;

• International visitor numbers to the region are still relatively low;

• Domestic day visitors to Outback NSW peaked in 2006, but have declined since this time.

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