

STEAMTOWN HERITAGE RAIL CENTRE

MARKETING PLAN



2017-2020

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STEAMTOWN HERITAGE RAIL CENTRE
MARKETING PLAN
2017-2020



1.

VISION:

That Steamtown Heritage Rail Centre (SHRC) is the pre-eminent iconic visitor attraction in Regional South Australia by 2020.

MISSION:

That SHRC is a first-class tourist attraction displaying the railway history of this State with an emphasis, where possible, on the history of Peterborough and the Peterborough Division.

GOAL:

SHRC continues to be a sustainable and viable tourism operation and key economic driver for the Peterborough visitor economy.

2. STEAMTOWN HERITAGE RAIL CENTRE – AN OVERVIEW

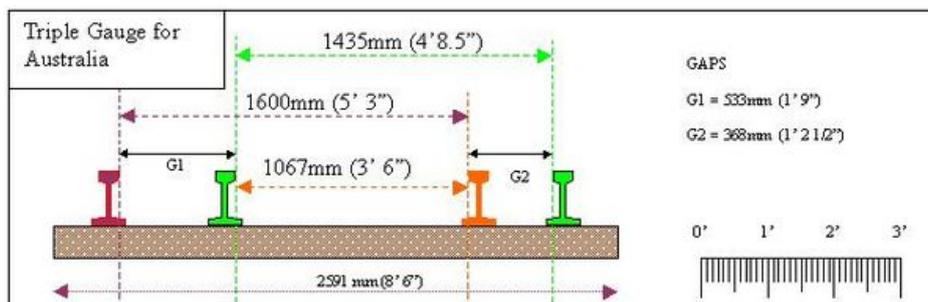
The Steamtown Heritage Rail Centre is more than a museum, it's a legacy of Australia's rapid industrial rise in the early 19th century. At its heart is the steam train, a thing that is at once beautiful, powerful and strangely melancholy, symbolizing as it does the passing of an era. Steamtown is at its most potent after dark when the Sound and Light show is played in the industrial shadows of heritage-listed 'Roundhouse' -- a huge shedding area that circles an 85-foot turntable. Visitors sit in a period carriage on the turntable surrounded by silent locomotives and diesel engines to watch as Peterborough's greatest chapter is played out on a cinema screen. But this is a story of astonishing growth and sudden decline: when the lights finally lift to illuminate the handsome faces of the mighty engines, it's not uncommon to see people wiping their eyes.

Situated in Peterborough, South Australia, today the artefacts controlled by SHRC range from the unique to heritage listed one of a kind, such as the 85foot turntable. SHRC has an obligation to the community of Peterborough and indeed to the pioneers of the Australian railway industry to preserve these for future generations.

The township of Peterborough is situated on a major tourism route in the beautiful Southern Flinders Ranges. The town itself resides on the intersection of the East-West railway linking Port Pirie and Broken Hill, and the North-South railway linking Adelaide eventually to Alice Springs via Quorn.



Peterborough became one of three, triple-gauge railway junctions in Australia. The other two being Gladstone and Port Pirie, both which reside on the same railway corridor.



3. SERVICES AND FACILITIES

Today, SHRC is a key driver of tourism to Peterborough. From the early days back in 1977 to the current facility you see today, SHRC prides itself on delivering an exceptional customer experience.

For as little as \$17.50, SHRC is fortunate to have a variety of rare and interesting static displays for people of all ages to enjoy. Not to mention visitors get to experience a blend of the historic and the modern, with the Indian Pacific still passing through weekly!

Visitors can join continuous guided tours of the four acre heritage site which include:

- A walk through the vast Roundhouse – a heritage-listed structure with an 85foot turntable. Once housing 23 locomotives, it is the only such three-gauge structure in the southern hemisphere.
- Getting hands-on with locomotives, diesels and rolling stock, all in their original setting.
- Crouch beneath the wheels of a 102-tonne locomotive before sitting in the driver’s seat.
- Tour the teak panelled interior of a 1923 1st Class lounge car (complete with piano!)
- See the unique Motor Inspection Car, a Morris 25 on bogie wheel.
- Hear poignant stories from the Peterborough men and women who lived the glory days of Steamtown – people with a special place in their hearts for the steam engine.
- Not to mention the fantastic experience that is the Sound and Light Show. Walk into the Roundhouse at night, with only the silent black locos and the gleaming Southern Cross for company. Then sit back in a reconditioned carriage and watch through the window as a movie retells a truly Australian story...

Do it all for a \$30.00 bundle offer, visitors can experience a fully guided tour and stay on for the Sound Light Show – a discount of 20%. SHRC offer’s an unforgettable tourism experience.

SHRC has a team of motivated and passionate guides who arrive each day, excited by the prospect of sharing their knowledge and welcoming visitors into their history and their lives.

