

*District Council of Peterborough*



*Amalgamated 1997*

# TOURISM STRATEGY

## 2013 – 2017



Adopted : Council Meeting 18<sup>th</sup> February 2013

Motion No. : 13/02/13

Amended 15/02/16, Motion No: 13/16

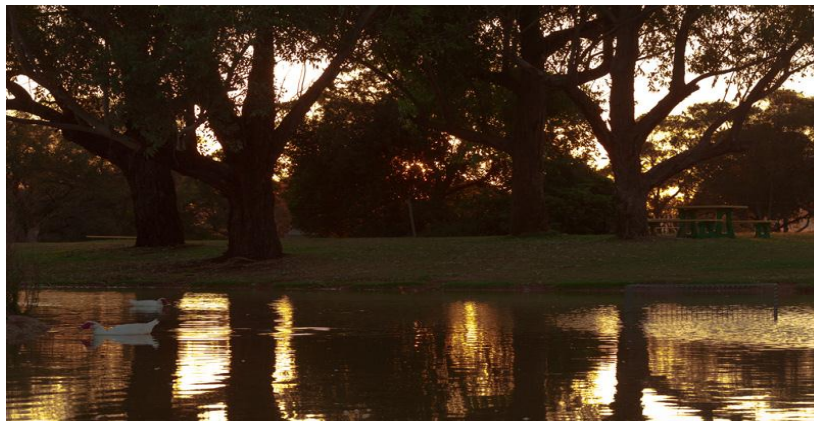
## Foreword

**T**ourism is an important factor in Peterborough's Economic mix, especially due to the lack of other major industries. Tourism provides the lifeblood for many small businesses and provides jobs for the local community and injects valuable Dollars into the local Economy.

Tourism provides directly 33,000 jobs in South Australia which represents 4.1% share of SA's Economy. Tourism injects \$2,053 Billion per year into South Australia's Economy representing 2.3% of SA's total Economy. (Tourism Research Australia 2010/11).

Whilst there are no official figures available for the DCP (District Council of Peterborough) based on figures collated from the VIC and others, it is estimated that visitors spend annually around \$2 million in Peterborough and the Tourism sector employs around 140 local people. Currently approximately 14,000 people p.a. go through the Visitor Information Centre and approximately 19,000 in total through the town; Tourism can make an even greater contribution in the future; it is a sustainable industry sector, which properly managed, will continue to thrive for generations to come.

In 2009 the District Council of Peterborough invested \$200,000.00 to set up the Steamtown Heritage Rail Centre with a total investment of close to \$2million which went from strength to strength attracting 13,000 paying visitors in the 2012 financial year. In July 2012 the District Council of Peterborough took over the operation and management of the Visitor Information Centre including marketing and promotion, which up to then was operated on a volunteer basis. The *Peterborough Tourism Management Committee* was established which developed this Tourism Strategy.



Victoria Park

- A. Our vision for Tourism in Peterborough
- B. Our challenge for the future
- C. Projecting our distinctive strengths
- D. Investing in product excellence
- E. Providing an outstanding experience
- F. Working together in partnership



Our vision for the future

*Our vision is to build on Peterborough's existing tourism assets and improve the visitor experiences, to encourage visitors to come, stay and utilise the town as a base from where they can explore the town and its surroundings. Our vision is to involve more businesses in tourism planning, investment, marketing and promotion. The future of Peterborough is to become the 'hub' of tourism for the mid-north.*



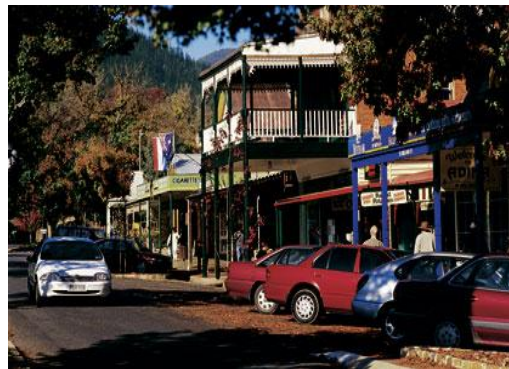
New attractions



Trendy Cafes & Restaurants



Up-market accommodation



Improved Street scapes



Events





### Our challenge for the future

**T**ourism in Peterborough is mainly dependant on the grey Nomad market which is transiting from interstate, touring the Flinders Ranges or travelling from East to West or South to North and vice versa and the intrastate Market (SA). Whilst the word of mouth promotion about Steamtown's *Sound & Light Show* is spreading rapidly most of these travellers know little or nothing about the town and its tourism offerings. The town itself features many historic buildings but with the exception of a few, need urgent renovations, especially in the Main Street, to encourage more visitors and travellers to stop, rest or stay. While Council has started to do their bit, private Enterprise has to be encouraged to do theirs.

