MOUNT PANORAMA
REGIONAL TOURISM AND
RECREATION STRATEGY

Final Draft Report

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October 2003

SEU366-T01-001 Revision 2
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<td>10/09/03</td>
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<td>07/10/03</td>
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Executive Summary

The aim of this Regional Tourism and Recreation Strategy is to establish a framework for focusing the redevelopment of Mount Panorama on core business and towards achieving the best mix of activities.

Mount Panorama is significant for a range of reasons, all of which relate to its setting, history or physical attributes. These characteristics of Mount Panorama need to be encapsulated into its image, which should give visitors an immediate appreciation of what they can do when they get there. At present, Bathurst’s image is synonymous with motor racing and generally appeals to only a portion of the tourism market. Any tourist and recreation image (or brand) must not diminish the fame that the name Mount Panorama affords the area.

Mount Panorama is significant for two key groups – motor racing lovers, and the local indigenous people, the Wiradjuri. Alongside these primary groups, Mount Panorama is also significant:

- as a people’s playground
- for Aboriginal dreamtime pathways
- as a place to reside
- as a sporting venue
- for ecology and nature.

This strategy for Mount Panorama reflects all these intrinsic values, the unique central location and topography, and guides development and management decisions towards a sustainable mix of activities. The strategy reinforces four principal roles for Mount Panorama, relating to future activities and developments:

- **Bathurst Central Park** – building on the strategic location of Mount Panorama, and facilitating use by local residents
- **Tourist Destination** – becoming a four seasons magnet attraction of international appeal
- **Regional and National Sports Centre** – expanding its current status as a premier sporting venue
• **Campus** – providing lecture, meeting, accommodation, research and parkland to neighbouring Charles Sturt University.

These roles reflect the four dimensions to Mount Panorama’s image that must be promoted, to generate complementary activities within the overarching vision of developing the best mix of activities.
1 Introduction

1.1 CONTEXT

This strategy provides a long term vision for development of the Mount Panorama precinct as an internationally significant tourism and recreation precinct.

A long term vision is necessary to promote enduring economic, social and environmental sustainability, and to maximise the public benefit from investments in infrastructure.

The strategy identifies strategies for improving the ‘quality of place’ at Mount Panorama. This involves the integration of all land uses at Mount Panorama into a coordinated mix of activities with improved accessibility for all visitors, locals, spectators, organisers, investors and other stakeholders.

1.2 BACKGROUND

1.2.1 Study Area Characteristics and History

Tourism is a significant resource for the City of Bathurst, with Mount Panorama representing the most recognisable element of the Bathurst tourist market. A conservative estimate of the value of tourism to Bathurst would be $58 million, which would have flow on impact of 1,035 jobs (BCC, 2000).

As well as its undeniable significance for attracting visitors to Bathurst, Mount Panorama is also an important location in terms of recreational pursuits, cultural significance, environmental quality, residential amenity and city identity.

At present, the motor racing element dominates planning for Mount Panorama, sometimes to the detriment of other features. There is a significant opportunity to build upon the benefits that motor racing brings to Mount Panorama, and to develop the precinct as a multi-use tourism and recreation precinct that recognises the many stakeholders who have an interest in the future of ‘The Mountain’.

The past exposure generated by motor racing at Mount Panorama may also contribute to a “somewhat complacent attitude as far as tourism is concerned” throughout Bathurst (BCC, 2000). The challenge for this Regional Tourism and Recreation Strategy is to shift this mindset, promote local ‘ownership’, and generate opportunities for locals to contribute to the success of the precinct as a long term tourist destination.

For a regional city like Bathurst, the realisation of tourist demand and strategic business planning to maximise returns on any capital investment are necessary to ensure the sustainability and growth of the regional economy.
The Mount Panorama precinct is currently the venue for many non-motor sport activities, including:

- Bathurst Goldfields, winner of 2001 NSW Tourism award
- award winning ‘Cool Climate’ wines
- Bathurst Gun Club
- Bathurst Rifle Range
- Bathurst Archery Club
- scenic vistas and BBQ areas
- recreational cycling/mountain biking
- environmental groups.

Motor sport related activities for which Mount Panorama is famous include:

- Bathurst 1000 km motor race
- Bathurst 24-hour motor race
- Easter motorcycle races
- National Motor Racing Museum
- international motocross circuit
- Bathurst Light Car Club
- hill climbs and rallies
- sprint races.

The existing race events at Mount Panorama generate significant economic and employment activity, not only for Bathurst, but also for New South Wales and Australia.

