

Elevate Bathurst



Regional Tourism Corp.

BUSINESS PLAN

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1. The opportunity

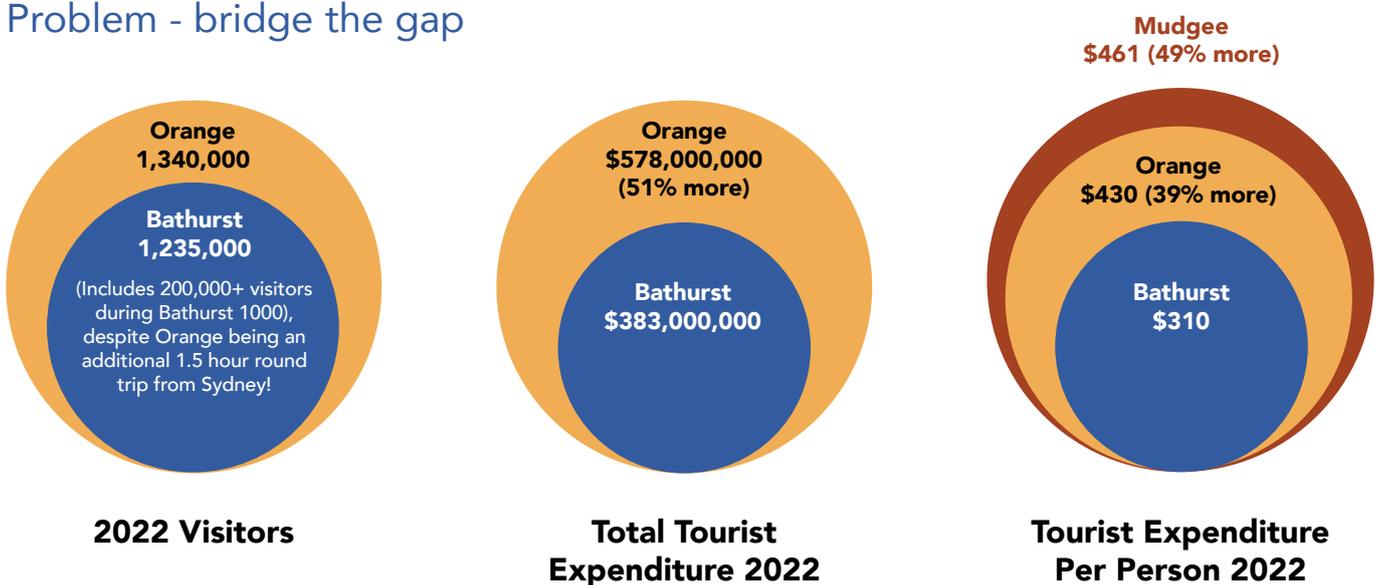
In 2017, Business NSW identified that the Central West was not capitalising on a significant uplift in domestic tourism. At this time Mudgee Region Tourism was well established and Orange actioned a change with the three (3) local government areas of Orange City Council, Blayney Shire Council and Cabonne Council uniting to form Orange360.

Orange’s actions resulted in a 100% uplift in Total Tourism Expenditure in that period between 2017 and 2022. The same cannot be said for Bathurst. This said, there also wasn’t the industry motivation to support an industry-led approach to tourism.

1.1 Bridging the Gap

Evidence has been collated to demonstrate the significant gap in Total Tourist Expenditure as well as Spend Per Person. This is the direct result of more effective destination marketing.