While there is a huge potential, the tourism offerings are still patchy and it is difficult to attract new private investment. However Peterborough is looking to establish future tourism experiences that capitalise on the rich heritage and cultural history of the town such as the possible development of the Peterborough Print Shop, Peterborough Cemetery Tours, and the YMCA – which will incorporate the Meldonfield Miniatures and rooms displaying the history of Peterborough and the region.

The holiday market is seasonal with little business coming in between December and February, and alternatives have to be found and developed to increase visitation and business during that time.

The tourism market is also volatile, depending on petrol prices, on the state of the economy and the spending pattern of the disposable income which are external factors together with increasing competition from other destinations offering more appealing experiences.

Changing tastes and market demand is another challenge; if we don't provide the products, services and experiences people want, then tourism will decline or not happen.

The impact of new technology affecting how people plan and organise their leisure time is also a challenge, and effective promotional materials and distribution channels have to be developed in cooperation with the private sector.

The Global Financial Crisis (GFC) followed by consumer uncertainty is another example of external challenges which can occur and have affected the spending pattern of Australians especially in the retail sector but also the tourism sector. The increase in petrol prices provides obstacles especially for destinations far away from the major population centres, like Peterborough.

The fierce airline price competition in the domestic market makes far away destinations within Australia more attractive to visit by plane and the high Australian Dollar makes overseas destinations especially in Asia also more affordable and attractive, which have negative effects on the domestic touring market. Climate change with extreme and adverse weather conditions must also be taken into consideration.

### The scope of the strategy

The definition of tourism embraces the whole visitor economy – the network of places, people and businesses that services the needs of people visiting Peterborough for business, pleasure from Intra-state, Interstate and Overseas.

### Why is Tourism important

Tourism is a powerful tool and has ramifications which extend far beyond the economic. It can be a powerful tool and stimulus for regeneration and it can help to underpin the social and environmental fabric of places. Tourism is worth supporting because it:

#### ***Attracts additional income***

*Tourism is unlike other service industries in that it operates like an export industry, bringing money in from outside the town or region which flows into local businesses and households. Many service industries merely recycle money within the economy.*



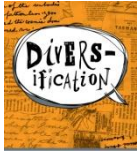
#### ***Tourism generates jobs and supports business***

*It is estimated that visitors to Peterborough inject approximately \$2.1million into the Peterborough economy. With this 'additional' income, it either generates or contains full time and part time jobs in many local businesses i.e. Cafes, pubs, gas stations, shopping etc. Accommodation, attractions, general retail business and services industry.*

The hospitality industry in Peterborough employs approximately 140 people. It is a lifeline to many small businesses which could not survive on the spending power of the local population alone.

### Number of people employed in the Hospitality industry in Peterborough

Business	Full Time	Part Time
Café 229 on Main	1	4
Fish café	2	
Tinsmith's Cottage	1	
Railway Hotel	2	14
Peterborough Hotel	1	9
Peterborough MOTEL	2	2
News agency / The Burg	2	3
Foodland	4	30
Take a Break Café	2	3 (April-October)
Junction Hotel	2	7
Compass Automotive	1	1
Caltex Service Station	2	4
Federal Hotel	1	7
Tourist Carriage		2
Steamtown Museum	2	
History/Library		1
Peterborough Motor Inn	2	5
St. Cecilia's	1	2
Peterborough Caravan Park	2	1
Chemist	1	1.5
Motorcycle Museum	2	
Willangi Escapes	2	2
Tennyson B & B	2	
	40	100.5



### **Tourism diversifies the economy, a sustainable sector**

Developing tourism does not preclude attracting other economic activities but it adds another string to the bow. Other industries may come and go (as Peterborough has experienced) but tourism is driven by natural resources of the region and the skills of its people and is sustainable in the long term.



### **Tourism makes Peterborough a better place**

Visitor spending can help support a wider range of social and cultural amenities from pubs to post offices and buses to bistros. It promotes a positive image and celebrates what's best about it which boosts local pride and helps attract inward investment. It can be a powerful tool for regeneration and actively supports the conservation of Peterborough's natural, built and cultural heritage. The strategy supports measures which benefit both visitors and the local community.

