



Moirira Shire Destination Management Plan 2026-2029

Draft Report

Acknowledgment of Country

Moira Shire Council acknowledges Yorta Yorta Nation as the Traditional Owners of this land.

We recognise the deep spiritual connection to land, waterways and community of the eight clan groups of Yorta Yorta Nation.

We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander Peoples.

Authors

Mike Ruzzene, Executive Director

Danielle Phyland, Associate

Alana Grollo, Consultant

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Contents

00. Executive Summary	4
01. Project Context	9
02. Destination Landscape	14
03. Visitor Economy Management	26
04. Strategy	40
05. Appendices	53

Executive Summary

Executive Summary

Project Background

Moira Shire Council recognises tourism as a pillar of its regional economy, cultural identity, and community wellbeing. Strategically located along the Murray River on the border of Victoria and New South Wales, and home to iconic natural assets, such as the Murray River and Barmah National Park, Moira Shire is uniquely positioned to offer diverse and authentic visitor experiences.

The purpose of this Destination Management Plan (DMP) is to provide a coordinated framework to guide sustainable tourism¹ development, management and marketing and support local businesses and communities over the next 4 years and beyond.

Developed through extensive consultation and independent research and aligned with Council’s broader strategic objectives, the DMP outlines a clear vision for growing the visitor economy while recognising and preserving the Shire’s environmental and cultural values. The DMP identifies priority actions, investment opportunities, and governance principles to ensure tourism continues to contribute meaningfully to Moira Shire’s long-term prosperity and liveability.

To develop and inform the DMP the following activities were undertaken:

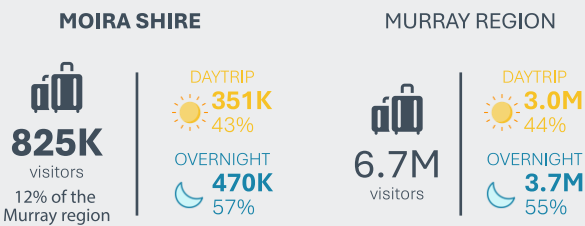
- In depth review of the local and regional tourism governance structure including specific roles and responsibilities;
- Assessment and review of the marketing and visitor information services activities conducted by Moira Shire Council;
- A thorough engagement process allowing for in depth insights from Council, industry, community and stakeholders; and
- Detailed assessment of the visitor economy including visitor trends, projections, economic benefit and market segment analysis.

Visitation Overview

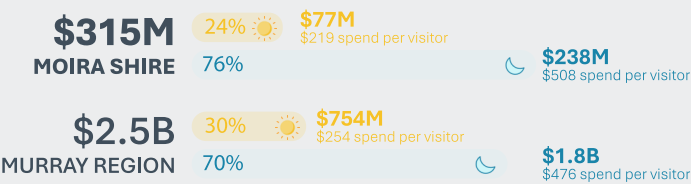
According to Tourism Research Australia data, Moira Shire attracted around 825,000 visitors in 2025, This visitation was split between day trip visitors (43%) and overnight stays (57%). Total visitation accounts for 12% of total visitation to the Murray Region, which is the State recognised broader tourism region comprised of 13 Local Government Areas along the Murray River in Victoria and New South Wales.

Visitor expenditure in Moira Shire reached \$315 million, with domestic overnight visitors contributing the majority (76%) at an average spend of \$508 per visitor, compared to \$219 for day trip visitors. In contrast, the broader Murray region welcomed 6.7 million visitors in 2025 and generated \$2.5 billion in domestic expenditure, with similar trends showing higher spend and volume from overnight visitors. These figures highlight the significant economic contribution of overnight tourism to both Moira Shire and the wider region with visitors staying an average of 2.3 nights.

VISITATION



DOMESTIC VISITOR EXPENDITURE



¹. “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities: - UN Tourism, 2025.

Executive Summary



Challenges & Opportunities

Through extensive research, consultation and benchmarking key challenges and opportunities for the Moira Shire visitor economy were identified. These have directly informed the strategic framework and recommendations in this DMP.

Challenges

- The 'Sun Country on the Murray' brand is dated and is not perceived to be resonating with external audiences.
- Limited fundamental tourism management activity from Moira Shire Council.
- Industry and Council feel that there are unclear roles and responsibilities of tourism focused entities.
- Inefficient Visitor Services delivered for the region.
- Gaps in the marketing of the Moira Shire.
- Inconsistent connection with Murray Regional Tourism.
- Lack of product and experience development by public and private entities.
- Susceptibility to natural disasters, such as blue-green algae outbreaks, flooding and drought.
- Limited number of hero tourism products to draw visitors.
- Seasonality causes significant peaks and troughs for visitation and business.
- Lack of quality accommodation across the region.
- Barriers to tourism business development from a regulatory perspective.
- Limited tourism focused events attracting visitors to the region.
- It can be challenging for visitors to access and experience natural attractions without equipment or suitable accessible infrastructure.

Opportunities

- Outstanding natural assets such as Barmah National Park and the Murray River.
- Indigenous experiences led by Yorta Yorta Nation Aboriginal Corporation.
- Traditional well-established destination in particular Yarrowonga and Cobram.
- Proximity to major regional Centres has the propensity to deliver increased visitation.
- On-water experience development.
- Strong appetite for industry development and connection.
- Diversification of product and experiences not just those reliant on nature.
- Encourage and support private sector agritourism product development.
- Touring routes and suggested itineraries to encourage dispersal through the region.
- Reimagine and modernise visitor servicing with engaging and contemporary approaches.

Executive Summary



Our Vision

“

To be a leading Murray River destination with distinctive, year-round experiences - on the water, at the table and in our towns - offering every visitor a reason to return.

Our Mission

Moira Shire Council will lead and collaborate with community and industry to foster and grow a thriving, year-round visitor economy.

Themes

1

Brand, Marketing & Visitor Servicing

Establish a clear vision and plan for marketing Moira Shire as a leading visitor destination of choice on the Murray River.

2

Product & Experience Development

Support the development of tourism products and experiences that showcase and align with the region’s strengths.

3

Industry Development

Foster a connected and informed industry that actively engages all stakeholders, working collaboratively to deliver high-quality visitor experiences.

01. Project Context

The following section provides contextual information to support the development of the Destination Management Plan for Moira Shire, including an overview of the project and the region, as well as key policies and strategies that offer strategic directions for this report.

1.1 Introduction

The Moira Shire Council (Council) Destination Management Plan (DMP) 2026 to 2029 is a strategic document that articulates the priorities for the Shire's visitor economy and guides the growth and development over the next four years and beyond. The plan has set a clear direction for the development, management, and marketing of the region.

This DMP provides a collective vision and clear direction for the Moira Shire visitor economy, informed by independent research, analysis, and consultation with industry representatives, community, businesses and Government stakeholders.

Key elements that have been considered in the development of the DMP include:

- A comprehensive audit of tourism product, supporting infrastructure and an investigation of drivers of visitation;
- A thorough engagement process allowing for in depth engagement with Council, industry, community and stakeholders;
- Detailed assessment of the visitor economy including visitor trends, projections, economic benefit and market segment analysis; and
- A robust strategic framework identifying areas of priority and measurable and achievable actions.

1.2 Destination Management Plan Process

The following process was undertaken to inform the development of the DMP.

Research, Discover & Assessment	• Reviewed 20+ documents. • Research into target markets. • Site visits to key towns and attractions. • Product audit taking stock of key attractions, supporting products, events and infrastructure.
Stakeholder Engagement	• Industry and Community Workshops (2) • Council Workshop (3) • Local Tourism Associations including dedicated strategic workshops (8) • External Stakeholder Meetings (6)
Issues & Opportunities	• Identification of issues and opportunities, based on assessment, site visits, engagement and product audits.
Strategies	• Development of strategic framework, including vision, objectives and an identification of priority projects.



1.3 About Moira Shire

Moira Shire is located along the iconic Murray River, approximately two and a half hours north of Melbourne and in proximity to a number of major regional centres, including Echuca, Shepparton, Bendigo and Albury.

Moira Shire is a vast municipality spanning 4,045 square kilometres. The Shire is framed by three key river systems, the Murray, Goulburn and Ovens River, and is home to the main townships of Cobram, Nathalia, Numurkah, and Yarrawonga, along with many smaller towns and communities. In 2021, the Shire's population was 30,522 and is projected to reach more than 34,101 by 2041.

The region is rich in natural assets, most notably the Barmah National Park. Barmah is home to the world's largest red gum forest and is a Ramsar-listed wetland of international importance.

The region is well known as a significant contributor to the State agricultural outputs due to its climate and abundance of water. Local producers grow some of the country's best produce and food staples - fruit, vegetables, olives, dairy, beef, sheep and cropping enterprises are already well-established and thriving but the region's agricultural opportunities linked to tourism are yet to be fully realised.

These natural features contribute significantly to the Shire's liveability and economic vitality, particularly from tourism with the waterways and parks attracting 825,000 visitors in 2025. However, the environment also presents challenges. Flooding, drought, blue green algae blooms and predicted climate shifts, including rising temperatures and variable rainfall, pose risks to both the natural landscape and economic stability.

This DMP will explore the evolution of the Moira Shire as a tourism region considering a diverse offering that is resilient and sustainable.

Figure 1: Moira Shire Context Map



Source: More in Moira, Moira Shire Council.

1.4 About the Murray Region

Murray Regional Tourism (MRT) is the regional tourism board responsible for promoting the broad Murray region, made up of 13 LGAs. These partners stretch along both sides of the Murray River, located in Victoria and New South Wales. The region is just over 82,000 square kilometres in size and 1,700kms in length, extending from the South Australian border to east of Albury-Wodonga.

MRT objectives are to:

- Drive regional dispersal and exploration of the region to strengthen emerging destinations and yield.
- Promote sustainable approaches to tourism with consideration of economic viability, environmental protection and social equity.
- Support First Nations led development and delivery of tourism experiences.
- Facilitate partnerships to develop cohesive cross border destinations and identities.
- Encourage year-round visitation growth to support business sustainability.
- Encourage the development of motivating products and experiences to attract new markets and grow yield from existing markets.

The product strengths identified for the Murray region are:

- Water Sports
- Food, Wine and Produce
- Fishing
- House boats / River Cruises
- Golf
- Festivals and Events
- History and Heritage
- Nature Based
- Business Events
- First Nations
- Arts and Culture

Many of these strengths strongly align with Moira Shire as a destination and these have been assessed further in Section 2 of this report. The opportunity to leverage off Murray Regional Tourism will be valuable for Moira Shire as the audience being targeted suits the product offering currently available and those emerging. The reach and awareness of The Murray brand is recognised at a state and national level.

Figure 2: Murray Regional Tourism Context Map



Source: Urban Enterprise, 2025.

1.5 Strategic Context

Alignment to existing strategic policy and direction is critical to the success of the Moira Shire Destination Management Plan 2026-2029.

A range of documents across all levels of Government have been reviewed to inform the strategic direction of this DMP. A table of all documents reviewed can be found in Appendix B. Strategies at the national, state, regional, and local levels aim to increase visitation and length of stay, ultimately driving higher economic yield for the local economy. To achieve these outcomes, there is a strong emphasis on product and industry development, alongside targeted support initiatives.

Key product focus areas highlighted across the strategic documents include nature and waterways, First Nations experiences, food and drink/agritourism, and arts and culture. These priorities align closely with the existing and emerging strengths of the Moira Shire.

The most directly related documents for consideration include the Destination Management Plan for the Murray region and the State plan, Experience Victoria 2033.

Murray Region Destination Management Plan 2023

The Murray region DMP was prepared by MRT to guide the future of the region's visitor economy from 2023 to 2027. A refresh of the 2017 Destination Management Plan was undertaken, considering previous projects in the new and ever-changing tourism landscape. The vision is that the Murray region be 'recognised as Australia's premier inland destination to experience waterways, abundant nature and rich culture.' Six objectives are identified to be met through priority projects. The Moira Shire visitor economy is identified in some priority projects and collectively in broader regional projects including:

- Water access infrastructure;
- Waterfront activations;
- Murray River Adventure Trail;
- Barmah National Park Investment Masterplan and Business Case;
- Nighttime activation;
- Lake Mulwala Aboriginal Cultural Centre;
- Murray River First Nations Experience Development Plan;
- Murray Region Drive Tourism Strategy; and
- Murray Region Signature Arts and Cultural Events Program.

Experience Victoria 2033

Experience Victoria 2033 is the Victoria Government's strategic plan to shape the future of the State's visitor economy over the next 10 years. Of the five product priorities identified in the plan, Wellness, Arts & Culture, First Peoples, Food & Drink and Nature, there is strong alignment with the Moira Shire visitor economy's existing and potential product offering. The nine key settings will support the development of products and experiences prioritised. Of relevance to Moira Shire are workforce, drive demand, investment and project facilitation, visitor servicing and industry excellence.

Visit Victoria 2030

Victoria's Visitor Economy Strategy 2030 aims to grow the visitor economy to \$53.4 billion through sustainable, inclusive growth. Led by Visit Victoria, its 'Create, Convert, Connect' framework focuses on developing world-class experiences, increasing visitation and strengthening market reach. Building on Victoria's strengths in nature, food, arts and events, the strategy prioritises collaboration, First Peoples leadership and regional dispersal, while positioning the state as "Every bit different" for domestic and international visitors. Moira Shire's tourism products align well with the state's strengths and areas of focus and can leverage the priority of regional dispersal.

02. Destination Landscape

This section provides an overview of the Moira Shire visitor economy, including a profile of current visitors and an analysis of existing products and experiences. This section also identifies the target markets for the region.

2.1 Moira Shire Visitor Economy

Visitor Economy Snapshot

Moira Shire accounted for approximately 12% of total visitation to the Murray region, attracting 825,000 visitors in 2025. the majority of visitors, 57% or 470,000, were domestic overnight visitors. Less than 1% of visitors were international.

Domestic overnight visitors to Moira Shire stayed an average of 2.3 nights, which was consistent with the Murray region average.

Visitor expenditure in Moira Shire reached \$315 million, with domestic overnight visitors contributing the majority (76%) at an average spend of \$508 per visitor, compared to \$219 for day trip visitors.