Bathurst City Council has long been lobbying both the NSW and Commonwealth governments for recognition of the Mount Panorama racing circuit and precinct as a genuine national and international tourism drawcard, economic generator and event icon.

In recent years the Council has invested over $5 million to ensure the circuit’s integrity for international motor sport, and provide additional facilities for spectators and visitors. Today, the majority of the services, building and car park infrastructure are dated, severely limiting its potential uses and business and tourism opportunities.

The recognition of the race track attracts an estimated 300,000 motorists per year to drive around the public road circuit.

Council has been successful in securing $10 million from the NSW Government for capital works to upgrade the Mount Panorama precinct. In addition, Council has received small grants from the NSW and Commonwealth governments for the development of strategies to maximise the use of the Mount Panorama precinct in order to realise its tourism, recreational and economic appeal.
The Regional Tourism and Recreational Strategy provides a strategic basis for the Mount Panorama Precinct Master Plan, Business Plan and the subsequent design and construction of civil works and buildings to ensure a maximum return on investment and a coherent plan for the future.

1.2.2 The Big Events

It is important to understand the core business of motor sport, which has been the catalyst for the evolution of Mount Panorama as a tourist and recreation destination. The following is a brief outline of the two main events currently held at Mount Panorama.

These two events, the Bathurst 1000 and the Bathurst 24-hour race, are both important to the continued attraction of Mount Panorama for visitors.

**Bathurst 1000**

In its previous incarnation as the Armstrong 500 mile event, the Bathurst 1000 moved from Phillip Island in Victoria to Bathurst in 1963. This move signalled the start of the Bathurst 1000 motor race event. From 1963 to 1972, it was run as a 500 mile event, and changed to its current 1000 format in 1973.

In 1996, the Australian V8 Supercar Company (AVESCO) was created. AVESCO acquired the ownership and management rights to V8 Supercar racing for traditional Ford versus Holden competition in Australia.

In 1997 there were two 1000 km races at Bathurst. AVESCO chose to move to another telecaster (Channel 10) with a new promoter, International Management Group (IMG). The traditional telecaster (Channel 7), with the traditional organiser and joint promoter (ARDC), proceeded with the event, but for cars under the 2 litre Super Touring class. The 2 litre product proved to be unpopular with the public and is now defunct.

**Bathurst 24-hour race**

The other major motor racing event held on Mount Panorama is the Bathurst 24-hour race, promoted by Procar – the Australian company responsible for production car racing in Australia – and organised by IMG.

The inaugural Bathurst 24-hour race was held at Mount Panorama in November 2002. This event was created, owned and managed by Procar.

The promoters anticipate that this event will grow into one of the few world-renowned endurance races and will rival the Bathurst 1000 (V8 Supercar event) for popularity.

The 2002 event comprised four classes of FIA sanctioned events and was broadcast by the Channel 7 network. This inaugural race was won by Garry Rogers Motorsport’s Holden Monaro.

In 2003, the Bathurst 24-hour race will be held on weekend of 23–24 November.
1.3 STRATEGY GOALS

The goals for the Regional Tourism and Recreation Strategy are:

• to establish a strategic framework that facilitates the development of Mount Panorama as a premier motor racing, tourism and recreation resource of local, regional, state and national significance

• to maximise options for future use for Mount Panorama, without limiting the potential to cater for unpredicted demands

• to promote the continued use of Mount Panorama for motor racing and associated activities

• to identify the strengths, weaknesses, opportunities and threats of motor racing and any other tourism generating events at the Mount Panorama precinct

• to identify any potential conflicts arising from the current land use patterns at Mount Panorama and the potential tourism opportunities, and to recommend appropriate actions to facilitate future developments

• to determine the short and long-term needs of various user groups in relation to facilities at Mount Panorama.

The prime test of success for the Regional Tourism and Recreation Strategy will be whether it increases visitor numbers and visitor nights in Bathurst and hence provides economic benefits to the city. A secondary test will be whether it increases the amenity for local residents, both in Bathurst and at Mount Panorama.
2 Regulatory and Strategic Context

2.1 CURRENT SITE LAND USE ACTIVITIES AND OPERATIONS

The study area is shown in Figure 2.1. The area includes all land that has a link to Mount Panorama in terms of tourism or recreation. Land ownership is mixed between BCC/Crown and private interests. Figure 2.2 shows the division of land ownership.

Private landowners use their properties for a range of activities including residential, tourism, viticulture, horticulture and agriculture. The BCC/Crown properties are used for recreation, utilities, and race facilities and support.

