



YARRAWONGA MULWALA TOURISM AND BUSINESS

STRATEGIC PLAN
2024 -2027



EXECUTIVE
SUMMARY

The Yarrawonga Mulwala Tourism and Business Strategic Plan outlines the developments and key projects of Yarrawonga Mulwala Tourism and Business between July 2024 and June 2027. This plan outlines the organisation’s vision, mission and core values that lead the organisation’s objectives and goals under the following pillars:

Governance & Sustainable Business	Visitor Services	Community Engagement & Capacity Building	Events Attraction	Brand & Destination Marketing
YMTB will ensure the organisation delivers to the high standards set across aspects of the business. We will provide clear roles and direction for the Board and YMTB employees to manage sustainable strategy, goals, performance, and accountability.	YMTB embraces a customer focused approach to how visitors consume information regarding the Yarrawonga Mulwala region across all stages of the visitor journey. We will integrate technology with face-to-face service, creating a welcoming experience provided by knowledgeable, professional, and skilled industry.	YMTB commit to working collaboratively to engage with the local community and tourism industry combining knowledge, skills, values, and advocacy to make a positive difference. We will strengthen relationships with stakeholders and provide networking opportunities and advocate for and facilitate investment in infrastructure, new products, and experiences.	YMTB commits to increasing year-round event visitation through effective facilitation and events attraction while supporting community events to thrive and grow into larger scale tourism events.	YMTB will lead and support the Yarrawonga Mulwala region to increase awareness through collaborative customer focused marketing and promotional activities, and clearly defined branding.

STRATEGIC ALIGNMENT

YMBT will work closely with the following key stakeholders throughout the delivery of this plan.

- Moira Shire Council
- Federation Council
- Tourism businesses
- Wider business community
- Local Community

Through partnerships with Local Government, YMBT aligns with objectives of:

- Visit Victoria
- Destination NSW
- Regional Development Victoria
- Department of Regional Development NSW
- Murray Regional Tourism
- Destination Riverina Murray

Strengthen cross-border relationships.

Invest in new infrastructure, as well as produce and experience development.

Increase adoption of digital technology by tourism operators.

Develop new strengths in line with evolving trends and market conditions.

Create and promote a vibrant events and entertainment calendar.

Deliver regional funding and industry development programs.

Identify infrastructure needs and investment opportunities.

Identify potential new markets and visitor segments.



A NEW PROACTIVE APPROACH

The need for a fresh start for Yarrawonga Mulwala Tourism and Business (YMTB) has been identified by longstanding and newly appointed Board members, key stakeholders, and the local community. A new and proactive approach is key priority to ensure stability moving forward. It is important to align the organisation's objectives with those of the relevant tourism bodies on state, regional and local levels. Supporting the regional and local tourism industry and businesses across the Yarrawonga Mulwala footprint will be a key driver for success.

This plan has been developed to streamline operations, to ensure that the organization's goals, objectives, mission statement and core values are met, whilst ensuring key performance indicators are in place. All business decisions moving forward will consider the opportunities and threats that have been well documented by our leading partners for the Murray Region. This strategic plan provides the foundation to ensure that funds are allocated efficiently and effectively to maintain sustainable practices and generate revenue for further growth in the future.

OUR VISION

To maintain and grow Yarrawonga Mulwala region as a premier regional tourism destination by ensuring a sustainable and well supported business economy, a year-round calendar of vibrant events and a variety of diverse attractions available to both community to visitors.

OUR MISSION

We support our local business economy to build, grow and sustain local tourism attractions, experiences, and events.

We take pride in supporting and facilitating new investment to the Yarrawonga Mulwala region through advocacy, understanding market trends and needs and strengthening the skills and knowledge of current and prospective service providers.

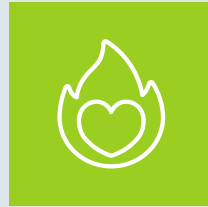


OUR CORE VALUES



Integrity & Respect

Our organization makes ethical, transparent, and well-intentioned decisions. Our decisions are made with the greater good of our region in mind. We treat all employees, customers, and stakeholders well. We give respect to their current situations and personal and business decisions and beliefs.



Innovation & Passion

We express excitement for the work being done and our shared objectives. We deliver all projects with a passionate approach towards meeting our mission and vision. We have no hesitation to push past the status quo with new and progressive ideas and we are willing to discover new ways of thinking, learning, and doing.



Accountability

We own all decisions made by our organisation and take responsibility for the outcomes generated because of these decisions. We are accountable to the our stakeholders and the businesses of the Yarrowonga Mulwala region.



Honesty & Trust

We are upfront and forthcoming with information and insights gained as result of our work. We share honesty and transparency, yet we also consider the privacy of our stakeholders when requested. We build and nurture positive relationships at all levels of the organisation. We are trusted by our stakeholders and staff to provide valuable support, guidance and to take responsibility.



Leadership & Teamwork

Working cohesively and collaboratively across all aspects of our business. We lead by example, positively influence and guide members of our organisation and industry to achieve success.

SUN COUNTRY ON THE MURRAY REGION

DOMESTIC TRAVEL TO SUN COUNTRY

for the period October 2022 to September 2023

This includes Moira Shire, Berrigan Shire, and Federation Council

TOTAL OVERNIGHT VISITORS

582,000 (down 10.7% on YE Sep22)
Visitors spent nearly 1.7 million nights in the region. 20.4% of overnight visitors and 20.8% of visitor nights in the Murray Region. On average overnight visitors spent \$184 per night.

LENGTH OF STAY

On average 2.9 nights

AGE

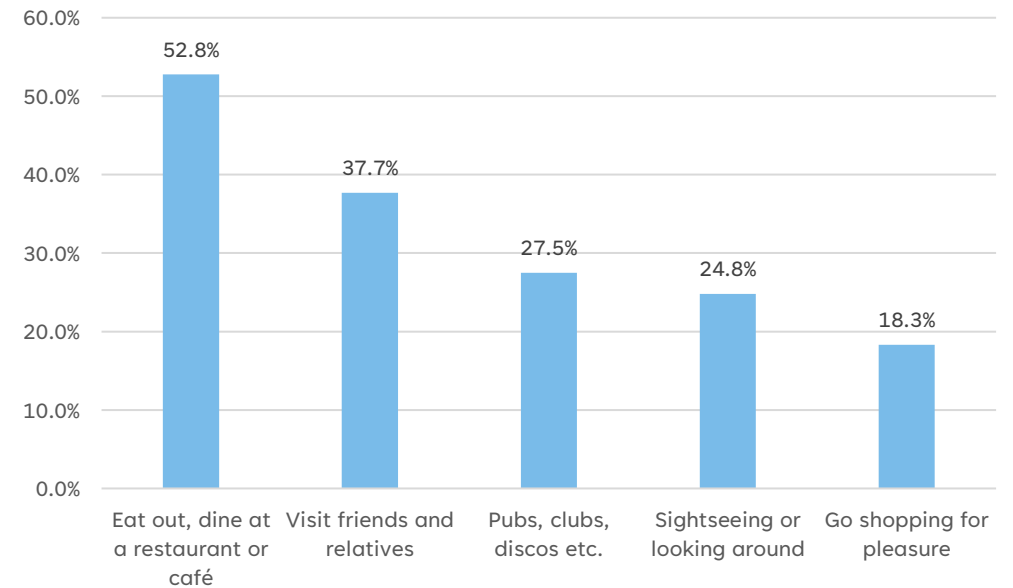
65 years and over (31.6%)
55-64 years (16.2%)
15-24 years (16.1%)

ACCOMMODATION PREFERENCE

Friends or Relatives property (31.7%) was the most popular accommodation, followed by Standard Hotel or Motor Inn below 4 star (18.6%) with Caravan Park or Commercial Camping Ground at (17.3%)

Activities

% of visitors



‘Eat out, dine at a restaurant café’ (52.8%) was the most popular activity undertaken by overnight visitors to Sun Country. ‘Visit friends and relatives’ (37.7%) was the 2nd most popular activity, followed by ‘Pubs, clubs, discos etc.’ (27.5%).

SUN COUNTRY ON THE MURRAY REGION DOMESTIC TRAVEL TO SUN COUNTRY

for the period October 2022 to September 2023

This includes Moira Shire, Berrigan Shire, and Federation Council

TOTAL DAYTRIP VISITORS

369,000 (down 13.3% on YE Sep22)
14% of daytrips to the Murray Region
On average daytrip visitors spent \$126
per trip.

