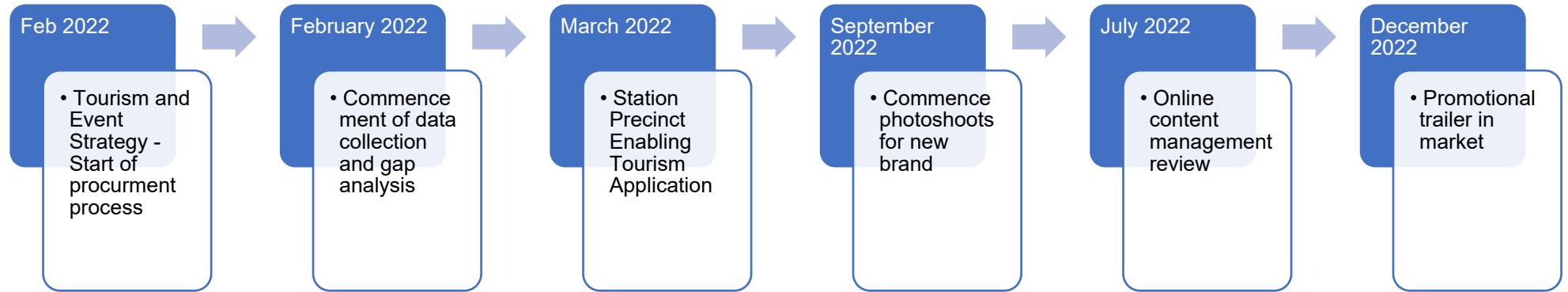


2022 Priority Projects



| Consultant's proposed Projects | Actions | Council's detailed information and insights |
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| <p>1. Tourism and Event Strategy, including Destination brand.</p> | <ol style="list-style-type: none"> 1. Secure funding to deliver this project as a priority. 2. Engage a consultant to work with MSC and industry to create a Tourism and Event Strategy and Activation Plan that considers product and events development, marketing, infrastructure, and governance, and provides a roadmap for destination development and activation, including recommendations on the most appropriate visitor attraction at the Station Precinct. 3. Refine the staff structure as per the recommended resourcing model within this plan 4. Engage a consultant to develop a fresh destination brand that positions Mansfield as an appealing destination that can leverage Mt Buller and High Country but can also | <ul style="list-style-type: none"> • Council sees this as a priority as it is included in plans and strategies such as the Council Plan 2021 – 2025 (Theme 1: Connected and healthy Community) and the Economic Development Strategy. • The current Mansfield Mt Buller Brand stems from when the Mansfield Visitor Information Centre was operated by the Mansfield Mt Buller Regional Tourism Association (MMBRTA). • Council has started preparing for the procurement as the project can be funded |

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| | <p>stand alone and provides Mansfield’s tourism and events industry with clarity on their story and how it links into the regional story. (This may be a joint project with the development of the Tourism and Event Strategy and Activation Plan, with cost savings achieved across a combined project.)</p> <p>5. Ensure that industry is closely engaged through this process to ensure a sense of ownership.</p> <p>6. Work with a creative agency to create a new photo and video library that brings the brand to life.</p> <p>7. Create an industry brand kit (as part of the destination brand scope) that supports operators in integrating the brand story into their own business and marketing.</p> <p>8. Launch the brand and plan at an industry function.</p> | <p>(\$80,000) by existing funding obtained from Bushfire Recovery Victoria.</p> <ul style="list-style-type: none"> • New images and video will be required once the destination brand has been developed which will be funded within the same Fund. • The funding needs to be expended by February 2023 which is why it is important the strategy is commenced early 2022 to allow time to update the image library. • Council believes the proposed launch event is not a priority at this stage. |
| <p>2. Signature attraction business case</p> | <p>1. Develop a business case, based on the recommended attraction outlined in the proposed Tourism and Event Strategy and Activation Plan, that defines a viable operating model for the attraction.</p> <p>2. Update the Station Precinct Master Plan to incorporate the signature visitor attraction and the inclusion of a co-located VIC. This will also need to consider how to repurpose the current VIC building (for example, as a community hub).</p> | <ul style="list-style-type: none"> • Council believes the Station Precinct Master Plan meets this need without having to include a signature attraction. • The planning scheme amendment was approved in December which will facilitate private investment attraction. • Council with the assistance of a consultant, is applying for the Enabling Tourism Fund to fund a Station Precinct Commercialisation |