With irreplaceable items of railway history, combined with the modern facilities demanded by today’s traveller, SHRC is privileged to be able to highlight:

- A heritage listed 23 bay Roundhouse - each bay filled with historic rolling stock including:
 - 1881 Accident Van
 - Baby Health Car – the precursor to today’s Flying Doctor
 - 1923 Transcontinental Lounge Car
 - 1916/17 Transcontinental carriages
 - Steam and Diesel Locomotives once used to pull the Old Ghan
 - 1st and 2nd Class carriages from the last narrow gauge Old Ghan;

- Original Workshops and Diesel shed with their original tools and machinery
- A heritage Listed 3 Gauge Turntable – the only one left in the world!
- The Boiler House that once used to generate Steam
- Water towers to fill the ever thirsty Steam locomotives
- Locomotive-weighbridge the only one left in Australia

An important aspect of the SHRC experience is the fact people can sit in a driver's cabin or walk through a luxurious carriage. Visitors get hands on as little or as much as they choose.

Of course the star of the show is South Australia's first Sound and Light Show and to see the displays illuminated and to listen to the sound track caps off a first class customer experience.

Of course no experience is complete without a little creature comfort and SHRC constructed a new facility that houses the entry and reception area, a retail shop and café in addition to further static display facilities.

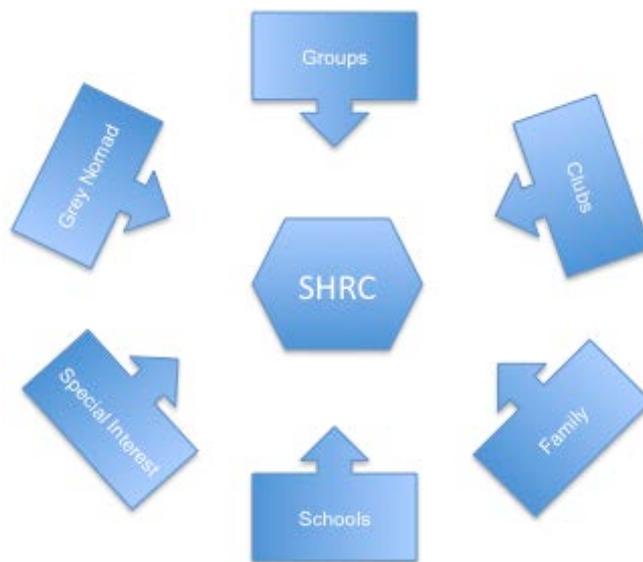
Understanding its contribution to the greater Peterborough tourism industry SHRC provides:

- Public toilets including disabled toilets
- A fully accredited Visitor Information Centre (VIC) for the town and region
- Car parking facilities capable of accommodating large campervans.
- A large conference room for groups, including coaches, seminars and workshops, to have coffee or lunch in a climate controlled environment
- 35 seat air conditioned theatrette

4. TARGET MARKETS

Target markets for SHRC range from the traditional to the niche. Due to the nature of the SHRC experience visitors are attracted from all walks of life. The traditional over 50's self-drive touring market (Grey Nomad) is the primary focus of the current marketing initiatives; however, the SHRC marketing plan includes initiatives down to the detail of the niche railway enthusiast segment. Whilst small in number they are passionate about their interest and will travel long distances to experience an attraction of interest.

SHRC Target Markets can be best appreciated visually below:



Grey Nomad

- Over 50, touring for longer, ability to be flexible around travel time and route. Relatively higher disposable income to pursue a particular interest.

Groups

- Generally pre-packaged tours, pre-determined route, timing and relatively inflexible. Larger numbers i.e. 35 plus.

Clubs

- Motoring, Sporting, Social, Interest or Organisation. Variety of smaller groups, 10-12 in number. Can be flexible around route and timing if given enough lead-time during planning phase. A range of demographics.

Family

- Generally younger family with children travelling. Shorter time frame for travel but flexible around route and points of interest. Localised package deals of interest to get “more bang for their buck”.

Schools

- Self-explanatory. Travel based around curriculum. Pre-determined route and timing. Larger groups 35 plus.

