

DRAFT

Albury Wodonga

Destination
Management
Plan 2024-2028





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Acknowledgement of Country

We acknowledge the Traditional Custodians of the land in which we live and work, and we pay our respects to Elders past, present and future for they hold the memories, cultures, tradition and hopes of Aboriginal and Torres Strait Islander people that contribute to our community.

Our Destination Vision

By 2028, through the development of a stronger base of authentic products and experiences, Albury Wodonga's visitor economy will evolve from a great place to visit into a bucket list destination, driving the region's social, cultural and economic success.



Executive Summary



The Albury Wodonga Destination Management Plan 2024-2028 is an evidence-based strategy that guides the visitor economy support roles and functions of AlburyCity and Wodonga Council through the destination brand *Albury Wodonga*. This follows a commitment made by both Councils to take a leadership role to respond to the region's visitor economy needs and opportunities, to grow a vibrant visitor destination.

Albury Wodonga's visitor economy is growing, playing an increasingly important role in the development of the region's social, cultural, and economic success. To guide future prosperity, the Albury Wodonga Destination Management Plan (DMP) presents a well-considered roadmap with initiatives designed to help attract more visitors to Albury Wodonga; increase visitor spend; grow visitors' average length of stay; enhance visitor experiences; and increase the destination's profile nationally and internationally.

These strategic objectives are underpinned by the destination vision, that, **by 2028, through the development of a stronger base of authentic products and experiences, Albury Wodonga's visitor economy will evolve from a great place to visit into a bucket list destination, driving the region's social, cultural and economic success.**

Aligned with the five strategic pillars of the NSW Government's *Visitor Economy Strategy 2030* and the five product priorities of *Experience Victoria 2033*, the focus areas and initiatives are designed to realise the destination vision, by guiding decision-making in five focus areas, through a range of initiatives that address:

To ensure effective implementation, AlburyCity and Wodonga Council, working in collaboration with other destination stakeholders, will continually monitor, assess and report on the implementation of the actions in this Plan and the achievement of key milestones. Implementation progress will be monitored and evaluated using a combination of output measures related directly to the recommended actions and their implementation as well as some broader outcome measures (metrics).

The Albury Wodonga Destination Management Plan 2024-2028 will be reviewed annually to ensure that implementation priorities reflect current needs as well as expectations for the future. Aligned with the *Towards Albury 2050 Community Strategic Plan*, the *Wodonga 2050 Community Vision*, as well as Albury City's and Wodonga Council's Corporate Plans, its implementation progress and identified priorities will be used to inform ongoing operational planning and delivery.



1. The Albury Wodonga Destination Management Plan



Destination Management Plan

Purpose and Objectives

The Albury Wodonga Destination Management Plan 2024-2028 is an evidence-based strategy that guides the visitor economy support roles and functions of AlburyCity and Wodonga Council through the destination brand *Albury Wodonga*. This follows a commitment made by both Councils to take a leadership role to respond to the region's visitor economy needs and opportunities, to grow a vibrant visitor destination.

Strategically located on either side of the Murray River on the border of New South Wales and Victoria, approximately 300 kilometres north-east of Melbourne and 580 kilometres south-west of Sydney, Albury Wodonga is a vibrant region of two cities and one community with a combined population of more than 100,000 residents. A destination for almost 1.7 million visitors annually, Albury Wodonga is also a natural meeting place and has been for many thousands of years.

Albury Wodonga's visitor economy is growing, playing an increasingly important role in the development of the region's social, cultural, and economic success. As a destination, Albury Wodonga offers unique natural assets and attractions including Lake Hume, the Murray River, the High Country Rail Trail, Wonga Wetlands, four distinct seasons, hills and vistas, parks and gardens and more.

Cultural connection to place is underpinned by signature experiences including the Yindyamarra Sculpture Walk, Wonga Wetlands, Burrinja Cultural Centre and Wodonga's Crossing Place Trail. A depth and diversity of arts and cultural attractions and experiences include the Murray Art Museum Albury (MAMA), Bonegilla Migrant Experience, Gateway Village, Flying Fruit Fly Circus (and annual Borderville Circus Festival), HotHouse Theatre, Albury LibraryMuseum and Hyphen - Wodonga Library Gallery. As the hub of a diverse region, Albury Wodonga is the ideal location for business and events, with its diversity of venues and accommodation.

To guide future prosperity, the Albury Wodonga Destination Management Plan (DMP) presents a well-considered roadmap with initiatives designed to attract more visitors to Albury Wodonga; increase visitor spend; grow visitors' average length of stay; enhance visitor experiences; and increase the destination's profile nationally and internationally. Informed by research, stakeholder consultation and data analysis, the DMP articulates how AlburyCity and Wodonga Council, as the custodians of the Plan, will continue to work with Murray Regional Tourism, Destination Riverina Murray, State Tourism Organisations and industry partners, to increase the visitor economy's contribution to the sustainable growth and development of Albury Wodonga.

Aligned with the *Towards Albury 2050 Community Strategic Plan*, the *Wodonga 2050 Community Vision* and other key strategies, the DMP guides decision-making in five strategic activity areas, through a range of initiatives focussed on (1) research, marketing and visitor servicing; (2) visitor economy asset and infrastructure planning; (3) tourism product and experience development; (4) the planning and delivery of festivals and events; and (5) visitor economy business and industry support.

Through these five activity areas, the DMP delivers a suite of initiatives designed to capitalise on the region's comparative and competitive advantages as well as developing attractions to capture new, high-end, high value visitor markets. This includes initiatives to develop the region's key assets by building commissionable product which adds value to the destination's offer, presenting a viable pathway to building tourism as a pillar of the Albury Wodonga economy.



2. Destination Snapshot



The Visitor Economy

The visitor economy is broader than that which people normally regard as 'tourism'. It spans those travelling for holidays, education or business and those visiting friends and relatives – both domestic and international as well as the businesses and destinations that serve them.

Albury Wodonga's visitor economy comprises businesses and service providers that provide goods and services to international and domestic visitors on day or overnight trips. These include cafes, restaurants and take-away food and beverage businesses, retailers, transport service and accommodation providers, arts, recreation, leisure and entertainment service providers and tour operators. According to the Australian Bureau of Statistics (ABS), Albury Wodonga has 900 businesses operating in the visitor economy, 70% of which employ fewer than five people.

Albury Wodonga's visitor economy is underpinned by its strategic location and natural features, its history and heritage and its arts and culture, complemented by the quality of its recreation, leisure and entertainment assets as well as its quality accommodation, food and beverage experiences, offering a contemporary visitor experience.

Visitation Profile and Trends

Visitation (the number of visitors) to Albury Wodonga increased at an average annual rate of 2.8% over the seven-year period between 2015 and 2022.

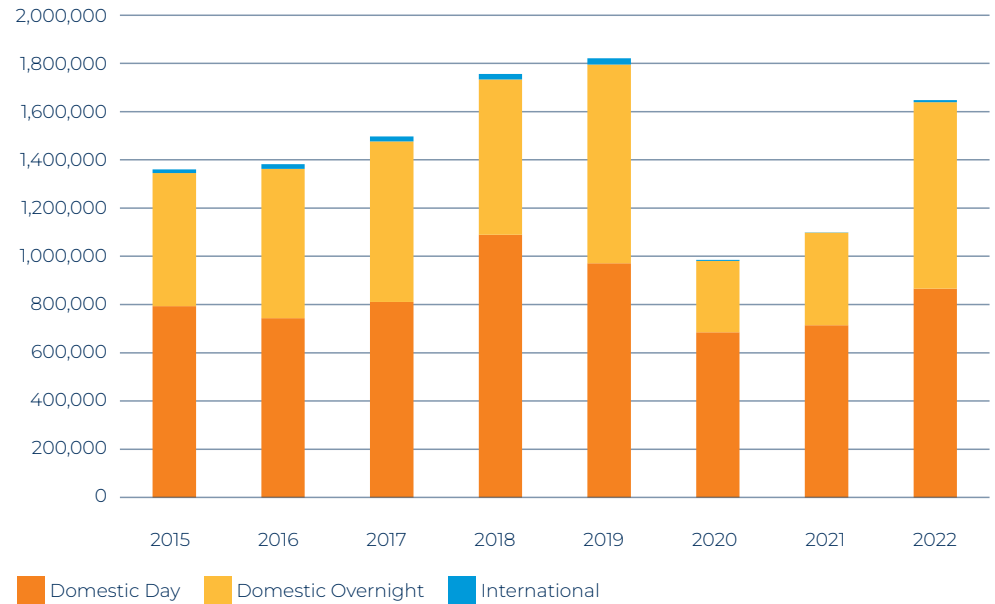
Visitation to Albury Wodonga is made up of domestic day-trippers, domestic overnight visitors (those who stay for more than one day) and international visitors. Domestic day-trippers account for the largest share of visitation to the region (52.6%) followed by domestic overnight visitors (46.9%) and internationals (just 0.5% of total visitation). Most day-trippers (69%) come from Victoria, followed by New South Wales (31%).

