



Strategic Plan 2016 - 2018

Mission Statement (Purpose)

The Backroads Trail enables people to connect with artisan producers who are passionate about preserving and promoting their rural heritage, lifestyle and landscape. The Back Roads Trail supports business sustainability, strengthening the regional economy.

Vision (Where to do we want to be)

Backroads Trail is the most authentic hidden gem tourism trail in Australia, offering a wide variety of handcrafted products created by passionate local people with vision, style and innovation.

Goals and Strategies

Goal	Strategies
<p>1. The Backroads Trail will ensure its financial sustainability</p>	<ul style="list-style-type: none"> a) Develop various sources of income, including Backroads Trail merchandise b) Publish and market the Backroads Trail Cookbook c) Strengthen relationships with local government, government agencies and other local stakeholders d) Explore ongoing opportunities to fund the activities of the Backroads Trail including government funding and revenue raising
<p>2. The Backroads Trail will grow its share of the visitor economy, in particular through a focus on the food and wine tourism market</p>	<ul style="list-style-type: none"> a) Create and Implement a Backroads Trail Marketing Plan (BTMP), capitalising on the existing and successful Backroads Trail branding <ul style="list-style-type: none"> a. The BTMP will identify and characterise the best market segments for the Backroads Trail to target, to most efficiently grow its share of the visitor economy. These target markets include: <ul style="list-style-type: none"> i. Food appreciation market ii. Local food movement iii. Visiting friends and relatives iv. Caravan and camping v. Sporting widows vi. Visitors travelling through Barham vii. The local community b. The BTMP will define the key messages (to promote, and educate visitors about how to use the Backroads Trail) relevant to each market segment c. The BTMP will correspond with the Committee’s limited budget. It will include low-cost marketing options and incorporate revenue raising options where possible. d. The BTMP will include strategies to encourage producers to actively promote the Trail. b) Develop relationships with other industry groups to form marketing partnerships, helping to maximise the limited marketing budget.
<p>3. Backroads Trail will strengthen its product offering by encouraging a wider variety of products</p>	<ul style="list-style-type: none"> a) Increase the variety of products on offer: <ul style="list-style-type: none"> i. Actively encourage potential and existing local business to establish and/or develop so they can join the Trail ii. Communicate the goals and achievements of the Backroads Trail to the wider community on a regular basis (keeping the Trail front of mind and demonstrating that it is active).

<p>and producers to join the trail, and by ensuring engagement with the Trail is an easy and pleasant experience.</p>	<ul style="list-style-type: none"> iii. Utilise consumer feedback to identify gaps and opportunities in the product offering, this can be collected using a formal system where producers gather and share customer feedback. b) Strive for an easy to use and pleasant experience: <ul style="list-style-type: none"> i. Develop suggested itineraries for visitors ii. Consider additional signage iii. Encourage feedback from consumers about their experience and suggestions they might have. c) Ensure application process to become a BRT producer is transparent and that the expectations (code of conduct) are clearly communicated
<p>4. Backroads Trail will operate as a committee in an efficient manner, considerate of the volunteer commitment of the committee</p>	<ul style="list-style-type: none"> a) Update, implement and regularly review the Backroads Trail Strategic Plan, plus a one year action plan, to guide Committee's discussion and activities. b) Implement a Committee Code of Conduct, and planning to ensure the sustainability and success of the Backroads Trail and its steering committee.
<p>5. The Backroads Trail will identify and utilise the skills of its people and networks to help develop and promote the Backroads Trail.</p>	<ul style="list-style-type: none"> a) Develop and implement formal communication channels with local producers, government organisations and stakeholders to encourage communication about the activities and needs of the Backroads Trail Committee. b) Encourage regular interaction between the Backroads Committee and local communities. c) Capitalise on the skills, networks and community links of the committee.

Actions

Priority	Strategies	Actions	Outcome/ Performance measure	Progress to date
HIGH PRIORITY (6-12 MONTHS)	1 a) Develop various sources of income, including Backroads Trail merchandise	Develop BRT branded cooler bags	Stakeholders surveyed, outlets confirmed and income received from the wholesale selling of cooler bags by November 2016	
		Investigate possible advertising revenue via website	Cost of placing advertng onto website confirmed	
	1 b) Publish and market the Backroads Trail Cookbook	Develop project plan outlining the timeframes, costs and resources required to produce and sell a BRT cookbook	Project Plan endorsed by committee. Funding for project confirmed.	
	1 c) Strengthen relationships with local government, government agencies and other local stakeholders	Update and maintain a list of stakeholders	All stakeholder contact details correct and up to date	
		Regularly communicate with stakeholders via quarterly newsletter	Stakeholders receive newsletter at least 4 x times per year. Stakeholders are invited to address the committee meetings on relevant issues. (eg EMT – Marketing Plan) FIRST NEWSLETTER FRIDAY 10 JUNE	

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HIGH PRIORITY (6-12 MONTHS)	1 d) Explore ongoing opportunities to fund the activities of the Backroads Trail including government funding and revenue raising	Monitor funding opportunities for projects outlined in the strategic plan through connections with government agencies	BRT Committee email receives updates from MRTB, EMT, Destinations NSW, Department of Industry and Finance and other funding bodies.	
	2 a) Create and Implement a Backroads Trail Marketing Plan (BTMP), capitalising on the existing and successful Backroads Trail branding	BRT committee to develop and implement BRT marketing plan	Marketing plan adopted and implemented by August 2016	
	2 b) Develop relationships with other industry groups to form marketing partnerships, helping to maximise the limited marketing budget.	BRT to communicate regularly with MRT, EMRT, Destinations NSW about the activities of BRT to ensure BRT is included in their marketing activities	BRT ensure existing networks are active and that marketing opportunities are identified and included in BRT marketing plan.	

