

AVON TOURISM 2016 ANNUAL GENERAL MEETING

Minutes of the Annual General Meeting held on Tuesday 11 October 2016
at the Shire of Toodyay Council Chambers, Fiennes Street, Toodyay.

Welcome

The Chair welcomed those in attendance and opened the meeting at 1.12 pm

1. Present

Wendy Williams	Slater Homestead Group
Jaime Hawkins	CDO / Shire of Victoria Plains
Karen Dore	EDO / Shire of Chittering
Greg Salter	Treetops Guest House
Kate Wood	Councillor / Shire of Toodyay
Lucy Nicholson	New Norcia Museum & Art Gallery Manager
Roy Gardner	New Norcia Services
Jane Ferro	Councillor / Shire of York
Audrey Bell	Shire of Toodyay
Paula Greenway	Shire of Toodyay
Nancy Casella	Moodyne Festival

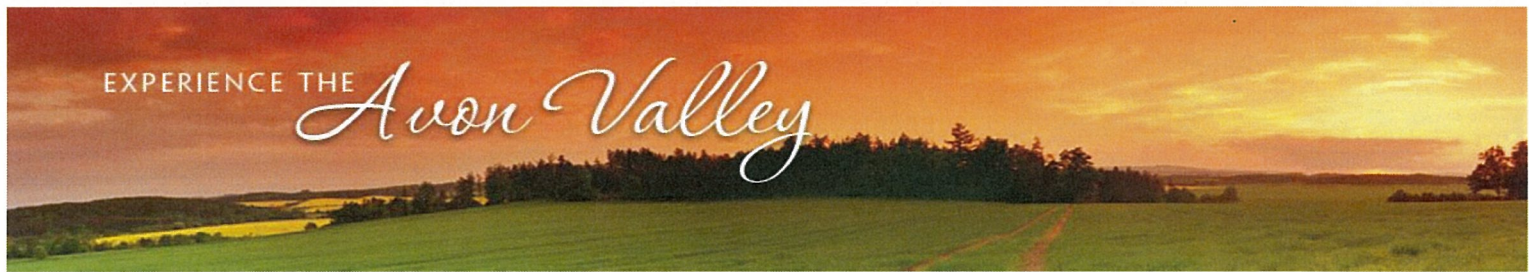
2. Apologies

Dee Ridgeway	Shire President / Shire of Beverley
Stephen Gollan	CEO / Shire of Beverley
Kathryn McLean	CDO / Shire of Beverley
Katherine Jane	Lavendale Farm
Victoria Jones	Shire of Northam / Visitor Centre Manager
Lyn & Andrew Barr	Toodyay Emporium
Patrick Bertola	Lion Mill Vineyards
Toni & Chris Curtis	York Embroidery
Julie Chester	Shire of Goomalling
Mark Dimmett	Red Robin Catering
Colleen & Peter Osborne	Wootra Farm Stay
Jenny Broun	Beverley Station Arts
Sandra Paskett	Laurelville Manor



AVON TOURISM

Avon Tourism Incorporated
PO Box 322, Northam WA 6401
Phone: 08 9629 1136 Fax: 08 9629 1072
Email: info@avonvalleywa.com.au
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3. Minutes of Previous Annual General Meeting

Moved: Roy Gardner

Seconded: Greg Salter

That the Minutes of the Annual General Meeting held on Tuesday 13 October 2015 at the Shire of Northam Council Chambers be confirmed.

The motion was carried

4. Matters arising from the Minutes

There were no matters arising from the Minutes

5. Minutes of any Special General Meetings

There were no Special General Meetings held during the past twelve months

6. Matters arising from the Minutes

As there were no Special General Meetings there were no matters arising.

7. Chairman's Report

Moved: Lucy Nicholson

Seconded: Kate Wood

That the Chairman's Report as presented be accepted

The motion was carried

Matters Arising from the Chairman's Report.

There were no matters arising from the Chairman's Report

8. Marketing Report

Moved: Greg Salter

Seconded: Jaime Hawkins

That the marketing report as presented be accepted

The motion was carried

Matters Arising

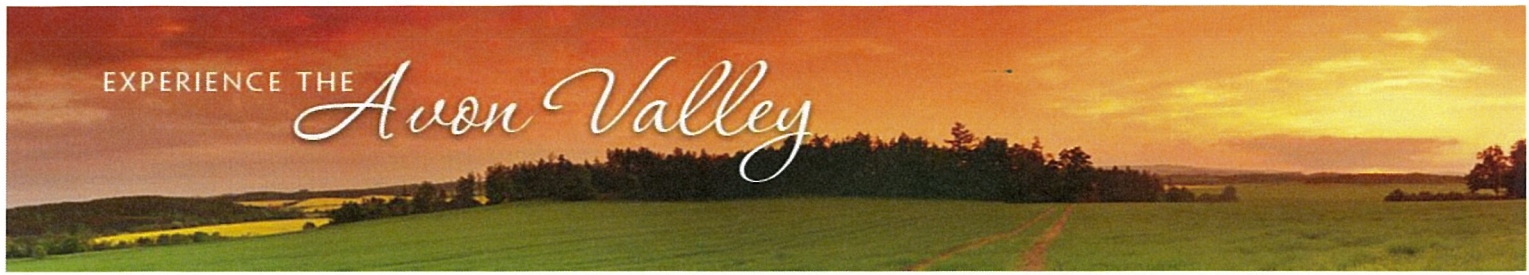
There were no matters arising from the Marketing Report

