

Marysville and Triangle economic development strategy

Proposed next steps / strategic action plan

NOVEMBER 2019

Overview of proposed strategic action plan

During October and November 2019, BCG worked together with the Marysville and Triangle Community Foundation (MTCF) to define a refreshed economic strategy for the Triangle region. Output of this work is a report that reviews the current economic situation of the Triangle region and proposes a set of initiatives to drive economic growth.

This document is an addendum to the main strategy document, for internal use of BCG and the MTCF only. It identifies tangible next steps and actions for the months after the finalisation and handover of the report. In our view, the MTCF will need to be the initial driver of the proposed next steps to align responsibilities and support implementation of the initiatives.

Proposed next steps	Proposed ownership
1 Prioritise initiative B9 (appoint a paid Executive Officer) to drive further initiatives	MTCF / MTBT
2 Align on local ownership and responsibilities for specific initiatives with key stakeholders (MSC, MTBT, local businesses) based on capability and capacity	MTCF
3 <i>(Suggested - for initiatives without an action plan)</i> Create an action plan, including required steps, stakeholders and indicative timing	Initiative-dependent; driven by local economic leadership
4 Engage relevant Government organisations and other stakeholders to agree support for planning, implementation and any support required for the initiative	Initiative-dependent; driven by local economic leadership
5 Detailed planning and implementation of the initiative (e.g. business case including costs and benefits, defining implementation roadmap, facilitating implementation, etc.)	Initiative-dependent; driven by local economic leadership

Executive Officer suggested to be part of MTBT, with clear decision rights and accountabilities

MTBT is well positioned to be the local body to drive economic development beyond tourism in the Triangle

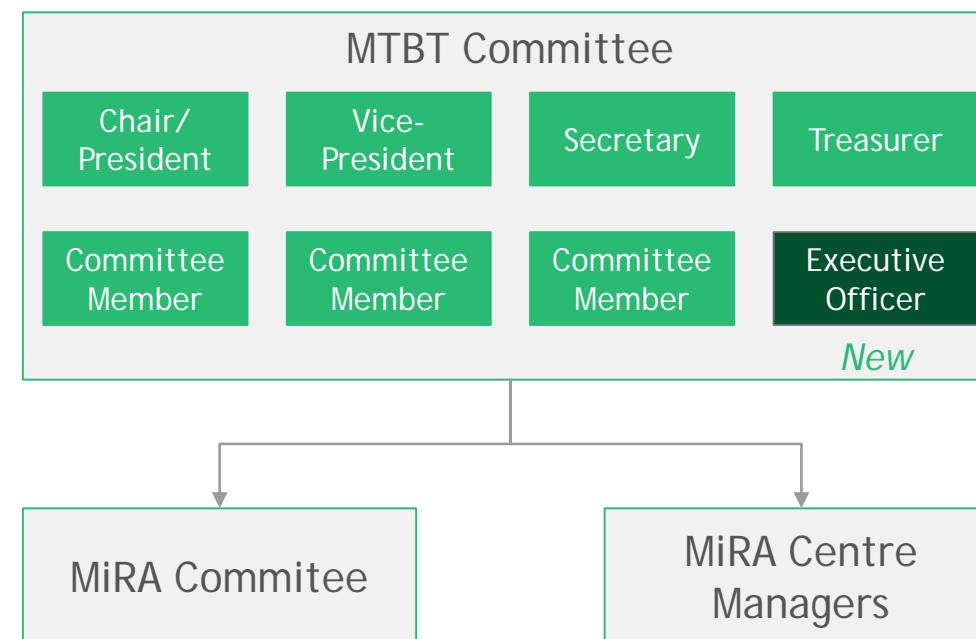
MTBT's primary area of focus is the **development and promotion of businesses, tourism and visitor services** in the Marysville Triangle region

The purpose of MTBT is to:

- Provide a united front to drive and support all businesses in the region
- Have one voice
- Facilitate economic and strategic growth for the region and
- Ensure an exceptional experience for all visitors.

An Executive Officer would complement the current committee as an additional member

Current MTBT Org Structure (with new Executive Officer)