Pre-COVID, visitation to Albury Wodonga grew strongly from 1.36 million visitors in 2015 to 1.82 million in 2019, a total increase of 8% over the period.

Before the impacts of the COVID-19 pandemic took hold on global travel, international visitation to Albury Wodonga was on a strong growth trajectory, up 16% between 2015 and 2019, albeit from a small base.

While the effects of the COVID-19 pandemic had a severe impact on levels of visitation to Albury Wodonga, since 2020, a recovery has been evident in the increased number of people travelling to the region, particularly domestic day-trip visitors.

Visitation to Albury Wodonga, 2015-2022



Visitor Nights and Length of Stay

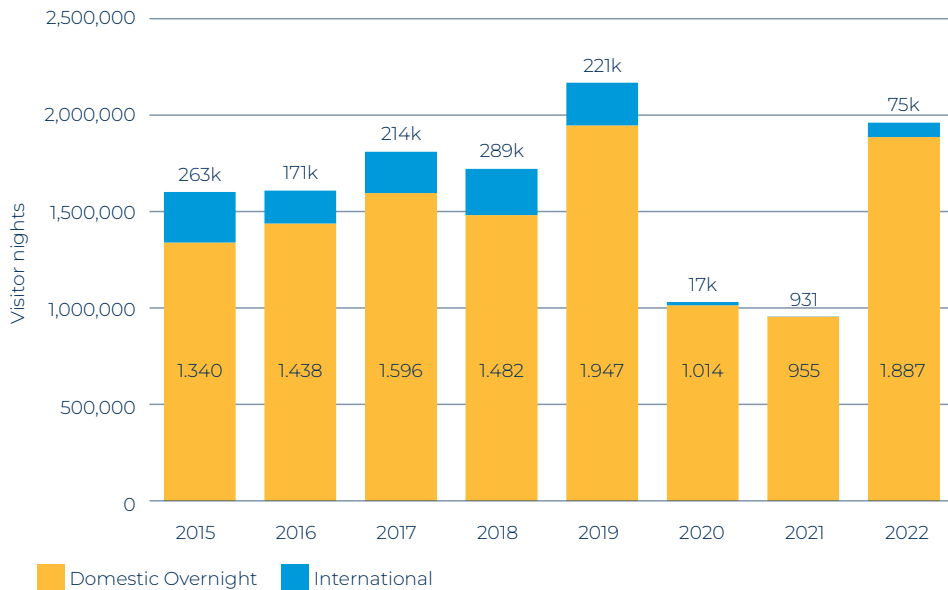
Visitor nights to Albury Wodonga are driven by domestic overnight visitors who, in 2019, accounted for 90% of all nights in Albury Wodonga or 1.95 million visitor nights.

Domestic overnight visitation increased by almost 10% between 2015 and 2019.

Total visitor nights fell by 52% following the COVID pandemic (2020) but were back at 90% of the pre-pandemic levels by 2022.

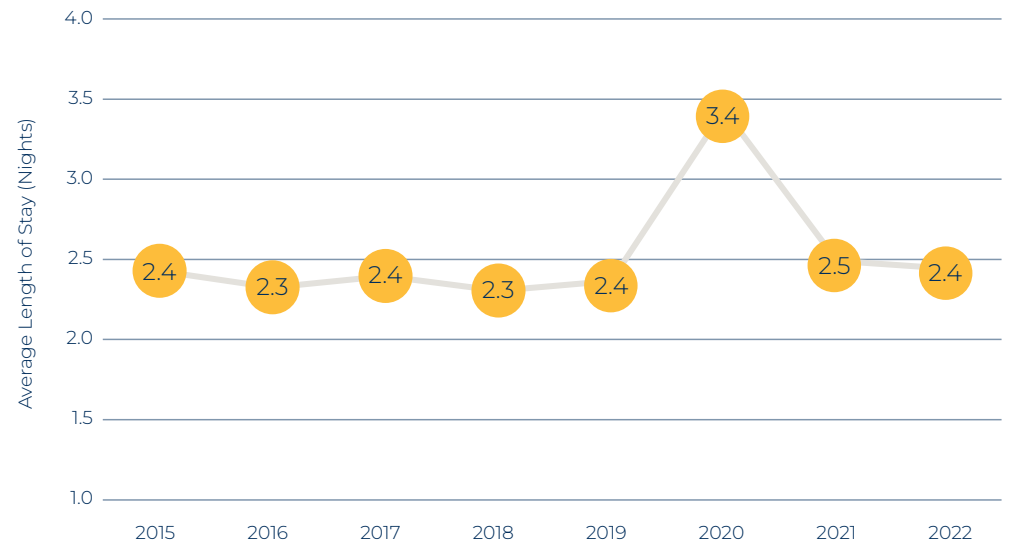
Average length of stay for domestic overnight visitors remained stable between 2015 and 2022, at between 2.3 and 2.5 nights. The only significant change was at the start of the pandemic (2020), when average length of stay increased to 3.4 nights.

Visitor Nights to Albury Wodonga, 2015-2022



Source: Tourism Research Australia with interpretations by SC Lennon & Associates

Average Length of Stay, Domestic Overnight Visitors to Albury Wodonga, 2015-2022



Source: Tourism Research Australia with interpretations by SC Lennon & Associates

Visitor Profile

The following table shows the age, lifestyle and origin profile for domestic day, overnight and international visitors to Albury Wodonga. Visitors have been profiled using pre-COVID data as this more accurately represents its true performance given the significant impact of the pandemic during 2020-2022.

Albury Wodonga (2019)	Domestic Day	Domestic Overnight	International
Age	Every second domestic day visitor to Albury Wodonga is aged 50 or over (52%). Visitors aged between 30 and 39 account for 17% of the total, making this the second most common demographic group to visit the destination, followed by people aged between 20 and 29 years (15%).	Visitors aged 50 or over are the largest for domestic overnight visitor demographic accounting for half (51%) of the total. There is a relatively even distribution of visitors in the 20-29, 30-39, and 40-49 cohorts, with 13%-15% each.	For international visitors to Albury Wodonga, the largest demographic is people aged 50 or over (46%). This is followed by visitors aged between 30 and 39 (22%), and then 20-29 (19%).
Lifecycle	Couples are the most prominent lifecycle group accounting for 42% of domestic day trippers to Albury Wodonga, followed by families (35%) and singles (21%).	Couples account for the largest share of domestic overnight visitors to Albury Wodonga, with 48%, followed by singles (28%) and families (24%).	Most international visitors to Albury Wodonga are couples (46%) , followed by singles (38%) and families (16%).
Origin	The majority of domestic day trip visitors to Albury Wodonga come from Victoria (69%) . Nearly all of the remaining visitors originate from New South Wales.	Nearly every second domestic overnight visitor to Albury Wodonga came from Victoria (48%) followed by New South Wales (37%), then Queensland (7%) and the ACT (4%).	The top three source countries of international visitors to Albury Wodonga were New Zealand (17%) , the United Kingdom (15%) and China(12%) .

Source: Tourism Research Australia with interpretations by SC Lennon & Associates

Reasons for Visiting Albury Wodonga

Visitation to Albury Wodonga is made up of domestic day-trippers, domestic overnight visitors (those who stay for more than one day) and international visitors.