AGE

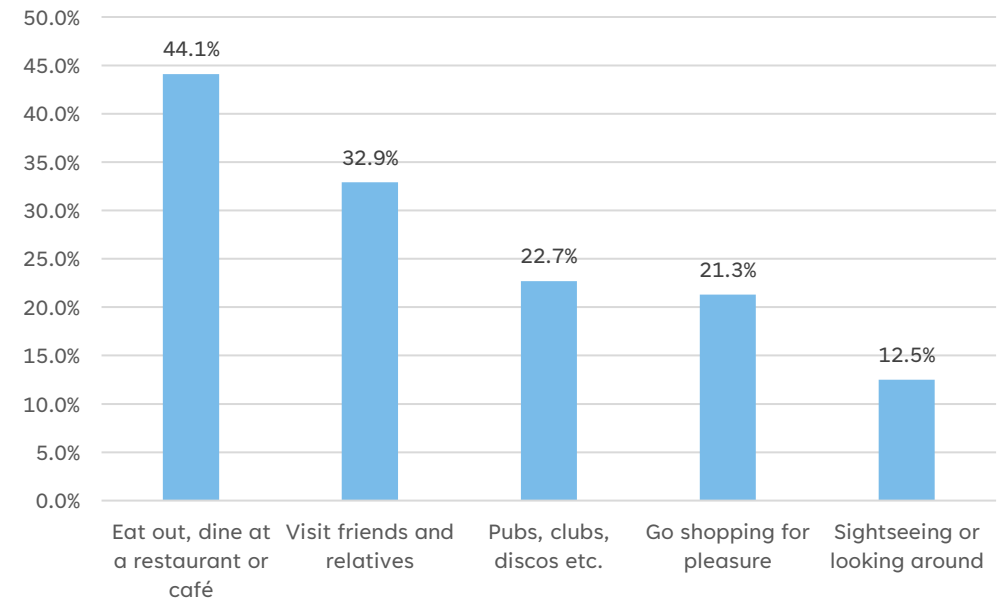
65 years and over (41.2%)
45-24 years (21.4%)
15-24 years (11.8%)

MONTH TRAVELLED

June (13.7%)
September (13.6%)
February (13/5%)

Activities

% of visitors



‘Eat out, dine at a restaurant café’ (44.1%) was the most popular activity undertaken by daytrip visitors to Sun Country. *Sun Country on the Murray Domestic travel to Sun Country, Murray Regional Tourism 2023*







TARGET MARKET

Murray Region Market Segments

The Murray region market is split into five distinct market segments, which are shown below. Common preferences amongst all market segments are engaging with nature, food and wine experiences and relaxing in beautiful accommodation. The shift in the wider Australian market towards these holiday experiences creates a major opportunity for the Murray region to attract these market segments.

Murray Region Market Segments

		Murray Habituals	Back to Basics	Road Trip	Explorer & Discoverer	Luxury Travelers
Proportion of Murray Region Target Market		38% 1.93 Million 	8% 0.43 Million 	8% 0.40 Million 	35% 1.78 Million 	10% 0.52 Million 
	Overview	The traditional Murray region visitor who travels to the Murray region at least once every two years – the Murray's biggest advocate.	The simple traveller, the free spirit – escaping to nature to press pause on real life, spend time with loved ones, and hit reset.	Inspired by the freedom of a road trip, this market wants to explore the country, see new destinations and escape the city.	Socially conscious and adventurous travelers, open to travelling to new destinations and seeking new, unique experiences.	With a holiday mindset of indulgence, the luxury traveler seeks relaxation achieved through high quality experiences.
	Who they are	<ul style="list-style-type: none"> All ages and travel groups. Large friend/relative group travel. Mostly VIC (51%) and NSW (26%) Self-sufficient travellers. Stay for long trips during peak periods. 	<ul style="list-style-type: none"> Mostly 40-60 years old without children or with adult children. Preference for longer stays at any time of year (49%). 	<ul style="list-style-type: none"> Mostly NSW (31%) and VIC (22%), high proportion born overseas. Take longer trips less frequently. Young couples, friends, families with older children, grey nomads. 	<ul style="list-style-type: none"> Young families and singles, mostly aged 18-40 years old. Middle income earners. Travel on weekends and more frequently throughout the year. 	<ul style="list-style-type: none"> Mostly older travellers predominately adult couples. Higher income. Likely to travel midweek or any time of year.



CUSTOMER PROFILES

In 2018 Murray Regional Tourism documented a complete set of customer profiles for the Murray region, while some things have changed, based on the above statistics they largely represent YMTB's target market today. Whilst profiles aged 24 to 45 (Aaron, Brett, and Glenn) are just outside the current highest visiting age group, they proved to have high visitation in 2018. Consideration should be given regarding the recent decline in visitation from this market segment. Projects over the next three years should be designed to meet the objective of reengaging with target markets aged between of 24 and 45 including singles 45 to 65 years and over.

The following customer profiles assist us to understand our markets and develop customer-focused marketing.

Meet Helen: thrift-shopper extraordinaire



Helen

BACKGROUND

Helen is a housewife who's husband Frank has recently retired. Together they bought a secondhand caravan and love travelling with Bobby, the Jack Russell dog.

She is proud of her four children and 7 grandchildren.

Her husband has a bad back.

THE FACTS

- Helen is 65 years old
- Married
- Career housewife
- Grown family with grandchildren
- Kids are successful, live in city
- Tamworth - life long home
- Husband's income was most recently \$50k (now on pension)
- Recently a one car family - a second hand Prado
- Smoker and a little overweight
- Is a member of the local Service Clubs

GOALS

Helen and her husband like to travel, but always on a budget. They like to stay in touch with loved ones while travelling, and are always there for the family.

Staying connected is important to her, and she never misses an episode of Macca on Sunday morning.

She'd like to travel more with the family, even just the older grandkids, for little trips away and show them that you don't have to spend a lot of money to enjoy yourself (the value of the dollar, experiences, saving money).

She wants to stay relevant and important in the kids' and grandkids' lives, so often puts herself out to be of help.

FRUSTRATIONS

Helen is not a lover of the internet and most information is online these days. There is no phone service in free bush camping and so it is hard to keep in touch with the kids.

They can't walk long distances due to Frank's bad back.

The cost of travel and petrol is horrendous, as is the cost of Caravan park sites (especially in big towns). Things just aren't like they used to be. It all seems to be getting a bit hard - with Frank's back, the cost of travel and being away from the grandkids she wonders if it's worth it.

She wants to take the grandkids away, but doesn't know where that's not too far, but has kid-friendly stuff.

QUOTES

"If it's cheaper elsewhere we'll go there"

"We can't leave the grandkids for too long"

"Holidays are just spend, spend, spend these days"

BEHAVIOURS

Helen is a woman who is all about family. She adores her kids and grandkids and spends as much time with them as she can, when their busy lives allow. She loves her husband but gets frustrated when his bad back interferes with things they want to do. She is active in the community and takes the grandkids at various times over school holidays to give her kids a break.

COMMON OBJECTIONS

- Everything is so expensive these days
- I don't want to leave the kids too long
- Doesn't want to put her hand in her pocket all the time

INTERESTS

- Loves Service Club bistros and raffles
- Enjoys a little dilly daily on the pokies - but sticks to a budget
- Loves a good op shop
- Loves bargain hunting
- Enjoys community events and happy hour in the local caravan park when travelling
- Loves a bit of community gossip
- Likes to feel important

INFO SOURCES & WATERING HOLES

Helen is active in the community and gets information from friends and contacts in town - the latest places to try, nice places to visit, holiday spots, the gossip... Her kids, well travelled, successful workers in the city, also give her advice.

She loves to listen to ABC / regional radio, mostly talk shows. She reads her favourite magazines - New Idea and Women's Weekly - and will pore through the local newspaper for all she needs to know locally. She watches TV incl the news (ritually) and loves her game shows.

She meets up with friends for morning tea each week to keep herself social and to escape her husband for a bit.

She doesn't use the internet much unless she needs to, but has access to email and Skype to keep in touch with the kids. When travelling, she likes to get information from VIC's and other grey nomads and will even ask the petrol station attendant.

MESSAGING

- Explore the Murray - be as active or as relaxed as you like. Take your time, meet the locals
- Perfect place for kids to explore the natural and historical wonders of the region
- Connecting the generations, with experiences for all ages
- We can give you free local information
- Come visit one of our great VICs and talk to our locals about some of the great things to do in our area
- We have a great variety of things to do - great rivers and lakes and national parks, RSLs and services clubs
- My favorite OP shop is
- There's plenty of parking to reduce your walking
- The Murray River - where the best things in life are free

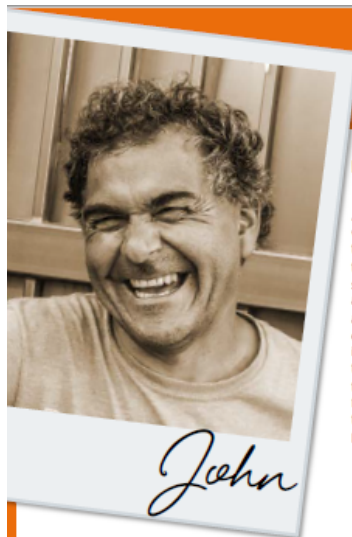
TYPICAL DAY IN THE LIFE



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CUSTOMER FRAME



Meet John: a self-made salt of the earth

BACKGROUND

John is 48 and is an electrician with his own business. He knows the value of hard work and strives to build a successful business to secure his family's future. He has a strong emphasis on looking after his customers. He has high expectations of his four staff, but is not overly comfortable leaving the business for any amount of time. He is time poor, yet very family oriented and makes time to be actively engaged in the kids' sporting and school lives.

THE FACTS

- 48 years old
- Family of 4 (2 kids - 14y & 16y)
- 2 car family (Ford Territory & Ford Ranger Ute)
- Lives in Bendigo
- High school education
- TAFE Qualified, upskilled
- Small business owner
- \$1.5 million turnover
- Comfortable with technology and upskilling his knowledge
- He is well respected in the industry and the community
- Has a 16ft power boat

GOALS

John's focus is financial security for his family. He would like to have a skilled workforce to allow him flexibility and for his business to be well respected in the community. Work-life balance is important. After working for many years to build his business, he's now ready to take time to spend with his wife and kids before they head to uni/life.

He likes to bond with family and friends through an active lifestyle. His father died in his 50s of a heart attack, so he's conscious of working too hard and living a healthy lifestyle.

He wants to maintain a strong relationship with his kids into adulthood and leave a mark on the world, however small.

FRUSTRATIONS

Many of John's frustrations centre around his business. Things like cash flow and accounts not being paid, uncertainty of future work and the quality and retention of staff keep him up at night.

He is wary of being able to leave the business to take a break with his family. So, finding somewhere to go to get away from it all but that's not too far away if there's a work emergency, is important.

Being time poor, researching and finding a place to go for a weekend away with the family is a nightmare - there's too much choice so he ends up making no decisions at all.

QUOTES

"Happy life, happy wife"

"Family is everything mate!"

