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# QUEANBEYAN VISITOR INFORMATION CENTRE



**BUSINESS PLAN 2006 - 2008**



# CONTENTS

Purpose	3
Part 1.	
QVIC – Its Role and Environment	4
Part 2:	
Operating Environment	10
Stakeholders	10
Staffing	11
The Future	11
‘SWOT’ analysis	12
Part 3:	
Shaping the Future of the QVIC	14
Our vision	14
Our purpose / mission	14
Our goals	14
Part 4:	
The Plans to get us there	15
Operational Plan	15
Financial Plan	28
Bibliography	30

## PURPOSE



This Business Plan for the Queanbeyan Visitor Information Centre (QVIC) has been developed for 2006 to 2008 to provide direction for the initial years of management by Queanbeyan Business Council (QBC). It has been developed from business plans produced in previous years for Queanbeyan City Council. It is also a requirement of Tourism New South Wales that all accredited Visitor Information Centres submit a current business plan. QVIC is accredited as a Level 2 Visitor Information Centre.

The Plan focuses on operational activities directly related to the support, development and sustainability of a viable visitor industry in Queanbeyan and surrounding districts. It acknowledges previous operational policies under Queanbeyan City Council (QCC) management and a need to comply with License requirements between QCC and QBC.

Regardless of Local Government boundaries past and present, the QVIC has, for many years, contributed significantly to the promotion of tourism in Queanbeyan and surrounding districts, reaching as far as Michelago, Burra, Bungendore, Sutton and Braidwood as well as Canberra.

Simon Mitchell-Taverner  
Secretary  
Queanbeyan Business Council

Ian McGinn  
Executive Officer  
Queanbeyan Business Council and Visitor Information Centre

## DRAFT

March 2007

# PART 1. QUEANBEYAN VISITOR INFORMATION CENTRE (QVIC) – ITS ROLE AND ENVIRONMENT

Queanbeyan is situated in 'Capital Country NSW', located just 15 minutes from both Parliament House in Canberra and the Canberra Airport. It can rightly claim to be a centre of strategic importance in this Region.

- With a city population approaching 40,000 and growing significantly at about 3% per annum, Queanbeyan is one of the fastest growing cities in regional New South Wales and is consistently attracting investors. It's also a regional centre for approximately 50,000 people, and when considered in the context of neighbouring Canberra, the population base expands to more than 380,000.
- With the construction of Defence Headquarters Joint Operations Command (HQJOC) between Bungendore and Queanbeyan (to be operational during 2007/2008) and proposed future development in the Googong and Tralee areas south east of Queanbeyan (which will provide housing for approximately 25,000 residents), Queanbeyan will play a significant role in the growth of the area over the coming years.
- With seventeen motels, two residential hotels and two caravan parks, Queanbeyan can cater for visitor accommodation at most levels. Accommodation is generally less expensive than neighbouring Canberra. For many visitors, it is more convenient.
- Having an outstanding range of national attractions on its doorstep, and with its location en-route to the Snowy Mountains and the South Coast, Queanbeyan is a service centre, an accommodation base and stop off point for visitors to the area.
- Queanbeyan's cultural diversity has brought many promotional and business opportunities to the City; as illustrated by the wide range of dining available in Queanbeyan to suit all tastes and budgets.
- Queanbeyan is fast developing its own visitor attractions. This is particularly so in the various arts establishments consolidated into the Queanbeyan Arts trail.
- Opportunities in education tourism and eco tourism are subject to exploration in this Plan.

The Queanbeyan Tourist & Information Centre was established by the previous Queanbeyan Chamber of Commerce and Industry, in December 1974. Queanbeyan City Council later assumed responsibility for the Centre. The Tourist Office, as it became known, moved to its present location in 1977, taking over the complex built in 1926 for the Queanbeyan Municipal Council. The Queanbeyan Tourist and Information Centre was renamed the Queanbeyan Visitor Information Centre

## **DRAFT**

following the initial accreditation in 1998 in line with other accredited centres throughout the state.

In February 2006, Queanbeyan City Council licensed Queanbeyan Business Council to take over the operations of the Visitor Centre operating from the same premises and maintaining level 2 accreditation with NSW Department of Tourism.