From a regional perspective, the Murray region attracted approximately 6.7 million visitors in 2025, including approximately 3.0 million daytrip (44%), 3.7 million overnight (55%) and 66,500 international visitors (<1%).

Domestic overnight visitors to the Murray region spent \$476 per visit, while day trip visitors spent \$254 per visit, generating \$2.5 billion in domestic visitor expenditure across the region.

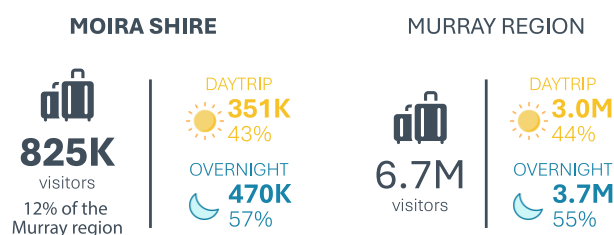
Accommodation patterns of domestic overnight visitors to Moira Shire were similar to the broader Murray region, with 60% staying in commercial accommodation and 38% staying in private accommodation.

Holiday and leisure was the most common reason for travel to Moira Shire in 2025 (50%), which was higher than that of the broader Murray region (44%). A large proportion of visitors to Moira Shire indicated their primary reason for travel was to visit their friends and relatives (36%).

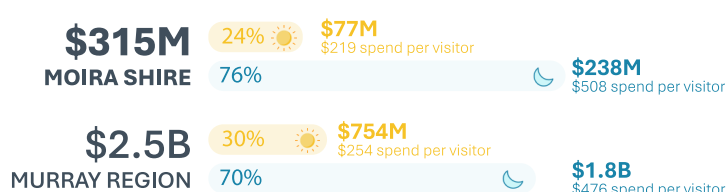
Activity consumption data shows that dining out was the top activity for visitors to Moira Shire and the Murray region alike. However, a higher proportion of visitors reported visiting pubs and clubs in Moira Shire (32%), compared to the regional average (21%), reflecting the relative prominence and lack of alternatives in the local food and beverage offering.

Figure 3: Visitation Overview

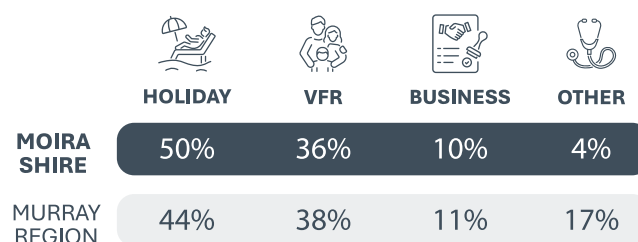
VISITATION



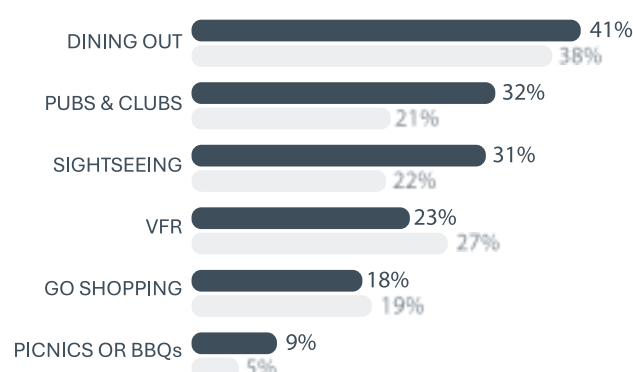
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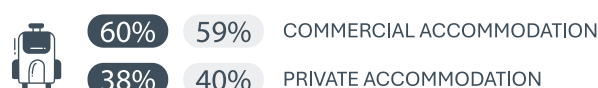
PURPOSE OF VISIT



ACTIVITIES



ACCOMMODATION TYPE



Source: Tourism Research Australia, Domestic Tourism Statistics (DoTS) and International Visitor Survey (IVS), 2026.

Subregional Visitation

To better understand the challenges across the region, three subregions have been identified, based on Statistical Area Level 2 (SA2) boundaries. These include Yarrawonga, Cobram and Nathalia/Numurkah subregions.

An analysis of visitation across Moira Shire provides valuable insights into how visitation is dispersed throughout the region. The Yarrawonga subregion, which includes townships of Yarrawonga and Bundalong, is the most visited, attracting 442,000 visitors (62% of total visitation). This is primarily driven by visitors to Yarrawonga.

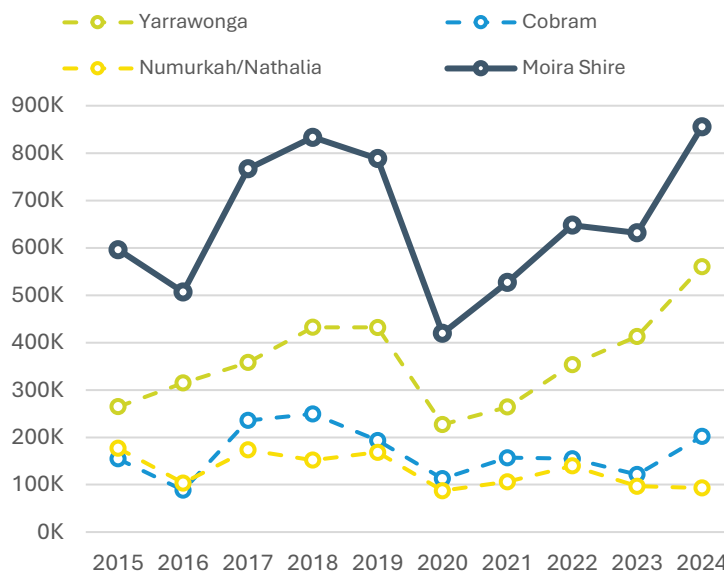
Yarrawonga has also demonstrated the highest growth since COVID-19, increasing from 250,000 visitors to over 500,000 visitors in 2024. This is 100,000 visitors above the pre-COVID peak in 2019.

The Cobram subregion is the second most visited, attracting 159,000 visitors (22% of total visitation). Majority of visitors to the Cobram subregion are day trip visitors, highlighting a shortage of visitor accommodation and limited tourism product to support extended stays, such as experiences and dining options.

The Nathalia/Numurkah subregion attracted the smallest share of visitors, 110,000 visitors (15% of total visitation). This reflects the more limited tourism offering compared to other subregions, with fewer accommodation and food and beverage options available to support visitation. However, Nathalia/Numurkah subregion has a high proportion of overnight visitors (63%), likely driven by a strong VFR market, as well as camping and caravanning activity.

Figure 4: Moira Shire Visitor Dispersal

Figure 5: Historical Visitation (inc. Moira Shire)

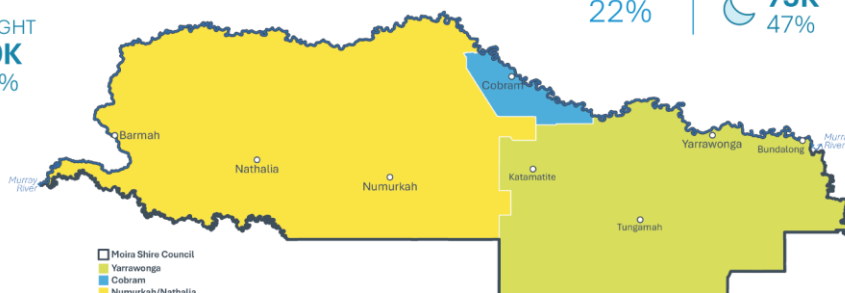
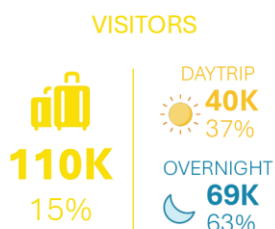
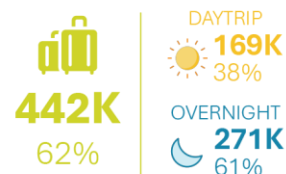


Source: Tourism Research Australia, National and International Visitor Survey, 3-year average of 2022 to 2024 Calendar Years.

COBRAM VISITORS



VISITORS



Source: Tourism Research Australia, National and International Visitor Survey, 3-year average of 2022 to 2024 Calendar Years.

Visitor Profile

Holiday and leisure travel is the primary reason for visit across Moira Shire, accounting for 36% of day trips and 60% of domestic overnight visits. This is followed by VFR at 43% and 31% respectively.

Victoria is the dominant source market, with 80% of visitors in 2025 coming from within the state.

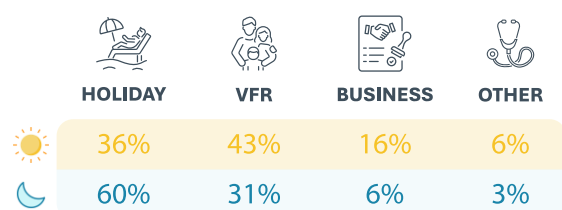
According to visitor data collected across 2022-2024, Moira Shire is primarily a weekend destination, with 60% of day trip visitors and 65% of domestic overnight visitors traveling between Friday and Sunday. Visitation peaks in summer and autumn, with similar seasonality across both markets.

Majority of domestic overnight visitors to Moira Shire travel with friends or relatives (30%), as couples (27%), alone (22%) or with immediate family (16%). Moira Shire attracts a notable share of group and family travellers. There is an opportunity to grow this segment through family-friendly products, attractions and accommodation options.

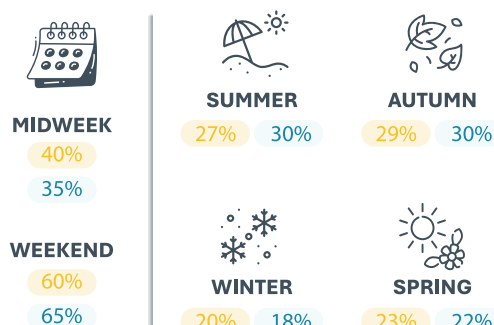
In 2025, commercial accommodation accounted for 60% of domestic overnight stay in Moira Shire, including campgrounds, commercial caravan parks and standard hotel or motels. The remaining 38% stayed in private accommodation, such as with friends or relatives, at their own property or informal camping areas.

Figure 6: Moira Shire Visitor Profile

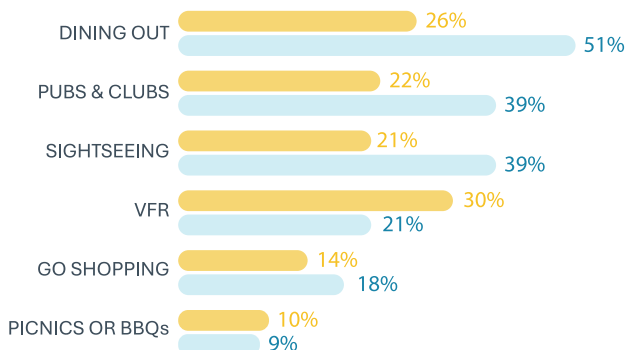
PURPOSE OF VISIT



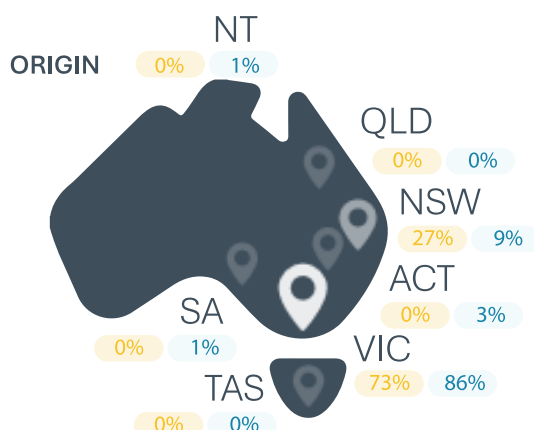
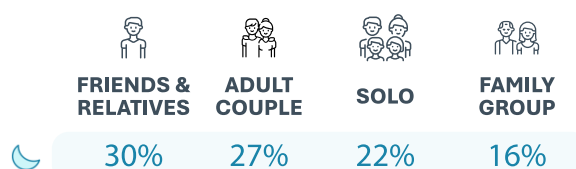
SEASONALITY



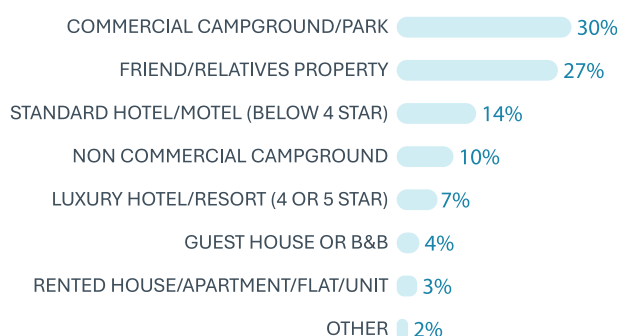
ACTIVITIES



TRAVEL PARTY



ACCOMMODATION TYPE



Source: Tourism Research Australia, National and International Visitor Survey, 3-year average of 2022 to 2024 Calendar Years; Domestic Tourism Statistics (DoTS), 2026.

Note: Seasonality and travel party data was sourced from the National and International Visitor Survey according to old methodology. From January 2025, TRA replaced the NVS with DoTS, which combines survey data with mobility data. No direct equivalent for seasonality and travel party is currently produced under TRA's new DoTS methodology, so these figures should be considered as historical estimates.

Key Findings

- Moira Shire attracted around 825,000 visitors in 2025, ranking third among LGAs in the Murray region behind Campaspe Shire Council and Albury City Council.
- Overnight visitors make up 57% of total visitation to Moira Shire, one of the highest rates in the Murray region. This highlights the strength and appeal of Yarrawonga and Cobram as popular holiday leisure destinations.
- Based on the 2024 National Visitor Survey Data from TRA, Yarrawonga is Moira Shire's leading destination, attracting approximately 442,000 annually (62% of all visitors to the Shire). Yarrawonga has also exhibited higher growth post COVID-19, with 100,000 more visitors recorded in 2024 than the pre-pandemic peak in 2019.
- Victoria was the primary source market for visitors to Moira Shire in 2025, with 80% travellers coming from intrastate. Regional Victoria was the single largest source, accounting for 44% of all visitors, while Melbourne accounted for 36% of all visitors.



2.2 Target Markets

‘Revitalising the Murray Consumer Research’ undertaken by Murray Regional Tourism in 2022 provides segmentation of domestic visitation to the Murray Region. Market segments were formulated based on a market research survey that received approximately 2,000 responses.