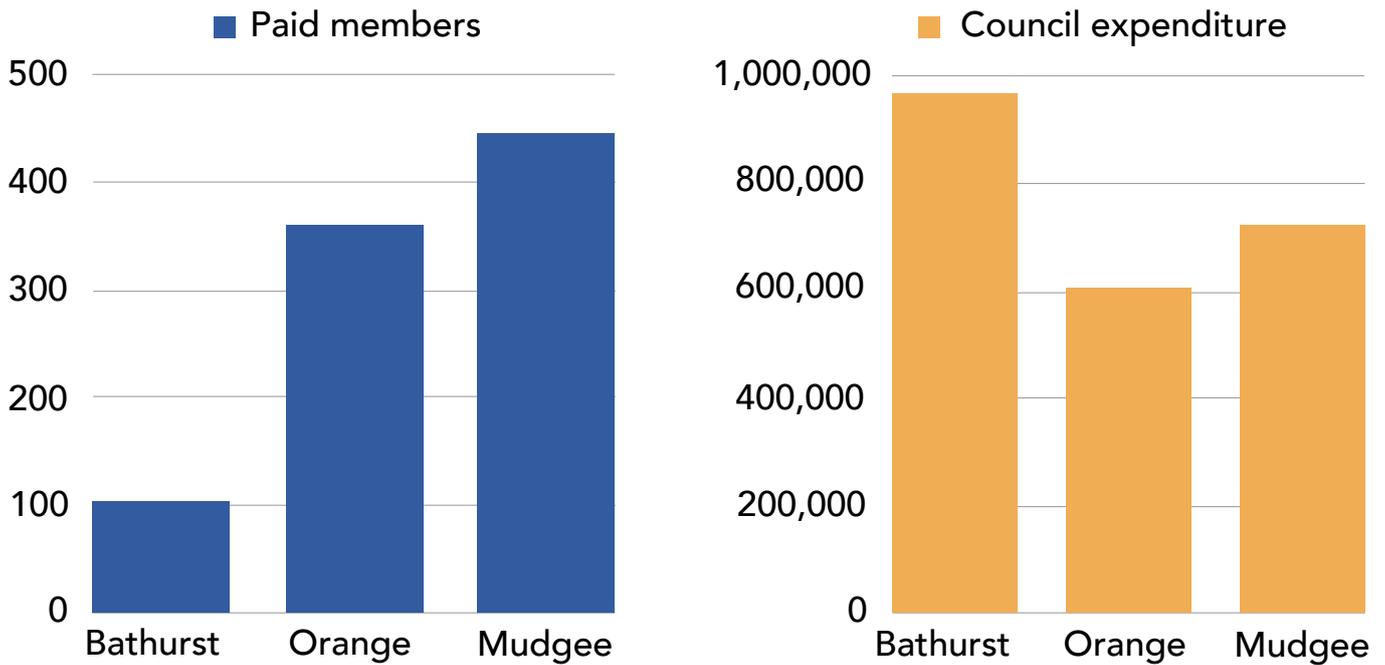
Problem - bridge the gap



The delta of tourism spend between Bathurst and other Central West destinations (Orange and Mudgee) is a shortfall of 100s of millions of dollars. We must close the gap fast!



Tourism membership and expenditure



* Figure for Bathurst **does not** include expenditure for 'tourism events' e.g. Winter Festival, six annual races etc... Orange and Mudgee tourism spend **include** events.

Survey responses to be added here

1.2. A new approach to transform Bathurst region's approach to tourism

In 2023, a grassroots business owners' group was formed to brainstorm how to develop and boost tourism.

In particular, was the identification of the medium to high-end visitor audience who had been overlooked due to a lack of offerings.

With new industry investments, and more scheduled, the timing is perfect to harness the energy, business acumen and broader network to form a new industry-led destination marketing organisation which is willing to work collaboratively within the broader business sectors, and most importantly, Bathurst Regional Council, in a similar to model to Orange.

Now is the time to capitalise on Bathurst's global recognition and harness the energy of a revitalised and resourced industry network.

1.3 Board of Directors

The organisation will be governed by a constitution and board of seven volunteer, skills- based directors and one Bathurst Regional Council elected member and one Bathurst Business Chamber member. The board oversees the direction for the marketing and development of tourism within the region.

Elevate Bathurst will be committed to appropriate governance. The organisation will ensure it is appropriately resourced, policies and procedures are in place and is accountable to its partners and stakeholders. The board acts in the best interests of Elev ate Bathurst and ensures compliance with relevant legislation, regulations, standards, contractual obligations and its constitution.

To Bathurst Regional Council, the board will provide quarterly reports and an annual report and report against an agreed set of key performance indicators. This will be specified in a contract. The CEO and chairperson will present these at a council meeting.

Regional Tourism Corp Constitution to be created by 15 March 2024.

Interim members of board

Chair

- Byram Johnston OAM, Owner of Tarana, O'Connell and Rydal Pub - Business Consultant

Treasurer

- Alice Wilson, Reckless Brewing - Accountancy

Secretary

- Mary-Ann Keith, Wilga Station - Project Manager

Members

- TBC - Legal
- Nick Jones, Bathurst Grange Distillery - Marketing Agency
- Hamish Keith, Wilga Station - Marketing, Tourism and PR
- Neil Varcoe and Edwina Bartholomew, Saltash Farm - PR and Communications
- Business Chamber representative
- Bathurst Regional Council elected representative
- Bathurst Regional Council elected representative



2. Key strategic statements

2.1 Our vision

To showcase the authentic lifestyle and unique experiences the Bathurst region offers and make it the destination of choice for regional New South Wales.

2.2 Our objectives

To elevate Bathurst and the surrounding area as a premier tourism destination by creating an independent incorporated body funded by Bathurst Regional Council, its members and sponsors (collectively known as partners).