This mix of land uses reflects the area’s landform characteristics, its proximity to Central Bathurst, and the proximity of a world-renowned motor racing circuit.

The current tourist and recreation activities identified in Figure 2.1 operate independently, although they share a common ‘badge’ and address of Mount Panorama. There is no common theme or marketing program, as many of the activities attract separate and distinct markets. The Bathurst Goldfields, which attracts some 25,000 people a year, has a large primary and high school market. This is a very different market from the motor car enthusiasts who visit the National Motor Racing Museum (30,000 per year). Similarly, the users of the various recreation facilities represent separate groups (e.g. gun club, archery club, Bathurst Light Car Club).

The circuit is used extensively by joggers and walkers, particularly in the morning, and by motorists driving around the circuit to experience its iconic status and enjoy the excellent views and scenery.

The Business Plan contains traffic count data which shows that for a recent period (28 August to 7 September 2003) over a seven day average, 1,441 vehicles were counted on the circuit. Allowing for double counting, resident movements and construction vehicles, it is likely that well over 300,000 people use the circuit every year for general recreational driving.

Major problems are evident in the appearance and lack of use of the extensive parkland assets:

- McPhillamy, Sulman and Reid Parks
- Sir Joseph Banks Nature Reserve.

These parks have extensive remnant vegetation, excellent views, are well located to Bathurst and accessible by road.
2.2 REGULATORY AND STRATEGIC FRAMEWORK

To plan and manage opportunities and constraints for tourism and recreation at Mount Panorama, it is valuable to understand the various regulations and strategic policies that influence the site.

2.2.1 Mount Panorama Motor Racing Act 1989 and Regulation 2000

The primary purpose of the Mount Panorama Motor Racing Act 1989 - No. 108 (the MPMR Act) is to facilitate and regulate major motor racing meetings at Mount Panorama. The Mount Panorama Motor Racing Regulation 2000 (the MPMR Regulation) defines ‘motor racing’ as races between motor cars, motor cycles, and motor cycles with side cars and karts.

Under the MPMR Act, the Minister may designate land within the City of Bathurst as being the whole or part of the Mount Panorama circuit for any period, with the consent of the owners or occupiers of the land.

Council must apply for a permit from the Minister to hold a motor racing meeting and associated events (including events not connected to motor racing) at the Mount Panorama circuit. Application for a permit must be made at least eight weeks before the date of the proposed meeting.

Mr Graham Coulton, motor racing consultant from the Department of Sport and Recreation, has advised that there are some anomalies in the MPMR Act. After discussing these issues with Mr Coulton, it appears that the Act could be interpreted to mean that any competition involving the use of a motor vehicle at Mount Panorama could be subject to the Act. The Act currently restricts the number of ‘events’ to two a year. We understand that there are moves to amend the Act, to enable the use of the circuit for five events a year, where the whole of the track is used.

The permit may authorise Council to:

• carry out activities necessary for the meeting

• enter into contracts with persons or bodies or the owners of land for the purposes of holding the meeting

• regulate the use of, or temporarily close, any road that is part of the circuit

• specify the type of motor vehicles to be used at the meeting

• specify associated events that may be held.
2.2.2 Strategic Planning Documents

**Mount Panorama Motor Racing Circuit Draft Strategic Plan 1995**

This plan was, in effect, a review of the issues and corporate objectives for Mount Panorama, and identified methods for their management.

Council adopted the recommendations in this report, the principal of which was that “[t]he Strategic Plan be the basis for the future management and development of the Mount Panorama area”.

The planning outcomes of this strategy were encompassed in the Bathurst Local Environmental Plan 1997.

**Mount Panorama Regional Recreation Planning Study 1984**

This study undertook a detailed assessment of Mount Panorama and indicated a preferred Concept Plan. The Planning Study has been reviewed for this Regional Tourism and Recreational Strategy, with appropriate recommendations and background information included throughout this report as necessary.

The Planning Study has been, and continues to provide, the underlying basis of Council’s planning strategy, and is reflected in the current Planning Instrument and Development Control Plan.