At the time of publication of this research, the size of the domestic visitor market for the Murray region is estimated to be in the order of 5.1 million, or 34% of the Australian population aged between 18 and 75. The market represents those who regularly travel (i.e. at least once every two years) and are interested in visiting the Murray in future.

The research identified five key visitor market segments in the Murray region. Table 1 provides an overview of the preferences and attributes of key visitor market segments to the Murray region.

Key points, as relevant to Moira Shire, are as follows:

- Common preferences amongst all market segments are engaging with nature, food and wine experiences and relaxing in beautiful accommodation. This represents the shift in the preferences of the wider Australian visitor market towards escaping the city to a relaxing, nature-based setting and indulging in food and wine.
- The ‘Murray Habituals’ and ‘Explorer and Discoverer’ market segments make up over two-thirds of the Murray Region’s visitor market, providing majority of the market opportunity for future tourism investment opportunities.
- Visitation to Moira Shire is likely comprised of ‘Murray Habituals’, with the towns, such as Yarrawonga and Cobram, attracting repeat visitation for nature-based experiences, golf and visiting friends and relatives.
- Yarrawonga is likely to attract ‘Explorer and Discoverer’ travellers or ‘Luxury Travellers’, however, Moira Shire overall is unlikely to attract these markets due to a lack of product that appeals to this market. Investment in new tourism experiences and accommodation could help to increase visitation and yield from these markets.

Table 1: Murray Region Visitor Market Segments

Market Segment Overview	Market Size	Market Preferences
 Murray Habituals The traditional Murray visitor who travels to the Murray at least once every two years.	38%	• Travel to spend quality, relaxing time outdoors with family and friends. • Preference for long-stay trips and self-catering. • Like access to a wide range of activities that suit the whole travel party, including children. • Golf and water sports are visitation drivers for this market.
 Explorer and Discoverer Socially conscious and adventurous travellers, open to travelling to new destinations and seeking new, unique experiences.	35%	• Enjoy exploring the picturesque landscape of the Murray region, its towns and hidden gems. • Seek a unique and remarkable experience, with access to both activities and passive relaxation. • Plan their trip around a region’s food and wine offering.
 Luxury Traveller With a holiday mindset of indulgence, the luxury traveller seeks relaxation achieved through high quality experiences.	10%	• Seek a luxury experience in a nature-based setting. • Like to indulge in spa and wellness, luxury food and beverage and unique arts and cultural experiences. • Golf is a major product drawcard for this market.
 Back to Basics The simple traveller, the free spirit - escaping to nature to press pause on real life, spend time with loved ones, and hit reset.	8%	• Wants to stay in secluded locations and travel for longer periods of time, to really get to know a destination and its natural location. • Drawn to activities that involve relating among nature, adventure and enjoying views of rivers and lakes.
 Road Trip Inspired by the freedom of a road trip, this market wants to explore the country, see new destinations and escape the city.	8%	• Follows the Murray River touring route, discovering new destinations and unique towns. • Likes access to a diverse range of facilities and experiences along the journey. • Undertakes activities unique to a destination, whether food and beverage, nature or heritage based.

Source: Revitalising the Murray Consumer Research, Murray Regional Tourism, 2022.

2.3 Destination Performance Index

The Destination Performance Index (DPI), developed by Urban Enterprise, is a tool used to evaluate the relative performance of visitor destinations across Australia.

The DPI ranks Australian LGAs using six key indicators related to their visitor economies, including:

- **Total Visitation** - Demonstrates the overall strength and scale of the visitor economy.
- **Total Overnight Visitation** - Demonstrates the destination's ability to attract overnight stays, contributing to higher visitor yield.
- **Total International Visitation** – Suggests the destination's iconic status and its comparative strength in international markets.
- **Seasonality** – Assess the spread of visitation across the year, supporting year-round employment and business sustainability.
- **Product & Experience Consumption** – Measures the breadth and uptake of tourism products and experiences, indicating the destination's level of development.
- **Visitor Staying In Commercial Accommodation** – Demonstrates visitor willingness to spend on accommodation, signalling higher economic yield and level of private investment.

The DPI aims to identify the comparative strengths and weaknesses of visitor destinations, highlighting opportunities for improvement to ensure long-term strength and sustainability.

The DPI is primarily based on data from the TRA National and International Visitor Surveys. Due to sampling limitations, only LGAs that attract more than 50,000 visitors annually are included in the rankings. The total number of Australian LGAs assessed in the index is 537.

The DPI demonstrates that Moira Shire is performing among some of the leading destination Victorian Councils that are ranked in the top 20 including Campaspe (12), Mornington Peninsula (9), Northern Grampians (17), Warrnambool (19) and Ballarat (13).

Key Findings

- Moira Shire ranks within the top 100 LGAs for tourism performance in Australia and top 20 in Victoria.
- Only Albury City Council, Campaspe Shire Council and Mildura Rural City Council have a higher ranking than Moira Shire in the Murray region, demonstrating that Moira Shire is competitive and desirable as a visitor destination on the Murray.
- The major comparative disadvantage is the level of product consumption by visitors in Moira Shire (ranked 234 in Australia). The DPI highlights the overwhelming need for the development and investment in products and experiences within Moira Shire.

Table 2: Australian LGA Ranking, Moira Shire

Category	Rank (Out of 537)
Total Visitation	109
Total Overnight Visitation	82
Total International Visitation	71
Seasonality	52
Product & Experience Consumption	234
Visitors Staying In Commercial Accommodation	117
Total	81

Table 3: Comparative Ranking of Moira Shire within the Murray Region, Victoria & Australia

Moira Shire Ranking	
Murray Region	4th
Victoria	18th
Australia	81st

2.4 Products, Experiences & Events

Overview

The Murray region DMP identifies several product strengths across the Murray region. Moira Shire, and its three subregions, have been assessed against these regional product strengths. Many of the Murray region's primary product strengths, including nature, fishing, water sports and golf, are also key strengths for Moira Shire.

The Murray River is a defining strength of both Moira Shire and the broader Murray region. A range of products and experiences take place in the region to capitalise on this natural asset, including camping, bushwalking, water sports, fishing and river cruising and boating.

Secondary strengths for Moira Shire lie in the food, wine and produce offering, houseboating and river cruising, festivals and events, including business events. There is an opportunity for Moira Shire to further develop these products and experiences to meet the primary product strengths of the Murray region.

Emerging strengths of Moira Shire include history and heritage, arts and culture, and First Nations. There is scope to grow these emerging products and experiences, particularly in the Barmah National Park, alongside Traditional Owners to develop First Nations experiences and nature-based experiences.

Table 4: Murray Region & Moira Shire Product Strengths

	Murray Region	Moira Shire	Yarrawonga Subregion	Cobram Subregion	Numurkah, Nathalia & Barmah Subregion
Nature Based	●●●	●●●	●●●	●●●	●●●
Fishing	●●●	●●●	●●●	●●●	●●●
Water Sports	●●●	●●●	●●●	●●●	●●●
Houseboats & River Cruising	●●●	●●	●●	●●	●●
Food, Wine & Produce	●●●	●●	●●	●●	●●
Golf	●●●	●●●	●●● ¹	●●● ²	●●●
Festivals & Events	●●●	●●	●●	●	●
Business Events	●●	●●	●●	●	-
History & Heritage	●●●	●	-	-	-
First Nations	●●	●	-	-	●●
Arts & Culture	●	●●	●	●	●●

●●● Primary Strength

●● Secondary Strength

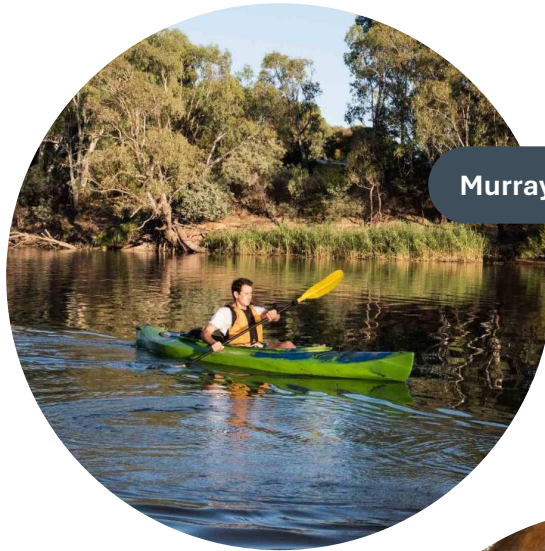
● Emerging Strength

- Not applicable

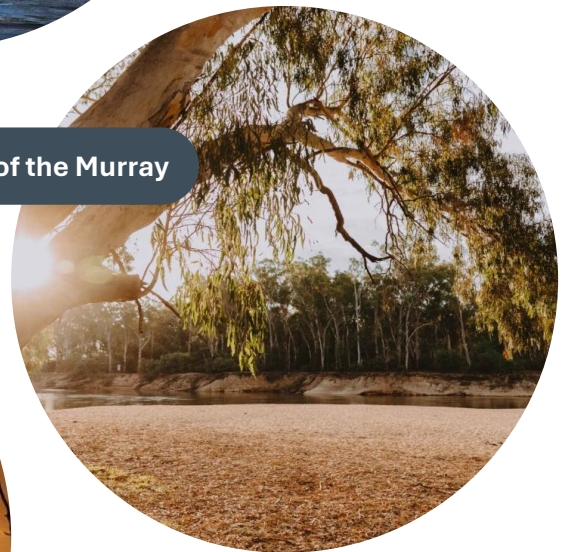
^{1 & 2} Much of the golf strength is located in adjoining municipalities across the river in NSW.

Current Hero Products

The four strongest hero products are the Murray River, Beaches of the Murray, Barmah National Park and Lake Mulwala. Currently, these products are all driving visitation to the region and should continue to be developed and feature in marketing of the region. It must be noted that these products are all nature based. Reliance on these products alone which are susceptible to natural impacts such as drought, flood, blue-green algae outbreaks and fire, is a risk to the visitor economy. To ensure a resilient and sustainable visitor economy, there is a need to diversify the region's tourism offerings by developing new hero products that can complement and offset potential disruptions to nature-based tourism.



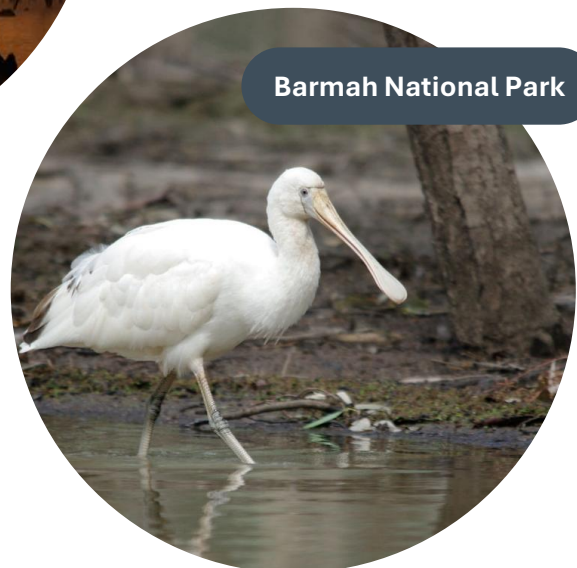
Murray River



Beaches of the Murray



Lake Mulwala



Barmah National Park

Primary Product Strengths

The waterways, inland beaches and surrounding National and State parks play a defining role in the Moira Shire visitor experience, particularly along the iconic Murray River and Lake Mulwala.

A wide range of water and nature-based activities, including fishing, water sports, paddle boating, powered boating and swimming, shape the appeal of the region to visitors.

There are significant opportunities to further strengthen and diversify the nature-based experiences in Moira Shire, particularly within Barmah National Park. Potential opportunities include high-quality eco accommodation, guided tours, bird watching and bushwalking and hiking experiences. Yorta Yorta Nation Aboriginal Corporation (YYNAC) are progressing work on Aboriginal cultural experiences leading with the Dharnya Cultural Centre where visitors can book and join guided walks and boat tours.

Golf is another primary product strength, with several premier golf courses located within the Moira Shire, including Black Bull Golf Course, Numurkah Golf and Bowls Club. The offering is further complemented by notable courses across the River, including Yarrawonga Mulwala Golf Club and Cobram Barooga Golf Club, contributing to a strong critical mass of golf tourism product in the region.

Lake Mulwala



Black Bull Golf Course, Yarrawonga



Challenges	Opportunities
- Limited hero products and experiences that celebrate the regions outstanding nature-based assets, including the Murray River and Lake Mulwala, such as waterfront dining, visitor precinct or tourism event. - Underutilised assets that can encourage visitor dispersal across the region, including Broken Creek and Barmah National Park. - Unless visitors bring their own equipment, such as stand-up paddle board, fishing equipment or kayak, it is difficult to engage with and utilise the water assets.	- Foreshore activation, including waterfront dining and event spaces. - Infrastructure for water access and improved utilisation of waterways, including landings, moorings and marinas. - Packaging of products and experiences that extend beyond the LGA border and align to the target markets for the region, including families, golf trips and camping and caravanners. - Experiential accommodation development opportunities exist. - Development and investment in products and experiences, with a focus on new hero products to complement/offset nature based tourism. - Strengthen and diversify eco-accommodation, guided tours, birdwatching, bushwalking, hiking experiences.

Secondary Product Strengths

The food, drink and produce offering in Moira Shire is a secondary strength. Recent investment in contemporary dining venues, such as Stock and Barrel at the Sebel, are strengthening the regions offering for high-quality dining.

A key challenge for the dining scene, particularly in the border towns of Cobram and Yarrawonga, is the clubs across the border in Mulwala and Barooga that attract a large proportion of visitors for their convenience, capacity and affordable prices.

There is opportunity to develop the food offering in Yarrawonga and Cobram to deliver a more experiential, contemporary dining offering.

Another secondary strength is the agritourism offering in the region. The potential of the development of agritourism products, particularly off the back of The Murray Farm Gate Trail, is strong. The Murray Farm Gate Trail encompasses approximately 26 unique farm gate experiences, including ethical milk, liqueurs, beef, olives, garlics, chocolate and fresh fruit and vegetables. This is the region's strongest agritourism product, but it is challenging to access and lacks a range of experiences that encourage visitor spend.