## TOURISM in the and Peterborough

We begin by reviewing tourism in the Flinders Ranges and in Peterborough summarising current trends and how it performs.

### OUR VISITORS



#### Visitor profile

The entire Flinders Ranges and Outback region receives around 570,000 visitors per annum; Peterborough's share is estimated around 3% of that. The interstate market for the Flinders is 34% whilst it is 73% for Peterborough. The intrastate market for the Flinders is 59% and for Peterborough 26%, the international share for the Flinders is 7% and 4% for Peterborough. The interstate market for Peterborough is led by NSW, followed by Victoria, and then Queensland. The intrastate visitors are mainly from the greater Adelaide region.



#### Tourism trends

During the past 3 years till about mid-2012, visitation to Peterborough increased steadily partly due to the Lake Eyre situation (full of water) which attracted around 10% more visitors to the town and the development of Steamtown Heritage Rail Centre as a major Tourist attraction in the Southern Flinders Ranges, which attracted around 3,000 overnight visitors alone, mainly because of the Sound & Light Show. Economic uncertainty, increased fuel prices and cheap domestic and overseas air fares caused a downturn spiral in visitor numbers.

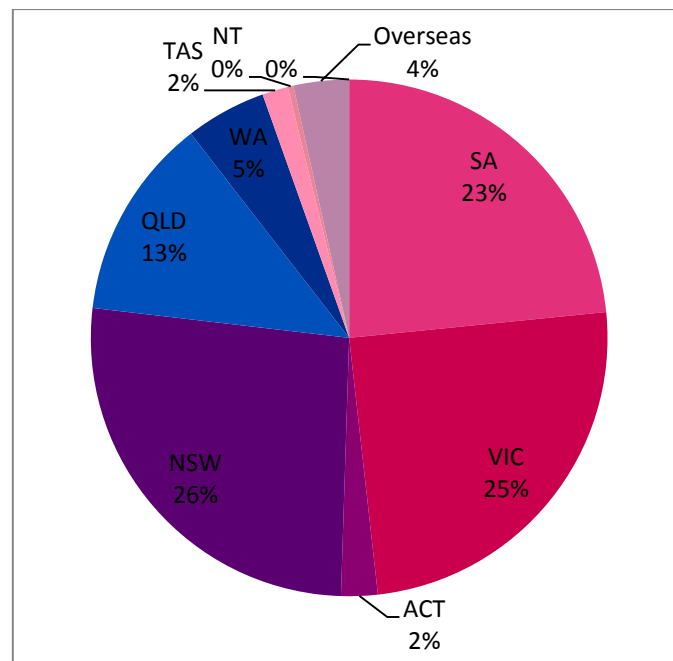


#### What do visitors think?

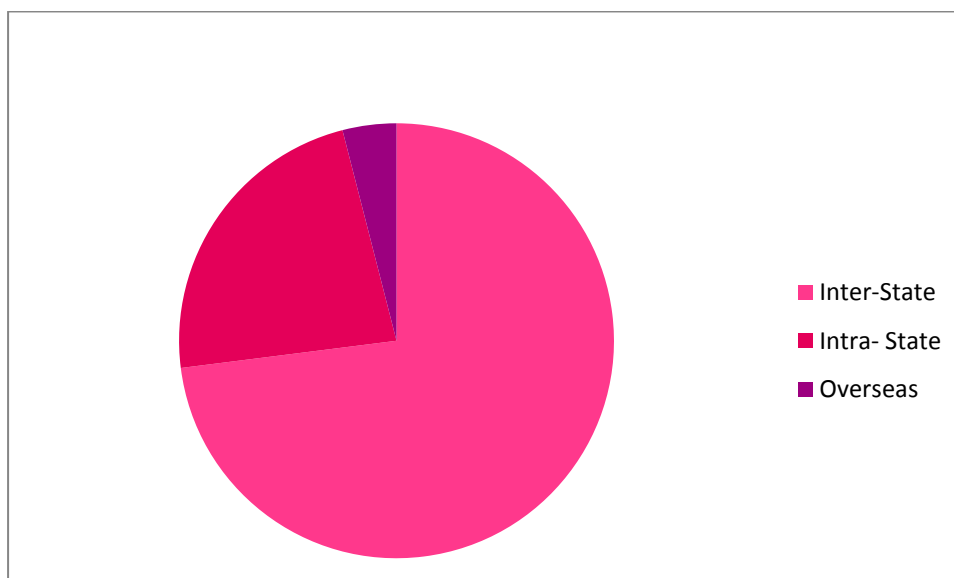
Peterborough is largely unknown as a tourist destination and viewed by most interstate visitors as a resting spot or place for refuelling. The same can be applied for the intrastate visitors who have little knowledge of what the town has to offer. This has changed slightly since the introduction of Steamtown's Sound & Light Show.