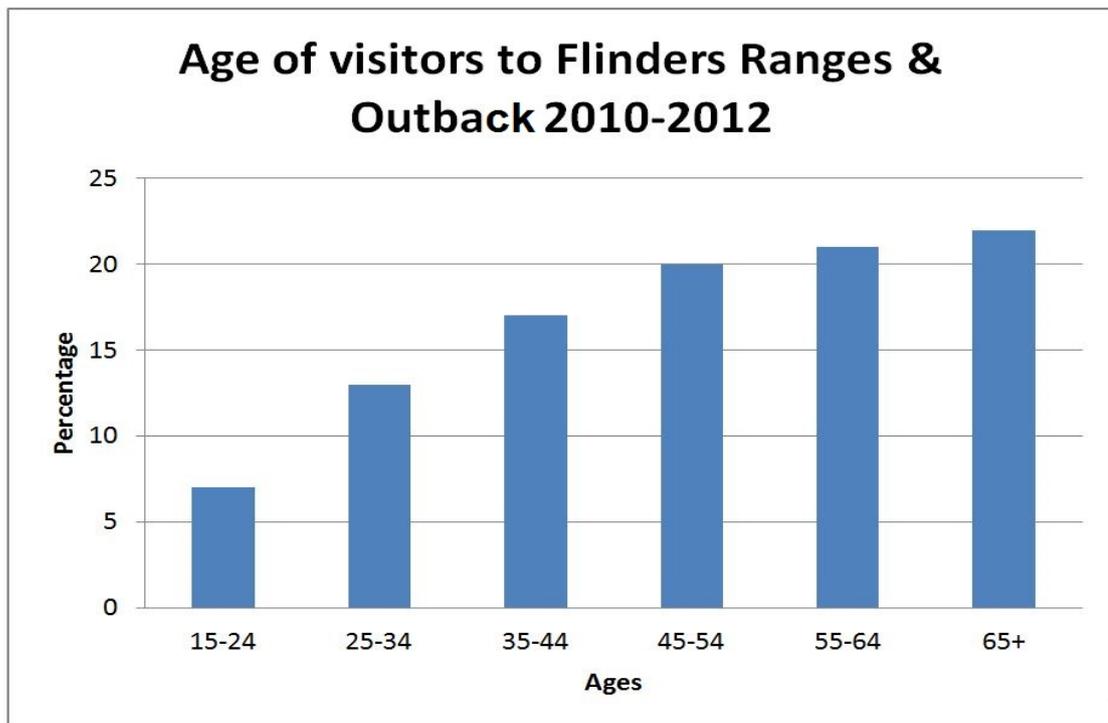
Special Interest

- Heritage or railway focused. Smaller groups. Very flexible around points of interest providing it fits their niche. Usually pre-determined travel route and timing.

It was found that in 2013/14, we had **30,000 overnight visitors**. This was calculated from a 37% occupancy rate of a possible 80,000 visitor nights in Peterborough.

According to Tourism Research Australia (NVS and IVS statistics), intrastate tourists account for 62% of all visitors to the Flinders Ranges and Outback, while a further 31% are from interstate. Just seven per cent are from overseas.

More than 60% of those domestic visitors are aged 45 and over, according to the Flinders Ranges & Outback Regional Tourism Profile (2010-2012). As you can see from the graph below, the largest demographic (22%) are 65 and over.



- Source: Flinders Ranges & Outback Regional Tourism Profile 2010-2012 www.tourism.sa.gov.au

The same Regional Tourism Profile shows that 35% of domestic visitor nights are spent in a caravan park or campground, or in free caravan or camping sites.

This was further reinforced by specific research undertaken by Flinders University international exchange student Karina Poelzelbauer for a Master's thesis in 2014.

As part of her thesis (*Analysis of long haul tourists' interpersonal interactions with host communities: effect on satisfaction, length of stay and revisit intentions*), Ms Poelzelbauer interviewed tourists in four South Australian regional towns and cities: Mt Gambier, Burra, Renmark and Peterborough.

Surveys carried out with 50 respondents revealed:

- The average length of time on the road for visitors to these regional centres was 30 days;
- Two thirds were retired;
- On average, they stayed three days in one location; and
- Two thirds said they were "very flexible" or "flexible" about changing their plans if presented with a compelling reason.

Our research also showed that one of the strategic priorities identified by government at both national and state level was the creation of driving trails as a means to push visitation and revenue into regional areas. Among other things, tourism bodies were seeking:

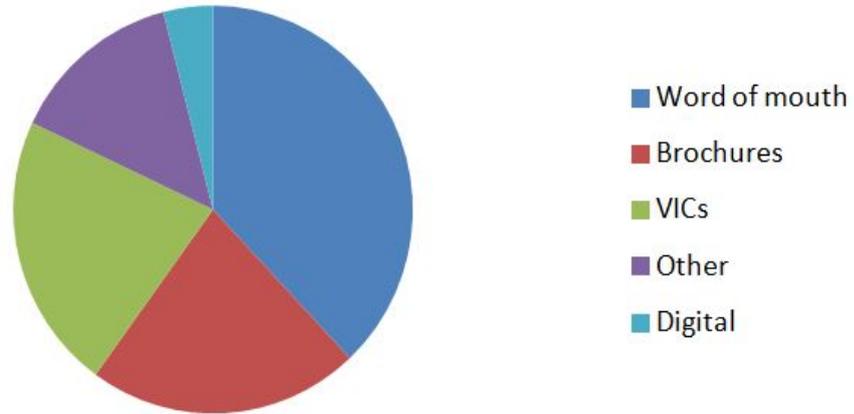
- to create better trail experiences;
- to support the planning, development and maintenance of trails; and
- to market trails to consumers.

When it came to key influencers, the Poelzelbauer survey showed these visitors relied on Visitor Information Centres, brochures, travel guides and word of mouth from other travellers.