Leveraging the strength of the waterways, house boating and cruising is a secondary strength. Although there are currently limited experiences, the reemergence of the Kingfisher Cruises has highlighted the opportunity and demand from visitors for cruising experiences. Houseboating has its limitations in Moira Shire, however river cruising should be a focus.

Business Events at The Sebel, Yarrawonga



The Murray Farm Gate Trail



Challenges	Opportunities
- Regulation and red tape hold up businesses in the opening and evolution phase. - Lack of high-quality, contemporary dining offering across the region. - Waterway restrictions and policies make it hard for operators to start tourism businesses. - Low visibility of tourism events in the region, no clear digitally available events calendar with a forward calendar. - Lack of commercial tourism events that attract a significant proportion of visitors. - Lack of large-scale, indoor event venues. - Lack of support for event organisers looking to establish an event in the region. - LTBA's and community groups (mostly volunteer based) don't have the capacity and capability to deliver high quality, larger scale tourism events and festivals, that draw visitation and yield.	- Diversify the farm gate offering in the region to strengthen the Murray Farm Gate Trail and encourage visitor dispersal throughout the region. - Leverage partnership with Business Events Victoria to attract business events and conferences to the region. - Leverage Melbourne audiences by tapping into State significant events to offer localised satellite events, such as the Melbourne Food and Wine Festival. - Leverage the reemergence of the Kingfisher River Cruise in the Murray River and Barmah Lakes to encourage other businesses to offer cruising experiences.

Emerging Product Strengths

The arts, culture, history and heritage activity in Moira Shire is an underdeveloped product strength that has the capability of attracting visitation and diversifying the local product offering and reducing the reliance on natural assets.

The Yorta Yorta Nation Aboriginal Corporation are currently very active in developing First Nations products to diversify the offering and unlock the Barmah National Park for visitors to the region. There may be opportunity to expand the product development into some of the other areas of the region encouraging visitor dispersal.

Smaller townships have a desire to embrace arts and culture activities and draw niche visitor markets and engage existing ones.

The Silo Art Trail is considered an asset and a strong driver of visitation. There are four silos in Moira Shire that lead visitors through the agricultural farmland in the region, with more silos in the pipeline to be painted.

Barmah National Park



Silo Art Trail



Challenges	Opportunities
- Low representation of arts and culture experiences throughout the Shire. - Capturing yield from Silo Art Trail visitors and increasing length of stay. - Lack of supporting experiences to the Silo Art Trail.	- Further collaboration and product development with Traditional Owners in Barmah National Park and beyond. - Enhance and continue to promote the Silo Art Trail. - Consider the development of public art and sculptural trails connecting the townships and villages. - Establish arts and culture events that attract visitors and increase length of stay. - Leverage off the Bullanginya Dreaming Experience in Barooga.

03.

Visitor Economy Management

This section provides an overview of the Moira Shire visitor economy operation and management, including governance, marketing and visitor services.

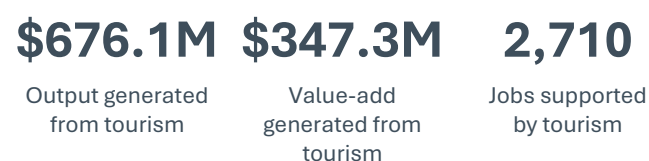
3.1 Industry Snapshot

An analysis of economic output, employment and value-add shows that the tourism sector in Moira Shire is a key economic driver in Moira Shire when compared with the broader Murray region.

Tourism in Moira Shire is estimated to generate \$676.1 million in total output. Value-add, which reflects the marginal economic value that is added by tourism-related activities, is approximately \$347.3 million.

In terms of employment, tourism supports approximately 2,710 direct and indirect jobs in Moira Shire. Majority of tourism-related jobs in Moira Shire are within the accommodation and food services sector.

Figure 7: Total Tourism Outputs (Direct and Indirect)



Source: Urban Enterprise, 2026.

The economic data above is derived by using direct visitor expenditure in Moira Shire (sourced from TRA) to identify total Output and Jobs using Input-Output modelling. This differs from other economic modelling of the tourism industry, such as using Tourism Satellite Accounts to estimate the size of the visitor economy and jobs attributed.

It is the view of Urban Enterprise that using Tourism Satellite Accounts method understates the value of the visitor economy in destinations that have high levels of visitation as it is based on averages across Victoria that are biased by Metropolitan Melbourne and other municipalities that have lower levels of visitation on average but higher levels of residential population that drive jobs across industries.

3.2 Stakeholder Insights

The development of this DMP has been underpinned by in-depth stakeholder engagement, which has enabled a comprehensive understanding of the local conditions, challenges and opportunities for Moira Shire's visitor economy.

The stakeholder engagement program was conducted in May 2025 and involved a combination of face-to-face and virtual meetings. Specifically, the engagement program included:

- Four **Industry Workshops** in key townships, including Yarrawonga, Cobram, Nathalia and Numurkah, attended by representatives from accommodation, hospitality and visitor related businesses;
- Two **Council Workshops** for Council executives and Council staff from key units including visitor services, economic development and events;
- Four **LTBA Interviews** with representatives from the Cobram Barooga Business and Tourism, Nathalia Barmah Business and Tourism, Yarrawonga Mulwala Tourism and Business and Numurkah Love our Lifestyle;
- Six **one-on-one meetings** with key external visitor economy stakeholders identified by Council, including Murray Regional Tourism, Cactus Country, Ingenia Holidays, Yarrawonga Holiday Park, Parks Victoria and Yorta Yorta Nation Aboriginal Corporation; and
- Seven **interviews** with neighbouring LGAs including Benalla Rural City, Campaspe Shire, City of Greater Shepparton, Berrigan, Federation, Rural City of Wangaratta and Indigo Shire Councils.

The table on the following page provides a summary of the key findings from the stakeholder engagement process.

Additional workshops were held with each LTBA to define the role they each wish to play in the region's visitor economy.

The key findings of each of the groups can be seen in Table 5.

It was identified through the workshops that the LTBA's share common challenges around funding, volunteer capacity, event resourcing, organisational sustainability, and communication and collaboration with Council. Many also identified a need for stronger community awareness, greater recognition of tourism's value, and improved cross-border partnerships. Across all LTBA's, aspirations centre on stronger Council engagement, increased and more sustainable funding, enhanced support for events, growth in membership and volunteer participation, and greater collaboration to strengthen tourism outcomes. Several organisations also seek to raise their profile, deliver signature projects and events, and improve regional connections to support economic and visitor growth.

Table 5. LTBA Engagement Challenges and Aspirations

LTBA	Key Challenges	Aspirations
Yarrowonga Mulwala Tourism and Business Inc	• Funding. • Visitor Services. • Communication with Council. • Cross border collaboration. • Events resource requirements.	• Relinquish Visitor Services delivery. • Increased funding. • Higher level of collaboration and engagement with Council. • Revised agreement with Council. • Greater cross border collaboration including Federation Council. • Increased local business engagement. • Opportunities to attract not deliver events.
Cobram Barooga Business and Tourism Inc.	• Shortage of volunteers. • Decline of other community organisations. • Inconsistent communication with Council. • Practical assistance from Council particularly for events. • Recognition of event work particularly for major events that receive national and international exposure.	• Improved communication and regular engagement with Council especially in relation to events. • Seek a paid resource to support the organisation. • 'Why Leave Town' program. • Grow the committee.
Nathalia Barmah Business and Tourism	• Council engagement. • Community awareness of the organisation. • Volunteer availability. • Low awareness of the benefits and links between business and tourism. • Over consultation and lack of action. • Council presence in the township. • Barmah Forest Heritage & Education Centre - access and use.	• Improved communication and regular engagement with Council. • Development and promotion of Sun Country Connect. • Deliver quality event to mark 150 years of Nathalia. • Additional funding for events. • Establish Nathalia Purple Volunteer Army ambassador program.
Numurkah Love our Lifestyle	• Profile within the community is low. • New and few committee members. • Volunteer burnout. • Navigating differing views and priorities within the community. • Low awareness of the benefits and links between business and tourism.	• Understanding the agreement with Council. • Increased committee members. • Increased awareness of the organisation. • Access to project-based funding as opportunities arise.

Source: Urban Enterprise, 2026.



What we heard

Challenges & Needs

- Lack of clear roles, responsibilities, and coordinated leadership across Council, LTBA, LGAs and the tourism industry.
- Limited visibility, communication and support from Council for industry, including confusion around Councils tourism-related activities and services.
- LTBA's are under-resourced, both financially and in staffing, to deliver on expectations and agreements.
- Fragmented branding and inconsistent regional marketing, with low external recognition and a perception that some towns are overlooked.
- Poor digital presence and low engagement with platforms like ATDW, making it difficult for visitors to access practical, inspiring information.
- First Nations products and experiences are key opportunities at Barmah and some product development already underway.
- Inefficient and high-cost visitor servicing models, with outdated VICs despite some success with mobile and visitor information point solutions.
- Underdeveloped tourism offerings in key areas such as nature-based, cultural, agritourism and water-based experiences.
- Infrastructure gaps, including mid to luxury accommodation and RV amenities.
- Workforce shortages, particularly in hospitality, leading to reduced hours, business closures and inefficiencies.
- Limited access to training and professional development, with weak regional industry support structures.
- Complex and frustrating Council processes for permits and approvals.
- Uneven distribution of funding and support between towns, and limited collaboration between Council and tourism operators.

Priorities

- Review Council's tourism staffing structure.
- Clearly define roles and responsibilities between Council, LTBA, LGAs and industry.
- Update LTBA agreements and establish formal coordination frameworks among LTBA's.
- Reimagine and modernise visitor servicing with engaging and contemporary approaches.
- Increase Council tourism staff visibility and engagement with local businesses through regular visits.
- Strengthen Council's advocacy role and improve tourism planning efficiency.
- Enhance support services for tourism businesses and event organisers.
- Establish a dedicated Council business concierge service to support regulatory navigation and business growth.
- Develop a unified regional brand and storytelling approach that connects locally and with target visitor markets.
- Increase business support and awareness of digital tools like ATDW.
- Align marketing efforts across the region for consistency and inclusivity.
- Invest in infrastructure and experiences tied to nature, water access, and cultural assets. For example, Barmah Forest, Lake Mulwala and Yorta Yorta experiences.
- Improve and promote accommodation diversity and RV-friendly amenities.
- Support tourism business development and diversification through funding, training and regulatory support.
- Strengthen regional collaboration through networking, knowledge sharing and industry support structures.

3.3 Tourism Governance

Effective governance is the cornerstone of successful regional tourism development, providing the structure and coordination necessary to align and guide various stakeholders toward success. A clear understanding of roles and responsibilities ensures that tourism growth is sustainable, inclusive, and responsive to the needs of both visitors and local communities. It fosters collaboration between public and private sectors, encourages transparent decision-making, and enables adaptive management in the face of changing market conditions and environmental challenges such as natural disasters. Without cohesive governance, regional destinations risk fragmented efforts, missed opportunities, and potential conflicts among interest groups. Stakeholder engagement findings clearly indicated that governance was an issue across the Moira Shire and needs to be addressed. In 2026, Council made significant progress in strengthening local tourism governance frameworks. A series of facilitated workshops with LTBA's focused on clarifying and establishing clear roles and defining responsibilities between Council, Industry bodies and key stakeholders. These workshops have been instrumental in aligning expectations and improving communication. The outcome of this work has been a more collaborative and coordinated approach to tourism development across Moira Shire.

Council have also commenced a comprehensive brand review to assess the current positioning of the Moira Shire as a visitor destination. The findings of the review will directly inform the development of a future brand strategy, ensuring Moira Shire is presented cohesively and competitively across domestic and international markets.

At a regional level, the Murray River Group of Councils are in the process of finalising an independent review into tourism governance across the broader Murray Region. This review is expected to provide a clearer framework for regional tourism coordination, further streamlining governance structures and strengthening collaborative outcomes for the region.

Taking into consideration all the major entities that are involved in the visitor economy in Moira Shire, an assessment was conducted to identify the key activities that are being undertaken. The current governance structure for the region is multi-layered with numerous entities delivering marketing, events, industry development, visitor services and product development. The activities being delivered in each area by each entity can be seen in the table below. It must be noted that this assessment is not based on standard of delivery simply if the entity is conducting activity in this category.

Council are currently playing a facilitation/regulation role in event management and product development as opposed to a delivery role which has been identified in the table below.

Table 6. Tourism Activities Currently Undertaken by Entities in Moira Shire

Entity	Marketing	Event Attraction	Event Management	Industry Development	Visitor Services	Product Development	Advocacy
Moira Shire Council	✓	✓	✓	✓	✓	✓	✓
Yarrawonga Mulwala Tourism and Business Inc		✓	✓	✓	✓		✓
Cobram Barooga Business and Tourism Inc.		✓	✓				✓
Nathalia Barmah Business and Tourism			✓		✓		✓
Numurkah Love our Lifestyle	✓		✓		✓		
Yorta Yorta Nation Aboriginal Corporation			✓	✓	✓	✓	✓
Murray Regional Tourism	✓			✓	✓	✓	✓
Parks Victoria					✓		
Visit Victoria	✓				✓		
State Government (DJSIR)					✓	✓	✓
Victoria Tourism Industry Council				✓			✓

Source: Urban Enterprise, 2026.



Current Local Approach

There are four local tourism associations in the key townships across Moira Shire:

- Cobram Barooga Business and Tourism Development Inc.
- Nathalia Barmah Business and Tourism Inc.
- Yarrawonga Mulwala Tourism and Business Inc.
- Numurkah Love Our Lifestyle Inc

Each organisation has an individual agreement with Council linked to Council funding and key performance indicators. The agreements task the associations with delivering activities in their local area.

Much of the activity outlined in the agreements and delivered by the organisations centres on community and business engagement alongside tourism. These organisations play a range of valuable roles in their communities beyond tourism.

The associations bring a strong commitment to supporting and developing their communities, though they have limited people and resources to meet both their agreements with Council and community expectations.

