

Conservation Management & Cultural Tourism Master Plan
for Hill End Historic Site
Volume 4: Cultural and Tourism Recreation Master Plan

March 2013

Conybeare Morrison International
52 - 58 William Street
East Sydney, NSW 2011 Australia
T. +618244 8888 F. +618244 8877
E. mail@cmplus.com.au
www.cmplus.com.au

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Prepared for Office of Environment and Heritage
NSW National Parks and Wildlife Service

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1.0 Introduction

Objective

To enrich the visitor experience, increase the understanding of Hill End's rich history and improve the economic and social prospects of the town through an increase of visitors, their length of stay and their spending.

To achieve this objective, a number of outcomes are required

A number of outcomes are required to ensure Hill End becomes a viable tourism destination to support the conservation, maintenance and interpretation of a significant part of Australia's history. These include:

- Increased visitation, visitor expenditure and length of stay on a year round basis
- Increased appeal to a broader market and range of interest groups
- Increased visitor related activity and engagement
- Improved presentation and promotion of engaging experiences
- Creation of a positive differentiation from other 'historic' and 'gold era' towns
- Development and facilitation of sought after and satisfying experiences based on the character and significance of Hill End and which appeal to key target groups
- A more viable tourism economy with higher returns
- Increased employment, residential retention and revenue generation in the town
- Increased investment in line with and to support the preservation, maintenance and appropriate utilisation of heritage assets
- Increased revenue and resources to undertake ongoing preservation and maintenance
- Improved service and amenities
- Revitalisation of Hill End as a living community

To achieve these outcomes an integrated plan has been developed to attract, engage, inform and satisfy visitors.

Attract

Identify those market sectors and customers with the greatest propensity to visit and appreciate Hill End, the things that motivate them and the sorts of experiences they are seeking.

Connect people with the experiences that most resonate with them. Establish core themes as the basis for development of proposals and infrastructure. Primary themes: "Engaging with authentic Australian History" and "Nature and Heritage based outdoor experiences". Secondary Themes: "Australian Art and Culture experiences" and "Relaxation and Rejuvenation".

Benefits and values of a visit to Hill End need to activate primary customer's perceptions and interest, through the implementation of a comprehensive brand, marketing and engagement strategy that creates a top of mind awareness and appeal for the right people.

The development of experiences and positioning for Hill End need to appeal to the interests and motivation of key identified target segments and correspond with their values.

There are many areas of interest related to aspects of Hill End's history and values and groups who undertake travel and activities related to such interests. A strategy to attract and cater for such interest groups is part of the integrated proposal.

Engage

Provide access and enrichment to relevant experiences by establishing a 'Gateway' visitor centre at the core of the main experience focus, with appropriate and effective interpretation that creates greater engagement with and immersion in the experience.

Develop walking and cycle paths and encourage people to get out of their cars through the provision of cycle hire and convenient car parking facilities, and to engage with a number of themed experience trails.

Stage a professionally developed Sound and Light show, using preserved artefacts and equipment and the Holtemann collection to recreate the sense of life in the gold era by engaging the senses of sight and sound.

Create a themed Cottage Hotel comprising the existing and restored information centre and NPWS offices and suitably restored cottages, which will reflect the authentic and historic context of the era.

Establish an arts centre with associated workshops, master-classes, walking tours and exhibitions to connect with Hill End's rich artistic history and the scenic and visual values that attracted many of Australia's finest artists

Inform

Refurbish the Rural Fire Shed to provide a central Interpretive Centre, adjacent to the General Store/Cafe and the Visitor Information Centre/NPWS office (Ex Discovery Centre) Utilise particular and unique assets such as the Holtemann and Drysdale photographic collections, the rich artistic history.

Draw upon leading edge interpretive techniques to appropriately tell the unique story of Hill End and its rich history.

Provide web based research and information source located at the Interpretive Centre to provide recorded information and research material to people with a particular interest in Hill End's history and culture.

Satisfy

Improve visitor amenities, services and service levels to satisfy the expectations of targeted visitors and to increase their enjoyment and spend whilst in the town by developing cooperative and performance based commercial partnerships with lessees and service providers.

Maintain the historic and cultural values, street-scapes and sight lines through the adoption of appropriate planning mechanisms and development codes.

Provide accommodation and catering that is in keeping with the 'style' of the experience and which is both currently unavailable and sought by the prime target groups.

Include Hill End on regional tourism routes and itineraries to satisfy the needs of touring public and to utilise and promote its increased accessibility and ease of driving due to improved road conditions.

2.0 Market Identification and Analysis

Currently the market for Hill End is under-developed; there is no reliable method in place to record the number of visitors to Hill End or the origin of their visits. Estimates from NPWS indicate that 'around 100,000 visitors' a year come to Hill End.

Until July 2011, when a study commissioned by the Office of Environment and Heritage, Tourism Markets and Suppliers for Hill End Historic Site – a Report on Survey Research undertaken by Australian Market Research Pty Ltd, there was little knowledge of who was visiting or what motivated their visit.

In addition there is minimal promotion, inconsistent information and messaging, scarce differentiation between Hill End and other historic gold mining towns and villages in NSW and no brand development to indicate the experiences or heighten the perception of Hill End's appeal.

Based on the AMR Research, Tourism Markets and Suppliers for Hill End Historic Site, whose specific objectives were to:

- identify and profile tourism markets that could be attracted to Hill End, and communication channels
- identify the key motivators for each of the tourism markets, and experiences and services being sought
- identify opportunities for packaging Hill End tourism products with other products or tourism routes, and
- identify experiences around successful operators of businesses in the region, and living in the region

Particular markets and market segments have been identified as principal sources of visitors for Hill End.

According to the study, the greater Sydney region offers the largest pool of visitors to the Hill End region with the remainder largely split between the rest of NSW and other states. A negligible number came from overseas.

Priority Markets

It is therefore recommended that the principal market for *overnight visitation* be the *greater Sydney region*, with surrounding areas of *Blue Mountains/Lithgow, Bathurst, Mudgee and Orange* for a combination of *day visits and special interest overnight stays*.

Priority Market Segments Relevant for Hill End

(Please see Segment Descriptions below)

Wanderers or True Travellers were most likely to be visiting Hill End or have visited recently, suggesting that they comprise the largest portion of leisure visitors. Interrogation of the research suggests that the appeal for ***Wanderers*** is currently stronger than that for ***True Travellers***, which further indicates that more work is needed to strengthen the appeal for this segment.

The next most important segment comprises the **Compatriots**, who appear more important for the day visit market and are therefore more likely to be concentrated in source markets closer to Hill End (e.g. Bathurst, Mudgee, Orange, Blue Mountains).

Those with the greatest propensity to travel are older than the average population, with 80% aged 40 years or over, and come mainly from the greater Sydney region.