"Work hard & reap the rewards"

BEHAVIOURS

John is a straight shooter who calls a spade a spade. He is loyal to family, to friends and to the customers who support him. He has strong family values that stretches to his wider community, and has good life-long mates that he sees regularly. He is a real people person, and is driven to make the most of life and business, through connecting with others.

COMMON OBJECTIONS

- I don't have the time to grow the business
- You just can't find good people these days
- I can't leave the business - who will look after it for me while I'm away?

INTERESTS

- Family
- Friends
- Active lifestyle
- Camping or staying in cabins
- Family holidays
- Family are all water-skiers (fit/strong/committed)
- Would like to try more water-based activities, like kayaking
- General business networking
- Community-based activities
- Giving back to his customers and the community
- Helping others
- Getting into nature and away from work so he can switch off
- Spending time with his kids
- Health and wellbeing

INFO SOURCES & WATERING HOLES

John hangs out at the local sporting club on Friday nights and on weekends, he spends time with his family at kids sporting activities. Whilst he is a regular internet user, he is not big on social media.

John is part of a local business network group that meets once a month to provide support and referral business. He is well respected and well connected in the community.

He's not one for much online, he still likes to hold a newspaper in his hands, but he doesn't get much time.

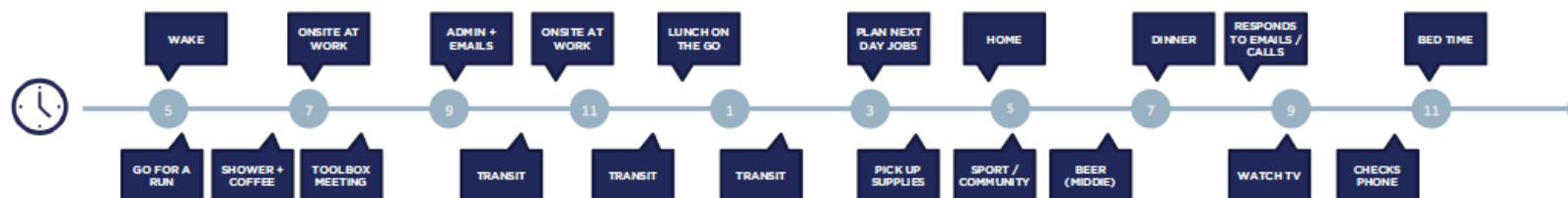
He listens to the local radio station - talkback and music.

He enjoys catching up with families from the kids' schools that they've known for years - they're a social family - and he catches up with his old mates once a month at the local to talk all things life - family, work, personal.

MESSAGING

- Great family accommodation on the river, with your own access to a boat ramp
- It's easy - we do the choosing for you, just tell us what you're after and we'll help you sort it
- Great safe waterskiing on both rivers and lakes - so many places to explore (hidden wonders)
- Escape with the family for just a few days - you'll come back a different person
- There's plenty for kids of all ages to do
- Get the kids away from technology and into nature
- Enjoy good food, good wine, good company
- Much to see and immerse yourself in - wineries, boutique breweries
- A true family affordable destination
- Bored teenagers? They won't have time to be bored in the Murray Region! (Lots of images of activities - both restful and action based for balance)

TYPICAL DAY IN THE LIFE





Meet Maddie: the quintessential baby boomer

BACKGROUND

Recently retired, Maddie and her husband Brian have made the big step and invested in the touring lifestyle.

With a small tribe of grandkids dotted around the countryside, life is now about balance. Spending time with the family, whilst also getting away and enjoying travel just as a couple. Its been 35 years in the making, so she's making the most of it.

Maddie's life is financially comfortable - not too flashy, but money is not really a worry.

THE FACTS

- Maddie is 60 years old
- Married to Brian (65)
- Formerly a registered nurse, Brian was a Bank Manager
- Grown family (2 kids) with grandchildren (5)
- Baby boomers
- Kids are successful, live in Sydney and Brisbane
- Lives in Box Hill, Melbourne
- Well established, with investments and self-managed super funds supporting their lifestyle
- Two car family - a new Prado and near new Mazda 2
- Has a close-knit group of life-long friends

GOALS

After many years of shift work and growing a family, Maddie is now looking for balance. She wants to travel, to explore new places and spend time with her husband and grandkids.

She wants the freedom to choose where she goes and when and is conscious to balance her me-time, with time spent with her husband, family and her friends. She wants to stop rushing and start living at a slower pace, where she can enjoy the fruits of their work life.

She wants to reignite her old interests - hiking, social tennis, art galleries and cultural interests. She wants to head overseas once a year with Brian to tick off some of the global icons - Paris, Venice etc.

Getting family together at Christmas and major events is a high priority and something they've always done with military precision (take turns for Christmas etc)..

FRUSTRATIONS

Maddie is an avid user of the internet, but finds that there is simply too much choice. The time needed to navigate the myriad of travel options is simply too much. She wishes there was an easier way to find the best match for her different travel needs.

Her family is so dispersed around the country and the great distances they have to travel to try to reach everybody.

Brian leaves the travel plans to her, which means she has to balance his interests with hers and find places that suit them both. He enjoys the fruits of her work but gives little input or help with the planning.

QUOTES

"I'm happy to pay for quality"

"Freedom at last!"

"I can't wait to..."

BEHAVIOURS

Maddie is stylish but understated, sticking to popular trends at a high quality. She shops at David Jones, Trenerly and Sportscraft but is not a brand snob.

She is social and approachable, and has an intellectual side in how she speaks and the topics in which she likes to engage.

She adores her grandchildren and loves to spend time with them, but she is not an over-doting grandmother who needs them every school holidays.

While family is central to Maddie's life, she feels they have a good schedule of family get-togethers booked across the year. With this security of family time booked in, this phase of her life is about her and Brian.

INTERESTS

- Dabbling in the stock market
- Bushwalking / hiking
- Nature trails
- Birdwatching (Brian)
- Art galleries and theatre
- Historical buildings
- Social tennis
- Being social with her friends
- Reading books, mainly fiction with a history bent
- Loves classical music
- Loves talking to people (having been a nurse so long)

COMMON OBJECTIONS

- I can't find what I'm looking for
- I'll just go to the travel agent but I'm not even sure they'll be able to help

INFO SOURCES & WATERING HOLES

Since finishing work and finding her long lost passion for tennis, Maddie has joined the local tennis club and enjoys socialising and playing twice a week.

She is confident using the internet and has an email address. She uses Skype to keep in touch with the grandkids and knows her way around the review sites. She has a Facebook profile, but mainly for the kids.

She listens to ABC radio mostly and loves to listen to classical music and some of the intellectual talk shows. She reads the Weekend Australian newspaper religiously.

She watches free-to-air TV with some of her favourites being travel shows such as Getaway for inspiration for future travels. She loves BBC tv shows from the UK.

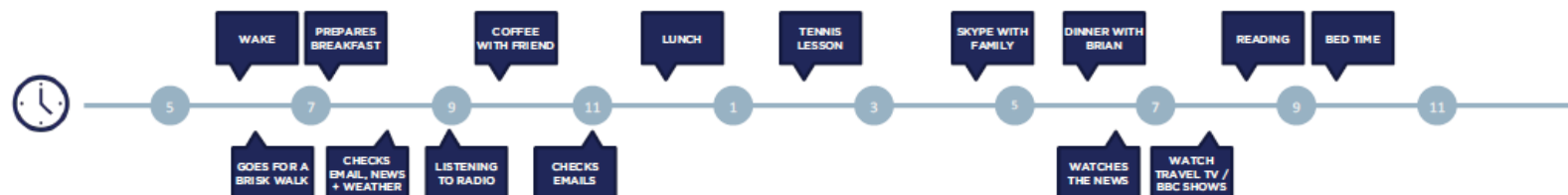
Her and Brian have a close group of lifelong friends that they catch up at least 2-3 times a year.

She keeps in touch with her nursing friends, meeting up once a quarter for lunch or dinner to catch up.

MESSAGING

- Come and explore the Murray and all it's hidden wonders
- Follow the trail of Australia's pioneering history as you meander up and down the Murray River
- Explore the Murray - be as active or as relaxed as you like. Take your time, meet the locals
- Perfect place for kids to explore the natural and historical wonders of the region
- Come visit one of our great VICs and talk to our locals about some of the great things to do in our area
- Local designers, local fashion and artwork, found only in the Murray
- Go natural in the Murray - hike to some of Australia's hidden natural wonders
- We make things easy - tell us what you like to do and we'll bring the best of the Murray to you

TYPICAL DAY IN THE LIFE





Meet Aaron: the boy + his toys

BACKGROUND

Aaron is 26 and a qualified commercial electrician.

He has two younger brothers who he's really close to and who live with their parents in Melbourne suburbs.

He works hard, plays hard using his earnings to buy the toys that fuel his weekend adventures with his mates.

Far from settling down, it's all about having a good time in the now, but without being stupid.

THE FACTS

- 26 years old
- Lives in a share house with 3 other mates
- Lives in Beaumaris
- Trade qualified electrician
- 1 car - Ford Ranger Ute, kitted out with 4x4 gear
- Also owns a range of boys toys - a motorbike - KTM trail-bike, carbon MTB + Jetski (part owned with his brother)
- Has high quality camping gear, primarily set up for one
- Occasional girlfriends, but nothing serious

GOALS

Aaron is less focused on the future and is all about the fun, today. He's a firm believer that growing up is the next phase but yet to come. He earns great money and is willing to spend it on his interests and to keep up with his mates.

He is very mates-focused and is not at all focused on settling down - yet.

He likes to get out of the city, rig up his gear and get amongst it. He loves being one with nature as long as there are wheels or an engine involved. And his mates.

He wants to stay close to his family and is very close to them, watching out for his brothers and parents.