9. Audited Financial Statements for the Financial Year ending 30 June 2016



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The Audited Financial Statement were unavailable at the time of the Annual General Meeting

Moved: Roy Gardiner

Seconded: Greg Salter

That the Financial Statements to 30 June 2016 as presented be accepted

The motion was carried

10. Matters arising from the Financial Statements

There were no matters arising from the financial statements.

11. Announcement of Board Appointments

Nomination Forms were received and tabled from Victoria Jones, Mark Dimmett, Julie Chester, Jane Ferro, Lucy Nicholson and Greg Salter.

Moved: Nancy Casella

Seconded: Jaime Hawkins

That the nomination of Victoria Jones be received and appointed to the Board as a Local Government Representative the position being for a period of 2 years.

The motion was carried

Moved: Kate Wood

Seconded: Lucy Nicholson

That the nomination of Mark Dimmett be received and appointed to the Board as an Industry Representative the position being for a period of 2 years

The motion was carried

Moved: Jane Ferro

Seconded: Kate Wood

That the nomination of Julie Chester be received and appointed to the Board as a Local Government Representative the position being for a period of 2 years

The motion was carried

Moved: Roy Gardner

Seconded: Jaime Hawkins

That the nomination of Greg Salter be received and appointed to the Board as an Industry Representative the position being for a period of 2 years.

The motion was carried

Moved: Greg Salter

Seconded: Nancy Casella



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That the nomination of Jane Ferro be received and appointed to the Board as a Local Government Representative the position being for a period of 2 years

The motion was carried

Moved: Greg Salter

Seconded: Nancy Casella

That the nomination of Lucy Nicholson be received and appointed to the Board as an Industry Representative the position being for a period of 2 years

The motion was carried

There being no further nomination the Presiding Officer Declared Victoria Jones, Mark Dimmett, Julie Chester, Greg Salter, Jane Ferro and Lucy Nicholson duly elected to the Board.

Appointment of Office Bearers

The Following positions were declared vacant

Appointment of Deputy Chair

Lucy Nicholson was nominated by Roy Gardner for the position of Deputy Chairman
Lucy Nicholson accepted the nomination

Moved: Karen Dore

Seconded: Jaime Hawkins

That Lucy Nicholson be appointed to the role of Deputy Chair for a period of 1 year to October 2017

The motion was carried

Appointment of Treasurer

There were no nominations for the position of Treasurer

Appointment of Secretary

Wendy Williams was nominated for the position of Secretary and was asked to take on the combined role of Secretary/Treasurer

Wendy Williams accepted the nomination

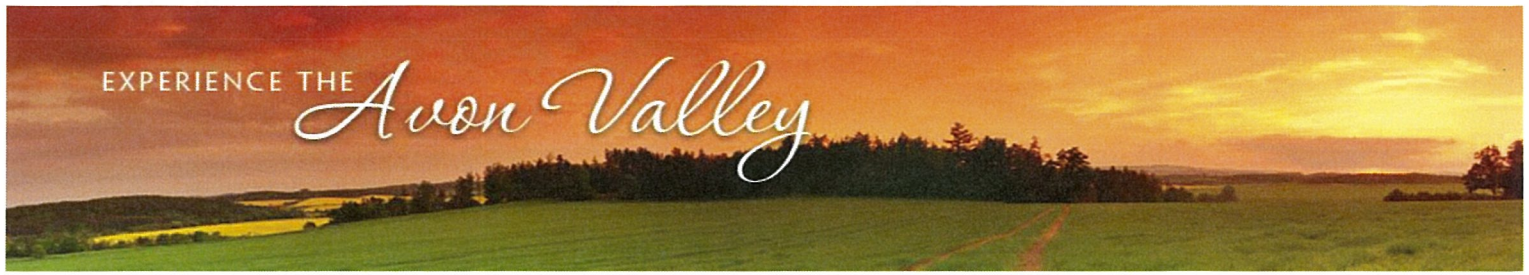
Moved: Karen Dore

Seconded: Roy Gardner



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That Wendy Williams be appointed to the role of Secretary/Treasurer for a period of 1 year to October 2017

The motion was carried

12. Determination of Annual Membership

The previous Membership Model has been replaced with a Fee for Service Model commencing 01 July 2016. It was noted that the Avon Valley Local Governments will form the membership component in the new Constitution.

13. Special Business of which advice was included in the notice of meeting

There was no special business included in the notice of meeting.

14. General Business

There was no General Business raised by those present.

15 Meeting Closure

There being no further business the Presiding Officer thanked all those present for their attendance and declared the meeting closed at 1.42 pm.