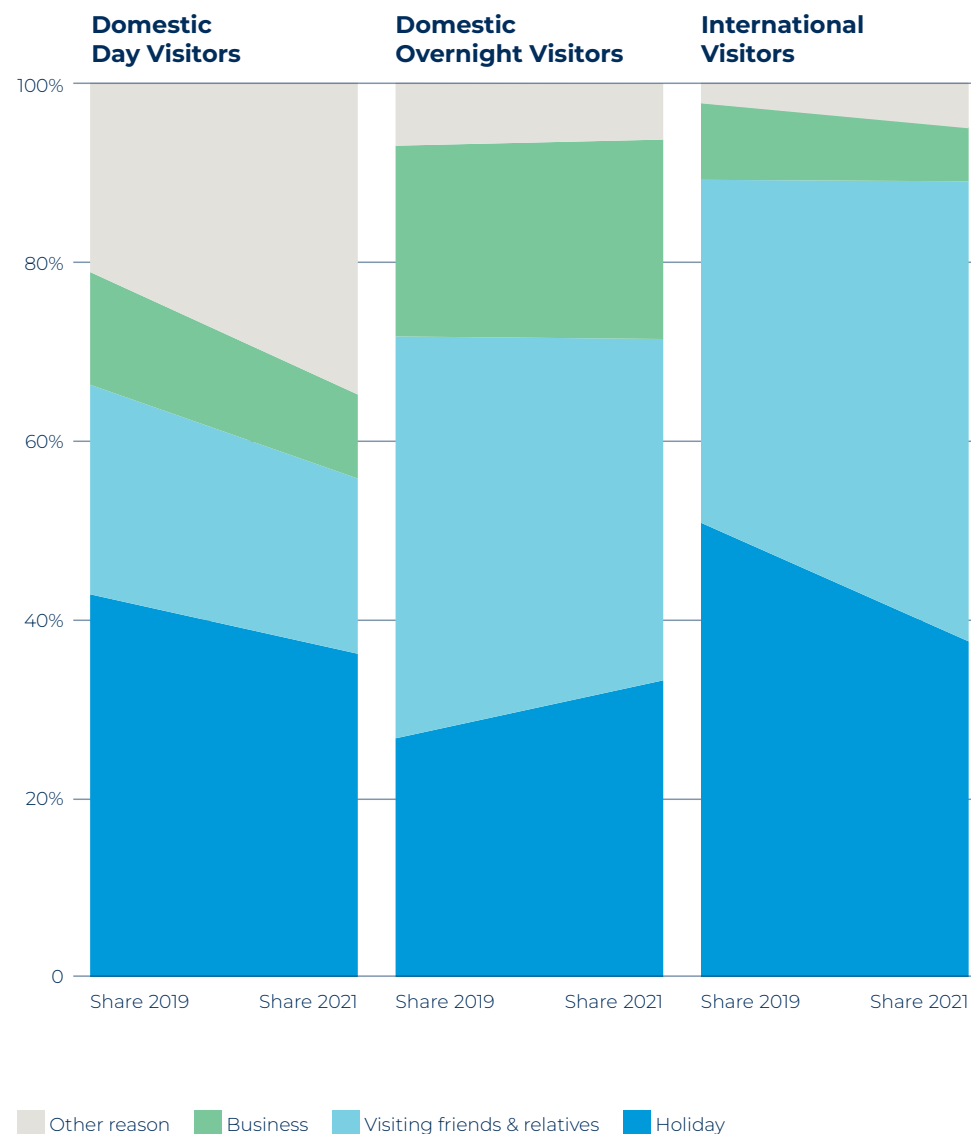
Reasons for visitation to any destination, broadly defined, include for holidays, for business purposes and to visit friends and relatives.

According to Tourism Research Australia, for **domestic day trippers**, holidays accounted for the largest share of their reason to visit Albury Wodonga, both pre-and post-COVID, followed by visiting friends and relatives. post-COVID, a larger share of domestic day-trippers visited for 'other reasons'.

Both pre-and post-COVID, visiting friends and relatives was the most commonly cited reason for **domestic overnight visits** to Albury Wodonga. The share of visits for holiday purposes increased from 27% in 2019 to 33% in 2022 while visiting for business purposes remained stable over the period.

Pre-COVID, visiting for holidays was the main reason for internationals to visit Albury Wodonga, accounting for half (51%) of all **international visits**. post-COVID, this fell to 38% while visiting friends and relatives increased from 38% to 51%.

Reason for Visit to Albury Wodonga, 2019 and 2022



Source: Tourism Research Australia with interpretations by SC Lennon & Associates

Visitor Activities

Social activities account for the largest share of activities undertaken by both domestic day trippers and domestic overnight visitors to Albury Wodonga. Social activities account for 82% of all domestic day trip activities undertaken while in the destination and 86% of all overnight visitor activities.

A larger proportion of overnight visitors to Albury Wodonga engage in outdoor / nature activities compared to domestic day trippers. Only 7% of domestic day trippers to Albury Wodonga engage in active outdoor / sports activities while 15% of domestic overnight visitors engage in these activities.

A higher proportion of domestic overnight visitors also spend time undertaking active / outdoor sports activities (15%) compared to day trip visitors at just 5%.

A higher proportion of domestic overnight visitors to Albury Wodonga also participate in arts / heritage activities (12%) than do domestic day trip visitors (5%).

Visiting local attractions is also a more popular activity amongst overnight visitors to Albury Wodonga (9%) than it is for day trippers, which accounts for just 2% of activities undertaken.

In Albury Wodonga, 16% of domestic day trip visitors and 14% of overnight visitors did not engage of any of the activities listed.

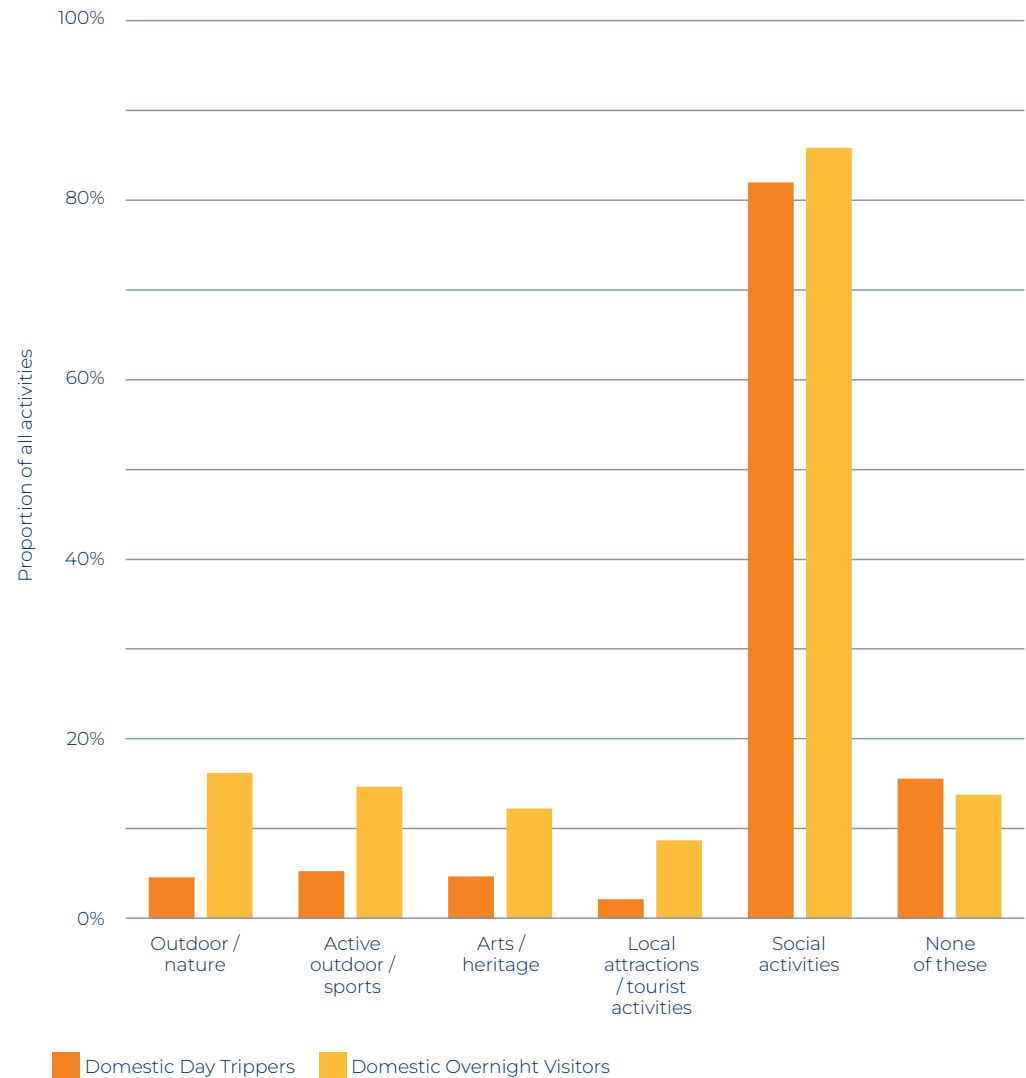
82%

of all domestic day trip activities are social

5%

of domestic day-trippers to Albury Wodonga engage in active outdoor / sports activities

Domestic Day and Domestic Overnight Visitor Activities, Albury Wodonga, 2019*



* Note: The destination has been profiled using pre-COVID data as this more accurately represents its true performance given the significant impact of the pandemic during 2020-2022. Source: Tourism Research Australia with interpretations by SC Lennon & Associates

Social Activities

As noted above, social activities account for the largest share of activities undertaken by both domestic day trippers and domestic overnight visitors to Albury Wodonga.