FRUSTRATIONS

Aaron works long hours and longs for the weekends when he can get out and let off steam with his mates. He tries not to work weekends, but that's not always possible as the boss is a bit of a task master.

He's invested a lot in the latest gear and feels that he never gets enough time to use it.

Aaron feels like he's living week to week, and that long-term this is not sustainable.

He's confident on the internet but hates researching places to go so tries to get his mates to do it or just goes to the same place that they know well. He'd like to go to new spots but it's just too bloody hard.

QUOTES

"I'm the man"

"Dude, let's go!"

"How cool was it when I..."

BEHAVIOURS

Aaron is all about his mates, and is social and outgoing.

He is close to his parents and his brothers, and visits them whenever he can.

He's a little on the self-centred side. He's image conscious and spends considerable amounts of money to wear the right brands - Supdry, Levi jeans, Diesel, Dues Ex Machina - cool and casual.

Aaron loves to have fun, but he's responsible with it. Being an older brother to two little brothers has honed his ability to balance fun and adventure with safety and care.

He's a bit of a trend setter in his group and would easily be followed if he made a suggestion for somewhere new.

INTERESTS

- Fun but in a controlled way
- AFL - watching and plays in a local club
- Social drinking
- Travels in packs with a bunch of mates
- Adventure pursuits
- Mountain biking, jet skiing, trail biking
- Watersports
- Goes to the gym to keep fit
- Running

COMMON OBJECTIONS

- Why would I want to change where we always go?
- It's too hard to find somewhere new, it takes too much time
- What would people say if I suggested somewhere they think is daggy

INFO SOURCES & WATERING HOLES

Aaron spends one night a week playing AFL with his mates. They often have a beer afterwards to catch up on the game and on life in general. And to plan the activities for the weekend ahead.

He socialises with his tradie mates on Thursday and Friday nights, and Saturdays if they're in town.

He's on social media and is a heavy Facebook and Insta user, with a Tinder account for hook-ups.

He's more comfortable using his smartphone than he is using a computer and stays connected throughout the day.

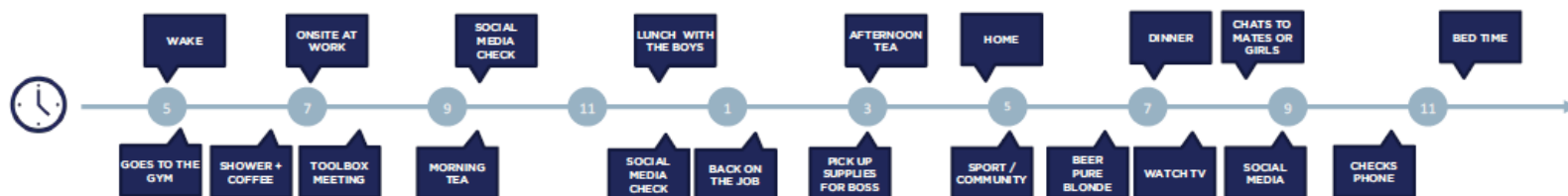
The radio is always on during the day at work - Triple M on the worksite, Triple J in the car and at home.

He likes his barber and always has a good chat on his three-weekly visits to maintain his 'do.

MESSAGING

- Let off steam in the Murray
- Adventure at every turn, be it water or land, we pack an adrenalin punch
- Be the first to do it in the Murray
- Grab your mates and go
- Just a three hour drive away and a whole new world
- From the land, from the water, from the air, the Murray's got you covered
- Let us tell you where to go - name your poison and we'll do the rest
- Sick of the same old, same old, reinvent adventure at every point along the Murray

TYPICAL DAY IN THE LIFE





Brett

Meet Brett: life's tough

BACKGROUND

Brett lives in Shepparton with his long-term girlfriend.

He works full-time for a building company, having completed his carpentry apprenticeship. Whilst he can be a bit loose at times, he holds strong values around loyalty and respect.

He has grown up visiting the Murray River on family holidays. His family has had a riverside cabin for over 50 years, handed down through the generations and has formed a part of who he is today.

THE FACTS

- Male
- 29 years old
- Has a long-term girlfriend
- No kids
- Two car household - his girlfriend has an older HSV Commodore and he has an XR8 Ute
- No tertiary qualifications
- Owens an-site cabin handed down through his family

GOALS

Brett's main focus at this point in his life is to have fun with his mates.

He has worked hard to set himself up financially and recently bought his own house.

He is active and eats well, as he wants to stay fit and healthy throughout his life.

His mantra is to eat, drink and be merry and he loves a good bonfire.

He wants the battle of daily life to be worthwhile.

FRUSTRATIONS

Brett gets frustrated when he has to do weekend overtime, which isn't all the time but it is regular. It cuts into his social time, especially his Friday nights as he has to be in a fit enough state to work Saturday morning.

His girlfriend sometimes makes plans without consulting him, which really annoys him.

He has just bought a house, so he has less money for the fun stuff. He'd also like to upgrade his boat, but he'll have to put that off for a while.

He has great respect for the Murray River and he hates it when others leave rubbish around. It tarnishes the reputation for all campers on the river.

Brett likes to have fun and sometimes feels like good parties get squashed by restrictions.

QUOTES

"Wanna meet at the pub?"

"I've got to bloody work"

"She's gone and booked that weekend, FFS"

BEHAVIOURS

Brett is willing to spend money on items that he personally values - eg. boat, ski gear. He wouldn't miss the Southern 80 weekend if his life depended on it. He is very sociable, quite loud and loves a beer with his mates. He's proud of his car and his interests and lets everyone know of this fact. You'll often find him adorned in Ford racing gear. He works hard and plays hard.

COMMON OBJECTIONS

- He can't make plans to go away in case he has to work.
- I can't tell my boss no, he'll never give me overtime again.

INTERESTS

- He loves cars, V8s, supercars - anything with a motor.
- Plays football for fitness and for the social interaction.
- Likes to help the junior teams with their training when he can.
- Loves a social drink any time - a quiet one on the weekdays and then big nights on the weekend when work allows.
- He has a strong connection to the River from his childhood days and heads there whenever he can.
- He watches sport on tele, mostly football.

INFO SOURCES & WATERING HOLES

Brett is very active on social media. He is confident and uses it on a daily basis.

He follows all the motor racing clubs and personalities on social media and always has something to say.

He watches every motor racing event on tele that he can, even if he has to stay up late and push through work the next day.

He is a social being who loves hanging out with mates at the local pub or sporting club.

He occasionally buys a watersports/boating magazine to check out the latest gear.

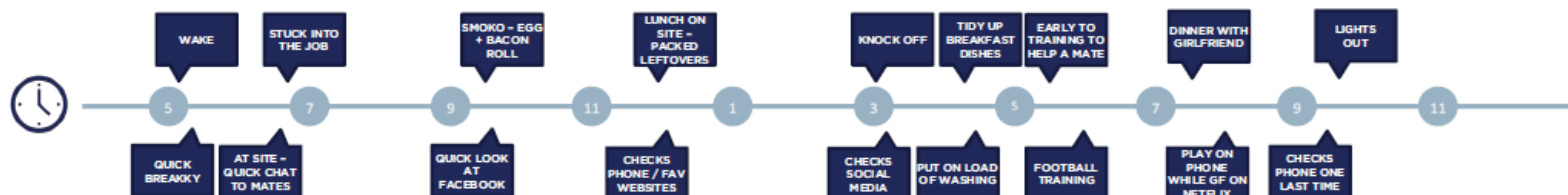
He hangs out at the local football club very regularly.

He listens to Triple M on the radio to and from work and also during the day while working.

MESSAGING

- Get your adrenaline on in the Murray Region
- Blow the cobwebs away and feel the wind in your hair on the Murray
- Explore the region and the many secret spots that you've probably never even heard about
- Hear it from a local who's lived here their whole lives
- Revisit your childhood days and those holidays of old
- Just a short drive away, perfect for a weekend jaunt
- Bring your mates, let your hair down and ride the wild Murray River
- Camp under the stars in the Murray Region

TYPICAL DAY IN THE LIFE





Meet Glenn: the family man

BACKGROUND

Glenn is 35 and is a sales executive for a small business. His wife works two days a week to help with household income; although Glenn prefers to be the sole breadwinner. They own a three bedroom, two bathroom house in a rural community with a five year old chocolate labrador. Working 40-50 hours per week away from home, Glenn spends the weekends with his family and sometimes plays golf on Saturday's.

THE FACTS

- 35 years old
- Family of five (3 kids - 8y, 5y, 2y)
- 2 car family (Holden Cruz work car and Toyota Kluger)
- Lives in Kyabram
- High School education
- TAFE business qualification
- Well connected in his community
- Comfortable with technology (requirement for work)

GOALS

Glenn's focus is financial independence for his family. He took his job working away-from-home, to help offset their mortgage.

His parents have retired to Ocean Grove and his wife's parents live in Queensland.

He likes to take them to visit their friends and relatives when he can. He also likes to explore new places as time and budget allows; mainly through driving holidays.

It is important that Glenn can financially support his wife and kids and also spend quality time with them.

FRUSTRATIONS

Many of Glenn's frustrations centre around his work. He has to meet regular sales targets which places a strain on his time. He is the main income earner for the family.

He doesn't get enough time with his wife and children working away-from-home and would like to find a new job closer to home with a comparable salary.

Visiting friends and family is his 'go to'. These offer cheaper accommodation and travel options and does not require research and thought.

He'd like to explore new places but being on the road all the time means he is always in hotels and eating out. He wants an authentic experience to enjoy time with his family, not just another hotel room.

QUOTES

"Got a problem?
I'm your man"

"I wish I had
more time with
the kids"

"I need a break"

BEHAVIOURS

Glenn is a people pleaser who could sell ice to the Eskimos. You have a problem, he'll fix it. His main connections to his community are through work and his wife.