## DRAFT

- The premises is a landmark heritage building in the main street, with prominent visibility to the 26,000 or so passing motorists each day. It is open to the general public from 8.30 am until 5.00pm on Monday to Friday and from 9.00 am to 1.00 pm on Saturday, and 9 am to noon on Sundays and Public Holidays. These hours are considered adequate at the present time; however the need to extend further is reviewed on an on-going basis.
- The building is clearly identifiable as a visitor centre with the accredited Visitor Information Centre's 'i' signs. The same "i" signs are placed at all entrances to Queanbeyan and other strategic points within the city, to enable visitors to easily locate the Centre. The building's prominence is aided by an electronic neon sign that displays appropriate messages to motorists travelling west along Monaro Street (ie the direction from which most visitors from Sydney or South Coast NSW arrive).
- Queanbeyan Business Council undertook a total re-vamp of the interior of the Visitor Centre following its take-over in February 2006. Removal of interior walls, redecorating and installation of modern brochure racks resulted in a more visitor friendly and spacious environment. This is supplemented by an on-going Regional DVD promotion and Tourism touch screen.
- NSW Government is constructing a new 5 storey State Office Block next door to the VIC. This will provide a non-stop shop for NSW Government services and will add to the VIC's prominence.
- Visitors from Sydney, Victoria and Southern NSW generally arrive from a westerly direction, as ACT signposting directs these motorists via Parliament House and Canberra Avenue. Gippsland, Snowy Mountain and NSW south coast visitors arrive from the east via the Monaro Highway, whilst south east NSW visitors arrive via the king's Highway. This provides an opportunity for Queanbeyan VIC to act as the major Information Centre for both Queanbeyan and Canberra for visitors arriving from all directions.
- The Centre has Level 2 Accreditation through Tourism New South Wales. There are currently 150 accredited centres in NSW. (62 Level 1; 35 Level 2 and 53 Level 3). Queanbeyan (Level 2), along with Yass (Level 1), Southern Highlands (Level 2), Young (Level 2), Crookwell (Level 2), Goulburn (Level 1) and Bungendore (Level 3) are all accredited centres within Capital Country.
- The relocation of the Queanbeyan Business Enterprise Centre into the Visitor Information Centre building added to networking opportunities between the Centre and the retail and general business communities. This has been significantly enhanced by the occupation by Queanbeyan Business Council from February 2006.
- QVIC produces a Queanbeyan Tourist brochure every two years, the latest publication being released in September 2005. The current brochure has added a Queanbeyan Arts Trail, which is supported by additional promotional material. The Centre also produces a range of Queanbeyan post cards and other merchandising for sale internally and through commercial retail outlets. The Centre carries a wide range of current tourist brochures and maps covering Queanbeyan, 'Capital Country', and the ACT, with general

## DRAFT

information being available for many other NSW areas. A small selection of Victoria material is also available for those travelling through to that state.

- ❑ The centre employs two full time (including Executive Officer) and three part time staff. These are supplemented by Volunteer staff from the local region. All are highly experienced and skilled with a broad local knowledge and a high level of customer relations training appropriate to the industry.
- ❑ A small income is derived from the sales of souvenirs, maps and commission from coach and tour bookings. QVIC receives payment from Tourism New South Wales to regularly update Queanbeyan and region information on the State Tourism Data Warehouse data base(STDW).
- ❑ 24 hour access to visitor information concerning Queanbeyan and Region (and beyond) is provided by a Datatrax touch screen kiosk which is accessed by a touch pad from outside the building after hours.
- ❑ The Centre's web page <http://www.visitqueanbeyan.com.au> is accessible through Queanbeyan Business Council ([www.queanbeyanbusinesscouncil.com.au](http://www.queanbeyanbusinesscouncil.com.au)) and Queanbeyan City Council (<http://www.qcc.nsw.gov.au>) sites. It is coordinated by staff with a full range of Queanbeyan business and community links.

### What is Tourism?

'Tourism' is a commercial Industry comprised of all the businesses that provide all or part of their income from visitors to a City or region. It is these businesses and their employees, rather than the visitors themselves, who form the tourism industry<sup>i</sup>.

Visitors are the customers of the tourism industry. Just as our own residents visit other areas on holidays, business trips etc., so incoming visitors come for holidays, business purposes, conferences, to visit friends and/or relatives, for family reunions, to shop (particularly at our supermarkets and our boutique retailers), for club activities (including motoring groups), sporting carnivals, school activities, cultural events, religious events and many other purposes. Others are simply passing through to further destinations including the mountains, Canberra or further a-field.

Just as destinations around Australia and overseas compete for the holiday, business, cultural and sporting needs of Queanbeyan residents, so, too, must Queanbeyan compete for an appropriate share of visitation to our city.

Regardless of the purpose for visiting, visitors usually have additional needs to fulfil during their time with us. Professional, friendly, sensitive service providing accurate information has the potential to turn any visit into a memorable experience, or a short stay into a longer stay (either immediately or in the future) to the benefit of the local economy.<sup>ii</sup>

This is one of the main roles of the QVIC, which can only be fulfilled by highly skilled staff combining detailed product knowledge with superior customer relations skills.

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<sup>i</sup> What is "tourism"? An important question – Advance Tourism, January, 2004

<sup>ii</sup> Economic Contribution of Visitor Information Centres in New South Wales page 6

## DRAFT

The beneficiaries of visitor expenditure extend way beyond the motels, restaurants, caravan parks and gift shops. Also included are clubs, hotels, takeaways, buses, taxis, cultural arts facilities, sports facilities, conference centres, service stations, motor repairers, medical practitioners, newsagents, chemists, hairdressers, fashion outlets, video shops, laundromats, car washes and so on.

Queanbeyan motels alone are conservatively estimated to contribute more than \$8 million to the local economy each year.

Capital Country tourist region (which does not include ACT or the South Coast) receives annually 986,000 overnight domestic visitors, spending a total of 2.2 million visitor nights and contributing \$204 million to the regional economy. Domestic day visitors to Capital Country total 2.3 million, spending a further \$129 million.<sup>iii</sup>

Tourism provides 5.9% of jobs in the Region, compared with Manufacturing 7.7% and agriculture, fishing and forestry 11.3%.