Of the social activities that visitors to Albury Wodonga participate in, dining out accounts for the largest share, for both domestic day-trippers (54%) and domestic overnight visitors (62%).

Shopping accounts for the second-most popular activity of domestic day-trippers, with over one-third (35%) reporting that they partake in this activity, compared to 16% for overnight travellers.

Visiting friends and relatives accounts for a significant share of activities undertaken by domestic overnight visitors, with 41% stating that they visit Albury Wodonga for this reason.

In Albury Wodonga, visiting pubs and clubs accounts for a notable share of the social activities of domestic day-trippers, accounting for one-quarter (26%) of all day-trippers' activities.

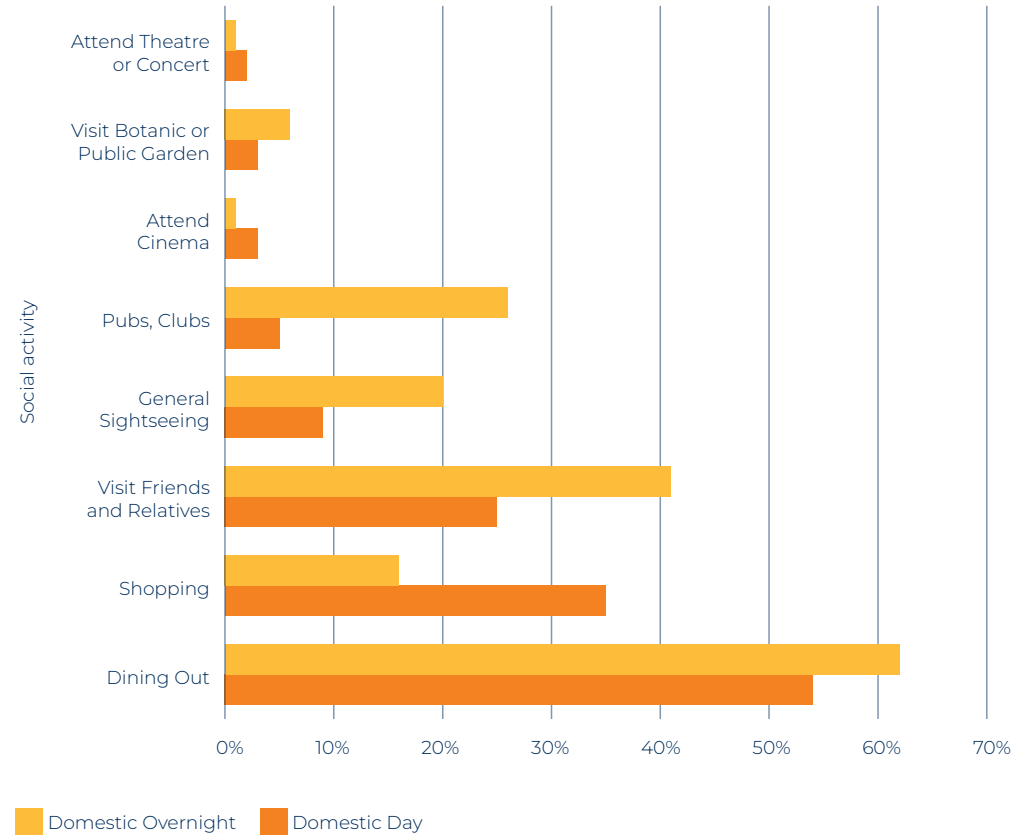
61%

Dining out accounts for the most popular social activity undertaken by domestic overnight visitors

35%

After dining out, shopping accounts for the second-most popular social activity undertaken by domestic day-trippers

Social Activities, Domestic Day and Overnight Visitors to Albury Wodonga, 2019*



* Note: The destination has been profiled using pre-COVID data as this more accurately represents its true performance given the significant impact of the pandemic during 2020-2022.

Source: Tourism Research Australia with interpretations by SC Lennon & Associates





3. Tourism Drivers

Tourism Drivers

There are a number of broader trends which are having an influence over the prospects for visitor economy growth and development and the ways in which Albury Wodonga, as a destination, can respond. They include:

Experiential travel - travellers are constantly evolving in the kind of expectations they have from a destination, with many seeking immersive, authentic, educational experiences that are unique to the places they visit. The desire for authentic experiences is driving demand for exploring destinations that offer something unique.

Sustainable travel - sustainable and conscious travel will continue to gain momentum; the concept of excessive visitor arrivals known as 'over tourism' will remain topical. Destinations will need to identify ways to manage this in the interests of their economy, the environment and their communities.

Holidays with a purpose - volunteering, understanding and caring for the environment and authentic engagement with communities, including First Nations, will play a bigger part in travel and destination choice.

Wellness travel - travel for the purpose of wellness, both spiritual and physical, to activate the mind and body, will continue to grow in popularity.

Accessible tourism - this fast-growing sector accounts for around 17 per cent of total tourism revenue in Australia. An increasing number of people 65 and over who are also keen travellers may have accessibility needs.

Multi-generational travel - the trend in multi-generational travel will continue, as families use their holiday time to bond and create memories together, and this will influence the type of experience they are looking for.

Food and beverage tourism - local produce and food and drink experiences will continue to play a role in destination choice, as a central part of the travel experience, and this space will become crowded (and competitive).

Business events tourism - conventions, corporate meetings, AGMs, corporate retreats, workshops, seminars and sales incentive rewards trips all hold promise for growth in Australia's visitor destinations.

Tourism Technology in the 2020s

Recognising the evolving nature of what travellers seek and how they engage with their destinations in rapidly changing environment, Albury Wodonga, as a destination, is working to ensure that its means of information delivery responds to how people prefer to source their information.

As digital technology continues to evolve, facilitating all stages of the customer journey and experience, more visitors are researching destinations online before they leave home and look to technology as a key source of information during their visit. Some trends influencing how visitors engage with their destination prior to and during their stay include:

Technology and the digital economy - digital technology will continue to advance, facilitating all stages of the customer journey and experience, e.g. search, booking, payments, augmented reality, real time translations, destination information, itineraries and customer reviews.

Social media and user-generated content - will continue to be key, with more travellers seeking out places to stop and stay that are compatible with the technologies they use, including new modes of travel such as electric vehicles.

Personalisation of experiences - digital and mobile technology have empowered visitors to take more control of their travel experiences and have also increased their expectations. As a result, the expectation of personalised and tailor-made experiences will continue to grow.

The sharing economy - The sharing economy (e.g. Airbnb, Uber) will continue to transform travel experiences, giving the customer more choice and greater flexibility and providing opportunities for those tourism operators and destinations that adapt well (e.g. use of customer reviews and star ratings).

These are some important considerations for Albury Wodonga as it looks to grow its visitor economy in a constantly evolving world.

Sources: Destination NSW, State of Victoria, Department of Jobs, Skills, Industry and Regions, travel.earth and SC Lennon & Associates

4. Target Markets



Informing this Destination Management Plan, research has identified key target markets for Albury Wodonga as a destination which authentically delivers on what visitors to the region care about, and what they want to see, hear and experience. Albury Wodonga's visitor audiences include:

Enjoy with Ease

Free or affordable, easily accessible experiences

A mixture of planned activities and relaxing time spent together

A new place to explore with the comforts of home

Ability to treat themselves but also 'self-serve' with food, accommodation and other amenities

'Facilitated freedom'

A business or event location that is accessible, cost-effective and well-facilitated, with the option to amp up the activities

Attuned to the demographics of Rustic Heartland, Future Focus, Building Security, Making the Rent and Savvy Self-Starters

Love the Outdoors

Nature adventurers, from 'soft' adventure to high octane outdoors

Happy to invest in special interests - walking, hiking, cycling, water-based activities

Want to be immersed in new and unique natural surroundings

Great dining, accommodation and activity options to support the outdoors experiences

Attuned to the demographics of Seasoned Lifestylers, Lifestyle Seekers, Relaxed Living, Future Focus, Rustic Heartland, Savvy Self-Starters, Healthy Wealthy and Wise, and Making the Rent

Show Me, Teach Me, Connect Me

Culture lovers who want to experience and share in the local story

Looking to learn, be inspired and grow through experiences

Happy to invest in activities that connect them to the region's heritage, creativity and produce

