



Berrigan Shire Council

# Sports Tourism Strategy

November 2012



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# Strategic Planning Workshop

## agenda

- 1) What is sports tourism
- 2) Identify the existing major events
- 3) What are the impacts of sport tourism (negative & positive)
- 4) What are the desired outcomes
- 5) Identify potential sports & matched to the facility
- 6) Lifecycle of sports events
- 7) Map the requirements of a major sporting event
- 8) Strategic choice or priorities





## Strategic Planning Process

<b>Context Scan</b>	→	Where are we now?
<b>Values and Vision</b>	→	What kind of future do we want?
<b>Objectives and Outcomes</b>	→	What do we want to achieve?
<b>Strategy Development</b>	→	<p>What are the different Strategies which might achieve these objectives?</p> <ul style="list-style-type: none"> <li>- Growth Options</li> <li>- Lifecycle</li> <li>- Competitive Position</li> <li>- TOWS Analysis</li> <li>- Diversification</li> </ul>
<b>Strategy Assessment</b>	→	How well do these strategies meet the objectives? -
<b>Strategic Choice</b>	→	Which strategies will we adopt? –
<b>Risk Assessment and Mitigation</b>	→	How do we manage the Risk?
<b>The Action Plan</b>	→	What do we need to do?
<b>Implementation</b>	→	How do we implement the strategy?
<b>Monitoring and Review</b>	→	A system to assess on-going performances





## Introduction

If it's outdoors, commands athleticism, involves a ball, draws a crowd, is fast, skilful or just nail biting to watch, then it's a safe bet Australians are into it. That would make it sport, the unofficial lifeblood of our nation.

Perhaps it's all the sunlight, or the fact that many Australians have learnt to kick a ball and play backyard cricket by the time they've mastered mathematics. Whatever the reason, Australians seem to have an innate inclination towards sport – playing it, enthusing about it and cheering it on from the sidelines.

For a country with a comparatively small population of 21 million, Australia punches above its weight in the international sporting arena – be it in swimming or golf, netball or cricket, tennis or surfing.



## What is Sports Tourism ?

Participation sports tourism is the largest market segment of sports tourism and the most varied in its composition, spanning individual 'lifestyle' sports participation, competition for "kids aged eight to 80", team travel and training for professional athletes and clubs.

Sports Tourism definition for the purposes of the Berrigan Shire Council Sports Tourism Strategy is ;

- ☐ Organized Sporting Events
- ☐ Competitions & tournaments
- ☐ An event that draws people from outside the area for a multiple number of days or daily.
- ☐ Groups or Families – Active/Passive
- ☐ Formal Groups using facilities for training or events
- ☐ Training or practice matches ie: pre-season camps
- ☐ Allied activities – using the river or bush
- ☐ Value adding through the use of accommodation

The rationalization behind the development of a Sports Tourism across Berrigan Shire is to

- Create a model that will enhance and sustain sports infrastructure for the future
- Build a reputation based on quality events and outstanding playing facilities
- Construct community based sporting organisations that are financially viable, have strong leadership and event management skills to host sporting events
- Augment sustainable accommodation, hospitality and retail sectors

To be considered as a must be able to deliver benefits that other sectors cannot, or deliver common ones either more efficiently or on a grander scale.

Economic value is one obvious area of possible gain and output of developing a viable sports tourism destination development strategy – return on investment rates of 8:1 are not uncommon targets for event hosting organisations – but less tangible gains around society, seasonality, the environment or indirect investment are also there to be leveraged.



## Why sports tourism ?

While sports tourism destinations vary hugely in their character and offers, there are considered five core elements that are common to most in what sports tourists are looking for;

### Access:

The dominance of Melbourne, 2 hours drive from the Berrigan Shire and central to southern NSW and northern Victoria is a competitive advantage for the destination. An element for sports tourism is to be accessible to their key markets. Yet sports tourists also require other types of access within the destination itself: to facilities for participants and to event tickets for spectators.

### Climate:

Good weather is the most important factor in the choice of destination among golf tourists, and is highly important for many other groups too: the right wind, sun and ground conditions can be key determinants of quality of experience for many sports tourists.