The preferred concept for development at Mount Panorama entailed the following key features:

1. The Mount Panorama circuit should remain in its present location and form, and all development around the circuit should recognise this fact.
2. Development should take place, utilising a linear accessway to the east of Conrod Straight as the focus for further development.
3. The most intensive core of this development should be around Murray’s Corner.
4. The major tourist entry to the circuit should continue to be through Panorama Avenue.
5. The major alternative access routes should be to the east to College Road.
6. The eastern corridor should be linked via Karingal Village to McPhillamy Park on a route roughly parallel to the circuit.
7. Consideration should be given in the future to the development of rear access to the circuit by Vale Road.
8. Provision should be made for the possible future development of a Grand Prix track at Mount Panorama.
9. The top of the mountain should remain relatively natural, although improvements and upgrading to existing facilities should occur.
10. A pathway with spectator berms should be provided along the eastern corridor, and at other appropriate points around the circuit by means of a progressive program.
11. Internal grade-separated access to the track should be provided from College Road, as a future permanent access for some residents and as an emergency/recovery route.

12. A landscaping theme should be adopted to further highlight and develop the link along Panorama Avenue between Bathurst and the circuit.

13. A number of tourist sites should be provided for such activities as an amusement park, a carnival, a Grand Prix circuit, a waterslide, a BMX track and possibly a themed pioneer village.

14. A permanent caravan park/camping area should be developed as part of the eastern linear tourist development.

15. The rifle range should be developed for public recreation, with the possible inclusion of further local car club activities and other recreation activities. These should be developed by Council in conjunction with the respective local clubs.

16. The front portion of McPhillamy Park should be redeveloped as a year-round, day-trip destination, with no camping permitted. Entry should be controlled and subject to a separate fee.

17. Additional camping areas for peak periods should be developed on the rifle range land.

2.2.3 State Environmental Planning Policies

There are a range of State Environmental Planning Policies (SEPPs) that will help to manage appropriate development at Mount Panorama. These include:

- SEPP No. 11 - Traffic Generating Developments (1985)
- SEPP No. 16 - Tertiary Institutions (1985)
- SEPP No. 21 - Caravan Parks (1992)
- SEPP No. 44 - Koala Habitat Protection (1995)
- SEPP No. 64 - Advertising and Signage (2001).

2.2.4 Bathurst Local Environmental Plan

Bathurst Local Environmental Plan (LEP) 1997 is the primary planning instrument relevant to the whole of the Bathurst City area, which encompasses Mount Panorama.

The LEP establishes Bathurst City Council as the consent authority for development within the City area.

It provides the guidelines for development in the city and adopts a number of zones as the means of controlling development in particular locations. Those zones relevant to Mount Panorama are described below.

These two zones are particular to Mount Panorama and its immediate environs within the City of Bathurst:

- 1(d) Rural Special Purposes
- 6(b) Regional Recreation.
Other zones include:

- 1(a) General Rural
- 5(a) Special Uses Public Purposes
- 6(a) Local Recreation.

A number of special provisions apply to Mount Panorama in regard to:

- scenic protection
- 50dBA noise contours – this provision prevents addition residential dwellings within the contour boundary (see Figure 2.3).

### 2.2.5 Conclusion

The potential exists for development to occur within the Mount Panorama precinct, which may be in keeping with Mount Panorama as a tourist destination, but would be inconsistent with the current objectives of Council. This is due to the plethora and disparity of objectives of the State and local planning instruments which apply to Mount Panorama.

Some inconsistency occurs between the LEP and the Mount Panorama Development Control Plan in respect of permissible and prohibited developments. This needs to be rectified.

After the focus and objectives for the future development strategy for Mount Panorama have been determined, we recommend undertaking a review of all planning instruments and supporting documents. This review should identify particular inconsistencies and promote changes as necessary within the existing planning structure or, alternatively, introduce a new planning instrument specific to Mount Panorama – either at the state, regional or local level – to overcome the inconsistencies.
2.3 TOURISM STRATEGIES

Regional and local tourism plans strategies have been devised periodically, with little or no documented record of performance. This section summarises some of the more recent plans of relevance to this Regional Tourism and Recreation Strategy.

2.3.1 Attractions development strategy for regional NSW (1999) – Explorer Country Regional Case Study

This strategy embraced the large Central West Region of NSW. It identified the following themes for attractions, accommodation and tourist products:

- gold and mining
- history and heritage
- nature and environment
- wine and food
- rural life
- astronomy and space.

Mount Panorama race track, museum and car races were identified as an additional resource.

An evaluation of the attractions sector identified that:

- the image in the market needed further development
- marketing and tourist information was confusing, overlapping and scattered
- there was a lack of growth in primary visitation markets
- products and programs offered at many attractions were of poor quality and limited interest
- attractions were not operated as effectively as possible
- there was a lack of adequate tourism infrastructure in the region.