During time at home, he and his family can be seen at neighbourhood BBQs and social events. His night's away are spent calling his family, watching TV alone and occasionally dining with new contacts for work.

Glenn is a proud dad and takes a 'Brag Book' to show his family off, to the staff in the hotels he stays in. He sees the hotel staff as an extension of his family having developed a good relationship with the regular hotels he stays in during his years of travel.

INTERESTS

- Family
- Friends
- Family holidays
- Social gatherings in the neighbourhood
- General business networking usually while on the road
- Community-based activities
- Spending time with his wife and kids

COMMON OBJECTIONS

- I don't have time for myself
- I don't have enough time with my family
- There'll be so much work for me to do when I get back

INFO SOURCES & WATERING HOLES

Friday and Saturday nights, Glenn will be at spending time with his family either at home or at a BBQ or social event in the neighbourhood.

Sunday to Thursday nights are spent alone in hotel rooms, working and eating in front of the TV, watching whatever regional television stations have on.

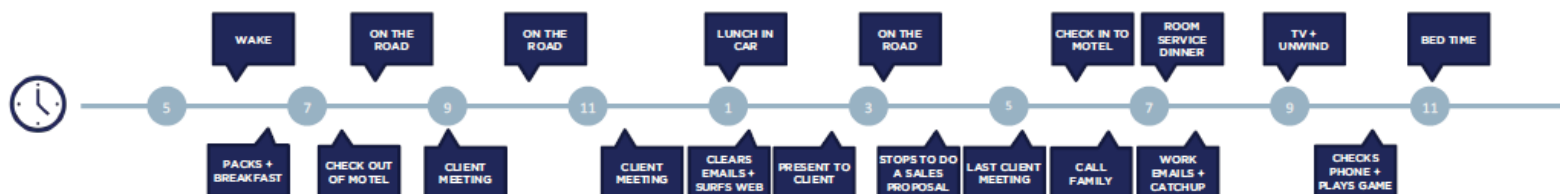
Glenn does a lot of regional driving and listens to ABC radio, podcasts or music on his iPhone. He does not spend a lot of time on social media but does have a Facebook and LinkedIn account which he checks once or twice a week.

With work dominating much of his time, he gets to consume very little media apart from what's available on the radio waves or television stations in the places he visits.

MESSAGING

- Reconnect with your family
- Holiday close to home
- Let us do the hard work for you
- Bring your whole family together
- Safe and fun for the whole family
- Pet friendly holidays close to home
- Affordable and close to home
- Experience something new without breaking the budget
- Great family holidays
- Top 5 reasons your family need to holiday here

TYPICAL DAY IN THE LIFE





OUR DNA

Lake Mulwala and the Murray River are evidently the major draw card to visit the Yarrawonga Mulwala region. Quoted as “The ultimate regional escape – food, countryside, high quality accommodation – on a one-of-a-kind lake” regional tourism websites. The region plays host to world class events and golf golfing experiences, whilst also catering for history buffs and family fun. The region’s natural surroundings of the mighty Murray River and lake side reserves make it a perfect freedom camping destination. An impressive cultural experience can be had learning from the many stories from yesteryear to be told. The local connections to the Murray Farm Gate Trail, supported by the local clubs, hotels, restaurants, wineries, and cafes make for the ultimate foodie degustation visit. It’s very apparent that visiting our community filled with family and loved ones is still rated highly amongst reasons to visit along with family holiday tradition.

The following is a snapshot of some of the key assets that form the Yarrawonga Mulwala region.



OUR DNA

On the Water	Outdoor Adventure	Golfing	Food & Drink	Accommodation
<ul style="list-style-type: none">• Lake Mulwala• The Murray River• Cruise Boats and Private Charters• Max Kirwan Ski Park	<ul style="list-style-type: none">• Waterside camping reserves• Chinaman's Island Nature Reserve• Walking tracks• Bike Trails• Water sports	<ul style="list-style-type: none">• Black Bull Golf Course• Yarrawonga Mulwala Golf Club Resort	<ul style="list-style-type: none">• Squires Winery• The Sebel Yarrawonga• The Black Smith Providedore• The Mulwala Water Ski Club & Restaurants• Club Mulwala• Rich Glen Providedore• Local Pubs• Local Cafes and Bakeries• Murray Farm Gate	<ul style="list-style-type: none">• Boutique• Caravan & Holiday Parks• Hotels and Motels• Resorts• Freedom camping• Holiday Houses



OUR DNA

Family Fun	Arts Heritage & Culture	Events	Relax	Friends & Relatives
<ul style="list-style-type: none"> • Tunza Fun • Gold Class Cinema • Water Sports • Parks and playgrounds. • Yarrawonga Splash Park • Lake Pools 	<ul style="list-style-type: none"> • Yarrawonga Mulwala Pioneer Museum • Byramine Homestead & Brewery • Silo Art Trail • Indigenous culture • The Bridge • Customs House • Lake Mulwala • The Murray River 	<ul style="list-style-type: none"> • Lake Mulwala Rod Run • EC Griffith Cup • Tennis Events • Caravan & Boating Show • Cod Classic • Markets • Discovery Weekend • Water Ski Championships • Yarrawonga Gala Ball & Dance • Yarrawonga Mulwala Kids Festival • Yarrawonga Agricultural Show • Family Fun Carnival • Christmas Monster Market • Yarrawonga Farmers & Craft Market 	<ul style="list-style-type: none"> • SOL Wellness Centre • Rich Glen Orangerie • Essenza Resort Spa • Bella Pelle • Belmore Street Shopping • Thrift Shops 	<ul style="list-style-type: none"> • Our community • Family History • Tradition of visiting loved ones

OUR STRENGTHS & WEAKNESSES

Strength	Weakness
<ul style="list-style-type: none">• Lake Mulwala, Murray River – the water• Established attractions.• Bike trails and walking trails.• Established and well-known events• Local Community• Highly skilled Board of Directors• Belmore Street• Accommodation offering in region.• Long standing business in the community• Strong relationships with key stakeholders• Appetite for change• Currently funded by Moira Shire Council and Federation Council• Market research and development plans for region• Industry support MRT and DRM	<ul style="list-style-type: none">• Yarrawonga Mulwala brand lost within NOTM and SCOM and MRT• Website -developed outside the regional and local platforms. Out of date content, clunky and slow• Perception of local traders and stakeholders – reputation.• Parking limited at VIC.• Calendar of Events – development and distribution, lack of collaboration with event holders• Reliant on external funding• Strategic Plans out of date• Skilled resources• Governance, policy, and procedure• Independent marketing• Events cost and generate little or no revenue.• Disconnection with local government plans

OUR OPPORTUNITIES & THREATS

Opportunity	Threat
<ul style="list-style-type: none"> • Set of strategic plans • Yarrowonga Mulwala Brand development • Website – collaboration with MRT • Retail sales online • VIC retail offering – sample of the region • Build relationships with stakeholders. • Café / Restaurant opportunity • Review accommodation model • Work more closely with Tourism Northeast – Alliance not competition • See Local Government as support. • History and Culture Experience (Indigenous and Water) • Become and Inspiration Center an experience. • Build community. • Collaborative marketing • Volunteer recruitment program • Membership Prospects • Sustainable events 	<ul style="list-style-type: none"> • Future funding • Accommodation – changes in regulation, diversification, liability, and labor intensive. • Competitors – Echuca Moama, Tocumwal, Bright, Beechworth, Glenrowan • Target Market – 24-45 years declined. • Visitation Numbers – inclusive of café • Not RV Friendly • Quality of hotels & motels – require refurbishment. • Café closing • Decline in volunteers. • Visitor Information – Digitally transforming. • Decline in membership – value for money. • Innovation in the industry



GOVERNANCE & SUSTAINABLE BUSINESS

The current Board of Directors originate from diverse and reputable backgrounds, each bringing a different perspective to the table. Independently invested in different ways within the local community, each member agrees that their role as part of YMTB is to support the greater good of the Yarrawonga Mulwala region.

BOARD

MICHAEL COLDHAM PRESIDENT

Michael Coldham, a Barrister & Solicitor since 1977 (RMIT), expanded his expertise with a Grad Dip in Sports Science from Deakin University in 1994. His rich professional journey is enhanced by active community and sporting leadership roles.

Serving as a member and Chairman of Mt Buller Alpine Resort Management, Michael showcased commitment to governance. Beyond legal realms, he significantly contributes to community service, holding roles including Secretary of Yarrawonga Fire Brigade and President of Yarrawonga Mulwala Tourism and Business (YMTB).

In sports administration, Michael is a past committee member and President of the Victoria (Snow) Ski Association. He has served as President Four Wheel Drive Victoria, Director at Lord Somers Camp & Power House and held the positions of President at Power House Rowing Club and was the Founder and Head Coach of the St. Catherine School Rowing Team.

MARK SEELIGER VICE PRESIDENT

Mark's professional journey has taken him across various roles and locations. From small business ownership of Lygon Street Pizza in Mulwala to working as a Casino Dealer and Manager in Melbourne, Adelaide and on overseas cruise ships, to pursuing a career as a commercial plasterer in Melbourne, his versatility and business nous is evident. A highlight of his career was publishing in the Australasian Water Skier Magazine and programs such as the Moomba Masters and World Barefoot Championships

In the real estate realm, Mark started his career at First National in the eastern suburbs of Melbourne from 2006 to 2013. In 2013, Mark moved to Darwin, where he served as the Head Auctioneer for Elders Darwin Greater Region until 2020. He again ventured into entrepreneurship, establishing, and expanding Seeliger Real Estate in 2021. Mark is actively engaged in the local community, serving as the Vice President of YMTB, demonstrating his commitment to fostering local growth and development.