Elevate Bathurst (EB) will be responsible for the promotion of tourism assets across the region.

Specifically:

1. To increase Total Tourist Expenditure.
2. To elevate the profile of Bathurst across all tourism audiences, particularly the emerging opportunity in targeting mid-high-income earners.
3. To increase the investment and number of quality tourism, retail and hospitality operators in the region.
4. To improve transparency of spending across tourism initiatives and demonstrate value for money and alignment with the strategic vision and goals.
5. To improve the profile of Bathurst as a destination to visit, work, invest, live and study.

2.3 Our strategies

1. Develop a cohesive and compelling regional brand, message and content architecture.
2. Position the Bathurst region as an aspirational and authentic destination of choice.
3. Build collaborative and engaged relationships.
4. Develop regional industry membership and additional revenue streams.

2.4 Our key deliverables

- All destination management marketing and tourism advertising on behalf of the region.
- Digital marketing including the management and maintenance of the destination website and all social media platforms.
- Destination publications development and distribution.
- Media liaison and public relations on behalf of the destination.
- Integrated experiences allowing for itinerary and package development.





3. Strategic objectives and execution

The key strategic objectives of the new industry-led regional destination marketing organisation will be to develop a single brand and one cohesive call-to-action message for the region through a system of unified digital infrastructure.

Critical to the organisation's success will be its ability to build stakeholder knowledge and awareness of the benefit of the visitor economy by providing increased insights into visitation to inform all future activity and strategy evolution.

In addition, developing revenue streams for the organisation's continued sustainability through industry membership, regional tourism booking systems, stakeholder sponsorship and government funding.

3.1 Strategic Objective: Develop a cohesive and compelling regional brand, message and content architecture

One of the key strategic objectives of the new industry-led regional tourism organisation is to build one brand and one unified message for the region, distributed through a single website and social media channels.

These will be based on the existing regional brand promise developed by Central NSW Tourism in its Destination Management Plan Review of 2016-2025, which identified three hero experience themes for regional collaboration:

- Culinary and agritourism
- Nature and magnificent landscapes
- Rich cultural and historical heritage

The new destination marketing organisation will:

1. Implement a unified regional destination brand and communications strategy, including positioning and key messaging for Regional Tourism Corp. (Labour + utilise the Strategic Blueprint)
2. Develop and distribute Destination Brand Guidelines and communication materials, including online content, visitor information brochures and regional guides for the region. Additionally, work with Councils to advise on tourism signage and wayfinding development across the region. (Labour + Design + Print Costs)
3. Complete a full audit across the digital publications and platforms to address outdated and misaligned content with our brand position.
4. Ongoing development and management of unified tourism social media channels for the region – full scope of platforms to be utilised including but not limited to, Facebook, Instagram, LinkedIn, Twitter and TikTok. (labour)
5. Develop a single regional online platform, with function for; a regional online tourism booking system (BookEasy or alternative); private membership section and online forum; online payments for memberships, festival program listings and advertising, visitor publications advertising and online promotional event participation forms; an online regional calendar of events; and potentially an online retail shop. (Labour + \$50K)
6. Modernise marketing through marketing automation and CRM implementation which will result in improved efficiency and effectiveness. This will be actioned in year 2.
7. Review the existing visitor apps and identify the requirement for cohesive messaging and the potential for expanded functionality for booking accommodation, tours, and packages. (Labour)
8. Develop and distribute a monthly visitor-facing newsletter which includes a regional online calendar of festivals and events, as well as seasonal attractions. (Labour + Subscription)
9. Audit the existing Image Library and develop shared/reciprocal usage processes and further enhance the breadth of the Image Library. (Labour + \$15k)

3:2 Strategic Objective: Develop a comprehensive regional Destination Marketing Plan

A comprehensive regional Destination Marketing Plan will articulate and communicate the vision and unique tourism attributes of the Bathurst region, as well as broaden the scope of marketing opportunities and initiatives across authentic and immersive country as well premium food and beverage experiences, sports and recreation, history and heritage, wellness, as well as nature-based and cultural activities.

It is important to note that destination marketing of the new entity will be comprehensive and cover the full remit of visitor profiles beyond the recently identified medium-high-end visitor segment i.e. family, sporting and visiting friends and relatives.