On the positive side, visitors who stayed in town were impressed about the variety and numbers of attractions the town has on offer and quite often extended their stay from one to several nights. Many visitors said: "If I would have known that before I would have planned more time to spend here."



**Origin of visitors to Peterborough**



**Visitor Share for Peterborough: Interstate, Intra State and Overseas**



#### Annual Visitor Summary June 2010 - 2012

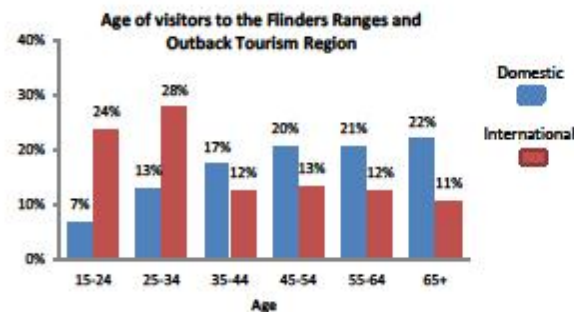
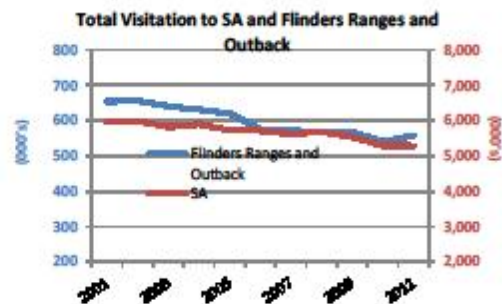
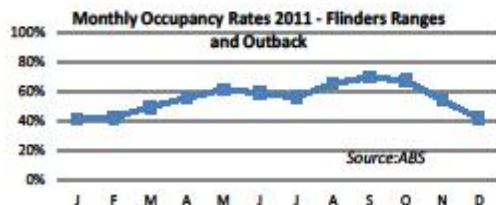
	Intrastate	Interstate	Total Domestic	International	Total visits
Visits	336,000	192,000	528,000	42,000	570,000
%	59%	34%	93%	7%	100%
Nights	1,268,000	912,000	2,180,000	266,000	2,446,000
%	52%	37%	89%	11%	100%
Average Length of Stay	3.8	4.8	4.1	6.3	4.3

#### Average Annual Visitors

DAY TRIPS	Average annual Day Trips to the Flinders Ranges and Outback Tourism Region				471,000
	Holiday	VFR	Business	Other	Total
Visits	284,000	112,000	128,000	58,000	570,000
%	50%	20%	22%	10%	100%
Nights	1,153,000	371,000	670,000	253,000	2,446,000
%	47%	15%	27%	10%	100%
Average Length of Stay	4.1	3.3	5.2	4.4	4.3

#### Hotels, Motels and Serviced Apartments with 15+ rooms

Establishments	Rooms	Occupancy	Takings \$m
31	1204	56%	\$26



Annual Visitor Summary June 2010 - 2012 Average Annual Visitors Domestic International REGIONAL TOURISM PROFILE JUNE 2010 - 2012



### **The Tourism Offer**

Peterborough is located close to the Barrier Highway with traffic passing from East to West and vice versa, able to catch the NSW, Queensland and Western Australia Market, but also the Victorian market coming from the South. The greater Adelaide region has to travel around 250km to reach the town, which can attract the short break and weekend market. Visitors interested in heritage can combine the Heritage offer starting with the Burra (Mines) the Rail-Heritage offer of Peterborough/Terowie, and continuing to the Wilpena region with the Heritage Blinman Copper Mine at the other end.