2.3.2 Bathurst: A plan for tourism overview and policy recommendations (P. Austen, June 2000)

This plan was prompted by the need for a coordinated strategy with a planned agenda to counter the problem of ‘enthusiastic amateurs’ pursuing an ad hoc approach. It came up with a ten point plan for tourism consisting of the following policy goals:

- **Financial:** To provide adequate funding for tourism and to ensure that funds are appropriately utilised in terms of established objectives.

- **Visitor Information:** Establish an accredited Visitor Information Centre to enhance visitor satisfaction levels, and to serve as a focal point for the management of tourism promotion and development for the City and surrounding district.

- **Residential:** Create an environment in which the residents of Bathurst and the surrounding areas become ‘tourism ambassadors’ and regular visitors to attractions and events.
• **Industry participation**: Council to facilitate the development of partnerships with the tourism industry, resulting in the initiation of cooperative target marketing and the encouragement of education and training activities for the industry.

• **Infrastructure**: Facilitate or provide, where appropriate, infrastructure for visitors which contributes to the visitor experience and provides amenity for Bathurst and district residents.

• **Destinational promotion**: Create an overall awareness of Bathurst and the surrounding district in the general marketplace and give priority to initiatives that are likely to influence key market groups. The following comment was made in this context:

  “Building on the awareness of Bathurst generated by Mount Panorama and converting this into an improved perception of the total picture of Bathurst and district emerges as a major challenge and perceived need.”

• **Gateway**: Position Bathurst as a gateway hub for the district and immediate region.

• **Conferences**: Establish Bathurst as New South Wales’ premier regional venue for conferences, meetings and trade displays.

• **Events**: Improve coordination of existing events and attraction of new events, especially activities and events with a motor vehicle orientation.

• **Investment and development**: Secure additional investment, development and population growth in Bathurst through tourism based promotional programs and the development of a sustainable tourism industry.

### 2.3.3 Conclusion

These two documents highlight the problem of Bathurst as having a diffuse image to the tourist market. However, they also point to the potential for Mount Panorama to become a point of difference. Interestingly, Mount Panorama contains almost all the elements identified as themes in the Explorer Country case study, with only ‘astronomy and space’ not catered for. It would be simple to address this by expanding upon the ‘nature and environment’ and ‘rural life’ themes.

### 2.4 ECONOMIC AND DEVELOPMENT STUDIES

In addition to the tourism studies described above, a number of economic, track and access development studies have been undertaken. These are all connected to tourism and recreation as they deal with the core activity of motor racing. They are important in documenting the economic and employment value of the circuit and its events.

### 2.4.1 The economic impact of the Mt Panorama racing circuit (Western Research Institute Ltd for Bathurst City Council, June 2000)

The three main events at Mount Panorama in 1999–2000 were analysed for their economic impact. These events were the Easter Motorcycle Festival, the Bob Jane T-Mart Bathurst 500 (the last of the ‘Supertourer’ race events) and the Bathurst (FAI) 1000.
Data was collected from a range of sources including direct survey, assessment of corporate expenditure, the Bathurst Tourist Office and a telephone survey of competitors. An input/output analysis was used to assess the economic impact, taking into account travel expenditure. Projections of race attendance were undertaken for the Bathurst 1000.

It was acknowledged that the economic analysis methods used can lead to overestimation of economic impact figures for Australia and, to a lesser extent for NSW, because the methods do not take into account the transfer of expenditure from other activities and regions.

The economic impact on Bathurst was estimated at 570 jobs, $22 million in gross regional product (GRP) and $14 million in household income. The impact on the Central West was a further 61 jobs on top of the Bathurst figure.

The economic impact of Mount Panorama on NSW was estimated at more than 800 jobs, $46 million in GRP and $22 million in household income. The national impact was estimated at 1000 jobs, $70 million in GRP and $32 million in household income.

The Bathurst 1000 contributed approximately 66% of the total economic impact of Mount Panorama on Bathurst. The Easter Motorcycle Festival contributed a further 25% and Bob Jane T-marts Bathurst 500 accounted for the remainder.

This study cites another work (Jarrett 1994) regarding general tourism in Bathurst, which indicated that 75% of visitors to Bathurst had driven round Mount Panorama. Of total visitors, 88% of visitors were aware of Mount Panorama as a tourist attraction unprompted. The National Motor Racing Museum was found to attract 20,000 visitors a year, and 31% of visitors cited Mount Panorama as influencing their decision to go to Bathurst.