There is an opportunity to strengthen the current operating model so it delivers greater value for both the associations and Council. The associations share common challenges, including access to specialist tourism expertise and capability, reliance on a small pool of volunteers, and the risk of volunteer fatigue. A large share of funding goes to administrative costs such as insurance and general administration, and modest membership bases limit revenue generation. Smaller memberships also mean fewer direct connections with local tourism businesses, and in some areas the small number of tourism operators makes growing membership more difficult.

Current Regional Approach

Council currently has an annual partnership agreement with Murray Regional Tourism with a sliding scale of funding over the years of the agreement. This agreement engages Council in a strategic partnership with the regional Tourism organisation which delivers on the endorsed Strategic Plan. The MRT annual business plan is provided to Council and visitation research is also provided on a regular basis. Support is provided by MRT on related tourism issues and opportunities. There are industry development, advocacy and crisis supports readily available from the regional body. The agreement is high level and does not detail any specific marketing activities or actions for Council, though there is exposure for the Moira Shire in the MRT marketing activities. Consideration should be given to the opportunity to partner with regional tourism organisation to take advantage of marketing reach and expertise and leverage existing audiences who are interested in visiting the Murray region.

Preferred Future Approach

Moira Shire recognises that the current approach is not delivering the most efficient outcomes. The preferred future for the tourism sector rests on a clear, agreed division of roles with each function led by the organisation best placed to deliver it - avoiding duplication and closing gaps for industry.

The key principles underpinning the future approach include:

- **Separation of functions** - Council leads supply (place and infrastructure); MRT leads demand (marketing and brand).
- **Tiered support pathway**- businesses progress from local support to regional capability building to state-level export readiness as their business develops.
- **Unified brand hierarchy**- one regional brand sits above local town brands for a coherent market voice.

Demand Generation – Murray Regional Tourism (MRT)

As the region's peak tourism body, MRT leads destination marketing, brand management, digital and content marketing, and trade and media engagement, providing a single regional voice. Council will not develop a standalone regional brand; Sun Country on the Murray will be reviewed and aligned with the Murray regional identity, with local town brands retained beneath it.

Supply-side development — Moira Shire Council

As asset owner and planning authority, Council leads investment in tourism-enabling infrastructure (riverfront precincts, trails, parking, amenity, gateway treatments), planning and development assessment, asset management of visitor-used public spaces, strategic land use planning, advocacy for state/federal funding, and delivery of this Destination Management Plan.

Industry Support Tiered Approach

Various agencies can deliver industry support to provide a connected pathway ensuring tourism businesses are able to access the right support relevant to their stage of growth.

1. **Local support** - Council's Economic Development team and Local Tourism and Business Associations (LTBAs) are the first point of contact for new and early-stage operators.
2. **Capability building** - MRT-led regional programs (skills, digital capability, product development, workforce, leadership and the Local Ambassador program), with clear referral pathways from Council and LTBAs.
3. **Export ready** - Visit Victoria's state-level programs for high-growth, export-ready businesses, with MRT facilitating connections.

Visitor Servicing

Council operates visitor information services and the Visitor Information Point (VIP) network. Reflecting digital-first trip planning, Council will review the current model with MRT, LTBAs and operators, including the role and format of physical servicing, accreditation, digital integration and a shift towards destination intelligence. The existing network will continue until the review is complete.

Events

LTBAs and Council lead local event activation, with MRT aligning events to the regional calendar. Council also supports event organisers through permits, venues and infrastructure, while MRT promotes signature events to regional and state markets.

Table 7. Proposed future Tourism Roles at a Glance

Function	Lead Organisation	Key Responsibility
Primary Supply	Moira Shire Council	Infrastructure, Visitor Servicing (including digital and physical collateral), Event activation.
Industry Support	Council & LTBAs → MRT → Visit Victoria	Tiered approach directly related to business growth stage.
Primary Demand	MRT LTBAs	Marketing and brand management

Source: Urban Enterprise, 2026.

Key Findings

There are numerous entities involved in tourism activities in Moira Shire with varying levels of responsibility, capacity capability and areas of focus. The assessment of activities undertaken identified a lesser focus is currently taking place on product development, industry development and marketing. This reflects the findings of the Destination Performance Index that demonstrates lack of performance in product and experience consumption.

The governance assessment also highlighted the strong focus on events and visitor services. With such a range of entities undertaking tourism activities, roles and responsibilities need to be defined to ensure efficiency and avoid duplication and confusion.

The results of a benchmarking exercise against other Victorian Councils, using the 2022 VTIC Local Government Tourism Health Check and desktop research and data provided by Council, demonstrates that Council is operating with a healthy budget and an adequate number of staff.

The research shows that the allocation of resources by Council are strongly skewed towards LTBA's to deliver on some of the key activity areas often allocated to Council.

The key findings include:

- Council's Tourism Unit budget is higher than similar sized Councils across Victoria.
- Council have a large number of tourism casuals compared to other Victorian Council's.
- There is a significant proportion of spend on Visitor Services in Council's Tourism Unit budget, this is higher than the State average and may present opportunities for efficiencies to be achieved.
- Council is significantly funding LTBA's compared to other Councils across the State although data does not detail comparison of deliverables.
- Increased attention and funding of business support could be beneficial to supporting product development.
- The preferred future approach presented in this plan will be tested and refined based on the outcomes of service reviews i.e. visitor services and MRT.



3.4 Destination Marketing & Branding

Destination marketing refers to the strategic and proactive process of identifying, creating, communicating, and delivering value to satisfy visitors, stimulate demand and drive visitation.

A high-level assessment has been undertaken of the current marketing activity undertaken by Moira Shire Council, Murray Regional Tourism and Visit Victoria. The activities of these organisations have been explored and summarised below. Through the assessment it was identified that the LTBA's have websites, and some have social media channels but are not proactively undertaking destination marketing activities.

Moira Shire Council

There is visitor information on Council's website with 9 sub-pages containing visitor information. Whilst a Council website is not typically a place that visitors would go to find visitor information, there is no other online platform for this information at present. A campaign website has been created, and a dedicated destination website is in development.

Council's Tourism Unit manage two social media channels - Instagram (3,467 followers) and Facebook (14,067 followers), where posting is sporadic and often shares content from other sources. Council's Tourism Unit develops a suite of visitor collateral that is available digitally and physically. This collateral is distributed through the local and statewide Visitor Information Centre network, Visitor Information Points (VIPs) and the mobile Visitor Information Centre van.

Murray Regional Tourism

MRT undertakes proactive destination marketing activity. This provides exposure for tourism in Moira Shire through the partnership agreement, sharing product and assets through social media channels, PR, marketing campaigns and the regional website. The specific product listings on the regional website are driven from the Australian Tourism Data Warehouse (ATDW). There are approximately 60 listings for Moira Shire some of which are community/public facilities used by visitors. To grow the presence of Moira Shire products and experiences on the regional website, an increase in the number of ATDW business listings is required.

The regional website divides the region into three geographical regions of West, Central and East. The tourism product for Moira Shire straddles the Central and East regions, which may cause confusion for the visitor as they search nearby places and then need to go to another geographic area to continue to plan their trip. There is a lack of practical visitor information on the site and some of the page links are broken or inactive.

MRT also drives social media marketing through Instagram (15,200 followers) and Facebook (37,191 followers).

Visit Victoria

As the State tourism body, Visit Victoria's role is to drive visitation and expenditure through destination marketing and a strong pipeline of major, regional and business events to support the visitor economy. Similar to the MRT website, product and experience listings on the website are derived from ATDW. The townships of Yarrawonga-Mulwala, Cobram-Barooga, Nathalia and Barmah have a dedicated page on the website. Social media content is curated in partnership with MRT through a vast array of channels.

Table 8: Overview of Current Marketing Activities

	Social Media	Print Collateral	Website	Dedicated Marketing Campaigns	Public Relations
Moira Shire Council	 	✓	✓	✓	
Murray Regional Tourism	 	✓	✓	✓	✓
Visit Victoria	     		✓	✓	✓

Destination Marketing

Destination marketing best practice involves a holistic approach that builds a compelling and authentic destination and place identity while aligning the needs of visitors, residents, and other stakeholders. Successful destination marketing prioritises audience insight through data analysis and market segmentation, enabling tailored messaging and product development.

Best practice also emphasises brand consistency—ensuring that all touchpoints, from digital channels and campaigns to on-the-ground experiences, reinforce the destination's unique value proposition.

Collaboration is key, with tourism boards, local businesses, and communities co-creating and building the destination brand to ensure authenticity and buy-in. Additionally, top-performing destinations tend to adopt sustainable tourism principles, promoting experiences that protect cultural and natural assets while maximising long-term economic benefit. Monitoring and evaluation are integral, allowing those responsible for the marketing activities to adapt strategies based on performance and evolving visitor expectations.

Currently, there is no dedicated marketing role and no marketing plan for Moira Shire Council to work to therefore the tourism marketing for the region is conducted in an ad hoc manner. Moira Shire Council owned social media channels are managed by the Visitor Services Staff and is populated using predominantly shared content. Other channels are managed by the LTBA's.

Challenges

- There is no dedicated budget to deliver extensive marketing campaigns.
- There is no comprehensive digital platform that speaks to Moira Shire as a destination.
- Duplication of content across the current suite of print collateral.
- Lack of cohesive direction for marketing the Moira Shire as a tourism destination.
- Inconsistent social media presence and engagement
- Geographical diversity and product limitations.

Case Study – Victoria's High Country

Victoria's High Country is a successful destination with the brand and marketing activity leveraging its alpine landscapes, heritage towns, and adventure-based tourism product.

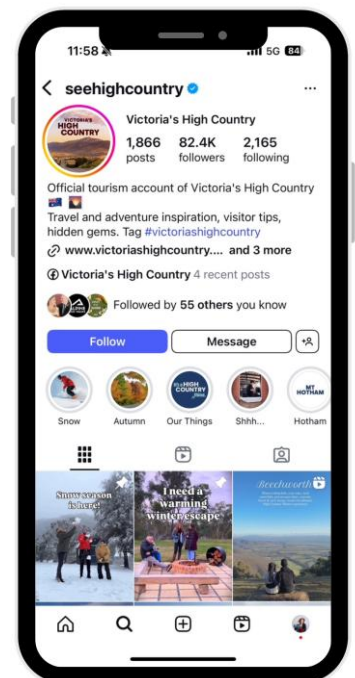
The vision was to build a highly recognisable, diverse and desirable brand for the High Country's tourism offering, to help build sustainable economic growth. Tourism North East engaged a brand agency to conduct a rigorous process to develop a brand identity that truly represents and reflects the region and is supported at all levels. The work resulted in Victoria's High Country masterbrand, which provides the region a brand narrative to benefit individual businesses and the region as a whole – from marketing to development of events, experiences or touring routes. Branded around the region's natural location, elevation and historic identity, the name "High Country" relates to geographical location tapping and tips its hat to a colloquial term that has been used for many years.

Tourism North East, has strategically positioned the brand around four pillars: cycling, snow, gourmet food & wine, and nature-based experiences.

Integrated campaigns such as "Ride High Country" reinforce this identity by blending physical activity with artisanal indulgence, targeting active lifestyle travellers and food-lovers alike. These campaigns include social media, PR and famil hosting.

Operators are encouraged to leverage the brand by engaging with the social platforms and using the hashtag #victoriashighcountry on posts.

Figure 8: Victoria's High Country Destination Marketing



Destination Branding

A key area to be addressed is the viability and usefulness of the Sun Country on the Murray brand. The Sun Country on the Murray brand is currently used by Council on tourism related collateral and digital tools such as the website and social media. Based on the stakeholder feedback directly relating to the brand there is mixed appreciation, use and resonance with the Sun Country on the Murray Brand.

A destination brand is the unique identity and image created to represent a specific place—such as a city, region, or country—primarily to attract and be recognisable to visitors. It often combines visual elements and messaging to convey what makes the destination distinctive, appealing, and memorable. Research indicates that tourism branding that utilises location names in most common place in the current tourism marketing context, as visitors immediately identify with the location and destination.

Detailed market research is required to understand the value of the brand to ensure it is recognised beyond the local region and is suitable to raise awareness of the region and immediately resonate with visitors.

The Murray is the regional brand used by MRT, includes a number of sub regional brands. These sub brands are based on geography rather than municipal boundaries for example the sub brand for Moira Shire is, The Murray – Yarrawonga/Mulwala. The Shire as a geographic region is not represented.

Challenges

- The Brand has been in market for an extended period
- The Brand does not include a geographical location
- Limited research undertaken regarding Brand recognition and reach
- The Brand is contending with the Council brand at a local level
- Industry does not readily adopt the Brand
- The Brand is shared across the border

Case Study - Central Coast Council

The Central Coast Council in New South Wales exemplifies best practice in destination branding through a strategic, research-led approach that ensures consistency, authenticity, and clarity across all touchpoints. The foundation of the brand is a detailed destination strategy that articulates the brand story, underpinned by market research and a clearly defined identity—covering everything from logo design and typography to tone of voice and photography. The brand is deployed seamlessly across digital platforms, including the destination website, social media, and tourism marketing collateral, ensuring a cohesive and professional presence.

The brand is designed for integration with the overarching Council brand when needed, allowing flexibility while maintaining a strong destination focus. Its simplicity and geographic clarity—centring on the name Central Coast, with the state, New South Wales, included for interstate audiences—strengthen its recognition and reinforce a sense of place. This branding approach positions the Central Coast as an appealing and easily identifiable tourism destination.

Figure 9: Central Coast Council Destination Branding





Key Findings

An audit of current tourism marketing activities in the Moira Shire has identified several critical gaps:

- **Lack of Region-Specific Information.** There is insufficient visitor information readily available (in particular on digital channels) that is specific to Moira Shire, which limits its appeal and visibility as a distinct destination.
- **Branding Challenges.** The current brand, Sun Country on the Murray, has minimal local recognition and lacks strong geographic identity. This weakens its effectiveness in external markets.
- **Opportunity for Alignment.** There is a strategic opportunity to leverage the broader The Murray regional brand, which has greater reach and recognition. However, to fully benefit from this, more detailed and accessible sub-regional information must be developed for businesses and experiences within Moira Shire.

Actions to address these marketing challenges can be found in the Action Plan.

3.5 Visitor Information Services

Visitor information services play an important role in enhancing the overall visitor experience by providing inspiration, essential information, support and amenities to visitors. These services include publications, Visitor Information Centres (VIC), wayfinding signage and digital resources.