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| | <p>3. Work with the Mansfield Historical Heritage Society to reimagine the heritage experience as part of the broader tourism and event development planning for Mansfield.</p> | <p>business model study including three commercial locations and civic centre (including VIC). The fund closes 4 March 2022.</p> |
| <p>3. Data collection and gap analysis</p> <p>story bank</p> | <ol style="list-style-type: none"> 1. Review and update VIC data measuring systems to be able to demonstrate the economic and social value the VIC generates. Data to capture includes: <ol style="list-style-type: none"> a. visitor origin b. length of stay c. reason for visit d. activities undertaken or seeking to do e. satisfaction with experiences f. information sources used in trip planning g. accommodation type. 2. Consistently capture visitor data and insights via phone, online and face to face, and share these with industry bodies and operators. 3. Investigate the placement of traffic counters at popular visitor spots, i.e., Craig's Hut, rest spots, walks 4. Provide quarterly reports to Council on the outcomes and ROI metrics. <p>Undertake a visitor survey at key visitor touchpoints during peak visitor season to gain an understanding of visitors and their behaviour, collecting the same data as the VIC survey, as well as visitor use of the VIC.</p> <ol style="list-style-type: none"> 1. Assign team member(s) the responsibility of managing the story bank. | <ul style="list-style-type: none"> • Council believes together with data and story collection; a gap analysis of existing industry marketing materials (print and online) is priority for 2022 and can be completed within existing staff time. • The VIC stopped collating visitor data three years ago due to increased cost in the process. This has now started again using a free process. Online visitor data is captured through website, google and social media analytics. |

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| | <ol style="list-style-type: none"> 2. Collect and craft a repository of local stories able to be accessed, leveraged, and shared by other stakeholders (e.g. of local characters, Indigenous creation, and local producers and artisans) 3. Encourage stakeholders to use these stories to create a deeper emotional connection with visitors, and to bring the region to life and make it memorable for visitors. 4. Drip feed the stories via media releases, and a blog on the website and social media (once media have had an opportunity to publish first). | |
| <p>4. Volunteer program</p> | <ol style="list-style-type: none"> 1. Develop a volunteer program to support visitor servicing, collaborating with the Historical Society and drawing on local retirees and school students; with the volunteers rostered within the VIC, roving at high traffic areas and supporting specific events. 2. Undertake a recruitment drive throughout the local community. 3. Induct volunteers and manage via a roster system. <ol style="list-style-type: none"> a. Facilitate training on topics such as customer service, VIC procedures, visitor markets, and itinerary development. 4. Coordinate regular industry familiarisation tours (famils) to ensure staff and volunteers have strong local knowledge, particularly on new and updated experiences, and to build relationships with industry. | <ul style="list-style-type: none"> • Operation of the VIC will be informed by the Station Precinct Commercialisation Business Model Study. • It is noted due to Covid, VIC volunteer operational models are being impacted severely with several VICs still closed due to staffing issues. • A survey to Mansfield Community groups in 2021 shows their main concern is volunteer recruitment and retention. |