BOARD

MICHELLE COBB, ACEeD SECRETARY

B. Business (Economics & Marketing), Certificate Applied Management (ASAM)

Michelle is employed by NBN Australia as the Manager, Regional Development and Stakeholder Engagement for North East Victoria and is the current Secretary, YMTB. Michelle is an experienced board and committee member and a valuable contributor to the YMTB board, bringing over 30 years of expertise in local government, private enterprise, strategic planning and telecommunications.

Throughout her career, she has been instrumental in leading teams and driving success in economic, community and tourism development, strategic planning, stakeholder engagement, and corporate communication. Michelle has played a pivotal role in fostering economic growth and effective communication across regional communities in Victoria and NSW.

ROS VODUSEK

Ros Vodusek, a fifth-generation farmer, chef, and the visionary behind Rich Glen Olive Estate in Yarrawonga along the Murray River, epitomises the deep roots of her family-run enterprise. With a profound connection to the Murray environment, Ros has cultivated a lifestyle where family, farming, and the picturesque Murray River harmoniously intersect.

Yarrawonga is more than just a location for Ros, and the Murray River is not merely a backdrop but a fundamental element that shapes the vibrant tapestry of family, farming, and the thriving Rich Glen Olive Estate. That's why Ros is so passionate about the thriving tourism sector in Yarrawonga and why she gives her time and expertise to YMTB to drive visitation to this beautiful region.

BOARD

COLIN HOUGH

Colin Hough is a seasoned professional with over 30 years of experience in the construction industry. He has held significant roles such as Marketing Manager, Berger Paints, and National Sales Manager at Henley Homes, culminating in the company becoming the largest builder in Australia. Colin also contributed to the success of Simonds Homes, Porter Davis Homes, and Metricon during his tenures there. Currently, as the Business Development Manager for Sundancer Homes, he is strategically setting up their business along the border.

Beyond his professional achievements, Colin is actively involved in the community. He served as a Shire Councillor for the Shire of Kilmore for two terms and currently sits on the Board of the Wangaratta Turf Club for the past 7 years. His dedication to both horse racing and construction is evident in his instrumental role in the development of the grandstand, accommodation units, and stables at the Turf Club.

Colin boasts an impressive 26-year history playing and coaching football clubs, including 8 years in the VFA. Notably, he holds the distinction of being the longest-serving playing coach with the Craigieburn Football Club, leading them to their first Senior premiership. Colin's diverse interests also extend to the realm of oenology, where he proudly holds the title of the longest-serving wine master at Yarrawonga Mulwala Beef Steak and Burgundy Club.

KELSEY HICKS

Kelsey Hicks, a graduate of Sacred Heart College, Yarrawonga, has carved a distinctive path in her career. Formerly a Travel Agent at Travel and Cruise Yarrawonga from 2015 to 2021, she honed her skills in the travel industry.

Currently serving as the Ski Club Holiday Park Manager since 2021, Kelsey has demonstrated her ability to navigate diverse roles and responsibilities. Hailing from a renowned barefoot water-skiing family, she understands the importance of tourism to the Yarrawonga Mulwala community.

Beyond her roles, Kelsey contributes her savvy marketing insights and youthful energy to the Yarrawonga Mulwala Tourism & Business (YMTB) board. Her unique blend of experience, family heritage, and fresh perspectives make her a valuable asset in shaping and advancing the board's vision.

BOARD

MARK RUSSELL

Mark Russell, originally hailing from Narrandera, NSW, made Melbourne his home in 1989. With a diverse professional background spanning finance, real estate, and land development, he brings a wealth of experience to his endeavours.

In his 43 years of marriage, Mark has built a strong family foundation, residing in Yarrawonga with his wife. Their family has grown to include two children and three grandchildren.

Currently, Mark is an integral part of the Glanmire Park ownership group, where his financial acumen and real estate expertise contribute to the success of the venture.

DOMINIC AUDINO

Dom Audino embarked on his small business career in Sydney in the 1980s. During this period, he established and successfully ran a cleaning business on the North Shore, catering to local developers and holiday accommodation spanning from Manly to Narabeen, including areas like Dee Why.

Transitioning to the finance sector in 2001, Dom began his career as a loan writer for RAMS. In 2006, he took the entrepreneurial path, working independently. In 2009, Dom founded Committed Financial Group (CFG).

Over the past few years, Dom has been dedicated to setting up and expanding CFG, with the last 22 months spent operating from his own office in Yarrawonga. Dom brings a wealth of experience in finance and business growth to the YMTB board.

BOARD

MARK PHAROAH

Mark Pharoah launched his career as a trainee accountant in Glaxo Smith Klyne in 1981, gaining extensive experience in financial and statutory accounting alongside computer-based systems. His career included roles at Comalco, Datacraft, and KPMG in consulting, business services, and taxation divisions. Mark served as the Financial Director of a construction company, overseeing its privatisation.

In 1993, Mark founded Commercial Accounting, an accounting consultancy with a focus on systems and CFO services. Highlights of his practice include serving as the CFO of Celmec International Pty Ltd, witnessing threefold growth and implementing significant systemic automation.

Mark's expertise extends to his role as the taxation expert for Victorian and Tasmanian BAS caravan training during the GST introduction. He played a crucial part in merging three community-based organisations into a super employment agency in Melbourne's eastern suburbs, where he served on the board for five years.

JOHN CLARKE

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BOARD

ANDREW FREAK

Andrew Freak has recently assumed the role of General Manager at Silverwoods Resort, home to the acclaimed The Sebel Yarrowonga and Black Bull Golf Course. With extensive strategic and operational expertise in the hospitality sector across Australia and New Zealand, Andrew boasts a career spanning various luxury establishments under renowned chains such as Accor and Mantra.

His wealth of experience includes pivotal roles at distinguished locations like Peppers Bluewater Resort in Lake Tekapo (NZ), Peppers Clearwater Resort in Christchurch (NZ), and the iconic Outback Pioneer Hotel and Lodge at Yulara, situated near Australia's famed Uluru. Andrew's appointment to the YMTB board underscores his commitment to elevating the visitor experience in Yarrowonga Mulwala.

DOUG EVANS

Doug Evans (OAM JP), , is a seasoned entrepreneur, with 60 years of business ownership and expertise in water and gas pipeline manufacturing and distribution on a global scale. Doug's dedication to public service is evident in his role as a Councillor for the Wangaratta Council from 1968 to 1980, including a term as Mayor from 1974 to 1976.

His leadership extends to various boards, where he has served as Chair, President, and/or Committee Member for entities such as Wangaratta Base Hospital (now North East Health), Wangaratta Regional Planning Committee, Wangaratta Club, Wangaratta National Party, Yarrowonga Health, and Yarrowonga Mulwala Tourism and Business (2012-2022). In 2022, Doug was awarded a Lifetime Membership of YMTB.

Doug's multifaceted contributions reflect a lifetime commitment to both business excellence and community development.

GOVERNANCE & SUSTAINABLE BUSINESS

Developing and maintaining commercial and professional procedures that are accepted as correct and effective are of utmost importance for the YMTB Board of Directors in the upcoming years. Ensuring best practice as set out in the organizations vision, mission and core values, professional behavior and strategic alignment to the organizations core objectives will form a strong foundation for YMTB moving forward.

Decision making processes need to be clearly defined ensuring that all projects are driven by strategic direction with consideration to the business plans and/or key objectives of YMTB's key stakeholders. (Moirā Shire Council, Federation Council, Murray Regional Tourism, Destination Riverina Murray and local businesses and overarching state bodies.) Increased consultation with industry partners will enable greater understanding and ultimately success for all. All projects are required to be measured in relation to viability and return on investment, evaluated and proven by clearly defined budgets, profit and loss statements, visitor statistics and the economic

return to both Yarrawonga and Mulwala and the broader region.

Key performance indicators (KPI's) for the organization should be reflected in all future funding agreements. Traditional funding avenues are far more competitive, results driven and governed KPI's that must be delivered. Establishing robust and forward-thinking funding agreements to ensure stability for the future is essential.

Recent staffing changes within the organization have resulted in a skill gap in leadership and management, marketing, retail, stakeholder engagement and business management. Whilst these skill sets are evident amongst Board members, the Board wishes to take on more of a strategic approach, allowing the operations of the business to be managed and undertaken by paid staff. Evidence of sustainable business, strategic plans and clear direction are key drivers to ensure that recruitment of skilled resources can be achieved.

GOVERNANCE & SUSTAINABLE BUSINESS

Key Initiatives & Projects

Key Initiatives	Projects	Timeframe	Evaluation
Ensuring sound Policy and Procedure is in place for all YMTB operations.	<ul style="list-style-type: none"> Review of DRAFT Policy and Procedures Manual. Development of Policy and Procedures to address any gaps identified in review of the DRAFT Policy and Procedure Manual. Board approval of final Document. Circulation of Policy and Procedure Manual to all staff and Board Members. Implementation of all Policy and Procedures. 		<ul style="list-style-type: none"> Policy and Procedure Manual Evidence of implementation of the Processes and Procedures. The endorsed Policy and Procedure Manual signed off by all staff and Board members acknowledging agreement to comply.
Develop and build revenue streams.	<ul style="list-style-type: none"> Explore opportunities to diversify revenue. Identify business opportunities for Retail, Holiday Rental Business and Café/ Restaurant Pursue opportunities to highlight Indigenous and cultural heritage, irrigation history stories in a dedicated Inspiration or Interactive VIC. Develop Business/Project Plans for 2 key projects including detailed budgets. Explore and identify appropriate funding opportunities for key projects. Develop concept plans and a Business Prospectus for co-investment and collaboration. 		<ul style="list-style-type: none"> Develop projects with clearly defined objectives, business plans and investment prospectus one being Interpretive/Inspiration Centre. Funding opportunities identified and applications developed.