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EXPERIENCE THE

Avon Valley

SY142-11/16
APPENDIX B

Avon Tourism Strategic Plan 2016-2019

Presentation Draft – V1.1
(For Board & Stakeholder Distribution)

Promoting the Avon Valley region

The Avon River and Avon Valley National Park connect the seven Shires of the region. Avon Valley Western Australia boasts open vistas, hilltop views, beautifully preserved colonial architecture, spectacular wildflowers, biodiversity, amazing granite outcrops, crystal clear night skies, aerial and white water adventures, festivals, events and true country hospitality.

Document History		
Version	Audience	Date
Discussion Drafts Vo.1 – Vo.5	Board (various)	2014 to 2015
Discussion Draft Vo.6	Board (workshop)	09/11/15
Discussion Draft Vo.7	Board (for comment)	10/01/16
Discussion Draft Vo.8	Board (for finalisation)	19/01/16
Presentation Draft V1.0	Board (for review)	01/02/16
Presentation Draft V1.1 (this document)	LGAs (individual)	March 2016 TBA
Presentation Draft V1.1 (this document)	LGAs (AROC)	04/04/16
Endorsement of Final Document V2.0	Board	12/04/16
Partner Endorsement	LGAs	May/June 2016
Stakeholder Release	WDC, Members,	July 2016
Annual Document Review	Board (for review)	March 2017

Glossary of Terms / Acronyms	
Compound Product	Products consisting of multiple elements, typically these will not be under the control of a single operator, and ideally will encompass more than one day.
GFC	Global Financial Crisis (the financial crisis of 2007-2008).
KPI	Key Performance Indicator. KPI's are metrics used to help define and measure progress towards achieving objectives or critical success factors.
LGA	Local Government Authority.
SEO	Search Engine Optimisation – techniques for increasing the likelihood that an on-line search will result in a particular website being located at, or near the top of, the search results.
SWOT	Strengths, Weaknesses, Opportunities, Threats – an analysis tool utilised for planning purposes.

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Background

Avon Tourism's role, as a regionally based organisation, has not necessarily in the past been clear to all stakeholders. This public document reaffirms Avon Tourism's objectives whilst reassessing its operating model, taking into consideration the impact of a number of changes:

- the need for a stable financial model to ensure Avon Tourism's ongoing longevity and to increase its service base;
- the increasing role of online marketing and the decreasing role of print media;
- the State and Federal governments' grant / project funding preference shift from local to regional based funding; and
- the potential to harness the emerging tourism market from increasingly affluent overseas regions, such as China.

This Plan will pave the way in ensuring that all levels of the industry (from operator to local body to regional organisation) are working together for the betterment of the industry in general.

It is proposed the duration of this Plan will be three years. This ensures sufficient time to achieve significant transformational change, whilst not being over-ambitious in the time allocated to achieve outcomes. -At the end of the Plan's life cycle, the options are to issue an updated plan with up to 2 x 1 year extensions; or to issue a new Strategic Plan.

Benefits of Regional Tourism

To Local Governments

- enhancement of the regional profile, and in turn the profiles of partner Shires;
- a common approach to data collection and analysis, including visitor numbers, to better measure return for investment; and
- whole of industry focussed development and promotion.

To Visitors

- the delights of an entire region are offered '*on one plate*'; and
- compound packages are available to simplify the planning experience.

To Visitor Centres

- become part of a strong regional network of visitor centres; and
- have access to an enhanced high quality product through the linking of the region.

To Tourism Wholesalers

- one point of contact and an easier product to sell through the offering of compound packages.

To Tourism Operators

- wholesaler, regional and national marketing undertaken from a regional perspective (including social media exposure, inclusion in a regional event calendar and a dedicated webpage on a search engine optimised website);
- access to an online booking engine through which to sell rooms, event tickets and packages (10% commission / instant availability);
- brochure racking through cooperative Visitor Information Centres and at trade shows;
- economy of scale for advertising rates when packages can be negotiated; and
- regional networking opportunities.

Executive Summary

Avon Tourism (Inc) is a sub-regional tourism organisation which encompasses the Local Government areas of Beverley, Chittering, Goomalling, Northam, Toodyay, Victoria Plains (including New Norcia) and York. The Shire of Brookton is currently considering re-inclusion. These areas align based on their distance from Perth and their proximity to the Avon River / Avon Valley National Park. Together the areas form the **Avon Valley region**.

A sub-regional tourism organisation can independently promote and develop a whole region, for the benefit of visitors, operators and LGAs. A West Australian example of this is the Central Wheatbelt Visitor Centre (see Reference One), whilst an international example is Orange County, California USA (see Reference Two).

“By combining their collective strengths, the entire [Orange County] region becomes more attractive to visitors”. Frank Kero

Whilst tourism in the Avon Valley region cannot be considered as an ‘emerging industry’ (see Reference Three, Wheatbelt Blueprint) it should be recognised that the Avon Valley has been surpassed by other WA destination regions to the extent that it could be considered as ‘new and emerging’. Tourism is currently a ‘Tier 2’ industry in the Avon Valley region; through the linking and packaging of regional offerings the opportunity exists to develop this industry into a “Tier 1” economic contributor.

