

WEST WIMMERA TOURISM STRATEGY

PREPARED BY: STAFFORD STRATEGY
FOR: WEST WIMMERA SHIRE COUNCIL

STAFFORD
STRATEGY 





Date of last modification: 21/02/23

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Abbreviations

| | |
|----------|--------------------------------------|
| CAPEX | Capital Expenditure |
| COVID-19 | Coronavirus disease |
| EOI | Expression of Interest |
| F&B | Food and beverage |
| IVS | International Visitor Survey |
| LGA | Local Government Area |
| NPS | Net Promoter Score |
| NVS | National Visitor Survey |
| PV | Parks Victoria |
| RDV | Regional Development Victoria |
| WV | Visit Victoria |
| YE | Year End |
| WDA | Wimmera Development Association Inc. |

Image credit: Little Desert National Park, BIG4

Part 1: Executive Summary



1.1. A Tourism Strategy for West Wimmera

This Tourism Strategy (the Strategy) for West Wimmera Shire (the Shire) is set within a dynamic environment and rapidly changing visitor economy environment. COVID-19 has had major implications on the visitor economy and the way visitors travel and despite positive recovery forecasts for the short to medium term, some challenges persist driven by broader macro forces such as the emergence of new strains, airline route viability, business confidence and workforce shortages.

However, despite this, COVID-19 has also provided the visitor economy with the opportunity to pause and reset: creating opportunities to innovate, upskill and refresh products. It has also resulted in a refocus on the domestic market, which, for many regional areas, including West Wimmera,

It takes a local view while being cognisant of the broader visitor economy planning work being undertaken by Visit Victoria, Regional Development Victoria, Wimmera Development Association (WDA) and other state government agencies.

WDA is the peak economic development organisation for the Wimmera Southern Mallee region - encompassing the Horsham Rural City municipality, Hindmarsh,

Northern Grampians, West Wimmera and Yarriambiack shires.

It provides a framework to support the ongoing development and growth of West Wimmera's visitor economy, ensuring it is set up to grow as a sustainable and appealing sector to locals and visitors alike. It does this by:

- supporting the development of a collaborative environment between industry, the wider community, the indigenous community, and government (at all levels) and one that supports businesses to thrive;
- leveraging the existing strengths of the Shire including the natural environment and elements of the built environment, along with its people, to leverage sustainable and desired growth of the visitor economy;
- identifying and supporting the development of new and enhancement of existing experiences and attractions, with a focus on achieving more commissionable products rather than free experiences;
- encouraging operators to work collaboratively as a region where the cumulative mix of products can offer a more appealing proposition to the visitor experience;

- seeking to improve the resilience, skills, and networking opportunities for the region's operators through training and collaboration; and
- connecting West Wimmera with its neighbours and partners, working to leverage these connections for the mutual benefit of the community, the tourism sector and visitors.

Currently, West Wimmera is home to some 4,000 residents and covers an area of 9,108 square kilometres.

This Strategy also recognises the vital role that partnerships between government, industry, and community have, to leverage emerging opportunities. It will contribute to building West Wimmera as a sustainable and exciting visitor destination.

Significantly, this Strategy avoids creating a wish list of opportunities and activations; rather it deliberately focuses on activations and improvements which can be achieved in a realistic timeframe.

This Strategy provides industry, Council and community partners who contribute to West Wimmera's visitor economy, with a road map, strategic direction, and high-level actions for implementation.

1.2. Strategic Framework

The following strategic framework guided the development of this Strategy and should be used to guide and direct tourism development and marketing in the West Wimmera region going forward.

Figure 1: Strategic Framework



1.3. Recommendations

A total of **50** recommendations have been identified for this Strategy. These include a range of what have been termed “strategic initiatives” and “development projects”. **Strategic initiatives** reflect those recommendations that are required to sustainably manage and grow a visitor destination and, while not being major “ribbon-cutting” projects, they are necessary to ensure a successful destination management approach is achieved. **Development projects**, on the other hand, reflect physical projects such as new or enhanced accommodation, tourism attractions or events (for example).

Table 1: The full list of recommendations

| <p>A Unique Place A region with a unique identity that resonates with residents and visitors alike.</p> | <p>A Captivating Place A region that entices visitors to stay longer and that locals love more than ever.</p> |
|--|--|
| <ul style="list-style-type: none"> ▪ Agri-tourism/farm tourism strategy (link with existing town markets) - ♦ ▪ Assess West Wimmera destination brand - ♦ ▪ Development and marketing of bridle trails on State Forest land - ♦ ▪ Indigenous tourism cultural program (digital drive circuits and walking tours) ▪ Pet-friendly accommodation focus ▪ Silo art tourism strategy - ♦ ▪ West Wimmera lake marketing and water levels app - ♦ | <ul style="list-style-type: none"> ▪ Apsley motorsports expansion and Edenhope Motorcycle Park ▪ Bike trail link (10km) between Lake Bringalbert and Lake Charlegrark ▪ Bird and frog-watching tours ▪ Boutique whisky, tequila, or vodka distillery; craft brewery or cider house ▪ Caravan/camping marketing campaign (family market & couples) - ♦ ▪ Evening events (light show, outdoor cinema) ▪ Extended boardwalk from Apsley to Lake Newlands ▪ Farming/horticultural agri shows consolidation to strengthen their proposition (rotational across all towns) ▪ Formalisation of regional drive and motorbike trails ▪ Harrow fishing, kayaking and river walking trail ▪ Lake Charlegrark Country Music Marathon (assess extending the length of the event) ▪ Mini triathlon event (Goroke) ▪ Murray cod fishing competition ▪ Pop-up seasonal food outlets (centred at towns & lakes) ▪ Position Apsley as the Western Gateway to the region - ♦ ▪ Promotion of the Henley on Lake Wallace Event along with the greater promotion of all events - ♦ ▪ Self-guided heritage and historic tours ▪ Sensory playground trail (leveraging existing playgrounds in Goroke and Kaniva) ▪ Serviceton Railway Station heritage attraction/event venue ▪ Serviceton Reservoir site infrastructure improvement (picnic tables, signage, designated caravan parking) ▪ Upgraded and expanded cabin capacity at lake-side holiday parks ▪ West Wimmera 4WD courses (Little Desert) ▪ West Wimmera orchid tours ▪ West Wimmera wetlands kayaking journeys |
| <p>A Sustainable Place A region recognised for its action on delivering sustainability.</p> | <p>An Insightful Place A region that makes more informed decisions in the management and marketing of its visitor economy.</p> |
| <ul style="list-style-type: none"> ▪ Completion of Kaniva Wetlands boardwalk, including camping area, swimmable wetlands, and water retention strategy ▪ Formalised caravan and trailer parking on the main street of Kaniva - ♦ ▪ Freedom camping site gold coin entry (policy change) - ♦ ▪ Johnny Mullagh Memorial & Caravan Park dump site (Harrow) - ♦ ▪ Lake Bringalbert and Dunboperty Swamp development (pop-up F&B facility, bird-watching hides, upgraded picnic tables, nature play area) ▪ Lake Ratzcastle designation of sites and upgrade of camp kitchen ▪ Lake Wallace recreation infrastructure (new fishing pontoon, floating swimming pontoon, upgrade/extend boat ramps, signage upgrades, bird hides, sandy beach area) as per Strategic Plan ▪ National parks and state forest parks safety signage (audit) - ♦ ▪ Planning scheme change to encourage tourism development for urban areas - ♦ ▪ Worker accommodation hostels | <ul style="list-style-type: none"> ▪ Annual Council support program communication workshop - ♦ ▪ Annual volunteer appreciation event - ♦ ▪ B&B planning scheme workshops - ♦ ▪ Digital literacy operator training program - ♦ ▪ Improved visitor statistics & insights - ♦ ▪ Retailer and business customer care training program - ♦ ▪ Tourism business growth workshops - ♦ ▪ West Wimmera events guidelines document - ♦ ▪ West Wimmera shire-wide signage audit - ♦ |

1.4. Priority Recommendations

The following provides the suggested priority recommendations to be focused on. They offer a starting point for activation of this Tourism Strategy as it is impractical to try and activate too many projects at the same time, noting there is great diversity in their scale, type of development, location, and their timeframe for activation. The methodology for the selection of these priority recommendations is in Section 3.3 of this Tourism Strategy.

Table 2: The priority recommendations

| | B&B planning scheme workshops ♦ | Boutique whisky, tequila, or vodka distillery; craft brewery or cider house ▲ | Caravan/camping marketing campaign (family market & couples) ♦ | Formalisation of regional drive and motorbike trails ▲ | Formalised caravan and trailer parking on the main street of Kaniva ♦ |
|------------------|---|---|---|---|--|
| Rationale | It is suggested that Council look to host a series of public workshops to help those interested in the community understand what the basic requirements are that one must fulfil to establish a B&B including planning rules at a local and state level. | The potential exists to leverage the Shire's quality grain farming etc. and look to introduce a smaller-scale distillery (vodka, whisky, or tequila, noting there is already a gin distillery in Casterton) or possibly a cider house or craft beer brewery. This could potentially utilise a re-purposed industrial building (a depot etc), | If West Wimmera Shire wants to remain competitive and leverage its upgraded facilities, it needs to take a proactive stance and develop a targeted and strong marketing campaign to attract more visitors to West Wimmera for those niche markets that are major users of holiday parks. | The development of formalised itineraries to be marketed to the large number of car and bike (motor bikes, mountain bikes, road bikes) clubs throughout South Australia, Victoria and potentially further afield, encouraging a range of full-day, single and two-to-three-day overnight circuits for visitors to choose from. It is important to give consumers options for drive circuits but this needs to be balanced with the supply side capacity of overnight accommodation options. | There is a need to consider the installation of formalised caravan and trailer parking on the main street, along with clearly marked signage to indicate these spaces to make it easy for those visitors to see where these spaces are. |
| Actions | <ul style="list-style-type: none"> Facilitate a series of 2-3 workshops for local interested community members and other parties. Facilitated by Council and offering a ½ day workshop in major towns. Development of a check sheet to encourage informed and more structured approaches to planning for bed and breakfast style of accommodation approvals. | <ul style="list-style-type: none"> Undertake site assessment to determine potential sites that could be suited for the development of a distillery and/or the retrofit of an existing building. Develop a pre-feasibility assessing the viability of the proposition. If feasible, develop an EOI and take this to market promoting the concept to potential investors and developers. | <ul style="list-style-type: none"> Development of a targeted marketing campaign by Council. Working in tandem with caravan and camping associations in Victoria, South Australia and potentially other states and territories. Working with other major sector industry stakeholders including caravan clubs and other user groups to raise awareness. | <ul style="list-style-type: none"> Develop a series of formalised itineraries to market to car and bike clubs throughout SA and Victoria covering full-day, single and two-to-three-day overnight circuits. Collate a list of car and bike clubs including motor bikes, mountain bikes, and road bikes throughout SA and Victoria. Develop marketing collateral promoting these circuits and distribute them to car clubs. Distribute marketing collateral to the database of car and bike clubs. Brand and market the drive trails via the West Wimmera Shire official tourism website. | <ul style="list-style-type: none"> Designate 10-20 formal parking bays on or close to the main street of Kaniva for caravan and trailer parking. Ensure signposting of these is provided. Introduce highway signage sufficiently far in advance of Kaniva to inform caravaners etc of available parking spaces. |

♦ = strategic initiative | ▲ = development project

Lake Bringalbert and Dunbopperty Swamp development ▲

Lake Wallace recreation infrastructure ▲

Upgraded and expanded cabin capacity at lake-side holiday parks ▲

West Wimmera lake marketing and water levels app ♦

West Wimmera shire-wide signage audit ♦

| | Lake Bringalbert and Dunbopperty Swamp development ▲ | Lake Wallace recreation infrastructure ▲ | Upgraded and expanded cabin capacity at lake-side holiday parks ▲ | West Wimmera lake marketing and water levels app ♦ | West Wimmera shire-wide signage audit ♦ |
|-----------|--|--|--|---|--|
| Rationale | To elevate the profile of this site and increase recreational opportunities for locals and visitors to the site, the potential exists to consider investigating the introduction of a pop-up F&B facility, the installation of bird-watching hides, upgraded picnic table facilities as well as the installation of a nature play area. | Advocate for the implementation of tourism-based initiatives from the Lake Wallace Strategic Plan subject to funding opportunities) including a new floating pontoon, upgrading boat ramps, a new fishing pontoon, upgraded beach swimming area, upgraded bird hide, new signage, increased caravan park capacity, new Aboriginal cultural heritage material as well as the collection registration of historically significant sites. | Over the short term, look to introduce additional cabin options at the Shire's caravan parks to offer a critical mass of cabin products. Over the medium-longer term, advocate for the development of a destination holiday park in the Shire to target the higher-yielding family-based caravan and camping market. | To ensure visitors and locals are provided with accurate and up-to-date information on water body levels and safety information, the potential exists to develop a West Wimmera lake marketing and water levels app that can be used as the one-stop, trusted authority on water levels, rather than relying on the various sources of information that must be used currently. | A signage audit should be undertaken to identify signage gaps; ensure a consistent approach to signage is applied; sites where superfluous signage exists (as some sites currently have multiple signs performing the same purpose); and assess the need for multi-lingual signage in certain locations for the future. |
| Actions | <ul style="list-style-type: none"> ▪ Working with PV, undertake an assessment to look at appropriate upgrades to Lake Bringalbert and Dunbopperty Swamp including bird-watching hides, picnic table facilities and a nature play area. ▪ Assess potential grant funding streams that could be applied to for works. ▪ Work with PV to determine the potential for a mobile pop-up F&B operator to establish seasonally on site. | <ul style="list-style-type: none"> ▪ Assess potential grant funding streams that could be applied to complete the works identified in the Lake Wallace Strategic Plan, including a floating pontoon, boat ramp upgrades, a fishing pontoon, a sandy beach swimming area, bird hides, signage etc. | <ul style="list-style-type: none"> ▪ In the short-medium term, assess potential grant streams that could be applied for to introduce a further 6-8 cabins at each caravan park throughout the Shire. ▪ In the longer-term, complete a pre-feasibility assessing the viability of a new destination holiday park within the Shire. ▪ Complete a site assessment investigating potential sites where a destination holiday park could be suitably located. If shown to be viable, take pre-feasibility to potential major destination holiday park operators to gauge interest. | <ul style="list-style-type: none"> ▪ Secure a state government grant to develop an app for informing on lake water levels and facilities. ▪ Engage appropriate skilled app development company. ▪ Monitor and update data on the app on a monthly basis. | <ul style="list-style-type: none"> ▪ Secure a state government funding grant to undertake a full Shire signage audit to cover all directional signage and all interpretative signage. ▪ Assess where new signs are required. ▪ Secure state government funding grant to design and develop new signage and then introduce skins over existing signs where possible along with additional signage. |

♦ = strategic initiative | ▲ = development project

1.5. Next Steps

This Tourism Strategy acknowledges the aspirations of industry, Council, and community for West Wimmera's visitor economy. This illustrated the need for an integrated approach that:

- supports sustainable growth for the Shire's visitor economy;
- produces a pathway that is realistic and achievable;
- encourages community support and ongoing community social licence to avoid conflict; and
- offers a partnership approach with industry, community and government agencies that encourages a better understanding of needs and values while also enabling opportunities for product development and associated economic uplift (employment, investment etc.).

Many of the recommendations identified within this Strategy build on identified product gaps and aim to offer value-added elements to support the Shire's growth and ongoing sustainability.

To successfully activate and deliver this Tourism Strategy, the following is suggested.

- We note that although Wimmera Mallee Tourism (an arm of Wimmera Mallee Development Corporation) has previously been the regional tourism entity covering the tourism requirements of 4 shire councils, this entity is potentially closing later in 2023. Negotiation with Grampians Tourism, who is expected to take over this role will be required and council should liaise with Grampians Tourism to start to identify promotional programs especially which West Wimmera can leverage into.
- This Strategy covers the entire West Wimmera LGA, so the focus is the entire Shire and the creation of initiatives that can extend across it: *the strength of the Shire is the sum of its parts*. This Strategy, therefore, deliberately avoids separating initiatives for each town.
- Although priority recommendations to support the sustainable growth of the West Wimmera visitor economy have been identified, major stakeholders (under the direction of the Council), should initially only select 3-5 recommendations to drive the Tourism Strategy as the top priorities for the short-medium term (acknowledging that other initiatives can be added to over time once the priority short term projects are already activated).

- The delivery of new tourism projects identified within this Strategy will likely require funding for feasibility study analyses and business cases. Funding should be identified and set aside for allowing at least the top 3 priority recommendations to move to the next stage of development, whether the funding is coming from public or private sector sources.
- There will also be an ongoing budget required for marketing, covering tourism promotional campaigns, and offering the chance to leverage promotional funds from industry partners and the government. To ensure the Shire is well-known and on travel agendas for various domestic and international niche visitor markets, a tourism marketing campaign is required to help build up the region's profile so it can attract visitor interest, especially from Victoria and South Australia. Without a refocus, the region risks remaining a very regional-centric day visitor market. Any new promotional campaign, however, will need to be well supported by refreshed existing products, new products as suggested within this Strategy, and with a strong focus on products that can help grow an overnight, rather than a day visitor market.
- Destination events and festivals will also require a dedicated budget to ensure they can be maintained and to enable them to sustainably grow.

West Wimmera is an emerging tourism destination that has considerable potential, but to reach this it needs new and refreshed tourism products to appeal to target markets.

Taking smaller manageable next steps is going to be crucial in delivering desired outcomes. This will require a greater resourcing commitment from Council especially, to help grow the visitor economy sustainably, and to offer confidence to the industry and community that positive outcomes are able to be seen in a realistic timeframe.

Part 2: Where Are We Now?

2.1. Preparing this Tourism Strategy

2.1.1. Overview

Stafford Strategy (Stafford) was commissioned by West Wimmera Shire Council (Council) to develop a Tourism Strategy (the Strategy) for West Wimmera Shire (the Shire). The overarching aims of the Strategy are:

- to encourage demand for the Shire’s visitor experiences and services;
- to improve the quality and range of experiences and services; and
- to generate higher visitor satisfaction whilst encouraging longer stays and return visits.

This Strategy is written as a “road map” to rally purpose, concentrate effort and inform all stakeholders of what the tourism

development opportunities are for the Shire. In turn, this can deliver on the vision and goals identified as part of this Strategy.

There are many building block requirements to be put in place first before other initiatives can be successfully rolled out. For this reason, some of the above outcomes desired are deliberately not focussed on, if in fact building block stages are needed first.

2.1.2. Industry and Community Consultation

The input received from the community and industry was invaluable and provided a key resource for the Strategy’s preparation. The following consultation was undertaken.

- Industry consultations (one-on-one sessions) along with several workshops and focus group sessions with a variety of stakeholders across the Shire.
- Ongoing discussion with groups such as town progressive associations and local community committees.
- A community survey was coordinated by Council.

Working alongside those directly involved in the visitor economy across the Shire, this Strategy was developed via a 12-stage process, which is outlined in Figure 2. We wish to express our thanks to all of those within the Shire especially, who generously gave up time to be involved in the process.

Figure 2: The process followed



2.2. About West Wimmera Shire

The West Wimmera Shire covers approximately 9,108 square kilometres and is situated along the Victoria and South Australia border, about halfway between Melbourne and Adelaide. To the north of the Shire is Mildura Rural City Council, to the east are the municipalities of Horsham and Hindmarsh, to the south are the municipalities of Glenelg and Southern Grampians, and along the western side of the shire is the border of South Australia.

The Big Desert Wilderness Park lies in the north of the Shire with the Glenelg River in the south and Little Desert National Park and Lake Charlegrark in the centre. Along the west of the Shire, the great 4WD Border Track trails the boundary between Victoria and South Australia.