### Prestige

In the spectator sector, the prestige attached to a particular event is a major influence on its ability to attract sports tourists, with the most important or most historic events generating the greatest visitor inflows. In the participation sphere, some locations enjoy iconic or cult status that gives their offer an added appeal.

### Diversity

With the exception of professional athletes, very few sports tourists focus on their sport for the entire time they are in a destination. Therefore, the most successful locations tend to be those that can provide a wider mix of facilities. Spectators are also looking for other tourism and leisure facilities so locations need to develop complementary amenities, particularly other sports, bars or restaurants etc.

### Authenticity

Sports tourists are increasingly seeking experiences that give them a sense of connection to a destination, in either a physical or communal sense. What they are seeking is the authenticity of experience that is becoming harder to obtain in other tourism markets. A sports tourism destination's ability to retain and communicate that authenticity will be a key determinant of its long term viability and success.





## Sports Market Environment in Australia

Having hosted the Olympic Games twice and the Commonwealth Games four times, with the Gold Coast set to play host in 2018, Australia is also home to some of the world's most prestigious annual sporting events. It makes a compelling argument for sports lovers to time their Australian travel plans to coincide with a world class display of physical prowess and skill.

Tennis fans can catch the first grand slam of the year at the Australian Open, held in Melbourne each January. The world's best players start their year here, cheered on by more than half a million spectators over the fortnight-long event. Warm-up tournaments in Perth and Sydney get both players and spectators in the zone.

Summer is also peak season for cricket. Around the country, test matches and one-day tournaments unfold at iconic cricket grounds, from the MCG in Melbourne to the Sydney Cricket Ground, Perth's WACA and Brisbane's Gabba. Every other year the Ashes Test Series is contested between Australia and England. The Boxing Day Test at the MCG is considered in many circles the best possible recovery from the excesses of Christmas.

The business of knocking a small white ball down long grassy fairways is given due regard in Australia, the place many of the world's top golfers call home. The Australasian Professional Golf Association (PGA) tour attracts professional golfers from around the world. Events – played at first rate courses from Perth's Lake Karrinyup to Kingston Heath Golf Club in Melbourne – include the Perth International, Australian Masters, Emirates Australian Open, Heritage Classic and Coca Cola Australian PGA Championship.

Choose your preferred chariot for trackside events. Be it horses, cars, bikes or aeroplanes, there are thrills and spills to be found at many atmospheric events whose attractions span high octane to high fashion.

Melbourne's Spring Racing Carnival is Australia's best loved horse racing event. It's on for 50 days at race tracks around Melbourne, encouraging people to break out their suits and fascinators for a sustained celebration of equine strength and majesty. The highlight of the carnival is the Melbourne Cup, held every year on the first Tuesday in November. Known as the race that stops a nation, the Melbourne Cup commands a public holiday in Victoria and prompts many a race-day luncheon around the country.





## Sports Market Environment in Australia

Races of the four-legged variety are not limited to the genteel and highly prized realm of thoroughbreds. Novelty race meets such as the Camel Cup in Alice Springs and the Kulin Bush Races in Western Australia are known to race camels, donkeys and even farm machinery, proving that for all the seriousness with which Australians take their sport, a sense of humor prevails.

Greater speeds are reached at motor racing events, the pinnacle of which is the Formula 1 Grand Prix held in Melbourne each March. Crowds of 300,000 turn out for the event. The Australian Motorcycle Grand Prix is held each October at Victoria's Phillip Island. A gentler two-wheel pace is set, with just as much action, at the Santos Tour Down Under, the first stop on the world's cycling calendar held each January in South Australia.

Ball sports span netball – Australia's team hovers at the top end of the world ladder and will host the World Championships in Sydney in 2015 – to basketball, rugby, soccer and football. Confusingly, those last three are all known as football in various parts of the country, though none claims the title of "footy" with quite the authority as Australian Rules. Land anywhere in Australia during winter, and there will be some fiercely contested match playing out on a grassy pitch near you.