Priority	Strategies	Actions	Outcome/ Performance measure	Progress to date
HIGH PRIORITY (6-12 MONTHS)	3 a) Increase the variety of products on offer on BRT: i. <i>Actively encourage potential and existing local business to establish and/or develop so they can join the Trail</i>	BRT to produce quarterly newsletter including: <ul style="list-style-type: none"> • BRT expectations of producers • Positive feedback received from producers • Activities of BRT • Business info and tips (eg workshops) • Marketing opportunities with BRT and other partners • Product/producer profile 	Increase in the number of producers applying to join the BRT by 2 per year Increase local publicity around the BRT including newspaper articles	
		Hold annual producer event to showcase existing and new product range to all producers and encourage new producers to join the trail.	1 x producer showcase event held each year	
	ii) <i>Communicate the goals and achievements of the Backroads Trail to the wider community on a regular basis (keeping the Trail front of mind and demonstrating that it is active).</i>	BRT to provide content to local newspapers about activities and updates of BRT	Monthly content to local papers Barham Bridge, Mathoura Matters Ganawarre Times, Bunaloo Ballywho, Windy Pelican starting June 2016	

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HIGH PRIORITY (6-12 MONTHS)		Feedback received by producers to be added to BRT meeting agenda's	Feedback section in quarterly newspaper	
	3b) Strive for an easy to use and pleasant experience: <i>i Develop suggested itineraries for visitors</i>	Develop, print and distribute itineraries based on ½ day and full day trips out of Echuca, Deniliquin, Barham & Moama.	Itineraries printed and distributed and uploaded onto website by 30 June 2016	
	<i>ii Consider additional signage</i>	Conduct a signage audit to identify replacement and new signage.	Signage audit presented to BRT meeting by August 2016	
		Encourage producers to install signage via Newsletter	Signage info included in Spring Newsletter	
	<i>iii Encourage feedback from consumers about their experience and suggestions they might have</i>	Include a contact us form on the website that will allow for customer feedback	Website upgraded to include customer contact/feedback from by October 2016	
		Include feedback information as an agenda item at each BRT meeting to remind producers to seek and share feedback.	Monthly meeting update to be included in Winter, Spring, Summer and Autumn editions of newsletter	

Priority	Strategies	Actions	Outcome/ Performance measure	Progress to date
	3c) Ensure application process to become a BRT producer is transparent and that the expectations (code of conduct) are clearly communicated	Utilise quarterly newsletter to reiterate code of conduct	Code of conduct included in Spring newsletter	
		Include application forms and expectations of producers on website	Uploaded to website by October 2016	
MEDIUM PRIORITY	4a) Update, implement and regularly review the Backroads Trail Strategic Plan, plus a one year action plan, to guide Committee's discussion and activities.	Include strategic plan review in BRT meeting agendas	Monthly quick review	
		Develop a one year action plan to be used as the basis for BRT meeting agenda's	TBC at next meeting	
	4b) Implement a Committee Code of Conduct, and planning to ensure the sustainability and success of the Backroads Trail and its steering committee.	Develop and adopt a code of conduct for BRT meetings.	Code of conduct circulated for comment June 2016	
		Communicate the Code of Conduct to all committee members and include with all meeting papers	Included in all meeting papers from July 2016 onwards	

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	5a) Develop and implement formal communication channels with local producers, government organisations and stakeholders to encourage communication about the activities and needs of the Backroads Trail Committee.	Utilise quarterly newsletter to communicate activities and needs of BRT	Season newsletters (Winter, Spring, Autumn and Summer) sent to all stakeholders by Second week of June 2016 Second week of September 2016 Second week of December 2017 Second week of March 2017	
MEDIUM PRIORITY	5b) Encourage regular interaction between the Backroads Committee and local communities.	Utilise newsletter and regular newspaper content to communicate news about the BRT		
		Implement BRT sponsorship for local communities. Offer BRT hampers and vouchers to each community to fundraise for their chosen cause. \$100 hamper to Mathoura, Barham, ?, ? Voucher to Caldwell, Bunaloo, Womboota. Create publicity around the sponsorship offer	Sponsorship program implemented by September 2016. Increase in number of local community members using BRT producers	
	5c) Capitalise on the skills, networks and community links of the committee	Conduct Skills Audit of current committee and communicate any skills needs to wider community via newsletter	Skills audit needs published in Summer newsletter	