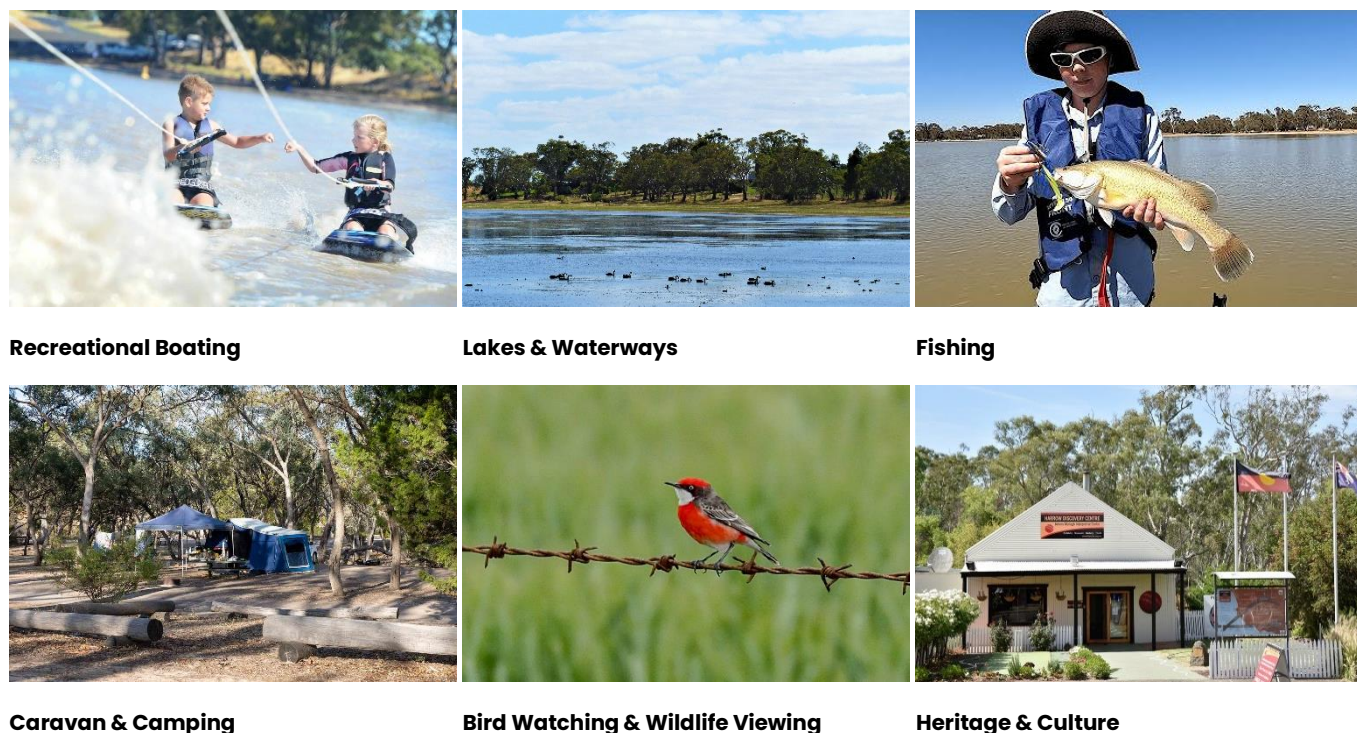
The Shire has a plethora of wetlands and lakes – comprising an estimated 25% of Victoria’s inland wetlands.

The main townships of the Shire are Edenhope, Kaniva, Harrow, Goroke, and Apsley, with smaller townships of Serviceton, Chetwynd, Dergholm, Lillimur and Miram.

Edenhope lies on the Wimmera Highway and is built on the banks of Lake Wallace. With a population of around 930 residents, Edenhope is also the southern administrative hub of the Shire. Kaniva is the northern hub with a population of approximately 800 people. Located on the Western Highway and the Melbourne-Adelaide Railway, Kaniva is a popular stopping place for people travelling between Melbourne and Adelaide, and we note that approximately 800,000 vehicle movements (in both directions) occur annually.

From a visitor economy perspective, the Shire has a strong agricultural-focused economy and is an emerging visitor destination. The focus of the visitor economy is primarily on the various lakes and wetland areas, which enable visitors to camp and recreate (fishing, jet skiing, swimming, boating etc.). There are limited commissionable tourism products (paid) and a lot of free ‘things to do’ including cycling, walking trails, water ways and free camping experiences. The Shire has a focus on recreation tourism products which offers a base to build from. Figure 3 outlines to core existing product pillars that the Shire’s visitor economy has.

Figure 3: Product Pillars



2.3. West Wimmera Shire Council's role

The role of the Council is to coordinate tourism-related strategies and projects that will promote and achieve growth and prominence of the visitor economy across the Shire. These need to be in line with the objectives, strategies, and commitments of the Victorian State Government in particular. This needs to be achieved in partnership and with the support of other government agencies, progressive associations; and tourism and allied business operators throughout the Shire and First Nation Peoples.

Although this Strategy has been developed as an initiative of the Council, its role will be one of ongoing coordination, advocacy, and support. Implementation will be in the hands of the Council, in partnership with tourism industry stakeholders and the community.



2.4. What We Were Told

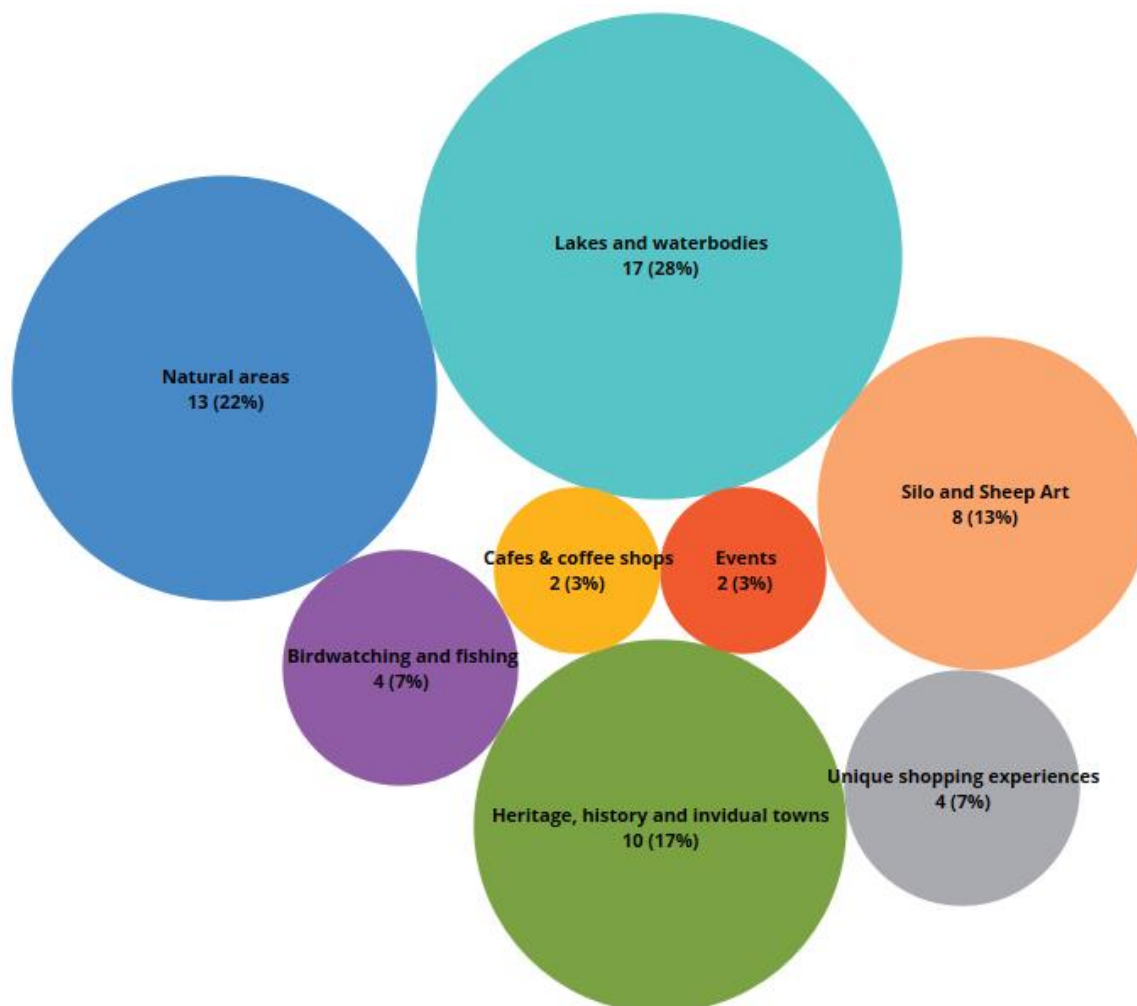
To enable broader stakeholder input into this Tourism Strategy, a survey was developed and distributed via Council. The survey was tourism-focused and was open for several months and garnered 20 responses in total. The full survey questions are included in Appendix 1.

In addition to the survey, broad consultation was undertaken across the various communities in the Shire. Workshops were held in Edenhope, Kaniva, Apsley, Goroke and Harrow and community and industry were invited to attend to provide input.

The following provides a summary of the survey results, supplemented with additional findings, where appropriate from the stakeholder workshops that were undertaken.

2.4.1. Top tourism products/experiences

Respondents were asked, “What do you see as the top three tourism products and tourism experiences currently?”. The responses were clustered into themes and the most common response was lakes and waterbodies, followed by natural areas and heritage, history and individual towns.



Respondents were also asked to “look ahead five years, what should tourism ideally look like for our region”. The focus was directed on eco-tourism, agri-tourism, providing employment opportunities, housing for workers/locals and authenticity.



2.4.4. Major challenges for the Shire

Major challenges for the Shire in growing the visitor economy were considered to be a lack of infrastructure, lack of accommodation, marketing budgets, ability to attract investment, food and beverage options/diversity and hours, and parochialism.

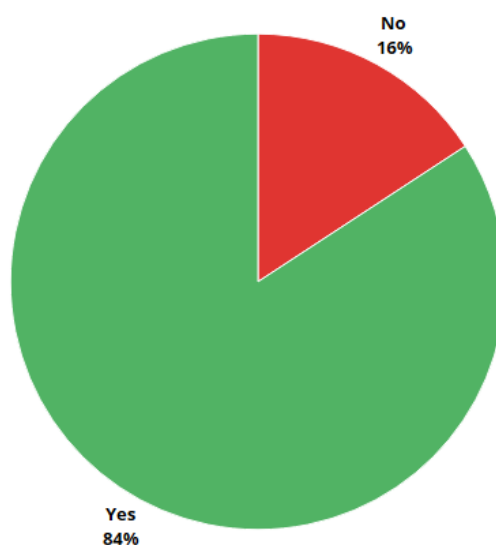


2.4.5. The need for more visitors

Respondents were asked whether the Shire should be “encouraging far more visitors to our region?”. The majority (84%) felt that the Shire should be aiming to attract more visitors.

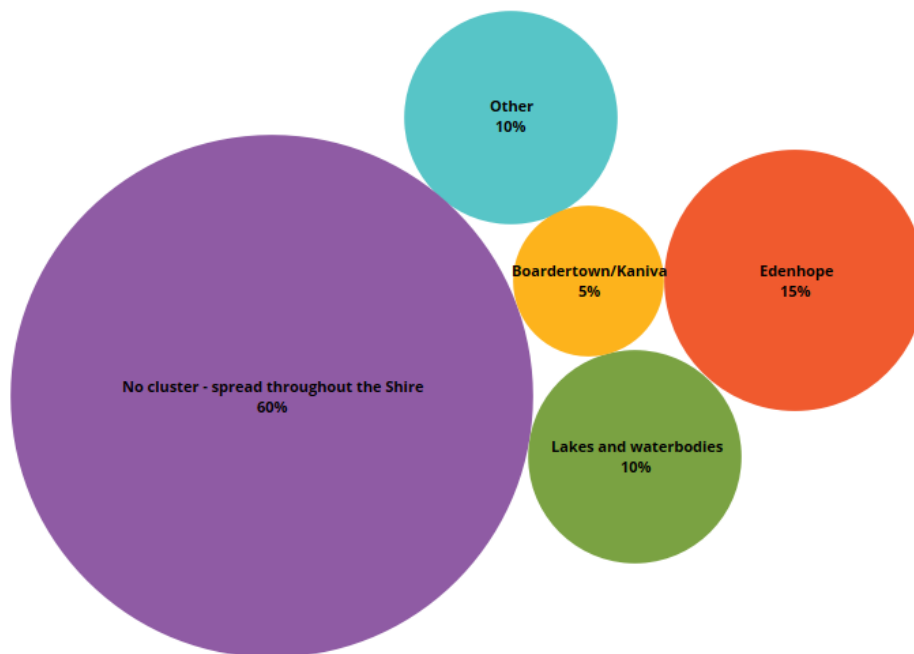
Respondents who responded “yes” to the above questions, were then asked how they felt the best way to achieve this would be. The following suggestions were received.

- TV ads Improve caravan park
- Add some unique artwork or features around Lake
- Kaniva Visitor Information Centre and the Windmill corner were designed to encourage people to stop for visitor services (toilets and coffee etc). This was also to promote the Kaniva story of agriculture and surrounding attractions. Several visitor hotspots are also identified and should be leveraged to promote the region.
- Advertising, communicating with businesses for ideas.
- Cheaper fuel, better accessibility on entry to particularly Kaniva
- Accommodation options that encourage people to break their trip and stay here or meet up with people here
- Lots of ideas in the community are often stopped and not supported at council/building planning consultant levels due to costs.
- TV ads, Social media
- Improve visitor facilities so visitors can have a positive experience and want to return. See e.g., Thargomindah caravan park, and Mitchell council hot springs as top-rated visitor experiences.
- West Wimmera is a pleasant "travelling through" destination.
- Determine USP. Be less parochial
- Enhance the web site with a Turismo video.
- Think outside the towns!
- Promote the lakes and swamps in the area. Get on top of the roadside weeds so the beauty isn't muddied.
- Better brochures, and websites. Making our water ways more visitor friendly with signage. Maybe some art, sculptures around lakes and tracks.
- Use all platforms available ~ use the web sites, Facebook etc. Specialist visitor publications/sites.



2.4.6. Clustering visitor experiences

Respondents were asked, "if we were to cluster visitor experiences and attractions in one primary area of our region, where would they be located?". The majority (60%) preferred a non-clustered approach and wish to see tourism development spread throughout the Shire.



2.4.7. What respondents don't want to see introduced

Respondents were asked, "what wouldn't you like to see introduced by way of new products and experiences?". Respondents were very much focused on those things that are artificial, expensive, and considered to be highly commercial. There was also a desire to reduce the reliance on volunteer labour as there is an acknowledgement of volunteer burnout.



2.4.8. Free versus paid experiences

Getting the right balance of offering free experiences versus paid/chargeable experiences is important for a visitor economy. Although the Shire does have a far greater number of free versus paid attractions (see Section 2.6.3), respondents were 50/50 as to whether the Shire has enough paid experiences.



Those who answered that the Shire does not have enough paid experiences felt that if more paid experiences could be introduced, they should be focused on farm stays, tours, accommodation, agri-tourism, and guided tours of natural products.



2.4.9. The Shire's USP

Respondents were then asked what the Shire's USP is compared to other surrounding regions. Responses primarily focused on the Shire's natural assets including wetlands, lakes, and bushland desert along with the Shire's history.



2.4.10. Other Comments

- Town entrances, billboard highway signage, digital media plus brochure and signage including Tolmer Way must be a priority.
- West Wimmera is not a tourist destination, people come for other reasons and enjoy our attractions, but not solely for tourists.
- Need to have a clear understanding from the strategy on what the council's role is around tourism vs regional bodies vs community and business. There are currently differing options on the importance of tourism in West Wimmera, which is fine there just needs to be clear guidelines so every community is aware of where they sit and who is responsible. The more successful communities in the tourism space have been the ones with local initiatives built from the ground up so we also need a way to encourage and inspire this work without the expectation of the council doing it.
- Certain areas of the shire would do well to link with the next shire e.g. Kaniva Goroke to the silo art, and Edenhope Harrow to the wine region in SA
- Look at helping all businesses, including volunteer businesses that put lots into this economy.
- Opportunity to create long-distance cycling and walking trails with good access to food and accommodation options. Linking across borders.
- We are living in "God's pocket" let's share the beauty.
- Be open and think creatively. Partnerships are key in tourism.
- a strong focus on our natural assets will naturally be passed on to our local business. if we focus on the town's only there is not enough to keep people for an extended time
- Why do we want increased tourism when there are so many issues that the locals have?
- I have enjoyed almost 2 years as a member of the tourism committee under the council's direction. Like many, considering, advising, discussing and encouraging the council regarding tourism.

2.5. Our Visitor Profile

Visitation to West Wimmera has been steadily growing (see Figure 4). Except for the two impacted COVID-19 years of 2020 and 2021, the Shire experienced year-on-year growth, with overall visitation increasing by 141% (65,000 visitors) between 2012 and 2019.

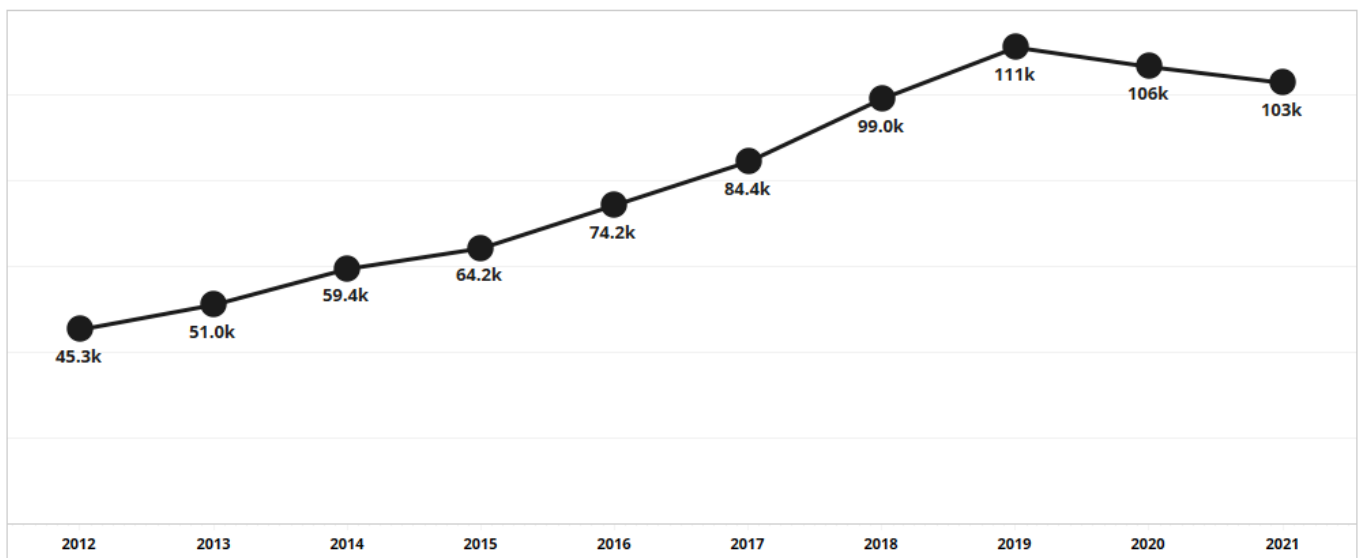
This growth has been driven almost entirely by the domestic visitor market, with domestic day visitation growing by 158% (35,000

visitors) and domestic overnight visitation increasing by 126% (29,000 visitors) between 2012 and 2019.

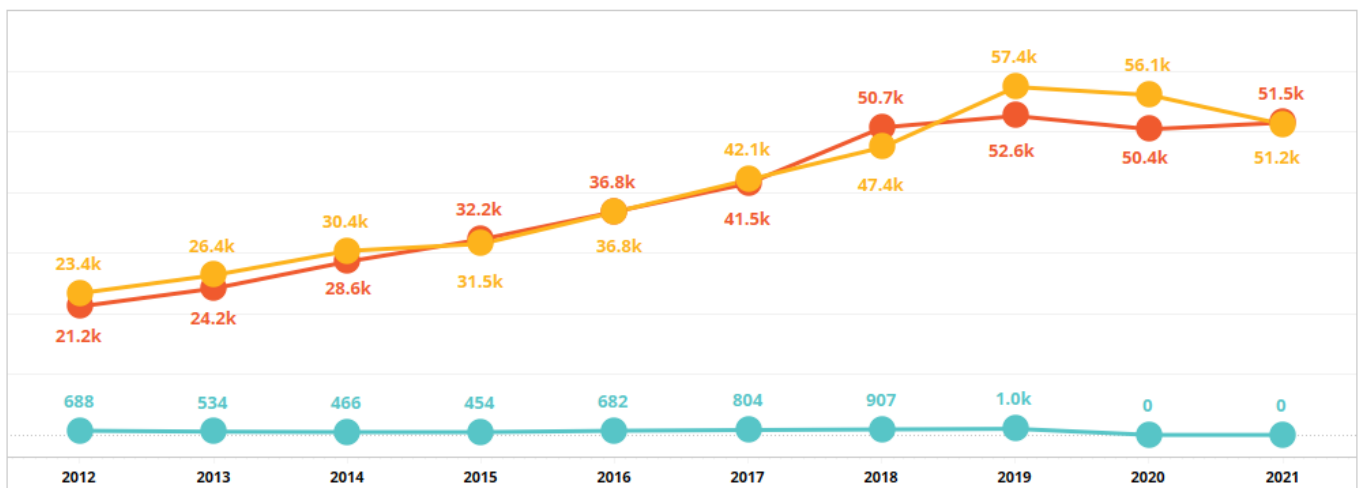
Despite experiencing a decline in visitation due to COVID-19, falling by 7% between 2019 and 2021, this decrease was fairly minimal when compared with other destinations around the state and further afield that traditionally have had a much stronger reliance on the international visitor market.