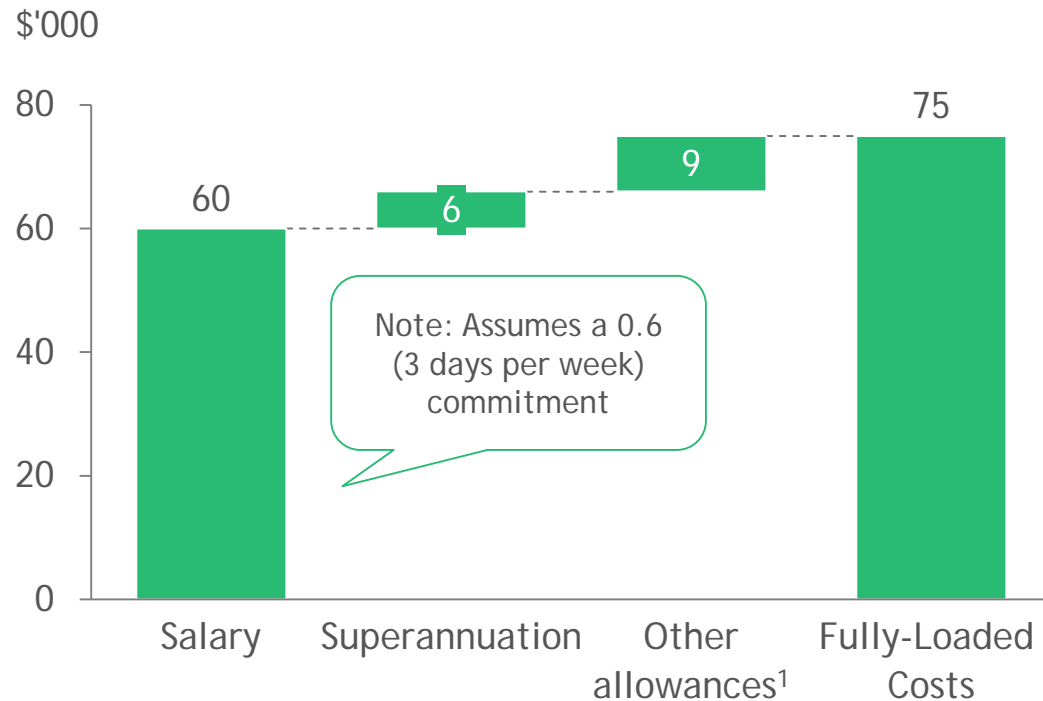


Backup: Suggested decision rights for MTBT with new Executive Officer

Key function	Responsible	Accountable	Consulted	Informed
Leadership and strategy Provide leadership and vision	<ul style="list-style-type: none"> MTBT Committee 	<ul style="list-style-type: none"> MTBT Committee 	<ul style="list-style-type: none"> Executive Officer MTBT Members 	<ul style="list-style-type: none"> MTBT Members
Strategic processes Grant applications, initiative and program planning and support, funding requests	<ul style="list-style-type: none"> Executive Officer 	<ul style="list-style-type: none"> Executive Officer MTBT Committee 	<ul style="list-style-type: none"> MTBT Committee 	<ul style="list-style-type: none"> Council and state gov't; community orgs (where relevant)
Project delivery Set plan to deliver the MTBT vision; drive delivery of specific economic development initiatives	<ul style="list-style-type: none"> Executive Officer 	<ul style="list-style-type: none"> Executive Officer 	<ul style="list-style-type: none"> MTBT Committee 	<ul style="list-style-type: none"> MTBT Members Council and state gov't; community orgs (where relevant)
Government relations Engaging with relevant Government stakeholders incl. other local tourism associations; preparing and delivering updates	<ul style="list-style-type: none"> Executive Officer (State) MTBT Committee (Local) 	<ul style="list-style-type: none"> Executive Officer (State) MTBT Committee (Local) 	<ul style="list-style-type: none"> MTBT Committee 	<ul style="list-style-type: none"> MTBT Members
Community relations Engagement with the Triangle community, including reporting progress of initiatives and seeking input	<ul style="list-style-type: none"> MTBT Committee 	<ul style="list-style-type: none"> MTBT Committee 	<ul style="list-style-type: none"> Executive Officer 	<ul style="list-style-type: none"> MTBT Members
BAU Website updates, brochure printing and distribution, day-to-day running of MiRA	<ul style="list-style-type: none"> MiRA Centre Manager 	<ul style="list-style-type: none"> MiRA Centre Manager 	<ul style="list-style-type: none"> MTBT Committee Executive Officer 	<ul style="list-style-type: none"> MTBT Committee

Backup: Approximately \$75k per year required to support Executive Officer role

*Estimated fully-loaded cost of an Executive Officer
(0.6 / 3-day per week time commitment)*



Potential funding sources (as of November 2019)

To secure funding for this role, collaboration from both the Victorian Government and the MSC will likely be needed. Funding can be in the form of an ongoing commitment, or in the form of grants from Government.