Quality visitor information services ensure that visitors can easily identify and access local attractions, as well as feel welcomed and informed throughout their stay. By providing a high standard of visitor information, there is a stronger likelihood to increase length of stay, spend and the potential for return visits.

Physical Visitor Services

Visitor Information Centres (VICs)

There are two information centres in the Moira Shire:

- The Yarrawonga VIC is a fully accredited Centre, currently operated by Yarrawonga Mulwala Tourism and Business. In 2024, this Centre serviced 54,219 visitors.
- The Barmah Forest Heritage and Education Centre is staffed by Council and has recently transitioned to a non-accredited VIC. In 2024, this Centre serviced just 3,235 visitors for the year.

A comprehensive Visitor Services review is required to determine the most efficient, cost effective and sustainable model for delivering visitor services across Moira Shire.

Whilst research shows there is still some demand for physical Centres to assist visitors, evidence shows there is a strong transition to the use of digital tools. A thorough Visitor Services review will provide Council with the insight needed to make critical decisions about Visitor Services in the future.

Issues	Opportunities
• A large amount of Council resources are absorbed by Visitor Services including staff, printing, infrastructure management and operational costs. • The Yarrawonga Visitor Information Centre is dated and in need of refurbishment. • Challenges to meet VIC accreditation requirements.	• Undertake a visitor services review to identify the most efficient delivery into the future.

Visitor Information Points

Council currently provide 35 Visitor Information Points across the region. These VIPs are physical brochure stands that are placed into businesses to provide a targeted selection of visitor information. The location of the VIPs are listed on Council's website.

Issues	Opportunities
• The restocking of the Visitor information Points is currently done through in person delivery. • There are a significant number of sites across the Shire, demonstrating a need to review the effectiveness of all the VIPs. • Visitors are unlikely to visit Council's website to locate visitor information. • The cost of the VIP is borne by Council who has a finite budget to maintain existing and purchase new stands.	• Undertake a Visitor Services review to determine the optimum, cost effective and sustainable visitor servicing model.

Mobile VIC Van

The mobile VIC van travels around the Moira Shire and attends events beyond the LGA boundary. It is often located at key events and visitor attractions during peak periods. The locations for the mobile VIC van are published in the regular What's On Guide. Visitors can also call Council to find its location.

This concept of meeting the visitors where they are is positive and with a strategic approach can influence dispersal and encourage increased length of stay.

Issues	Opportunities
• The van's time is taken up by restocking the VIPs when they could be talking to more visitors. • Lack of clarity of the strategic purpose and use of the van, i.e. to drive visitation to the region or encourage dispersal within the municipality.	• Undertake a Visitor Services review to identify most efficient opportunities. Aspects for consideration include: • The mobile nature of the van poses the opportunity to service key locations during peak periods. • Measuring the impact of the mobile service through capturing data around visitor numbers and quantity of information delivered.

3.6 DMP Considerations

The following summarises the key strategic considerations and outline the key challenges and opportunities for the Moira Shire visitor economy. These insights are gathered from all the research, analysis and engagement undertaken in preparing the DMP. These considerations have directly informed the strategic framework and recommendations. A detailed SWOT has been provided in Appendix C.

Challenges

‘Sun Country on the Murray’ Brand

The brand has been in market for many years and forms another tourism brand for The Murray as a broader region. Research indicates that destinations are moving away from emotive brands and are leaning toward practical use of brands that feature the destination name.

Council deliverables vs budget

Fundamental tourism management seems to be lacking in the region. Council has a significant budget and staff to deliver tourism activity but there are some inefficiencies in the way both are utilised that could be improved.

Unclear roles and responsibilities of tourism focused entities

The lack of clarity around roles and responsibilities for those entities involved in the local tourism industry is causing frustration and inefficiencies. This lack of clarity makes it difficult for the operators to navigate and for actions to be delivered.

Visitor Services

The current delivery of visitor services is heavily focused on traditional face to face services and print collateral. This is a resource intensive style of delivery from both a financial and human perspective.

Marketing - digital and print assets

There is a current gap for digital visitor information specific to Moira Shire which needs to be addressed to attract and inform visitors who are planning their visit online. The current print collateral is in need of rationalisation to provide visitors with information they need in a digestible format. A digital platform is needed that provides practical visitor information dedicated to Moira Shire.

Connection with Murray Regional Tourism

The agreement with Murray Regional Tourism is extremely high level and could be improved to generate some more tangible results for Moira Shire.

Product and experience development

There is very little new product being developed in the region and there are barriers to businesses gaining permissions and permits to operate.

Accessibility to natural assets

The waterways are considered a strength of the region yet the accessibility to engage with them in some cases is difficult. Infrastructure such as moorings, boat ramps, canoe launches is lacking. The ability to access equipment i.e. kayaks, canoes, paddleboards, commercial cruises to engage with water is also lacking.

Tourism Events - delivery and attraction

There are very few commercial tourism events in the region and currently no proactive approach to event attraction to the Shire.

Barriers to business development

Businesses reported difficulties when dealing with Council for regulatory requirements such as planning permits and health registrations. Lengthy delays and lack of consistent staff caused businesses to lose money and delay operation.

Crisis Management

The region is susceptible to natural disasters such as flood, fire, blue-green algae outbreaks and drought, that can heavily impact visitation and accessibility to the region. These crises in-turn impact businesses and their ability to operate and ultimately remain open.

Limited hero products and experiences

The region is heavily reliant on natural attractions and lack a substantial amount of hero products and experiences that potential visitors are familiar with.

Local Tourism Associations

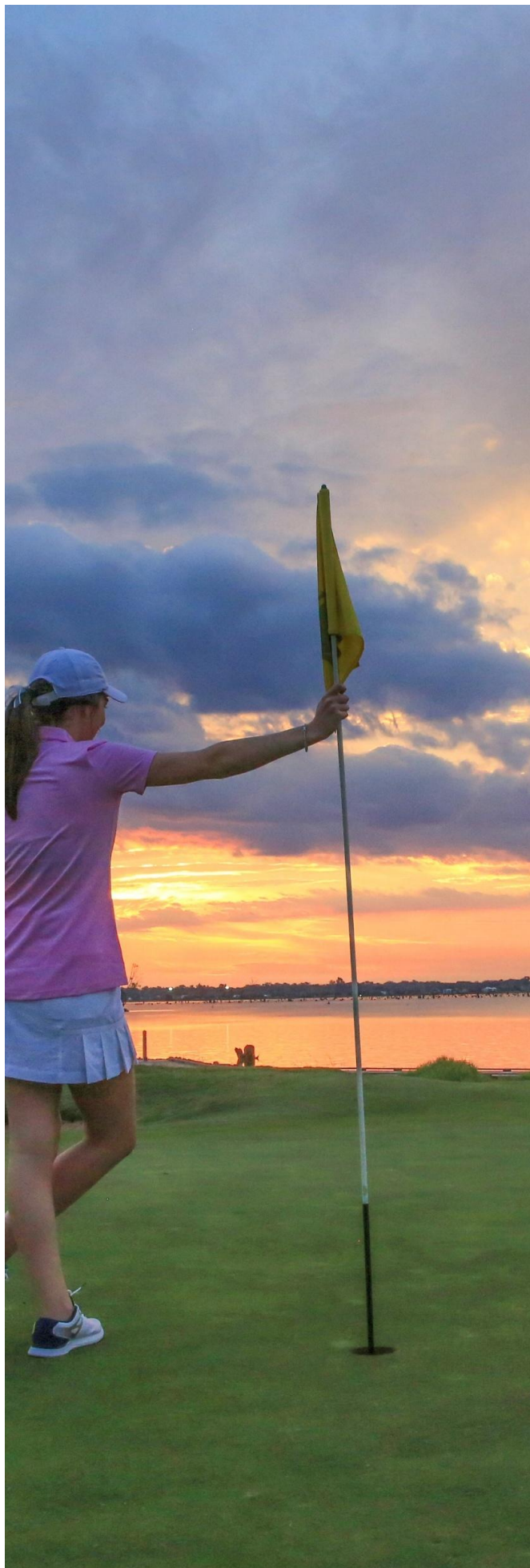
LTBAs are struggling to deliver on the KPIs detailed in the LTBA agreements. LTBA's have indicated a desire to increase the focus on member support and revised agreements should reflect this.

Seasonality

Due to many of the product strengths being water based much of the visitation takes place in summer and autumn and drops away in Winter and Spring.

Lack of quality accommodation

There is a lack of quality accommodation across the Shire that attracts higher yielding visitors.



Comparative Advantages & Key Opportunities

Leading natural assets

The Murray River and Barmah National Park are renowned assets for the region. The inland assets, such as Broken Creek and Kinnairds Wetlands, are lesser known but complement hero product.

Traditional well-established destination

Yarrawonga is a well-established destination which can be used to disperse visitors from. Educating the repeat visitors and dispersing them out to the smaller townships is likely to generate higher yield and potentially extend the length of stay.

Proximity to major regional centres

Whilst the southern parts of the Shire are two and a half hours from Melbourne there are many regional centres nearby including Shepparton, Bendigo, Benalla, Wangaratta, Albury-Wodonga, Wagga Wagga and Echuca that are potential sources for visitation.

On-water experience development

With the leading asset being the river system there is strength in developing on water experiences that can be accessed year-round and using the natural assets as an attractor.

Appetite for industry development and connection

There is a strong appetite to connect the tourism industry and foster collaboration. There is an opportunity to explore various types of communications that work around the distance across the Shire.

Diversification of product and experiences

There is a strong opportunity to continue to diversify the product and experience in the region and rely less heavily on nature. Arts and culture and agritourism are examples of areas with potential to grow.

Leveraging partnerships

Tourism partnerships present Council with an opportunity to maximise spend and reach for activities. Partners may include the likes of MRT, Yorta Yorta Nation Aboriginal Corporation, LGAs, Visit Victoria, Destination NSW, Business Events Victoria, VTIC and Sydney Melbourne Touring Route.

First Nations Experiences

Barmah National Park and other key First nations cultural sites present a strong opportunity for product develop. The Dharnya Centre by the Yorta Yorta Nation Aboriginal Corporation (YYNAC) is an example of new product opportunities being developed on Country.

Events

Currently, a secondary strength of the region, events represent an opportunity to drive visitation and attract new and niche audiences.

04.

Strategy

This section outlines the strategic framework to guide development of the Moira Shire visitor economy. This includes a vision for the visitor economy, objectives and key themes to guide public and private sector investment.



4.1 Strategic Framework

Our Vision

“

To be a leading Murray River destination with distinctive, year-round experiences - on the water, at the table and in our towns - offering every visitor a reason to return.

Our Mission

Moira Shire Council will lead and collaborate with community and industry to foster and grow a thriving, year-round visitor economy.

Themes

1

Brand, Marketing & Visitor Servicing

Establish a clear vision and plan for marketing Moira Shire as a leading visitor destination of choice on the Murray River.

2

Product & Experience Development

Support the development of tourism products and experiences that showcase and align with the region's strengths.

3

Industry Development

Foster a connected and informed industry that actively engages all stakeholders, working collaboratively to deliver high-quality visitor experiences.

4.2 Action Plan

This Action Plan supports the delivery of the projects details the key strategies, actions, priority, stakeholders, timeframe and measures of success. Indicative timeframes are as follows:

- Short-term (0-2 years)
- Medium-term (2-4 years)
- Long-term (4 years +)
- Ongoing

The priority level (low/medium/high) for each of the strategies has been determined through a combination of project benefits, industry and community need, achievability with the timeframes and resourcing.

This Action Plan will be delivered by Council from 2026 to 2029, led by the Council's Tourism Unit, to be implemented in partnership with relevant government, industry and community stakeholders. It is intended that Council may be required to lead or support the delivery of strategies identified in the Plan, which may include partnerships with government and/or private sector and community stakeholders.



Theme 1. Brand, Marketing & Visitor Servicing

Establish a clear vision and plan for marketing Moira Shire as a leading visitor destination on the Murray.

Strategy	Action	Stakeholder/s	Priority	Timeframe	Measure of Success
1.1 Adopt a planned approach to marketing activities for Moira Shire.	Work with MRT to develop a tourism marketing action plan that aligns with state activities and provides a focused plan for LTBA's to leverage.	Council	Medium	Short-term	Develop an annual marketing plan and outcomes achieved.
1.2 Leverage The Murray brand and platforms to raise awareness of Moira Shire.	Work with MRT to develop some clear KPIs for PR and digital marketing campaigns and an ongoing enhanced online presence to promote Moira Shire.	Council MRT	Medium	Ongoing	Achieve specific deliverable for Moira Shire and receive annual reporting from MRT.
1.3 Develop a suite of collateral that meets visitor information needs when planning a visit.	Ensure brochures, guides, maps, websites and social media profiles meet visitor requirements and are available at a time and in a format that best matches visitor needs.	Council	High	Short-term	A consistent suite of collateral that is sustainable both environmentally and financially and provides the visitor with useful information.
1.4 Leverage the critical mass of inland beaches as a visitor attraction.	Work with MRT to create a strong and sustainable Beaches of the Murray campaign. Council will support this by providing activations on the beaches that drive sales and traffic to local businesses.	MRT Council	Medium	Medium-term	Develop a long-term Beaches of the Murray campaign that raises awareness of and drive visitation to inland beaches. Measure hits to website.
1.5 Benefit from larger state significant events to create satellite events leverage marketing reach.	- Encourage businesses to participate in State-wide and regional events such as Melbourne Food and Wine Festival. - Encourage visitor participation in statewide and national activities such as Aussie Bird Count.	Council LTBA's	Low	Long-term	Leverage 3 state events each year. Measure the reach and uptake of related local events.

