



# STEAMTOWN HERITAGE RAIL CENTRE

## Strategy & Business Plan 2014 - 2018

*Adopted 20/10/14  
Res: 112/10/14  
Amended: 10/08/15*

## **VISION**

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. That a vibrant and viable, professionally operated SHRC will contribute directly and indirectly to the prosperity of Peterborough, and the economies of the surrounding regions.

## **GOAL**

Steamtown Heritage Rail Centre is a viable and iconic tourism operation by 2020.

## **KEY MEASURES**

- ❖ That Steamtown Heritage Rail Centre increases visitation yield each year by 5% (25% over 5 years) and increasing visitor numbers by 2% per year (10% over 5 years);
- ❖ That the level of satisfaction achieves 90% from surveys and TripAdvisor

## **SWOT Analysis**

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

<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> <li>- Work for the dole projects</li> <li>- Walking trail opportunity</li> <li>- Signage</li> <li>- Hero touring routes that feature Peterborough in some fashion</li> <li>- New interactive displays and products</li> <li>- ‘Baby boomers’ demographics – inc. R.V.s &amp; motorhomes</li> <li>- To become year round/non-weather dependent attractions</li> <li>- Attract a greater percentage of visitors from existing tourism traffic within the region and Peterborough itself.</li> <li>- Develop a tourism trail between Broken Hill and Port Pirie</li> <li>- Greater conversion of transit (through) travellers to one or more night stays.</li> <li>- Increase length of stay.</li> <li>- Link with all known events programmed for Peterborough in the 12-18 months.</li> <li>- Strengthen relations with the RAA.</li> <li>- Strengthen ties with kindred bodies – National Railway Museum, Port Adelaide, SteamRanger – Victor Harbor Tourist Railway, St Kilda Tramway Museum and Pichi Richi Railways</li> <li>- Continue negotiations with Great Southern Railway on possible joint packaging opportunities.</li> <li>- Target coach companies (long distance touring across Australia).</li> <li>- Target groups/clubs/schools – eg Probus – with a high propensity for travel.</li> <li>- Grant funding from State and Federal Government</li> <li>- Use of existing buildings and memorabilia for display purposes</li> <li>- Use of facilities for various functions</li> <li>- Establish a train for kids train rides</li> <li>- Establish more selling points for commission</li> <li>- Promote rail history of Peterborough</li> <li>- Use the theatrette</li> <li>- Involve local groups to improve displays and information</li> <li>- Broadening our gender appeal</li> </ul>	<ul style="list-style-type: none"> <li>- Loss of professional Tour Guides</li> <li>- Availability of disposable income</li> <li>- Downturn in the State economy and tourism numbers in the region</li> <li>- Limited funding for operational and capital funding</li> <li>- Reduced funding from Council</li> <li>- Other attractions in the region</li> <li>- Not all visitors like trains</li> </ul>

## **OBJECTIVE 1**

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

### **STRATEGY**

- 2.1 To increase visitation yield;
- 2.2 To capture tourism traffic;
- 2.3 To develop a more effective distribution network with other attractions, Visitor Information Centres in appropriate geographical locations and townships.
- 2.4 Develop a stronger identity

### **ACTIONS**

- ❖ Directional and interpretative signage to attract additional visitors to SHRC improved in the town and surrounding targeted destinations;
- ❖ Website and social media updated and fully utilized;
- ❖ Generate income through visitation and 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 Steamtown 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 to increase profile;
- ❖ Keep up to date with the international market and packaging and commissioning of the Steamtown product;
- ❖ Explore visitor-generating initiatives eg special events;
- ❖ Provide information to local attractions and accommodation facilities within Peterborough.

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## **OBJECTIVE 2**

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

### **STRATEGY**

- 1.1 To maintain professional Tour Guides;
- 1.2 To train and recruit high quality flexible 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;
- ❖ Recruit people who can train in the roles of front counter service and tour guiding;
- ❖ Target 50% of current staff to train in front of counter techniques.

### **OBJECTIVE 3**

Steamtown Heritage Rail Centre's infrastructure will be developed and maintained in a manner that ensures its ongoing sustainability.

#### **STRATEGY**

- 3.1 Constantly evolving and updated displays;
- 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 Steamtown 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;
- ❖ Investigate restoration works through community groups and Work for the Dole;
- ❖ Investigate other attractions that value add to Steamtown.

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### **OBJECTIVE 4**

Steamtown Heritage Rail Centre's Committee and management will provide effective policy, governance and leadership.

#### **STRATEGY**

- 4.1 That the Committee and Management of SHRC 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 Steamtown Heritage Rail Centre;

#### **ACTIONS**

- ❖ Systems procedures are documented;
- ❖ Enhance VIC booking procedure;
- ❖ Secure additional grants through a structured 5 year plan of applications and identify what grants are available to the SHRC;
- ❖ Generate a greater engagement for the Peterborough community with the Steamtown 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.