### **Sustainability of the Tourism Industry**

A sustainable Tourism industry must satisfy economic, social and environmental criteria. This Plan focuses on economic viability, however the other two legs of this 'three legged stool'<sup>iv</sup> are also acknowledged.

The number of visitors to Queanbeyan is not large when compared with traditional tourist destinations such as Eurobodalla or the Gold Coast. There is no identifiable seasonal population swell so evident in the Christmas holidays in the first or the southern winter in second.

As such, Queanbeyan does not have, and is unlikely to have, major tourism developments with the potential for environmental concerns that have been evident in some tourist resorts both in Australia and overseas.

Rather, the influx on visitors is easily sustained by existing and planned infrastructure which can arguably accommodate a greater number of visitors than at present.

The only truly accurate figure was Census night 2001. Queanbeyan had a total 1,113 visitors (excluding local and ACT visitors) including 182 from overseas<sup>v</sup>. The Census did not tell us how many Queanbeyan residents were away from home on that night.

A guide can, however, be obtained from Tourism Research Australia (TRA) figures provided by Tourism NSW. These figures are based on a sampling technique over the four year period 2001 – 2004.

Queanbeyan received an estimated average 195,000 visitor nights per annum (including 10,000 international), whilst 75,000 visitor nights were estimated by Queanbeyan residents away from home. The net figure represents an annual estimated gain of 120,000 visitor nights per annum – or 329 visitors per night over the four year period<sup>vi</sup>. This is less than 1% of Queanbeyan's population.

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<sup>iii</sup> Regional Research Review for Capital Country as at November, 2002 by Tourism New South Wales

<sup>iv</sup> 'Eyes on the Horizon', Queanbeyan City Council 2003

<sup>v</sup> ABS 2001 Census of Population & Housing Local Government Area 16450

<sup>vi</sup> TRA, Regional Expenditure Report for 2004

## **DRAFT**

The gross figure represents an estimated 534 visitors per night over the four year period. Queanbeyan motels provide a total 495 accommodation units (55% occupancy rate indicates an average 272 occupied rooms per night), whilst other visitors stay at caravan parks, residential hotels and private dwellings.

In addition, Queanbeyan received an estimated average of 79,000 domestic day trips per annum over the same period.

From a social perspective, the strategies in this plan would arguably provide significant benefits with few, if any, identifiable disadvantages. Cultural, educational and sporting visits, in particular, add considerably to the social environment. The VFR (visiting friends and relations) market by definition has a social objective, whilst all visitors to the city have potential to interact with the community.

## PART 2: OPERATING ENVIRONMENT

### Stakeholders

The community at large, and an array of community segments, have an on-going interest in the operation of the QVIC. Their identities and the authors' perceptions of their expectations of the Centre, are as follows:

Queanbeyan Business Council and Queanbeyan City Council:

- *An appealing and well equipped community facility that:*
  - a) *satisfies the relevant tourism and information needs of visitors to Queanbeyan and region;*
  - b) *actively promotes Queanbeyan and surrounding region;*
  - c) *maintains a comprehensive register of 'what's on' activities for residents and visitors;*
  - d) *projects a warm and friendly first impression; and*
  - e) *is managed soundly and operates with a minimal net cost to ratepayers.*

Tourism New South Wales:

- *Compliance and timely reporting as a Level '2' visitor information centre – ie open more than 47 hours each week, and promoting the city.*

Marketing and Product Development Bodies: (eg Capital Country Tourism)

- *Expertise and financial input into the development, planning and delivery of coordinated tourism marketing strategies for Queanbeyan and surrounding region.*

Visitors to Queanbeyan:

- *Ready and no-cost access to a comprehensive register of tourist attractions, local activities, events, meetings and activities; a booking facility for transport, accommodation, etc;.*

Business Community:

- *A QCC/ QBC sponsored entity effective in promoting business, tourism and visitor stays in Queanbeyan and surrounding region.*

Non-business Community Groups:

- *Ready and no-cost input and access to a comprehensive register of events, meetings and activities.*

Local Residents:

- *Ready and no-cost access to a range of local and regional information, including bookings for transport and accommodation; and extensive planning resource for further travel.*

## DRAFT

Ratepayers:

- *A quality visitor information centre that meets the needs of residents and visitors to the Queanbeyan community, operating at a minimal net cost to them. It is a centre that not only provides information to visitors, but also provides access to information on other areas they, as Queanbeyan residents, may wish to visit. Implicitly, they expect the Centre to be managed competently and professionally.*

### **Staffing**

The Centre employs an Executive Officer (with broader responsibility for Queanbeyan Business Council activities), a full time Tourist Officer and 3 part time staff. These are supplemented by experienced local Volunteers.

Collectively, QVIC staff members possess a wealth of relevant skills in the management of a medium sized visitor centre: administration, customer relations, reactive marketing, bookings, Internet, etc. That level of skills reflects the staff's long experience and familiarisation with visitor needs.

This high level of skills and experience, combined with a total commitment to quality customer service, provides a role model to all visitor related businesses in the local industry.