Legend	<u>Stakeholder/s</u>	<u>Timeframe</u>
	Lead	Short-term (0-2 years)
	Support	Medium-term (2-4 years)
		Long-term (4 years +)
		Ongoing

Strategy	Action	Stakeholder/s	Priority	Timeframe	Measure of Success
1.6 Model best practice Visitor Services that meets the visitor where they are and delivers timely and accurate information.	Undertake a detailed Visitor Services Review to establish and implement a service model that is viable, contemporary accurate and provides value to visitors and businesses.	Council	High	Short-term	- Complete a Visitor Services Review. - Commence implementation of the recommendations from the Visitor Services Review. - Accurately measure and collect visitor services statistics and data.
1.7 Leverage the proximity to regional centres to increase visitation.	Work with MRT to develop a campaign focused on local media that targets surrounding major centres to attract day trip and weekend overnight visitors.	Council MRT Neighbouring LGAs (Greater Shepparton, Wangaratta, Benalla, Bendigo City)	Medium	Medium term	- Campaign developed with a minimum of 3 media articles/features each year. - Reach and readership of the articles measured and alongside correlation to bookings and visitation post publication.
1.8 Resolve the 'Sun Country on the Murray' brand.	Retire 'Sun Country on the Murray' and align Council's tourism branding with The Murray regional brand.	Council	High	Short-term	- Clear direction on the brand for the region. - Consistent delivery of the brand and demonstrated industry use. - Satisfaction survey undertaken with industry and visitors that demonstrates the revised brand is viewed positively.

Legend	Stakeholder/s	Timeframe
	Lead	Short-term (0-2 years)
	Support	Medium-term (2-4 years)
		Long-term (4 years +)
		Ongoing

Strategy	Action	Stakeholder/s	Priority	Timeframe	Measure of Success
1.9 Develop a strong digital presence by working with key stakeholders to maintain accurate and accessible digital information.	- Based on outcomes of the brand review and Visitor Services review, determine the scope of Council's digital role that integrates with and feeds into MRT's digital channels, not as a standalone destination marketing platform. - Ensure all Moira Shire tourism product and experience listings on ATDW are accurate and current. - Work with MRT to improve the depth of Moira Shire content within The Murray website and digital ecosystem.	MRT Council	High	Short-term	Moira Shire destinations rank consistently in the top 10 destination pages on the MRT website.
1.10 Provide visitors with an accessible events Calendar.	Create a digital calendar of tourism events that allows visitors to plan for event attendance in advance.	Council	High	Short-term	Create and maintain a digital events calendar for tourism events.
1.11 Encourage dispersal, increased length of stay and spend through curated itineraries.	Subject to the outcomes of the Visitor Services review develop and promote practical suggested itineraries for key visitor markets such as golf, soft nature adventurers (cyclists, paddle sports, photographers and birdwatchers), families that include related attractions and businesses that align to their interests.	Council Industry	Medium	Medium-term	Establish and maintain 3 simple itineraries that can be promoted digitally to each target audience. Where possible measure reach or hits to digital platform and visitation to attractions.

Legend	Stakeholder/s	Timeframe
	Lead	Short-term (0-2 years)
	Support	Medium-term (2-4 years)
		Long-term (4 years +)
		Ongoing

Strategy	Action	Stakeholder/s	Priority	Timeframe	Measure of Success
1.12 Attract visitors from neighbouring destinations.	Deliver a familiarisation tour program for neighbouring destinations' operators and VIC staff such as Echuca, Corowa, Rutherglen to inform them of the Moira Shire product offering and encourage visitor referrals.	Council Neighbouring LGAs (Campaspe, Federation, and Indigo Shires)	Low	Long-term	- Deliver a minimum of 1 famil for neighbouring destinations. - Deliver regular communications to VIC staff advising of upcoming events in Moira Shire.
1.13 Ensure a well-informed experience at key assets.	Subject to the outcomes of the visitor services review improve interpretive signage at key visitor nodes to share the story of the region and ensure compliant and consistent signage and visitor information is shared. Locations include silo art sites, Lake Mulwala, Broken Creek, inland beaches, and on trails.	Council Parks Victoria Relevant water authorities	Low	Long-term	- Develop a signage plan through collaborative partnerships across relevant agencies. - Deliver a minimum of 1 interpretive sign project each year.

Legend	Stakeholder/s	Timeframe
	Lead	Short-term (0-2 years)
	Support	Medium-term (2-4 years)
		Long-term (4 years +)
		Ongoing

Theme 2. Product & Experience Development

Foster and support the development of tourism products and experiences that align with the region's strengths.

Strategy	Action	Stakeholder/s	Priority	Timeframe	Measure of Success
2.1 Showcase the strong First Nations culture of the region providing immersive visitor experiences.	Advocate for and support opportunities for First Nations tourism experiences in Barmah and inland townships of Nathalia and Numurkah, including the Dharnya Centre.	Yorta Yorta Council	Medium	Medium term	- Increased exposure through tourism communication channels, industry strengthening and networking activities. - An inclusive approach to signage development as per action 1.13.
2.2 Proactively seek tourism business investment for Moira Shire.	Ensure tourism investment attraction is included in any investment attraction work undertaken.	Council	High	Ongoing	Develop Moira Investment Prospectus and include tourism opportunities in this publication. Aim to attract 1 new business each year.
2.3 Build packages for visitor convenience.	Support industry to develop experience packages suitable for domestic and international markets.	Council Industry	Medium	Medium-term	Support businesses to develop packages through delivering education each year.
2.4 Take events into consideration as a key aspect of visitor attraction and identify how Council will work with events.	Develop a Moira Shire Events Strategy that addresses Council's role in the calendar of events, dispersal, event management, event funding, event attraction, and event infrastructure.	Council Industry	High	Short-term	Develop Moira Shire Events Strategy, which includes specific actions for tourism events in particular the attraction of commercial events minimum 1 per year.
Legend	Stakeholder/s Lead Support	Timeframe Short-term (0-2 years) Medium-term (2-4 years) Long-term (4 years +) Ongoing			

Strategy	Action	Stakeholder/s	Priority	Timeframe	Measure of Success
2.5 Leverage existing premier locations for Instagram worthy stops and promote them as informal hot spots.	Identify a selection of key locations where sunrise and sunset can be enjoyed safely and promote these as Instagram worthy stops.	Council	Low	Long-term	Establish a top spots list and measure the engagement with this list through digital channels and posts.
2.6 Diversify the nature- based strengths to attract other markets.	Using the existing nature assets to partner with local businesses to create small scale, high-yield experiences that attract niche markets such as trail running groups, gravel cyclists, photographers, birdwatcher and artists.	Council LTBAs	Medium	Medium-term	Deliver 4-6 niche experiences that result in niche visitation and increased length of stay.
Legend	Stakeholder/s Lead Support	Timeframe Short-term (0-2 years) Medium-term (2-4 years) Long-term (4 years +) Ongoing			

Theme 3. Industry Development

Foster a connected and informed industry that actively engages all stakeholders, working collaboratively to deliver high-quality visitor experiences and enhance the reputation of Moira Shire.

Strategy	Action	Stakeholder/s	Priority	Timeframe	Measure of Success
3.1 Create a cohesive and collaborative tourism business network.	- Deliver a consistent program of industry activities and events that encourage businesses to connect and partner. - Support LTBA's to increase their membership and engagement activities, representing business interests and encouraging business to business activity.	Council	Medium	Medium-term	- Regular industry interaction (minimum of 4 business networking events per year) and successful partnerships developed. - Business engagement activities and membership is built into LTBA agreements with detailed reporting requirements.
3.2 Work closely with Murray Regional Tourism to deliver on key tourism projects.	Ensure the partnership with MRT clearly defines MRT's role in delivering regional marketing, capability programs and advocacy on behalf of Moira Shire operators and also Moira Shire Council's role in product development support and visitor servicing.	Council MRT	Medium	Ongoing	Achieve specific deliverables for Moira Shire and receive annual reporting from MRT.
3.3 Foster an informed and educated local tourism industry.	Support business development through coordinated responses and support from LBTAs and Moira Shire, providing networking and development opportunities.	Council MRT LGAs	Medium	Medium-term	Deliver and promote a minimum of 6 industry education opportunities each year.
3.4 Encourage informal business referrals to disperse visitors and increase spend.	Develop a familiarisation program for local businesses to participate in and showcase a range of businesses and attractions.	Council	Medium	Medium-term	Deliver 3 famil trips each year to support and educate businesses.
3.5 Support businesses to develop and grow from a regulatory perspective adopting an 'Open for Business mindset'.	Utilise the Council's Business Concierge that guides new and existing businesses through the regulatory process at Council.	Council	High	Ongoing	Positively promote and partner with Council's Business Concierge to assist tourism business to navigate regulatory requirements.

Legend	Stakeholder/s	Timeframe
	Lead	Short-term (0-2 years)
	Support	Medium-term (2-4 years)
		Long-term (4 years +)
		Ongoing

Strategy	Action	Stakeholder/s	Priority	Timeframe	Measure of Success
3.6 Increase the individual business ATDW listings for the region.	Continue to work with ATDW to offer education workshops about setting up a listing and the value of them.	Council ATDW MRT LTBAs	High	Short-term	Increased number of businesses listed on ATDW year on year and broader representation of the region on the platform.
3.7 Support agriculture businesses to diversify into tourism.	- Provide entry level information session for agriculture businesses. - Encourage Murray Farm Gate Trail participants to develop consistent, bookable visitor experiences. - Support existing agritourism businesses to participate in programs such as the international mentoring program or marketing excellence program delivered by Visit Victoria to develop and market product.	Council	Medium	Ongoing	Increase the number of agritourism businesses by 2 per year.
3.8 Proactively prepare for crisis situations that impact the tourism industry.	Develop a Tourism Crisis Management Action Plan specific to Moira Shire that outlines the actions needed to prepare for, respond to, and recover from crises.	Council	High	Short-term	Complete and circulate a Moira Crisis Management Plan.
3.9 Develop and maintain an informed industry.	Report back to industry on a regular basis on the progress and delivery of the DMP. At this reporting period also provide some high-level industry insights such as visitation, visitor type, spend and purpose of visit.	Council	High	Ongoing	Provide a quarterly update to industry of the state of delivery of the DMP and the Moira Shire Visitor Economy in general.
3.10 Educate businesses to develop bookable packages.	Facilitate access to Visit Victoria and MRT's product development and packaging programs for Moira Shire operators. Work with MRT to ensure packaging capability support is accessible to Moira Shire operators.	Council	Medium	Medium-term	Provide 1 workshop per year to educate industry about packaging.
Legend	Stakeholder/s Lead Support	Timeframe Short-term (0-2 years) Medium-term (2-4 years) Long-term (4 years +) Ongoing			

Strategy	Action	Stakeholder/s	Priority	Timeframe	Measure of Success
3.11 Support tourism events to develop and grow.	- Create an events concierge approach to assist events through council processes and requirements. - Create a suite of event documentation to assist event organisers deliver well planned, safe and sustainable events in our region.	Council	Medium	Ongoing	Increase in tourism focused event permit enquiries.
3.12 Encourage best practice and accreditation to deliver high quality visitor product and experiences.	Refer Moira Shire operators to MRT's industry leadership and professional development programs and relevant accreditation pathways. Where appropriate, facilitate connections to Visit Victoria's export-readiness and marketing excellence programs for high-growth businesses..	Council Industry	Low	Ongoing	Increase number of businesses year on year that are accredited.
3.13 Refocus Council-LTBA agreements to reflect the desired roles defined in the roles and responsibilities.	- Review and update individual LTBA agreements to facilitate local business relationship management, community-level product and events activation, and referral to Council and MRT programs. - Support LTBA's to build their membership base and capability to effectively deliver on their agreements.				
Legend	Stakeholder/s Lead Support	Timeframe Short-term (0-2 years) Medium-term (2-4 years) Long-term (4 years +) Ongoing			

Appendices

Appendix A Glossary of Terms & Acronyms

Appendix B Strategic Context

Appendix C SWOT Analysis

Appendix A: Glossary of Terms & Acronyms

Acronym	Expanded
ABS	Australian Bureau of Statistics
ALOS	Average Length of Stay
ATDW	Australian Tourism Data Warehouse
DMP	Destination Management Plan
DPI	Destination Performance Index
FTE	Full Time Equivalent
IVS	International Visitor Survey
LGA	Local Government Area
LTBA	Local Tourism and Business Association
MRT	Murray Regional Tourism
NVS	National Visitor Survey
RTB	Regional Tourism Board
SA	Statistical Area
SWOT	Strengths, Weaknesses, Opportunities and Threats
TA	Tourism Australia
TRA	Tourism Research Australia
USP	Unique Selling Proposition
VIC	Visitor Information Centre
VIP	Visitor Information Point
VFR	Visiting Friends and Relatives

Term	Definition
Domestic Daytrip Visitor	TRA define domestic day trips (visitors) as those that must have a round trip distance of at least 50 kilometres from the respondent's usual place of residence and a minimum duration of four hours.
Domestic Overnight Visitor	TRA define domestic overnight trips (visitors) as trips involving a stay away from home for at least one night, at a place at least 40 kilometres from home. Only those trips where the respondent is away from home for less than 12 months are in scope.
International Visitor	TRA define international visitors as short-term travellers aged 15 years and over who have been visiting Australia for a period of less than 12 months.
Room Nights	Total number of rooms multiplied by the number of nights in those rooms.
Visitor Nights	The number of nights spent away from home in association with individual visits.

Appendix B: Strategic Context

Alignment to existing strategic policy and direction is critical to the success of the Moira Shire Destination Management Plan 2026-2029. A range of documents across all levels of Government have been reviewed to inform the strategic direction of this DMP. The table below provides an overview of key strategic documents reviewed.

Strategy	Overview	Relevant Objectives & Actions
NATIONAL		
Thrive 2030 Strategy	Thrive 2030 is an Australian Government strategy that sets the long-term plan for growing Australia's visitor economy. The strategy is organised around three guiding themes of: 1. Diversifying markets. 2. Modernising the visitor economy workforce, infrastructure and business practices. 3. Collaboration across industries and between levels of government. The strategy also aims to return the sector to pre-pandemic visitor spend levels (\$166 billion) by 2024 and reach \$230 billion by 2030.	The vision of the Thrive 2030 aligns with the aspirations of Moira Shire to deliver quality experiences for the visitors and provides jobs, growth and infrastructure that benefits Australian Communities. Whilst all the strategy priorities have a connection to the Moira Shire Visitor Economy those that most strongly align with the immediate actions are • Deliver success through comprehensive collaboration; • Enhance visitor Infrastructure; • Build markets and attract visitors; and • Grow unique and high-quality products, including First Nations experiences.
STATE		
Experience Victoria 2033	Experience Victoria 2033 is the Victoria Government's strategic plan to shape the future of state's visitor economy over the next 10 years.	Of the five product priorities identified in the plan - wellness, arts and culture, first peoples, food and drink, nature - there is strong alignment with the Moira Shire visitor economy's existing and potential product offering. The nine key settings will support the development of products and experiences prioritised. Of relevance to Moira Shire are workforce, drive demand, investment and project facilitation, visitor servicing and industry excellence.
Creative State, 2025	Creative State is a 4-year strategy that was developed with the vision of fostering "a state where creative people ideas and enterprises thrive, and where everyone has equitable access to and benefits from a rich creative culture." The following objectives are outlined to achieve this vision: • More and better job opportunities and pathways; • Innovative creative products and experiences; • Industry stability and growth; • Equitable access to the creative industries; and • New audiences and markets.	The objectives of the Creative State lean into the opportunities to increase local job opportunities, support creative industries and consider how increasing creative activities and events can drive visitation to the region.