In Peterborough visitors can experience the Heritage Rail Centre, the various heritage points within the town including attractions such as Meldonfield, displays in the YMCA building, Dragons Rest, Greg Duggan Lookout, Victoria Park, the Motor Bike Museum, and soon the historic Gold Battery and Print shop. Steamtown Heritage Rail Centre offers a "Museum with a difference" and every night SA first and only Sound & Light show. The town offers a variety of accommodation outlets, ranging from pub, motel and Caravan accommodation to unique and upmarket B & B's. A variety of Cafes and dining facilities provide good service to the travellers. The town offers guided tours for coach groups to explore the history of Peterborough and has some emerging annual events i.e. Art & Cultural Festival, Rodeo and horse drawn carriages event.



### **Accommodation stock**

There are 4 motels in town (Railway Hotel, Peterborough Motel, Peterborough Hotel, and Roundhouse Motel) of which only one can cater for a full coach load on a shared room basis. Peterborough has 1 Caravan Park, offering powered and unpowered sites as well as self-contained units, and there are 2 Bed & Breakfast places (Tennyson Hall and St. Cecilia's).



### **Cafes and restaurants**

Peterborough at present has 4 Cafes, (Café on Main 229, Take a Break Café, Fish Café and Tinsmith's Cottage; 4 pubs (Railway Hotel, Peterborough Hotel, The Junction and The Federal Hotel) all providing lunch and dinner, with one Motel (Roundhouse Motel) set up with a restaurant; there are 2 take-away outlets in town (Railway Hotel and Peterborough Hotel).



### **Services**

Peterborough has a Supermarket, Butcher shop, Hair dresser, 7 days a week Petrol station, Banking facilities including 24 hours ATM's, a Swimming pool, Brick-a-Brack shop, News Agency and Post office, various worshipping facilities, Laundromat, a Golf course, Medical Centre and Hospital, Physiotherapist, Real Estate agents, Auto repair and mechanic shops, Pharmacy, Sports facilities, i.e. Basketball, Football, Tennis courts; Library with internet access; Service Clubs; and 24 hours policing.

## **SWOT ANALYSIS**

### **STRENGTHS**

- Good accessibility for interstate visitors: close to the Barrier Highway (East/West) close to the cross roads of South/North.
- Easily accessible on the way to the major Tourist attractions in the Flinders Ranges (Wilpena Pound, Arkaroola, Lake Eyre).
- Strong Heritage assets: Rail heritage within the town and surroundings, linked to the past (Transcontinental Railways and The Old Ghan)
- Steamtown Heritage Rail Centre with Heritage listed buildings and facilities
- Friendly local environment and people
- Good range of attractions : Motorbike Museum, Meldonfield-Display, SHRC, Sound and Light Show, Dragons Rest, Victoria Park, Greg Duggan Lookout, Willangi 4WD adventures , YMCA building & displays, Print Shop and History rooms
- Good country-accommodation facilities

## WEAKNESS

- Distance from major SA market, Adelaide
- Customer have a poor or no perception of Peterborough
- Poor or no perception what is on offer
- Poor local understanding of the tourism industry, its value and benefit for the town
- Poor efforts in cooperative marketing and promotion
- Tired looking Main street space
- Limited funding and staffing
- Lack of new business/tourism investment to address market needs
- Lack of upgrading various private facilities
- Lack of sufficient number of staff/volunteers to keep VIC open 7 days a week from 9-5

## OPPORTUNITIES

- Working more cohesively with the entire business sector
- Take advantage of the existing Tourism flow to the Flinders Ranges (Wilpena)
- Developing Events and the MICE (**M**eeting,**I**ncentive,**C**onference,**E**vents) markets
- Promote the benefits of tourism to the wider local Community
- Increase international market
- Develop and introduce new promotional and marketing tools
- Develop and introduce better distribution channels
- Engage more Volunteers to achieve 7 days a week 9-5 opening hours

## THREATS

- Fluctuating global economic conditions and availability of disposable income
- Petrol Prices
- Climate Change which can effect visitation
- Competition from nearby tourism products
- By-pass being built around Peterborough
- Deterioration of Main street appeal





### A strategy for the future and an Action Plan



Peterborough can have a positive future in Tourism. There is scope to strengthen and expand tourism and the contribution it makes to local and regional prosperity.

The future lies in capitalising on what this town and region is special for and stands out from the ordinary: its unique Heritage and Rail history, its friendliness, its geographical location to other major tourism-destinations, i.e. Flinders Ranges and Outback, its spectacular surroundings in the Southern Flinders Ranges.