Figure 4: Total visitation to West Wimmera Shire, December YE¹

Total Visitation



Visitation by Visitor Type



Visitor Type
■ Domestic Day ■ Domestic overnight ■ International

¹ Based on special data request to Tourism Research Australia; National and International Visitor Surveys, Tourism Research Australia. Data is calendar year end, based on four-year averages, with the exception of COVID-19 impacted year data.

Figure 5 illustrates the strong domestic market that the Shire attracts, with domestic day and domestic overnight visitors comprising almost all visitors. This domestic market focus has stayed relatively constant over the period assessed (2012 – 2021).

The data also demonstrates that the Shire has traditionally had a stronger domestic day trip market focus. While domestic day trippers do form an important component of a visitor economy, many destinations are seeking to pivot their focus on overnight markets due to their higher-yielding nature as a result of longer dwell time. This Tourism Strategy deliberately focuses on

recommendations and initiatives that may assist in attracting a stronger overnight market to the Shire.

Visitor nights spent in the Shire have also experienced ongoing growth increasing by 202% (104,000 nights) between 2012 and 2019 (Figure 6). The average length of stay in the Shire is around 2.5 nights, with the bulk of nights being spent by domestic overnight visitors.

The ability to significantly grow nights spent in the Shire will be contingent on introducing new and enhanced existing accommodation options including B&Bs, lodges, cabins, pub accommodation and holiday parks.

Figure 5: Visitor type to West Wimmera Shire, December YE (2012, 2019 and 2021)²

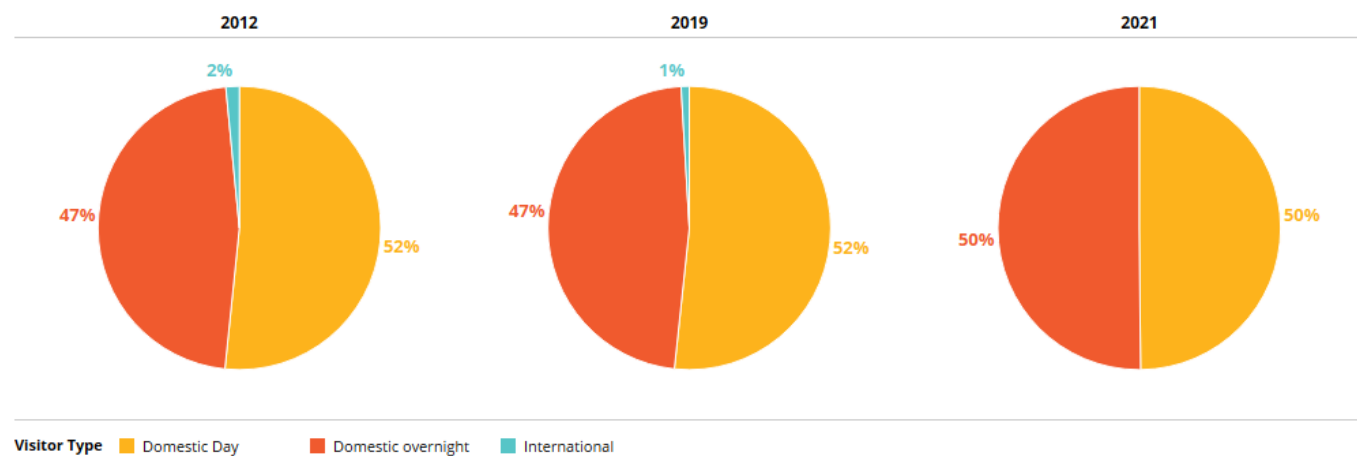
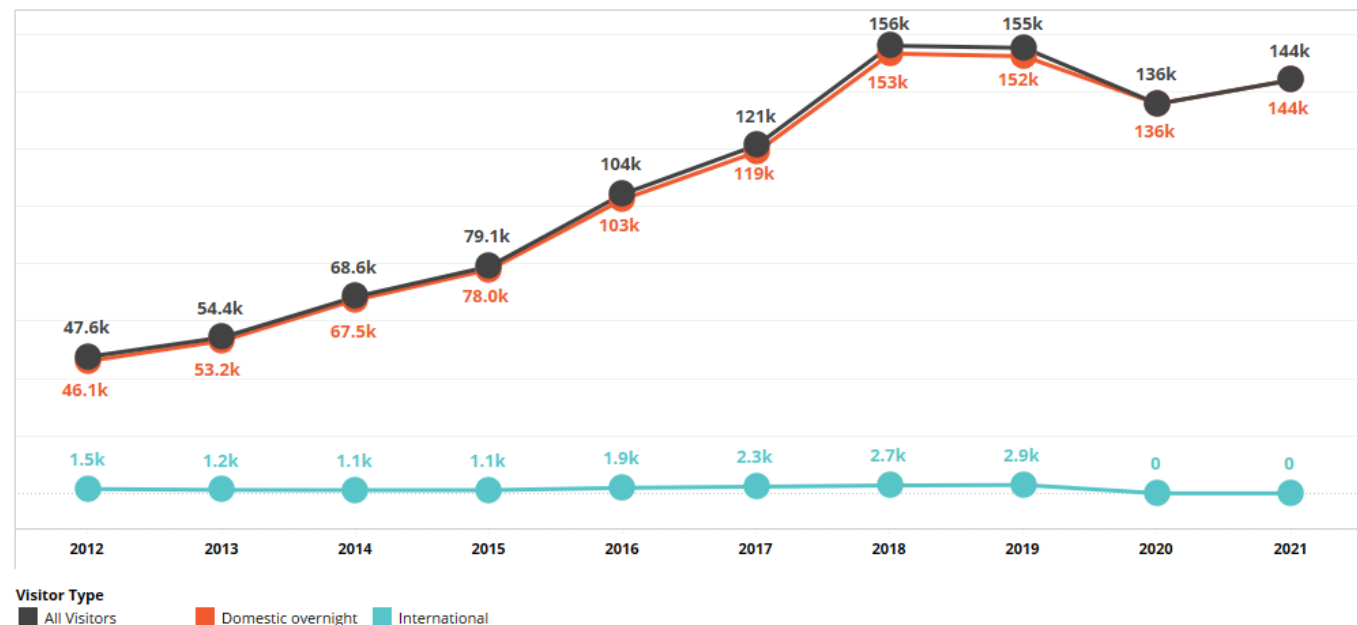


Figure 6: Total visitor nights to West Wimmera Shire, December YE³



² Ibid
³ Ibid

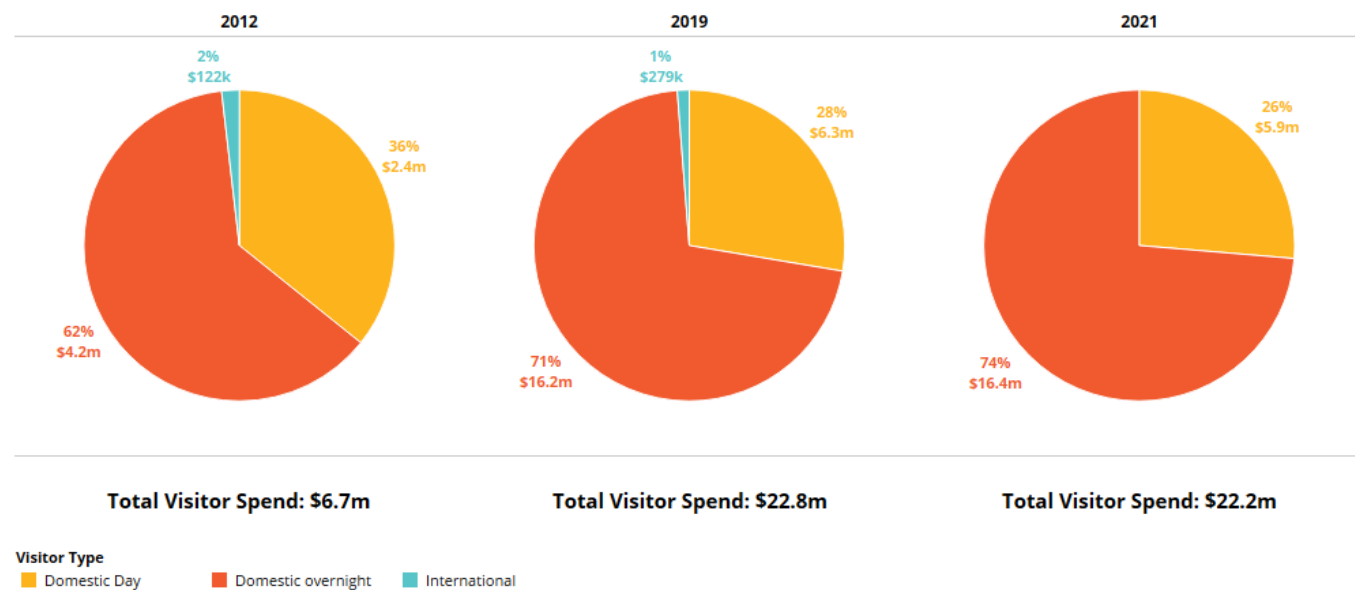
In line with growing visitation to the Shire, visitor spending has also increased, rising from \$6.7 million estimated in 2012 to a high of \$22.8 million in 2019 (a total increase of over 300% or \$12.7 million).

Figure 7 illustrates the importance of the domestic overnight market: while in 2019 this market represented only 47% of total visitation, the market generated 71% of all spend. Conversely, while the domestic day trip market represented 52% of all visitation, the spend by these visitors made up only 28% of all visitor spend.

Overnight visitors generally have a higher spend because of their spend on accommodation, food and beverage, transport, groceries, fuel etc.

By way of example, in 2019, domestic day trippers spent \$114 on average per trip in contrast to domestic overnight visitors who spent almost three times this amount at \$309 per trip. International overnight visitor spending per trip averaged \$278.

Figure 7: Visitor expenditure in West Wimmera Shire, December YE (2012, 2019 and 2021)⁴



⁴ Ibid

2.6. Our Tourism Offering

The Shire has a growing array of attractions and experiences and an emerging accommodation sector. The following section provides a stocktake of this mix to gain an understanding of the Shire's existing strengths and possible gaps that exist.

2.6.1. Accommodation Stocktake

Figure 8 provides a summary of the accommodation audit undertaken and demonstrates the following.

- The Shire has a limited range of commercial accommodation properties, with only 30 properties identified. This includes an audit of those properties listed on Airbnb.
- The Shire's accommodation typology is largely characterised by caravan and camping, making up 43% of the accommodation properties identified.
- In terms of estimated guest capacity, caravan and camping ground properties also provide the most stock and supply more than half of all guest capacity. This is also likely an underestimate given most caravan/camping sites throughout the Shire are unallocated and therefore conservative estimates were included.
- The Shire has very limited commercial bookable stock including motel, hotel, and boutique commercial B&B stock. In total, these typologies of accommodation total 33% of those properties identified and make up an even smaller 10% of guest capacity identified. Having sufficient commercial stock year-round is important for securing events and attracting a larger, more diverse overnight visitor market.
- Much of the commercial stock (except for a few B&Bs) is older-style and requires product enhancement and facility improvement to align it with consumer expectations.
- While caravan and camping products are scattered throughout the Shire, the bulk of all other accommodation products are clustered around the Shire's four main town centres of Edenhope, Kaniva, Harrow, and Apsley.
- With respect to product gaps, the Shire's accommodation mix would appear to be missing a larger number of boutique properties (such as B&Bs, guest houses etc.) as well as higher quality destination holiday parks (as opposed to transit-style caravan and residential parks) and worker accommodation.

2.6.2. Accommodation Sentiment

A consumer sentiment assessment was also undertaken on the Shire's accommodation mix (see Appendix 2 for an understanding of how this is calculated). West Wimmera has a good NPS score of +59 reflecting a strong degree of consumer satisfaction regarding its accommodation offer. Generally, a score of above 30 is considered good and a score above 50 is considered excellent. However, this score should be interpreted with some care as the number of properties for which enough reviews were able to be

obtained (only those properties with more than five reviews were included in the assessment) was limited (17 in total).

The Shire's boutique product rates particularly well, with a very strong NPS of +85. This form of accommodation complements the Shire's natural attributes well and fits in well strategically with the direct the community wishes to take the visitor economy.

2.6.3. Attractions/Experiences Stocktake

Figure 9 provides the results of the stocktake of the Shire's attractions and experiences. It demonstrates the following.

- Based on the audit, there are 124 different tourism attractions and experiences across Shire.
- Natural product comprises the largest share of the product identified (just over 27%). This comprises products such as reserves, state forests, parks, and bush walks. While much of this product services a local market, it also forms an important part of the Shire's tourism offering.
- The Shire's product base is dominated by free product (74% of all product is free). Although free product forms an important part of a destination's product mix and is important for community amenity, it is important to ensure there is a balance: paid product generates far greater economic benefit which can assist in growing social licence for tourism.
- The Shire appears to have a natural focus on outdoor recreation products, leveraging its natural assets such as its waterways, lakes and outdoors areas such as Little Desert as well as a cluster of water sports attractions/experiences.
- With respect to product gaps, there currently appears to be limited: indoor, all-weather experiences/attractions; tour products to offer guided, boutique experiences; family-friendly products; agri-tourism products; and night-time-based products.

2.6.4. Attractions/Experiences Sentiment

The sentiment assessment of the Shire's attractions/experience mix demonstrates the following.

- The Shire's product mix achieves a positive NPS score of +61, based on just under 644 reviews of 19 products. This is a strong rating that should continue to be built on but again, caution should be used given the small size of the product base able to be included in the assessment.
- The product category that receives the highest average NPS score was outdoor recreation products with a high NPS of +78. This was followed by visitor centres, museums, historical landmarks, and libraries which received an NPS of +75.
- Paid products received a higher overall average NPS of +75, compared with +56 for free products. What this reflects is that consumers are happy to pay for a product where they consider the quality and price point to match their expectations.

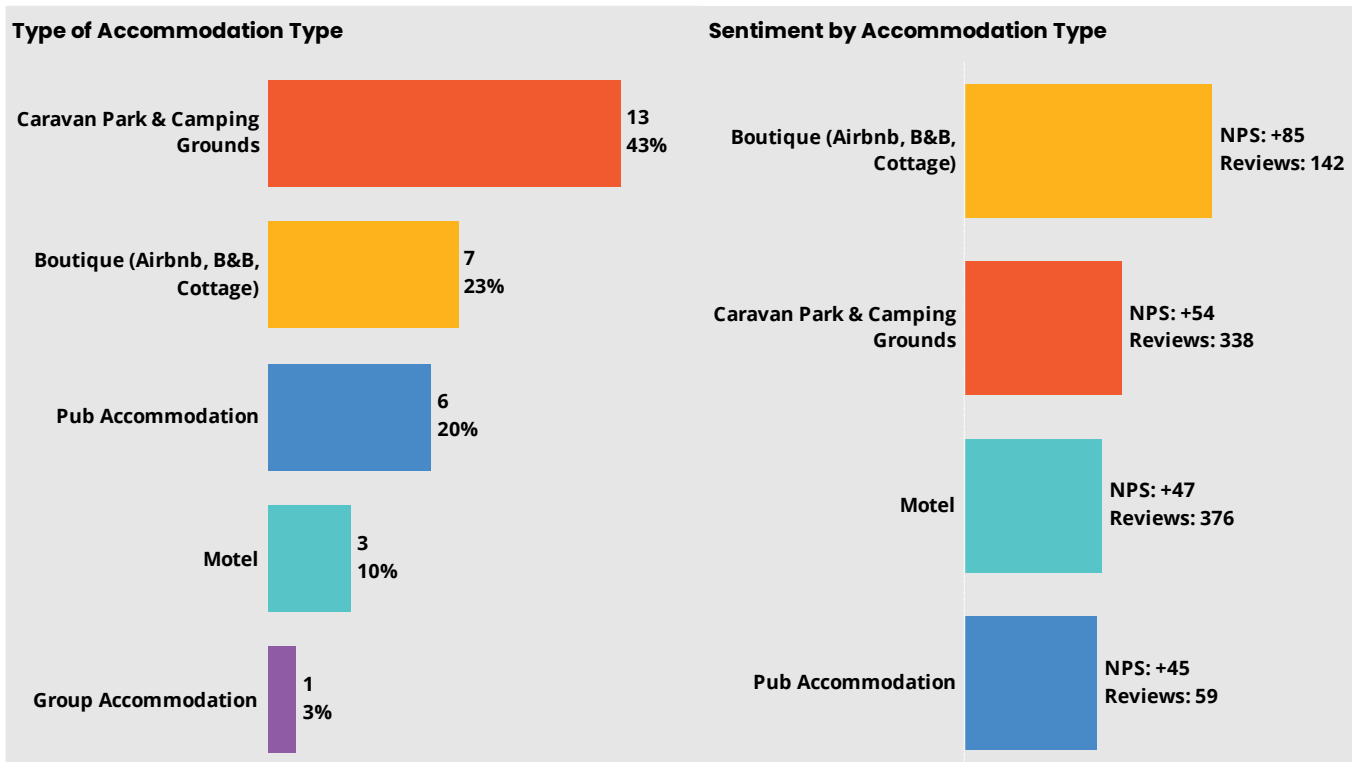
Figure 8: West Wimmera – Accommodation Audit Summary

West Wimmera Shire's Tourism Offer: Accommodation

The West Wimmera has **30** accommodation properties throughout the Shire.

The Shire's accommodation mix has an overall NPS* of **+59** (based on **915** reviews across **17** properties)**

*NPS = a measure of consumer sentiment
 ** Based on only those properties with 5 or more reviews



Accommodation Stock by Estimated Guest Capacity

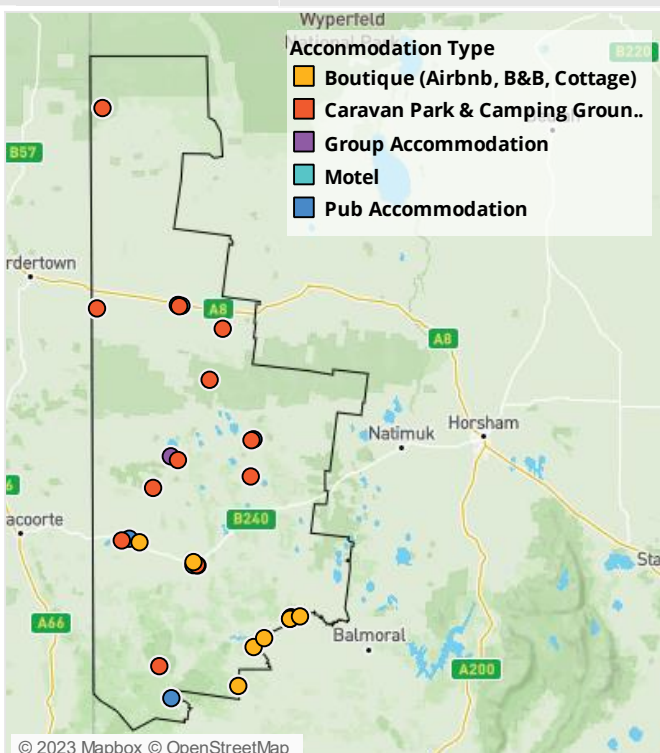
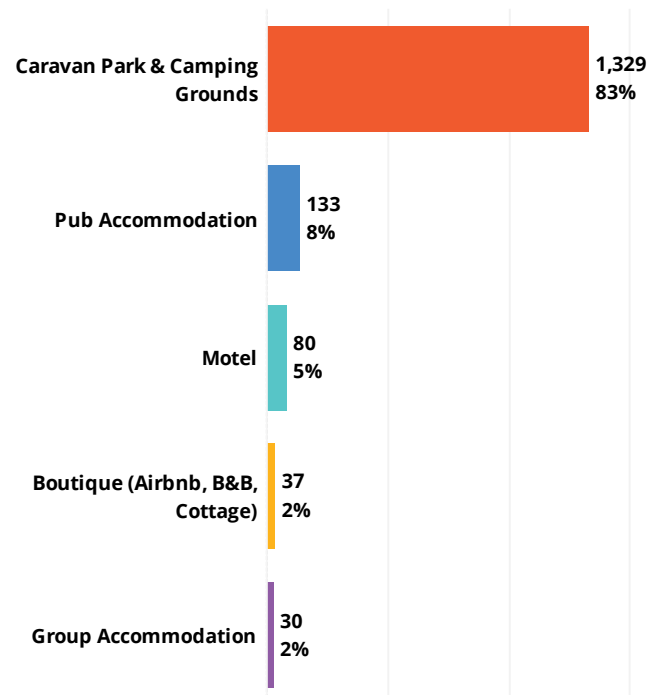


Figure 9: West Wimmera – Attractions Audit Summary

West Wimmera Shire's Tourism Offer: Attractions & Experiences

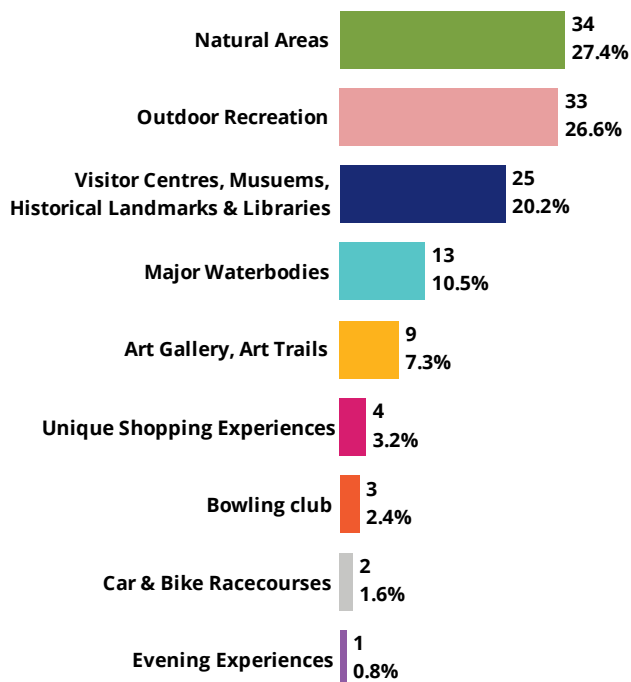
The West Wimmera has **124** attractions and experiences throughout the Shire.