Strategy	Overview	Relevant Objectives and Actions
Victoria Trails Strategy 2014 - 2024	The purpose of Victoria's Trails Strategy 2014 – 2024 is to provide a whole-of-government approach and clear vision regarding the planning, management and promotion of trails in Victoria. The vision for the strategy is for Victoria to be recognised as a leading trail-based destination that provides a diverse range of quality trail experiences for visitors.	The Victoria Trails Strategy is relevant to Moira Shire as it aligns with Council's goals of enhancing liveability, promoting sustainable tourism, and supporting active lifestyles through improved walking and cycling infrastructure. The 5 strategic directions provide a framework for the investment, planning and sustainable development of trails while focusing on creating better trails experiences.
REGIONAL		
Goulburn Regional Partnership	The Goulburn Regional Partnership is one of nine Partnerships across the state, established by the Victorian Government, recognising that local communities are in the best position to understand the challenges and opportunities faced by their region. This region covers 5 municipalities (City of Greater Shepparton, Mitchell Shire, Moira Shire, Murrindindi Shire, Strathbogie Shire). The identified key priorities are population wellbeing, education and employment, reducing disadvantage, growth corridor and economy.	This document identifies a diversified and thriving economy which is relevant to the visitor economy in Moira Shire. Success is deemed strong economic growth and investment from outside the region to ensure that it remains an attractive place to live and work, which is desirable for Moira Shire to grow tourism related infrastructure in particular accommodation and water-based assets that encourage visitation.
Hume Region Significant Trails Strategy (2014 - 2023)	The aim of this strategy is to improve existing regionally significant tracks / trails in the Hume region of Victoria; identify any new regionally significant tracks / trails or extensions required; and identify other factors that will encourage greater use and awareness of tracks and trails in the region.	None of the regionally significant tracks identified in this strategy are in Moira Shire, highlighting the importance of new trail projects such as the Murray Adventure Trail and the proposed Strathmerton Rail Trail.
Murray Region Cruising Strategy	The Murray Region Cruising Strategy sits within the 'Revitalising the Murray', a strategic project consisting of five components that collectively reactivates the visitor economy within the Murray Region. The cruising sector is integral to the strength and vibrancy of the Murray region visitor economy. The vision from this strategy is that 'cruising will be established as the most compelling and iconic Murray region visitor experience, which unifies and strengthens the regional product offering.' There are eight objects and five strategic investment themes including – multi day cruise experience, day cruise experience, hiring, touring and transport, enabling infrastructure and supporting investment in cruising.	Moira Shire falls into the mid-eastern Murray identified in the strategy with key waterways identified as the Murray River, Lake Mulwala, Barmah Lake. The stable water level of Lake Mulwala is identified as a strength in this strategy. Barmah National Park is also identified as a strength and investment is recommended for infrastructure to add a launch site in the park which has potential for commercial activation. This strategy identifies product development opportunities that take advantage of the strengths in the region.

Strategy	Overview	Relevant Objectives and Actions
Murray Region Destination Management Plan	The Murray Region Destination Management Plan has been prepared by Murray Regional Tourism to guide the future of the region's visitor economy between 2023 to 2027. A review and refresh of the 2017 Destination Management Plan was undertaken, considering previous projects in the new and ever-changing tourism landscape. The strategy vision is that the Murray region is to be 'recognised as Australia's premier inland destination to experience waterways, abundant nature and rich culture.' Six objectives are identified to be met through priority projects that sit under six strategic pillars.	The Moira Shire visitor economy is identified in some priority projects and collectively in broader regional projects including: • Water access infrastructure; • Waterfront activations; • Murray River Adventure Trail; • Barmah National Park Investment Masterplan and Business Case; • Nighttime activation; • Lake Mulwala Aboriginal Cultural Centre; • Murray River First nations Experience Development Plan; • Murray Region Drive Tourism Strategy; and • Murray Region Signature Arts and Cultural Events Program.
LOCAL		
Moira Shire Council Plan 2021-2025	The Council Plan is the document that will guide Moira Shire Council's direction and activities until 2025. It provides the framework to identify and support Council's budget allocation and service delivery. There are five strategic objective pillars in the plan each with a set of action beneath them and performance indicators for measurement.	There is strong relevance to the Council plan with pillar two 'a diverse and dynamic economy' committing to developing and promoting year-round tourism products, services and destinations. The measurement of success of this is using government monitoring tools and the Murray River Tourism partnership to measure improvements in tourism promotion and visitation.
Community Vision 2045	The community vision sits at the top of Council's long term planning framework and is the beacon that guides the long-term decision making. The vision is simple 'A thriving, connected regional community'. The community vision has four themes community, environment, liveability and prosperity.	The four themes of the community vision link directly to the Visitor Economy as each theme is given strong consideration through tourism activities.
Mid Eastern Murray – Farm to Plate Cluster Plan	The Mid Eastern Murray Farm-to-Plate Cluster Plan, commissioned by Murray Regional Tourism and funded by both NSW and Victorian governments, establishes a clear roadmap for cultivating a thriving agri-culinary tourism sector across Moira Shire, Berrigan and Federation LGAs. It articulates a 2025 vision to position the region as renowned for high-quality, provenance-driven food and drink experiences. A four-strategy framework then details action items ranging from establishing a Regional Food Council and adopting an accredited provenance framework, to launching a digital trading platform, a Regional Food Champions Program, a "Murray Regional Proviore Network" pilot, and targeted consumer and cross-sector marketing initiatives—ensuring that local cluster activities both deliver on-the-ground impact and feed into a cohesive regional approach.	The 3-year action plan identifies a range of projects that sit under four strategy areas for the mid-east area that encompasses Moira Shire. The detailed action plan identifies who is responsible, what the key performance indicator is and a timeline for delivery. Key action include supporting the establishment of a regional food council, support the development of a Murray region food brand, participate in regional data collection, facilitate business support and innovation programs, develop a local consumer engagement model, develop seasonal food events and work to showcase the regions produce in domestic and export markets.

Strategy	Overview	Relevant Objectives & Actions
Yarrawonga-Mulwala Local Area Plan (2023)	Murray Regional Tourism and Destination Riverina Murray prepared Local Area Plans for ten of the Murray region's prominent destinations. The Local Area Plans are strategic documents that capture local aspirations and directions at a high-level to inform the Murray Region Destination Management Plan (2023-2027) and the NSW Riverina Murray Destination Management Plan (2023-2030). The Local Area Plans provide the framework for local stakeholders to work collaboratively and in partnership with Murray Regional Tourism and Destination Riverina Murray towards strengthening the regional visitor economy.	This Local Area Plan for Yarrawonga-Mulwala identifies the destination strengths and Unique Selling Proposition (USP). Lake Mulwala is considered the hero experience in this plan. An action plan identifies specific projects that link directly to Yarrawonga Mulwala. The recurring themes in the action plan include cruise experience investment, nighttime economy, waterfront activation, food and drink, accommodation investment and the Murray Adventure Trail.
Moira Arts and Culture Strategy 2020 - 2026	The Moira Shire Arts and Culture Strategy 2020–26 articulates a six-year plan to celebrate and strengthen the Shire's rich cultural identity—honouring First Nations heritage, embracing community diversity, and leveraging local arts to boost wellbeing and economic resilience. Organised around three pillars ("A great place to live," "A thriving local economy," and "A well-run Council"), it identifies six goals—from enhancing creative facilities and cultural tourism to supporting Indigenous expression, youth engagement and creative enterprise and is supported by a detailed action plan.	As Arts and Culture is identified in multiple state and regional strategies as a tourism driver this Strategy is extremely relevant. There is direct mention of tourism in Goal 4 Our region will offer year-round tourism product services and destinations and the related actions speak to maintaining existing cultural tourism initiatives.
Moira Shire Tourism Plan 2022 -2026	The Moira Shire Tourism Plan 2022–2026 sets out a high-level framework to guide Council's tourism investments and activities over the next four years. It defines six 'visitor pillars' (e.g., Visiting Friends & Relatives; Food & Wine; Nature/Eco/Cultural; Events; Boating/Camping/Fishing; Silo Art & the Arts), clarifies Council's roles across marketing, product development, events, visitor services, destination management and industry development, and emphasises raising Moira Shire's digital profile through a central CRM, online booking platforms and live-stream infrastructure. The plan outlines the next steps for targeted stakeholder consultation, detailed action planning, and budget phasing to ensure Moira's tourism offering continues to grow.	This document identifies Council's commitment to 7 works areas: • Tourism marketing; • Commercial events; • Product Development; • Industry Development; • Visitor Services; • Destination Management; and • Council Strategy and Economic Development Support. This plan directly relates to the development of the Destination Management Plan to determine actions and implementation of Council activities.
Moira Shire Visitors Services Strategy 2017 - 2019	This strategy aims to ensure that Moira Shire adapts to consumer trends and behaviours and delivers best practice visitors services. The two-year strategy sought input from key stakeholders. The recommendation suggests a focus on mobile and key location visitor servicing and rationalisation of information centres.	Nine recommendations have been developed from the strategy including focusing on visiting friends and relatives and educating local residents, meeting the visitors where they are, and rationalise physical Visitor Information Centres.

Strategy	Overview	Relevant Objectives & Actions
Moira Shire Wellbeing for all Ages 2021 - 2025	The Moira Shire Wellbeing for All Ages Strategy 2021-2025 aims to provide Council and the community with a clear and strategic planning approach that integrates planning for health and wellbeing across all stages of life. The strategy has three themes (healthy supported communities, safe & inclusive and prosperous communities and healthy environments). Under the Victorian Public Health and Wellbeing Act 2008 all Council's are required to have a health and well-being plan that is refreshed every 4 years.	Some of the actions provide amenities that are not only beneficial to the local community but also for visitors such as hydration station and public exercise equipment. Other future actions also benefit the visitor economy with minimising gaps in walking and cycling network.
RV Friendly Strategy (2016)	Moira Shire seeks to proactively encourage greater visitation and economic impact from the RV market. This document has a dedicated detailed 10-point action plan to deliver the Strategy. Some of these actions have been delivered since the creation of the strategy, including overnight RV parking in small towns.	This strategy aligns with the current market visiting the area and the trends for continued growth in RV travel. Many of the action from the strategy have been delivered and continuing to build on attracting increasing the length of stay for this market is beneficial.
Economic Development Strategy (2026-2029)	To capitalise on the Shire's strengths, advantages and opportunities the Strategy has identified the following five priority areas: 1. Strengthening meaningful business engagement. 2. Support agricultural and manufacturing output. 3. Attract housing, commercial and industrial sector investment. 4. Increase visitor yield year round. 5. Improve local education opportunities. Undertaking a range of actions identified under each of these priorities will ensure the Shire's economy is vibrant and thriving.	This strategy identifies the visitor economy as an opportunity and a focus to build consistent year-round visitation and increase yield. Goal 1 also aligns with engagement with tourism businesses and delivering proactive economic development.
Moira Shire Council Recreation Strategy 2016 - 2026	This 10-year strategy identified 6 key priority areas for Moira Shire Council to focus on. Beneath these priority areas 35 recommendations details actions to be undertaken to support the Shire's vision and continuing to encourage participation which is around 80% for the broader community at the time the document was developed.	There is general linkage in and number of actions in section 1 speaks to sports tourism event attraction and alignment with the Murray River Events Strategy. The Murray River Adventure Trail and other localised trails are referenced in actions in section 8. Section 10 references a regionally significant destination playground which has potential for visitors' attraction and section 11 references open water activities being key for tourism and visitor attraction. Dedicated section of the strategy speaks to tourism and sport and the need for Council's continued support.

Appendix C: SWOT Analysis

To identify the strategic considerations for the Moira Shire visitor economy, a strengths, weaknesses, opportunities and threats (SWOT) analysis was undertaken, distilling all findings.

Strengths • Nature based attractions – Murray River, Thompsons beach and other river beaches, Lake Mulwala • Silo Art • Murray Farm Gate Trail • Barmah Forest and Broken Creek • Niche event and sports events • Visitor Information Points and mobile VIC • Weather • Golf • Affordable destination • First Nations culture	Weaknesses • Council has poor connectivity with industry it is perceived that Council is not visible or proactive • Red tape holding up businesses • Unclear roles and responsibilities • Lack of brand awareness ‘Sun Country on the Murray’ • Visitor servicing is outdated and resource intensive • Lack of ATDW listings representing the region • Lack of on water visitor experiences such as equipment hire and cruising • Lack of water infrastructure i.e. moorings, launches, access paths • Lack of large-scale, quality accommodation • Limited indoor event venues • Transport connections and wayfinding • Too many LTBA's
Opportunities • Improved dedicated Council support through a Business and Events Concierge service • Improved governance model and clear roles and responsibilities across entities • Industry collaboration and education • First Nations (Yorta Yorta) product development and story telling • Murray River Adventure Trail • Infrastructure for water access and activation • Commercial tourism events attractive to visitors • Collaboration within the LGA and across the broader region with MRT. • Mid range and luxury accommodation • RV and caravanning infrastructure improvements • Refinement in visitor services through all stages of the visitor journey • Packaging and itineraries that go beyond borders (LGA or State)	Threats • Volunteer burn out • Climate change/seasonality • Natural disasters i.e. flood and drought • Continued fragmentation of industry • Council budget • Cost of living crisis • State of the economy lack of funding for projects and development • Competition from other destinations • Short Stay Accommodation Levy