1. Analyse existing Destination NSW tourism quantitative research and the recent Project Elevate Strategic Blueprint to identify target market segments with growth opportunities for further development to inform the Destination Marketing Plan. (Labour)
2. Develop specific and targeted integrated seasonal marketing campaigns for existing and emerging market segments and encourage great industry collaboration and participation in all marketing activity and promotion. (Labour + \$160k media placement)
3. Develop a dedicated Discover the Bathurst Backroads strategy. (Labour)
4. Develop and share visitor profile analysis with key stakeholders and members. (Labour + \$50k Data Subscription)
5. Develop a national PR strategy that invites media and influencers to share inspirational stories, content and imagery with their audiences. (Labour + \$30k influencer costs)
6. Continue to build on the existing award-winning approach by entering industry awards. Foster a regional award-winning culture by supporting local industry to participate in regional and industry awards. (Labour)
7. Within resources allocated, identify national and international trade show opportunities and promotional events at which to promote the Bathurst region. (Labour + \$20k)



3:3 Strategic Objective: Build collaborative and engaged relationships

Facilitate collaboration and build local awareness and knowledge of the destination through proactive local tourism, business and community group stakeholder engagement strategies. This includes professional industry development and active stakeholder participation in destination marketing activities.

1. Develop a Stakeholder and Community Engagement Plan to encompass business and community groups including surrounding villages. (Labour)
2. Host quarterly forums to present results of destination marketing activities and visitor data statistics. (Labour + \$5k)
3. Distribute weekly email communications to members and stakeholders. (Labour)
4. Prepare quarterly reports to improve transparency of spending across tourism initiatives and demonstrate value for money and alignment to the strategic vision and goals that will be presented to key partners; members, sponsors and Council. (Labour)
5. Develop corporate experience and further alliances with the likes of motor racing and other key affiliates. (Labour)
6. Work closely with industry groups across the accommodation, hospitality, festivals and events, producers (food and beverage), business, transport, tour operator, and arts sectors to foster greater collaboration. (Labour)
7. Facilitate regular roundtable meetings as well as industry professional development seminars. (Labour)
8. Attend and promote Destination NSW workshops, seminars and forums where topics offer value for the region. (Labour + \$2k)
9. Develop strong relationships with all spheres of government and the tourism industry. (Labour)
10. Advocate jointly with stakeholders and members, and separately where appropriate, on behalf of the Bathurst region for increased regional infrastructure development. (Labour)



3:4 Strategic Objective: Develop regional industry membership and additional revenue streams

A successful membership strategy is crucial for the collaborative marketing of the Bathurst region. Membership provides the vehicle for engagement and communication of opportunities and promotes networking. Further, this promotes business development, increased collaboration between stakeholders and increased potential for tourism packaging.

Having a strong membership base is therefore crucial for successful collaborative marketing of the Bathurst region and provides an effective revenue foundation.

1. Develop a Regional Industry Membership Strategy, outlining tiered membership levels. (Labour)
2. Develop an Online Booking System to better leverage functionality of the existing Bookeasy system for commercial and marketing opportunities through the development of packaged tourism products, Festivals and Events, and accommodation and distribution through the Bookeasy network of national travel agents. (Labour + \$50K)
3. Increase member participation offer commission-based revenue through the Bookeasy system.
4. Develop a Corporate Partnership Strategy to attract significant sponsorship revenue on an ongoing basis. (Labour)
5. Pursue and apply for Federal and State Government funding opportunities. (Labour)

3.5 Strategic Objective: Grow and evolve the collective knowledge of our industry

A core focus of Regional Tourism Corp will be to Enhance and develop the skills of our people, including a skilled and available workforce. We will stay abreast of trends and ensure we are continuing to evolve the destination marketing capabilities across the team and our members.

1. Continue to review the region's tourism assets and attractions to ensure they meet the changing needs of our visitors.
2. Work closely with Council staff to review and monitor gaps in tourism assets and attractions.
3. Monitor destination and visitor sentiment data by what is published about our destination.
4. Provide access and deliver training and development opportunities to our members and our team.
5. Develop educational assets for our members on key destination marketing tools and techniques.





4. Governance and engagement

4.1 Regional Tourism Corp Board

The governance structure of Regional Tourism Corp is a not-for-profit company limited by guarantee with a pro-bono Board, to be agreed by the stakeholders. The Board will be established by the industry and will invite participation from stakeholders. The principal objective of the new entity will be the destination marketing of the Bathurst region.

The choice of a not-for-profit public company limited by guarantee will ensure Directors execute their responsibilities concerning the objectives of the entity, due diligence regarding financial monitoring, reporting and risk management and other requirements of the *Corporations Act* including Director induction, code of conduct and an annual assessment of Board performance by Directors.

The Board will meet monthly and receive reports on operations and financial position including profit and loss, balance sheet and cash flow. The Board will always exercise its fiduciary duty.

The Board will provide quarterly reports and an annual report and report against an agreed set of key performance indicators. This will be specified in a contract. The CEO and Chairperson will present these at a council meetings.