Driven by dining, arts, educational and cultural activities, experienced in unique surrounds

Wanting to engage and connect with others in spaces and places, and through events, made specially for connection

Attuned to the demographics of Seasoned Lifestylers, Savvy Shoppers, Making the Rent, Lifestyle Seekers and Relaxed Living

Home Away from Home

Former, or future, residents, and people visiting friends and family

Connecting, or reconnecting, with loved ones and a loved lifestyle

Fulfilled by a sense of 'coming home' (even if it's not their home)

Want to find out, and experience, what's new and surprising, as well as revisit what they've always treasured

Attuned to the demographics of Seasoned Lifestylers, Future Focus, Rustic Heartland, Savvy Self-Starters, Building Security and Making the Rent

Business Tourism

Business owners and events (business, leisure, sporting, major) organisers, as well as their employees and attendees

A business or event location that is accessible, cost effective and well facilitated, with the option to amp up the activities

Somewhere that combines the right amount of stimulation and inspiration, with rejuvenation and connection, and provides an abundance of activities and experiences that can enhance the overall conference or event experience

Wanting to bring people together in an environment that encourages and facilitates working together, bonding, learning and building something great



5. Destination Attributes, Trends, Challenges and Opportunities

Understanding the attributes, challenges and opportunities to realise aspirations for a vibrant visitor economy drives the development of the DMP's five focus areas and associated actions. At a high level, they include:

Feature	Attributes	Trends and Challenges	Opportunities
Destination offer	<ul style="list-style-type: none"> Location – a regional hub; proximity to markets Hero assets – Murray River, Lake Hume Nature-based experiences (e.g. Wonga Wetlands) Strong First Nations cultural heritage Arts and culture Festivals and events 	<ul style="list-style-type: none"> Point of difference not fully understood in marketplace Competing with alternative regional destinations Murray River access and place activation (regulatory and environmental constraints) Cross-border regulatory challenges (e.g. licencing) 	<ul style="list-style-type: none"> Package commissionable nature-based / eco-tourism product (e.g. canoeing, mountain biking, bird-watching, astronomy) Develop a greater market awareness of the destination's connection to the Murray River and Lake Hume First Nations cultural tourism Greater destination awareness amongst residents
Visitor markets	<ul style="list-style-type: none"> Holiday market remains strong Social activities are popular with visitors Business travel market small but stable 	<ul style="list-style-type: none"> Demand for experiences is changing (more sophisticated) Increase in domestic travel Visitation is rebounding post-COVID Limited night-time activities 	<ul style="list-style-type: none"> Promote the destination offer with nature, culture and food Attract and retain younger, active, health-conscious visitors Culturally-diverse and inclusive tourism Business tourism Attract internationals
Tourism product	<ul style="list-style-type: none"> European heritage (Bonegilla Migrant Experience, Tallangatta – the town that moved) Military history First Nations cultural tourism experiences and assets (e.g. Burraja Cultural Centre) Diversity of arts and cultural attractions / facilities 	<ul style="list-style-type: none"> Wider market awareness of tourism product Night-time economy under-developed Scope to better define and enhance food and beverage offering at key locations (e.g. Lake Hume, Bonegilla) Catalyst project plans in place or underway (Albury Cultural Precinct, Baranduda Fields, Gateway Island, Murray River Experience, Wonga Wetlands) 	<ul style="list-style-type: none"> Business cases to secure funding for priority projects Catalyst tourism project investments Riverside activation Continue to build on and develop existing events Regional event coordination, planning and promotion Grow the night-time economy Food and beverage articulation / branding
Enabling infrastructure	<ul style="list-style-type: none"> Well connected by road, rail and air Quality cycling and walking infrastructure On the High Country Rail Trail Visitor accommodation Conferences, events and sporting facilities 	<ul style="list-style-type: none"> Public transport services are limited Smart mobility / alternative transport options Scope for some signage improvements (e.g. along Yindymarra Sculpture Trail and The Crossing Place Trail) Visitor information needs are evolving (physical and digital) Investment in upgraded Albury Entertainment Centre Demand for greater diversity of accommodation 	<ul style="list-style-type: none"> Greater diversity of short-stay accommodation Investment in enabling transport infrastructure Airport investment Cost-effective models of online and in-person visitor information delivery
Visitor economy service providers	<ul style="list-style-type: none"> Large number of small visitor economy operators Strong, cosmopolitan retail and hospitality offer 	<ul style="list-style-type: none"> Labour and skills shortages Workforce accommodation and housing Continual demand for small business support services Local knowledge and appreciation of the visitor economy 	<ul style="list-style-type: none"> Continued engagement with and support for tourism operators, their staff and prospective workers

6. Signature Destination Development Opportunities



A number of signature projects are currently planned or underway, which, when complete, will help to transform Albury Wodonga from a great place to visit into a bucket list destination, driving the region's social, cultural and economic success.



Albury Cultural Precinct

The Albury Cultural Precinct has always hosted Albury's civic functions, yet the development of the central public space has evolved over many years. While the space is a popular lunch time venue and event setting, it does not provide the furnishings, lighting and destination qualities to entice locals and visitors every day and all year round.

The Master Plan reflects a community ambition to have an activated, attractive and connected public space at the heart of the city's arts and cultural facilities. It has been prepared to ensure that the public space becomes a centrepiece and significant draw card. The Plan aims to increase connection, use and visitation between the precinct's existing institutions and promote the development of future cultural buildings.

Through the realisation of the Master Plan, the Albury Cultural Precinct will become an integrated cultural campus that supports and increases visitation to Albury Wodonga.



Wodonga Creek

The Wodonga Creek project will improve access to and activation of Wodonga Creek by linking the Wodonga CBD, Belvoir Park, Gateway Island through to Albury's Murray River Experience and CBD by connecting to the Wodonga pathways network.

Focused on family water-oriented activities and ecotourism, it will include water access, paddling and swimming areas, seating and viewing locations, picnic tables, toilets and barbecue areas and play areas, providing recreational opportunities for families and acting as an attractor for the destination's visiting friends and relatives market.

Facilitating an active and healthy lifestyle for residents and visitors by encouraging greater use of the city's natural assets and recreational facilities, the project will enhance the attraction of Wodonga Creek as one of Albury Wodonga's signature recreational and tourist destinations.



Wonga Wetlands

When first developed, Wonga Wetlands was not intended as a tourism product; its primary purpose was as an ecologically sustainable solution to wastewater management and reuse. Nonetheless, Wonga Wetlands is attracting visitors, and has been identified to have untapped potential to attract more visitors, including overnight stays.

The Wonga Wetlands Tourism Product Development Master Plan was prepared to create an integrated suite of nature-based adventures that draw their distinctiveness from the more unique character of the Wonga Wetlands and surrounding landscape. These experiences reflect varying levels of adventure and build on the natural qualities of the site, creating a robust and unique destination for Albury Wodonga with a capacity to expand in future.



Baranduda Fields

The Baranduda Fields Master Plan guides the future direction and development of what will be a major regional recreation, sport and community precinct in the Leneva-Baranduda growth corridor in Wodonga's south.

Wodonga Council has established five key pillars to optimise the potential of the Baranduda Fields precinct, to: (1) secure a significant sports tenant; (2) build and secure commercial opportunities; (3) develop education connections; (4) provide community access and use; and (5) establish sports infrastructure.

The vision is for Baranduda Fields to be a precinct of regional significance, with stage one scheduled for completion in early 2024. It will be a destination offering with unique and inclusive spaces for a variety of social, recreational activities and the attraction of major sporting and cultural events. The use of sustainable and innovative approaches will connect the community to the environmental value which exists at Baranduda Fields.



Gateway Island and Gateway Lakes

Wodonga Council adopted a Master Plan for Gateway Island that provided a comprehensive investigation into land use and management. The Gateway Island Master Plan 2018 created precincts (Gateway Lakes, Gateway Village, Diamond Park) defining different aspects of the site, to become a focus for recreation, culture and tourism, showcasing the natural environment, providing a visitation drawcard.

Gateway Lakes is a recreation precinct within Gateway Island and is a successful and recognised hub for both outdoor events and for state and national water-sport competitions. Water-skiing, dragon boat racing, rowing and canoeing/kayaking clubs all call the lake home and provide training and competition for local people who join them.

Precinct master planning for this site was identified as part of recommendations in the Gateway Island Master Plan and in 2023, the Draft Gateway Lakes Master Plan was prepared to ensure the sustainable growth of the sports and events held at the site, by guiding development, and retaining the values that contribute to the appeal of Gateway Lakes to the community.