At present, primarily a marketing body, Avon Tourism develops and distributes the well-received Avon Valley Holiday Planner; hosts a search engine optimised website (www.avonvalleywa.com.au); offers online booking facilities for accommodation and event tickets; and maintains an active social media presence.

Key stakeholders in regional tourism include LGAs, their communities, tourism operators, Visitor Information Centres, not-for-profit groups and regional development bodies along with other regional and state tourism entities. This Plan will provide the opportunity for a partnership approach to regional economic development.

Avon Tourism has established, in line with the Objectives in its Constitution (see page 6), that its role is to:

- promote the Avon Valley region as a tourism destination in its own right, including establishing a strong brand for the region;
- provide a regional network for operators, to encourage the building of a strong regional industry;
- undertake industry advocacy on identified key regional issues;
- research, develop and market regional compound products, including negotiating with relevant distribution channels (ie coach tour companies and wholesalers);
- facilitate the preparation of a regional Asset Register in order for those assets to be monitored, maintained and where relevant including in the development of compound products; and
- align with the objectives of the Wheatbelt Development Commission Blueprint and other relevant regional plans;

This Strategic Plan will deliver a framework to enhance visitor experiences, designed to increase visitor numbers, their length of stay and expenditure. This boost to the Avon Valley region’s economy supports member Local Governments and their communities, whilst improving business for tourism industry operators within the region.

“Tourism activity can provide economic benefits to a local community by leveraging existing infrastructure and amenity and subsidising a higher quality of retail, accommodation and public infrastructure that would not otherwise be supported by local residential expenditure alone.” Avon Sub-Regional Economic Strategy

Designed to take a holistic approach to tourism for the area, this Strategic Plan will see the delivery of the following actions during its proposed three-year life cycle:

- establish a three-year industry development partnership with LGAs in order to enable Avon Tourism (Inc) to facilitate industry operators and Local Governments, to strategically develop the Avon Valley region;
- deliver more consistent branding and measurable marketing strategies across the region, with a focus on increasing online marketing and decreasing reliance on print media, to better utilise funding and available technologies;
- partner with LGAs to seek funding in order to develop a regional tourism Asset Register for the purpose of identifying and maintaining assets (natural, built and experiential); and
- create compound tourism products designed to encourage extended stay visitors, and to offer as a product of interest for tourism wholesalers.

A number of categories of assets and experiences have been identified, which (once regionally mapped) can be linked and leveraged upon:

- Accommodation – a wide range of unique and unusual accommodation is available
- Aero – options include gliding, hot air balloons and skydiving
- Cultural, History and Heritage – including Museums and Indigenous Experiences
- Destination Events (weddings, conferences, bus tours...)
- Dining – from restaurants and cafes to pubs and picnics
- Farm based experiences, including paddock to plate and dinners under the stars
- Festivals, fairs and other events
- Landscape – built and natural
- Trails – drive, ride, hike or walk

To ascertain the success of this Plan four (4) goals have been set;

1. A sustainable funding model is in place.
2. An endorsed program of works is in place.
3. A mechanism for “measuring” visitor numbers to the Avon Valley region; and once a benchmark has been set, increase regional visitor numbers by an agreed percentage over a designated period.
4. The Avon Valley is recognised by Tourism WA, and listed on their website, as a tourism destination in its own right as part of “Perth and surrounds”.

In the words of Henry Ford “coming together is a beginning, keeping together is progress, working together is success”.

This Plan is the beginning of progress for the region.

Avon Tourism

1. Objectives

The following objectives have been extracted from Avon Tourism (Inc)'s Constitution:

- a) To encourage, support and promote the Avon Valley as a Tourism destination in its own right.
- b) To encourage and promote professionalism in the Tourism industry and to support operators to deliver a product that exceeds customer expectation.
- c) To represent operators on key issues that are influencing the whole industry and become a hub for the community, ideas and networking of industry participants.
- d) To initiate and implement strategic marketing opportunities which deliver whole of valley benefits.
- e) To initiate research on key areas of need to develop and grow industry.
- f) To develop an overall strategic view of the Avon Valley's tourism product, and facilitate development of said product across community boundaries.
- g) To develop and maintain a sustainable funding base and management systems of Avon Tourism.
- h) Cooperate with key Associations where the objective may reasonably be expected to benefit tourism within the region.

It is against these objectives that the content of this Strategic Plan will be framed.

It is noted that the Constitution will need to be amended to align with the Strategic Plan when finalised.

2. Vision

“To build a viable and competitive tourism industry in the Avon Valley [region]”

3. Mission

The purpose of this Plan is to provide the basis for:

- agreement on the Avon Valley region's development objectives over a three-year horizon; and
- securing the resources (labour and financial) to undertake the necessary actions to achieve these objectives.

It should be noted that in order to achieve this the two main actions that will need to be agreed upon are the revision of the current membership / funding model and the formalisation of a paid role within the organisation.