Multiple grants available, including:

- Regional Jobs Fund (amounts typically Commercial in Confidence)
- Stronger Regional Communities Program (Up to \$50k)
- Regional Tourism Investment Fund (typically for tourism assets that will attract visitors to the region; may be an option if Exec. Officer has part-tourism focus)

Additional potential sources include:

- Research organisations (e.g. University-led and -funded community development programs)
- Private philanthropic bodies, incl. previous Marysville & Triangle donors)

1. Includes payroll tax (at July 2020 regional Victorian rate of 2.02%), workers compensation and other loadings
Source: Victorian State Revenue Office; Fair Work Ombudsman; Regional Development Victoria; BCG analysis

Action plan: Strengthen Triangle-wide economic leadership

Description

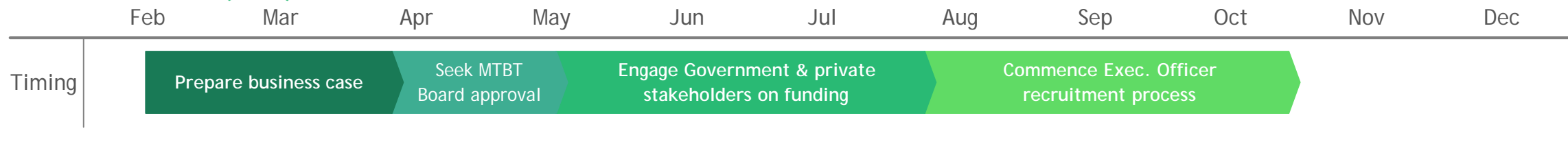
Strengthen Triangle-wide economic leadership to drive collaboration between local businesses, including:

- A paid Executive Officer that does not have a personal business interest in the region
- Clear mandate and decision rights within the community

Proposed actions

		Stakeholders	Timing
1	Prepare business case for funding of Executive Officer, including: <ul style="list-style-type: none"> • Position description (role and responsibilities) • Time commitment • Salary range • Benefit to the local community • Potential funding sources (incl. alignments with relevant organisations for funding) 	MTBT/MTCF	2m
2	Seek MTBT Board approval for Executive Officer position	MTBT	1m
3	Engage State and Local Government stakeholders on Executive Officer funding (ideally min. 3-year timeframe - see 'potential funding sources' for potential grants available)	MTBT	2-3m
4	Commence recruitment process for Executive Officer within Triangle community. If no suitable candidate is found, commence recruitment process for Executive Officer outside Triangle community	MTBT	2-3m

Indicative timeline (2020)



Local ownership must be established for priority initiatives

Existing community organisations (MTCF, MTBT) do not have sufficient available resources to take ownership of all initiatives within the economic development strategy. The initiatives also need support, in the form of coordination and targeted financial assistance from the Victorian Government, the Murrindindi Shire Council (MSC) and local business leaders, preferably as a multi-year commitment.

To bring the refreshed Marysville and Triangle economic development strategy to life, it is essential to align on which organisations will take ownership for specific initiatives. It is proposed that the identified organisations will be responsible for end-to-end ownership of initiatives, including resourcing, defining the action plan, requesting support from other stakeholders, and implementation

For these reasons, we propose the following actions

- A** MTCF to align with MSC on the role it can play in the design and delivery of specific initiatives. Possible roles include:
 - MSC to take full ownership for the delivery of an initiative
 - MSC to support the initiative with resourcing and/or funding, without taking full ownership (e.g. Providing support to develop marketing materials for tourism campaigns)
 - MSC to provide 'in principle' support for an initiative, including connecting initiative owners with relevant stakeholders in, e.g. State Government or Regional Development Victoria

- B** MTCF and MTBT to align on their ownership of specific initiatives, and how they will engage other relevant community groups to own and drive initiatives as appropriate

Suggest creating action plans for remaining initiatives to ensure clear direction

Creating an action plan can fulfil multiple objectives, e.g.

- Providing a more detailed description of what the initiative is supposed to solve and what the solution should look like
- Structuring next steps for the initiative including timeline (high level)
- Identifying stakeholders that need to be involved in detailing out and implementing the initiative
- Facilitating discussions with the relevant stakeholders about their role and involvement

We have included four action plans for initiatives prioritised during Workshop #2. These include:

- A1 Work with major employers to enhance marketing of the location to employees and their families; assess possibilities that employers provide incentives for employees to move to the region
- A3 Assess possibilities to reduce upfront costs of building new houses in the Triangle region
- C1 Define targeted visitor offerings and activity packages
- C2 Maintain and/or reopen existing natural assets in the Triangle