The strongest key motivators nominated by **Wanderers** and **True Travellers**, were:

- *Hill End as a small relaxing village*
- *Hill End as a living historic village*
- *Hill End as an authentic goldmining village*

Main experiences sought by **Wanderers** and **True Travellers**, were:

- *Opportunity to tour and explore*
- *Spend time with partner/family/friends*
- *Relaxation and rejuvenation*
- *Chance to discover and learn something*
- *Experience Australian history*
- *Nature based outdoor experiences*
- *(Food and wine experiences #)*
part of a wider itinerary

For Day Trippers – **Compatriots**, the majority come from Blue Mountains (35%), Lithgow (12%), Bathurst (19%), Mudgee (15%) and Orange (19%). Unlike the case with overnight holiday makers, **Compatriots** contributed a major part of day visit trips, with **Wanderers** being the next most represented segment for this type of travel.

The strongest key motivators nominated by **Compatriot** day visit travellers/prospective travellers, were:

- *Hill End as a living historic village*
- *Hill End as an authentic goldmining village*

Main experiences sought by **Compatriot** day visitors were:

- *Nature-based, outdoor experiences*
- *Chance to discover something new*
- *Opportunity to experience arts or culture*
- *Experience Australian history*
- *Spend time with partner/family/friends*

Reflecting the closer proximity of the sources of day visitors, the majority 'have a very good awareness of Hill End', however around a third have no more than 'a little knowledge' about Hill End.

By contrast, **Wanderers** and **True Travellers** - potential and actual overnight visitors have a major lack of awareness. About two thirds of potential overnight visitors (interviewed mainly at

Bathurst and Mudgee Visitor Information Centre) were 'aware' of Hill End, but only a quarter had more than 'a little knowledge' about Hill End.

This indicates the need for a significant increase in marketing activity to increase tourism visitor levels and revenue in order to provide a viable business base.

Traveller Types

Destination NSW uses a series of Traveller Types (otherwise known as 'target markets') in its marketing strategies. These are based on two research projects. In 2000, See Australia conducted a study into 'holiday mindsets' ie, Traveller Types, based on a 'state of mind' rather than a specific demographics alone.

From this research, five holiday mindsets were derived:

Pampadours, Compatriots, Wanderers, True Travellers and Groupies.

In 2004 Roy Morgan produced a segmentation which was designed to match the See Australia segments. The Roy Morgan holiday mindsets were called the Australian Travel Segments. Different names were given to each mindset in order to distinguish them from the See Australia mindsets.

From this research, the segment names were:

Luxury Travellers, Family Travellers, Touring Travellers, Adventure Travellers and Peer Group Travellers.

Relevant characteristics of the key target groups selected and which relate directly to the development of the experiences proposed and accommodation proposed for Hill End are:

True Travellers/Adventure Travellers (See Australia Research 2000)

Experimental, adventurous, trail-blazing, **immersion travelers who want to experience a single destination in depth**, active, physical, overseas orientation, seeking difference and challenge, opinion-leaders, white collar skew, male skew, take longer holidays, will spend more getting there than being there, definitely DIY.

Holiday Mindset of the True Travelers/Adventure Travellers (Roy Morgan, 2004)

'When I travel I like to truly experience the place. Holiday and adventure go hand in hand for me. I'm comfortable about taking some risks when I travel – I want some depth to my travel experience. It's important for me to have plenty of physical activity when I'm on holidays. I'm definitely not interested in packaged holidays – I prefer to find my own accommodation and make my own arrangements. I'm OK with travelling on my own. I don't mind a bit of discomfort. Staying in luxury hotels can obscure the real experience of the place. I prefer to mix with the locals, immerse myself in the local flavour. "

Wanderers/Touring Travellers (See Australia Research 2000)

Marked older skew, adult couples, empty nesters, frequent tourists, DIY, great off-peak market, **keen observers**, widest range of preferences in transport mode, **favour difference, continue their 'Darby & Joan' lifestyle when traveling**, like to potter.

Holiday Mindset of the Wanderers/Touring Travellers (Roy Morgan, 2004)

"Holidays are a time to explore and discover new things. I'm not interested in veging out on my holidays – I'd rather have interesting things to see and do. I enjoy looking at things at my own pace. I don't mind being active on holidays, but I'm not looking for excessive physical activity or extreme adventure. I enjoy staying in a small B&B or a self-catered cottage in a scenic place, where we can explore the region at our own pace.

Compatriots/Family Travellers (See Australia Research 2000)

Quintessentially middle market, female skew, wanting DFY (do-it-for you) but forced to compromise, **family-focused**, role-driven, **good shoulder market**, **activities focused**, budget conscious, **like resorts and don't like camping**, favour 3-star, but aspire to 5-star, **self-contained an advantage**.

Holiday Mindset of the Compatriots/Family Travellers (Roy Morgan, 2004)

"I holiday with my children. Holidays are the time when we can be a family again without work, school and other commitments getting in the way. Holidays are about going to a place to relax without hassles - if the children have a good time on holiday, then I can too. I believe you should see your own country first before exploring others. Overseas travel seems too much hassle. Although I'd appreciate a bit of luxury, self-contained accommodation offers the best value for us."

A description of each Traveller Type and Holiday Mindset relevant for Hill End is shown in Appendix I.

3.0 Experience Audit and Identification

Visitor experiences at Hill End currently focus on ‘activities’ rather than ‘experiences’.

The need to develop experiences, rather than just activities and services, responds to a shift in market demand towards more learning and engaging experiences, rather than just visiting places. These experiences should reflect Hill End’s brand attributes and values, such as its history, its uniqueness and its landscape/environment. This should involve both enhancement of existing activities and development of new experiences.

Research undertaken by Tourism Research Australia in 2007 to examine the reason for the declining popularity of domestic tourism in Australia, concluded that one of the main reasons is that for too long we had promoted “regions, places and things, rather than experiences, values and benefits”.

Research* has shown, the development of engaging and memorable experiences:

- attract more visitors
- increase word of mouth endorsement (increasingly important through social media)
- provide greater differentiation and stronger appeal
- increase repeat visits
- provide higher returns and are more relevant to the needs and values of customers
- create greater engagement

(* Pine and Gilmore 1999)

Key principles in the development of experiences

Interpretation is at the core of the development of engaging experiences. Interpretation can be undertaken through a range of methods, including signage, information material, face to face engagement, interactive and static displays, various electronic and video media and staged presentations and performances.

Most effective and engaging experiences result from using a number of interpretive means that are consistent in their theme and message and which complement each other in building on impressions and understandings created by each. It is important to engage visitors in more than one realm.

Experiences should be staged and the role of interpretation is to primarily to create engagement and positive and strong memories. The role of staging experiences is not to entertain, but to engage. Such an approach helps create a memory, creates a richer experience and creates a distinctive place in the visitor’s mind.