4. Key Stakeholders

Listed alphabetically

- Avon Tourism (Inc)
- Local Businesses
- Local Community
- Local Government Authorities
- Local Tourism Entities (Visitor Information Centres)
- Not-for-Profit Groups

- Regional Development Bodies (Wheatbelt Development Comm. / RDA Wheatbelt)
- Regional Tourism Entities (Experience Perth)
- State Tourism Entities (Tourism WA / WA Tourism Council)
- Tourism Operators
- Visitors

There are also a number of businesses / groups in the Avon Valley region, which, whilst not primarily tourism based, do provide the basis for attracting visitors to the region. It would be beneficial for Avon Tourism to identify these organisations and foster relationships which are mutually beneficial (see Appendix One “Portfolios”).



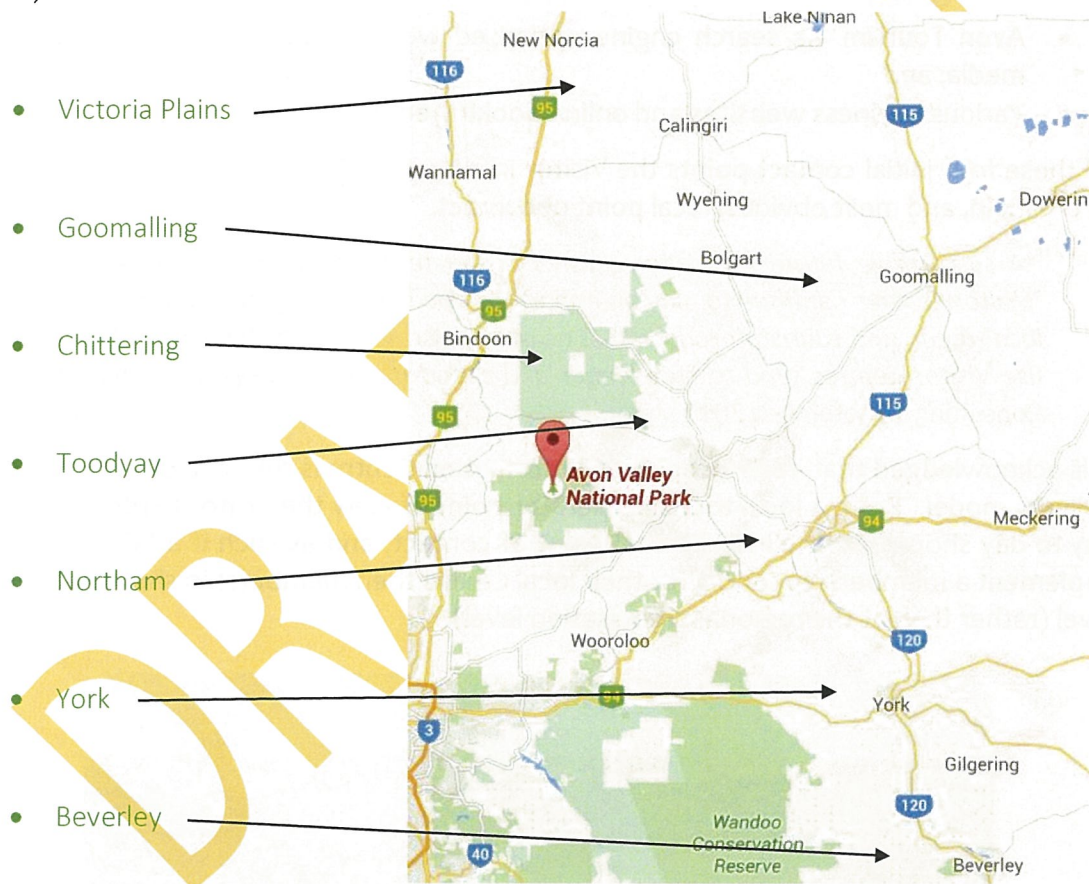
Avon Valley Region

5. Characteristics

The Avon Valley region is characterised by open vistas, hilltop views, beautifully preserved colonial architecture, spectacular wildflowers, biodiversity, amazing granite outcrops, crystal clear night skies, aerial and white water adventures, festivals, events and true country hospitality.

6. Geographical Scope

The physical scope of the Avon Valley region, based on proximity to the Avon River / Avon Valley National Park and distance from Perth, currently encompasses the following LGAs;



Each Shire has its own unique identity which is part of its charm and attraction. These points of difference will be preserved during the enhancement of the common goals of Avon Tourism.

In order to establish a strong link between the towns, whilst nurturing their point of difference, it is suggested that a key theme be identified for the Valley as a whole, complemented by an individual identity for each town. Future events can build on the themes / identities with compound products developed to further link the towns.

7. Physical Infrastructure

The Avon Valley is rich in tourism related infrastructure; both built (heritage and modern) and natural. In addition to this physical infrastructure are the regional attractions and experiences.

In order to ensure these regional assets are utilised to their full potential and to provide the opportunity to link them where possible, there is a need for a register of these items to be prepared.