The Shire's attraction and experience mix has an overall NPS* of **+61** (based on **644** reviews across **19** products)**

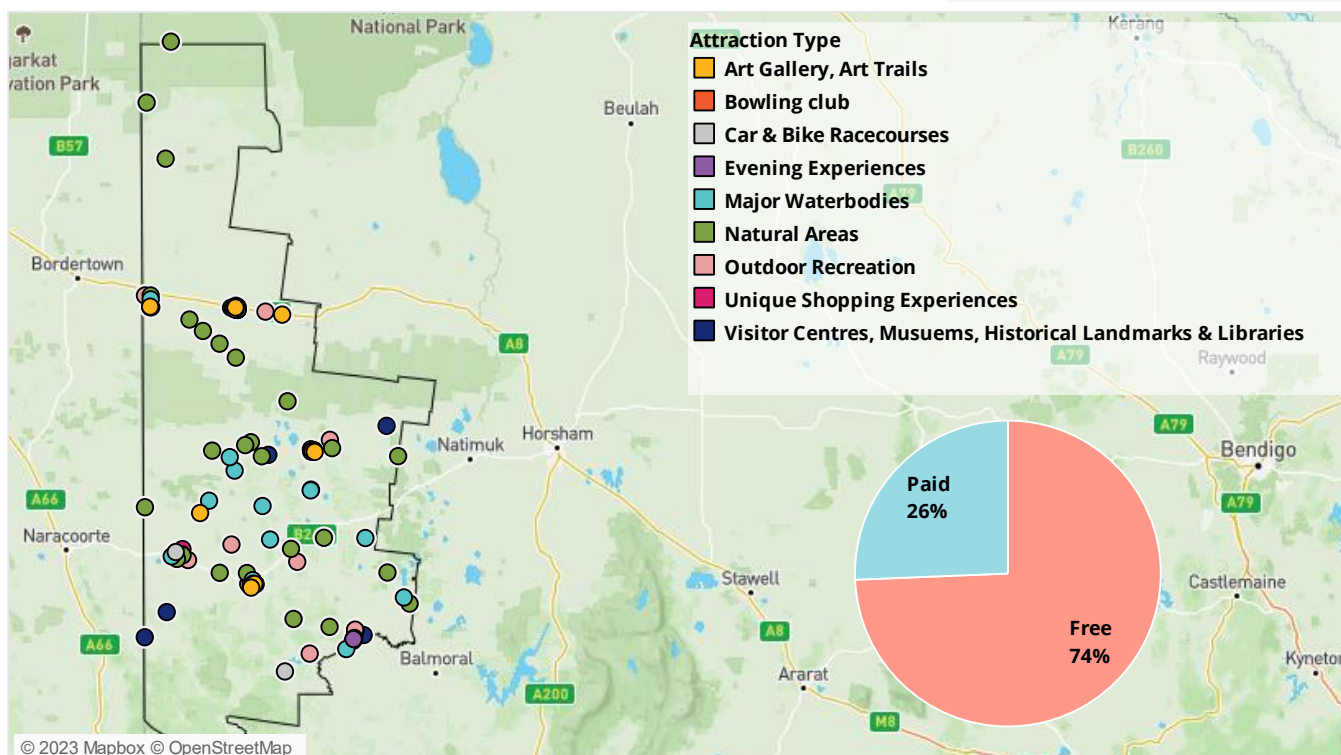
*NPS = a measure of consumer sentiment

** Based on only those products with 5 or more reviews

Type of Attractions/Experiences



Sentiment by Attraction/Experience Type



2.7. Challenges/Barriers to Sustainable Growth

Table 3 provides a summary of the primary challenges identified through this Tourism Strategy process. These are based on the consultation and research undertaken for this Tourism Strategy. It is important to note that several of these barriers are macro barriers that go far beyond the remit of a Tourism Strategy to address. They have, however, been noted here as important issues that are likely to continue to have an impact until they are addressed.

Table 3: The full list of challenges/barriers

| Area | Challenge/Barrier |
|--|--|
| Infrastructure | <ul style="list-style-type: none"> ▪ Lack of formalised caravan parking facilities in town centres ▪ Need better infrastructure generally (Wi-Fi connectivity, roads, water supply, sewer systems). ▪ Minimal public transport creates reliance on private vehicles. ▪ Limited capacity to host small-medium-sized conferences and events. ▪ Fragmented and outdated wayfinding and interpretation signage. |
| Product | <ul style="list-style-type: none"> ▪ Limited commissionable tourism products and much for free so economic uplift is constrained. ▪ Limited commercial accommodation restricting overnight visitation and higher average spending. ▪ Limited food and beverage choices and some quality concerns expressed by stakeholders. ▪ Limited major visitor attractions. ▪ Many operators are smaller scale lifestylers with a desire to remain lifestyle operators rather than expanded commercial operators offering services year-round. ▪ Limited indigenous tourism products and presence in the tourism sector. ▪ Limited well-capitalised investors/developers in the Shire. |
| Marketing, Governance & Collaboration | <ul style="list-style-type: none"> ▪ Lack of product packaging and collective marketing. ▪ Lack of local funding resources for local tourism. ▪ The local tourism industry is noted as disjointed (good operators but limited collaboration). ▪ Fatigued and disconnected operators due to COVID impacting businesses. ▪ Volunteer burnout. ▪ Digital literacy of operators. ▪ Strong competition from surrounding regions with major iconic brands. ▪ Limited community awareness of the importance of tourism. |
| Other | <ul style="list-style-type: none"> ▪ Pandemic uncertainty going forward – industry nervousness about fully reopening and reinvestment ▪ Some in the community are split on whether they want more tourism (which is seen to correlate with traffic congestion at weekends particularly). ▪ Planning and development costs are seen as very high, impacting project viability. ▪ Limited pool of skilled and semi-skilled staff and ability to attract and retain. ▪ The planning process is noted as often being long, expensive, and time-consuming resulting in a lack of certainty for investors and developers. ▪ Limited investment over the last 5 years in tourism products and services. |

2.8. SWOT Analysis

Table 4 provides a SWOT analysis for the Shire, focusing only on tourism-related strengths, weaknesses, opportunities, and threats.

It has been created after discussions with various industry and government stakeholders and from the review of research and its analysis.

Table 4: SWOT Analysis

| | | | |
|---|--|--|--|
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">STRENGTHS</p> | <ul style="list-style-type: none"> ▪ Waterbodies (lakes and swamps) ▪ The natural environment and landscape ▪ Protected bushland ▪ Passionate communities ▪ High-quality agricultural land, especially beef and sheep, cropping ▪ Desert areas ▪ Silo art and sheep art ▪ Unique, boutique shopping experiences ▪ Bird watching ▪ Quality fishing throughout the Shire ▪ Cultural history including the first Aboriginal cricket team ▪ Historical towns ▪ Halfway point between Melbourne and Adelaide ▪ Strong caravan and camping focus ▪ 4x4 trails and experiences ▪ Baileys Rocks ▪ Camping areas | <p style="writing-mode: vertical-rl; transform: rotate(180deg);">WEAKNESSES</p> | <ul style="list-style-type: none"> ▪ Lack of directional and interpretative signage ▪ Limited new and/or refreshed products ▪ Variable quality of accommodation stock including caravan parks ▪ Lack of robust statistical data and lack of market intelligence from the industry ▪ Lack of awareness of tourism benefits in the general community ▪ Lack of a strong online presence ▪ Lack of development and investment opportunities to date ▪ F&B availability after hours ▪ Limited diversity of tourism product ▪ Finding staff to fill positions ▪ Lack of staff/worker accommodation ▪ Digital savviness of operators & willingness to get online ▪ A stagnant and aging population |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">OPPORTUNITIES</p> | <ul style="list-style-type: none"> ▪ Introduce new forms of accommodation ▪ Target the caravan and camping market ▪ Introduce recreational infrastructure at various lakes ▪ Pop-up F&B products in towns and at the lakes ▪ Operator upskilling ▪ Signage audit (directional and interpretive) ▪ Worker hostel/accommodation ▪ Product to leverage the silo art ▪ Bird and frog-watching tours ▪ Mini triathlon event ▪ Formalised caravan and trailer parking with signage in Kaniva ▪ Kayaking journeys ▪ Tourism business growth workshops ▪ B&B establishment workshops ▪ Establishment of a destination brand for West Wimmera ▪ Dump site for Johnny Mullagh Memorial & Caravan Park ▪ Introduction of horse trails ▪ Sensory playground trail ▪ Bike trail link connecting Lake Bringalbert and Lake Charlegrark ▪ Extended boardwalk from Apsley to Lake Newlands | <p style="writing-mode: vertical-rl; transform: rotate(180deg);">THREATS</p> | <ul style="list-style-type: none"> ▪ Natural disasters (highway flooding etc.) ▪ Economic downturn overall ▪ Lack of industry support for Council initiatives ▪ Lack of funding for national park upgrades ▪ Lack of investment in existing and new accommodation stock could prevent overnight visitation ▪ Local apathy ▪ Lack of connectivity with mobile reception ▪ Climate change impacts ▪ Lack of community energy, investment capital ▪ Tourism numbers (especially domestic) have been impacted by COVID-19 as a result of border closures in particular ▪ Constraints accessing land for development because of perceived environmental challenges. ▪ Limited workforce capacity ongoing will impact the tourism sector's ability to move out of hibernation and reskill ▪ Managing expectations with limited resources for tourism especially |

Part 3: Where Do We Want to Be?

3.1. Strategic Framework

The following strategic framework has guided the development of this Tourism Strategy and should be used to direct tourism development in the West Wimmera region going forward.

3.1.1. Vision

The vision for West Wimmera’s visitor economy is as follows.

“West Wimmera will continue to strive to be an exciting visitor destination, offering a sustainable range of exciting recreation and tourism activities to benefit a range of visitor markets, and to support our resident community. The visitor economy will continue to grow strongly and sustainably, actively supported by Council, industry, government, and community, all working collaboratively.”

3.1.2. Objectives

The following objectives have been identified to guide the recommendations identified through this Strategy.

- Establish a clear identity for what West Wimmera is and what it aspires to be in the future.
- Grow the visitor length of stay in the region.
- Continue to protect the environment.
- Improve physical connectivity, access, regional dispersal, and wayfinding.
- Achieve a greater level of collaboration amongst industry, community, and government.
- Ensure ongoing investment into the visitor economy to enable human capacity and capability development.

Figure 10: Tourism Strategy Objectives

| | |
|---|--|
| A Unique Place | A Captivating Place |
| A region with a unique identity that resonates with residents and visitors alike. | A region that entices visitors to stay longer and spend more via its unique and refreshed product offering, |
| A Sustainable Place | An Insightful Place |
| A region that is recognised for delivering economically and environmentally sustainability tourism outcomes, well supported by new infrastructure which leverages new product investment. | A region that makes more informed decisions based on both skills and quality data for the management and marketing of its visitor economy. |

Image credit: ViScreen



3.2. Recommendations for Sustainable Growth

3.2.1. Strategic Initiatives vs Development Project Recommendations

50 recommendations have been identified as part of this Strategy. These include a range of what have been termed “strategic initiatives” and “development projects”.

- **Strategic initiatives** reflect those recommendations that are required to sustainably manage and grow a visitor destination and, while not being major “ribbon-cutting” projects, they are necessary to ensure a successful approach is achieved.
- **Development projects**, on the other hand, reflect physical projects such as new or enhanced accommodation, tourism attractions or events (for example) that need to be introduced.

3.2.2. The full list of recommendations

Those indicated with a ♦ are strategic initiatives – all others reflect development project recommendations.

Table 5: The full list of recommendations

| A Unique Place A region with a unique identity that resonates with residents and visitors alike. | A Captivating Place A region that entices visitors to stay longer and that locals love more than ever. |
|--|--|
| <ul style="list-style-type: none"> ▪ Agri-tourism/farm tourism strategy (link with existing town markets) - ♦ ▪ Assess West Wimmera destination brand - ♦ ▪ Development and marketing of bridle trails on State Forest land - ♦ ▪ Indigenous tourism cultural program (digital drive circuits and walking tours) ▪ Pet-friendly accommodation focus ▪ Silo art tourism strategy - ♦ ▪ West Wimmera lake marketing and water levels app - ♦ | <ul style="list-style-type: none"> ▪ Apsley motorsports expansion and Edenhope Motorcycle Park ▪ Bike trail link (10km) between Lake Bringalbert and Lake Charlegrark ▪ Bird and frog-watching tours ▪ Boutique whisky, tequila, or vodka distillery; craft brewery or cider house ▪ Caravan/camping marketing campaign (family market & couples) - ♦ ▪ Evening events (light show, outdoor cinema) ▪ Extended boardwalk from Apsley to Lake Newlands ▪ Farming/horticultural agri shows consolidation to strengthen their proposition (rotational across all towns) ▪ Formalisation of regional drive and motorbike trails ▪ Harrow fishing, kayaking and river walking trail ▪ Lake Charlegrark Country Music Marathon (assess extending the length of the event) ▪ Mini triathlon event (Goroke) ▪ Murray cod fishing competition ▪ Pop-up seasonal food outlets (centred at towns & lakes) ▪ Position Apsley as the Western Gateway to the region - ♦ ▪ Promotion of the Henley on Lake Wallace Event along with the greater promotion of all events - ♦ ▪ Self-guided heritage and historic tours ▪ Sensory playground trail (leveraging existing playgrounds in Goroke and Kaniva) ▪ Serviceton Railway Station heritage attraction/event venue ▪ Serviceton Reservoir site infrastructure improvement (picnic tables, signage, designated caravan parking) ▪ Upgraded and expanded cabin capacity at lake-side holiday parks ▪ West Wimmera 4WD courses (Little Desert) ▪ West Wimmera orchid tours ▪ West Wimmera wetlands kayaking journeys |
| A Sustainable Place A region recognised for its action on delivering sustainability. | An Insightful Place A region that makes more informed decisions in the management and marketing of its visitor economy. |
| <ul style="list-style-type: none"> ▪ Completion of Kaniva Wetlands boardwalk, including camping area, swimmable wetlands, and water retention strategy ▪ Formalised caravan and trailer parking on the main street of Kaniva - ♦ ▪ Freedom camping site gold coin entry (policy change) - ♦ ▪ Johnny Mullagh Memorial & Caravan Park dump site (Harrow) - ♦ ▪ Lake Bringalbert and Dunbopperty Swamp development (pop-up F&B facility, bird-watching hides, upgraded picnic tables, nature play area) ▪ Lake Ratzcastle designation of sites and upgrade of camp kitchen ▪ Lake Wallace recreation infrastructure (new fishing pontoon, floating swimming pontoon, upgrade/extend boat ramps, signage upgrades, bird hides, sandy beach area) as per Strategic Plan ▪ National parks and state forest parks safety signage (audit) - ♦ ▪ Planning scheme change to encourage tourism development for urban areas - ♦ ▪ Worker accommodation hostel | <ul style="list-style-type: none"> ▪ Annual Council support program communication workshop - ♦ ▪ Annual volunteer appreciation event - ♦ ▪ B&B planning scheme workshops - ♦ ▪ Digital literacy operator training program - ♦ ▪ Improved visitor statistics & insights - ♦ ▪ Retailer and business customer care training program - ♦ ▪ Tourism business growth workshops - ♦ ▪ West Wimmera events guidelines document - ♦ ▪ West Wimmera shire-wide signage audit - ♦ |

3.3. Prioritising the Recommendations

3.3.1. Methodology for the Recommendations

To determine the priority recommendations, each has been assessed against the weighted criteria outlined in Table 6. A weighted score has been used to reflect that some of the criteria have a stronger positive impact or a higher level of importance to each stakeholder than others.

Where possible, the assessment has utilised quantitative data (particularly for those projects where feasibilities or business cases

have been developed). In the absence of such assessments, however, a qualitative assessment has been undertaken based on local knowledge, stakeholder consultation, professional experience, and a general assessment of the perceived benefits. Many projects will still need to have feasibility studies and business cases to ensure they are viable and able to deliver their desired outcomes.

Table 6: Recommendation ranking criteria

| Criteria | Score | Weighting | Description |
|---|---|-----------|---|
| Attract a higher spending visitor market | None = 0 Low = 1 Medium = 2 High = 3 | 2 | Those which are likely to be drivers for encouraging visitation by those markets which typically spend more are ranked higher |
| A catalyst to stimulate other investment | None = 0 Low = 1 Medium = 2 High = 3 | 3 | Projects that are more likely to encourage additional or complementary investment into other projects are rated higher. |
| Employment (Op.) Potential | None = 0 Low = 1 Medium = 2 High = 3 | 2 | Projects which are likely to generate greater employment opportunities once operational are ranked higher. |
| Encourage indigenous tourism in the visitor economy | Yes = 1 No = 0 | 3 | Projects that actively encourage Traditional Owner involvement in the visitor economy and/or which grow Traditional Owner ventures are ranked higher. |
| Estimated visitation | None = 0 Low = 1 Medium = 2 High = 3 | 2 | The projects which are likely to generate higher visitation are ranked higher. |
| Improve the environment | None = 0 Low = 1 Medium = 2 High = 3 | 3 | Projects that comprise environmental initiatives are ranked higher. |
| Landowner | Unknown = 1 Council = 2 Other Govt. Agency = 2 Private = 3 | 1 | Projects which are situated on private land are ranked higher because there are likely to be fewer constraints. |
| Likelihood to be profiled by Visit Victoria | None = 0 Low = 1 Medium = 2 High = 3 | 1 | The ability of the project to grow the region's destination profile. Projects which may have Higher marketing budgets (particularly those run by larger tourism players), as well as highly unique products, are ranked higher. |
| Likely to be supported by the community | None = 0 Low = 1 Medium = 2 High = 3 | 2 | Those projects that may be supported (either through visitation or general support) by the local community are ranked higher. |
| Likely visitor appeal | None = 0 Low = 1 Medium = 2 High = 3 | 3 | The projects which are likely to have a higher appeal to the visitor market are ranked higher than those which may generate lower visitor interest. |

| Criteria | Score | Weighting | Description |
|---|---|-----------|--|
| Need for ongoing operational government funding | None = 3 Low = 2 Medium = 1 High = 0 | 2 | If the project is likely to require ongoing government contributions to fund operating costs, it is ranked lower. If the project is likely to be commercially viable/sustainable, it is ranked higher. |
| Priority projects indicated in the analysis | Yes = 3 No = 0 | 3 | If a project was identified consistently through research, consultation, and analysis, it is ranked higher. |
| Regional dispersal of visitors | None = 0 Low = 1 Medium = 2 High = 3 | 1 | If a project is able to encourage higher visitor dispersal throughout the region, it is ranked higher. |
| The ability of the project to security government funding | None = 0 Low = 1 Medium = 2 High = 3 | 2 | Those projects which may be more likely to be able to secure government funding (capex or opex) are ranked higher. |
| Short term project commencement | Yes = 1 No = 0 | 2 | If the project is likely to be able to be activated in a shorter period, it is ranked higher. |
| Size of private investment | = 0 = 0 <\$100,000 = 1 <\$500,000 = 2 <\$1,000,000 = 3 >\$1,000,000 = 4 | 3 | Projects which are more likely to attract private sector investment (regardless of the value of this investment) are ranked higher. |
| Size of public investment | <\$100,000 = 4 <\$500,000 = 3 <\$1,000,000 = 2 >\$1,000,000 = 1 = 0 = 0 | 2 | Projects which have a higher public sector investment requirement are ranked lower. |
| Higher domestic visitation | None = 0 Low = 1 Medium = 2 High = 3 | 2 | Those which are likely to encourage Higher domestic (rather than local) visitation are ranked higher. |
| Higher international visitation | None = 0 Low = 1 Medium = 2 High = 3 | 3 | Those which are likely to encourage higher international visitation and profile are ranked higher. |
| The uniqueness of the product | None = 0 Low = 1 Medium = 2 High = 3 | 2 | Projects that are unique to the region are ranked higher. |