The strategy is threefold:

1<sup>st</sup>: providing a tourism infrastructure and product which matches up to the quality and appeal of the regions natural assets as well as to consumer expectations and making our potential audience more aware of the special qualities/products Peterborough and its surroundings have on offer.

2<sup>nd</sup> The Tourism Management Committee has to show leadership and strengths to produce and implement an action Plan for the next four years, pointing out the proposals of what to do and outlining responsibilities for taking the strategy forward. Other stakeholders i.e. SATC, Southern Flinders Ranges Tourism Authority, RDA Mid-North & Yorke should be encouraged to play their part as should be surrounding Councils as there is plenty of overlap and benefits for all.

3<sup>rd</sup> The private sector plays the most important part in this strategy and it is essential to include and involve them wherever possible

In the light of the preceding analysis this section sets out the vision and general direction for tourism over the next four years. This is supported by the feedback received from the consultation process.

**WHAT DO WE WANT TO ACHIEVE**

We want to develop a successful and sustainable tourism industry in Peterborough which generates wealth and employment for the town, draws on and sustains its special environment, culture and heritage, contributes to quality of life for the local community and brings enjoyment to visitors.

This means:

- Raising awareness of the importance of tourism to the town
- Creating and supporting worthwhile jobs and business opportunities
- Benefiting the local economy through strengthening the image of Peterborough and linkages with other sectors of the economy
- Contributing to the vitality of the town and quality of life for people living and working in Peterborough and endangering local pride
- Providing an exceptional experience for all visitors which reflects well on Peterborough and promotes overnight stays and return visitation

Strategy:

## Marketing & Promotion



**Projecting our distinctive strengths**

### Market Driven

Peterborough Tourism's marketing focus must concentrate on the interstate market which represents around 60% of the total market share and on the South Australian market which represents around 40% of the total market and originates mainly from the greater Adelaide region.

Niche and special events markets must be developed and targeted. Whilst new events should be pursued, existing events should be analysed to decide what growth potential they have (in visitor and Dollar terms) at what cost and then nurtured.

Even though the international market represents only 4% of the total market, it can deliver tangible results especially during the low season (December-February) when the European travellers are touring around Australia who are interested in nature, heritage and history which we have in abundance.

Peterborough Tourism must develop a marketing mix to rationalize marketing activities and placing strong emphasis on PR and Web-based marketing activity.

### Inspiring Information

Peterborough Tourism must ensure that an effective local and regional information distribution system is established with excellent promotional material on hand and experiment with digital media and will equip the front line staff with all necessary tools to act as information ambassadors.

## Strategy: **Product and Business Development**

### **Stronger impact**

Peterborough Tourism must project a more coherent message focusing on existing products i.e. (Motorbike Museum, SHRC, Dragons Rest, Victoria Park, Heritage Walks, Sound & Light Show, The Burg) but also introducing new products i.e. YMCA Displays incl. Meldonfield's Miniature displays, the Old Peterborough Railway station, plus Heritage/history displays, the Old Print shop, future bicycle-tracks, possible War Museum and the Gold Battery, to create a greater awareness about the variety and volume of experiences on offer, including attractions and activities in the immediate surroundings, i.e. Terowie, Orroroo. The MICE market (**M**eeeting, **I**ncentive, **C**onference, **E**vents) will be developed and pursued to bring additional visitors and money into town especially during the low season.

### **Investing in Product excellence**

Peterborough Tourism must stimulate tourism-development and investment in the core products (attractions, events, accommodation, Restaurants, venues) to meet the needs of a changing marketplace, to exceed our customers' expectations and rival the best elsewhere. Our core product needs to enhance and complement the region's key strengths and be tuned to the need of the target markets.

### **Quality accommodation**

Peterborough Tourism must take a leading role to encourage the improvement and the quality of existing accommodation outlets to meet the market needs and comparing it with our competitors in the region.

Peterborough Tourism must encourage the improvement and investment in existing visitor attractions and local events and assist to increase their visibility and exposure to visitors.

### **Excellence in attractions and activities**

Peterborough Tourism must assist to strengthen and develop centres of excellence, to improve the activity infrastructure and fill gaps in the network of routes, support the activity, event and attraction sectors to generate more business and make it easier for holiday makers to access activities.