In Rugby Union, tri-nations test matches see Australia, New Zealand and South Africa battling it out in Sydney, Melbourne, Brisbane and Perth. The Bledisloe Cup sees Australia's Wallabies team compete with rugby arch rivals the New Zealand All Blacks over three dramatic matches, with Australia to host the final for the next ten years. In 2013 the British and Irish Lions will tour Australia for the first time in 12 years to play against our elite rugby teams in nine matches over six weeks.

Australian Rules Football, once played solely in Victoria, now fields teams from Western Australia, New South Wales, South Australia, Queensland and Victoria. The much anticipated grand final, is played at the MCG in Melbourne in September. Attracting crowds of nearly 100,000, it is one of the country's major annual sporting events.

Like the Steeplechases, the fun runs, the swimming meets and the sailing regattas, 'Aussie Rules' is a quintessentially Australian experience. It's a hard fought contest waged in the great outdoors, at which spectators are as passionate as participants. There's also the chance to eat meat pies on the sidelines. In Australia, it all comes under the banner of good sport.



## Existing Events in Berrigan Shire

### Golf

#### golf

- "Outback Golf " Championship
- Southern Australian Trainee Championship
- Victorian Country Women's Golf Championship
- Over 55's Seniors Golf Championships
- 4 or 5 Golf Club Championships
- Victorian Police Golf Championships

### Bowls

#### cricket

- Australian Country Cricket Championships
- Masters Cricket Association Championships
- Schoolboys Cricket Championships

### Equestrian

#### bowls

- Victorian Country Championships
- Peaches & Cream Championships

### Cricket

#### football

- Victorian Premier League
- Masters Football
- AFL Pre Season Country Camp
- Murray League Grand Final
- Piccola League Grand Final

### Football

#### aerodrome

- State & National Aerobatic Championships
- Fly ins – heritage planes
- Gliding World Championships
- Car events

### Aerodrome

#### equine

- Berrigan Golf Cup
- Tocumwal Cup
- Finley Rodeo
- Barooga Pro Bull Rodeo
- Tocumwal Pony Club
- Berrigan Show

### Horseracing

#### additional events

- Murray River Marathon
- Hot Red Run Event
- Little Athletics South West Zone Championships
- Australian Sporting Shearers Association

### Aerodrome







## Berrigan Shire as a Sports Tourism Destination

### Values & Vision

- We have developed a premier destination in regional NSW and Victoria for intermediate sporting events and club championships
- We support a strong community based leadership that are trained in elite event management and have an ability to independently host sporting events and club championships
- Our community sporting clubs are financially viable and have a long term investment strategy to upgrade sporting infrastructure and facilities
- The sustainability of our infrastructure, assets and sporting facilities is robust and keeps pace with sporting industry requirements and player expectations
- Our vibrant tourism industry provides participants and spectators with quality affordable accommodation, catering and retail options
- Our businesses leverage opportunities to provide additional tourism experiences that are integral to the visitors itinerary

### What are the benefits of sports tourism?

- Sports are an investment in the tourism industry
- Maximizes sporting and community facility use
- Creates economic growth through motel occupancy, restaurants and retail spending
- Creates exposure and enhances positive township reputation and regional image
- Creates new products and a new focus for tourism destination management
- Builds community relationships and strengthens corporate sponsorship
- Attracts high-yield visitors and motivates repeat family visitation
- Uses the media to extend beyond the normal market reach
- Improves the organizational, marketing, and bidding capability of the community
- Secures a financial legacy for management of sport facilities by community groups
- Increases community support for sport and sports based events





## Berrigan Shire as a Sports Tourism Destination

### Objectives & Targets

- ☐ Target 5 to 17 years olds & Baby Boomers
- ☐ Identify potential sport events matched to the facility / re source (golf, river, sports grounds, race tracks, roads, aerodrome, stadiums)
- ☐ Leverage off the work being done by Barooga Sports Club – Facilities & Focus
- ☐ Recreation : Attract a AFL pre Season game
- ☐ Recreation : Target School events use of recreation reserves across Berrigan Shire
- ☐ Golf : Strengthen Key Golf Championship Events
- ☐ Bowls : Strengthen Bowls Championships Events
- ☐ Council to facilitate, train, motivate and mobilize resources community groups to implement key actions within the Sports Tourism Strategy