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| <p>5. Online content</p> | <p>1. Bring content development for the destination website and social media channels inhouse to MSC from TNE.</p> <p>b. Move website hosting to MSC.</p> | <ul style="list-style-type: none"> • Currently Council invests \$16,580 for TNE to manage the content development for the destination website and social media channels. • Although TNE hosts all members' websites, Mansfield is the only member for whom TNE also manage web and social media content. Councils who are managing their own content dedicate on average 0.5 to 1 FTE band 5 to this role. (data obtained from Alpine, Murrindindi and Indigo Shires) |
| <p>6. Signage and wayfinding review</p> | <p>1. Undertake a signage and wayfinding review.</p> <p>a. Identify where signage improvements are needed across the shire.</p> <p>b. Identify other visitor information points such as local community noticeboards, rest areas, and digital signposts or QR codes at popular visitor locations.</p> <p>c. Link with TNE's digitally-enabled signage network project, identifying those products, experiences and sites where digitally-enabled signage would be valuable to connect visitors with local businesses, and to learn more about specific sites.</p> <p>2. Secure funding to undertake the works recommended in the review.</p> | <ul style="list-style-type: none"> • Council acknowledges a review of signage and wayfinding is required and will investigate funding opportunities. • Tourism North East have been successful in obtaining \$1.46m of funding through Black Summer Bushfire Recovery Grant for the Gravel Cycling Tourism Activation Project which includes the mapping and signage for gravel routes across the North East including Mansfield. |

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| <p>7. Mobile marketing and promotional trailer.</p> | | <ul style="list-style-type: none"> • This is an additional project recommended by Council due to BRV Council Assistance Fund already allocated to a marketing promotional trailer (to be expended by Feb 2023). Estimated cost \$30,000. • The trailer will be branded, and store marketing materials and basic event set up such as table chairs and umbrella. • Branding will be guide by the Tourism and Events Strategy including Destination brand. |
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2023 Priority Projects

| Projects | | Council's detailed information and insights |
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| <p>1. Destination website refresh</p> | <ol style="list-style-type: none"> 1. Develop the project brief and source funding. Be sure to engage with TNE and BHARMB so websites and content are linked and leveraged. 2. Prepare itineraries, packages, event calendar, and other content for the website. 3. Commission a photo and video shoot to provide fresh new content for the website and marketing activity | <ul style="list-style-type: none"> • To be completed after the Tourism and Events Strategy including Destination brand has been created. • The estimated cost of \$20,000 for a complete website refresh by a consultant could potentially be funded through the Council Assistance Fund if |

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| | <p>(undertaken as part of the new brand development: see 2022 Priority Projects, Project 1).</p> <ol style="list-style-type: none"> 4. Add new content to the website, such as: <ol style="list-style-type: none"> a. Link to TNE and Mt Buller websites b. Integrate social channels c. Include an online chat service d. Include a 'build your own itinerary' service e. Include an online booking service for experiences and events 5. Engage an online booking system to manage the booking of experiences and event tickets from the website. (Consider as an option www.bookingboss.com/about-booking-boss.) <ol style="list-style-type: none"> .a. Report regularly to industry on enquiries and bookings to maintain support and motivation. 6. Work with TNE to gain feedback and advice on the website. 7. Launch the refreshed destination website at the VIC with industry present and showcase the new digital visitor services (consider combining this with the launch of the ambassador program and destination brand, etc). | <p>within timelines.</p> |
| <p>2. Strategic and always on social media</p> | <ol style="list-style-type: none"> 1. Develop and implement a social media content plan that allows for the delivery of proactive content that resonates with target visitor markets, including local stories and happenings to inspire and encourage visits. <ol style="list-style-type: none"> a. Determine the social media content's pillars and themes to ensure consistency in brand messaging. b. Establish #hashtags and @handles for use by all industry bodies and operators. | <ul style="list-style-type: none"> • The current budget does not allow for an “always on” social media presence. • The Tourism and Events Strategy including Destination brand will inform further direction on this matter. |