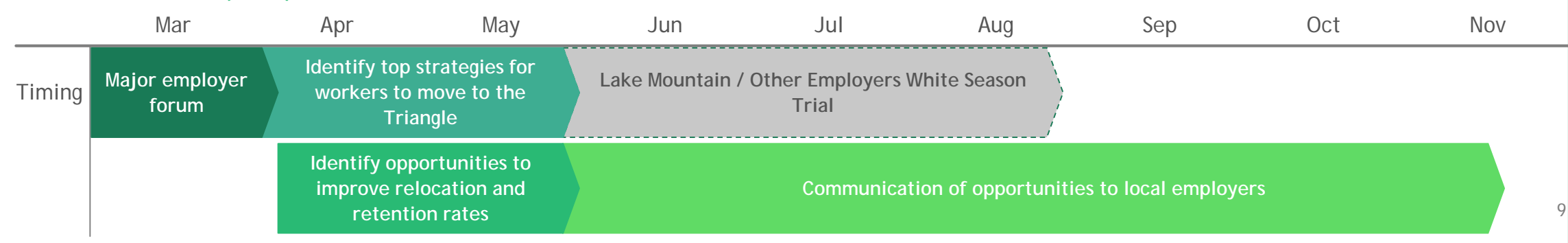
Action plan: Work with major employers to market Triangle to employees

Description

Initiative owners to engage with major employers to enhance marketing of the Triangle to employees and their families. This may include strategies such as targeted messaging to employees about the 'whole family' offering of the Triangle, or creating a joint prospectus for new residents in the region. The initiative owner can additionally work with local businesses to design incentive schemes (e.g. time-limited rental subsidies or similar) for employers to offer employees who are willing to move to the Triangle in the medium to long-term

Proposed actions		Proposed Stakeholders	Timing
1	Hold a forum with major employers in the region (e.g. Lake Mountain, Foodworks, Vibe, OEG) to diagnose major issues relating to medium- and long-term staff retention in the area	MTBT	1m
2	Research and identify top 3-5 strategies to combat the specific issues identified in the workshop, e.g. marketing prospectus for employees unaware of lifestyle and community benefits of living in the Triangle	MTBT	3-4m
3	Identify opportunities to collaborate between larger employers, e.g. shared staffing models; joint housing or local transport investments	MTBT	3-4m
4	<i>Possibility for a White Season trial with major employers, e.g. Lake Mountain</i>	<i>Local employers</i>	<i>2m</i>
5	Communicate opportunities for individual or joint efforts to promote the medium- and long-term residence of employees, and provide support for partnerships/collaboration if requested	MTBT	2m

Indicative timeline (2020)



Action plan: Reduce upfront cost of building new houses in the Triangle

Description

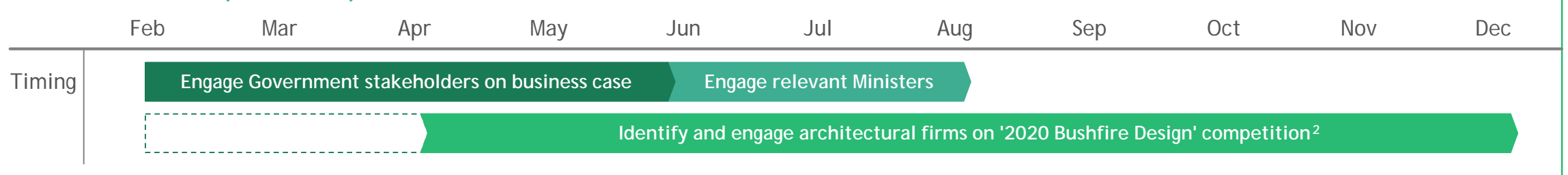
Assess potential to reduce the upfront costs of building new houses in the Triangle region. Options could include:

- Subsidise bushfire-ready elements of construction for new builds based on Bushfire Attack level (BAL) rating (e.g. if fire shutters required)
- Reduce stamp duty for new houses based on BAL rating
- Engage with architecture firms to create a '10 Years On' bushfire-safe, eco-friendly design for the Marysville and Triangle region (pro bono or as a competition piece in partnership with MTCF, MSC or the State Government)

Proposed actions

		Proposed Stakeholders	Timing
1	Engage relevant Government stakeholders to assist with the creation of a business case for state-wide scheme for bushfire zone building subsidies, specifically Secretary, DJPR; Emergency Mgmt. Commissioner; D-S (Economic), Department of Treasury and Finance	MTCF / MSC	3-6m
2	Engage with relevant Ministers ¹ on support for bushfire building subsidies, incl. Tim Pallas (Treasurer, M. Economic Development); Jaclyn Symes (M. Regional Development); Jaala Pulford (M. Roads; Fmr M. Regional Development); James Merlino (Dep. Premier; M. Education)	MTCF / MSC	3-6m
3	Identify and engage architectural firms participating in 2009 bushfire-ready design program; Engage with MSC to hold design competition with identified firms (seeking support from State Govt. is encouraged)	MTCF / MSC	3-6m

Indicative timeline (2019-2020)



1. As of 7 November 2019; 2. Start date depending on capacity of stakeholders

Action plan: Define targeted visitor offerings and activity packages

Description

Identify themes for targeted visitor offerings (e.g. which type of visitors are we able and do we want to attract; what is the menu of activities the Triangle has to offer); prioritise themes and visitor groups to better define the primary tourism proposition. .