Bathurst Tourism Incorporated Constitution to be created by 15 March.

Once in place, the new Regional Tourism Corp Board will comprise:

- an Independent Chair (1),
- six (6) volunteer skill-based Directors,
- one (1) Bathurst Business Chamber member
- a Bathurst City Council representative (1).

The intention is that the Board will move to a member-elected Board over time.

The approach will be three (3) Board Directors to be appointed for eighteen (18) months and the balance, four (4), for three (3) years to enable continuity of experience.

The entity will seek new Board Directors from the membership and beyond, noting the need to receive nominations that meet skills matrix requirements and in particular local industry leaders and entrepreneurs with regional, national and international market knowledge.

The Constitution of the new entity will detail membership categories, nomination and election process. All Directors, whilst being in some cases nominees of stakeholders, will be bound to act according to the *Corporations Act*.





4.2 Engagement

The Executive Officer of the new regional tourism entity reports to the Regional Tourism Corp Board. Further engagement (beyond the Board Directors) will be provided by the General Manager of Bathurst Regional Council.

The Director of Cultural and Community Services will be responsible for continuing to oversee the management of the Visitor Information Centre (BVIC) and will play a strategic role in liaison with the Executive Officer of the new regional tourism entity to provide input and advice on regional destination marketing and advertising campaigns.

4.3 The scope of the Regional Tourism Corp

The scope of the Regional Tourism Corp includes the delivery of:

- All destination management marketing and tourism advertising on behalf of the region.
- Digital marketing including the management and maintenance of the destination website and all social media platforms.
- Destination publications development and distribution.
- Media liaison and public relations on behalf of the destination.
- Integrated experiences allowing for itinerary and package development.

It excludes civic events such as Australia Day, ANZAC Day, Carols by Candlelight, Sister Cities and general civic events, and also excludes general community advertising. These items remain the roles of the respective Council staff.

4.4 Working together

It will be important to establish a Working Together Strategy to facilitate a positive relationship between Bathurst Regional Council Tourism staff and the Executive Officer of Regional Tourism Corp, and to ensure clear and open lines of communication between all parties to enable collaborative decisions to be made for destination marketing.

It is suggested that the BVIC Manager and the Executive Officer conduct monthly strategy meetings, at which to present destination marketing and advertising opportunities and discuss the merit of opportunities based on the established strategic objectives of the Destination Marketing Plan and budget availability.

These meetings will also be an opportunity to share ideas and empower individuals to take ownership and leadership of joint regional tourism projects.

4.5 Handover and Continuity of Service

To ensure the continued growth of the region's visitor economy, Bathurst Regional Council and Regional Tourism Corp must work together seamlessly during the transition phase outlined in this document.

Therefore, we suggest that senior management from both entities should meet to identify the critical operational implications and plan for a smooth transition. The outcome of this meeting should then be reported back to the Council Workshop before the Bathurst Regional Council Budget decision is made.



5. Organisational structure

5.1 Regional Tourism Corp resourcing

It is envisaged that Regional Tourism Corp will be staffed by specialists in destination marketing, tourism, communications, and digital media. This will be a flexible team with the ability and willingness to work in line with industry expectations.

Regional Tourism Corp will be headed by an Executive Officer, reporting to the Regional Tourism Corp Board. Project Elevate Bathurst proposes viewing the organisational structure as collaborative.

Comprising:

- Executive Officer (P/T)
- 1 x full time employee
- 2 x part time employee

The above totalling 2.8 FTE

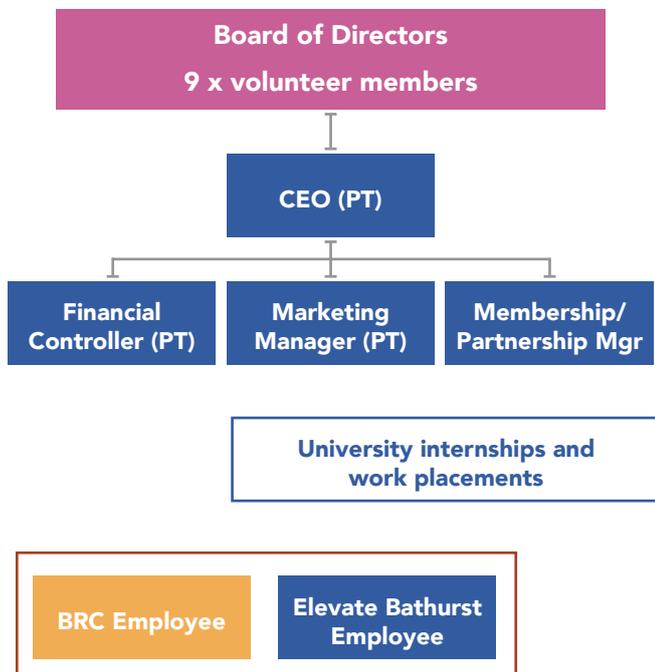
- 2 x interns

5.1 Regional Tourism Corp organisational chart

The proposed organisational chart for year 1-2 has been created to support current and forecasted demands, whilst allowing for an adaptable structure to meet a changing environment to deliver the best outcome for our destination, visitors, partners and stakeholders. This includes an internship and work placement system with Charles Sturt University.