Key Initiatives	Projects	Timeframe	Evaluation
Key Performance Indicators & Strategic Alignment	<ul style="list-style-type: none"> Review and refresh of all KPI's and funding agreements achieved in consultation with Moira Shire Council and Federation Council. Development of a three-year funding agreement applicable to both Moira and Federation Council. Explore the opportunity for the development of a Memorandum of Understanding (MOU) to work collaboratively with both Moira Shire Council, Federation Council and Murray Regional Tourism (sharing information, resources and combining marketing efforts, working together to promote Yarrawonga Mulwala as one destination under the Murray Regional Tourism Brand). 		<ul style="list-style-type: none"> 3-year Founding Agreements with Moira Shire and Federation Council. Memorandum of Understanding between Moira Shire Council, Federation Council, YMTB and Murray Regional Tourism
Maintaining sound financial management.	<ul style="list-style-type: none"> Development of detailed 3-year budgets for each Strategic Pillar 		<ul style="list-style-type: none"> 5 Strategic Pillar Budgets that form an overall 3-year Operational Budget for YMTB.
Acquire and maintain adequate human resource levels.	<ul style="list-style-type: none"> Review of all current positions and future positions required ensuring they align with Council structures. (Tourism Development Manager, Marketing, Industry Development and Stakeholder Engagement, Visitor Services, or combination positions) Development of an Organization Chart, clearly defining reporting lines and collaboration relationships with Local Government representatives. Position Descriptions reviewed and developed for all positions. Development of a Recruitment Strategy and Communications Plan including funding. Engage with employment stakeholders and local education facilities to address labor and skills gaps. Implementation Recruitment Strategy and Communications Plan. Contracts of employment. 		<ul style="list-style-type: none"> Organization Chart. Position Descriptions Recruitment Strategy and Communications Plan. Contracts of Employment Secured Funding Successful recruitment.

Key Initiatives	Projects	Timeframe	Evaluation
Product Development	<ul style="list-style-type: none"> Identify product gaps across the Yarrawonga Mulwala region as outlined in Murray Regional Tourism Strategies (Murray Region Cruising Strategy, Accommodation Diversification Gap Analysis, and the River Red Gum Parks Management Plan.) Explore Multi Day Cruise Opportunities with local cruise operators. Support investment and development of moorings and marinas in the Yarrawonga Mulwala region. Explore water taxi opportunities to connect local waterside operators. Support the vision for a Lake Mulwala Resort. Support Sebel State 2 developments. Support the redevelopment of Yarrawonga Mulwala Motels and Hotels into Hotel/ Resort. Consultation with existing and potential and report based on capacity and viability. Development of a Business Investment Prospectus for Yarrawonga Mulwala region. 		<ul style="list-style-type: none"> Evidence of consultation with existing and potential stakeholders. Detailed report with findings from consultation for each objective. Business Investment Prospectus for Yarrawonga Mulwala region.



VISITOR SERVICES

Research continues to support the role of Visitor Information Centre's (VIC's) and the contribution they make to the economy and local communities. However, the dynamics for VIC's across Australia are changing. With many advances in technology, there is a trend that sees VIC's transforming from traditional visitor service delivery to inspiration or interpretive experiences that provide samples of the region that must be further explored.

The recent decision to forgo the VTIC Accreditation will have many implications for the Yarrawonga and Mulwala Visitor Centre. Whilst allowing the business to be more flexible with hours of operation and the redirection of valuable resources to service visitors during high visitation times and to focus on future development to ensure alignment with current industry trends. Consideration will need to be given to the rebranding of the Centre and the application of corresponding wayfinding signage.

Historically the Yarrawonga Mulwala Visitor Information Centre has been reliant on the resources of volunteers. The decline in volunteer participation indicates that this structure needs consideration and review. Future

development of an ambassador program that encourages local knowledge of and local pride in the Yarrawonga Mulwala region, with ongoing initiatives that aim to educate the local community about product offering and events.

The viability of the current retail stock is reflected in a low return on investment. There is an opportunity to provide a sample of the Yarrawonga Mulwala region through local produce and keepsakes that are reflective of the activities that can be undertaken in the region. Sourcing higher quality branded items that will be of use when picnicking, fishing, swimming for local artworks that reflect the landscapes and waterways will increase retail interest.

The current visitor information statistics to the Visitor Center are not considered as a true reflection of visitors looking for guidance and information about the region, as they also include visitation to the hospitality venue at the rear of the building. It should be noted that this information may be detrimental and create a decrease in the reporting of visitor statistics pending changes to the business structure moving forward.

VISITOR SERVICES

Key Initiatives & Projects

Key Initiatives	Projects	Timeframe	Evaluation
Visitor Centre Operational Plan	<ul style="list-style-type: none"> Maintain effective and efficient Visitor Services, both face to face and online. A customer focus service delivery model. Life After Accreditation Action Plan including operational hours, wayfinding signage and new technology. Consider all stages of the visitor journey. Provide support to Moira Shire Council's VIP points and Mobile VIC in consultation with Moira Tourism. 		<ul style="list-style-type: none"> Yearly Visitor Survey Life After Accreditation Action Plan. Contract of agreement with Moira Shire to support VIP Points and Mobile VIC (this could form part of the previously mention MOU)
Inspiration & Interpretive Centre	<ul style="list-style-type: none"> Explore alternate business models for the VIC building, including a Inspiration/Interpretive Centre that tells the stories of Indigenous and cultural heritage and the irrigation history of the region. Develop concept plans and business plans. Develop a pilot programs/ feasibility study for the development of interpretive experienced for waterways and history and culture. (Including indigenous culture and the development of Lake Mulwala) Explore ways to create a visitor experience within the VIC (A floor map of the region with VR explaining operators explaining each of the key attractions.) Explore funding opportunities. 		<ul style="list-style-type: none"> Documents as required in point 2 of Governance and Suitable Business. Concept Plan Document. Business Plan. Detailed report on findings of the feasibility study with recommendations for next steps.

Key Initiatives	Projects	Timeframe	Evaluation
Ambassador program	<ul style="list-style-type: none"> • Replace the current volunteer program with a detailed Ambassador program to encourage local knowledge and pride. • Develop an incentive system to engage in local tourism offerings. • Conduct one Familiarization tour leading into each season, highlighting the seasonal activities. (Invite local businesses and community) • Develop a communication framework to provide updates on new business, improvements, events, and local promotions to create engagement. • Incentives for locals accommodating visiting friends and relatives. Development of a VFR Campaign in collaboration with local business and Local Government. 		<ul style="list-style-type: none"> • 4 Familiarization tours per year. • Ambassador Program developed and implemented. • 1 yearly Visiting Friends and Relatives Campaign.
Retail Reset	<ul style="list-style-type: none"> • A review of all current retail stock based on return on investment and turnover. • Investigate other VIC's, identify what works and what doesn't. • Source locally made produce, art and crafts that have connection the local economy, provide samples of ranges to encourage visitors to visit establishments to find more. • Source high quality keepsakes that can be easily branded and have a strong connection to activities that can take place in the region. (for example, chopping boards, wine glasses, travel mugs, picnic blankets) • Establish a monthly/ yearly budget. • Implement online retail sales. 		<ul style="list-style-type: none"> • Report on findings of the review with future recommendations. • Increase in retail turnover and revenue, profit, and loss statements. • Online retail sales.

Key Initiatives	Projects	Evaluation
Café /Restaurant Opportunity	<ul style="list-style-type: none"> • Prospectus for new business investment. • Criteria and KPI's set including locally sourced produce. • Farm to plate experience – connection with the Murray Farm Gate Trail. • Operational after 5pm to provide extended visitor service hours and new delivery method. • Development of the applicable Service Agreement. • Evaluation of Service Agreement and KPI's. 	<ul style="list-style-type: none"> • Service agreement signed. • Tenant in place. • Yearly evaluation of Service agreement.



Visitor information servicing touch points

<ul style="list-style-type: none"> • Web search • Social media • Destination websites • Word of mouth 	<ul style="list-style-type: none"> • Review sites • Social media • Destination websites / VICs • Word of mouth • Aggregator websites • Apps 	<ul style="list-style-type: none"> • Destination websites / VICs • VICs (Ph / Email) • Aggregator websites • Travel agents • Apps 	<ul style="list-style-type: none"> • Destination websites / VICs • VICs (In-person / Ph / Email) • Social media • Review sites • Apps • Word of mouth 	<ul style="list-style-type: none"> • Social media • Review sites • Word of mouth
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COMMUNITY ENGAGEMENT & CAPACITY BUILDING

Community engagement and reestablishing trust and the alliance of stakeholders is a key priority over the coming years. Demonstrating a higher level of support for local businesses via capacity building and professional development, networking opportunities and value for investment business partnerships have been identified as drivers for support for the organisation by local operators.

A current database of over 150 financial members provides evidence of current support for YMTB. Maintaining and building membership database will be reliant on a new business structure. Local businesses have indicated to the Board that they require more clarity in relation to the benefits of being a current financial member of YMTB.

Relationships with Local Government and key stakeholders are ongoing, open, and transparent. Recent communication and consultation with industry has strengthened these connections, by gaining great insight into the views and expectations of the local tourism industry. YMTB has a longstanding reputation in the community, with local government, and regional tourism boards. First established in 1986, the roles and responsibilities of the organization have been ever changing under several management structures. A refresh of the organisation provides a valuable opportunity to clearly define the YMTB Brand and outline the Board's objectives, goals and priorities moving forward. A more distilled approach, ensuring that stakeholders have a clear understanding of what they can expect both in the short- and long-term future.