8. Visitor Servicing

Currently the initial contact points for visitor servicing in the Avon Valley region are:

- Visitor Information Centres via shopfront, telephone, websites and social media;
- Local Government via telephone, websites and social media;
- Avon Tourism via search engine optimised website, booking engine and social media; and
- Various business websites and online booking engines.

Of these four initial contact points the Visitor Information Centres should be considered as the main, and most obvious, local point of contact.

"A sustainable future for visitor centres in Western Australia" recognised that "Visitor Centres continue to play an important role in providing information about local areas and tourism products". The study also identified that "tourists who use Visitor Centres tend to stay longer and spend more in a region". Haeberlin Consulting's September 2014 study.

It is acknowledged that each local Visitor Information Centre is run on a different service delivery model. From a local tourism operator point of view the Visitor Centres are their day-to-day shopfront, their initial local point of contact, and as such if a LGA prefers to implement a membership model for their local Centre then membership should be at this level (rather than at the regional organisation level).



Avon Tourism

9. SWOT Analysis

A summary of Avon Tourism's strengths, weaknesses, opportunities and threats.

	Helpful to achieving the objectives	Harmful to achieving the objectives
Internal Origin (attributes of the organisation)	Strengths Longevity and reputation Well-developed industry network contacts Established marketing tools - Avon Valley Holiday Planner - www.avonvalleywa.com.au - Social media presence Good base for brand strengthening	Weaknesses Narrow product base Planner is passive and the end purchase is disconnected / immeasurable Lack of control over third party product quality / consistency Limited resources
External Origin (attributes of the environment)	Support for regionally based funding New, more cost effective digital marketing technologies Growing number of tourism businesses, large and small Increasing Asian market Popularity of compound / experiential tourism products Opportunities	Limited local funding opportunities Unpredictable funding commitments Problematic funding model Parochial perspective Emergence of alternative organisations and structures (reducing influence, growth and effectiveness) Threats

10. Background

Avon Tourism (Inc) has been operating since 2003. Achievements of the organisation in this time include:

- **Annual Holiday Planner** – widely distributed (physical and electronic versions) and well-received;
- **Branding** – an established regional brand, built on a strong reputation;
- **Events** – online calendar available for all events physically taking place within the region;
- **Regional Projects** – Avon Valley Motorcycle Friendly Region (underway), which will create a template which can be applied to other interest groups;
- **Social Media** – a popular online presence;
- **Training** – facilitation of digital training, including social media and online booking;
- **Web Development** – to make the website mobile friendly, interactive and more content rich with a broader base (underway);
- **Website** – a successful search engine optimised website, with a booking engine;

In addition, a significant achievement has been recognition by Experience Perth of Avon Tourism as a key strategic sub-regional tourism body.

This acknowledgement has been achieved in a period of great challenge for the Tourism Industry, evidenced by reduced tourism spend (due to the GFC), compounded by a high Australian Dollar (encouraging overseas rather than local travel). Additionally, National and State wide tourism funding cuts and individual Avon Valley town issues (natural disasters, differing tourism information models, extended periods of low rainfall) have posed additional challenges. Avon Tourism has weathered the storms and grown stronger during this period, a testament to the consistency and singularity of its purpose.

Currently there is no formal measure of the success of the campaigns undertaken by Avon Tourism. The enactment of this Plan will see that all future strategies include a “KPI”, along with (where possible) a conversion measure.

11. Industry Structure

The framework for tourism in which Avon Tourism operates is:

1. Local Tourism Operators – Private Enterprise
2. Local Visitor Centres – LGA and / or NFP
3. Sub-regional Peak Body – Avon Tourism
4. Regional Tourism Peak Body – Experience Perth
5. State Tourism Peak Body – WA Tourism Council & Tourism WA
6. Federal Peak Tourism Body – Tourism Australia

Tourism Operators
Visitor Centres
Avon Tourism
Experience Perth
Tourism WA
WA Tourism Council
Tourism Australia

12. Organisational Structure

Avon Tourism (Inc) is currently managed by a volunteer Board of up to thirteen members. As there are no paid staff, Board members currently undertake all duties, excepting bookkeeping and audit services which are contracted out. As Avon Tourism continues to grow the totally volunteer scenario becomes an increasingly problematic operational model.

The original intent of the organisation was to be industry driven and as such LGA representation (either a Councillor or Staff member) is currently limited to a maximum of four (4) members. It is understood that LGA representatives need to represent all Local Government interests impartially.

It should be noted that with a volunteer Board, the members of which are responsible for all tasks, it is unlikely that any significant scope of work will be achieved due to time constraints along their other work commitments and responsibilities.

13. Current Financial Model

Currently Avon Tourism derives its income from Membership, funding from Local Government, accommodation booking commission and advertising sales.