### **The Future**

There is scope for further development of the team, particularly in the areas of tourism promotion / coordination and facilitation. It must be noted, however, that a perceived apathy among some local businesses encouraged the VIC team to operate 'reactively' in past years, concentrating on the many and wide diversity of visitor inquiries. The '*national chain*' nature of some businesses such as motels also resulted in an 'inward looking' approach to promotion.

Now that Queanbeyan Business Council has addressed the vacuum caused by Queanbeyan's long term lack of a Chamber of Commerce, it is intended to take a more pro-active approach to tourism development.

QBC intends to develop the marketing and promotional aspects of the VIC in partnership with the local business community. This would allow tourism (and tourism potential) to be seen as a key focus for on-going business development.

The current Tourist brochure, released in September 2005, features a number of new initiatives including Queanbeyan Arts Trail and local walks. Production of support material has facilitated QVIC interaction with the business community.

Queanbeyan and the surrounding communities can only benefit from greater promotional activity and better coordination with other groups such as QBC, Capital Region BEC (CRBEC), Queanbeyan Conference Centre, Queanbeyan Art Society, Queanbeyan Showground Committee, Bungendore Chamber of Commerce, 'CBD LIFT' Committee, Queanbeyan Art Society, Australian Railway Historical Society, Cultural Centre Steering Committee, Queanbeyan Museum, sporting bodies etc.

## DRAFT

**QVIC, being a pivotal point in the City's visitor and promotional network, is strategically well placed to influence and steer such activity and coordination in partnership with representative business groups.**

### **'SWOT' ANALYSIS**

The traditional 'SWOT' analysis has, as its underlying aim, the means of identifying all feasible options for reaching an organisation's goals. More specifically, in developing an organisation's goals, management ought to be:

- Identifying and building on the organisation's strengths;
- Identifying and remedying the organisation's weaknesses;
- Exploiting the identified opportunities; and
- Dealing with, or avoiding, the identified threats<sup>vii</sup>.

The following **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats were identified at a public workshop held in Queanbeyan on 3<sup>rd</sup> May 2005:

#### **STRENGTHS**

- Close to Canberra and the National Attractions located in Canberra
- Country atmosphere – safety, familiarity
- On route to snowfields
- On route to coast
- Community support
- Ease of movement etc.
- Parking – free & convenient
- Facilities easy to find
- Easy access to key Canberra attractions
- Multi cultural
- Good mix of restaurants
- Reasonably priced accommodation
- Queanbeyan has a long history

#### **WEAKNESSES**

- Perception of poor cousin
- Design of main road
- Stigma – less prestigious – perception
- Heavy traffic in main street – noise, exhaust pollution
- Public transport issues
  - Reduced weekend services
  - Not late at night
  - Can be expensive
  - No tourist bus – no connection to Canberra tourist bus
  - Coach access to/from Sydney is via Canberra
- People who stay in Queanbeyan shop in Canberra
- Trading hours in Queanbeyan
- Traders in Main Street (access)
- Lack of scheduled transport services to major attractions

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<sup>vii</sup> 'Small Business Planning', Alan Williams, McGraw-Hill, 2002, page 168.

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## OPPORTUNITIES

- Form tourism assoc – possibly through Queanbeyan Business Council
- Strategic alliances with major attractions in Canberra
- Scheduled transport services to major attractions
- Alliances between visitor oriented businesses in Queanbeyan
- Exploit country feel
- Special interest tours (national and international education tour groups)
- Capital Country – relocate HQ to Queanbeyan
- Defence HQ JOC, Bungendore – VFR market
- NSW government offices – government travel
- Shared coach to snowfields – summer & winter
- Quality rest stop for people in transit
- Diverse partnerships
- RTA – new gateways, signage on all highways
- Business collaboration to provide driver rest stop in Queanbeyan
- Sports tourism – including junior sports, carnivals etc
- Cultural Centre under construction

## THREATS

- Canberra (accommodation)
- Rising petrol prices – car/caravan
- Rising air fares to/from Canberra
- Competitive air deals to other destinations (Jetstar, Virgin)
- Drought – reduced disposable income
- Business rep travel – reduced sales
- E-commerce alternative
- Live in Queanbeyan – work in Canberra (mind set)
- ACT government policies

## PART 3: SHAPING THE FUTURE OF THE QVIC

### OUR VISION

*To be the pivotal point in the City's tourism network, working with the local tourism industry, other business groups and the local community to promote Queanbeyan and district.*

### OUR PURPOSE / MISSION

*To develop a sustainable local tourism industry and contribute to the local community and economy by providing a valued information and planning service to local businesses, residents and visitors; and by promoting Queanbeyan and region.*

### OUR CORE COMPETENCIES / COMPARATIVE ADVANTAGES

- *Our experience, skill and professionalism in assisting residents and visitors learn more about Queanbeyan and region; and*
- *A total commitment to friendly service, flexibility and personal attention, to meet user needs.*

### OUR GOALS

The following goals have been identified for the QVIC:

1. To maintain quality 'customer service' in assisting residents and visitors;
2. To assist in the development and promotion of events in the Queanbeyan Area;
3. To enhance the promotion of Queanbeyan and region;
4. To Develop Expenditure Off-sets and Revenue Opportunities
5. To develop maximum impact road signage on major roads into Queanbeyan.