Murray River Experience

The Murray River is an Australian icon with vast historical, cultural and recreation value for the city of Albury.

The Draft Murray River Experience Master Plan has been prepared to capitalise on the strategic location of Albury on the Murray and the Hume Highway by forging a stronger connection between the city, people and the river. The plan is to create a jewel-in-the-crown, destination precinct, that reinforces the prominence of Albury Wodonga in the Riverina Murray Region.

Under the Plan, the Riverside Parks will strengthen the competitiveness of Albury Wodonga as a destination to live and visit, creating a new heart on the Murray to complement Dean Street and QEII Square. The Draft Plan includes connections to Gateway Island and future tourism development, with great links to nearby destinations.

Community consultation is currently underway on the draft Plan, with finalisation anticipated by 5 April 2024.



Lauren Jackson Sports Centre

The Lauren Jackson Sports Centre (LJSC) is a multi-use five court indoor sports facility owned and operated by Albury City Council. It is located on North Street Albury, three kilometres from the Albury CBD and four kilometres from the Lavington CBD.

The LJSC is well recognised for hosting regional, state and national championships and events each year. This includes annual events for basketball, netball and badminton with the major event being the annual Australian Country Junior Basketball Cup held in January each year, the single biggest annual event held in Albury Wodonga bringing up to 2,000 people to Albury for the week-long event.

Extensive community engagement has guided the development of current plans for the upgrade of the centre with a two-stage Master Plan development for the facility endorsed by Council in 2018.

The \$15.2 million Stage 1 development provides much needed upgrades to the multisport venue, providing opportunity for increased active participation, enhanced inclusivity for women in sport and improved spectator and player comfort.

The Stage 2 Feasibility Study and Business Case proposes a \$150 million expansion of the facility, with three more indoor courts and an integrated regional aquatic centre, including a 50-metre pool, warm-water pool and learn-to-swim pool, water slide, gym, allied health services and PCYC development. The Feasibility and Business Case will be used to develop a Master Plan for future development of the Lauren Jackson Sports Centre, which will go out to the community for further feedback.

Hume and Hovell Track

The Hume and Hovell Track is a long-distance trail, extending 426 kilometres between the towns of Yass to the north and Albury to the south.

The Hovell Tree at Albury marks the end of the Track. Inscribed by the explorer, it's located in what's now a city park on the banks of the Murray River. Before reaching the tree, travellers cross through farmland boasting sweeping views of Table Top Mountain and Lake Hume.

The Strategic Plan for the Hume and Hovell Track guides its further development and management, addressing the 'big picture' of what the Track should be and what is needed to achieve this.

The Plan puts forward a number of strategic directions including recommendations to enhance directional and wayfinding signage, develop and grow support services to Track users, deliver opportunities for local Aboriginal people and evolve marketing from promoting Track sections to Track experiences.



7. Partnerships and Strategic Alignment

Alignment with State Government Pillars and Priorities

This Destination Management Plan guides the Councils in the context the five strategic pillars of the NSW Government's Visitor Economy Strategy 2030 and the five product priorities of Experience Victoria 2033.

Experience Victoria 2033 Plan

Experience Victoria 2033 is a roadmap to help government, businesses and leaders of Victoria's tourism sector plan for growth and help tourism investors buy into the State's booming visitor economy. Experience Victoria 2033 is designed to drive, enable and guide investment in high-quality products and experiences across five product priorities:



First Peoples led Experiences - Victoria's commitment to Treaty, promoting culture and building an understanding of, respect for, and learning from First Peoples' stories and traditions.

Wellness - Victoria is well positioned to attract visitors seeking a wellness experience, with scope to develop more luxury products and improve collaboration across the sector to establish connected experiences.

Arts and Culture - Victoria has world-class art and culture experiences, with opportunities to extend these to accommodation, such as boutique art hotels and repurposed heritage buildings, and to create new experiences across multiple locations.

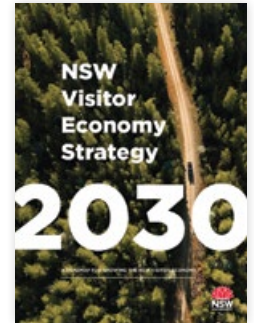
Food and Drink - Victoria has a strong reputation for food, wine and craft brewing and distilling. Emerging agritourism experiences are enabling primary producers to diversify, providing more opportunities for visitors to explore first class produce.

Nature - Victoria's nature-based offerings are a significant attraction for visitors, with potential for growth in this market once nature-based experiences are better connected, made to suit all abilities, and supported by appropriate infrastructure.

NSW Visitor Economy Strategy 2030

The NSW Government's Visitor Economy Strategy 2030 provides a roadmap to support all industries involved in the visitor economy to recover from the impact of drought, bushfires and COVID-19 and to grow in the future.

The strategy, which sets a bold vision for NSW to be the premier visitor economy of the Asia-Pacific by 2030, is underpinned by five strategic pillars:



Road to recovery - A comprehensive program of marketing and industry development to recover from the impacts of COVID-19, bushfires, drought and floods.

Build the brand - Compelling new brands will be developed for Sydney and NSW to provide a strong foundation for differentiation, consumer messaging, local pride and competitiveness.

Showcase strengths - Focus on existing strengths and develop new opportunities to ensure place making, destination marketing, events and visitor experiences drive visitation.

Invest in world-class events - Accelerated investment in signature sporting and cultural events such as the 10 World Cups and Vivid Sydney as well as business events.

Facilitate growth - Investing in infrastructure, jobs, industry resilience, sustainability, and future planning.

Collaborative Partnerships

AlburyCity's and Wodonga Council's commitment to destination management planning does not occur in isolation, and key to the growth of a vibrant visitor economy is the development of close connections within and between these two organisations as well as strong partnerships with the region's tourism organisations, State tourism organisations, business groups and tourism operators.

Through the implementation of this Plan, effective tourism promotion and development will be best served by collaborative partnerships between AlburyCity, Wodonga Council, Murray Regional Tourism, Destination Riverina Murray, Destination NSW, Visit Victoria, industry partners and the communities of Albury Wodonga, to increase the visitor economy's contribution to the region's sustainable growth and development.



Aligning the Destination's Strategic Planning Priorities

This Destination Management Plan presents a series of themed initiatives which have been developed in the context of both Councils' Corporate Plans and their broader program of work and strategic objectives.

As well as aligning with the five strategic pillars of the NSW Government's *Visitor Economy Strategy 2030* and the five product priorities of *Experience Victoria 2033*, the DMP responds to and aligns with key planning and policy documents at the local and wider regional levels. Key strategies, which help inform the DMP's five focus areas include:

- Towards Albury 2050 Community Strategic Plan
- Wodonga 2050 Community Vision
- Two Cities One Community Strategic Plan
- Visit Albury Wodonga Brand Strategy
- Albury Economic Development Strategy 2023-2027
- Wodonga Economic Development Strategy 2024-2028
- Albury-Wodonga Regional Economic Development Strategy 2018-2022 (and 2023 Update)
- Destination Riverina Murray Destination Management Plan 2022-2030
- Murray Region Destination Management Plan 2023 – 2027
- Albury Wodonga Local Area Plan
- Ovens Murray Regional Economic Development Strategy
- MOVE Albury Wodonga Integrated Transport Strategy

Other key planning documents which the DMP aligns with, and supports are:

- Albury Cultural Precinct Master Plan
- Albury Wodonga Sport and Recreation Strategy
- Albury Wodonga Tourism Signage Strategy
- Baranduda Fields Master Plan
- Gateway Island Masterplan and Precinct Plans
- Murray River Experience Master Plan
- Strategic Plan for the Hume and Hovell Track
- Wodonga Cultural Services Plan
- Wonga Wetlands Tourism Product Development Masterplan



8. Destination Vision and Strategic Focus Areas



The 2028 Vision

The vision for Albury Wodonga’s visitor economy reflects the strategic objectives, to grow visitation; increase visitor spend; grow visitors’ average length of stay; enhance visitor experiences; and increase the destination’s profile. The vision, which is supported by five strategic focus areas, is:

By 2028, through the development of a stronger base of authentic products and experiences, Albury Wodonga’s visitor economy will evolve from a great place to visit into a bucket list destination, driving the region’s social, cultural and economic success.