- Example themes include: Nature-based experiences; Outdoor sports activities; Motor escapes; RV tourism; Gourmet/foodie offerings; Art and music; Relaxation/spa; Specialised offerings, e.g. outdoor education
- Example partnerships: The Lake Mountain 'Junior Ranger' program, rewarding patronage of local businesses, e.g. 'trout fishing' badge

Define 'activity packages' to encourage overnight stays (e.g. multi-day activity plans) and build stronger awareness of the themed offerings (e.g. restructure how offering is presented on Marysville and Triangle tourism homepage)

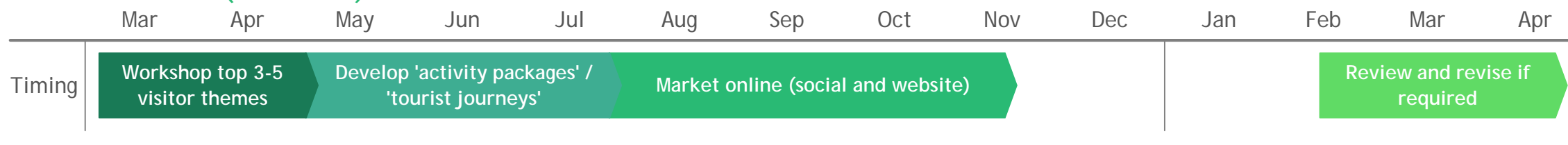
Proposed actions

Proposed Stakeholders

Timing

1	Workshop top 3-5 themes with local tourism providers and business owners, identifying opportunities for collaboration and joint offerings	MTBT	1-2m
2	Develop 'activity packages' or 'tourist journeys' that provide visitors with multi-day itineraries and links to relevant local businesses. Consider including discounts if appropriate	MTBT	2m
3	Market packages on all social media and online platforms; consider updating Marysville Tourism website to be organised around identified themes and itineraries, rather than specific activity categories; specific marketing strategy and reach-out to target groups, e.g. car clubs, tour providers, etc., to foster longer-term partnerships	MTBT	3m/ ongoing
4	Review and revise packages (if necessary) at 12m mark based on visitor feedback	MTBT	2m/ ongoing

Indicative timeline (2020-2021)



Action plan: Maintain and/or reopen natural assets in the Triangle

Description

Work with Local and State Government agencies to:

- Increase maintenance schedule on key trails and walks
- Investigate business case for re-opening closed walks and natural assets, e.g. Beeches Walk, Lady Talbot Drive

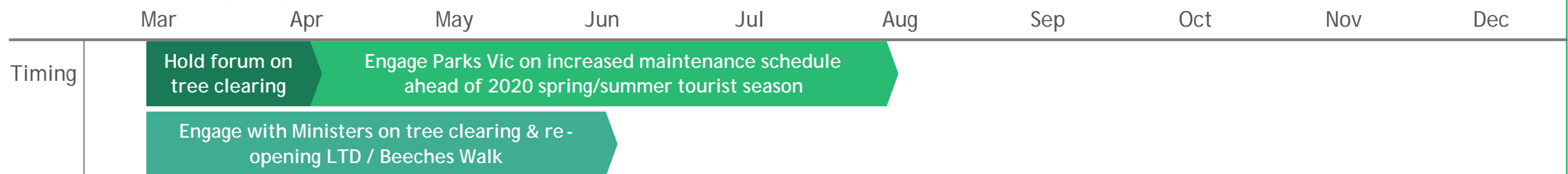
Proposed actions

Proposed Stakeholders

Timing

1	Hold forum with MSC, RDV, Parks Vic, DELWP, local community and other major stakeholders on future of Lady Talbot Drive and Beeches walk, given deterioration of forest and escalating costs of safe, sustainable tree clearing, including the potential for an updated business case	MTCF / MSC / other agencies	3m
2	Engage with relevant Ministers ¹ on re-opening Lady Talbot Drive and Beeches Walk, incl. Martin Pakula (M. Jobs, Innovation and Trade; Tourism, Sport and Major Events); Jaclyn Symes (M. Regional Development); Jaala Pulford (M. Roads; Fmr M. Regional Development); Lily D'Ambrosio (M. Energy, Environment and Climate Change)	MTCF / MSC / other agencies	3-6m
3	Engage Parks Victoria on increased maintenance schedule for specific walks in preparation for Summer/ Autumn tourist season in 2020	MTCF / MSC / other agencies	3m

Indicative timeline (2020)



Key stakeholders to be engaged for specific initiatives (I/V)