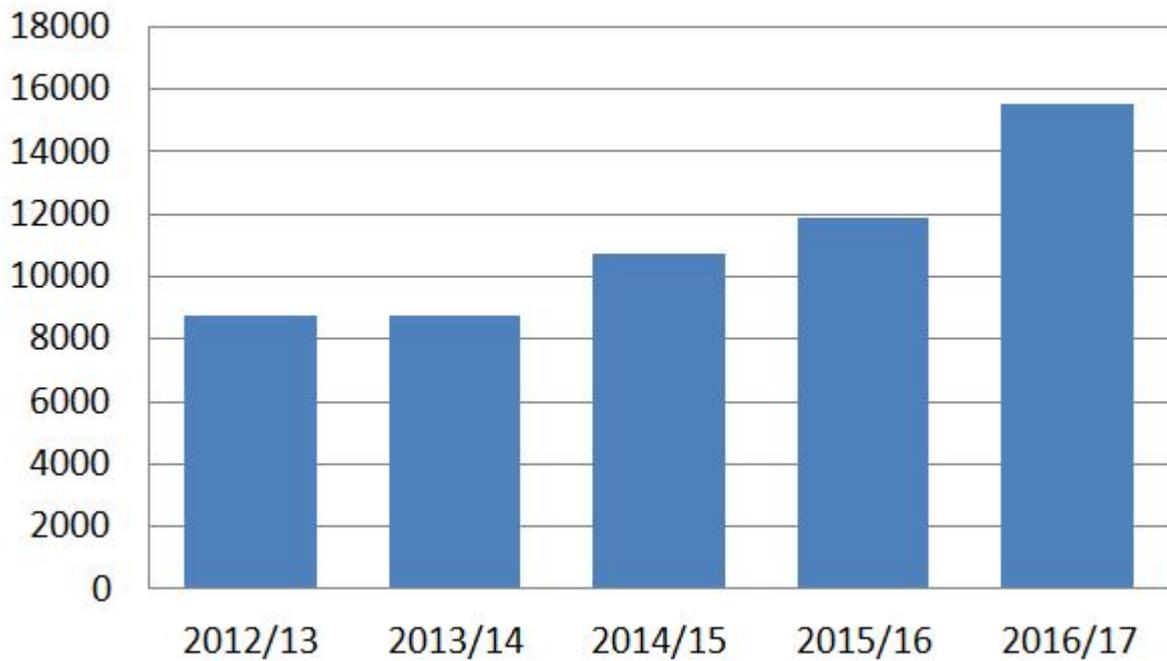
This aligned with our own surveys at SHRC that gave us a more definite breakdown from the question, "how did you hear about us?" Research unequivocally indicated that our demographic was 'old-school' when it came to how they were influenced:

- 32% said Word of mouth
- 27% said Brochures
- 18% said local and regional Visitor Information Centre referrals

Visitor survey: "How did you hear about Steamtown?"



Steamtown Visitor Numbers



5. POTENTIAL MARKETS

According to DPTI figures, some 670,000 tourists per year in Class A and Class B (short vehicles and short vehicles towing) travel past Peterborough every year on a number of roads through the Mid North.

The biggest of these roads is the Barrier Highway, which shoots right past our door, as it were, about 10km to the east.

In 2013, Austroads figures showed that 70,095 passenger vehicles travelled south from Broken Hill in that year, while another 25,000 vehicles travelled north from Port Pirie.

With each car carrying an estimated two people, that offered a total of 190,190 potential visitors a year.

Tourism Research Australia data shows the average visitor spends \$137 per night in the Flinders Ranges and Outback tourism region. Therefore, if we could entice just five per cent of those Barrier Highway passenger vehicles into Peterborough for an extra one-night stopover, we'd generate an additional \$1.3m in tourism income.

Increase that to 10% and we'd generate an additional \$2.6m.

Peterborough Only	Number of Visitor Nights	Average Spend	Total spend	Nett Benefit
Currently	25,000	\$ 137.00	\$ 3,425,000	
5% of Nth & Sth Traffic	34,510	\$ 137.00	\$ 4,727,802	\$ 1,302,802
10% Nth & Sth Traffic	44,019	\$ 137.00	\$ 6,030,603	\$ 2,605,603

Source: Tourism Research Australia 2014. Austroads 2013

Market conclusions

We know our market is indisputably the Grey Nomads – older people towing caravans and driving RVs.

We know that compared to other travelling demographics, they are time-rich and cash poor.

We know that they like to immerse in history and nature, that they appreciated old-fashioned hospitality, little courtesies and good value.

We know that their route and schedule is flexible and subject to change on a daily basis.

And we knew that they were open to simple clear messaging of what attractions and comforts we had to offer on their long, long journey.

6. BUSINESS PLAN

The primary focus of SHRC is to continue to be a key driver of tourism to Peterborough and to preserve the ever increasingly rare railway artefacts that are so important to the pioneers of the past and the generations of the future.

The SHRC business plan is a multifaceted model using the SWOT methodology to address the following key objectives:

1. Financial sustainability
2. Preserving the heritage of the Peterborough railway industry
3. Providing a safe and rewarding work environment
4. Be environmentally aware

SHRC HIGH LEVEL BUSINESS PLAN:

Goal	Strategy	Outcome
Financial sustainability	Develop new products that drive visitors to Peterborough and SHRC, such as the Heritage Rail Trail	Increase in visitation
	Review staffing and roster efficiencies	Improvement in net profit
	Acknowledge seasonality and manage accordingly	Improvement in net profit
	Identify and focus on growth markets	Increase in visitation
	Develop new channels to market eg; social media and digital mobile Applications	Increase in visitation
	Develop relationships with neighbouring regions	Increase in visitation
Heritage preservation	Continue the program of restoration	Improvement/increase in static displays
	Training of guides/new employees	Increase in intellectual property
	Development of new and fresh marketing collateral	Increase in intellectual property
Safe and rewarding work environment	Continue program of WH&S awareness	Zero work injuries
	Implement a risk minimisation plan	Zero work injuries
	Implement a 360 degree employee communication & feedback plan	Improve work culture
Environmentally Aware	Develop a green policy	Reduce carbon footprint
	Continue native plant regeneration on site	Reduce carbon footprint