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| | <p>c. Include a daily snow and road conditions report in winter and peak seasons (as required).</p> <ol style="list-style-type: none"> 1. Monitor social media channels and review sites daily, and actively respond to queries and comments. 2. Maintain close contact with TNE, BHARMB, Parks Victoria, Visit Victoria, and other strategic partners to share and distribute Mansfield content when relevant. <p>Share new activities and events on local community Facebook pages to encourage locals and Habitual Visitors to explore and invite friends and relatives to visit the shire.</p> | |
| <p>3. Local ambassadors</p> | <ol style="list-style-type: none"> 1. Assign management of a local ambassador program to a visitor servicing staff member. 2. Establish a local ambassador program with the key visitor touchpoints: <ol style="list-style-type: none"> a. Incorporate online training on topics such as customer service and local stories. b. Provide each ambassador with a base level of digital and print information that will be delivered electronically to visitors via tablet and face to face as appropriate to the business and resourcing availability. c. Invite ambassadors to participate in famils with volunteers to gain firsthand knowledge of local experiences. 3. Support the establishment and promotion of a cycle friendly network in the shire as visitor touchpoints (incorporating within the ambassador program as appropriate). | <ul style="list-style-type: none"> • The Tourism and Events Strategy including Destination brand will inform Council’s direction. |

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| | <p>4. Provide regular emails to all local businesses updating them on new attractions, experiences, and any changes to businesses' operating hours, to encourage provision of consistent messages to visitors.</p> | |
| <p>4. Visitor Information Kiosk(s)</p> | <p>1. Invite expressions of interest from local ambassadors to host a visitor information kiosk within their operation.</p> <p>a. Ambassadors would be required to make space available for a VIC desk, brochure content, and signage. The kiosk would be operated by VIC volunteers or local operators (or a combination)</p> <p>b. Preferred locations, based on visitor numbers and spread across the shire, include:</p> <ul style="list-style-type: none"> • Mt Buller Village • Bonnie Doon Hotel • Jamieson Brewery • Delatite Winery | <ul style="list-style-type: none"> • The Tourism and Events Strategy including Destination brand will inform Council's direction. |
| <p>5. Product bundling and itinerary development</p> | <p>1. Continue to work with industry to design and distribute itineraries that inspire the target visitor markets to stop, stay, and play in the shire. Ensure the itineraries align with the destination brand and cover the experience pillars, while fulfilling the needs of the target visitor markets.</p> <p>2. Load itineraries onto the destination website and use them in the VIC to make it easier for visitors to plan their stay.</p> <p>3. Encourage TNE to use the itineraries for campaigns and seasonal initiatives.</p> | <ul style="list-style-type: none"> • Product bundling lead by local providers is currently achieved by organising immersive days where local tourism providers learn about each other's offerings. Council will continue to offer this networking opportunity to build more relationships. • Itinerary development will continue to be completed by VIC staff. New refreshed templates are being created. • The Tourism and Events Strategy including Destination brand will inform further opportunities. |

2024-2025 Priority Projects

| Projects | | Council's detailed information and insights |
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| <p>1. Industry collaboration and capacity building</p> | <ol style="list-style-type: none"> 1. Assign the responsibility of industry development to a staff member. 2. Develop an industry prospectus outlining the opportunities for industry to engage in visitor servicing. 3. Work with TNE in providing workshops to increase the digital capacity of visitor servicing staff and operators. 4. Work with local operators to help them list on the Australian Tourism Data Warehouse (ATDW). 5. Increase referrals for local businesses through itineraries and social media content, and regularly report to them so that they can see value. 6. Introduce industry support initiatives including: <ol style="list-style-type: none"> a. Providing feedback to operators from visitors, e.g., barriers for visitors purchasing experiences or accommodation. b. Identifying business opportunities and gaps in the market and encouraging local business start-ups and expansions. c. Promoting the Buy from Mansfield online store to attract regional and metropolitan Victorian markets to purchase local produce from the shire. <p>Handling bookings, and itinerary creation.</p> | <ul style="list-style-type: none"> • Council currently works with Tourism North East and other partners to identify gaps and provide targeted development opportunities. |

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| 2. Phase 2 – Signature Attraction and Co-located VIC | <ol style="list-style-type: none">1. Implement business case.2. Establish a VIC as a co-located arrangement within the new attraction. | <ul style="list-style-type: none">• The Station Precinct Commercialisation business model study will enable Council to attract private investment. |
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