Organisation	Key contacts ¹	Relevant initiatives ²	Specific asks
Murrindindi Shire Council	Craig Lloyd-CEO		<ul style="list-style-type: none"> Assess possibilities for funding support of a paid Executive Officer for economic leadership in the Triangle Support to create a Triangle-wide vision (3-6 mth process) through existing community planning resources Potential to engage with architecture firms through a competition or pro bono engagement to create a series of bushfire-safe designs for local residents living in BAL-29 or above zones Assess costs and benefits to local business community of joining the Small Business Friendly Council initiative Identify potential for additional targeted industrial/commercially-zoned land across the Triangle Identify potential for new on- and off-road bike trails to connect towns across the Triangle Assist with connecting local agricultural and aquaculture producers for a local agricultural forum, and/or connect producers with existing relevant forums
Vibe Hotel	Stephen Moore-Regional Manager		<ul style="list-style-type: none"> Collaborate with other local business owners to identify innovative strategies for encouraging employees to move to the Triangle in the medium- to long-term Assess the potential for collaborating with other businesses to create packaged offerings or further involvement in destination events Collaborate with MTBT to identify specific themes for the region as a destination (e.g. outdoor education, motor escapes), and development of marketing and promotion materials
Lake Mountain	Gail Conman-CEO		
Foodworks	Michael Reddrop-Owner		
OEG	Richard Thornton-CEO		

1. As of 7 November 2019; 2. Initiative details can be found in the Appendix

Key stakeholders to be engaged for specific initiatives (II/V)

Initiative details can be found in the Appendix

Organisation	Key contacts ¹	Relevant initiatives ²	Specific asks
DJPR-Regional Development Victoria	Mark Byatt-Manager, Economic Development, Hume Region		<ul style="list-style-type: none"> Support for regional housing affordability initiatives, including potential development of a business case for subsidies and/or exemptions Support to identify and attract new priority industries to the region, and to promote the region as a venue for new or micro-industries Provide tactical assistance on developing a space for new industry and/or social enterprise, e.g. how to best set up the space, funding arrangements, etc. Strategic advice to local farmers on commencing and promoting agritourism activities (individually and collectively) Advice and consideration for funding for a locally-based economic development resource (e.g. a funded Executive Officer at MTBT) Formal sponsorship relationship for MTBT and/or local agricultural forum
DJPR-Creative, Events and Visitor Economy / Visit Victoria	Andrew Abbott-Deputy Secretary		<ul style="list-style-type: none"> Support to create targeted offerings and identify target markets for tourism to the Triangle (through, e.g. provision of market research, best practices) Re-branding support, if required Tactical support on developing a marketing strategy for the region, including digital and online best practice Strategic advice on whether an iconic offering is a) appropriate for the Marysville region and b) advisable within the broader Vic Tourism environment and c) laying out options what this offering could be & how to attract funding/investors
DJPR-Agriculture	Emily Philips-Deputy Secretary		<ul style="list-style-type: none"> Formal sponsorship relationship or strategic advice and best practice on establishing and strengthening local agricultural forum Commitment and support to address local sustainability issues, including water temperature increases (and impact on aquaculture industry)

1. As of 7 November 2019; 2. Initiative details can be found in the Appendix

Key stakeholders to be engaged for specific initiatives (III/V)

Initiative details can be found in the Appendix

Organisation	Key contacts ¹	Relevant initiatives ²	Specific asks
Parks Victoria	Graeme Baxter- Regional Director Eastern Victoria		<ul style="list-style-type: none"> Revisit or update to business case for reopening Beeches Walk and any other walks/scenic drives that remain closed after the 2009 bushfires Revisit trail maintenance schedule (esp. in bushfire season)
Emergency Management Victoria	Andrew Crisp- Commissioner		<ul style="list-style-type: none"> Support for bushfire-ready building subsidies and/or exemptions for Triangle residents (possible to extend to a statewide program for bushfire-prone areas)
Regional Development Australia	Susan Benedyka- Chair, Hume Region		<ul style="list-style-type: none"> Strategic advice on priority industries currently earmarked or considering development in the Hume region, and support for development of these industries in the Triangle region Formal sponsorship relationship or strategic advice and best practice on establishing and strengthening local agricultural forum

1. As of 7 November 2019; 2. Initiative details can be found in the Appendix

Key stakeholders to be engaged for specific initiatives (IV/V)