## **PART 4: THE PLANS TO GET US THERE**

### **4.1 – The Operational Plan (incorporates Human Resources and Governance)**

**Note:**

This Operational Plan reflects the long standing experience of QVIC staff and incorporates the continuation of sound and common sense management practices that have been on going over past years. The references to sound governance do not, in any way, suggest that the attention given to it in past years has been anything less than that of a professionally competent management team.

## DRAFT

### GOAL 1:

- **TO MAINTAIN QUALITY 'CUSTOMER SERVICE' IN ASSISTING RESIDENTS AND VISITORS**

#### Strategy:

- This Goal summarises our core role, it can always be improved but should never deteriorate
- To ensure quality customer service is always delivered in the Queanbeyan Visitor Information Centre.
- To look after our staff, through empowerment, professional development, encouragement and job-enrichment.
- To continue a sound governance and accountability process.

#### What we will continue to do:

- Collect, display and distribute tourist information on the following areas:
  - Local area ie Queanbeyan, Bungendore, Captains Flat
  - Canberra
  - Capital Country
  - Regional
  - Intrastate
  - Sydney
  - Victoria
- Compile, collate and regularly update a Product Manual containing local information;
- Compile and display nature, heritage and cultural walks, tourist drives and bike paths around Queanbeyan and district.
- Update Queanbeyan and district accommodation, attractions, events on the State Data Tourism Warehouse for publication on various web sites ie. Tourism New South Wales; Australian Tourism Commission
- Update Queanbeyan website
- Liaise with tourist operators in the city and region and assist where possible
  - Attend motel meetings
  - Act on behalf of tour operators where appropriate
  - Send our regular information/newsletters to operators
- Accommodation advice and bookings
  - Assist visitors with local accommodation enquiries
  - Assist visitors/local residents with accommodation and travel in other areas
  - Make reservations with tourism partners.
- Respond to Telephone/Fax/Email Enquiries efficiently
- Make Coach reservations, complete coach returns, update information

## DRAFT

- ❑ Continually update computer knowledge and its various programs and learn new systems as required
- ❑ Source, purchase, display and sell relevant maps, souvenirs and local history books
- ❑ Maintain a scrap book of information of local interest collected from newspapers etc.
- ❑ Keep brochure supplies, up to date, tidy and reorder when necessary
- ❑ Represent Queanbeyan at regional tourism meetings/seminars/workshops including
  - Capital Country Tourism
  - Australian Capital Tourism
  - Tourism New South Wales
- ❑ Organise familiarisations for staff (Queanbeyan, Canberra VIC and region) of Queanbeyan and district tourism product.
- ❑ Ensure 'NSW Accreditation' status is maintained at Level 2 by compliance with the prescribed procedures and standards; and to be geared for upgrade to Level 1 status when and if required.
- ❑ To maintain a strong identity with local residents, business communities and networks by:
  - Servicing the local community with local/regional/state information on current and upcoming events and activities (including through the Councils' Home Page web-site, local press, local radio and regular fax bulletins to operators);
  - Encouraging the local community to refer visitors to the Centre through the development of a marketing plan;
- ❑ To regularly review the currency, quality and visitor appeal of QVIC's promotional materials and to refresh displays as appropriate
- ❑ Conduct on-going familiarisations for QVIC staff to keep up-to-date with tourism products with particular emphasis on exchange visits with VIC staff in Canberra.
- ❑ To encourage our staff to regularly revisit "*Our Guiding Principles and Values*"
- ❑ To re-empower our staff by expecting them to be well informed, and ensuring that visitors are too.
- ❑ To continue to monitor performance standards for the operation of the QVIC; eg in terms of responding to visitor enquiries, analysis of web site 'hits' etc
- ❑ To provide QBC Executive Committee with timely quarterly reports on the performance of the QVIC, against the Business Plan; such reports to form the basis of six monthly reports to Queanbeyan City Council under our License Agreement.
- ❑ To conduct and record findings of a physical stock-take of QVIC assets and physical resources.

### **The Outcomes we aim to achieve:**

- ❑ Increase visitor numbers/length of stay to Queanbeyan.
- ❑ Positive customer feedback in terms of response times, material stocks and currency, friendly and helpful service, referral take ups, absence of / responsiveness to complaints, etc.
- ❑ For QVIC to continue to be recognised as the prime source of information on things to do, places to see, places to eat, places to stay etc in Queanbeyan and region.

## DRAFT

- ❑ For the quality of customer service offered by the Centre and its staff to be unsurpassed, as judged by visitors to the Centre.
- ❑ For our staff to receive training and development as and when required, in line with their experience and the QVIC's strategic directions and budget; thereby to enhance their job satisfaction, to help them keep ahead and to provide excellent service. The Council will benefit by having QVIC staff with ongoing competency, skills and attributes consistent with the delivery of superior service and business outcomes.
- ❑ To provide QBC Executive Committee with informed, comprehensive and objective bases for ensuring sound governance; including for assessing our progress with continuous improvement, and the Business Plan overall.
- ❑ For our key staff to have their conditions of employment closely aligned with the duties and expectations of their positions; and appropriately balanced with their personal lives.
- ❑ For the QVIC to have an up-to-date record of physical assets and resources.