Image credit: Harrow, VicScreen

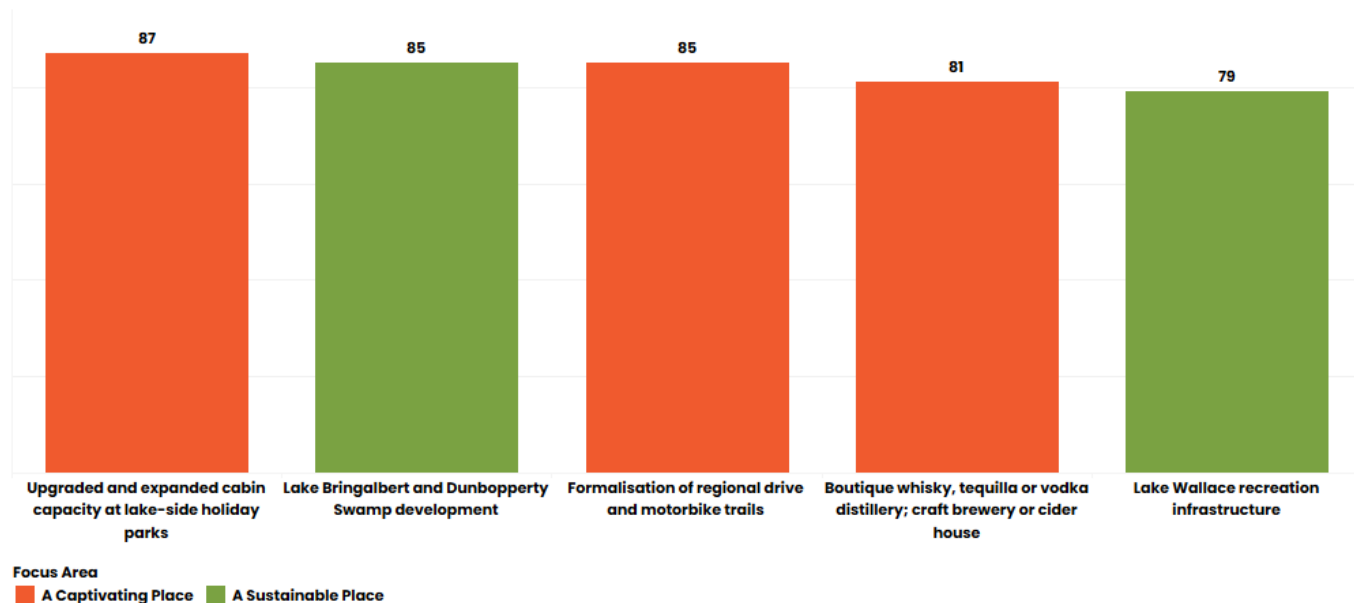


3.3.2. Top Five Development Recommendations

The following provides the top five ranked development recommendations to focus on based on the methodology outlined above which compares every recommendation against a large number of key variables. They offer:

- a starting point for activation of this Strategy as it is important to activate only higher priority projects at the same time; and
- a wide diversity in their scale, type of development, location, and their timeframe for activation.

Figure 11: Priority (top five) development recommendations



3.3.2.1. Upgraded and expanded cabin capacity at lake-side holiday parks

The lack of commercial accommodation throughout the Shire is a major constraint to growing overnight visitation and associated levels of visitor spend and length of stay.

With strong growth in the caravan and camping markets especially, opportunities need to be explored for:

- introducing new holiday parks in or close to major towns in the Shire; and
- expanding existing caravan parks where possible,

In the short term, it is noted that four of the Shire’s caravan parks will receive two new cabins each as part of funding received via the State Government⁵. While this is a valuable opportunity, there is a need for a greater number of cabins to offer a critical mass of accommodation products to have a meaningful impact on the Shire’s visitor economy and to cater to a larger number of visitors who wish to stay overnight.

With limited commercial accommodation options currently overall throughout the Shire, we would suggest that each of the caravan parks would benefit from a further 6-8 new style cabins on average, noting some may have more space than others to accommodate this. Funding for these may be required via government grants or through possible partnership arrangements with third-party investors.

The existing parks in the Shire tend to resemble more traditional/transit-style caravan parks or campgrounds. With its strong recreation mix and its growing family market and visiting friends and relatives market, over the medium-longer term, the Shire would appear to be ideally placed to advocate for the development of a higher quality caravan park, potentially including a destination holiday park akin to what is available in many other areas, including regional areas, throughout Australia (see Figure 12).

Destination holiday parks require sites of approximately 5-8 ha. or more. The potential may exist to introduce a higher quality and professionally run destination holiday park with suitable facilities to cater to the family market and offer:

- cabins to meet the needs of visitors year-round;
- powered and unpowered camping and caravan sites;
- recreational features and amenities to support a longer length of visitor stay, such as heated water play parks, water slides, bike parks, jump pillows, climbing walls, major jungle gyms/play equipment areas, mini-golf, and bike/trike hire.

These holiday parks are highly landscaped and function as destinations in their own right. Dependent on the site locations

possible, a destination holiday park may include circa 15-25 cabins, 50-60 powered sites and 30-40 unpowered sites.

Figure 12: Destination holiday park precedents⁶



⁵ <https://www.westwimmera.vic.gov.au/Council/News-and-media/Latest-News/New-amenities-block-for-Kaniva-Poolside-Caravan-Park>

⁶ Goolwa Discovery Park, SA; Clare Valley Discovery Park, SA; Discovery Parks Barossa valley, SA; BIG4 Traralgon Park Lane Holiday Park, VIC.

3.3.2.2. Lake Bringalbert and Dunboperty Swamp development

Lake Bringalbert is a popular recreation and camping site set amongst West Wimmera's Redgums. The site offers free camping for both caravans and RVs along the lake foreshore with toilet facilities and fire buckets and boat ramp facilities. The lake is popular for boating, kayaking, wake boarding and fishing.

To the south of Lake Bringalbert is Dunboperty Swamp which, when filled, is a wildlife sanctuary that attracts a vast array of birdlife.

To elevate the profile of this site and increase recreational opportunities for locals and visitors, the potential exists to consider investigating the introduction of the following.

- A pop-up food and beverage facility at the site that could operate on a seasonal basis during peak periods to offer those staying overnight and day visitors an option to purchase coffees, ice creams as well as small grab-and-go meals. If this is proven viable, this could potentially be transitioned to a permanent operation (or a permanent weekend operation).
- The installation of bird-watching hides, particularly around the edges of Dunboperty Swamp, with the potential to include interpretive signage.
- Upgraded picnic table facilities.
- The installation of a nature play area for children visiting the lake.

Figure 13: Nature play area precedent⁷



3.3.2.3. Formalisation of regional drive and motorbike trails

Market evidence and stakeholder feedback has indicated a strong level of uplift in both drive and motorbike groups coming into the region as part of drive-and-ride circuits. This includes niche markets such as:

- Special interest motor bike touring groups using the region's road network for access to and from various regional towns throughout Wimmera – Mallee and further afield.
- Special interest car clubs coming through the region.
- Individuals and couples undertaking less formal road trips through the region.
- Other groups undertaking road circuits and unsealed circuits on road bikes and mountain bikes etc.

What is suggested here is the creation of formalised itineraries to be marketed to the large number of car and bike (motor bikes, mountain bikes, road bikes) clubs throughout South Australia, Victoria and potentially further afield, encouraging a range of full-day, single and two-to-three-day overnight circuits for visitors to choose from. It is important to give consumers options for drive circuits but this needs to be balanced with the supply side capacity of overnight accommodation options.

To help maximise the economic value of this important niche market every effort will need to be made to encourage new and expanded accommodation facilities to be introduced, in addition to existing and proposed food and beverage outlets (permanent and pop-up). Without these core components of the visitor economy, there is a risk that visitors visit but stay outside of the Shire so the majority of economic uplift is lost to West Wimmera.

Core relationships should also be forged with caravan and camping associations to leverage their support to members, along with motor industry key contacts and consumer groups.

⁷ Webber Reserve Willagee, WA; Russell Brown Adventure Park Mosman Park, WA.

3.3.2.4. Boutique whisky, tequila, or vodka distillery; craft brewery or cider house

Surrounding areas in South Australia that border West Wimmera offer a variety of well-known wine-growing regions such as the Coonawarra etc. Although West Wimmera Shire is known as a significant agricultural region, it's focus is on grain (barley, wheat etc.) and offers quality livestock farming. The potential exists, however, to leverage its quality grain farming etc. and look to introduce a smaller-scale distillery (vodka, whisky, or tequila, noting there is already a gin distillery in Casterton) or possibly a cider house or craft beer brewery. This could potentially utilise a re-purposed industrial building (a depot etc),

These types of facilities offer an exciting product to encourage more visitors to stop and stay in the area, especially where the facility can also offer tasting sessions, guided tours, meals and a potential venue for events and functions (which support local community needs as well). Many towns within the Shire may offer potential sites for such a facility and all should be investigated.

Using natural ingredients to create unique tastes (wildflowers, berries, barks etc), the facility could generate both a very strong local market and a seasonal visitor market.

The capital cost to set up a small distillery can vary markedly depending on the facility being retrofitted and the quality of fit out being applied, but in broad terms, could cost circa \$5-\$10 million-plus.

Figure 14 provides examples of distillery precedents.

Figure 14: Distillery precedents⁸



⁸ Kalki Moon Distilling & Brewing, QLD; Borough Market Gin Distillery, UK; Wildbrumby Schnapps Distillery, NSW; Fosseys Distillery, VIC.

Image credit: Harrow, VicScreen



3.3.2.5. Lake Wallace recreation infrastructure

“Lake Wallace is the lifeblood of Edenhope and at its highest water level covers a majestic expanse of water over five metres deep ... the is host to an extensive range of passive and more active recreation activities for locals and visitors [and is of] vital importance to the township of Edenhope ...”⁹

Although there are several challenges associated with Lake Wallace including reduced inflows, water quality issues, variable salinity levels and excessive aquatic plant grown levels, the 2022 Lake Wallace Strategic Plan has identified a range of short-term changes to improve amenity and long-term investments required to future-proof the asset of the Shire.

From a tourism perspective, the opportunity exists to advocate for the following (subject to funding opportunities).

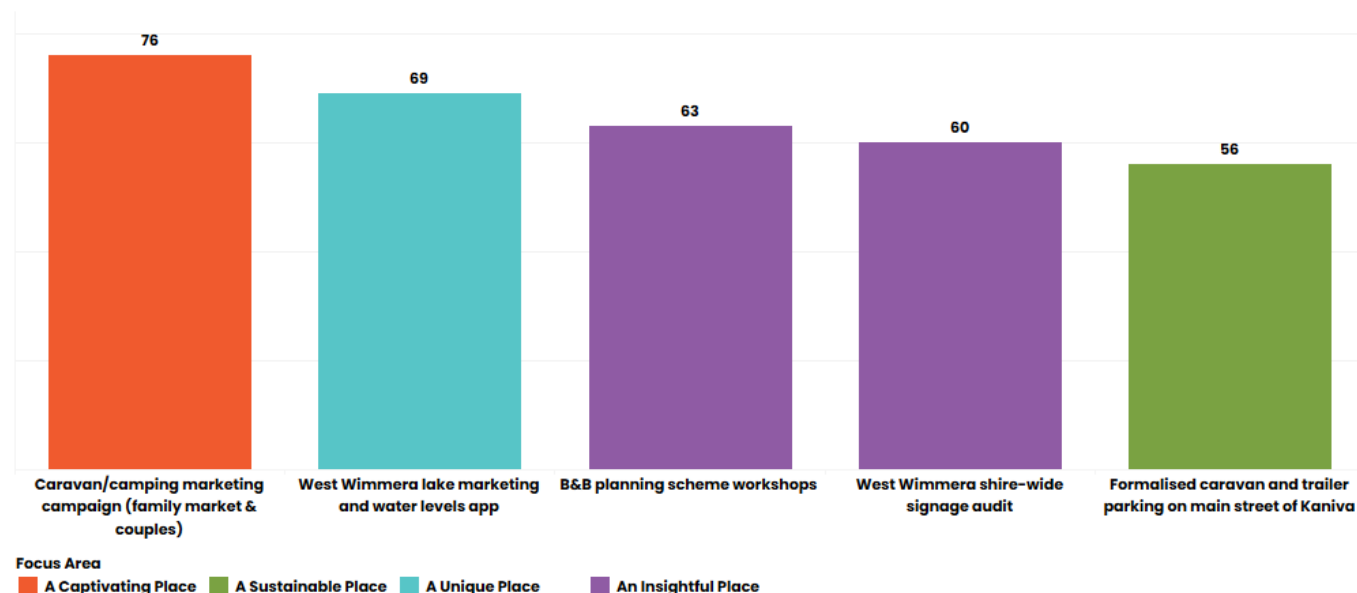
- Install a new floating pontoon to enable safer access to the water.
- Investigate options to upgrade/extend existing boat ramps to provide better access to the lake at different water levels.
- Investigate options for a new fishing pontoon with a walkway to shore.
- Upgrade the sandy beach swimming area (including sand, accessible seating, and shade).
- Upgrade bird hide to improve usability, safety, and interpretative signage.
- Develop interpretative signage around the lake precinct.
- Review design options to increase caravan park accommodation capacity.
- Develop Aboriginal cultural heritage education materials for Lake Wallace.
- Investigate (collect oral histories) and register historically significant sites around Lake Wallace and Edenhope e.g. First XI Aboriginal cricket team.

⁹ Lake Wallace Strategic Plan 2022, page 5

3.3.3. Top Five Strategic Initiatives

While all the strategic initiatives are considered important, a number were identified which require more immediate attention. These are indicated in Figure 15 and are based on those that achieved a higher ranking.

Figure 15: Priority strategic initiatives



3.3.3.1. B&B planning scheme workshops

As noted in the accommodation audit (Section 2.6), while the Shire’s B&B product mix rates with consumers well, there is a limited number of these properties. Consultation with the community revealed a strong desire to introduce more of this form of accommodation in disused (but renovated) farm cottages etc., however, there is a lack of understanding of the planning rules and regulations and the steps required.

It is suggested that Council look to host a series of public workshops to help those interested in the community understand what the basic requirements are that one must fulfil to establish a B&B including planning rules at a local and state level. There may also be a number of concerns that can be addressed through a better understanding of the planning requirements and easier pathways to follow to gain planning approvals.

3.3.3.2. Caravan/camping marketing campaign (family market & couples)

The Shire is strategically situated as a halfway point between Melbourne and Adelaide. However, many regional destinations around South Australia and Victoria are seeking to target caravan and camping visitors and as a result, it is becoming an increasingly competitive sector to capture. If West Wimmera Shire wants to remain competitive and leverage its upgraded facilities, it needs to take a proactive stance and develop a targeted marketing campaign to attract more visitors to West Wimmera for those niche markets that are major users of holiday parks such as:

- families and couples;
- mountain biking and other groups who often use the caravan and camping sites for accommodation, etc;
- as well as visitors to fauna and flora whether it be wild orchids, water-based bird life in the wetland areas, and other appealing elements;
- those travelling with pets who use pet-friendly caravan park facilities; and
- those visiting with boats etc. who are using the Shire’s extensive waterways as part of family leisure getaways.

Ensuring that new and expanded holiday parks also include cottages/cabins are an important consideration as a number of markets gravitate to these in preference to camping especially. This also caters for some of the visiting worker accommodation needs, especially when the region has limited motel and B&B accommodations to choose from.

Within time, when a broader accommodation mix is available, a more diverse style of accommodation marketing campaign could be considered.



3.3.3.3. Formalised caravan and trailer parking on the main street of Kaniva

Kaniva is the western gateway to the Shire and is commonly used as a rest point for those travelling between Melbourne and Adelaide. Currently, however, there is a dearth of designated caravan/campervan and trailer parking in the main street of Kaniva to encourage those travelling to easily pull over and spend time within the Kaniva CBD.

There is a need to consider the installation of formalised caravan and trailer parking on the main street, along with clearly marked signage to indicate these spaces to make it easier for those visitors to see where these spaces are.

3.3.3.4. West Wimmera lakes marketing and water levels app

West Wimmera is fortunate to have a plethora of lakes scattered throughout the Shire. These lakes attract locals and visitors for a range of recreational and leisure purposes including boating, fishing, and swimming. However, feedback received, along with studies and reports¹⁰, indicates that one of the primary challenges associated with marketing the lakes as tourism drawcards is the “changes in reduction of flows and extended dry periods within the lakes [which is] forecasted to continue under predicted climate change scenarios”.¹¹

To mitigate this challenge and to avoid falsely promoting high water levels to visitors, the potential exists to develop a West Wimmera

lakes marketing and water levels app that is focused on the following.

- Accurately conveying the exact water level of the Shire’s primary water bodies that are used for tourism and recreation purposes so that visitors and locals can decide which to visit based on water height. This can be used as the one-stop, trusted authority on water levels, rather than relying on the various sources of information that must be used currently.
- Providing information to visitors on what activities can be undertaken at the water bodies at different water levels. While locals may have a clear understanding of what lakes support what activities at what water level, this is likely to be far harder for a visitor market to understand).
- Providing information on the “lake of the moment”, i.e., the best lake to visit at the time because of water levels, environmental reasons, weather conditions etc.
- Offering information on the number of camping sites and facilities available and within time, the development of an online booking system for caravan and camping sites at peak periods especially and to help address the risk of overcrowding.

The app should be managed by one centralised source with input from Wimmera Catchment Management Authority. The focus of the app should be to provide unbiased, factual information on water and lake conditions.

3.3.3.5. West Wimmera Shire-wide signage audit

A major issue confronting all parts of the Shire is the lack of consistent and updated signage, both directional and interpretative.

A signage audit should be undertaken to identify:

- signage gaps;
- ensure a consistent approach to signage is applied;
- sites where superfluous signage exists (as some sites currently have multiple signs performing the same purpose); and
- assess the need for multi-lingual signage in certain locations for the future.

Signage is particularly important in areas where there is limited mobile phone coverage.

¹⁰ Including Lake Wallace Strategic Plan, 2022; Wimmera Wetland Hydrology Investigation.

¹¹ Wimmera Wetland Hydrology Investigation, page 2.

3.3.5. All Recommendations Ranked

Table 7 ranks all of the recommendations to illustrate the breadth of opportunities to consider. Many rate very highly but it is important to note that most would require a feasibility study and business case to prove the viability of each of them first. At this stage, they should be considered concept-level opportunities to investigate and pursue, subject to more detailed analysis.

Importantly, a realistic timeframe is needed for their assessment and implementation which is more likely over the period 2023-2032. With resource constraints, it should be expected that 2-5 projects should be aimed for activation on an annual basis, noting that for many of these, there will be a need to secure funding grants from state government and other sources to assist with funding both their planning and development and then ongoing capital development requirements.

The full matrices are included in Appendix 3 and Appendix 4.