Initiative details can be found in the Appendix

Organisation	Key contacts ¹	Relevant initiatives ²	Specific asks
Victorian Tourism Industry Council	Felicia Mariani-CEO		<ul style="list-style-type: none"> Strategic advice on branding and marketing the Triangle area as a nature-based tourism destination Advice and best practice on developing tourism packages within specific themes or for specific target groups, e.g. motor enthusiasts, adventure tourists Connection to other regional Victorian destinations with similar or complementary offerings to leverage best practice and potential collaboration opportunities Connection to potential F&B partners for investment in the Triangle region
Small Business Victoria	Barbara Cullen-Director		<ul style="list-style-type: none"> Delivery of specific training for local businesses on priority topics, incl. digital marketing and developing an online presence Support with additional marketing and/or targeted reach-outs to promote the Small Business bus schedule Provide tactical assistance on developing a space for new industry and/or social enterprise, e.g. how to best set up the space, funding arrangements, etc.
Victorian Small Business Commission	Judy O'Connell-Commissioner		<ul style="list-style-type: none"> Support to encourage MSC to join the Small Business Friendly Council initiative, and/or otherwise create a business-friendly environment in the Triangle region Possibility to provide standardised contracts that can be used for partnerships between businesses (easy use without need for legal support)

1. As of 7 November 2019; 2. Initiative details can be found in the Appendix

Key stakeholders to be engaged for specific initiatives (V/V)

Initiative details can be found in the Appendix

Organisation	Key contacts ¹	Relevant initiatives ²	Specific asks
DELWP-Forest, Fire and Regions	Lee Miezis-Deputy Secretary	<p>A grid of 21 initiative icons arranged in four rows: Row 1: A1, A2, A3 (green), A4, A5; Row 2: B1, B2, B3, B4, B5, B6, B7, B8, B9; Row 3: C1, C2 (green), C3, C4, C5, C6, C7; Row 4: D1, D2, D3 (green).</p>	<ul style="list-style-type: none"> Support for bushfire-ready building subsidies and/or exemptions for Triangle residents (possible to extend to a statewide program for bushfire-prone areas) Revisit or update to business case for reopening Beeches Walk and any other walks/scenic drives that remain closed after the 2009 bushfires Revisit trail maintenance schedule (esp. in bushfire season)
DELWP-Environment and Climate Change	Kylie White-Deputy Secretary	<p>A grid of 21 initiative icons arranged in four rows: Row 1: A1, A2, A3, A4, A5; Row 2: B1, B2, B3, B4, B5, B6, B7, B8, B9; Row 3: C1, C2, C3, C4, C5, C6, C7; Row 4: D1, D2, D3 (green).</p>	<ul style="list-style-type: none"> Commitment and support to address local sustainability issues, including water temperature increases (and impact on aquaculture industry)

1. As of 7 November 2019; 2. Initiative details can be found in the Appendix



Appendix: Proposed initiatives to support economic development



A) Local community and population: Proposed initiatives

Focus areas	Initiative(s)
Market existing infrastructure as a 'family' offering	A1 Work with major employers to market the location to potential employees and their families (e.g. targeted messaging to employees using a prospectus, etc.); assess potential for employers to provide incentives for employees to move to the region
Identify opportunities for affordable housing options	A2 Identify community-wide opportunities to improve the availability and affordability of rental accommodation: <ul style="list-style-type: none"> • Improve affordability for priority resident rental housing (e.g. time-limited rental subsidies) • Increase availability of residential rental property (e.g. rate incentives for investors who currently offer short-term rentals)
	A3 Assess potential to reduce the upfront costs of building new houses in the Triangle region. Options could include: <ul style="list-style-type: none"> • Subsidise bushfire-ready elements of construction for new builds based on Bushfire Attack level (BAL) rating (e.g. if fire shutters required) • Reduce stamp duty for new houses based on BAL rating • Engage with architecture firms to create a '10 Years On' bushfire-safe, eco-friendly design for the Marysville and Triangle region (pro bono or as a competition piece in partnership with MTCF, MSC or the State Government)
Improve public transport	A4 Investigate options to improve public transport in the Triangle for both residents and visitors (e.g. increase frequency of bus routes, assess school bus routes, etc.)
Engage community in a Triangle-wide vision process	A5 Use existing community engagement initiatives (e.g. MSC Community Planning exercise) to create a Triangle-wide vision to unite various stakeholders, led by MSC/MTCF partnership (3-6 month process)