## Environmental SWOT Analysis

Strengths of Berrigan Shire Sports Tourism	Weaknesses of Berrigan Shire Sports Tourism
<ul style="list-style-type: none"> <li>↑ Central location NSW/Vic</li> <li>↑ Climate is consistent, warm and sunny</li> <li>↑ Maximizes sporting facility use</li> <li>↑ Attracts high-yield visitors</li> <li>↑ Creates economic growth through hotel occupancy, restaurants and retail spend</li> <li>↑ Builds community ownership and skills in event management</li> <li>↑ Improves media profile &amp; destination awareness</li> <li>↑ Secures a financial legacy for the management of sporting facilities.</li> <li>↑ Increases community leadership and event management of sport events</li> <li>↑ Improves the organizational, marketing and bidding capability of the Berrigan Shire and the community.</li> </ul>	<ul style="list-style-type: none"> <li>☠ Exposure of risks &amp; injury</li> <li>☠ Event failure risk</li> <li>☠ Thuggish, violent behavior</li> <li>☠ Vandalism of town assets</li> <li>☠ Perceived long distance from Cities</li> <li>☠ Risk to Club leadership due to pressure, work load or local ownership</li> <li>☠ Limited by number of volunteers</li> <li>☠ Risk vs Return</li> <li>☠ Tension between the hosts &amp; visitors</li> <li>☠ Clubs not able to up skill to the required standard to host events</li> <li>☠ Limited resources to attract high profile events (ie competing with pay to play locations)</li> <li>☠ Nominal marketing budget for advertising and promotion</li> <li>☠ Bidding process is demanding on Council's limited resources</li> <li>☠ Lack of hotel rooms</li> <li>☠ Hotels already full in the summer</li> <li>☠ Sports are not linked together</li> <li>☠ Events often happen on the same weekend</li> </ul>
Opportunities in the Marketplace	Threats in the Marketplace
<ul style="list-style-type: none"> <li>✓ Link to strategic partnerships and build long term relationships</li> <li>✓ New business opportunities</li> <li>✓ Improved sporting facilities</li> <li>✓ Tourism investment in accommodation options from 3 star to high end boutique options.</li> <li>✓ Development of community leadership and skills in Event Management</li> <li>✓ Creates exposure and enhances the positive image for the Berrigan Shire</li> <li>✓ Builds a model for sustainable community &amp; sporting infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>✗ Risk capital and return on investment</li> <li>✗ Unreal visitor expectations</li> <li>✗ Damaging reputation through social media and word of mouth</li> <li>✗ Sport tourism's lack of understanding</li> <li>✗ Tourism industry does not keep pace with visitors requirements</li> <li>✗ Expense in advertising and marketing via mass-media</li> <li>✗ Crowded and competitive LGA market for sports events</li> <li>✗ Pricing war between competing locations &amp; LGS's to capture the event results in pay to play culture</li> </ul>





## Strategic Management

A successful Sports Tourism destination needs to serve the interests of all its constituent groups and draw on all the resources they can provide.

### Five key stakeholders are

The host communities of Berrigan, Finley, Tocumwal and Barooga, is where the large majority of the positive economic impacts will be felt. The community relationships within, across and as the host with the sports tourism event or external club, is critical to the long term success of a Sports Tourism Strategy.

Berrigan Shire Council plays an important role in the implementation of the sports tourism strategy on two levels: as a direct funder of infrastructure and as an enabler of relationships. The former is most common in the spectator sector, while the latter can take a wide variety of forms, from providing benefits in kind to carrying out infrastructure developments that cater to sports tourism's needs or providing strategic leadership to keep all parties pulling in the same direction.

Private sector tourism tends to engage once a sports tourism destination is established rather than as part of the development process itself. Building clusters of businesses related to the sporting offer can help create a profile for the destination within the tourist community and adds to the authenticity that visitors value highly.