### **Timeframe:**

- ❑ Quarterly reports to be lodged with Senior Management in a timely manner, following the end of each quarter.
- ❑ Physical stock-take completed in February 2006. To be updated on a monthly basis.
- ❑ All other activities to be ongoing.

## DRAFT

### How will we measure or confirm our success?

- Increase in the number visitors recorded as using the Centre. See table below:-

	JULY-JUNE			
	VISITOR	LOCALS	PHONE	<u>TOTAL</u>
<b>93/94</b>	7570	1232	3029	11831
<b>94/95</b>	7656	1293	2997	11946
<b>95/96</b>	7063	1330	2840	11233
<b>96/97</b>	7340	1429	2406	11175
<b>97/98</b>	8129	1421	2483	12033
<b>98/99</b>	10547	1522	3322	15391
<b>99/00</b>	13528	1824	3968	19320
<b>00/01</b>	12338	1805	4704	18847
<b>01/02</b>	12449	2158	4267	18874
<b>02/03</b>	12570	2513	3860	18943
<b>03/04</b>	15287	2122	3745	21154
<b>04/05</b>	15590	2301	3530	21371
<b>05/06</b>	18799	2955	4254	26008
<b>06/07</b>				

*'Tourism is not an industry in the traditional sense, but rather an activity that takes place over industry sectors (in particular accommodation, cafes and restaurants, retail trade and transport. As a result measuring the economic impact of tourism is complex.'*<sup>viii</sup>

- Continue what we are doing to the satisfaction of QBC Executive Committee and Queanbeyan City Council
- A combination of qualitative and quantitative feedback; recognising the limitations of obtaining complete and statistically valid measures of customer service.
- Visitor feedback, and enhanced job satisfaction.

<sup>viii</sup> Economic Value of Tourism produced by Tourism Australia 2004.

## DRAFT

### GOAL 2:

### TO ASSIST IN THE DEVELOPMENT AND PROMOTION OF EVENTS IN THE QUEANBEYAN AREA

#### Strategy

To further develop the events market to encourage greater visitation

#### What we will continue to do:

- Maintain an Events Diary
  - Distribute regularly to various outlets, including the Council Internet site and local media, other web sites, AAA Tourism
  - Weekly “Events” promotion radio spot on QBN FM
  - Distribute monthly to the Queanbeyan Age, Nursing Home, Queanbeyan police
- Advise and prepare information packs for event managers eg American Car Nationals, Sister City, Jerrabomberra Rotary organisers, Rural Fire Brigade, regarding the facilities available in Queanbeyan ie accommodation, dining, conference facilities, sporting venues.
- Maintain a register for the use of an external electronic sign board by community organisations and update entries regularly.
- Co-ordinate the collection of sponsorship from the Queanbeyan Tourism Industry to assist with the staging of Floriade.
- Actively seek out and bid for other events ie market to car clubs, sporting groups and other service organisations

#### The Outcomes we aim to achieve:

- Increase visitation to Queanbeyan

#### Timeframe:

- On-going contact with Event Organisers

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### **Budget Impact:**

- ❑ Some minimal postage costs depending on the size of the proposed event/activity.

### **How will we measure of confirm our success?**

- ❑ By the number of additional events/conferences/sporting events held in Queanbeyan

## DRAFT

### GOAL 3:

### TO ENHANCE THE PROMOTION OF QUEANBEYAN AND REGION

#### Strategy:

- ❑ To develop a Marketing Plan to coordinate the promotion and marketing efforts of the Centre.
- ❑ To maintain and foster alliances with the *'Australian Capital Tourism'*, *Tourism New South Wales* and *'Capital Country'* organisations.
- ❑ To continuously update QVIC's Internet web site and signage.
- ❑ To have Council's proposed Economic Development/ Promotions Officer – on appointment – take a leading liaison role in joint strategies for the pro-active promotional work of the QVIC.
- ❑ To encourage QCC to develop further walking tracks to showcase the natural, cultural and historical aspects of the city complete with maps, brochures and signage.
- ❑ Actively seek out and bid for other events ie market to car clubs, sporting groups and other service organisations.

#### What we will continue to do:

- ❑ By promoting Queanbeyan (at times in conjunction with QCC divisions such as the Queanbeyan Conference Centre, Sporting and Cultural officers) as an ideal venue for conferences, sporting and cultural events.
- ❑ By providing editorial and photographs for various publications promoting Queanbeyan ie *'Around Canberra'*, *Defence Magazine* for Canberra/Queanbeyan area (yearly), a Queanbeyan Motel Compendium, *City News*.
- ❑ By following up the above by placing advertisements in various selected publications eg. *Defence* publication, *Floriade* promotions, *Celebrate Canberra*, *City News*, *NSW Tours*
- ❑ By competing for and winning (with the support of QCC) events ie *Morris Car Rally 2006*,
- ❑ By assisting tour/conference organisers with Queanbeyan packs ie accommodation, dining out, attractions, maps.
- ❑ By producing a biennial visitor guide and map
- ❑ By maintaining a Product Manual for Bus and Coach Operators to assist with the planning of visits to Queanbeyan.