B) Business and employment: Proposed initiatives

Focus areas	Initiative(s)	
Facilitate partnerships between local businesses to drive collective economic responsibility	B1	Identify opportunities for collaboration and facilitate partnerships between the Triangle community and local and more well-established businesses (e.g. Lake Mountain). For example, Murrindindi Shire Council could work with larger employers in the Triangle to strengthen collaboration, support ongoing engagement and continue relationships
	B2	Work with Visit Victoria, VTIC, industry groups and industry leaders to identify the potential to establish a destination food and beverage provider in the region
Invest in Marysville and the Triangle to create a 'business-friendly' environment	B3	Establish a dedicated space for new industry and/or social enterprise (e.g. innovation hub), with access to key infrastructure, and to resources from Business Victoria, Regional Development Victoria (RDV), etc.
	B4	MSC asked to conduct cost/benefit analysis and decide about joining the Small Business Friendly Council initiative, facilitating Shire-wide structural changes to ease the establishment and expansion of small businesses
	B5	Establish/extend grant schemes to create incentives for businesses to invest into the region <ul style="list-style-type: none"> • MSC to assess opportunities to extend existing grants programs to businesses outside the Shire if they invest into the region and grow employment (Shire wide) • MTCF to establish innovation/business development grants (matched funding) for social enterprises, or other ventures that fit within the 'charitable purpose' definition (collaborating with MSC; Triangle-specific)
	B6	Targeted use or clean up of industrial-zoned land across the Triangle to encourage investment (e.g. existing industrial land at Narbethong)
	B7	Engage Regional Development Victoria to identify and attract new businesses from priority industries to the Triangle
Invest in local business owners through capability uplift	B8	Deliver specific training to local businesses on priority areas for development, e.g. <ul style="list-style-type: none"> • Digital marketing and developing an online presence • Financial literacy Potential to partner with Business Victoria (e.g. Small Business Bus), TAFE, and MSC to assess possibility to provide 1on1 coaching/mentoring sessions to businesses
Strengthen Triangle-wide economic leadership	B9	Strengthen Triangle-wide economic leadership to drive collaboration between local businesses, including: <ul style="list-style-type: none"> • A paid Executive Officer that does not have a personal business interest in the region • Clear mandate and decision rights within the community



C) Tourism offering: Proposed initiatives

Focus areas	Initiative(s)
Create targeted experiences for visitor segments	<p>C1</p> <p>Identify themes for targeted visitor offerings (e.g. which type of visitors are we able and do we want to attract; what is the menu of activities the Triangle has to offer); prioritise themes and visitor groups to better define the primary tourism proposition.</p> <ul style="list-style-type: none"> • Example themes include: Nature-based experiences; Outdoor sports activities; Motor escapes; RV tourism; Gourmet/foodie offerings; Art and music; Relaxation/spa; Specialised offerings (e.g. outdoor education) <p>Define 'activity packages' to encourage overnight stays (e.g. multi-day activity plans) and build stronger awareness of the themed offerings (e.g. restructure how offering is presented on Marysville and Triangle tourism homepage)</p>
Improve tourism offerings	<p>C2</p> <p>Maintain and/or reopen existing natural assets in the Triangle (e.g. Lady Talbot Drive/Beeches Walk, Cathedral Ranges access and signage, bike and walking trails)</p>
	<p>C3</p> <p>Improve tourism proposition with new activities and/or commercial offering (e.g. new 'on-road' bike trails, food & beverage offering, etc.)</p>
	<p>C4</p> <p>Identify potential for an 'iconic offering' (e.g. one unique, 'best of', region-specific activity to attract new visitors)</p>
Revisit the events strategy	<p>C5</p> <p>Review event offering: Assess groups catered to by existing calendar; organise and promote events thematically or by target groups identified; coordinate events calendar (e.g. timing of events, communication of events calendar within the Triangle and inter-regionally, etc.)</p>
Improve collective marketing for the Triangle area	<p>C6</p> <p>Assess need for refreshed Marysville and Triangle branding in the light of a Murrindindi Shire-wide tourism branding and promotion campaign; if rebranding decided/priority, define positioning of Marysville as part of Murrindindi brand with a clearly identified tourism proposition (leveraging initiative C1 above)</p>
	<p>C7</p> <p>Define long-term strategy for joint marketing activities between businesses, organisations and Government bodies</p> <ul style="list-style-type: none"> • Align marketing presences among tourism-related businesses/organisations (e.g. using a consistent logo for online advertising, coordinated Instagram and Facebook presence, etc.) • Coordinate marketing activities (e.g. joint marketing campaigns, using similar and complimentary marketing channels, stronger cross-marketing activities of offerings across businesses, etc.)



D) Agriculture industry: Proposed initiatives

Focus areas	Initiative(s)	
Collaborate and market high-quality, local produce	D1	Create local agriculture/aquaculture forum Formalise relationship with MSC, RDV and VFF (if applicable) to access specific resources on inter-farm collaboration, joint marketing efforts, etc.
Diversify agribusiness offerings	D2	Connect local farmers with RDV/MSD to commence and promote agritourism activities (e.g. farm-gate tourism, farm stay offers, etc.)
Engage DELWP on sustainability issues	D3	Engage with DELWP and Goulburn Murray Water on long-term impacts of water temperature rise on local trout population (and possibility of stronger re-stocking), and other sustainability issues (e.g. deer population)

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