It is our thinking that in the initial development phase of the organisation's transition, the Marketing Manager's role could be filled through a secondment of the Bathurst Visitor Information Centre's Tourism Marketing Coordinator.

Destination Marketing



Visitors Centre





5.3 Regional Tourism Corp job descriptions

Chief Executive Officer: P/T (20 hours per week)

This role provides overall strategic direction and leadership of the Regional Tourism Corp. to ensure that the Bathurst region fulfills its opportunity to become the destination of choice for regional NSW. Emphasis will be placed on achieving the agreed long-term goals, visitor economy growth, profit, and return on investment for Bathurst Regional Council.

Key Responsibilities:

1. Facilitate a collaborative framework and a Memorandum of Understanding between the Council and the Regional Tourism Corp.
2. Lead the development of a unified Destination Marketing Plan.
3. Develop, lead and support a world-class team to implement the Destination Marketing Plan.
4. Responsible for the financial management and reporting of the organisation.
5. Form strong and supportive strategic alliances with all levels of Government, relevant regional organisations and community groups.
6. Develop additional revenue streams for the Regional Tourism Corp.
7. Act as spokesperson for the Regional Tourism Corp, as per Board policy.

Marketing Manager: P/T (28 hours per week)

This role sets the tone, look and feel of the destination through the destination marketing plan including content development for the region. It ensures all messaging is consistent across visitor touch points to drive intent to travel and visit.

Key Responsibilities:

1. Develop and execute an integrated destination marketing and communications plan including the capture of visitor profile data.
2. Develop and maintain the destination website and booking platform
3. Manage and monitor social media platforms and their respective content and comments.
4. Develop and distribute all destination marketing publications.
5. Develop and share inspired stories of our people, places and products.
6. Develop tailored tourism packages that increase appeal to our target market segments.
7. Responsible for the media and influencer familiarisation program.
8. Ensure brand and communications guidelines are adhered to.
9. Liaise and instruct CSU interns in content development.
10. Report monthly on all forms of marketing activities.

Member Support Services: F/T

This role ensures our regional industry is engaged with the Regional Tourism Corp. network and is visitor-ready with the currency of skills required to deliver on visitor expectations.

Key Responsibilities:

1. Build a strong and engaged network of Regional Tourism Corp. members.
2. Develop the Regional Tourism Corp. Visitor Support Services.
3. Ensure all Regional Tourism Corp. members are well represented across the website, within publications, exposed to media and marketing opportunities and listed on ATDW.
4. Enhance and develop the skills of our people, including a skilled and available workforce.
5. Develop income streams to be reinvested in destination marketing.
6. Work closely with the Visitor Information Centre staff; to facilitate member events as part of the monthly regional event calendars.
7. Manage the Membership Administration process i.e. membership renewals.

Finance and Administration Officer: P/T (14 hours per week)

This role ensures our financial reporting requirements as a public entity are met and works closely with the team providing member administration and support.

Key Responsibilities:

1. Ensure all facets of the accounting processing are of the highest standard.
2. Ensure all financial reporting requirement needs for Regional Tourism Corp. are met.
3. Establish and maintain organisational policies and procedures for Regional Tourism Corp., and understand and adhere to financial regulations and legislation.
4. Prepare budgets to meet the requirements of a cashflow-positive operation under the guidance of the CEO.





6. Financial considerations

6.1 Start up costs

The assumption has been made that the Regional Tourism Corp will be able to be housed in the Bathurst Visitor Centre, minimising the requirement for a full office setup and refurbishment.

Description	Cost
Office Equipment / Laptops	\$5,000
Phones and Phone Numbers	\$2,000
Insurance / Workers Comp	\$3,000
Recruitment Costs	Pro Bono
Total	\$10,000

6.2 Revenue forecast

Regional Tourism Corp is projecting \$1 million in annual revenue by the end of the 3rd year, assuming Bathurst Regional Council funding can be secured for a minimum of three (3) years to supplement membership fees and significant industry sponsorship.

It is forecast that in year three (2026/27), Bathurst Regional Council investment will be met \$1-for-\$1 by industry and other funding sources.