Table 7: All development recommendations ranked

| | | |
|--|--|----|
| Development Project | Upgraded and expanded cabin capacity at lake-side holiday parks | 87 |
| | Lake Bringalbert and Dunboperty Swamp development | 85 |
| | Formalisation of regional drive and motorbike trails | 85 |
| | Boutique whisky, tequila or vodka distillery; craft brewery or cider house | 81 |
| | Lake Wallace recreation infrastructure | 79 |
| | Completion of Kaniva Wetlands boardwalk, including camping area, swimmable wetlands and water retention strategy | 77 |
| | Lake Ratzcastle designation of sites and upgrade of camp kitchen | 75 |
| | Apsley motorsports expansion and Edenhope Motorcycle Park | 74 |
| | Pop-up seasonal food outlets (centred at towns & lakes) | 73 |
| | Worker accommodation hostel | 71 |
| | Indigenous tourism cultural program (digital drive circuits and walking tours) | 71 |
| | Bird and frog watching tours | 71 |
| | Pet-friendly accommodation focus | 70 |
| | Murray cod fishing competition | 70 |
| | Self-guided heritage and historic tours | 69 |
| | West Wimmera wetlands kayaking journeys | 67 |
| | West Wimmera orchid tours | 67 |
| | West Wimmera 4WD courses (Little Desert) | 67 |
| | Serviceton heritage railway station attraction/event venue | 66 |
| | Lake Charlegrark Country Music Marathon (assess extending the length of the event) | 66 |
| | Harrow fishing, kayaking and river walking trail | 65 |
| | Farming/horticultural agri shows consolidation to strengthen their proposition | 63 |
| | Serviceton Reservoir site infrastructure improvement (picnic tables, signage, designated caravan parking) | 61 |
| | Sensory playground trail (leveraging existing playground in Goroke and Kaniva) | 61 |
| Extended boardwalk from Apsley to Lake Newlands | 61 | |
| Bike trail link (10km) between Lake Bringalbert and Lake Charlegrark | 60 | |
| Evening events (light show, outdoor cinema) | 51 | |
| Mini triathlon event (Goroke) | 47 | |
| Strategic Initiatives | Caravan/camping marketing campaign (family market & couples) | 76 |
| | West Wimmera lake marketing and water levels app | 69 |
| | B&B planning scheme workshops | 63 |
| | West Wimmera shire-wide signage audit | 60 |
| | Formalised caravan and trailer parking on main street of Kaniva | 56 |
| | Agri-tourism/farm tourism strategy (link with existing town markets) | 55 |
| | Freedom camping site gold coin entry (policy change) | 54 |
| | Tourism business growth workshops | 53 |
| | Retailer and business customer care training program | 53 |
| | Development and marketing of bridal trails on State Forest land | 53 |
| | Assess West Wimmera destination brand | 52 |
| | Planning scheme change to encourage tourism development for urban areas | 51 |
| | Digital literacy operator training program | 51 |
| | Promotion of the Henley on Lake Wallace Event along with greater promotion of all events | 50 |
| | National parks and state forest parks safety signage (audit) | 50 |
| | Johnny Mullagh Memorial & Caravan Park dump site (Harrow) | 49 |
| | Improved visitor statistics & insights | 46 |
| | Silo art tourism strategy | 44 |
| | West Wimmera events guidelines document | 42 |
| | Position Apsley as the Western Gateway to the region | 42 |
| Annual Council support program communication workshop | 42 | |
| Annual volunteer appreciation event | 39 | |



3.4. Other Considerations

The following are offered to help activate tourism development and stimulate the visitor economy.

3.4.1. Zoning

Land use zoning has already been alluded to above, with respect to the urgent need for worker accommodation within the Shire. The potential to offer specific and preferential areas for tourism development could provide an important stimulant to support new ventures and encourage new tourism products. To help achieve this, consideration might be given for:

- any existing and potential tourist zones, tourism precincts, tourism sites, tourism land requirements and opportunities for introducing new or specific tourism land uses which are needed in all towns throughout the Shire.
- Guidance for assessing tourism proposals, including character and design measures, to achieve aspirational tourism development at particular locations. Mediocrity is easy to achieve and West Wimmera Shire needs to be looking at ways to raise the bar so that tourism development style and quality can be on par with the quality of many of its natural attributes and assets.
- Use of spatial/strategic land use mapping to provide greater certainty to tourism investors and where possible tourism development sites are well accepted by the wider community, indigenous communities, and the business-tourism sector more generally.

3.4.2. Brand Development

Work is needed on developing a strong West Wimmera brand and point of difference for the benefit of attracting a range of visitor markets and stimulating tourism investment. This exercise needs to be correctly scaled so that the promotion of the visitor economy and the Shires attributes also acts as a mechanism to promote community pride and helps achieve a more collegial approach to the Shires development across all towns and communities in West Wimmera.

Forms of brand development and its activation may need to include the following.

- Refreshing the region's current logo as part of brand development.
- Enhancing road and related signage so visitors understand when they are entering and leaving the Shire.
- Reviewing and updating the types of promotional brochures created for the Shire and which all tourism operators and associated retailers can be offered involvement with.
- Expansion of digital media including social media links and refining the regions website through allowing sub-sector operators (accommodation providers, attractions and experiences, retailers, food and beverage operators, transport providers etc. to be able to link to via their websites making it far easier for the consumer to identify operators and locations of interest within the Shire.

3.5. Visitor Forecasts

Figure 16 provides forecasts for visitation to West Wimmera over the period 2023 to 2032. It is important to note that the unstable environment that has resulted from COVID-19 and fluctuating conditions (including snap border closures and new variants of the virus strain) means that forecasting with a higher degree of accuracy (and through using historic trends) is problematic.

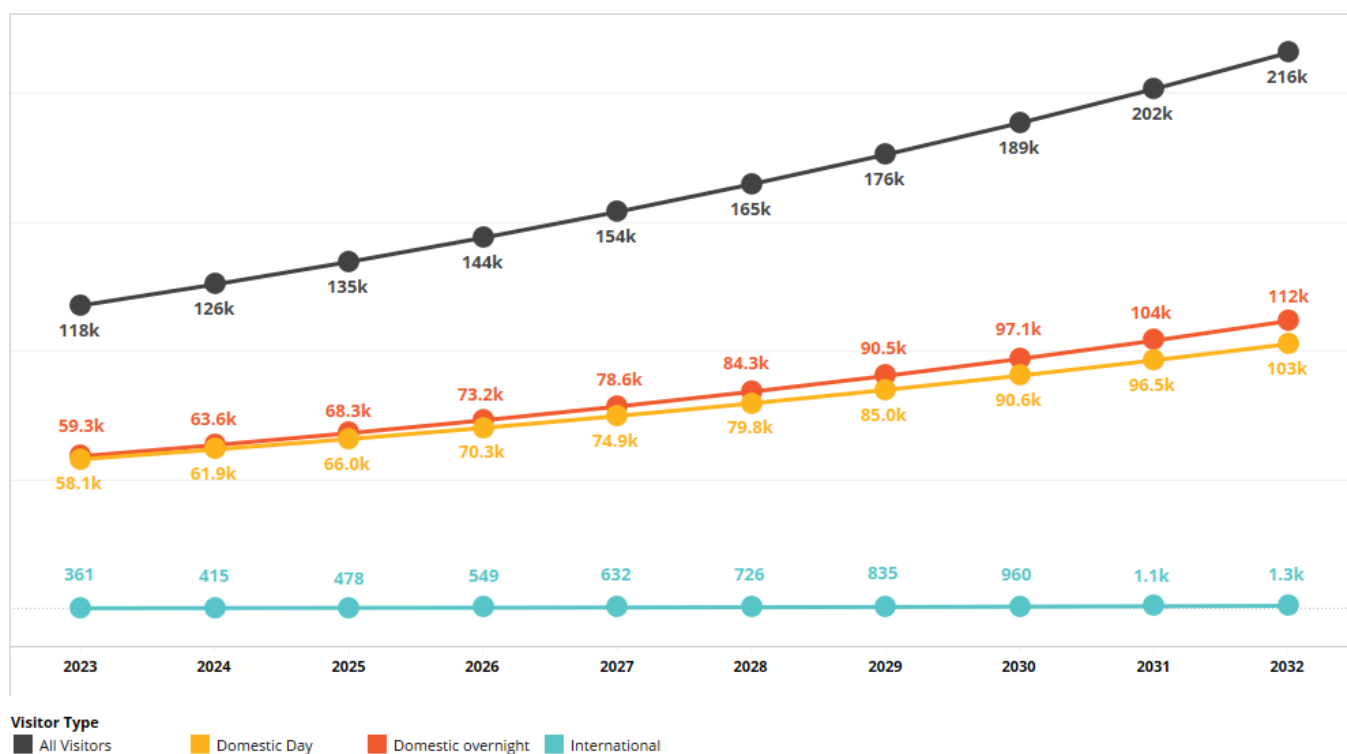
Growth is likely to be constrained by limited product capacity and infrastructure development constraints (parking, roading upgrades etc.).

If new accommodation and amenities do not get activated or are far slower to activate, then achieving growth above and beyond what is indicated is expected to be constrained and day visitation is likely to continue to dominate.

Over the period assessed, total visitation to the Shire is conservatively forecast to grow by 83%, an increase of 98,000 visitors over 10 years. The majority of this growth is driven by the domestic overnight market, increasing by 88% (52,000 visitors), followed by the domestic day market (+77% or 45,000 visitors). While the international market is forecast to grow, growth is fairly minimal, increasing by just over 900 visitors over the period assessed.

Significantly, growth forecasts could be far stronger if supply-side constraints can be adequately addressed.

Figure 16: Visitor Forecasts Total (2023 – 2032)¹²



¹² Based on visitor data (TRA's NVS and IVS), discussions with industry to understand visitor trends as well as broader trend analysis undertaken by Stafford.

Part 4: How Will We Get There?

4.1. Action Plan

All stakeholders within the West Wimmera need to work closely together to achieve the desired outcomes of this Tourism Strategy. Whilst Council will need to often be the promoter-facilitator for many of the actions identified, industry groups, town progressive associations and individual operators, along with state government agencies, will also need to input. Securing funding grants from state government and other sources will often be required and will need to be coordinated and/or driven by Council with input from other stakeholders.

Table 8 and Table 9 provide the plan for actioning the various recommendations in this Tourism Strategy, along with an indication of who will be involved. The actions are non-exhaustive and will continually be revalidated over time.

Table 8: Action Plan – Development Recommendations

| Objective | Recommendation | Action | When |
|---------------------|--|--|-------------|
| A Captivating Place | Apsley motorsports expansion and Edenhope Motorcycle Park | <ul style="list-style-type: none"> Work with both precincts to identify requirements for expansion. Assess potential grant funding streams that may enable the expansion and growth of these facilities. Work with both precincts to develop higher-quality marketing collateral to promote and profile these facilities. | Short term |
| A Captivating Place | Formalisation of regional drive and motorbike trails ★ | <ul style="list-style-type: none"> Develop a series of formalised itineraries to market to car and bike clubs throughout SA and Victoria covering full-day, single and two-to-three-day overnight circuits. Collate a list of car and bike clubs including motorbikes, mountain bikes, and road bikes throughout SA and Victoria. Develop marketing collateral promoting these circuits and distribute them to car clubs. Distribute marketing collateral to the database of car and bike clubs. Brand and market the drive trails via the West Wimmera Shire official tourism website. | Short term |
| A Sustainable Place | Lake Bringalbert and Dunboperty Swamp development ★ | <ul style="list-style-type: none"> Working with PV, undertake an assessment to look at appropriate upgrades to Lake Bringalbert and Dunboperty Swamp including bird-watching hides, picnic table facilities and a nature play area. Assess potential grant funding streams that could be applied for works. Work with PV to determine the potential for a mobile pop-up F&B operator to establish seasonally on site. | Short term |
| A Captivating Place | Pop-up seasonal food outlets (centred at towns & lakes) | <ul style="list-style-type: none"> Identify potential operators to run a pop-up trial for a food outlet either at town centres or major lakes/water body areas potentially on a seasonal basis. | Short term |
| A Captivating Place | West Wimmera 4WD courses (Little Desert) | <ul style="list-style-type: none"> Identify potential operators who may be interested in offering 4WD courses of Little Desert potentially on a seasonal basis. Identify business start-up support packages that could assist. | Short term |
| A Captivating Place | West Wimmera orchid tours | <ul style="list-style-type: none"> Assess the potential to offer self-guided orchid and wildflower tours that could potentially progress to be packaged guided tours. Brand and market the tours via the West Wimmera Shire official tourism website. | Short term |
| A Captivating Place | Bike trail link (10km) between Lake Bringalbert and Lake Charlegrark | <ul style="list-style-type: none"> Complete a study looking at the cost of establishing the link between Lake Bringalbert and Lake Charlegrark. It is understood a trail already exists but this needs to be formalised and hardened in places. Signage and promotional material would also need to be developed. | Medium term |

| Objective | Recommendation | Action | When |
|---------------------|---|--|-------------|
| A Captivating Place | Bird and frog-watching tours | <ul style="list-style-type: none"> Identify potential operators who may be interested in offering bird and/or frog-watching tours potentially on a seasonal basis. Identify business start-up support packages that could assist. Brand and market the tours via the West Wimmera Shire official tourism website. | Medium term |
| A Sustainable Place | Completion of Kaniva Wetlands boardwalk, including camping area, swimmable wetlands, and water retention strategy | <ul style="list-style-type: none"> Assess potential grant funding streams that may enable the completion of the Kaniva Wetlands boardwalk and the development of the camping area, swimmable wetland, and implementation of a water retention strategy. | Medium term |
| A Sustainable Place | Extended boardwalk from Apsley to Lake Newlands | <ul style="list-style-type: none"> Continue to expand the existing boardwalk from Apsley to Lake Newlands to improve access and connectivity for walkers and cyclists. Assess potential grant funding streams that may enable the development of the boardwalk. Undertake discussion with PV regarding the need for a linear committee of management to facilitate the boardwalk development. | Medium term |
| A Unique Place | Indigenous tourism cultural program (digital drive circuits and walking tours) | <ul style="list-style-type: none"> Work with Traditional Owners to develop a series of digital drive circuits and walking tours that showcase aspects of their culture. Brand and market the tours via the West Wimmera Shire official tourism website. | Medium term |
| A Captivating Place | Lake Charlegrark Country Music Marathon (assess extending the length of the event) | <ul style="list-style-type: none"> Work with the organisers of the event to assess the potential to expand the length of the event from two days to grow visitor average length of stay. | Medium term |
| A Sustainable Place | Lake Ratzcastle designation of sites and upgrade of camp kitchen | <ul style="list-style-type: none"> Working with PV, undertake an assessment to look at appropriate upgrades to Lake Ratzcastle including the designation of sites and upgrade of the camp kitchen. Assess potential grant funding streams that could be applied to for works. | Medium term |
| A Sustainable Place | Lake Wallace recreation infrastructure ★ | <ul style="list-style-type: none"> Assess potential grant funding streams that could be applied to complete the works identified in the Lake Wallace Strategic Plan, including a floating pontoon, boat ramp upgrades, a fishing pontoon, a sandy beach swimming area, bird hides, signage etc. | Medium term |
| A Captivating Place | Murray cod fishing competition | <ul style="list-style-type: none"> Work with local fishing groups and interested stakeholders to ascertain interest in developing an annual Murray Cod fishing competition. Brand and market the event via the West Wimmera Shire official tourism website. | Medium term |
| A Unique Place | Pet-friendly accommodation focus | <ul style="list-style-type: none"> Undertake a pet-friendly audit of existing accommodations in the Shire. Development of clever marketing campaign to promote those properties in the Shire that are pet friendly. Consider running famil trips with tourism magazines/websites/blogs to promote pet-friendly West Wimmera. | Medium term |
| A Captivating Place | Sensory playground trail (leveraging existing playgrounds in Goroke and Kaniva) | <ul style="list-style-type: none"> Undertake site assessment to identify preferred locations for additional sensory playgrounds to enhance playground trail Assess potential grant funding streams that may enable the development of the sensory playgrounds. | Medium term |

| Objective | Recommendation | Action | When |
|---------------------|--|---|-------------|
| A Captivating Place | Serviceton Railway Station attraction/event venue | <ul style="list-style-type: none"> Complete an assessment looking at the potential uses to transform Serviceton Railway Station into an attraction. This could be through utilising the station as an event venue or as a location for a regular attraction. Assess potential grant funding streams that could be applied to for to complete works and deferred maintenance needs. | Medium term |
| A Captivating Place | Serviceton Reservoir site infrastructure improvement | <ul style="list-style-type: none"> Undertake assessment on potential improvements to Serviceton Reservoir including picnic tables, signage, and designated caravan parking. Assess potential grant funding streams that may enable the upgrade of the Reservoir. | Medium term |
| A Captivating Place | Upgraded and expanded cabin capacity at lake-side holiday parks ★ | <ul style="list-style-type: none"> In the short-medium term, assess potential grant streams that could be applied for to introduce a further 6-8 cabins at each caravan park throughout the Shire. In the longer-term, complete a pre-feasibility assessing the viability of a new destination holiday park within the Shire. Complete a site assessment investigating potential sites where a destination holiday park could be suitably located. If shown to be viable, take pre-feasibility to potential major destination holiday park operators to gauge interest. | Medium term |
| A Captivating Place | West Wimmera wetlands kayaking journeys | <ul style="list-style-type: none"> Develop a series of self-guided kayaking journeys that utilise the various waterways in the Shire. These could potentially progress to be packaged guided tours. Brand and market tours via the West Wimmera Shire official tourism website. | Medium term |
| A Sustainable Place | Worker accommodation hostel | <ul style="list-style-type: none"> Survey the industry (including surrounding regions) to understand the level of need (and establish a quantifiable number) for worker accommodation and seasonality needs. Undertake site assessment to determine potential sites that could be suited for the development of a worker hostel and/or the retrofit of an existing building. Develop a pre-feasibility assessing the viability of the proposition. If feasible, develop an EOI and take this to market promoting the concept to potential investors and developers. | Medium term |
| A Captivating Place | Boutique whisky, tequila, or vodka distillery; craft brewery or cider house ★ | <ul style="list-style-type: none"> Undertake site assessment to determine potential sites that could be suited for the development of a distillery and/or the retrofit of an existing building. Develop a pre-feasibility assessing the viability of the proposition. If feasible, develop an EOI and take this to market promoting the concept to potential investors and developers. | Long term |
| A Captivating Place | Evening events (light show, outdoor cinema) | <ul style="list-style-type: none"> Investigate the development of a light show to showcase heritage stories either in one specific area or throughout the LGA or other evening-based experiences such as a rotational outdoor cinema with an accompanying night food market. Assess potential grant funding streams that may enable the development of evening-based experience. | Long term |
| A Captivating Place | Farming/horticultural agri shows consolidation to strengthen their proposition | <ul style="list-style-type: none"> Work with the organisers of these shows and events to determine their USPs and ascertain whether interest exists to consolidate to reduce pressure on volunteers. | Long term |
| A Captivating Place | Harrow fishing, kayaking and river walking trail | <ul style="list-style-type: none"> Complete an assessment on developing a fishing, kayaking and river walking trail in Harrow. Assess potential grant funding streams that may enable the development of the trail experience. | Long term |

| Objective | Recommendation | Action | When |
|---------------------|---|--|-----------|
| A Captivating Place | Mini triathlon event (Goroke) | <ul style="list-style-type: none"> Undertake discussions with local park runs and sporting/recreational groups to ascertain interest, demand, and requirements. If demand/interest exists, complete a plan for the event Identify potential grant funding sources which may be able to be leveraged to support the event. Develop an event benefit report which demonstrates the economic and related benefits of the event. | Long term |
| A Captivating Place | Self-guided heritage and historic tours | <ul style="list-style-type: none"> Work with local cultural and historical representatives to develop a series of self-guided heritage and historic tours that extend throughout the Shire. These could potentially progress to be packaged guided tours. Brand and market tours via the West Wimmera Shire official tourism website. | Long term |