Key principles that should direct interpretation that creates memorable and engaging experiences are;

- theme experiences
- harmonise impressions with positive cues
- eliminate negative cues
- mix in memorabilia
- engage all senses

Based on the AMR research among those already visiting and those most likely to visit, matched to the types of experience that could be best developed in Hill End and which best fit the character and the uniqueness of the place, **the following core experience themes should be developed and promoted:**

Hill End Core Experience Themes

<p>Primary</p> <p>Engaging with authentic Australian History Nature and heritage based outdoor experiences</p>

<p>Secondary</p> <p>Australian arts and culture experiences Relaxation and rejuvenation</p>
--

The two things needed beyond the ongoing preservation function to elevate Hill End to become a more viable and important tourism experience, are 'presentation' and 'promotion'. The following are a list of proposals to achieve optimal tourism outcomes and which will form an integral part of the overall Master Plan for Hill End.

Within the core experience themes the following are identified as actions required to meet the interests and values of the target segments and to elevate the values and appeal of Hill End and to create a more viable economy for the town.

- **Maintain Hill End's historic values** (engaging with authentic Australian History).
- **Develop authentically themed accommodation** (engaging with authentic Australian History; create a more viable economy for the town).
- **Establish commercial partnerships** (create a more viable economy for the town)
- **Improve service standards through commercial agreements** (create a more viable economy for the town).
- **Establish a more engaging and commercially based Visitor Information and Interpretative Centre** (engaging with authentic Australian History: create a more viable economy for the town).
- **Bring history alive through a sound and light show** (engaging with authentic Australian History: nature and heritage based outdoor experiences: create a more viable economy for the town).
- **Encourage walking and cycling around Hill End** (engaging with authentic Australian History: nature and heritage based outdoor experiences: relaxation and rejuvenation)
- **Develop special interest event and activity** (engaging with authentic Australian History: nature and heritage based outdoor experiences: Australian arts and culture experiences).
- **Establish an Arts Centre with associated activities** (engaging with authentic Australian History: nature and heritage based outdoor experiences: Australian arts and culture experiences).
- **Make Hill End a key part of a broader regional touring program** (engaging with authentic Australian History: nature and heritage based outdoor experiences).

All these actions provide motivation and relevant experiences to the three principal target segments; True Travellers and Wanderers (overnight stays) and Compatriots (day visits).

4.0 Development of Proposals and Their Feasibility

4.1 Ensure the historic values of Hill End are maintained through better community involvement and application of heritage, planning and building requirements and codes

The need to harmonise impressions with positive cues and eliminate negative cues

Related to Core Experience

Engaging with Authentic Australian History

Opportunity

The strength of Hill End as a potentially important tourism destination is not just its relatively brief gold history which has basically created a living time capsule, but in a number of layers of history (and potential experiences), e.g. gold history, colonial history, the history of art, etc. For its strength and potential to be retained it is important that its character and uniqueness be retained as was originally intended with the declaration of the Hill End Historic Site in 1967.

Identified Experience Development Actions

- (a) Work with Bathurst Regional Council to ensure the character of the second half of the 19th century, and the site-lines as depicted in the Holtermann photographic collection are maintained.
- (b) Any plans must ensure that Hill End remains a living community. rather than a sterile representation of 'life' in the 1800s.

Cost/Revenue Implications and Potential

Capital Expenditure	Nil
Operational Expenditure	Increased administration costs
Gross Revenue	Nil
Net Revenue (NPWS)	Nil
Further Business Opportunities	Nil

Concept Feasibility

Generally, successful community based heritage development and protection programs in the first instance require community involvement, consultation and support. Application of heritage, planning and building requirements and codes are subsequent means to codify and ensure the community values and characteristics are maintained as desired by the majority of residents. In the case of Hill End, however, the National Parks and Wildlife Service has, since 1967, been charged with the responsibility of preservation of Hill End.

Whilst most other heritage towns in NSW and around Australia, with the exception of those administered by National Parks Services or under preservation or heritage orders, are responsible for the maintenance of heritage values in association with local municipalities. Through the development of the Master Plan and associated consultation and acceptance of it by the community, it should be possible for NPWS, as the responsible authority, with community support, to ensure the agreed characteristics, sight-lines and heritage values are enshrined.

Possible Social Issues Which Could Impact on Economic Viability

Lack of community support could make the effective creation and administration of appropriate regulations covering aspects such as agreed characteristics, sight-lines and heritage values difficult to achieve. The absence of such regulations and consequent inappropriate development or diminished amenity and environment, would in turn reduce the appeal and the quality of the experience

4.2 Develop authentically themed accommodation utilising existing buildings and the Holtermann collection to provide reference, authenticity and connection to 'real' history

Related to Core Experience

Engaging with Authentic Australian History

Opportunity

Since responsibility for the site was assumed by NPWS in 1967, a large amount of preservation, restoration and maintenance work has been undertaken on a range of commercial, public buildings and dwellings. With the exception of the Royal Hotel, Northey's Store & Great Western Store and the Hill End B&B and a number of stores, very few other properties contribute to the visitor economy or experience (currently 33 leases controlled by NPWS). Furthermore, dwellings currently leased are generally made available to local residents at minimal average rentals (currently let to locals and others for around \$70 per week). Accordingly, apart from providing a visual and static back-drop, most buildings are not available for visitors to experience and provide limited return to NPWS maintenance and restoration efforts.

By utilising authentic and relevant images, buildings, furnishings, life styles and other prompts, effective interpretation of the lifestyles and circumstances of real residents are able to create memorable and engaging experiences.

Identified Experience Development Actions

- (a) NPWS undertake a program of progressive restoration and utilisation of historic buildings/cottages for holiday letting/themed accommodation.
- (b) Restore the hospital building to become an authentic cottage hotel, and operate the cottages and authentic cottage hotel as a combined catered/self catered accommodation business.
- (c) In the longer term, and as demand increases, develop high class tented accommodation based on the style of 'permanent' tented accommodation used during the gold rush period.
- (d) Develop (with the assistance of Holtermann photos and other research on original uses/inhabitants) engaging themes for the cottages/accommodation based on the recorded inhabitants/uses along with lives and lifestyles of the early settlers to ensure the stay becomes more an experience for visitors, rather than just a stay in old accommodation.
- (e) Investigate, a suitable 'operator' to manage, service, promote, distribute and provide a suitable booking service to ensure maximum utilisation and appropriate quality of standards and service this needs to consider and include current NPWS activity to provide booking capability.

Cost/Revenue Implications and Potential

Capital Expenditure	Restore and fit-out 7 cottage properties over 6 years Restore and fit-out Boutique hotel in years 3-5 Tented accommodation from year 6 Research & curation
Operational Expenditure	Oversight and management costs
Gross Revenue	Accommodation and letting revenue
Net Revenue (NPWS)	Licence/franchise fee,

Concept Feasibility

To increase length of stay and visitor spend in Hill End it is necessary to increase accommodation availability. By making more of the accommodation a unique experience in itself, contributes both to the richness of the overall experience and to the return achievable by the accommodation. The utilisation of the Holtermann Collection to provide additional authenticity, reference and immersion in the real history of each cottage adds additional value to the experience

The opportunity to cater for self contained accommodation increases the opportunity for food service businesses in Hill End and to increase range and quality.