At present, both members and non-members [of Avon Tourism] benefit from the broad regional marketing activities undertaken by Avon Tourism. This is not a sustainable funding model, particularly for the achievement of significant outcomes. The number of non-members seriously impacts Avon Tourism’s ability to significantly expand its outcomes and sphere of influence. As previously stated the proposed model (which could be considered transitional), with membership at Visitor Centre level, will provide better outcomes for the region, industry and LGAs.

2015-2016 Financial Year

Income

Membership	\$11,500
LGA Funding.....	\$40,000
Commissions	\$3,200
Advertising Sales	\$13,000
Total.....	\$67,700

Expenditure

Cost of Sales.....	- \$55,550
Expenses	- \$11,850
Total.....	- \$67,400

Grand Total \$300

14. Proposed Financial Model

In order for Avon Tourism to develop the Avon Valley region as a whole successfully, it is recommended that each LGA partner with Avon Tourism, making an annual contribution which essentially gives their local Shire access to all Avon Tourism benefits.

Local tourism operators would be encouraged to become members of their local Visitor Information Centre. It is noted that currently each Centre is run under a different membership model (paid and unpaid) and each LGA will be responsible for setting their own internal funding model, for example, there could be a rates levy on all tourism related businesses.

This membership model will ensure a comprehensive regional listing (events and attractions), the delivery of identified regional projects (for example the preparation of an Asset Register and the creation of a series of Compound Products), strengthening of the regional tourism network and lifting the profile of the region as a place to visit.



15. Portfolios

Currently, to ensure that Avon Tourism's workload can be adequately managed by the volunteer Board members, portfolios of responsibility (see Appendix One) have been created as outlined below:

1. Digital Marketing
 - a. Calendar of Events
 - b. Newsletter
 - c. Social Media
 - d. Website
2. Events (*regional collaboration*)
3. Funding (*liaison with partners and supporters*)
4. Planner Production & Distribution (*including Trade Shows*)
5. Print Advertising Sales
6. Product Development (*composite experiences / tours*)
7. Sundowners (*operator networking*)
8. Volunteer Recruitment & Management (*to be established*)

The Board, as a whole, continues to undertake the following:

- Advocacy
- Alliances
- Branding
- Governance

With Avon Tourism's expanding scope the workload is increasing, and this is proving problematic with the current seven (7) member volunteer Board.

Avon Tourism Strategic Plan

16. Objective of this Plan

The objective of this Plan is to develop a framework to bolster the visitor economy of the Avon Valley region for the overall benefit of the supporting LGAs, their residents and businesses, including tourism industry operators. This will be achieved through:

1. [continuing the] **promotion** of the Avon Valley region (subregion of 'Experience Perth');
2. **advocating** the significance of the Avon Valley region to influential organisations and key stakeholders; and
3. **enhancing** the Avon Valley region visitor experience for the purpose of increasing visitor numbers, length of stay and spend (it is to be assumed that an increase in numbers will facilitate increased spend as this figure cannot be tracked across all regional businesses).

17. Deliverables

To ensure that Avon Tourism meets its objectives and supplies the identified deliverables, it is necessary to have a 'program of works', a plan of actions to be undertaken.

Three Year Program of Works

Promotion

1. Avon Valley Holiday Planner: annual compilation, production, distribution.
2. Calendar of Events / Newsletter: monthly / bi-monthly dissemination.
3. Social Media: regular updates and increased engagement.
4. Website: continued high rating and increased engagement.
5. Regional Branding: embracement of the regional brand by LGA's, Visitor Information Centres and regional tourism operators.

Advocacy

6. (continued) Recognition by Experience Perth, of the Avon Valley as a significant subregion.
7. Recognition by Tourism WA, of the Avon Valley region as a tourism destination in its own right.
8. Recognition by LGAs and regional tourism operators of Avon Tourism (Inc) as the key sub-regional tourism body.

Enhancement

9. Events: an increase in the number of events held in the region and an increase in the number of events which are listed within the Avon Tourism Calendar of Events.
10. Regional Asset Register: development of a regional tourism asset register, to be utilised for the identification of regional investment opportunities, maintenance requirements and availability for inclusion in compound products.
11. Compound Product Development & Wholesaler Relationship Development: research, package and market at least three regional compound products; identify and establish relationships with relevant tourism wholesalers.
12. Visitor Numbers: establish a method of monitoring, establish a benchmark, commence a regular reporting process to measure an increase in visitor numbers across the region.



18. Stakeholder Responsibility for Deliverables

Key to Area of Responsibility <ul style="list-style-type: none"> • D = Drive & Deliver • I = Input • E = Endorse • S = Support 	Tourism WA	Avon Tourism	LGAs / ROCs	Visitor Centres	Operators
Avon Valley Holiday Planner	S	D	E	I/E	E
Calendar of Events / Newsletter	S	D	I/E	I	I/E
Social Media	S	D	I	I/E	I
Website	S	D	I/E	I	I/E
Regional Branding	S	D	I	E	I
Advocacy	I	D	E	D	E
Regional Events	S	I	D	I	D
Regional Asset Register	S	D	D	II	I
Compound Product Development	I	D	E	D	I
Visitor Numbers	I	D	I	I	D

In order for Avon Tourism (Inc) to properly drive and deliver the identified Success Criteria, it is envisaged that there would be a requirement for the appointment of a Regional Tourism Coordinator. This invaluable resource would, of course, come with associated costs (wage and travel allowance) and overheads (workers compensation /relevant insurances, workspace and technology).