Five Strategic Focus Areas

The aspirations, attributes, challenges and opportunities for developing Albury Wodonga’s visitor economy highlighted during the stakeholder consultations and through the research and analysis, have been drawn upon to inform a number of proposed initiatives. Aligned with the five strategic pillars of the NSW Government’s *Visitor Economy Strategy 2030* and the five product priorities of *Experience Victoria 2033*, the focus areas and initiatives are designed to realise the destination vision. Reflecting the roles and functions of AlburyCity and Wodonga Council as the custodians of this Plan, the **five focus areas** are:

1. Research, Marketing and Visitor Servicing
2. Visitor Economy Asset and Infrastructure Planning
3. Tourism Product and Experience Development
4. Festivals and Events Planning and Delivery
5. Visitor Economy Business and Industry Support

The initiatives presented under each focus area are categorised according to whether they involve activities dedicated to:

- **Planning** initiatives designed to realise opportunities with an informed and targeted course of action to realise stated outcomes;
- **Enabling** a vibrant visitor economy through the provision of required infrastructure and services;
- **Supporting** the visitor economy to prosper, particularly through engagement with businesses; or
- **Promoting** the destination offer through strategic and co-ordinated branding, information management and delivery and marketing.

For each action, implementation partners are identified, and a level of priority / timing is assigned according to whether it is a short-term measure (1-2 years), a medium-term initiative (3-4 years) or a longer-term initiative (4+ years).



9. Action Plan 2024-2028

Focus Area 1: Research,
Marketing and Visitor Servicing



Focus Area 1: Research, Marketing and Visitor Servicing

Action	Activity	Partners	Timing
1.1 Develop a new innovative website to optimise a seamless user experience, grow engagement and inspire visitation to Albury Wodonga.	Plan and Promote	Destination Riverina Murray; Murray Regional Tourism	Short
1.2 Research the preferences of Albury Wodonga's higher spend visitors in key source markets –including travellers aged 50+ and couples from Victoria, Queensland and NSW – to inform targeted promotion of Albury Wodonga as a location of choice for short stay holidays.	Plan and Promote	Destination Riverina Murray; Murray Regional Tourism	Short
1.3 Undertake research into the experience of Albury Wodonga as a visitor destination using biennial customer satisfaction surveys to identify visitor experience gaps and needs.	Plan	Destination Riverina Murray; Murray Regional Tourism	Short
1.4 To complement the planned location of the Visitor Information Centre (VIC) in the new Albury Entertainment Centre, research visitors' information needs and preferred methods of sourcing information and emerging trends to determine an optimal visitor information delivery model moving forward.	Plan	Destination Riverina Murray; Murray Regional Tourism	Short
1.5 Invest in a campaign to promote the Albury Wodonga destination brand style and associated visual identities, logos, graphics and guidelines amongst local stakeholders including local ambassadors, businesses and residents to build brand identity and shared ownership.	Promote	Visitor economy operators; Albury Business Connect; Business Wodonga	Short
1.6 Develop a tailored <i>Albury Wodonga</i> visitor information kit and 'locals' passport to encourage residents to explore their own backyard and to hold VFR visitors in Albury Wodonga for longer.	Promote	Visitor economy operators	Short
1.7 Curate digital itineraries to connect visitors with up-to-date information on Albury Wodonga's key attractions and to facilitate visitor connectivity between cities. Ensure digital itineraries are available online and at VICs.	Plan and Enable	Visitor economy operators	Short
1.8 Develop and promote in target markets, an Albury Wodonga food trail concept with a focus on agritourism opportunities and other assets including food markets, micro-breweries, distilleries, First Nations food tourism, cafes and restaurants and the natural environment.	Plan and Enable	Destination Riverina Murray; Murray Regional Tourism; visitor economy operators	Medium
1.9 Identify high-profile tourism ambassadors and develop associated content (images, video and copy) for promotion of Albury Wodonga as a visitor destination.	Plan and Promote	Destination Riverina Murray; Murray Regional Tourism	Medium
1.10 Explore options to establish Albury Wodonga's eco-tourism status and requirements for Certified Eco Destination status with Eco Tourism Australia.	Plan	Eco Tourism Australia	Long

Action Plan 2024-2028

Focus Area 2: Visitor Economy Asset and Infrastructure Planning



Focus Area 2: Visitor Economy Asset and Infrastructure Planning

Action	Activity	Partners	Timing
2.1 Plan for and invest in new directional and interpretive signage to enhance the visitor experience along the Yindymarra Sculpture Trail, including the Murray River Experience, Wonga Wetlands and The Crossing Place Trail.	Plan and Enable	First Nations representatives	Short
2.2 Progress infrastructure planning and investment initiatives at Albury Airport to build capacity and accommodate an increase in passenger movements.	Plan and Enable	Destination Riverina Murray; Murray Regional Tourism	Short
2.3 Engage with airlines and tourism industry operators to explore opportunities and options for more regular flights and tour packages to Albury Airport.	Plan and Promote	Airlines; visitor economy operators	Short
2.4 Continue to advocate for investment in enabling infrastructure to activate the Gateway Island Master Plan and Precinct Plans, to support Albury Wodonga's visitor economy growth and development.	Promote and Enable	State and Federal Government agencies	Medium
2.5 Continue to invest in infrastructure at the Lavington Sports Ground to enhance its status as one of regional Australia's premier sporting precincts.	Plan and Enable	State and Federal Government agencies	Medium
2.6 In line with the findings and recommendations of Move: Albury Wodonga Integrated Transport Strategy, address priorities to improve accessibility on key transport routes.	Plan and Enable	State and Federal Government agencies	Medium
2.7 Advocate for public and private investment in local accommodation including high quality accommodation within the CBDs, camp grounds, bed and breakfasts and eco-tourism product (e.g. at the Bonegilla Migrant Experience) to increase accommodation accessibility.	Promote and Enable	Destination Riverina Murray; Murray Regional Tourism	Medium
2.8 Encourage night-time activation in the Albury and Wodonga CBDs through investment in installations / attractions and physically connected recreation, leisure and entertainment experiences.	Plan and Enable	Visitor economy operators	Medium
2.9 Investigate opportunities to install universal electric vehicles (EV) charging stations (50kw or above) in strategic locations. Seek out grant funding opportunities.	Plan and Enable	State and Federal Government agencies	Medium
2.10 Implement the Albury Wodonga Tourism Signage Strategy.	Enable	State and Federal Government agencies	Long
2.11 Continue to invest in infrastructure at Bonegilla Migrant Experience to preserve and support sustainability of the National Heritage listed site.	Plan and Enable	State and Federal Government agencies	Long
2.12 Investigate the economic return on investment in environmentally friendly 'smart transport' options for visitors and residents, including, for example, electric low-carbon minibuses and an e-bike-sharing system.	Plan and Enable	State and Federal Government agencies	Long

Action Plan 2024-2028

Focus Area 3: Tourism Product and Experience Development



Focus Area 3: Tourism Product and Experience Development

Action	Activity	Partners	Timing
3.1 Ensure that Albury Wodonga promotional and advocacy documents are aligned with the tourism project opportunities contained in the Albury Wodonga Tourism Development Proposals report.	Promote	Destination Riverina Murray; Murray Regional Tourism	Short
3.2 Articulate and promote First Nations cultural heritage tours including night / dusk walking tours throughout Albury Wodonga (e.g. spotlight walks – Yindyamarra Sculpture Walk / Wonga Wetlands / Crossing Place Trail).	Promote and Support	First Nations representatives	Short
3.3 Develop informed promotional strategies which leverage unique cultural heritage assets and experiences including the Yindyamarra Sculpture Walk / Wonga Wetlands, Burraja Cultural Centre and Wodonga's Crossing Place Trail, to grow Albury Wodonga's market for educational tourism.	Promote	First Nations representatives	Short
3.4 Continue to develop and strengthen the relationship with Albury Wodonga's First Nations representative bodies / Elders to support growth of First Nations cultural tourism, including new opportunities that complement and add value to existing tourism assets and attractions (e.g. First Nations art gallery, festivals and events).	Support	First Nations representatives	Short
3.5 Develop and grow education as tourism product offering at Bonegilla Migrant Experience and continue to employ promotional strategies which leverage the Bonegilla Migrant Experience as a catalyst for Albury Wodonga's rich European cultural heritage.	Promote	Destination Riverina Murray; Murray Regional Tourism	Short
3.6 Investigate and prioritise initiatives to elevate market awareness of Albury Wodonga's proximity to the High Country Rail Trail and the Hume and Hovell Track, consistent with the vision and objectives of the Strategic Plan for the Hume and Hovell Track.	Plan and Promote	State Government agencies; partner Councils; visitor economy operators	Short
3.7 Review, prioritise and seek funding support for the implementation of initiatives contained in the Albury Cultural Precinct Master Plan, Murray River Experience Master Plan, Baranduda Fields Master Plan, Lauren Jackson Sports Centre Master Plan, Gateway Island Master Plan and Precinct Plans and the Wonga Wetlands Master Plan.	Plan	State and Federal Government agencies	Medium
3.8 Collaborate with Traditional Owners to explore opportunities for packaged product development at the Burraja Cultural Centre (e.g. cultural workshops, dance, cooking, walking tours).	Plan	First Nations representatives	Medium
3.9 Explore opportunities to develop new river-centric and water-based tourism products, activities and destination events on the Murray and at Lake Hume.	Plan and Enable	Visitor economy operators; State and Federal Government agencies	Medium
3.10 Call for expressions of interest from private tour operators to establish packaged tours from Albury/Wodonga to Lake Hume and the Bonegilla Migrant Experience.	Plan	State and Federal Government agencies; visitor economy operators	Long
3.11 Engage with the Department of Defence to explore opportunities to promote Albury Wodonga's military history.	Plan	Federal Government	Long