Two relevant examples of similarly commercially viable themed cottage accommodation provide indicators of feasibility

The first is Corinna in Tasmania, where a group of businessmen bought a village on the Pieman River in NW Tasmania, and market the authentically restored cottages and hotel as Tarkine Hotel Wilderness Retreat Cottages. Even though they are remote and have little 'weekend/offseason' business, they are able to sell them for 1 br cottage from \$200 per night and the 2 br cottages from \$250 p/n.

The second is Walhalla in Victoria where the restoration of the town has been undertaken by a number of cooperative and enthusiastic individual owners. There are a number of restored cottages themed to the gold rush days which are individually owned. Walhalla has been nominated through an RACV poll as one of the 5 most popular destinations in Victoria. As a price guide, the Mill House, an authentic and recently restored and fully self catering 1896 2 br cottage is on the market at \$220 p/n for the first 2 couples and \$50 p/n per person extra, up to a maximum of 4 people.

Possible Social Issues Which Could Impact on Economic Viability

Existing residents and those associated with existing sub optimal uses may resent lack of access and create issues which may detract from the experience of visitors.

4.3 Establish commercial leases and partnerships to manage, operate and possibly restore and maintain historic properties

Related to Core Experience

Engaging with Authentic Australian History
(facilitate the development of engaging experiences)

Opportunity

Currently NPWS is limited in the number of buildings it is able to preserve, let alone restore due to lack of resources. The concepts of public/private partnerships and commercialisation provide the opportunity to leverage private funding in the restoration of historic assets, the introduction of experienced commercial management of tourism enterprises and an increased return for commercial operators and the NPWS.

Identified Experience Development Actions

- (a) Identify buildings suitable for commercial accommodation or other suitable commercial tourism related amenity appropriate for a commercial partnership arrangement.
- (b) Develop suitable contractual arrangements to allow a commercially viable arrangement, whilst ensuring that Hill End values and NPWS brand and statutory requirements are met
- (c) NPWS to develop a prospectus to promote the opportunity and requirements of such commercial arrangements.

Cost/Revenue Implications and Potential

Capital Expenditure	Nil
Operational Expenditure	Legal costs to develop suitable contractual arrangements Costs of prospectus development and distribution Oversight and management costs
Gross Revenue	Accommodation and letting revenue
Net Revenue (NPWS)	Licence contract fee,
Further Business Opportunities	Lessee to meet (substantially) fit out and operational costs in return for a negotiated business arrangement

Concept Feasibility

The examples provided in 2.2 above are of historically restored and themed cottages owned and operated by private interests and which provide a commercial return. In the case of Hill End NPWS is the owner, regulatory authority and brand custodian. Through the development of a suitable conditional* lease or arrangement (see below) and a sufficient number of accommodation units could be included, attractive returns for manager/investors could result. (*conditions would require minimum performance and quality standards)

Possible Social Issues Which Could Impact on Economic Viability

There could be resentment by some residents and visitors that commercial interests are 'profiting' from publicly owned heritage assets.

4.4 Establish service level agreements to improve service and presentation levels under all commercial leases offered by NPWS

Related to Core Experience

Engaging with Authentic Australian History
(facilitate the development of engaging experiences)

Opportunity

The general quality of operation, service, management and promotion of existing businesses important for tourism in the Hill End historic area is a concern and currently limits the potential for success and viability of the site. Increased services, service levels and presentation need to be enhanced to meet visitor expectations and support the brand values and promise.

Identified Experience Development Actions

- (a) NPWS move to either a 'service level agreement' as a part of the commercial lease arrangement for commercial properties, or as an operation under the brand and quality control of NPWS

Cost/Revenue Implications and Potential

Capital Expenditure	Nil
Operational Expenditure	Legal costs to develop suitable contractual arrangements Oversight and management costs
Gross Revenue	Higher returns with improved services and facilities
Net Revenue (NPWS)	Licence/contract fee,
Further Business Opportunities	Develop of other commercial or public –private partnerships

Concept Feasibility

The tourism and hospitality industry operates under a wide range of conditional contracts, leases and franchise arrangements, where the operator is contractually required to operate under enforceable operational and quality requirements and to ensure brand consistency.

Experience over many years indicates that such arrangements work and ensure better returns and add brand value.

NPWS as the owner, promoter and brand custodian has a responsibility to ensure the visitor experience is consistent with brand and heritage values.

When current leases of existing commercial properties expire, new service quality standards and KPIs be included to ensure minimum service levels are maintained.

Possible Social Issues Which Could Impact on Economic Viability

Existing operators may object on the basis that as lessees they run their own businesses and that NPWS is required to stipulate the type of business and the quality of service and operation. This may cause some short term disruption and dispute.

4.5 Establish a more engaging, comprehensive and commercial Visitor Information and Interpretative Centre

Related to Core Experience

Engaging with Authentic Australian History
(facilitate engaging experiences)

Opportunity

The siting and nature of the visitor information service currently in Hill End is not conducive to act as a 'gateway' to create an engagement with the Hill End experience. The opportunity is to site a comprehensive Visitor Information and Interpretative Centre comprising three adjacent sites at the core of the historic experience area – the Discovery Centre (Visitor Information and NPWS Offices). The General Store (Visitor Merchandise, Coffee Shop, Bicycle Hire, Electronic Tour Guide hire, bookings etc), and Rural Fire Shed (Interpretive Centre, utilising displays, photographic exhibitions and computer generated and video images).

The role of the three facilities in providing a combined visitor information and servicing role is pivotal to an effective interpretation of and engagement with the site and the story of Hill End. It is the 'gateway' to the Hill End experience. From leaving the Visitor Information Centre, it is equally important that additional interpretation, by mean of signage, use of historic photographs, electronic tour guides, museums and galleries, and presentations, all build on and are consistent with the information and interpretation provided at the centre. Furthermore the visitors centre has the role of providing the context and creating the engagement and interest in the story of Hill End.