An option could be that rather than the position becoming an employee of Avon Tourism (Inc) that it could be a jointly funded position amongst the LGA's, thereby reducing some of the costs.



19. Actions to Achieve Success

Enabling Actions		
Establishment of LGA support		
Agreement on three-year funding model		
Availability of resources (human and financial)		
Three-Year Program of Work		
Deliverable	Proposed Action/s	Outcome/s
Avon Valley Holiday Planner	Continue annual production and distribution – noting that numbers will be decreased	New visitors
Calendar of Events / Newsletter	Build mailing list and increase frequency / content	New visitors
Social Media	Build followers and increase engagement	New visitors
Website	Continue to build traffic and increase usage by operators	Income (commission)
Regional Branding	Establish “Key Theme” & “Town Identities” through stakeholder consultation Research Directional Signage / Promotional Signage / Promotional Screens / Brochure Racking for use throughout Region Seek funding for costed Project	Strengthened and more attractive regional profile
Recognition by Experience Perth	Continued membership and ongoing liaison	Support and endorsement
Recognition by Tourism WA	Continued liaison	Support and endorsement
Recognition by LGAs	Consult relevant stakeholders and continue liaison	Investment
Recognition by regional tourism operators	Consult relevant stakeholders and continue liaison	Support and endorsement
Regional Events	Consult relevant stakeholders and increase engagement	Increased attraction
Regional Asset Register	Seek funding for a Consultant to undertake this three-month research Project	Increased capital
Compound Product Development	Identify possible compound products, create marketable packages Establish relationships with wholesalers and tour operators	Increased capital
Visitor Numbers	Establish a method of monitoring, establish a benchmark, commence a regular reporting process	Improved reporting

Appendices

One – Portfolios

Two – 2015-2016 Membership Prospectus

Three – Summary Chart

References

One – Regional Tourism in the Wheatbelt

www.wheatbelttourism.com/

The Central Wheatbelt Visitor Centre is operated by the Shire of Merredin with the support of the Shires in the North East Regional Organisation of Councils (NEWROC), the Wheatbelt East Regional Organisation of Councils (WE-ROC), Roe Regional Organisation of Councils (RoeROC) and their tourism groups NewTravel, Roe Tourism and Pioneers' Pathway.

It is the major Accredited Visitor Centre for the Eastern Wheatbelt which covers 19 regional shires from Yilgarn (Southern Cross) in the east, Tammin in the west, Lake Grace in the south and Mt Marshall (Beacon and Bencubbin) in the north. There is a staff of one full time manager and one full-time tourism officer. As a promoter of the region as a whole there is no membership requirement from individual operators.

Two – Regional Marketing Case Study: Orange County, Franz Kero

<http://business-books-free.com/3319>

www.visittheoc.com

Orange County Visitors Association "OCVA"

A Dynamic Advocate for a Vital Industry: Tourism plays an essential role in Orange County's diverse and vibrant economy. As the county's leading advocate for tourism for nearly 20 years, the OCVA is the only visitor organization that promotes all of The OC. They are the leading organization for Orange County tourism. They speak with one voice and act with the collective strength of our partners. There's no question that the OCVA is the champion of Orange County's visitor Industry.

The OCVA Promise: The association leads their partners in Orange County visitor advocacy communications and brand marketing support.

The OCVA Mission Statement: The Orange County Visitors Association represents The OC as one of the world's premier travel destinations by providing brand marketing stewardship and information dissemination, collective industry advocacy, and educational opportunities.

Advocacy: The OCVA is the unified voice for the Orange County visitor industry's tourism-related legislative initiatives. They promote policies that benefit the travel industry and ensure that the priorities and needs of Orange County tourism are heard.

Marketing: By combining their collective strengths, the entire region becomes more attractive to prospective visitors and stronger economically. And in the process, each individual tourism-related business benefits from The OC's prominence and appeal as a destination.

Education: The OCVA serves as an information resource for government officials and travel industry professionals.

Three – Wheatbelt Blueprint, Wheatbelt Development Commission

This Plan supports all identified areas in the Wheatbelt Blueprint

- Vibrant Economy
- Clever People
- Liveable Communities
- Valued Natural Amenity
- Marketing Wheatbelt Opportunities
- Effective Communities



Further linkages occur within the relevant sub-regional growth plans – the Avon Sub-Regional Economic Strategy (refer Tourism – Page 32) and the Central Midlands Sub-Regional Economic Strategy (refer Tourism – Page 33).

Four – Tourism 2020, Tourism Australia / Tourism WA

This Plan embodies the concept “whole of Government working with industry” and will achieve four (4) of the six (6) objectives of this Strategy;

- Grow demand from Asia
- Build competitive digital capability
- Encourage investment
- Build industry resilience, productivity and quality