Implementation of the identified strategies requires several work streams to run in parallel. In order to achieve these the SHRC management and committee will need to focus on the individual projects below:

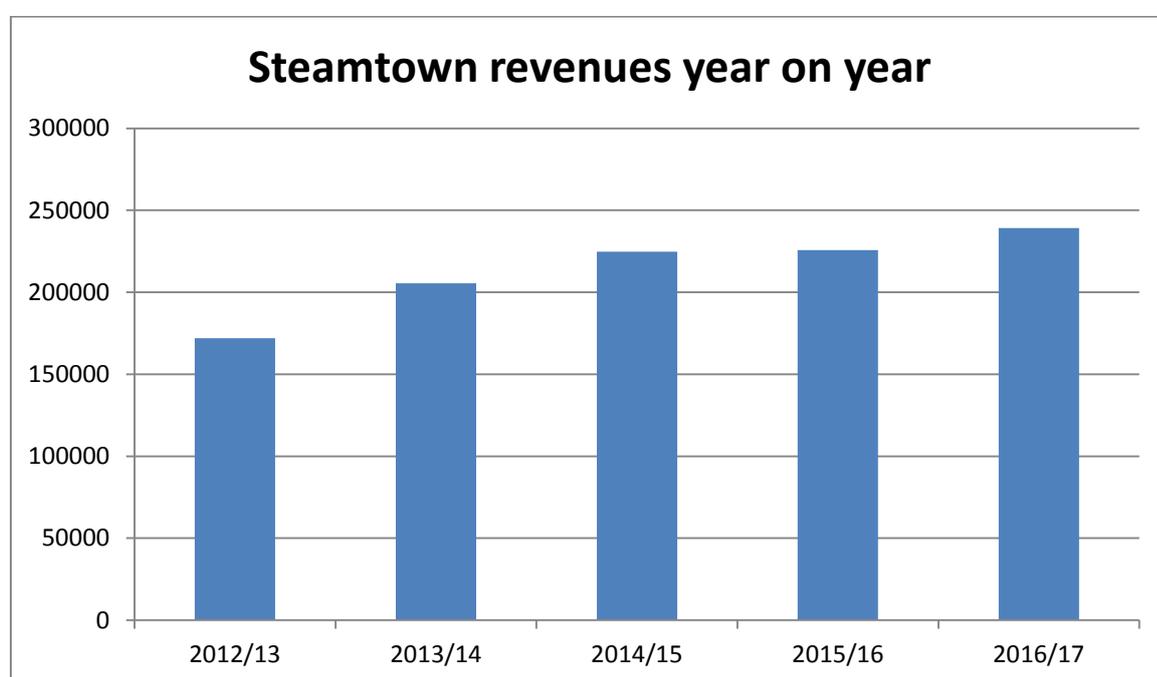
1. Increase visitation via a program of continuing improvement in customer service, customer experience and developing new and exciting products that capitalise on the interest that the historic railway industry captures; eg: The Heritage Rail Trail
2. Aligned with above, continue to develop relationships with neighbouring townships and regions;
3. Provide an environment where our guides can achieve their personal best within a safe and rewarding working environment;
4. Evaluate all business priorities with a view to overlaying environmental sustainability so that SHRC responsibly preserves the region for future generations;
5. Capitalise on the expansion of social media and mobile devices in order to promote a fresh and up to date image that supplies potential visitors with timely information anywhere, anytime;
6. Reduce costs where possible by focusing on improving rosters, recognising seasonality and improving efficiencies in administration;
7. Increase average-spend both in the SHRC facility and the greater townships. This will be achieved by developing relationships with local businesses and packaging a total Peterborough experience;
8. Refining target markets and focusing on the markets that present the greatest opportunity for growth, whilst sustaining our existing markets and reducing market decline in certain segments such as groups.

7. FINANCIAL ANALYSIS

It should be noted that various levels of council/government support SHRC. It has been identified as a goal of SHRC to be self-sustaining and this remains a key objective. There are new and exciting strategies in place that will be covered in the marketing section that will assist SHRC achieve this.

However, what should not be overlooked is the fact that SHRC is the key driver of visitors to Peterborough. Each of these visitors spends money in the town, shared amongst all existing business owners.

The overall spend whilst hard to pinpoint is well in excess of the operating “loss” of SHRC. More accurately, SHRC may be viewed as a strategic “cost to do business” for Peterborough, which results in Peterborough remaining a thriving and dynamic Southern Flinders Ranges centre.