Identified Experience Development Actions

- (a) NPWS develop a more comprehensive and commercial Visitor Information and Interpretative Centre in the centre of the Historic zone, through which information is provided, souvenirs/ merchandise is sold, tour bookings taken and sold, rental of electronic tour devices, bicycles etc. be undertaken.
- (b) Restore and extend the Discovery Centre to incorporate an interactive and manned visitor information centre, and NPWS management and administration
- (c) Enter into a a service level agreement with the General Store operator, including upgrading facilities and service levels, to undertake official NPWS merchandising and servicing role.
- (d) Restore the RFS shed and develop a properly developed and high level interpretive display ' to tell the story of Hill End'

Cost/Revenue Implications and Potential

Capital Expenditure	Development and fit-out of visitor information centre and NPWS Offices (including extension and restoration). Upgrade facilities at the General Store. Restore RFS and develop high level graphic and interactive interpretive display
Operational Expenditure	Oversight and Management Visitor information servicing
Gross Revenue	Visitor merchandise sales/rentals/bookings

Nett Revenue (NPWS)	Increased rental/franchise fees
Further Business Opportunities	Visitor Information Centre to be eventually operated by commercial operation/arrangement with NPWS

Concept Feasibility

Increasingly, successful visitor centres are moving beyond merely the provision of information and becoming the gateway to the experience(s). It is where the interpretation and the story that creates an engagement and which starts to turn an activity into an experience begins. In addition a successful visitor centre provides a facilitation role to enhance the experience, a resource centre for further information and a gathering/meeting place at the beginning and end of the experience. Such a role has an added advantage of generating a commercial return for value added services. In the case of the visitor centre in Hill End, these could include:

- bookings for attractions, tours and accommodation
 - hiring/sales of electronic and other guides (e.g. itours*, visual augmentation - providing an historic overlay to current street-scapes and views, and electronic 'treasure hunt' technology)
 - personal tour guides/tour groups
 - book, resource material and merchandise sales
 - bicycle and equipment hire
 - print and art sales
 - coffee shop
- (itours* - see details in appendix)

The changed concept of the visitor centre is essential for two reasons:

1. it has a key role in transforming sights and activities into engaging experiences.
2. It has the potential to generate income that may in time create a profit centre for the village

In order for the Hill End Visitor Centre to appropriately undertake this role and to ensure maximum return, it must be located within the historic precinct and be a pivotal point for it.

It is proposed that the 'centre', in initial stages, comprise a cluster of three adjacent buildings that will provide specific roles:

- The current Discovery Centre (upgraded) – NPWS Administration, Information and Booking office
- The Rural Fire Shed (restored) – Interpretation and display centre – manned as required
- The General Store (upgraded) – to provide coffee and food service (a gathering place) along with other merchandise and commercial tourism services

Possible Social Issues Which Could Impact on Economic Viability

Nil

4.6 Develop a Sound and Light Show utilising a combination of existing artefacts, projection of relevant historic photographs and a recreation of the sounds of the activities and professionally produced

Related to Core Experience

Engaging with Authentic Australian History
(theme experiences, mix in memorabilia, engage all senses)

Opportunity

Whilst there has been excellent preservation work undertaken and there is 'rich raw material' available to create a significant and memorable experience, there needs to be more effort devoted to presenting the historic character and richness of the place. As well as buildings, there is scattered around the town a wide range of mining and industrial equipment in various states of preservation/disrepair, horse drawn vehicles (including a Cobb & Co coach), as well as the uniquely valuable Holtermann Collection, however, the various components need to be better brought together into an engaging, entertaining and informative presentation.

A sound and light show as described and professionally staged, provides the most engaging and memorable means of interpretive the story of Hill End. The use of actual artefacts and memorabilia will strengthen the sense of authenticity and engagement with the history of Hill End

Identified Experience Development Actions

- (a) A sound and light experience be professionally developed in a suitable outdoor setting utilising a range of representative artefacts, projection of relevant historic photographs and a recreation of the sounds of the activities presented.
- (b) Bookings for the tours to be available either through the Visitor Information Centre or via a website booking facility, with the number of tours depending on demand and time of the year.
- (c) The sound and light tours to augment the Discovery Tours currently operating.

Cost/Revenue Implications and Potential

Capital Expenditure	Cost of curation, construction/ development and staging
Operational Expenditure	Cost of management, staffing, utilities and maintenance
Gross Revenue	Total revenue from bookings/sales (Suggest \$8-10 adults, \$4-5 children/students, \$20-25 families)
Nett Revenue (NPWS)	Based on a commercial agreement to develop and operate, there could be a rental/service level agreement with appropriate licence/rental fee
Further Business Opportunities	Operation and marketing of the sound and light experience could ideally be franchised, or operated on a provisional (performance related) lease. Opportunity to package with associated dinner and accommodation packages

Concept Feasibility

In creating experiences it is important to 'tell the story'. Today, there are many ways to enhance the story and engage the senses to generate a more immersive and memorable experience.

Hill End is fortunate to have a wide range of well preserved and original artifacts from its days of peak activity (e.g mining and prospecting, agriculture, civic, transport and day-to-day life) of which some are undercover, but all inadequately displayed. In addition, Hill End has the unique advantage of the Holtemann Collection which provides the opportunity for the projection of authentic images to enhance the experience.

By professionally producing an automated 'sound and light show', visitors could experience the history of Hill End and gain greater insights, overnight and extended stays in town would be enhanced, revenues increased and the appeal and uniqueness of Hill End greatly enhanced.

A number of historic or recreated historic sites in Australia have used these techniques to increase length of stay and substantially increase revenue. (see some examples below) In the case of Hill End, as the show would be automated, running costs would be relatively low and the numbers of shows varied depending on demand – e.g. one per week in low season through to multiple shows per night during peak periods.

Some examples of relevant night time, including 'sound and light' shows, which have been successful revenue earners and increase the revenue for other associated activities, especially food outlets and accommodation.

Port Arthur Historic Site – Ghost Tour, operates every night x 1 (except Christmas and NY): Price (as at 1 April 2012) Adult \$25, Child \$15, Family \$65. Has been successfully operating for 20 years. Bookings essential. Key Target Markets: Wanderers, True Travellers and Compatriots

Sovereign Hill - Blood on the Southern Cross, operates two shows every night (except Christmas and NY): Price (current) Adult \$51.50, Child \$27.50, Family \$139; with dinner included, Adult \$87.50, Child \$47.50, Family \$246. Bookings essential. Key Target Markets: Wanderers, Compatriots (note Sovereign Hill is an important family and schools destination due to its close proximity to Melbourne) and International groups market

Mystic Seaport Ct. USA – Lantern Light Tours, operates set dates throughout the year. Maximum 16 per tour, Multiple tours as required. Adult \$28, Child \$16. Bookings essential. Key Target Markets: N/A

Possible Social Issues Which Could Impact on Economic Viability

Some people may object to an authentic historic site being used to stage 'shows', however this has not been a problem in Port Arthur.

Noise may be an issue for nearby neighbours, but this can be limited by directional technology and siting the location away from the central town area.

4.7 Develop a walking/cycle strategy

Related to Core Experiences:

Engaging with Authentic Australian History

Nature and Heritage Based Outdoor Experiences

Relaxation and Rejuvenation

(theme experiences, harmonise impressions with positive cues, mix in memorabilia, facilitate experiences)

Opportunity

It appears that little effort is made to encourage people to walk or cycle around the site, with the exception of the Bald Hill Walking Track. Walking or cycling would assist a greater appreciation of the attraction of Hill End, increase the visitor activity and length of stay, and reduce car congestion and emissions, especially during peak periods.