★ = Priority recommendation

Table 9: Action Plan – Strategic Initiatives

| Theme | Recommendation | Action | When |
|---------------------|--|--|------------|
| An Insightful Place | Annual Council support program communication workshop | <ul style="list-style-type: none"> Inform the community on the ongoing activation of priority tourism initiatives via the Council's online newsletter and tourism workshops. | Short term |
| An Insightful Place | Annual volunteer appreciation event | <ul style="list-style-type: none"> An annual event (picnic, fair, barbeque) to show appreciation to community volunteers across the Shire. Rotate the event each year in different towns where Council facilities can be used. | Short term |
| A Unique Place | Assess West Wimmera destination brand | <ul style="list-style-type: none"> Undertake a brand refresh exercise that builds on the vision and objectives of this Strategy. Develop appropriate brand collateral via the Council website, signage boards throughout the Shire, etc. | Short term |
| An Insightful Place | B&B planning scheme workshops ★ | <ul style="list-style-type: none"> Facilitate a series of 2-3 workshops for local interested community members and other parties. Facilitated by Council and offering a ½ day workshop in major towns. Development of a check sheet to encourage informed and more structured approaches to planning for bed and breakfast style of accommodation approvals. | Short term |
| A Captivating Place | Caravan/camping marketing campaign (family market & couples) ★ | <ul style="list-style-type: none"> Development of a targeted marketing campaign by Council. Working in tandem with caravan and camping associations in Victoria, South Australia and potentially other states and territories. Working with other major sector industry stakeholders including caravan clubs and other user groups to raise awareness. | Short term |
| An Insightful Place | Digital literacy operator training program | <ul style="list-style-type: none"> Facilitate industry upskilling in digital literacy via state government training assistance offered. Secure funding and assistance from RDV, VV and other relevant agencies. Offered free to industry operators and those looking to establish tourism entities. | Short term |
| A Sustainable Place | Freedom camping site gold coin entry (policy change) | <ul style="list-style-type: none"> Introduce a change in Council policy to encourage all designated camping sites to require a gold coin entry contribution to help cover Council maintenance costs. Communicate this requirement on the Council website and through caravan and camping associations and clubs. Introduce a system for gold coin collection, especially at peak periods. | Short term |

| Theme | Recommendation | Action | When |
|---------------------|--|--|-------------|
| An Insightful Place | Improved visitor statistics & insights | <ul style="list-style-type: none"> Establish a visitor data collection system for all commercial accommodation outlets and visitor attractions to enable visitor information to be captured. Council to collect visitor data annually and to report on visitor data trends annually. | Short term |
| A Sustainable Place | Johnny Mullagh Memorial & Caravan Park dump site (Harrow) | <ul style="list-style-type: none"> Identify the correct location for the caravan park dump site. Secure grant funding to introduce the facility. Establish a maintenance program for clearing and checking. | Short term |
| A Sustainable Place | Planning scheme change to encourage tourism development in urban areas | <ul style="list-style-type: none"> Reassess the need for more land to be designated in each town for tourism development specifically to encourage cabin and chalet developments, cottages, and worker accommodation. Update the planning scheme to enable tourism development to be a preferred form of development to support the town's economic sustainability. | Short term |
| An Insightful Place | Retailer and business customer care training program | <ul style="list-style-type: none"> Facilitate industry upskilling in customer care via state government training assistance offered. Secure funding and assistance from RDV, VV and other relevant agencies. Offered free to industry operators and those looking to establish tourism entities. | Short term |
| An Insightful Place | Tourism business growth workshops | <ul style="list-style-type: none"> Facilitate industry business growth workshops via state government training assistance offered. Secure funding and assistance from RDV, VV and other relevant agencies. Offered free to industry operators and those looking to establish tourism entities. | Short term |
| An Insightful Place | West Wimmera events guidelines document | <ul style="list-style-type: none"> Develop an events toolkit for the Shire to demonstrate that the Shire is 'open' for events and to make event planning easier for event organisers. Distribute the toolkit online, including via Council's website. | Short term |
| A Unique Place | West Wimmera lake marketing and water levels app ★ | <ul style="list-style-type: none"> Secure state government grant to develop an app for informing on lake water levels and facilities. Engage appropriate skilled app development company. Monitor and update data on the app on a monthly basis. | Short term |
| An Insightful Place | West Wimmera shire-wide signage audit ★ | <ul style="list-style-type: none"> Secure a state government funding grant to undertake a full Shire signage audit to cover all directional signage and all interpretative signage. Assess where new signs are required. Secure state government funding grant to design and develop new signage and then introduce skins over existing signs where possible along with additional signage. | Short term |
| A Unique Place | Development and marketing of horse trails on State Forest land | <ul style="list-style-type: none"> Work with State Forests and horse-riding associations and clubs to determine a horse trail network. Secure state government funding for expanding trail networks where required and marketing via equine sector websites. | Medium term |
| A Sustainable Place | Formalised caravan and trailer parking on the main street of Kaniva ★ | <ul style="list-style-type: none"> Designate 10-20 formal parking bays on or close to the main street of Kaniva for caravan and trailer parking. Ensure signposting of these is provided. Introduce highway signage sufficiently far in advance of Kaniva to inform caravaners etc of available parking spaces. | Short-term |
| A Sustainable Place | National parks and state forest parks safety signage (audit) | <ul style="list-style-type: none"> Encourage State Forests and PV to undertake a safety signage audit to better inform visitors of safety requirements in parks and reserve areas used. To look at better online safety messaging options. | Medium term |

| Theme | Recommendation | Action | When |
|---------------------|--|--|-------------|
| A Captivating Place | Promotion of the Henley on Lake Wallace Event along with the greater promotion of all events | <ul style="list-style-type: none"> ▪ Expand promotional budgets for major Shire events. ▪ Identify both in Shire and external potential sponsors. | Medium term |
| A Unique Place | Silo art tourism strategy | <ul style="list-style-type: none"> ▪ Develop a silo-specific tourism strategy that aims at initiatives to get visitors to not only stop to photograph and view silo art but to encourage them to use local cafes and other tourism facilities. ▪ Develop a silo trail app to encourage touring across the Shire to see silo art and to offer other places to stop and visit. ▪ Integrate silo art with the other attractions and amenities (cafes, pubs, retail etc) that the Shire offers. | Medium term |
| A Unique Place | Agri-tourism/farm tourism strategy (link with existing town markets) | <ul style="list-style-type: none"> ▪ Develop a strategy to encourage stronger integration of agri tourism including food trails, market days, produce providers-farm gate experiences, food, and beverage events etc. | Long term |
| A Captivating Place | Position Apsley as the Western Gateway to the region | <ul style="list-style-type: none"> ▪ Formalise Apsley's position as the western gateway to the wider region via highway signage and website. ▪ Introduce streetscape landscape design elements to create a stronger sense of arrival (via planting, etc). | Long term |

★ = Priority recommendation

Part 5: Appendices

Appendix 1 Full Survey Questions

1. What do you see as the top three tourism products and tourism experiences currently?
2. What tourism products and experiences do you think are missing currently from West Wimmera Shire?
3. What should our region be aspiring to be as a visitor destination?
4. What do you see as the three major challenges for our region currently?
5. Should we be encouraging far more visitors to our region?
6. Any suggestions on how to do this?
7. If we were to cluster visitor experiences and attractions in one primary area of our region, where would they be located?
8. What wouldn't you like to see introduced by way of new product and experiences?
9. Getting the right balance of offering free experiences versus paid for/chargeable experiences is important for a visitor economy. Do we have enough paid for experiences?
10. If no, what should we be considering?
11. If you look ahead five years, what should tourism ideally look like for our region (i.e., new or expanded products, more marketing, current or changed image, more employment for locals in the visitor economy, or same as now, etc)
12. If you think about our surrounding regions, what is our clear point of difference that we should be marketing as, or don't we have a strong point of difference yet?
13. Any additional comments or suggestions?
14. Your details

Appendix 2 Net Promoter Score

To undertake a top-line assessment of the quality of a region's product offering, the Net Promoter Score (NPS) metric can be used. This is a measurement of consumer loyalty. In a tourism context, this translates to a visitors' willingness to not only return for another stay but also make a recommendation to their family, friends, and colleagues. NPS scores are reported with a number from -100 to +100, with a score above 30 considered average and a score above 50 considered good.

The NPS is calculated using a scale (see Figure 17), with:

- a score between 0-6 is considered unhappy customers who are unlikely to return, and may even discourage others from staying with the provider;
- a score between 7-8 being passives, meaning they are satisfied with the provider but not happy enough to be considered promoters; and
- a score between 9-10 is considered promoters who are typically loyal and enthusiastic customers and who are likely to return and strongly promote the provider.

TripAdvisor and Google¹³ use a scale of 1-5 for consumer ratings on accommodation products. Converting this to the NPS scale means that a rating of 1-3 is considered "detractors" for the product, a score of 4 are the product's "passives" and a score of 5 is the product's "promoters".¹⁴ Only product with more than 5 reviews was included in the NPS assessment to ensure a robust sample size.

Figure 17: NPS Score Scale



¹³ Booking.com has not been used to derive a NPS because it does not provide a scale of scores, but rather, only provides an overall score. Therefore, an NPS is unable to be calculated from Booking.com listings.

¹⁴ <https://birdeye.com/blog/net-promoter-score-explained/>

Appendix 3 Full Matrix with Values

Table 10: Full matrix with values

| Project Name | Project Type | Ability to act as a catalyst project to stimulate other investment | Ability to attract a higher spending visitor market | Ability to improve the environment | Ability to secure govt. funding for project | Employment (op.) potential | Encourage indigenous community involvement in the visitor economy | Encourage stronger domestic visitation | Encourage stronger international visitation | Estimate of visitation | Landowner | Likelihood to be profiled by Visit Victoria | Likely to be supported by community | Likely visitor appeal | Total estimated cost at 2022 | PPP - private funding component estimate | PPP - public funding component estimate | Private funding estimate | Public funding estimate | Regional dispersal of visitors | Requirement for ongoing operational govt. funding | Short term project commencement | Uniqueness of product |
|--|-----------------------|--|---|------------------------------------|---|----------------------------|---|--|---|------------------------|-----------|---|-------------------------------------|-----------------------|------------------------------|--|---|--------------------------|-------------------------|--------------------------------|---|---------------------------------|-----------------------|
| Agri-tourism/farm tourism strategy (link with existing town markets) | Strategic Initiatives | Medium | n/a | n/a | Low | n/a | n/a | n/a | n/a | n/a | Private | n/a | Medium | n/a | \$35,000 | \$3,500 | \$31,500 | | n/a | None | Long term | n/a | |
| Annual Council support program communication workshop | Strategic Initiatives | Medium | None | None | None | n/a | None | n/a | n/a | n/a | n/a | n/a | High | n/a | \$2,000 | \$0 | \$0 | \$0 | \$2,000 | n/a | None | Short ter. | Low |
| Annual volunteer appreciation event | Strategic Initiatives | None | n/a | None | None | n/a | None | n/a | n/a | n/a | n/a | n/a | High | n/a | \$2,500 | \$0 | \$0 | \$0 | \$2,500 | n/a | None | Short ter. | Low |
| Apsley motorsports expansion and Edenhope Motorcycle Park | Development Project | Medium | Medium | None | High | Medium | None | Medium | Low | High | Unknown | Low | Medium | High | \$250,000 | \$87,500 | \$162,500 | | Medium | None | Short ter. | Medium | |
| Assess West Wimmera destination brand | Strategic Initiatives | Low | n/a | n/a | Low | n/a | n/a | n/a | n/a | n/a | Council | n/a | High | n/a | \$65,000 | \$0 | \$0 | \$0 | \$65,000 | n/a | None | Short ter. | n/a |
| B&B planning scheme workshops | Strategic Initiatives | Medium | Medium | None | Low | n/a | Low | n/a | n/a | n/a | n/a | n/a | High | n/a | \$5,000 | \$0 | \$0 | \$0 | \$5,000 | n/a | None | Short ter. | Low |
| Bike trail link (10km) between Lake Bringalbert and Lake Charlegrark | Development Project | Medium | Low | Low | Low | None | None | Medium | Medium | Medium | Other Go. | Low | High | High | \$45,000 | \$0 | \$0 | \$0 | \$45,000 | High | Low | Medium.. | Low |
| Bird and frog watching tours | Development Project | Low | High | Low | Low | Low | Low | Medium | High | Low | Other Go. | Medium | Medium | Medium | \$30,000 | \$27,000 | \$3,000 | | Medium | None | Medium.. | High | |
| Boutique whisky, tequila or vodka distillery; craft brewery or cider house | Development Project | Low | High | None | Low | Medium | None | High | Medium | High | Unknown | Medium | High | High | \$5,000,000 | \$4,500,000 | \$500,000 | | Low | None | Long term | Medium | |
| Caravan/camping marketing campaign (family market & couples) | Strategic Initiatives | High | n/a | n/a | Low | n/a | n/a | High | Low | n/a | Council | n/a | High | n/a | \$45,000 | \$11,250 | \$33,750 | | High | Low | Short ter. | n/a | |
| Completion of Kaniva Wetlands boardwalk, including camping area, swimmable wetland | Development Project | Medium | Medium | High | Medium | None | Low | Medium | Medium | High | Other Go. | Low | High | Medium | \$250,000 | \$0 | \$0 | \$0 | \$250,000 | Low | Medium | Medium.. | Low |
| Development and marketing of bridal trails on State Forest land | Strategic Initiatives | Low | Medium | Low | None | Low | None | Medium | Medium | Medium | n/a | Low | Medium | Medium | \$35,000 | \$0 | \$0 | \$0 | \$35,000 | High | Low | Medium.. | Low |
| Digital literacy operator training program | Strategic Initiatives | Low | n/a | n/a | Medium | n/a | n/a | n/a | n/a | n/a | Other Go. | n/a | Medium | n/a | \$25,000 | \$0 | \$0 | \$0 | \$25,000 | n/a | Low | Short ter. | n/a |
| Evening events (light show, outdoor cinema) | Development Project | Low | Medium | None | Low | Low | None | Medium | Low | Medium | Council | None | Medium | Low | \$55,000 | \$5,500 | \$49,500 | | Medium | Low | Long term | Low | |
| Extended boardwalk from Apsley to Lake Newlands | Development Project | Medium | Low | Medium | Low | None | None | Medium | Medium | Medium | Other Go. | Low | High | High | \$80,000 | \$0 | \$0 | \$0 | \$80,000 | High | Medium | Medium.. | Low |
| Farming/horticultural agri shows consolidation to strengthen their proposition | Development Project | Low | Medium | Medium | Low | Medium | None | Medium | Low | Medium | Private | Low | High | Medium | \$45,000 | \$4,500 | \$40,500 | | Medium | Low | Long term | Low | |
| Formalisation of regional drive and motorbike trails | Development Project | High | Medium | None | Low | None | Low | High | High | High | Council | Low | High | Medium | \$45,000 | \$11,250 | \$33,750 | | High | None | Short ter. | n/a | |
| Formalised caravan and trailer parking on main street of Kaniva | Strategic Initiatives | Medium | n/a | n/a | Medium | n/a | n/a | n/a | n/a | n/a | Other Go. | n/a | High | n/a | \$75,000 | \$0 | \$0 | \$0 | \$75,000 | Low | None | Medium.. | Low |
| Freedom camping site gold coin entry (policy change) | Strategic Initiatives | n/a | n/a | High | None | n/a | n/a | n/a | n/a | n/a | Other Go. | n/a | n/a | n/a | \$20,000 | \$2,000 | \$18,000 | | n/a | None | Short ter. | n/a | |
| Harrow fishing, kayaking and river walking trail | Development Project | Low | Medium | Low | Medium | Low | Low | Medium | High | Medium | Other Go. | Low | High | Medium | \$75,000 | \$0 | \$0 | \$0 | \$75,000 | Medium | Low | Long term | Low |
| Improved visitor statistics & insights | Strategic Initiatives | n/a | n/a | n/a | Low | n/a | n/a | n/a | n/a | n/a | Council | n/a | n/a | n/a | \$20,000 | \$0 | \$0 | \$0 | \$20,000 | n/a | Low | Short ter. | n/a |
| Indigenous tourism cultural program (digital drive circuits and walking tours) | Development Project | Low | Medium | None | Medium | Low | Medium | Medium | High | Low | Other Go. | Low | High | Low | \$30,000 | \$0 | \$0 | \$0 | \$30,000 | Medium | Low | Medium.. | Medium |
| Johnny Mullaugh Memorial & Caravan Park dump site (Harrow) | Strategic Initiatives | None | None | High | Medium | None | None | n/a | n/a | n/a | Unknown | None | High | Medium | \$5,500 | \$0 | \$0 | \$0 | \$5,500 | Low | Low | Short ter. | Low |
| Lake Bringalbert and Dunboppity Swamp development | Development Project | Medium | Low | Medium | Medium | Low | None | High | Medium | High | Other Go. | Medium | High | High | \$410,000 | \$0 | \$0 | \$0 | \$410,000 | High | Low | Short ter. | Medium |
| Lake Charlegrark Country Music Marathon (assess extending the length of the event) | Development Project | Low | Medium | None | Medium | Low | Medium | Medium | Medium | Medium | Council | Medium | High | Medium | \$25,000 | \$2,500 | \$22,500 | | Medium | Medium | Medium.. | Low | |
| Lake Ratzcastle designation of sites and upgrade of camp kitchen | Development Project | Medium | Low | Medium | Medium | None | None | High | Medium | Medium | Other Go. | Low | High | Medium | \$200,000 | \$0 | \$0 | \$0 | \$200,000 | High | Low | Medium.. | Medium |
| Lake Wallace recreation infrastructure | Development Project | Medium | Low | Medium | Medium | Low | None | High | Medium | High | Other Go. | Medium | High | High | \$570,000 | \$0 | \$0 | \$0 | \$570,000 | Low | Low | Medium.. | Medium |
| Mini triathlon event (Goroke) | Development Project | None | Low | None | Low | Low | None | High | None | Medium | Council | Low | Medium | Low | \$25,000 | \$1,250 | \$23,750 | | Low | None | Long term | None | |
| Murray cod fishing competition | Development Project | Low | Medium | None | Low | Low | Low | High | Medium | High | Unknown | Low | High | High | \$40,000 | \$10,000 | \$30,000 | | Medium | None | Medium.. | Low | |
| National parks and state forest parks safety signage (audit) | Strategic Initiatives | n/a | n/a | n/a | High | n/a | n/a | n/a | n/a | n/a | Other Go. | n/a | Medium | n/a | \$65,000 | \$0 | \$0 | \$0 | \$65,000 | n/a | Medium | Medium.. | n/a |
| Pet-friendly accommodation focus | Development Project | Low | High | None | Low | Medium | None | High | None | Medium | Private | None | Medium | High | \$35,000 | \$33,250 | \$1,750 | | Low | None | Medium.. | High | |
| Planning scheme change to encourage tourism development for urban areas | Strategic Initiatives | High | n/a | n/a | None | n/a | n/a | n/a | n/a | n/a | Council | n/a | High | n/a | \$140,000 | \$0 | \$0 | \$0 | \$140,000 | n/a | Low | Short ter. | n/a |
| Pop-up seasonal food outlets (centred at towns & lakes) | Development Project | Medium | Medium | None | Low | Medium | None | High | Medium | Medium | Unknown | Low | Medium | High | \$340,000 | \$323,000 | \$17,000 | | Medium | Low | Short ter. | Medium | |
| Position Apsley as the Western Gateway to the region | Strategic Initiatives | Low | n/a | n/a | Low | n/a | n/a | n/a | n/a | n/a | Council | n/a | Medium | n/a | \$35,000 | \$0 | \$0 | \$0 | \$35,000 | Low | n/a | Long term | n/a |
| Promotion of the Henley on Lake Wallace Event along with greater promotion of all events | Strategic Initiatives | Low | n/a | n/a | Low | n/a | n/a | n/a | n/a | n/a | Council | n/a | Medium | n/a | \$35,000 | \$3,500 | \$31,500 | | Medium | Low | Medium.. | n/a | |
| Retailer and business customer care training program | Strategic Initiatives | Medium | n/a | n/a | Medium | n/a | Low | n/a | n/a | n/a | Private | n/a | High | n/a | \$20,000 | \$0 | \$0 | \$0 | \$20,000 | n/a | n/a | Short ter. | n/a |
| Self-guided heritage and historic tours | Development Project | Low | Medium | Low | Medium | Low | High | Medium | High | Low | Council | Low | Medium | Low | \$35,000 | \$8,750 | \$26,250 | | Medium | None | Long term | Low | |
| Sensory playground trail (leveraging existing playground in Goroke and Kaniva) | Development Project | Low | Low | None | Medium | None | None | High | Medium | High | Council | None | High | High | \$32,000 | \$0 | \$0 | \$0 | \$32,000 | High | Low | Medium.. | Low |
| Serviceon heritage railway station attraction/event venue | Development Project | Medium | Low | Medium | Medium | Low | Low | Medium | Medium | High | Other Go. | Medium | High | Medium | \$1,400,000 | \$0 | \$0 | \$0 | \$1,400,000 | Medium | Low | Medium.. | Medium |
| Serviceon Reservoir site infrastructure improvement (picnic tables, signage, designated) | Development Project | Low | Low | Medium | Medium | Low | None | Medium | Medium | Medium | Council | Low | High | Medium | \$300,000 | \$0 | \$0 | \$0 | \$300,000 | Medium | None | Medium.. | Low |
| Silo art tourism strategy | Strategic Initiatives | Low | None | None | Medium | None | Low | Low | Medium | Low | Other Go. | Low | Medium | Medium | \$25,000 | \$0 | \$0 | \$0 | \$25,000 | Medium | Medium | Medium.. | Low |
| Tourism business growth workshops | Strategic Initiatives | Low | n/a | n/a | Medium | n/a | n/a | n/a | n/a | n/a | Other Go. | n/a | High | n/a | \$30,000 | \$0 | \$0 | \$0 | \$30,000 | n/a | Low | Short ter. | n/a |
| Upgraded and expanded cabin capacity at lake-side holiday parks | Development Project | High | High | None | None | Medium | None | High | High | High | Other Go. | Medium | High | High | \$1,200,000 | \$200,000 | \$1,000,000 | | High | None | Medium.. | Low | |
| West Wimmera 4WD courses (Little Desert) | Development Project | Low | Medium | Low | Low | Low | Low | Medium | Medium | Low | Private | Low | Medium | Medium | \$20,000 | \$0 | \$0 | \$0 | \$20,000 | Medium | None | Short ter. | Low |
| West Wimmera events guidelines document | Strategic Initiatives | Low | n/a | None | None | n/a | None | n/a | n/a | n/a | n/a | n/a | High | n/a | \$20,000 | \$0 | \$0 | \$0 | \$20,000 | n/a | None | Short ter. | n/a |
| West Wimmera lake marketing and water levels app | Strategic Initiatives | None | n/a | Medium | Medium | n/a | n/a | n/a | n/a | n/a | n/a | n/a | High | High | \$50,000 | \$0 | \$0 | \$0 | \$50,000 | High | Low | Short ter. | n/a |
| West Wimmera orchid tours | Development Project | Low | High | Low | Low | Low | Low | Medium | High | Low | Unknown | Medium | Medium | Low | \$25,000 | \$20,000 | \$5,000 | | Medium | Low | Short ter. | High | |
| West Wimmera shire-wide signage audit | Strategic Initiatives | None | n/a | n/a | Medium | n/a | n/a | n/a | n/a | n/a | n/a | n/a | High | n/a | \$45,000 | \$0 | \$0 | \$0 | \$45,000 | n/a | None | Short ter. | n/a |
| West Wimmera wetlands kayaking journeys | Development Project | Medium | Medium | Low | Low | Low | Low | Medium | High | Low | Other Go. | Low | Medium | Medium | \$40,000 | \$20,000 | \$20,000 | | High | Low | Medium.. | Medium | |
| Worker accommodation hostel | Development Project | High | n/a | n/a | None | n/a | n/a | n/a | n/a | n/a | Unknown | n/a | High | n/a | \$1,200,000 | \$108,000 | \$109,000 | | n/a | None | Medium.. | n/a | |