2.4.2 The 1994 Tooheys 1000 race survey report (Dr Paula M. Tidwell, Mitchell Research Inc, 1994)

This study was conducted on behalf of a group of clients with a vested interest in the race—Tooheys, ARDC, Bathurst City Council and Channel 7. Interviews were conducted by marketing students from Charles Sturt University. The students were supervised by academic staff during the course of the project; however, given that the interviews were not conducted by experienced fieldworkers, the findings should be treated with caution.

A total of 303 surveys were completed over the Friday, Saturday and Sunday of the race period, with approximately 20% female and 80% male respondents to the survey.

The report summarised that the modal interviewee tended to be a single male who came with, or to meet, a relatively large number of other male friends. One consequence of this was a focus on alcohol and activities that tended to exclude families and those women for whom motor sport was not a major interest.

Importantly, the report noted the role of an intergenerational influence—“I first came with my Dad and have been coming ever since”. This kind of influence does occur in other forms of tourism, but seems to be more pronounced in those activities based on gender-bonding. So, the mechanisms that drive attendance at the motor races are not the same as those that promote tourism amongst the boarder general public.
The two issues which the respondents found least satisfactory were the food and the toilets. Other statistics gathered by the survey were:

- approximately 80% of respondents used their car to get to the race
- approximately 55% of respondents were camping at the race, with 25% of respondents booking accommodation nine months in advance
- when asked what other places interviewees would visit whilst in Bathurst, the most popular reply was pubs
- the majority of respondents heard about the race through the television, over radio, newspaper, magazine and word of mouth.

In response to a question about other races they had attended, respondents indicated a significant interest in touring cars, with a large segment interested in only the Bathurst 1000 Race.

### 2.4.3 The Commercial Value of Sponsorship at Mount Panorama (Dynamic Sports and Entertainment Group, 2002)

A key finding of this study was that an estimated 300,000 people drive over the Mount Panorama circuit each year.

In 2002 the Bob Jane T-Mart 1000 was attended by 163,840 people and watched by a further two million Australians on television. In addition, coverage was available to 433 million households worldwide. There was a 98% unprompted awareness of the race throughout Australia.

IMG, the promotional body for the Bathurst 1000 in 2002, sold approximately $3 million in commercial partnerships for the event. Network 10 sold out of broadcast partnerships for 2002.

In 2002 the inaugural Bathurst 24-hour race was attended by 21,004 people and watched by 400,000 Australians. It was also available to 123 million households worldwide.

A S-Comm Australia study into the value of track signage for the event (a sub-consultancy of the major study) concluded:

- Mount Panorama had the best signage opportunities in Australian motorsport
- board and barrier signage was most effective in the slower corners
- supersite billboards offer excellent exposure for sponsors
- the aura of the race track and the quality of signage offered an excellent branding opportunity for local and overseas sponsors.

S-Comm Australia valued the track signage for the Bathurst 1000 and the Bathurst 24-hour race at $1.3 million, just within the Australian and New Zealand markets.

Additional commercial benefits are offered via:

- televised track signage overseas
- verbal mentions by commentators
• onscreen graphics within the telecast
• broadcast sponsorship packages
• in-program broadcast segments promoting the venue, region and sponsors
• direct and in-direct benefits associated with ticketing, hospitality, use of image and likeness, licensing, supply rights, event association, merchandising, team and driver association, event programs and other creative outlets generated by commercial partners of events
• sponsorship involvement with minor events at Mount Panorama.

These opportunities are currently taken up by sponsors, corporates and advertisers at a rate of $3 million a year.

The S-Comm Australia study found that the facilities at Mount Panorama would be further enhanced by an extension and upgrade of the National Motor Racing Museum at Murrays Corner, development of a hotel at beside the track, improved road systems through the Blue Mountains and the acquisition of new motor sport content for the track.

The study calculated that the expected commercial return for Mount Panorama would increase through:
• a cumulative attendance of 400,000 a year
• a significant increase in corporate visits
• an increase in overseas visits from Europe, New Zealand, Asia, South Africa, the US and Dubai.
• branded promotion in the mainstream media with government agencies and sponsors
• increased sponsorship, television audiences and advertising.

The total value of sponsorship at Mount Panorama in 2002 was valued at approximately $5 million.

Key markets for the Bathurst 1000 were identified as the Australian states of NSW, Victoria, Queensland, South Australia and Western Australia, and New Zealand. Emerging markets for the Bathurst 1000 are Asia, Dubai, South Africa and Europe.

The key market for the Bathurst 24-hour race was seen to be local, but the study also highlighted the need to consider the marketing of the event, because of the 24-hour format. Emerging markets were Europe, Asia, New Zealand and, ultimately, the US.