In addition to walking and cycling, it is suggested that in future, horse riding tracks also be sited and facilitated away from the main historic centre

Identified Experience Development Actions

- (a) Develop a walking/cycle strategy for Hill End, including;
- (b) Development of clearly identified and interpreted walking and cycle paths
- (c) Development of contract cycle hire business (see Visitor Centre Proposal)
- (d) Creation of Smart Phone Apps or the adoption of other suitable technology to provide in depth interpretation (i.e. itours australia), visual augmentation (providing an historic overlay to current street-scapes and views) and electronic 'treasure hunt' technology (where the visitor is encouraged to 'find' a range of significant features as a part of an exploration of the site) to enhance the interpretation and the experience of the Hill End story.
- (e) Development of suitably located car park(s) to encourage visitors to walk or ride
- (f) Promotion to encourage people to walk/cycle and restriction of cars from some areas

(N.B. See Landscape Proposals for further development of themes and siting of walking, cycle and horse riding tracks and location of car parks)

Cost/Revenue Implications and Potential

Capital Expenditure	Development of paths and associated signage Development of car park(s)
Operational Expenditure	Nil
Gross Revenue	Rental of bicycles Rental of electronic guides etc
Nett Revenue (NPWS)	Licence fee Licence fee
Further Business Opportunities	Include the rental of bicycles and electronic guides as a part of the commercial visitor centre arrangements Horse hire and riding tours

Concept Feasibility

It is difficult for people to engage with an experience from their cars, In addition, during peak times especially, cars undermine the experience quality of all visitors.

To ensure maximum utilisation of the walk/cycle strategy, appropriate and sufficient signposting, path development, promotion and interpretive facilitation needs to be provided.

There is ample room to develop parking and paths/tracks and a wide range of interesting locations/sites with associated stories to tell, within easy walking/cycling range. An associated cycle, horse, and electronic guide hire business could generate added income for the site.

Possible Social Issues Which Could Impact on Economic Viability

Some residents may feel that their convenience is being disrupted by increased parking and vehicle exclusion zones. This could be overcome through the use of resident parking and access permits.

4.8 Develop and market a special interest event/activity strategy

Related to Core Experiences

Engaging with Authentic Australian History
Nature and Heritage Based Outdoor Experiences
Australian Arts and Culture Experiences

Opportunity

An effective way to target and attract a broader range of and particular special interest and target segments is to stage appropriate activities and events, which both create reasons for visiting, establish connections with such groups and sectors, and lead to 'word of mouth' endorsement among like-minded groups and networks. Already a Family History Expo has been successfully held, there is a good connection with the Bathurst Regional Art Gallery and the National Art Gallery (with artists in residence) and a major orienteering event is planned for 2014.

Some special interest groups who have generally defined their own area of interest and attachment to the town (e.g. mineral fossickers and 4WD enthusiasts) and provide a significant number of existing visitors

Identified Experience Development Actions

- (a) As a part of a broader tourism marketing and development strategy, create a dedicated marketing and support strategy aimed at a wide range of interest groups and events which would assist in creating a year round range of activities and visitation.
- (b) Particular sectors include arts and photography groups and workshops/master-classes, living history groups, orienteering, walking and cycle groups, family history groups, history groups, car clubs, motor cycle groups, church and community groups, scout and guide groups etc.
- (c) With an improvement in the access and experience offered by Hill End, the school group market be reactivated
- (d) Provide for existing special interest groups to undertake activities so long as they do not undermine or impair core values.

Cost/Revenue Implications and Potential

Capital Expenditure	Development of basic facilities and services on suitable event area; arts & photographic classes could be undertaken at Arts Centre (see 2.9)
Operational Expenditure	Employment of an events officer to promote/support events undertaken in Hill End
Gross Revenue	Event/ground hire/art & photography class fees Increased camping and accommodation revenue
Nett Revenue (NPWS)	Event/ground hire/art & photography class licence or commission fees
Further Business Opportunities	Create business partnership with a range of 'experts' to develop a range of 'learning' experience weekends

Concept Feasibility

There are increasing numbers of special interest groups being established as more and more people are establishing 'communities of interest' and seek to more productively and actively use their leisure time. Increasingly tour operators and cruise ship companies are tapping into

this rich and growing source of travel and developing special interest and themed itineraries. More and more, the motivation to travel relates to the creation of compelling and specific reasons to travel from one place to another.

Due to its history, ambience and location, Hill End provides an ideal and appropriate location to attract and host a wide range of special interest groups and themed events. These include, arts and photography groups and workshops/master-classes, living history groups, orienteering, walking and cycle groups, family history groups, history groups, car clubs, motor cycle groups, church and community groups, scout and guide groups etc.

Hill End's relative proximity to Sydney (3.5 – 4 hours) puts it in an ideal range for weekend events or special interest activities.

Possible Social Issues Which Could Impact on Economic Viability

It is possible that a concentration of one particular interest group, with them perceived as taking over the town, may generate some unease and resentment among other visitors and residents.

4.9 Establish an arts centre, arts tours (including different story streams) and art and photographic workshops

Related to Core Experiences

Engaging with Authentic Australian History
Nature and Heritage Based Outdoor Experiences
Australian Arts and Culture Experiences
Relaxation and Rejuvenation

Opportunity

The arts are a major part of the visitor economy and an increasing motivator for travel. Hill End has a prime place in the history of Australian art and many famous artists have lived worked in and featured Hill End in their, often, famous works.

Hill End has an active arts community and involvement, and NPWS also facilitates 'artists in residence' opportunities in the town, which are well supported.

Taking this interest in art and the role it plays in motivating travel and in the history of Hill End, there is an opportunity to establish a centre in Hill End to display historic and contemporary art pieces associated with Hill End and to provide a centre for a wide range of increased art related and interest group activities.

The conservation plan proposes the restoration and adaptive reuse of the Catholic Church as the new Hill End Arts Centre. This would provide an ideal centre for the expansion of such activities.

The association with the Bathurst Regional Art Gallery and the opportunity to establish additional associations with other significant galleries and arts organisations would provide additional resources, artists, exhibitions and promotion

Identified Experience Development Actions

- (a) An active 'arts centre' be established to encourage and display local art and develop art and photographic workshops and tours around the area
- (b) Purchase necessary arts equipment
- (c) Employ an arts centre manager to manage and active arts centre and develop a range of activities and arts tours

Cost/Revenue Implications and Potential

Capital Expenditure	Refurbishment and fit out of the (Catholic Church) Arts Centre Purchase of artists equipment
Operational Expenditure	Employment of an Arts Centre manager to operate the centre and undertake arts related activities
Gross Revenue	Art & photography class fees Increased camping and accommodation revenue
Nett Revenue (NPWS)	Art & photography class licence or commission fees
Further Business Opportunities	Create business partnership with a range of 'experts' to develop a range of art experience weekends

Concept Feasibility

Hill End has been and remains the home and the subject of many artists and their work for the past 60 years. The location, the remaining historic structures, the townscape and surrounding landscape, as well as the relatively inexpensive accommodation have all played a part in attracting some of Australia's best known artists and inspired their works.