Brands are major players in the industry of sport, whether they are commercial brands, event and property brands, or the destination brand. Working with these brands (ie Barooga Sporties) during the development of the Sports Tourism Strategy can significantly enhance product appeal. Cross-pollination of brand values between the destination and the properties will also create alignment and co-operation.





# Strategic Management

## Strategy Development

Sports Tourism Strategy development is heavily focused on the following needs:

- 1) Assessing the needs of sports tourists matched to the infrastructure on offer
- 2) Identifying the needs of the destination and additional product requirements
- 3) What can the destination can do for those sports tourism products
- 4) To achieve the intended effect, a sports tourism product will have particular requirements: a particular standard of facility, certain natural resources, specific infrastructure or a minimum accommodation capacity.

## Key requirements for Sports Tourism

- 1) Good facilities
- 2) Social experiences
- 3) Affordable, clean accommodation
- 4) Clean, modern change rooms
- 5) Playing conditions – turf wickets, grounds, lights
- 6) Good Customer Service
- 7) Community Support
- 8) Catering facilities

## Good Event Characteristics

- 1) Well attended
- 2) Events run on time
- 3) Organized and well attended
- 4) Community & organizers friendly
- 5) Add ons are organized
- 6) Accommodation - easy to access – affordable options provided
- 7) Good catering
- 8) Facility characteristics are strong – ie good playing surface



# Strategic Management

## Roles & Responsibilities

Berrigan Shire Council will play a role in providing access to infrastructure, amenity, maintenance and risk management; Coordinating, facilitating and leading development; Partnership building and relationship management; Capacity building with local clubs & leadership and Event evaluation

The Communities of Finley, Berrigan, Barooga and Tocumwal will have the responsibility to use the facilities to attract and host events, provide leadership and demonstrate outstanding customer service

The Hospitality industry will provide service, accommodation and complimentary facilitation ie: bookings

The Tourism Association will provide Coordination of marketing material and facilitate information ie: Tours

Examples of Best Practice in Sports Tourism include;

- 1) Geelong
- 2) Coffs Harbor – Coordinated Football
- 3) Barooga Sports Club
- 4) Bendigo

## Key Roles

- ☐ To develop an organizational framework to support the attraction and hosting of sport events
- ☐ To promote the concept of sport tourism so that all residents and decision-makers know the value of sport events, in economic terms, in their capacity for sport and community development, and their ability to enhance the community's image.
- ☐ To develop a marketing strategy that will focus on the community's strengths.
- ☐ To develop the tools, resources and facilities that are necessary for event organizers to stage top quality events.

## Key Strategies

- 1) Provide excellent playing surfaces & modern sporting facilities
- 2) Build community capacity to deliver better quality sporting events
- 3) Marketing & relationships building
- 4) Grow existing events
- 5) Attracting new events



## Action & Implementation Plan – Sports Tourism Strategy

### Facilities

Strategy: Provide excellent playing surfaces & modern sporting facilities			
Action	Who	Milestone	
Attract additional funds to upgrade Finley Recreation Reserve	Council		
Attract additional funds to upgrade Barooga Sports Ground	Council		
Conduct an audit of Rec Reserve, monitor and report playing surface standards in partnership with sporting associations	Council / Clubs		
Provide a standard set of guidelines to all bowling, cricket, tennis and football clubs in order to bring all facilities up to standards	Council / Clubs		
Work with regional stakeholders to deliver infrastructure projects that will leverage investment from sports tourism	Council		
Work across Government, in particular with Regional Development Australia Murray, Regional Development Victoria, NSW Tourism, Murray Regional Tourism Board to provide a consistent approach to sports tourism and community events attraction	Council		

### Community Leadership

Strategy: Build community capacity to deliver better quality sporting events			
Action	Who	Milestone	
Get agreement with and determine community clubs alignment to hosting events	Council		
Provide volunteers with skills and training in event management	Council		
Obtain general community support for process and cost of the effort	Council		
Strengthen weak links and relationships across accommodation, hospitality and retail sectors	Council		
Develop a new online coordinated booking systems, training and education program for regional operators and coordinate with regional tourism associations	Council		
Work with community sporting event organisers, RTBs, Sporting Associations, Regional Tourism Associations and other Local Governments to improve the quality of events and associated marketing activities	Council / Clubs		