Future Bike Tracks



Build up an existing Horse Drawn Carriage Event to a major event



Develop an annual major Bike Event



Develop an annual major Street event



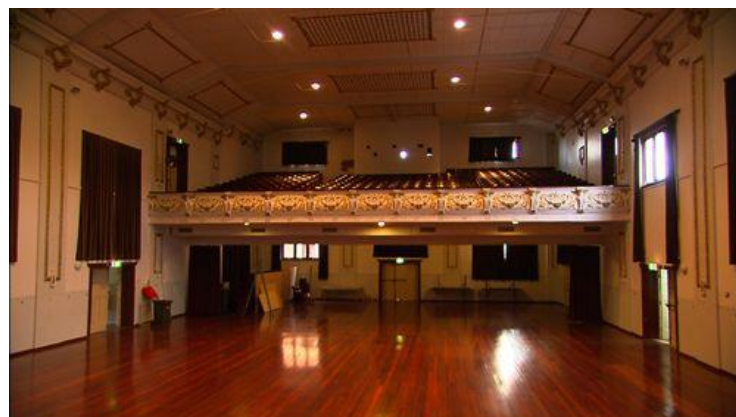
Develop and utilise unique venues to attract the MICE market



Steamtown Heritage Rail Centre unique Diesel Shed



Develop historic Train Carriages into upmarket conference venues



Promote and utilise Peterborough's unique Town Hall

## Strategy: Visitor Information & servicing



### Customer service

Peterborough Tourism must continuously work with the private sector to achieve maximum customer satisfaction across the retail, hospitality & service industry involving the relevant businesses and agencies to develop, implement and monitor a customer satisfaction system. This will enable the industry to act where necessary, take advantage in promotions and can open future business opportunities.



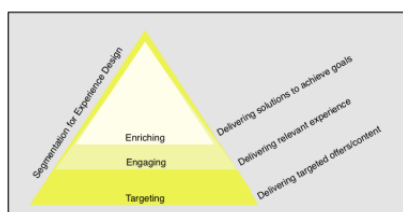
### Providing an outstanding experience

Peterborough needs to deliver a total quality experience from arrival to departure, making it a delight to spend time in Peterborough and using Peterborough as a base. Positive first impressions, easy to move around and get the most from the visit, a warm welcome and good service everywhere you go, distinctive and well cared for places to visit. Peterborough Tourism should take a leading role to encourage and reward the business community to achieve this.



### Well-managed places

Peterborough Tourism must adopt an integrated approach to destination management; identify tourism facilities which will receive priority treatment and actively experiment with new ways of delivering tourism services and management at the local level.



### Enriching experiences

Peterborough Tourism will develop a richer local experience through widening the attraction/activity scene, encouraging events and festivals, exposing visitors to art, heritage and culture events, to local produces and develop a niche market for conferences and meetings through unique and themed venues.



### Skilled people

Tourism Peterborough will search for possibilities to access training facilities for the local hospitality industry to maintain and develop relevant skills needed across the tourism industry, to enhance jobs and career opportunities for local people.



### **Working together in Partnership**

Peterborough Tourism has to develop close working relationships through the VIC and the Management Committee to harness the energies of the public, private and not for profit sectors, as well as Council encouraging a climate of cooperation and mutual support, moving tourism up the agenda, seeking more efficient and transparent ways of working and becoming more evidence driven (through developing and collating relevant data).



### **Effective organisation**

Peterborough Tourism must develop to a lead agency to develop and enhance Tourism in the town and the region. Peterborough Tourism must earn the respect and support of the private sector, public and Council. To achieve this, the Management Committee must clearly delineate roles and responsibilities for tourism in Peterborough to eliminate overlap and make more efficient use of resources.



### **Better recognition for tourism**

Peterborough Tourism must communicate the importance and achievements of tourism to decision makers in Council, businesses and the community more effectively to change attitudes; ensures tourism interests are represented and build a reputation as a responsible industry and a good neighbour.



### **Sound evidence**

Peterborough Tourism must undertake research and data collection, fill gaps in knowledge and disseminate and share this information to improve decision making and effectiveness.



## Objectives and Actions

**Objective:** **Develop the Events Market to increase business in off season**

**Action:** Identify events which have local support to be staged, operated and managed; look at the competitive angle;

- A. Motorbike Museum – annual event of Bike enthusiasts, including displays and street race; can be combined with other heritage displays (PUMPS group).
- B. Enhance Horse drawn carriage event, which can be developed into a weekend event with street rides, and other activities, i.e. markets or art and cultural events.
- C. Street event/party with local food products on offer from the Southern Flinders Ranges
- D. Annual Steamtown event

To achieve this close consultation/communication is required with the various groups who actually have to run or play a leading part in these events.