SHRC HIGH LEVEL PROFIT AND LOSS

	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Income	\$171,912	\$205,442	\$224,773	\$225,689	\$239,208
Expenditure	\$315,629	\$387,078	\$417,448	\$385,184	\$401,263
Profit/Loss	\$ -143,717	\$ -181,636	\$-192,675	\$-159,495	\$-162,055

The increase in expenditure for the 2013/2014 period is a result of moving from a volunteer staffing model to an employee model. This results in a reduction in missed income opportunity due to staffing shortages. There will also be efficiency gains in roster management that is yet to be realised in the current numbers.

8. RISK STRATEGY

Risk management is the backbone of any sustainable business and whilst SHRC operates in a physically challenging environment, the greatest risk to the operation resides in the business environment.

Physical risk can be seen and managed – indeed there are proven industry processes to minimise this.

Business risk can be much more discrete and needs to be proactively addressed before it becomes an issue.

SHRC risk falls into three identified categories:

1. Physical (WH&S) risk/Public liability
2. Operational risk
3. Business risk – the key risk for sustainability

Each of these categories has been reviewed and a risk mitigation strategy or strategies applied. This is best summarised in the table below:

SHRC RISK MITIGATION STRATEGY

Category	Risk	Likelihood/Trend	Mitigation
WH&S/Public Liability	Staff injury – due to physical environment. Old machinery, tracks, uneven surfaces	Low to Medium/Decreasing	SHRC utilises the skills and processes of the Council Work, Health and Safety officer who conducts regular audits
	Visitor injury – due to physical environment. Old machinery, tracks, uneven surfaces	Low/Decreasing	SHRC utilises the skills and processes of the Council Work, Health and Safety officer who conducts regular Audits
Operational	Under staffing – due to volunteer staffing model	Low/reducing	Moved from a volunteer model to an employee model
	Failure of equipment	Low/Steady	Continued restoration plan and implementation of equipment audit schedule
Business	Reduction in visitation	Medium/Steady	Development of new products
			Refresh of existing marketing collateral
			Focus on growth or under developed markets
			Development of new channels to market

9. MARKETING STRATEGY

SHRC utilises a combination of traditional push and pull marketing strategies in conjunction with new technologies and social media channels.

Update and refresh the Sound and Light Show	Use of local talent, expertise and suppliers to refresh, enhance and modernise the Sound and Light Show	All	Increased \$ per visitor
Stay an Extra Day	Support the overarching Peterborough Tourism marketing campaign	All	Increase visitor numbers and \$

VISION

By 2020 the Steamtown Heritage Rail Centre will be the pre-eminent iconic visitor attraction in regional South Australia.

MISSION

The SHRC will be a professionally managed world-class visitor attraction celebrating the rail traditions of South Australia, with a focus on the railway heritage of Peterborough and the former Peterborough Division of the South Australian Railways, and materially contributing to the local and regional economies.

GOAL

Steamtown Heritage Rail Centre continues to be a sustainable and viable tourism operation by 2020.

KEY MEASURES

- ❖ That Steamtown Heritage Rail Centre increases visitation yield each year to achieve a break-even financial position by 2020.
- ❖ To increase standards of the professional Tour Guides through training and regular meetings.
- ❖ That a vibrant and viable, professionally operated SHRC will contribute directly and indirectly to the prosperity of Peterborough, and the visitor economies of the surrounding regions.
- ❖ That Steamtown Heritage Rail Centre increases visitation yield each year to achieve a break-even financial position by 2020.

SHRC MARKETING STRATEGY SUMMARY

Strategy	Plan	Target Market	Outcome
Introduce New Products – Heritage Rail Trail	Updated HRT initiative, brochures, fuel card prize and 3 minute HRT promotional video	Grey Nomads Family Special Interest Clubs	Increased visitor numbers
Refresh Web Page	Refresh the current web site to reflect the true image of SHRC	All	Increased visitor numbers
New Marketing Slogan	Peterborough – <i>“Stay an Extra Day”</i> campaign aimed at getting visitors to stay overnight	All	Increased visitor numbers
Work with Peterborough Tourism	To form the one Tourism Management Committee and maximise leverage from becoming an official VIC	All	Increased visitor numbers
Refreshed brochure	Increased distribution of the refreshed brochures to feeder town caravan parks	Grey Nomads Groups	Increased visitor numbers
Email Bomb	Email bombs to specific targets at the completion of new mobile application	Groups Schools	Increased visitor numbers
1 & 2 night packages	New mobile application for Peterborough Tourism that focuses on SHRC with 1 and 2 night packages	Grey Nomads Family Special Interest Clubs Groups Schools	Increased length of stay
Update and refresh the Sound and Light Show	Use expertise to refresh, enhance and modernise the Sound and Light Show	All	Increased \$ per visitor
Stay an Extra Day	Support the overarching Peterborough Tourism marketing campaign	All	Increase visitor numbers and \$

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> - Staff - Council support - Unique world class product ie. Sound & Light Show, Roundhouse and Triple Gauge Turntable - Paid professional Tour Guides - The SHRC is open daily - Peterborough is the first major town (or last heading east) in SA, west of Broken Hill - Major roads leading to Peterborough are all sealed - Excellent Visitor Information Guide covering Peterborough and immediate environs - Active community involvement in SHRC 	<ul style="list-style-type: none"> - Signage - Weather dependent attractions - Maintenance of buildings - All weather paths and access - Perceived lack of community support - Geographical location - Seasonal nature of visitor numbers - Documentation of procedures - Restrictive building guidelines for heritage listed sites - Much of the site is of an age where expensive maintenance is likely to increase over time - Insufficient reserves for major capital repairs/works - One dimensional - Low recognition of SHRC – where it is, what it offers - Most direct road route Broken Hill- Adelaide bypasses Peterborough - High administration costs - SHRC name inappropriate