# Action & Implementation Plan – Sports Tourism Strategy

## Marketing

Strategy: marketing & relationships building			
Action	Who	Milestone	
Develop sport tourism campaign to promote club visitation to the Berrigan Shire Council	Council		
Develop Berrigan Shire Sports Tourism marketing collateral – featuring venues/amenity & accommodation options	Council		
Promote the Berrigan Shire and community to the sports industry in a targeted manner using PR initiatives, direct marketing and relationships	Council / Clubs		
Continue regular promotion based on the targeted at key sporting events and sporting associations	Council		
Create Internet and promotion in association with Sporting celebrities & property brands	Council		
Collaborate in partnership with Sun Country on the Murray, MRTB and Victorian cross border townships to promote and attract events to the region	Council / RTO's / other LGA's		

## Events

Strategy : Grow existing events			
Action	Who	Milestone	
Conduct a detailed facility and event resource inventory for use in marketing collateral and bids	Council		
Identify existing events that need boosting and form innovative partnerships to rebrand, build patronage and maximize the events profile	Council		
Focus on key sports events and create new industry and sporting association relationships	Council		
Build Outback Golf Product as a key event	Council		
Promote and attract State & National School Boy Championship Cricket tournaments	Council		
Focus on attracting more participants to Bowling and Golf events	Council		
Look at creating an opportunity to host Sydney and GWS pre season football match in Berrigan Shire	Council		
Assist venues and clubs to develop E-marketing databases as a way to reach and promote events to previous participants	Council / Clubs		
Showcase BSC facilities at relevant industry events, conferences, and trade shows	Council		
Incorporate BSC Sports Tourism Strategy into BS Events Strategy policy and frameworks	Council		



## Action & Implementation Plan – Sports Tourism Strategy

### Events

Strategy : Attract new events			
Action	Who	Milestone	
Create a list of sports and event targets	Council		
Target new events that have synergies with existing events and facilities ie recreation reserves	Council		
Assign and accept responsibility for resourcing and facilitating new event attraction activities	Council		
Gather information and develop relationships with event organisers	Council		
Assess potential financial support and sponsorship opportunities	Council		
Match information gathered by the Berrigan Shire and the community to the event requirements	Council		
Incorporate BSC Sports Tourism Strategy into BS Events Strategy policy and frameworks	Council		