Appendix 4 Full Matrix with Scores

Table 11: Full matrix with scores (unweighted score/weighted score)

| Project Name | Project Type | Ability to act as a catalyst project to stimulate other investment* | Ability to attract a higher spending visitor market* | Ability to improve the environment* | Ability to secure govt. funding for project* | Employment (op.) potential* | Encourage indigenous involvement in the visitor economy* | Encourage stronger domestic visitation* | Encourage stronger international visitation* | Estimated visitation* | Landowner* | Likelihood to be profiled by Visit Victoria* | Likely to be supported by community* | Likely visitor appeal* | Priority projects indicated in analysis* | Regional dispersal of visitors* | Requirement for ongoing operational govt. funding* | Short term project commencement* | Size of private investment* | Size of public investment* | Uniqueness of product* | Grand Total |
|--|-----------------------|---|--|-------------------------------------|--|-----------------------------|--|---|--|-----------------------|------------|--|--------------------------------------|------------------------|--|---------------------------------|--|----------------------------------|-----------------------------|----------------------------|------------------------|-------------|
| Agri-tourism/farm tourism strategy (link with existing town markets) | Strategic Initiatives | 2/6 | 1/3 | 1/3 | 1/3 | 1/2 | 1/3 | 1/3 | 1/1 | 1/2 | 3/3 | 1/1 | 2/4 | 1/3 | 0/0 | 1/1 | 3/6 | 0/0 | 1/3 | 3/6 | 1/2 | 26/55 |
| Annual Council support program communication workshop | Strategic Initiatives | 2/6 | 0/0 | 0/0 | 0/0 | 1/2 | 0/0 | 1/3 | 1/1 | 1/2 | 1/1 | 1/1 | 3/6 | 1/3 | 0/0 | 1/1 | 3/6 | 1/2 | 0/0 | 3/6 | 1/2 | 21/42 |
| Annual volunteer appreciation event | Strategic Initiatives | 0/0 | 1/3 | 0/0 | 0/0 | 1/2 | 0/0 | 1/3 | 1/1 | 1/2 | 1/1 | 1/1 | 3/6 | 1/3 | 0/0 | 1/1 | 3/6 | 1/2 | 0/0 | 3/6 | 1/2 | 20/39 |
| Apsley motorsports expansion and Edenhope Motorcycle Park | Development Project | 2/6 | 2/6 | 0/0 | 3/9 | 2/4 | 0/0 | 2/6 | 1/1 | 3/6 | 1/1 | 1/1 | 2/4 | 3/9 | 0/0 | 2/2 | 3/6 | 1/2 | 1/3 | 2/4 | 2/4 | 33/74 |
| Assess West Wimmera destination brand | Strategic Initiatives | 1/3 | 1/3 | 1/3 | 1/3 | 1/2 | 1/3 | 1/3 | 1/1 | 1/2 | 2/2 | 1/1 | 3/6 | 1/3 | 0/0 | 1/1 | 3/6 | 1/2 | 0/0 | 3/6 | 1/2 | 25/52 |
| B&B planning scheme workshops | Strategic Initiatives | 2/6 | 2/6 | 0/0 | 1/3 | 1/2 | 1/3 | 1/3 | 1/1 | 1/2 | 1/1 | 1/1 | 3/6 | 1/3 | 3/9 | 1/1 | 3/6 | 1/2 | 0/0 | 3/6 | 1/2 | 28/63 |
| Bike trail link (10km) between Lake Bringalbert and Lake Charlegrark | Development Project | 2/6 | 1/3 | 1/3 | 1/3 | 0/0 | 0/0 | 2/6 | 2/2 | 2/4 | 2/2 | 1/1 | 3/6 | 3/9 | 0/0 | 3/3 | 2/4 | 0/0 | 0/0 | 3/6 | 1/2 | 29/60 |
| Bird and frog watching tours | Development Project | 1/3 | 3/9 | 1/3 | 1/3 | 1/2 | 1/3 | 2/6 | 3/3 | 1/2 | 2/2 | 2/2 | 2/4 | 2/6 | 0/0 | 2/2 | 3/6 | 0/0 | 1/3 | 3/6 | 3/6 | 34/71 |
| Boutique whisky, tequila or vodka distillery; craft brewery or cider house | Development Project | 1/3 | 3/9 | 0/0 | 1/3 | 2/4 | 0/0 | 3/9 | 2/2 | 3/6 | 1/1 | 2/2 | 3/6 | 3/9 | 0/0 | 1/1 | 3/6 | 0/0 | 4/12 | 2/4 | 2/4 | 36/81 |
| Caravan/camping marketing campaign (family market & couples) | Strategic Initiatives | 3/9 | 1/3 | 1/3 | 1/3 | 1/2 | 1/3 | 3/9 | 1/1 | 1/2 | 2/2 | 1/1 | 3/6 | 1/3 | 3/9 | 3/3 | 2/4 | 1/2 | 1/3 | 3/6 | 1/2 | 34/76 |
| Completion of Kaniva Wetlands boardwalk, including camping area, swimmable wetlan.. | Development Project | 2/6 | 2/6 | 3/9 | 2/6 | 0/0 | 1/3 | 2/6 | 2/2 | 3/6 | 2/2 | 1/1 | 3/6 | 2/6 | 3/9 | 1/1 | 1/2 | 0/0 | 0/0 | 2/4 | 1/2 | 33/77 |
| Development and marketing of bridal trails on State Forest land | Strategic Initiatives | 1/3 | 2/6 | 1/3 | 0/0 | 1/2 | 0/0 | 2/6 | 2/2 | 2/4 | 1/1 | 1/1 | 2/4 | 2/6 | 0/0 | 3/3 | 2/4 | 0/0 | 0/0 | 3/6 | 1/2 | 26/53 |
| Digital literacy operator training program | Strategic Initiatives | 1/3 | 1/3 | 1/3 | 2/6 | 1/2 | 1/3 | 1/3 | 1/1 | 1/2 | 2/2 | 1/1 | 2/4 | 1/3 | 0/0 | 1/1 | 2/4 | 1/2 | 0/0 | 3/6 | 1/2 | 24/51 |
| Evening events (light show, outdoor cinema) | Development Project | 1/3 | 2/6 | 0/0 | 1/3 | 1/2 | 0/0 | 2/6 | 1/1 | 2/4 | 2/2 | 0/0 | 2/4 | 1/3 | 0/0 | 2/2 | 2/4 | 0/0 | 1/3 | 3/6 | 1/2 | 24/51 |
| Extended boardwalk from Apsley to Lake Newlands | Development Project | 2/6 | 1/3 | 2/6 | 1/3 | 0/0 | 0/0 | 2/6 | 2/2 | 2/4 | 2/2 | 1/1 | 3/6 | 3/9 | 0/0 | 3/3 | 1/2 | 0/0 | 0/0 | 3/6 | 1/2 | 29/61 |
| Farming/horticultural agri shows consolidation to strengthen their proposition | Development Project | 1/3 | 2/6 | 2/6 | 1/3 | 2/4 | 0/0 | 2/6 | 1/1 | 2/4 | 3/3 | 1/1 | 3/6 | 2/6 | 0/0 | 2/2 | 2/4 | 0/0 | 0/0 | 3/6 | 1/2 | 30/63 |
| Formalisation of regional drive and motorbike trails | Development Project | 3/9 | 2/6 | 0/0 | 1/3 | 0/0 | 1/3 | 3/9 | 3/3 | 3/6 | 2/2 | 1/1 | 3/6 | 2/6 | 3/9 | 3/3 | 3/6 | 1/2 | 1/3 | 3/6 | 1/2 | 39/85 |
| Formalised caravan and trailer parking on main street of Kaniva | Strategic Initiatives | 2/6 | 1/3 | 1/3 | 2/6 | 1/2 | 1/3 | 1/3 | 1/1 | 1/2 | 2/2 | 1/1 | 3/6 | 1/3 | 0/0 | 1/1 | 3/6 | 0/0 | 0/0 | 3/6 | 1/2 | 26/56 |
| Freedom camping site gold coin entry (policy change) | Strategic Initiatives | 1/3 | 1/3 | 3/9 | 0/0 | 1/2 | 1/3 | 1/3 | 1/1 | 1/2 | 2/2 | 1/1 | 1/2 | 1/3 | 0/0 | 1/1 | 3/6 | 1/2 | 1/3 | 3/6 | 1/2 | 25/54 |
| Harrow fishing, kayaking and river walking trail | Development Project | 1/3 | 2/6 | 1/3 | 2/6 | 1/2 | 1/3 | 2/6 | 3/3 | 2/4 | 2/2 | 1/1 | 3/6 | 2/6 | 0/0 | 2/2 | 2/4 | 0/0 | 0/0 | 3/6 | 1/2 | 31/65 |
| Improved visitor statistics & insights | Strategic Initiatives | 1/3 | 1/3 | 1/3 | 1/3 | 1/2 | 1/3 | 1/3 | 1/1 | 1/2 | 2/2 | 1/1 | 1/2 | 1/3 | 0/0 | 1/1 | 2/4 | 1/2 | 0/0 | 3/6 | 1/2 | 22/46 |
| Indigenous tourism cultural program (digital drive circuits and walking tours) | Development Project | 1/3 | 2/6 | 0/0 | 2/6 | 1/2 | 2/6 | 2/6 | 3/3 | 1/2 | 2/2 | 1/1 | 3/6 | 1/3 | 3/9 | 2/2 | 2/4 | 0/0 | 0/0 | 3/6 | 2/4 | 33/71 |
| Johnny Mullagh Memorial & Caravan Park dump site (Harrow) | Strategic Initiatives | 0/0 | 0/0 | 3/9 | 2/6 | 0/0 | 0/0 | 1/3 | 1/1 | 1/2 | 1/1 | 0/0 | 3/6 | 2/6 | 0/0 | 1/1 | 2/4 | 1/2 | 0/0 | 3/6 | 1/2 | 22/49 |
| Lake Bringalbert and Dunbopperty Swamp development | Development Project | 2/6 | 1/3 | 2/6 | 2/6 | 1/2 | 0/0 | 3/9 | 2/2 | 3/6 | 2/2 | 2/2 | 3/6 | 3/9 | 3/9 | 3/3 | 2/4 | 1/2 | 0/0 | 2/4 | 2/4 | 39/85 |
| Lake Charlegrark Country Music Marathon (assess extending the length of the event) | Development Project | 1/3 | 2/6 | 0/0 | 2/6 | 1/2 | 2/6 | 2/6 | 2/2 | 2/4 | 2/2 | 2/2 | 3/6 | 2/6 | 0/0 | 2/2 | 1/2 | 0/0 | 1/3 | 3/6 | 1/2 | 31/66 |
| Lake Ratzcastle designation of sites and upgrade of camp kitchen | Development Project | 2/6 | 1/3 | 2/6 | 2/6 | 0/0 | 0/0 | 3/9 | 2/2 | 2/4 | 2/2 | 1/1 | 3/6 | 2/6 | 3/9 | 3/3 | 2/4 | 0/0 | 0/0 | 2/4 | 2/4 | 34/75 |
| Lake Wallace recreation infrastructure | Development Project | 2/6 | 1/3 | 2/6 | 2/6 | 1/2 | 0/0 | 3/9 | 2/2 | 3/6 | 2/2 | 2/2 | 3/6 | 3/9 | 3/9 | 1/1 | 2/4 | 0/0 | 0/0 | 1/2 | 2/4 | 35/79 |
| Mini triathlon event (Goroke) | Development Project | 0/0 | 1/3 | 0/0 | 1/3 | 1/2 | 0/0 | 3/9 | 0/0 | 2/4 | 2/2 | 1/1 | 2/4 | 1/3 | 0/0 | 1/1 | 3/6 | 0/0 | 1/3 | 3/6 | 0/0 | 22/47 |
| Murray cod fishing competition | Development Project | 1/3 | 2/6 | 0/0 | 1/3 | 1/2 | 1/3 | 3/9 | 2/2 | 3/6 | 1/1 | 1/1 | 3/6 | 3/9 | 0/0 | 2/2 | 3/6 | 0/0 | 1/3 | 3/6 | 1/2 | 32/70 |
| National parks and state forest parks safety signage (audit) | Strategic Initiatives | 1/3 | 1/3 | 1/3 | 3/9 | 1/2 | 1/3 | 1/3 | 1/1 | 1/2 | 2/2 | 1/1 | 2/4 | 1/3 | 0/0 | 1/1 | 1/2 | 0/0 | 0/0 | 3/6 | 1/2 | 23/50 |
| Pet-friendly accommodation focus | Development Project | 1/3 | 3/9 | 0/0 | 1/3 | 2/4 | 0/0 | 3/9 | 0/0 | 2/4 | 3/3 | 0/0 | 2/4 | 3/9 | 0/0 | 1/1 | 3/6 | 0/0 | 1/3 | 3/6 | 3/6 | 31/70 |
| Planning scheme change to encourage tourism development for urban areas | Strategic Initiatives | 3/9 | 1/3 | 1/3 | 0/0 | 1/2 | 1/3 | 1/3 | 1/1 | 1/2 | 2/2 | 1/1 | 3/6 | 1/3 | 0/0 | 1/1 | 2/4 | 1/2 | 0/0 | 2/4 | 1/2 | 24/51 |
| Pop-up seasonal food outlets (centred at towns & lakes) | Development Project | 2/6 | 2/6 | 0/0 | 1/3 | 2/4 | 0/0 | 3/9 | 2/2 | 2/4 | 1/1 | 1/1 | 2/4 | 3/9 | 0/0 | 2/2 | 2/4 | 1/2 | 2/6 | 3/6 | 2/4 | 33/73 |
| Position Apsley as the Western Gateway to the region | Strategic Initiatives | 1/3 | 1/3 | 1/3 | 1/3 | 1/2 | 1/3 | 1/3 | 1/1 | 1/2 | 2/2 | 1/1 | 2/4 | 1/3 | 0/0 | 1/1 | 0/0 | 0/0 | 0/0 | 3/6 | 1/2 | 20/42 |
| Promotion of the Henley on Lake Wallace Event along with greater promotion of all events | Strategic Initiatives | 1/3 | 1/3 | 1/3 | 1/3 | 1/2 | 1/3 | 1/3 | 1/1 | 1/2 | 2/2 | 1/1 | 2/4 | 1/3 | 0/0 | 2/2 | 2/4 | 0/0 | 1/3 | 3/6 | 1/2 | 24/50 |
| Retailer and business customer care training program | Strategic Initiatives | 2/6 | 1/3 | 1/3 | 2/6 | 1/2 | 1/3 | 1/3 | 1/1 | 1/2 | 3/3 | 1/1 | 3/6 | 1/3 | 0/0 | 1/1 | 0/0 | 1/2 | 0/0 | 3/6 | 1/2 | 25/53 |
| Self-guided heritage and historic tours | Development Project | 1/3 | 2/6 | 1/3 | 2/6 | 1/2 | 3/9 | 2/6 | 3/3 | 1/2 | 2/2 | 1/1 | 2/4 | 1/3 | 0/0 | 2/2 | 3/6 | 0/0 | 1/3 | 3/6 | 1/2 | 32/69 |
| Sensory playground trail (leveraging existing playground in Goroke and Kaniva) | Development Project | 1/3 | 1/3 | 0/0 | 2/6 | 0/0 | 0/0 | 3/9 | 2/2 | 3/6 | 2/2 | 0/0 | 3/6 | 3/9 | 0/0 | 3/3 | 2/4 | 0/0 | 0/0 | 3/6 | 1/2 | 29/61 |
| Serviceton heritage railway station attraction/event venue | Development Project | 2/6 | 1/3 | 2/6 | 2/6 | 1/2 | 1/3 | 2/6 | 2/2 | 3/6 | 2/2 | 2/2 | 3/6 | 2/6 | 0/0 | 2/2 | 2/4 | 0/0 | 0/0 | 0/0 | 2/4 | 31/66 |
| Serviceton Reservoir site infrastructure improvement (picnic tables, signage, designated.. | Development Project | 1/3 | 1/3 | 2/6 | 2/6 | 1/2 | 0/0 | 2/6 | 2/2 | 2/4 | 2/2 | 1/1 | 3/6 | 2/6 | 0/0 | 2/2 | 3/6 | 0/0 | 0/0 | 2/4 | 1/2 | 29/61 |
| Silo art tourism strategy | Strategic Initiatives | 1/3 | 0/0 | 0/0 | 2/6 | 0/0 | 1/3 | 1/3 | 2/2 | 1/2 | 2/2 | 1/1 | 2/4 | 2/6 | 0/0 | 2/2 | 1/2 | 0/0 | 0/0 | 3/6 | 1/2 | 22/44 |
| Tourism business growth workshops | Strategic Initiatives | 1/3 | 1/3 | 1/3 | 2/6 | 1/2 | 1/3 | 1/3 | 1/1 | 1/2 | 2/2 | 1/1 | 3/6 | 1/3 | 0/0 | 1/1 | 2/4 | 1/2 | 0/0 | 3/6 | 1/2 | 25/53 |
| Upgraded and expanded cabin capacity at lake-side holiday parks | Development Project | 3/9 | 3/9 | 0/0 | 0/0 | 2/4 | 0/0 | 3/9 | 3/3 | 3/6 | 2/2 | 2/2 | 3/6 | 3/9 | 3/9 | 3/3 | 3/6 | 0/0 | 2/6 | 1/2 | 1/2 | 40/87 |
| West Wimmera 4WD courses (Little Desert) | Development Project | 1/3 | 2/6 | 1/3 | 1/3 | 1/2 | 1/3 | 2/6 | 2/2 | 1/2 | 3/3 | 1/1 | 2/4 | 2/6 | 0/0 | 2/2 | 3/6 | 1/2 | 1/3 | 4/8 | 1/2 | 32/67 |
| West Wimmera events guidelines document | Strategic Initiatives | 1/3 | 1/3 | 0/0 | 0/0 | 1/2 | 0/0 | 1/3 | 1/1 | 1/2 | 1/1 | 1/1 | 3/6 | 1/3 | 0/0 | 1/1 | 3/6 | 1/2 | 0/0 | 3/6 | 1/2 | 21/42 |
| West Wimmera lake marketing and water levels app | Strategic Initiatives | 0/0 | 1/3 | 2/6 | 2/6 | 1/2 | 1/3 | 1/3 | 1/1 | 1/2 | 1/1 | 1/1 | 3/6 | 3/9 | 3/9 | 3/3 | 2/4 | 1/2 | 0/0 | 3/6 | 1/2 | 31/69 |
| West Wimmera orchid tours | Development Project | 1/3 | 3/9 | 1/3 | 1/3 | 1/2 | 1/3 | 2/6 | 3/3 | 1/2 | 1/1 | 2/2 | 2/4 | 1/3 | 0/0 | 2/2 | 2/4 | 1/2 | 1/3 | 3/6 | 3/6 | 32/67 |
| West Wimmera shire-wide signage audit | Strategic Initiatives | 0/0 | 1/3 | 1/3 | 2/6 | 1/2 | 1/3 | 1/3 | 1/1 | 1/2 | 1/1 | 1/1 | 3/6 | 1/3 | 3/9 | 1/1 | 3/6 | 1/2 | 0/0 | 3/6 | 1/2 | 27/60 |
| West Wimmera wetlands kayaking journeymen | Development Project | 2/6 | 2/6 | 1/3 | 1/3 | 1/2 | 1/3 | 2/6 | 3/3 | 1/2 | 2/2 | 1/1 | 2/4 | 2/6 | 0/0 | 3/3 | 2/4 | 0/0 | 1/3 | 3/6 | 2/4 | 32/67 |
| Worker accommodation hostel | Development Project | 3/9 | 1/3 | 1/3 | 0/0 | 1/2 | 1/3 | 1/3 | 1/1 | 1/2 | 1/1 | 1/1 | 3/6 | 1/3 | 3/9 | 1/1 | 3/6 | 0/0 | 4/12 | 2/4 | 1/2 | 30/71 |