COMMUNITY ENGAGEMENT & CAPACITY BUILDING

Key Initiatives & Projects

Key Initiatives	Projects	Timeframe	Evaluation
Ensuring membership satisfaction.	<ul style="list-style-type: none"> Survey of current members and prospective members <ul style="list-style-type: none"> Current view Expectations What stakeholders see as value for money in relation to membership Where they need support and guidance from YMTB Current state of trade Work closely with Local Government to build a Yarrawonga Mulwala Tourism Operator Database. 		<ul style="list-style-type: none"> Yearly survey results. Yarrawonga Mulwala region Industry Database.
Strengthened relationships through consultation with industry partners.	<ul style="list-style-type: none"> Consultation with Moira Shire Council, Federation Council, Murray Regional Tourism, Tourism Northeast and State Tourism authorities to gain insight regarding expectations and the role that they see YMTB should play as a Regional Tourism Body. Ensure that all objectives of YMTB support regional plans such as, Council Plan and Regional Destination Management Plans. 		<ul style="list-style-type: none"> Monthly meetings with Moira Shire Council and Federation Council. YMTB representation at MRT and DRM Managers Forums. Biannual meeting with Tourism Northeast representatives.
Stakeholder partnership and membership.	<ul style="list-style-type: none"> Development of a 3- year stakeholder management plan. Development of a detailed membership prospectus outlining the benefits of partnership, encouraging collaborative marketing programs, industry development and networking opportunities. 		<ul style="list-style-type: none"> Stakeholder Management Plan. Membership Prospectus. Increased Membership.

Key Initiatives	Projects	Timeframe	Evaluation
Building Capacity in our Industry.	<ul style="list-style-type: none"> Plan and facilitate biannual, informal but structured tourism industry networking events with guest speakers addressing current industry topics. 		<ul style="list-style-type: none"> 2 Business Networking events per year.
Product Development and attraction.	<ul style="list-style-type: none"> Facilitate investment in infrastructure, new products, and experiences. 		<ul style="list-style-type: none"> Evidence of consultation with existing and potential operators as defined in point 6 of Governance and Sustainable Business.
Guidance for our industry, promoting established channels for operator content.	<ul style="list-style-type: none"> Development of a collaborative Operator Tool Kit in conjunction with Moira Shire Council and Federation Council. Define the ways in which operators can engage with YMTB and Local Government to ensure that their content is seen and distributed to MRT, and the state Tourism bodies. 		<ul style="list-style-type: none"> Operator Tool Kit (Could form part of the previously mentioned MOU)





EVENTS ATTRACTION

Traditionally YMTB has been renowned for funding, hosting, and managing many successful events, these events are often supported by YMTB volunteer resources and staff. However, a more active role in events attraction is considered a more viable and sustainable approach, allowing the events to be managed by qualified event management companies or experts, to better support the local economy and wider tourism economy.

EVENTS ATTRACTION

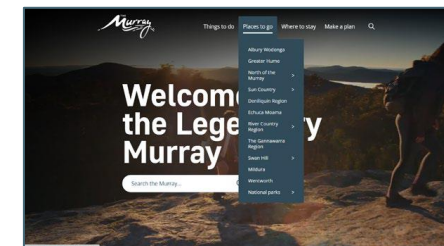
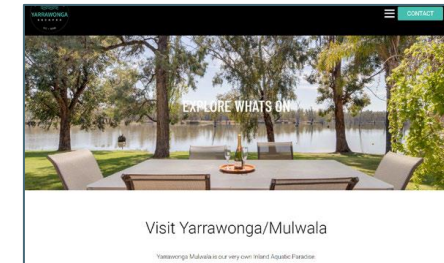
Key Initiatives & Projects

Key Initiatives	Projects	Timeframe	Evaluation
Sustainable and profitable events.	<ul style="list-style-type: none"> Conduct a performance review on all events currently funded by YMTB. Determine financial viability, include a detailed budget evidence of economic impact, considering benefits to the community, the tourism and YMTB as an organization. 		<ul style="list-style-type: none"> Report on all funded events with future recommendations.
Encourage collaboration to establish a detailed Calendar of events.	<ul style="list-style-type: none"> Develop a yearly and monthly calendar of events consisting of existing and potential events in collaboration with stakeholders. Work with local businesses and community groups to encourage collaboration identifying gaps in event activity, establishing events, and working strategically together to fill a year-round events calendar. Develop a Pilot Events Communications Plan for event managers, tourism business and local community groups to submit their events for promotion, with the view that this could be replicated by Local Government partners to implement across the border region. Distribute upcoming events by EDM monthly to encourage visitation to the Yarrowonga Mulwala region. 		<ul style="list-style-type: none"> Yearly and monthly events calendar for the Yarrowonga and Mulwala region. Pilot Events Communications Plan. (Could form part of MOU) Monthly Calendar of Events EDM.
Ensuring our events are strategically planned, viable and safe for our visitors and community.	<ul style="list-style-type: none"> Development of detailed Event Management Plans for all events financially supported by YMTB. These plans should include budgets, assessments and operational plans identifying the role of the event managers and YMTB. Encourage all non-financially supported event managers to submit their Event Management Plan for review before agreeing to promotion of their event. 		<ul style="list-style-type: none"> Event Management Plans for all financially supported events.

Key Initiatives	Projects	Timeframe	Evaluation
Build relationships with local resources to manage and coordinate events.	<ul style="list-style-type: none"> Development and coordination of a Yarrowonga Mulwala Event Coordinator Database including contact details of existing and potential event managers. Support local community events to build capacity and develop into larger scale events. 		<ul style="list-style-type: none"> Yarrowonga Mulwala Event Coordinator Database. Evidence of consultation with existing and potential event coordinators.
3-year Events Management Strategy.	<ul style="list-style-type: none"> Consider the target markets for the region, regional gaps in the event market for the Murray Region and investigate ideas for new and sustainable events in the future. Develop a Yarrowonga Mulwala Events Prospectus to encourage strategic event attraction to the Yarrowonga Mulwala region. 		<ul style="list-style-type: none"> 3-year Events Management Strategy. Yarrowonga Mulwala Events Prospectus.
Developing a sustainable events model.	<ul style="list-style-type: none"> Reduce the risk and liability on YMTB to supply resources to manage and coordinate events by outsourcing Event Management to qualified professionals. Explore opportunities to contract qualified Events Management agencies to manage and coordinate high provide tourism events. Consider local community groups to manage and gain revenue from local markets. Review and provide detailed reports on the viability and opportunities of restructuring the current events model. 		<ul style="list-style-type: none"> Event Management Report with recommendations.

BRAND & DESTINATION MARKETING

Duplication of marketing efforts across several brands, including the Yarrawonga Mulwala region requires intense consideration. Information about both Yarrawonga and Mulwala is duplicated across more than three online platforms and marketing structures; including but not limited to Yarrawonga Mulwala Tourism, Sun Country on the Murray, North of the Murray, Visit the Murray. Yarrawonga and Mulwala sit with in the Mid – Eastern Murray banner on the Murray site linking to both Council tourism sites on each side of the river, dividing the twin town under two brands. Duplication of content online will not only affect the search engine optimisation of these sites, but also recourse intensive and costly. Consideration regarding how the Yarrawonga Mulwala region will be best positioned in the market, along with the duplication in efforts and the opportunity for collaboration. Marketing efforts moving forward should be measured by return on investment, aligned to target markets, and considered with a more collaborative approach. A Memorandum of Understanding with all interested parties in relation to this matter should be considered.



BRAND & DESTINATION MARKETING

Key Initiatives & Projects

Key Initiatives	Projects	Timeframe	Evaluation
Effective and efficient destination marketing for the Yarrawonga Mulwala region.	<ul style="list-style-type: none">Conduct a review of the current marketing efforts undertaken by YMTB. Including but not limited to print, radio, website, social media.		<ul style="list-style-type: none">Report on findings of the review.
Ensuring that marketing efforts are not duplicated across valuable resources.	<ul style="list-style-type: none">Consultation with Moira Shire, Federation Council, Murray Regional Tourism to minimize duplication in marketing efforts for the Yarrawonga Mulwala region.Determine the expectations of Council and regional tourism bodies and develop mutual understanding and define best practice moving forward.		<ul style="list-style-type: none">Clearly defined marketing objectives outlined in a MOU between Moira Shire Council, Federation Council and Murray Regional Tourism
Effective consumer focused content development.	<ul style="list-style-type: none">Work with and support local tourism operators and businesses to develop customer focused content and provide support to leverage from regional marketing programs.		<ul style="list-style-type: none">Yearly industry workshop demonstrating how to create and distribute customer focused content to MRT, DRM and state tourism bodies.

Key Initiatives	Projects	Timeframe	Evaluation
Make the most of Existing Marketing tools.	<ul style="list-style-type: none"> Support local tourism operators to list their business or event on the Australian Tourism Data Warehouse. 		<ul style="list-style-type: none"> Increase in ATDW listings for the Yarrawonga Mulwala region.
Review of Yarrawonga Mulwala region Branding.	<ul style="list-style-type: none"> Conduct a review of the market position for the Yarrawonga Mulwala region under the current Sun Country on the Murray Brand and Mulwala under the North of the Murray Brand with consideration to how to best position Yarrawonga Mulwala within the Murray Region 		<ul style="list-style-type: none"> Report based on findings of the review with recommendations.
3-year Destination Marketing Plan.	<ul style="list-style-type: none"> Development of a 3-year Destination Marketing Plan for the Yarrawonga Mulwala region in consultation with Moira Shire Council, Federation Council, Murray Regional Tourism and Destination Riverina Murray and key stakeholders. Encourage marketing partnerships to create customer focused, all-inclusive experience-based packages and collaborative marketing with key stakeholders. Ensure strategic alignment with regional and state marketing efforts. Ensure that all marketing efforts are aligned to target markets. 		<ul style="list-style-type: none"> 3-year Destination Marketing plan for Yarrawonga Mulwala Region. (Should form part of MOU) Increase in marketing reach for the Yarrawonga Mulwala region. Return on investment in and increase in visitation to the Yarrawonga Mulwala region.

THANK YOU