Income	2024-25	2025-26	2026-27
BRC FUNDING	\$500,000	\$500,000	\$500,000
Membership income	\$85,000	\$110,000	\$170,000
Partners/sponsorship	\$80,000	\$150,000	\$200,000
Publication advertising	\$40,000	\$40,000	\$60,000
Bookeasy revenue	\$20,000	\$30,000	\$70,000
Event marketing	-	\$10,000	\$20,000
Government grants	-	\$20,000	\$20,000
Total income	\$725,000	\$860,000	\$1,000,000

Expenses	2024-25	2025-26	2026-27
Consultancy fees	\$15,000	\$10,000	\$10,000
Bank Charges	\$1,500	\$1,750	\$1,750
Cleaning/waste disposal	\$6,000	\$6,000	\$6,000
Computer expenses + office furniture	\$2,000	\$2,000	\$2,000
Electricity, gas & water	\$1,200	\$1,200	\$1,500
Employment recruitment costs - sponsored	\$1,200	\$1,250	\$1,250
Insurance	\$5,000	\$5,000	\$5,000

Expenses	2024-25	2025-26	2026-27
Legal fees	\$1,500	\$1,500	\$1,500
General marketing: placement/media	\$150,000	\$160,000	\$200,000
Website development	\$50,000	\$15,000	\$15,000
Event marketing	-	\$7,500	\$15,000
Bookeasy fees and charges	\$1,000	\$1,082	\$1,100
Bookeasy accommodation (operating expenditure)	\$4,000	\$7,726	\$7,920
Member forums	\$2,500	\$5,000	\$5,000
Trade shows	-	\$20,000	\$20,000
Office rent & expenses**	\$6,000	\$6,850	\$7,850
Other expenses	\$,500	\$3,000	\$3,500
Postage, printing & stationery	\$2,500	\$2,700	\$3,000
Phone & internet	\$3,000	\$3,000	\$3,000
Salaries & wages: Marketing & PR	\$330,000	\$385,000	\$400,000
Staff amenities & training	\$500	\$1,500	\$1,500
Travel & accommodation	\$1,000	\$1,500	\$2,000
Subscriptions	\$1,500	\$17,500	\$18,000
Tourism publications (design & printing)	50,000	\$50,000	\$60,000
Image library	\$20,000	\$20,000	\$20,000
Total expenses	\$635,900	\$761,058	\$811,820
Operating (deficit)/ surplus for the year	\$89,100	\$98,942	\$188,180

6.3 Funding requirements

The Visitor Economy is recognised as a fundamental economic driver for all communities and no more so than in regional communities. To establish a new approach to tourism and to transition to the new model, Regional Tourism Corp is seeking a \$1,500,000 investment over the next three (3) years.

This will equate to \$500,000 per annum.

The other significant revenue stream will be membership. The following outlines a proposed membership structure.



7. Partners: membership, ambassadors and partners

Regional Tourism Corp will be required to develop the application for membership mechanism as part of its implementation and deliverables. Following is a draft outline* of the proposed levels of service for each tier (*subject to change).

7.1 Level 1 – Business Standard Membership (\$350 +GST per annum)

- Listing on website, including logo, image and link.
- Weekly stakeholder EDM newsletter and industry updates.
- Benefits from extensive national public relations and social marketing campaigns.
- Opportunity to advertise in information brochures, and regional guides.
- Participation eligibility destination marketing activity.
- Promotion of your business activities through an online calendar of events.
- Referrals to your business.
- DNSW Get Connected training, to assist in updating your business listing.
- Invitation to free industry training seminars.
- Invitation to member development workshops.
- Invitation to Quarterly and Annual Forums.

7.2 Level 2 – Accommodation Business Plus Membership (\$1,000+GST per annum)

This acknowledges that not all businesses are the same, particularly in the accommodation sector with several large properties able to benefit more from destination marketing due to their capacity. This would be applicable to those accommodation members with 10 or more rooms.

This membership tier receives all the benefits of Business Standard membership.

7.3 Level 3 – Business Premium Membership (\$2,500 per annum)

All benefits of Business Standard membership, as well as:

- Website Advertising Package
- Priority business listing
- Logo in all Monthly Consumer EDM
- Featured profile in monthly news



7.4 Ambassadors

The role of the ambassadors is to promote the region to their network and our target audiences to invite tourists to the region. We will use their significant influence, network and following to sell the messaging and positioning of our revitalised tourism industry.

Matt Moran

With a career spanning over 30 years in the Australian food industry, Matt Moran has a plethora of awards to his name, TV shows, best-selling cookbooks and ownership of some of Australia's most celebrated dining establishments; it's safe to say that Matt Moran is an Australian food icon.