## DRAFT

### What we intend to do:

Identify key representatives of local government, business, sporting, historical and cultural groups etc; and to engage each of them in an 'individual' discussion to canvass ideas for:

- ❑ The future role of the QVIC
- ❑ Encouraging greater visitation to, and otherwise furthering the promotion of, Queanbeyan and region, and
- ❑ parties, individually and collectively, by identifying key focus areas for the QVIC; for endorsement by those parties, Council and the wider community.  
Subsequently, as funds and priorities permit, to give effect to those ideas which are appropriate for Council involvement and funding.
- ❑ Work in partnership with Capital Country Tourism to develop a marketing plan.
- ❑ Developing relationships with the various organisations eg. Danceaway Australia, Rural Fire brigade, 4WD Spectacular, American Car Club Committee, Rotary, to hold events or increase attendance at established events to encourage greater visitation to Queanbeyan.
- ❑ Liaise with Queanbeyan City Council staff to update / develop and produce further walking tracks of Queanbeyan.
- ❑ To seek funding opportunities for tourism events, as opportunities arise.
- ❑ To continue familiarisations for QVIC staff to keep up-to-date with tourism products and for others to be familiar with Queanbeyan's tourism products.
- ❑ To enhance our web page and produce signage that achieves a consistent image for QVIC. Web page to include links to appropriate tourism sources including local accommodation and visitor facilities. Links to businesses that advertise in the biennial Queanbeyan brochure will be provided as part of that advertising. A fee will apply to businesses that do not advertise in the brochure.
- ❑ Establish, with the assistance of QCC and NSW RTA, appropriate caravan parking near the Visitor Centre

### The Outcomes we aim to achieve:

- ❑ Sustained 'above-the-national-average' increases in tourism and business visitation to Queanbeyan and region.
- ❑ To increase the length of stay to the benefit of the Queanbeyan economy. Average stay is currently 2.67 nights (CTEC figures for the ACT – not available in Queanbeyan).<sup>ix</sup>
- ❑ Develop a marketing plan to assist with the promotion of Queanbeyan.
- ❑ The establishment of a local consultative group, in an advisory capacity, that is committed to the promotion of Queanbeyan and region.
- ❑ Queanbeyan Visitor Information Centre's is recognised as the prime venue for information on things to do, places to see, places to eat, places to stay in Queanbeyan and surrounding regions.

<sup>ix</sup> Domestic Visitor Behaviour produced by Australian Capital Tourism page 1

<sup>x</sup> Tourist Accommodation Australia March Quarter 2004

## DRAFT

### Timeframe:

- Marketing Plan to be presented to QBC Executive by September 2007.
- Web-site development completed March 2006 September 2004, for progressive implementation that date.
- Ongoing liaison with local media.

### How will we measure or confirm our success?

- By achieving at least the quantifiable indicators in the above Outcomes.

**Note:** With the array of reasons and factors underlying visits to Queanbeyan (eg the international scene, movements in the economic cycle, purpose of visit, previous visits, etc), it will always be very difficult, if not impossible, to confidently gauge the contribution of the QVIC to the level of visitation to Queanbeyan and region; at least without expending significant amounts on visitor surveys, etc.

## DRAFT

### GOAL 4:

- ❑ **TO DEVELOP EXPENDITURE OFF-SETS AND REVENUE OPPORTUNITIES**

### Strategy:

- ❑ To investigate a computerised commission structure for local accommodation bookings in conjunction with Capital Country Tourism and Australian Capital Tourism.  
(Currently being investigated by Australian Capital Tourism)
- ❑ To increase commission revenue from additional products.
- ❑ To investigate the feasibility of co-operative promotion of Queanbeyan's cultural icons, arts/design manufacturers and indigenous groups.
- ❑ To encourage in-coming tour operators to include Queanbeyan's cultural icons, arts/design manufacturers and indigenous groups.  
(Waiting for direction from above manufacturers and groups).

### What we intend to do:

- ❑ We will cooperate with other Regional tourism bodies in the development and implementation of a Canberra & Region tourism and accommodation booking service.
- ❑ We will review the current display layout of the Centre to establish opportunities to effectively display local works.
- ❑ We will approach local artists and arts/design manufacturers to provide input to the above design work and assist in the erection of appropriate display facilities.
- ❑ We will work closely with Queanbeyan Museum and Cultural Centre for mutual benefit.
- ❑ We will investigate, in consultation with the Aboriginal Consultative Committee, the development of an Indigenous Cultural Tourism facility in Queanbeyan.
- ❑ We will contact coach and fly drive tour operators in partnership with local artists and arts/design manufacturers with a view to inclusion in their future programs and for one-off tours. The initial markets will be Canberra and Sydney.

## **DRAFT**

### **The Outcomes we aim to achieve:**

- ❑ The Visitor Information Centre will operate at minimal cost to ratepayers.
- ❑ To be an interesting showcase of city and regional product. (Queanbeyan and Region has a significant number of arts design manufacturers who are achieving national and international renown ie Bungendore Woodworks Gallery has exhibited and sold their work from this centre for a number of years).
- ❑ We also have a strong cultural heritage both Indigenous and European. This strategy builds upon these strengths to bring additional visitors to the City and Region for the benefit of the overall economy, the tourism industry, the arts/design business sector, and to provide education of our cultural background.