2.4.4 A new four lane expressway between Penrith and Lithgow – an economic study (Regional Economics Unit, 1998)

This study concluded that the development of an expressway would be of national significance because it would transform perceptions of the region in a way that no other proposed road in Australia could. It would also reduce the accident rate along this stretch of highway, which is currently the highest of any link to Sydney.
The link would provide significant benefits to the tourist market in Bathurst. One of key challenges to increasing tourism was seen to be changing the view in the Sydney market that Bathurst is ‘too far’. Visitors to Bathurst have the option of rail, air or road. However, with the majority travelling by road, improvements to the highway would increase visitor accessibility to Bathurst.

The proposed highway would significantly reduce the perceived distance from Sydney, thereby significantly increasing potential visitor market for Bathurst.

2.4.5 Mount Panorama Racing Circuit Draft Strategic Plan (Bathurst City Council–1995)

This study was prepared on the recommendation of Commissioner Simpson, in response to a public hearing under section 68 of the EP&A Act 1979 to reclassify land at Mount Panorama. Commissioner Simpson requested a consideration of the measures necessary to protect and conserve the scenic nature of Mount Panorama, and the publication and implementation of the necessary measures.

Mount Panorama residents submitted a paper on the future of Mount Panorama to Council.

A review of the 1974 Structure Plan was undertaken. Mount Panorama was recognised as an important place for regional recreation. A heritage study was also conducted by Hughes Trueman Ludlow in 1992, in which Mount Panorama was recognised as an area of local regional and state landscape significance.

Constraints and issues for the planning and development of the circuit were:

- the need to maintain track safety in accordance with FISA requirements for international touring car racing
- the conflict between Council and residents over the permanent location of some signs around the race track
- the need to maintain water, sewerage and electricity for the mountain during race events. The Bush Fire Brigade suggested hydrants be added on top of the mountain. Sewerage was available on the mountain, but only during race events due to technical difficulties. The issue of power supply on the mountain urgently requires attention.
- the need to control crowd behaviour at events
- the lack of infrastructure (mostly toilets and showers) to serve the number of spectators during the event
- the potential ‘land swap’ between Council and Charles Sturt University to enable improvement of track facilities
- recommendations for improvement of the Race Week festival, parade and concert
- the issue of allowing fires on the mountain during fire bans
- complaints from residents of Cherry Lane
- the need to maintain and increase the number of attendees at debriefings following race events
• consideration of the 1994 Confederation of Australian Motor Sport review of track safety
• plans of management for various sections of the site.

2.4.6 Future scenarios for Sir Joseph Banks Nature Reserve (D Goldney & Ors, 2001)

To achieve its potential as a nationally important component of the eco-tourism market, Sir Joseph Banks Nature Park (SJBNP) requires redevelopment, the allocation of significant capital, and major changes in its long term management.

It is understood that Council previously resolved to close the fauna reserve and remove the animals. Accordingly the licence for the fauna reserve was relinquished and the park has ceased operations.

The study recommended that the SJBNP be redeveloped as a nationally important earth sanctuary/educational centre, which is not likely to occur due to Council’s resolution. However, there are some important concepts to be drawn from this study.

The study has particular emphasis on visitors being able to experience free ranging native fauna in attractively contrived habitats. To achieve this, the study recommended a range of actions to achieve this outcome. Of these recommendations, the following are relevant to the continued use of the Nature Park for recreation and education, including:

• establishment of an upgraded BBQ and picnic ground
• incorporation of a teaching/interpretation/museum complex
• initiation of a major revegetation and management program
• development of a walking/interpretation trail, and educational material
• removal of existing animal cages
• regional eco-tourism marketing plan

It was expected that re-development and management of the Park would be based on best practice living interpretation centres, and would require a complete overhaul of management and marketing strategies. More effective links with business and local communities, other regional eco-tourism destinations and activities, innovative new eco-tourism activities and existing natural areas in Bathurst city would also need to be established. The study envisaged that these changes would result in significantly improved visitor accessibility to and within the SJBNP, as well as much greater appeal to all sections of the community.