Matt is a true fourth generation farmer. With a rural upbringing on a classic farm, and still runs a property in Rockley 30 minutes from Bathurst, which supplies beef and lamb to his restaurants. He was the pioneer of 'paddock to plate' philosophy in Australia and believes in the importance of everyone understanding the origins of the food being served on their plate.

Matt has taken ownership of the Rockley Pub in 2021 and will be opening up a high end bakery and food co-op in late winter of 2024 in the Bathurst CBD.

"I'm writing to support the creation, and council funding, of a not for profit Destination Marketing function for the Bathurst Region.

I have seen the figures and data, spoken to industry leaders in the region, and as a business owner and local to the region myself, I believe tourism in the Bathurst region (and tourism operators) will flourish under this proposed model.

This is a tried and tested model across Central West and Australia and Bathurst risks being left behind if we do not innovate and adopt modern and proven tourism practices.

I am fourth generation to the Rockley/ Bathurst region, and my business and family have heavily invested in the region "family farm, Rockley Pub, etc".

I have recently purchased a commercial property in the Bathurst CBD, with the intention to open a new exciting business in 2024 (and potentially more) under the belief that Bathurst will grow, expand and develop with NEW approaches to tourism.

As an Ambassador of Project Elevate, I have also dedicated a significant amount of time, industry knowledge and contacts towards developing this proposed model, along with sourcing financial investment from local and national sponsors. I have also provided hundreds of hours of my own time, at very little or no cost, towards raising the profile of other Bathurst businesses and Bathurst Council.

I highly encourage you to take advantage of this opportunity for change and growth, driven by industry, the time is NOW!"

Mat Moran

Edwina Bartholomew

Edwina Bartholomew is a reporter and presenter on Australia's number one breakfast show, Sunrise. She has worked in television and radio news for over 13 years.

Edwina enjoys one of the most diverse roles at the Seven Network. As well as her work on Sunrise as news presenter, she returned for her third Olympic Games coverage at the Tokyo Olympics in 2021 hosting the afternoon broadcast each day of the games.

Her work has taken her to Peru, Canada, America, Mexico, Dubai, Spain, East Timor, the Solomon Islands, New Zealand – and right around Australia on a continuous 40,000km Lap of the Map. She has skydived, bungee jumped and abseiled off a 33-storey building all LIVE on air.

Edwina completed her journalism degree at Charles Sturt University in Bathurst and has now returned to the Bathurst area to start her venture into the luxury heritage accommodation business in the village of Carcoar, 40 minutes from Bathurst.



7.5 Sponsors

Ambassador



Partner



Platinum





8. Implementation timeline

8.1 Project timeline

Year 2024	Project Elevate Targeting med/high tourist market	Bathurst Regional Council transition	Privatised tourism body Elevate Bathurst
January	Develop brand strategy	Consultation with BRC leadership	
February	Presenta- tion Self drive tour app Secure 2nd round sponsorship video	Cir working party	
March	Industry forum	Cir budget vote	
April	Film am- bassador video	Budget on display	
May	Develop ambassador promotional video	Prep work to establish entity	
June	Industry forum Develop ambassador promotional video	Formation of new regional tourism entity June 30	
July	Industry forum		Stage 1a - CEO + board commence
August			Establishment stage - Prelim recruitment, interrogation of BAU and transition design (comms plan development) Locals campaign - awareness, buy-in, consistent messaging
September			
October			
November		Quarterly report to Cir	
December			Transformation phase - secondary recruitment, kick off, implementation of transition plan, confine comms plan

8.2 Organisational transition phases

<Mez is working on developing a phase explanation that can be inserted here>

8.3 Key dates:

- Project Elevate established x xxxxxxx 2023 on a transitional basis.
- Bathurst Tourism Incorporated Constitution to be created by 15 March 2024.
- Memorandum of Understanding presented to Bathurst Regional Council - March 2024
- Regional Ambassador shoot that aims to instill local pride through Bathurst region's residents and business community and position the Bathurst region as an ideal location to live, work, invest and study – 13 – 14 April 2024
- Budget to proceed approved by Bathurst Regional Council – 21 June 2024
- Formation of a new regional tourism entity (Regional Tourism Corp Limited) completed by 30 June 2024
- Regional Tourism Corp Ltd Board formed by industry by 1 July 2024
- Essential project management and delivery tasks sub-contracted by the new entity to enable smooth transition by 30 July 2024
- Recruitment process for the new entity to commence from 1 August 2024.
- Regional Tourism Corp Ltd to be fully operational as soon as possible and no later than 1 November 2024