As well as an active arts community resident in town, there is short term accommodation made available to artists in residence as well as an active involvement in the town by the Bathurst Regional Art Gallery.

As noted above, special interest is a major and increasing motivator of travel if appropriate events and activities are provided to attract them. One of the major areas of special interest is art as both a passive and active experience.

The development of a stand-alone and proactive art centre and gallery in Hill End that could:

- Feature historic and contemporary art, particularly with some association with Hill End
- Undertake art and photographic workshops and masterclasses
- Develop and promote a range of artist tours (e.g. tracing the sites associated with Russell Drysdale, Donald Friend, Jeffrey Smart etc.)
- Create and promote themed week-end events

It would add to the attraction and relevant experience unique to Hill End.

The centre would need additional external support from sources such as the Arts and Australian Councils, the Heritage Trust, Hill End Arts Council and other funding organisations. The centre would have the added value of attracting more artists to reside in or near the town.

Possible Social Issues Which Could Impact on Economic Viability

Nil

4.10 Expand the Historic Representation and Interpretation of Hill End

Related to Core Experiences:

Engaging with Authentic Australian History
Nature and Heritage Based Outdoor Experiences
Australian Arts and Culture Experiences

Opportunity

Whilst the discovery and mining of gold has been the prime focus of Hill End's historic significance, there are however a number of other layers that can further enrich the town's historic significance. Hill End was one of the major centres of population during the height of the New South Wales colonial era. Many decisions and institutions reflected in the history and remains of Hill End were developed under a Colonial Government. Before the pastoral advancement and the subsequent discovery of gold, however, the Bularidee tribe of the Wiradjuri nation frequented the area around Hill End, before being forced further west by encroaching settlement and many remnants of their habitation destroyed by mining activity. As with many gold fields Chinese and other cultures were strongly present among the early settlers of Hill End, providing a very early genesis of Australia's multiculturalism.

Identified Experience Development Actions

- (a) More thorough research into aspects of Hill End's historic significance, particularly in the areas of Aboriginal culture and history, colonial history, multi-culturalism (from the time of early settlement), and its role as an important part of Australia's emerging art prominence after the second world war, be undertaken and used as the basis for telling and presenting the story of these important aspects of Australia's history
- (b) Separate 'story streams' be developed as a part of the engagement of visitors in the respective aspects of Hill End's historic significance.
- (c) The depiction and the presentation of the broader historic significance of Hill End at the Visitor Interpretive Centre, along with the visual record of the 1870s era of the town, provide it with a strong opportunity for differentiation between it and other 'historic gold mining towns'.
- (d) Records and accounts of the various historic streams and aspects be made available through the history resource centre at the Visitor Interpretive Centre

Cost/Revenue Implications and Potential

Capital Expenditure	7.1. Interpretive signage and curation 7.2. Computer and other resource facilities for history resource centre
Operational Expenditure	Maintenance of the history resource centre
Gross Revenue	Nil
Nett Revenue (NPWS)	Nil
Further Business Opportunities	7.1. & 7.2. Create business partnership with a range of historians and experts to develop a range of 'learning' experience weekends

Concept Feasibility

This program would be a part of and enhance the expansion of the special interest visitor market for Hill End and should be conducted in association with it.

It would also strengthen the NPWS role in further documenting and promoting the history of Hill End.

Much of the research could be undertaken in association with NSW colleges and universities and at no direct cost to NPWS

Possible Social Issues Which Could Impact on Economic Viability

Nil adverse impacts. Involvement of local people in the history recording projects could have significant positive social impacts and involvement

4.11 Develop a regional touring program and itineraries including Hill End

(Facilitate experiences)

Related to Core Experiences

Engaging with Authentic Australian History
Nature and Heritage Based Outdoor Experiences
Relaxation and Rejuvenation

Opportunity

Little reference or representation of Hill End is evident at the Bathurst Regional Visitor Information Centre. On the other hand any promotional material or websites present Hill End in isolation and not part of a broader regional experience. By linking with other regional locations, Hill End becomes central to a broader regional experience, rather than a possible add on to visits to important surrounding locations. Furthermore the establishment of such strategic connections increases the appeal of Hill End to potential visitors who otherwise may not be attracted to Hill End in isolation.

Identified Experience Development Actions

- (a) Through a close working relationship with Blue Mountains, Bathurst, Mudgee and Orange tourism organisations, develop a range of experience based self drive tours and itineraries to appeal to targeted market segments and promote them as a part of a wider and richer regional experience.

Cost/Revenue Implications and Potential

Capital Expenditure	Nil
Operational Expenditure	9.1. See 'marketer & marketing budget' below
Gross Revenue	Nil
Nett Revenue (NPWS)	Nil
Further Business Opportunities	9.1. Development of commercial tour operations including Hill End as a part of wider itineraries

Concept Feasibility

Hill End is fortunate to be centrally located and in close proximity to a number of major regional tourism centres; particularly Bathurst, Orange and Mudgee. Currently only limited visitation flows on from each of these locations to Hill End.

The recent and imminent road improvement programs between Hill End and major centres has removed a perceived impediment to the development of such tours

The development of a number of themed touring routes from major regional centres, that are well signposted and with associated information and interpretation, would be to the advantage of these centres and to Hill End and surrounding areas.

NPWS to work with local municipal councils, regional tourism organisations and visitor centres. to develop suggested itineraries, appropriate sign posting and touring information to be made available online and at regional information centres

4.12 Undertake brand development and marketing strategy development

Related to Core Experiences

Engaging with Authentic Australian History
Nature and Heritage Based Outdoor Experiences
Australian Arts and Culture Experiences
Relaxation and Rejuvenation
(Connecting market to core experiences)

Opportunity

The research on tourism markets, especially among higher propensity potential visitors, indicates low level of awareness of Hill End or the experiences it offers. It could be further argued, that without some increased level of promotion, awareness levels will further diminish. With a very small industry base and limited commercial revenue, marketing resources would need to come from or through NPWS.

Currently there is little to differentiate Hill End from many other historic and gold mining towns, some of which have more effective brand and marketing programs and budgets than that of Hill End.

Hill End's collection of individual marketing and information brochures and websites provide a disparate and confusing range of images and values which together provide no compelling or resonate motivation to visit.

Because of under developed and ill defined experiences (apart from those defined by some visitors – e.g. fossickers), there is a general lack of compelling interest or perception of the experience available in Hill End.

The development of a strong brand is the mechanism that continues to link the values and experiences of Hill End with those seeking them. A brand should not only determine the positioning of the town, but should provide the focus and consistency of image and message to all marketing activity

Considerable marketing and promotion may be undertaken with other parties and events (e.g. Destination NSW, Bathurst and Exhibitions of Hill End) and through media articles and journalist visits.