Opportunities	Threats
<ul style="list-style-type: none"> - Work for the dole projects - Walking trail opportunity - Increased RDA support - Hero touring routes that feature Peterborough - New interactive displays and products - ‘Baby boomers’ demographics – inc. R.V.s & motorhomes - To become year round/non-weather dependent attractions - Attract a greater percentage of visitors from existing tourism traffic within the region and Peterborough itself. 	<ul style="list-style-type: none"> - Loss of professional Tour Guides - Availability of disposable income - Downturn in the State economy and tourism numbers in the region - Limited funding for operational and capital funding - Reduced funding from Council - Other attractions in the region - Not all visitors like trains

- | | |
|--|--|
| <ul style="list-style-type: none"> - Re-develop and upgrade the tourism trail between Broken Hill and Port Pirie - Greater conversion of transit (through) travellers to one or more night stays. - Increase length of stay. - Link with all known events programmed for Peterborough in the 12-18 months. - Strengthen relations with the RAA. - Strengthen ties with kindred bodies – National Railway Museum, Port Adelaide, SteamRanger – Victor Harbor Tourist Railway, St Kilda Tramway Museum and Pichi Richi Railways - Upgrade and enhance the Sound and Light Show - Target coach companies (long distance touring across Australia). - Target groups/clubs/schools – eg Probus – with a high propensity for travel. - Grant funding from State and Federal Government - Use of existing buildings and memorabilia for display purposes - Use of facilities for various functions - Establish a fuel competition for Grey Nomad market - Establish more selling points for commission - Promote rail history of Peterborough - Increase the use the theatrette - Increase regional “Ambassador” program - Broadening our gender appeal | |
|--|--|

OBJECTIVE 1

Steamtown Heritage Rail Centre will be financially viable through cost effective marketing.

STRATEGY

- 1.1 To increase visitation yield
- 1.2 To capture tourism traffic
- 1.3 To develop a more effective distribution network with other attractions, Visitor Information Centres in appropriate geographical locations and townships
- 1.4 Upgrade and develop the Sound and Light Show
- 1.5 Design, create and execute a Heritage Rail Trail fuel card competition with Port Pirie and Broken Hill
- 1.6 Increase the exposure of the 3 minute HRT promotional video throughout South Australia
- 1.7 Upgrade, develop and re-brand tourist attractions.
- 1.8 Continue to develop and enhance social media platforms

ACTIONS

- ❖ Maximise marketing leverage from being an officially accredited VIC at SHRC;
- ❖ Website and social media updated and fully utilized;
- ❖ Generate income through visitation/souvenirs at the SHRC;
- ❖ A detailed marketing plan be developed by the Steamtown manager which identifies the target market and appropriate activities;
- ❖ That relevant information on the clients of SHRC be maintained to ensure that marketing and advertising activities are successful and represent value for money;
- ❖ To increase the number of tourists from Broken Hill, Port Pirie and surrounding districts through Peterborough;
- ❖ Work with the South Australian Tourism Commission, Tourism Australia and local tourism committees and organisations and Visitor Information Centres;
- ❖ Investigate the international market and packaging and commissioning of the SHRC product;
- ❖ Commissions with local attractions and accommodation facilities within Peterborough;
- ❖ Explore visitor-generating initiatives eg special events.

OBJECTIVE 2

SHRC will be staffed and operated by professional customer focused staff and Tour Guides working in a co-operative environment.

STRATEGY

- 2.1 To increase our numbers of professional Tour Guides
- 2.2 To train and recruit high quality Tour Guides and staff

ACTIONS

- ❖ Achieve operational stability (ensure ongoing training for Tour Guides and staff);
- ❖ Further Community engagement with other organizations (through activities such as art displays, tree planting, training through schools) to assist in the workplace environment, the recruitment of volunteers and a high quality workplace.

OBJECTIVE 3

SHRC's infrastructure will be developed and maintained in a manner that ensures its ongoing sustainability.

STRATEGY

3.1 Constantly evolving and updated displays and the Sound and Light Show

3.2 Ensure current assets are maintained to the highest level

ACTIONS

- ❖ Fix Drainage at the site;
- ❖ Enhance entrance with landscape and plants;
- ❖ Ensure a maintenance plan is in place for facility/ exhibits;
- ❖ Establish a loan register for SHRC stock provided to other associations and groups;
- ❖ Audit surplus stock and organise for disposal of assets;
- ❖ Utilise existing buildings and memorabilia where appropriate;
- ❖ Introduce new technology for self-guided tours;
- ❖ Adopt an exhibit scheme with the community;
- ❖ Purchase stock for display if opportunity arises and is in line with SHRC policy and available funding.