Action Plan 2024-2028

Focus Area 4: Festivals and Events Planning and Delivery



Focus Area 4: Festivals and Events Planning and Delivery

Action	Activity	Partners	Timing
4.1 Continue to plan for, support and promote to visitor audiences Albury Wodonga's diversity of local festivals and events.	Plan, Promote and Support	Event organisers	Short
4.2 Promote a coordinated approach to the planning, promotion and delivery of the Murray and Riverina regions' iconic festivals and events, including marketing and coordination of a regional events calendar.	Plan and Promote	Destination Riverina Murray; Murray Regional Tourism; neighbouring Councils	Short
4.3 Continue to capitalise on Albury Wodonga's strategic location and its quality sporting facilities and infrastructure to attract major sport and recreation events.	Plan and Promote	Destination Riverina Murray; Murray Regional Tourism	Short
4.4 Leverage the Olympic Games by exploring opportunities to accommodate pre-games training for athletes in selected sports where Albury Wodonga has the suitable facilities, support infrastructure and services.	Plan	Brisbane 2032 Organising Committee	Short
4.5 Explore the potential to grow Albury Wodonga's annual Borderville Circus Festival into a nationally recognised iconic and unique event that draws visitors from all over Australia and the world.	Plan, Promote and Support	Flying Fruit Fly Circus; Destination Riverina Murray; Murray Regional Tourism	Short
4.6 Support development of the night-time economy with events (e.g. a summer festival, a city of lights festival) and, through pro-active and supportive approaches to CBD place management, encourage businesses to engage in and capitalise on these events.	Plan, Enable and Support	Visitor economy operators	Medium
4.7 Explore opportunities to attract an annual nationally recognised multi-day festival (akin to the Tamworth Country Music Festival) that will elevate Albury Wodonga's prominence on the national/international map.	Plan and Promote	Destination Riverina Murray; Murray Regional Tourism; event organisers	Medium
4.8 Continue to support Chryslers on the Murray car show as an iconic national event and other motoring enthusiast events as they arise.	Support	Destination Riverina Murray; Murray Regional Tourism	Medium

Action Plan 2024-2028

Focus Area 5: Visitor Economy
Business and Industry Support



Focus Area 5: Visitor Economy Business and Industry Support

Action	Activity	Partners	Timing
5.1 In collaboration with business chambers, continue to support the hosting of visitor economy business networking sessions to help build operator awareness of government-funded and other business support services that are available.	Plan and Support	Albury Business Connect; Business Wodonga; State and Federal Government agencies	Short
5.2 Collaborate with the Victorian and NSW Cross Border Commissioners on advocating for a simplified and consistent approach to business licencing across the border.	Support and Enable	Cross-border Commissioners	Short
5.3 Continue to connect Albury Wodonga's tourism operators with digital capability-building programs offered by State and Federal Government agencies.	Support	State and Federal Government agencies	Short
5.4 Continue to facilitate access to government-funded and other support programs tailored to Indigenous business opportunities (e.g. bush foods, guided cultural heritage tours, art and culture) including grants, events, mentoring and networking services.	Support and Enable	State and Federal Government agencies	Short
5.5 Work with employers in the visitor economy to understand their workforce and skills needs and identify ways to tailor training and skills development for Albury Wodonga's visitor economy workforce.	Plan and Support	Albury Business Connect; Business Wodonga; visitor economy operators; education and training providers	Short
5.6 Work with education and training providers and tourism operators to explore ways to address skills shortages in hospitality, to support further activation of Albury Wodonga's night-time economy.	Plan and Support	Visitor economy operators; education and training providers	Short
5.7 Work with TAFE NSW – Albury, Wodonga TAFE, Charles Sturt University, La Trobe University and other learning institutions and registered training organisations (RTOs) to advocate for and support the development of short courses in tourism studies.	Plan and Support	Visitor economy operators; education and training providers	Medium
5.8 Collaborate with the Victorian and NSW Cross Border Commissioners on advocating for students in Albury and Wodonga to have equal access to State-based training subsidies offered through TAFEs and RTOs.	Plan and Support	Cross-border Commissioners	Medium
5.9 Explore the feasibility of a co-sponsored approach to the delivery of customer service training for Albury Wodonga's businesses operating in the visitor economy.	Support and Enable	Albury Business Connect; Business Wodonga; Destination Riverina Murray; Murray Regional Tourism	Medium
5.10 Optimise marketing initiatives during and after redevelopment of the Albury Entertainment Centre to promote Albury Wodonga as a flagship regional business event and conferencing destination.	Plan and Promote	Albury Business Connect; Business Wodonga; Destination Riverina Murray; Murray Regional Tourism	Medium



10. Implementation, Resourcing, Monitoring and Evaluation

Measuring and Monitoring DMP Objectives

This Albury Wodonga Destination Management Plan contains a range of themed initiatives, which are designed to support the destination's transition from a great place to visit into a bucket list destination. Both Councils will monitor progress of the DMP with a view to realising this objective.

The initiatives presented in this Destination Management Plan represent a combination of:

- **Catalyst project planning and development initiatives** which require collaborative action combined with a well-planned course of project implementation for the desired outcomes to be realised over time; and
- Initiatives focussed on **strategic program implementation** that can be addressed as part of both Councils' day-to-day destination management planning, promotion, business support and advocacy functions in a strategic and targeted manner.

Some of the recommended actions seek to build on or continue initiatives already in place. Some are already resourced while others require additional resourcing (depending on implementation priorities).

To ensure AlburyCity and Wodonga Council, in collaboration with other destination stakeholders, are working towards addressing the DMP vision and objectives, the Councils will continually monitor, assess and report on the implementation of the actions and the achievement of key milestones.

Means of monitoring and evaluating implementation progress will include the use of both 'output' measures related directly to the recommended actions and their implementation as well as some broader 'outcome' metrics.

Performance Measures

Strategic planning **outcome metrics**, which will be monitored and measured using authoritative data sources to track development of Albury Wodonga's visitor economy, include the following:

- Albury Wodonga will achieve an increase in average length of stay by domestic overnight visitors from 2.4 nights to 3.4 nights by 2028.
- Albury Wodonga will increase international visitation from 1.4% of total visitors to the region pre-COVID to 3% of total visitors by 2028.
- There will be a 15% increase in average domestic overnight visitor spend per trip in Albury Wodonga, from an average of \$412 per trip to \$475 per trip in 2028.
- There will be at least a 10% increase in the tourism sector's direct contribution to gross regional product (industry value-added), from approximately \$158 million to \$175 million in 2028.

These desired outcomes will be monitored and measured using data sourced from Tourism Research Australia, REMPLAN and the Australian Bureau of Statistics' Tourism Satellite Account.

Output measures that will be used to monitor progress on set tasks include:

- Tracking progress of actions contained in this Plan – implementation rates (ongoing).
- Visitor economy operator / business feedback captured through surveys and targeted engagement (ongoing).
- Regular (biennial) tourism operator confidence surveys and community satisfaction surveys on Albury Wodonga's approach to promoting and supporting a vibrant visitor economy in line with the vision as articulated in this Plan, Strategic Focus Areas and identified priorities.

The Albury Wodonga Destination Management Plan 2024-2028 will be reviewed annually to ensure that implementation priorities reflect the key challenges and opportunities of the day. Aligned with AlburyCity's and Wodonga Council's Corporate Plans, its implementation progress and identified priorities will be used to inform ongoing operational planning and delivery.





SC Lennon & Associates
economics • planning • policy • strategy

This report was prepared with the
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