### **Timeframe:**

- ❑ Review and implementation of new and additional display facilities completed July 2006.
- ❑ Discussions with local operators, business operators, artists, indigenous groups etc. to be ongoing.
- ❑ Strategies to be developed as part of Marketing Plan by September 2007.

### **How will we measure or confirm our success?**

- ❑ Reduced net operating cost.
- ❑ Active support of Cultural and Business entities.
- ❑ Positive outcome of feasibility.
- ❑ Introduction of in-coming tours.

## DRAFT

### **GOAL 5:**

- ❑ **TO DEVELOP MAXIMUM IMPACT ROAD SIGNAGE ON MAJOR ROADS INTO QUEANBEYAN.**

### **What we intend to do:**

- ❑ Through Tourism New South Wales, Queanbeyan City Council and through Capital Country Tourism make representations to NSW Roads and Traffic Authority and ACT Urban Services to erect appropriate directional signs to Queanbeyan from Kings, Federal and Monaro Highways

### **The Outcome we aim to achieve:**

- ❑ Current signage on Federal Highway favours Canberra and Cooma over Queanbeyan. This, apart from lack of identity for Queanbeyan destination, encourages traffic to use routes via Fyshwick to the Monaro Highway. Signage from Cooma on the Monaro Highway ignores Queanbeyan until it is too late for vehicles towing caravans etc to make a turn to Queanbeyan on Lanyon Drive. Kings Highway is not as badly affected, however directional signage could be improved. This is in line with Capital Country Tourism's current Regional Tourism Plan. The outcomes would be higher recognition for passing motorists and greater visitation for accommodation and those seeking meals and other services in transit.

### **Timeframe:**

- ❑ Approaches to Tourism New South Wales, Capital Country Tourism, RTA and Urban Services by May 2007.
- ❑ New Signage erected as soon as possible after approval given.

### **How will we measure or confirm our success?**

- ❑ New signs erected within time frame
- ❑ Feedback from visitors
- ❑ Feedback from Tourism operators



## DRAFT

**less OPERATING EXPENSES**

ADVERTISING	500	500	500	500	500	500	500	500	500	500	500	500	500	6,000
AUDIT/ACCOUNTING	0	0	0	0	0	0	0	0	0	0	0	0	1,000	1,000
BANK FEES	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
CONFERENCE/SEMINAR	200	200	200	200	200	200	200	200	200	200	200	200	200	2,400
CONSULTANCY	200	200	200	200	200	200	200	200	200	200	200	200	200	2,400
ELECTRICITY	625	625	625	625	625	625	625	625	625	625	625	625	625	7,500
INDUSTRY EXP	175	175	175	175	175	175	175	175	175	175	175	175	175	2,100
INSURANCE	0	0	0	0	0	0	0	2,500	0	0	0	0	0	2,500
LEGAL	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
MISC EXPENSES	250	250	250	250	250	250	250	250	250	250	250	250	250	3,000
TRAVEL EXP	250	250	250	250	250	250	250	250	250	250	250	250	250	3,000
LEAVE ACCRUAL	600	600	600	600	600	600	600	600	600	600	600	600	600	7,200
OFFICE SUPPLIES	250	250	250	250	250	250	250	250	250	250	250	250	250	3,000
POSTAGE	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
REPAIRS & MAINT	280	280	280	280	280	280	280	280	280	280	280	280	280	3,360
SUPERANNUATION	824	824	824	824	824	824	824	824	824	824	824	824	824	9,882
TELEPHONE/INTERNET	400	400	400	400	400	400	400	400	400	400	400	400	400	4,800
WAGES & SALARIES	9,150	9,150	9,150	9,150	9,150	9,150	9,150	9,150	9,150	9,150	9,150	9,150	9,150	109,800
WORKERS COMP INS	0	0	0	0	0	0	0	1,200	0	0	0	0	0	1,200
CONTINGENCY 2.5%	350	350	350	350	350	350	350	350	350	350	350	350	350	4,200
<b>TOTAL</b>	<b>14,354</b>	<b>14,354</b>	<b>14,354</b>	<b>14,354</b>	<b>14,354</b>	<b>14,354</b>	<b>14,354</b>	<b>18,054</b>	<b>14,354</b>	<b>14,354</b>	<b>14,354</b>	<b>14,354</b>	<b>15,354</b>	<b>176,942</b>
<b>EBT</b>	<b>321</b>	<b>313</b>	<b>313</b>	<b>313</b>	<b>313</b>	<b>313</b>	<b>313</b>	<b>313</b>	<b>-3,388</b>	<b>313</b>	<b>313</b>	<b>313</b>	<b>-688</b>	<b>-942</b>

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NB Tourism New South Wales was incorporated into NSW Department of Tourism, Sport and Recreation in 29 August, 2003 but has retained the original name.

NB2 Prior to 1998 The Australian Bureau of Statistics produced a publication "Tourist Accommodation" which was an extensive listing of accommodation statistics based on data provided by all accommodation operators in towns throughout the country. Data included: Room Occupancy Rates, Market Share, Length of Stay, Takings from Accommodation and Employment. As a result of budget cuts this extensive service was discontinued. Data is now collected from operators with establishments 15 units and larger and the information released on a regional basis.