OBJECTIVE 4

The Peterborough Tourism Management Committee (PTMC) will provide effective policy, governance and leadership to SHRC.

STRATEGY

- 4.1 That the PTMC adopt high standards of corporate governance and procedures to ensure financial viability
- 4.2 Encourage community interest and co-operation to ensure Peterborough's support for SHRC

ACTIONS

- ❖ Systems procedures are documented;
- ❖ Enhance VIC booking procedure enhanced;
- ❖ Secure additional grants through a structured 3 year plan of applications and identify what grants are available to the SHRC;
- ❖ Generate a greater engagement for the Peterborough community with the SHRC experience;
- ❖ Encourage individuals and community groups to adopt a carriage;
- ❖ Establish a fund for future capital work;
- ❖ Set a rolling five (5) year visitation goal to be reviewed by the committee and management on a six monthly basis.

10. CASE STUDY: “STAY AN EXTRA DAY” MARKETING STRATEGY

SHRC support of and leveraging off the “Stay an Extra Day” Peterborough tourism marketing campaign.

The philosophy behind the Stay an Extra Day creative strategy is about giving Grey Nomads/Drive Market on the Barrier Highway two things:

1. At least one good reason to turn off and take a look at our town.
2. At least one good reason to stay overnight.

Points of difference:

1. We have an industrial heritage story that is of national significance – how we became the steam heartland of Australia, moreover, one that got the unprecedented mineral wealth of Broken Hill out to market.
2. We are the only town in the region with a night-time tourist experience – Steamtown’s Sound and Light Show, a million-dollar production staged each evening.
3. We can offer an incredible value proposition by providing attractions that are free.

CREATIVITY

- We created the Heritage Rail Trail: In 2015, we designed a new and important self-drive trail that effectively removed the Barrier Highway bypass.

The Trail tells the story of the humble narrow-gauge railway that took ore from Broken Hill to Port Pirie and transformed the economy of Australia. It encourages Grey Nomads to stop at 14 towns along the 395km journey, breaking their journey at Peterborough with a visit to SHRC. It’s supported by a free Daytrippa digital guide for mobile devices and a beautifully-made free trail guide brochure.

- In 2017 we took the whole story to our neighbouring VICs in the guise of a \$50,000 promotional video for the Heritage Rail Trail.



HRT promo video in Broken Hill

CONVERSION

- The creation of the FREE Town Carriage Museum: In 2017, we completely refashioned and renovated the 2017 Sleeper Carriage to house a free museum complete with a Virtual Reality display.



The new Town Carriage Museum

- The creation of a FREE RV Park: In 2016/17 we built an RV park in the centre of town. We were the first RV- friendly town in the region.
- We established a FREE Taxi Shuttle service to the Sound and Light Show: In 2017, we offered a taxi shuttle to collect and drop visitors regardless of where they were staying in town. All they had to do was book for the Sound and Light Show. (Our research told us that once they're parked at 5pm, Grey Nomads like to have a glass of wine and don't like to drive!)
- We created FREE wifi in the Main Street as part of the 2017 upgrade.



Peterborough Main Street

ACHIEVING AND MAINTANING STANDARDS

- In 2017 we went through the rigorous process of getting Yellow *i* accreditation for a new Visitor Information Centre. This officially recognises excellence and standards and demonstrates the same to our visitors, who we know highly regard VIC services. (We were the first town to gain accreditation in four years.)
- Visitors are personally up-sold by trained staff in the new Yellow *i* VIC which was located inside Steamtown in 2017. The location means we can physically show them what is being offered (namely a dramatic production held in a spectacular outdoor setting) and more easily convince them on its merits. We could also offer them the services of a free taxi shuttle.



Steamtown Entrance with new Yellow *i*

DELIVERING THE KEY MESSAGES

- Draw a circle of a 400km radius around Peterborough, and every major town and caravan park within that circle has a range of Peterborough brochures on display. The brochures are updated 3-4 times a year. In 2017, the A4 Visit Peterborough guide was updated with a half page advert for the free RV Park.
- The Heritage Rail Trail is supported with a free 18-panel DL Trail Guide and a digital mobile app, free to download on mobile devices. In 2016 we created a \$50,000-value three-minute promotional video telling the story, which has been made available online and to all VICs – including our key 'gateway towns' of Broken Hill and Port Pirie. (The video was created at no cost thanks to third party support.)
- Each year we take the pop-up Peterborough road show to the big SA tourism trade fairs and expos, including the Caravan and Camping Show in Adelaide.

We have deliberately tailored our experiences to meet the needs and requirements of over-60s.

- We seek to employ over-60s staff and guides – people who are best placed to meet and anticipate our visitor's needs.
- Our Steamtown tours are kept relatively short (an average of 90 mins), however, we invite elderly guests to determine their own touring time and allocate them a private guide.
- SHRC guides have access to a mobile amplifier system to assist the hard of hearing.
- Town attractions provide seating, shade, air conditioned interiors, toilets and ramp access.

RESULTS

Peterborough, Stay An Extra Day – Timeline of Key Events And Results



KeyPoints: Since June 2013...

- Total sales have increased by 37%
- Total visitors have increased by 44%
- Overnight visitors have increased by 36%