Identified Experience Development Actions

- (a) The Master-plan to include the need to implement a brand strategy to establish the basis for all marketing communication and experience presentation, and an ongoing marketing strategy to increase visitor awareness, appeal, visitation and revenue
- (b) NPWS to establish an adequate marketing budget to promote Hill End and either appoint a suitably qualified marketer or contract the marketing role to a suitable contractor.
- (c) A key part of any marketing strategy and activity needs to be an attractive and interactive website, with the ability to link to a central accommodation and tour booking capability

Cost/Revenue Implications and Potential

Capital Expenditure	Development of website with booking/information download capability.
Operational Expenditure	Implement a suitable brand and marketing strategy. Marketing budget, including appointment of qualified marketer
Gross Revenue	Nil
Nett Revenue (NPWS)	Nil
Further Business Opportunities	8.3. Proposal linked entirely to generating more visitation and business for Hill End.

Concept Feasibility

To create a successful experience based destination, a number of factors working in concert are essential to create experiences and link the various factors that contribute to creating rich, engaging and memorable visitor experiences.

The foundation stone upon which the perceptions and expectations are created and heightened, where values and interest generated among receptive prospective visitors are generated and against which the actual experience undertaken is assessed, is in the development of an effective and appropriately implemented brand strategy.

Successful brand development must consider and incorporate three core factors:

Distinctive Competence

- What are a destination’s unique and distinctive tourism assets?
- How unique and compelling are they?
- How available and well-presented are they?
- Have they been developed to become engaging and memorable experiences?

Characteristics of Demand

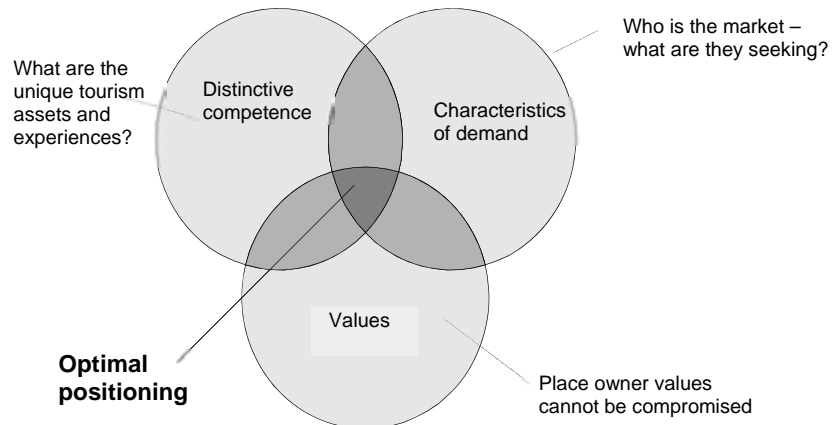
- Who and where is the market?
- What values/experiences are they seeking?
- What are their motivations/interests?
- What is the nature of their travel?

Values

- What are the values of the key stakeholders?
- What are the values of the community?
- What are the heritage/environmental values that need to be considered/preserved?

Key Factors in Brand Development

In looking to achieve the brand essence and the optimal positioning of a place, the most successful outcome is where all three factors coincide.



The outcome must not only resonate with intended and potential visitors and accord with the benefits and values they seek, but also represent the values of the community and key stakeholders and the community as well as any other (e.g. heritage/environmental etc.) values that are important to the place, and be supported and reinforced by the quality and consistency of experience of visitors to the place. The brand makes a specific promise – the experience delivers the promise.

The marketing strategy has the task of reflecting the brand essence and values to and providing reasons and rationale to targeted travelers to undertake the experience offered.

The work completed as a part of the Master Planning development has delivered two of the three important components of the Brand development process. The first is to clearly identify the target segments most relevant to Hill End and their key characteristics and motivations. The second is to distil the range of tourism assets and experiences to those experiences most relevant to the key target segments. The third stage to be undertaken is to determine the values most important to key community stakeholders. From the determination of the optimal positioning for Hill End, the most effective means of expressing and connecting those values and experiences to those seeking them is required of a specialised brand expert.

Possible Social Issues Which Could Impact on Economic Viability

In developing the brand it is important to consult widely and develop a consensus of the values represented in a place. Competing interests and values may be irreconcilable leading to ongoing disharmony and community discord. This would have a deleterious effect on the brand's effectiveness and application.

5.0 Development of Appropriate Market Positioning Relevant to Targetted Market and Experience

It will be the brand development work that will establish the most appropriate and effective positioning of Hill End. It will need to comprise the following considerations and components.

Brand Positioning

A description of Hill End created to ensure people understand its unique and valuable offerings. This will ensure it attracts the 'right type of targeted traveller'.

Targeted Market Prospects

Positioning will need to specifically target the values, motivations and experiences sought by prospective travellers with the greatest propensity to visit

Brand Identity

The physical expression of Hill End, through such things as its name, advertising pictures or a logo. These symbols represent Hill End in the minds of the prime visitor prospects.

Unique Selling Proposition

A statement which encapsulates the core and unique character, experience and benefit to be gained from visiting Hill End and which resonates with targeted visitors and motivates them to visit.

Core Visitor Experiences

These need to match all elements of Brand Hill End otherwise brand will lose effectiveness and relevance and will be damaged, and tourists will go elsewhere

Appendix I

Itours Details

**Itours creates self-guided audio tours in different languages for the Australian tourism industry. It is a commercially based system that is undertaken in a joint commercial arrangement with site and destination managers or other relevant parties. Project costs are established for each project and revenue sharing arrangements are negotiated based upon the commercial arrangement entered into. Itours is especially suited to interpret historic or nature based experiences in selected languages.*

Itours are 21st century storytellers who bring together technology, experience and skills to deliver a communication tool that will enhance delivery of interpretation and experience delivery

It offers clients self-guided audio itineraries in all languages through existing audio communications tools - the result is an improved tourism experience for their clients.

It offers a full service, managing the project from concept to delivery, including research, scripting, translating, production and voicing, downloading, training and advice on installation and operation.

Examples of current applications and testimonials

'As a result of the audio tours we've developed with Itours, customer numbers are increasing and they're staying longer. This has resulted in increased revenues and margins.'

Matthew Jackson, CEO - Phillip Island Nature Parks

'Everything ran very smoothly and we are delighted with the quality of the scripts, translations, audio recordings and devices....For our visitors, it has made the experience more accessible, especially for the hearing impaired and international visitors, so the multilingual aspect is very important.'

Penny Tripp, Art and Heritage Curator - Victoria Racing Club

'Itours managed the whole project - from the critical work researching the important stories and developing the script to organising top quality recordings. It was fantastic to work with enthusiastic people who were passionate about the best way to bring the stories to life for our visitors.'

Stuart Hughes - Parks Victoria

'Itours Australia took complete ownership of the project from the moment we briefed them – the timing and resourcing were exceptionally tight yet Itours managed to work within this to provide an exciting outcome for the organisation, and more so, ultimately for our visitors.'

Annette Stevens, Manager Marketing Tourism - Taronga Zoo