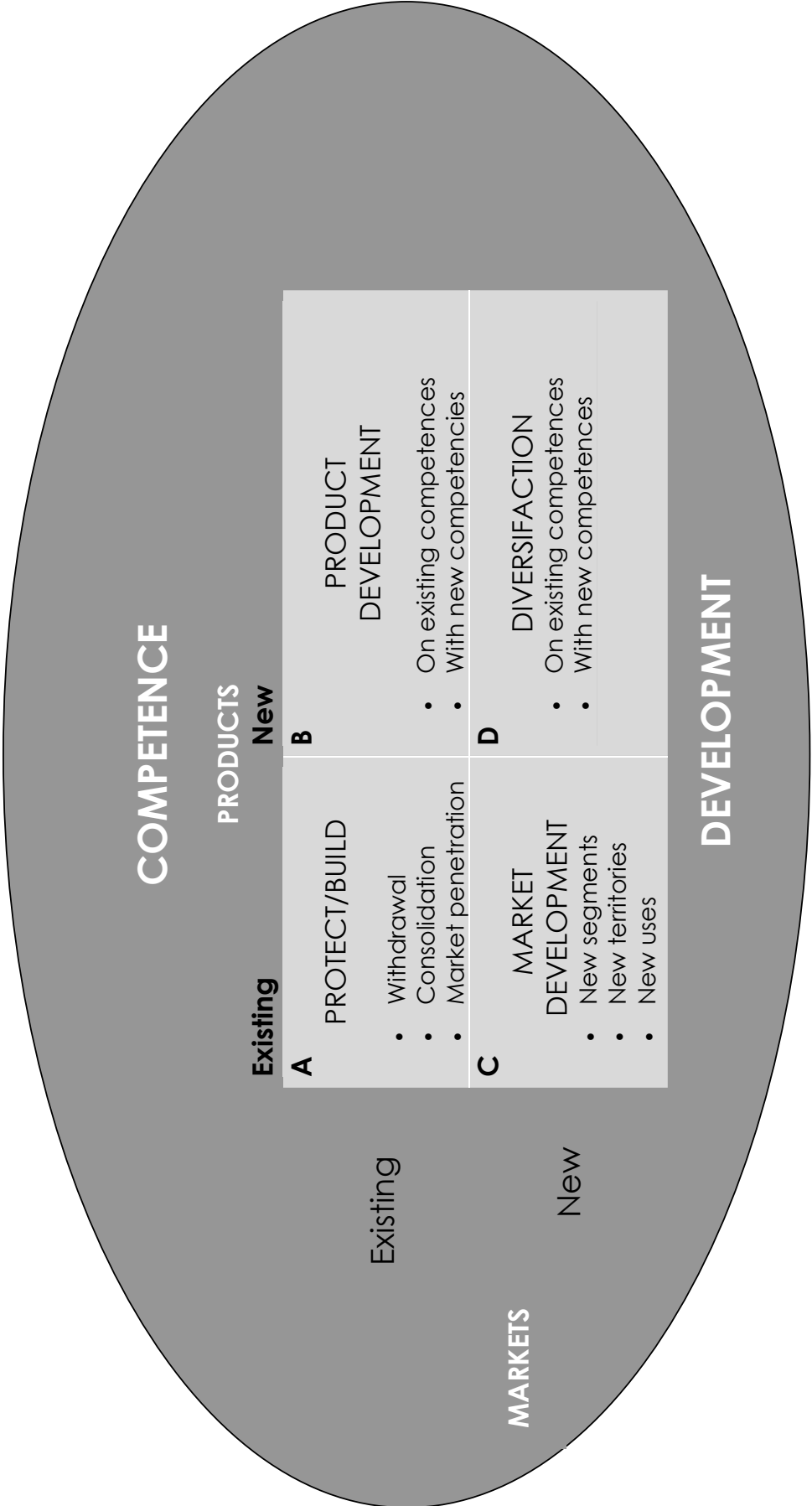




## Risk Assessment and Mitigation

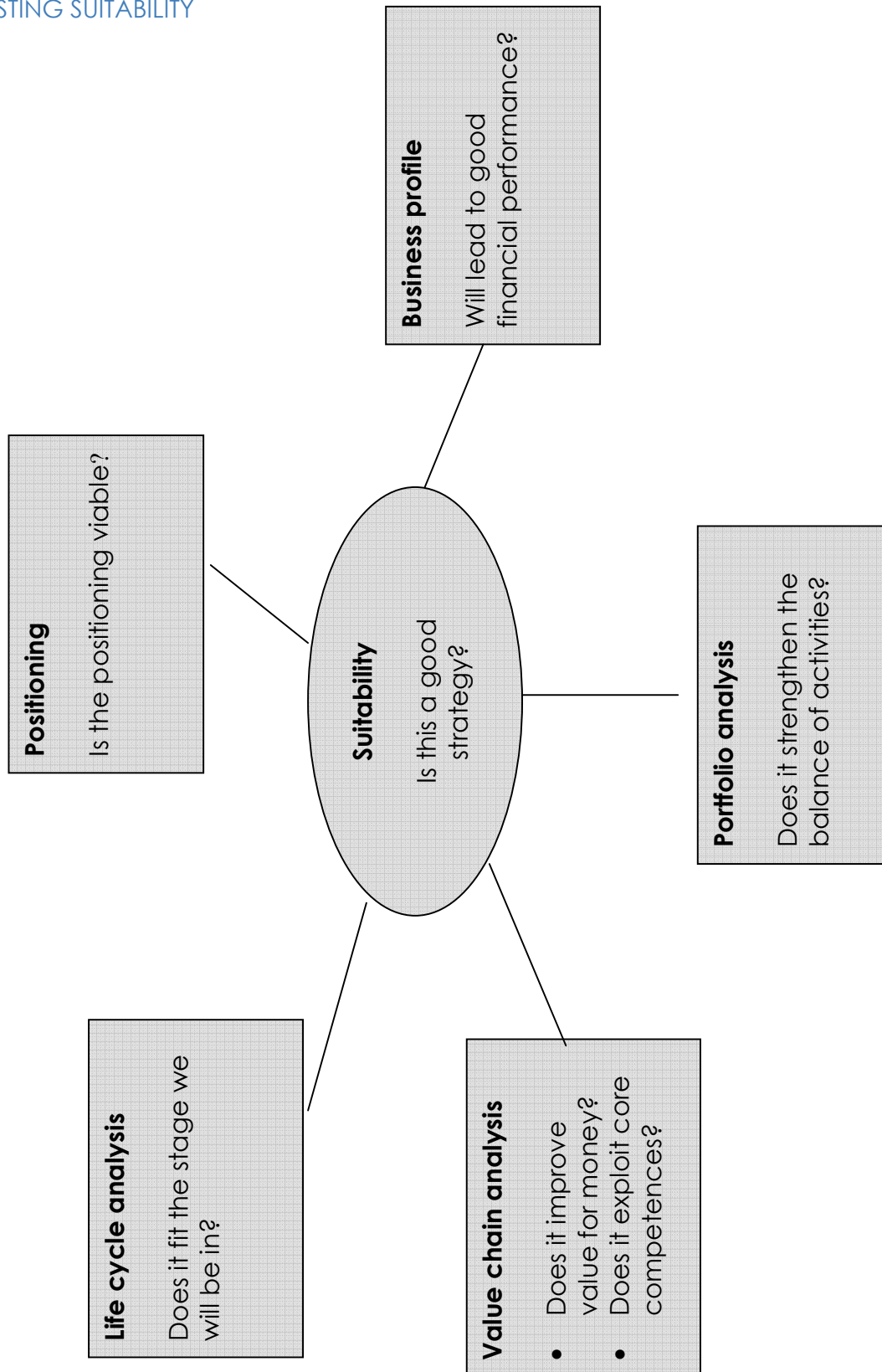
- Understand what has been committed to in the event bid/ acquisition process
- Have a "vision" of what we want the event to look like
- Keep focus on essentials of the event
- Understand the "life cycle" of the event – particularly as it relates to staffing
- Develop an expense budget only after "worst case" income budget is developed
- Remember that cost and expense controls are as important as income generation
- Understand the importance of event operations
- Perform extensive "what if" analyses/time line planning exercises
- Minimize downside risks
- Determine the proper size of your event
- Reduce all agreements to writing
- Seek primary support from those who will directly benefit from the event
- Develop specific marketing programs for each potential support constituency
- Focus on "value-in-kind" opportunities
- Develop non-traditional support resources
- Exploit cooperative or donated means of advertising the event
- Plan event shutdown from beginning





# Directions for Strategy & Development

EXHIBIT 8.2 TESTING SUITABILITY





## Appendix 1: Resources & Reference Material

National Association of Sports Commissions  
<http://www.sportscommissions.org/>

Sport and Tourism Division, Department of Industry, Science and  
 Resources (Australia)  
[http://www.isr.gov.au/sport\\_tourism/](http://www.isr.gov.au/sport_tourism/)

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## Project Statement

This Sports Tourism Strategy has been prepared specifically for Berrigan Shire Council

This report and its contents are not to be referred to, quoted or used by any party in any statement or application, other than by Berrigan Shire Council.

The information contained in this document has been gained by anecdotal evidence, industry statistics and research. It has been prepared in good faith. Tender Right, its servants, consultants, agents or staff shall not be responsible in anyway whatsoever to any person in respect to the report, including errors or omission therein, however caused.

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Professional Indemnity Insurance	\$5,000,000
Public Liability Insurance	\$10,000,000