**Who:** VIC, Management Committee, Bike Museum, G & C Tyres for Horse Carriages, SHRC, Southern Flinders Ranges Fruit & Veggie Producer, Olive Oil Producers etc.

**Objective:** **Develop the Meeting Market**

**Action:** Collate, publish, distribute & market relevant venue-data with details about venue capacity, accessibility to relevant accommodation, and highlight the uniqueness to a niche market. Encourage future development of unique venues, i.e. Rail Carriages, through market research and analysis and engage in direct niche marketing activities.

**Who:** VIC in cooperation with DCP, and industry and Management Committee



**Objective:** **Develop marketing and distribution tools to reach our target Markets**

**Action:** Engage local businesses and local Councils to produce printed/electronic promotional/sales and display material which reaches our target markets; identify our distribution channels, which can deliver tangible returns to the advertisers. This has to be done on an annual base. Engage local operators in advertising/marketing and PR activities and promotions.

**Who:** VIC, local Industry, local Councils and Management Committee

**Objective:** **Develop a research system which provides the industry, Council and the community with valuable customer feed back**

This enables us to identify possible gaps in our range of tourism products, tourism infrastructure as well as our service level; we also will be able to provide valuable advice to the local community and Council including the value of Tourism.

**Action:** Engage the local business community to develop and implement a consumer research document which provides valuable information about what visitors like/dislike, what they would like (and we don't provide) the service level we provide to them and their tourism expenditure in town. This is intended to be an ongoing project.

**Objective:** **Spread the message about the value of Tourism**

**Action:** Prepare and distribute on a monthly base tourism data to Council and the local Community focusing on Tourism expenditure, and employment in the town. Consider once a year an information evening with local businesses and the public

**Who** VIC and Management Committee

**Objective:** **Produce a stronger Impact in the market place for Peterborough**

**Action:** Ensure that future marketing and promotional material, public relation exercises etc. will present Peterborough as a centre of multiple tourism activities so people will stay longer and use it as a base; that includes the new to be developed MICE market and events.

**Who:** VIC, private business, local Councils and Management Committee

**Objective:** **Enhancement of Main Street Appearance**

**Action:** Work continuously on the improvement of the Main Street appeal, and that includes signposting, cleanliness, and appearances through communication with the relevant parties, to which customer research/comments will come handy

**Who:** Management Committee, VIC, local businesses and groups

**Objective:** **Inspiring information**

**Action:** Develop new and effective marketing and promotional tools for print, electronic, and visual approaches including web-promotion and sales which supports our other goals to achieve our ultimate outcome

**Who:** VIC, private sector, Council and Management Committee

**Objective:** **Sound evidence and Customer service**

As in every business, all actions and activities should be based on sound evidence from customers' feedback and market research. This provides essential information where our business is coming from and going to, where we travel well, where we have to improve, or introduce changes or have new business opportunities

**Action:** Develop a substantial but easy to fill in research document in cooperation with businesses, and ensure regular collation and analyses

**Who:** VIC, business and Management Committee

**Objective:** **Excellence in attractions/actives**

**Action:** To ensure visitors will have the best experience, close communication with customers and local business is essential; to achieve this, the previously mentioned research data-papers will assist. Businesses should be encouraged to get official Tourism accreditation, enter Regional and State Tourism Awards and keep updated with tourism trends.

**Who:** VIC, Management Committee, Businesses

**Objective:** **Skilled people**

**Action:** Ensure that the local hospitality industry is informed (and hopefully take advantage) of any training courses to improve various skills, provided by a number of agencies; some of these courses are even free of charge.

**Who:** VIC, Council, Management Committee, SATIC, SATC, RDA

**Objective:** **Better recognition**

The understanding of the importance of Tourism in Peterborough not only for the business community, but also for the general community is poor and therefore lacking in strong support. This has to change.

**Action:** Regular announcements and consultations with the various local people and groups must occur, where actual figures are released revealing the value of Tourism.

**Who:** Management Committee, VIC, Business Community

**Objective:** **Achieve accreditation of the Peterborough Visitor Information Centre**

**Action:** Start the process of accreditation with membership in SATIC; continue the efforts to recruit sufficient numbers of volunteers to man the VIC on weekends from 9-5 and assist the staff during weekdays especially lunchtime breaks.

**Who:** VIC, Management Committee