These concepts of improved management and tailoring the experience to the potential user market are important for consideration in this Tourism and Recreation Strategy.
2.4.7 Conclusion

The economic and development studies reviewed indicate the extensive research work already undertaken. The main conclusions for this Regional Tourism and Recreation Strategy are:

- the significant economic and employment impact of the major races and associated events and sponsorship:
  - 300,000 people drive on the circuit each year
  - the 2002 Bathurst 1000 was attended by 164,000 people and watched by two million Australians, with an international coverage of 433 million households

- the need to change the perception from the Sydney market of Bathurst being ‘too far’

- the scenic, recreational and environmental significance of the area at the local, regional and state levels

- problems associated with crowds at events:
  - behaviour
  - fire bans being broken
  - resident complaints
  - poor quality toilet and shower facilities

- the significant flora and fauna value of Sir Joseph Banks Nature Reserve. The park is currently closed and has a degraded appearance. Its steep slopes may limit its value as public parklands.

2.5 RECREATION STRATEGIES

2.5.1 Bathurst Structure Plan (1996)

The Bathurst Structure Plan identifies Mount Panorama as a strategic location in providing for Bathurst’s recreation needs. The report states that “the major social benefits to the City are in terms of the role which the circuit plays in the City’s recreation”.

As part of the Bathurst/Orange Growth Centre established by the Commonwealth Government, Mount Panorama was designated as a regional recreational area to service both Bathurst and Orange. By doing so, the government has highlighted the importance and potential of the area to satisfy the recreation demands of local residents. However, due to its low level of development and accessibility for public recreation, other than motor racing, it is unlikely that Mount Panorama currently plays a significant role in satisfying this demand.

Current local uses of the area include:

- sports clubs (rifle range, clay shooting, archery, Bathurst Light Car Club)
- recreational mountain biking and cycling.
This indicates a low level of local use, which does not correspond to the area’s geographical advantages, which are proximity to major regional urban centre and attractive open natural spaces.

Infrastructure provided for major motor racing events may constitute an above-average motor racing venue, but it does not constitute a significant local recreational resource. Accordingly, this Regional Tourism and Recreation Strategy aims to generate more local recreational opportunities at Mount Panorama, to enhance the local ‘ownership’ of the area and increase activity. This increased recreational activity would have a self-perpetuating effect on tourism, creating a place that people like to visit.

The 1996 Structure Plan alluded to this point:

“While the majority of tourism-oriented benefits to the circuit are economic, it is clear that an indirect effect of the injection of tourist expenditure into the economy is of social benefit.”

In summary, Mount Panorama is severely underutilised for its recreational opportunities, but has considerable potential as a integrated recreation and tourist destination.
3 Regional Tourism Visitation

3.1 REGIONAL MARKET AND VISITOR PROFILE

3.1.1 Market Segmentation

Generally, visitors come from different socio-economic groups and have different interests. A simplified ‘snapshot’, based on profiles used by Tourism NSW, categorises visitors into five groups. Each group tends to have a lifestyle that differs in important ways from the others. These five groups are shown in Table 3.1.

<table>
<thead>
<tr>
<th>Market Segment</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pompadours</td>
<td>Indulgent, with the money to pay.</td>
</tr>
<tr>
<td>Compatriots</td>
<td>Groups of families and friends who are happiest holidaying in the familiar world of Australia.</td>
</tr>
<tr>
<td>Wanderers</td>
<td>Older couples; retired and unstressed.</td>
</tr>
<tr>
<td>True Travellers</td>
<td>See themselves as travellers, not tourists—seeking new experiences.</td>
</tr>
<tr>
<td>Groupies</td>
<td>Younger ‘party animals’.</td>
</tr>
</tbody>
</table>

From the perspective of economic return to Bathurst, some of these groups are more valuable than others. A nation-wide survey identified the typical daily amount spent by people in each group when they are on holidays. These figures are shown in the Table 3.2. The table also shows each group’s proportional representation in the ‘pool’ of visitors to Bathurst.

<table>
<thead>
<tr>
<th>Market Segment</th>
<th>Daily per Capita Spend (Year 2000 Dollars)</th>
<th>Contribution to Visitor Mix in Bathurst</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pompadours</td>
<td>$172</td>
<td>11%</td>
</tr>
<tr>
<td>Compatriots</td>
<td>$111</td>
<td>43%</td>
</tr>
<tr>
<td>Wanderers</td>
<td>$132</td>
<td>20%</td>
</tr>
<tr>
<td>True Travellers</td>
<td>$126</td>
<td>14%</td>
</tr>
<tr>
<td>Groupies</td>
<td>$123</td>
<td>12%</td>
</tr>
</tbody>
</table>

The estimated mix is based on a series of surveys coordinated by Environmetrics in 2002, at different times of the year, but not during race meetings. However, it is likely that motor racing events draw heavily from the Groupie segment.

The surveys found that, overall, 26% of visitors to Bathurst had planned to visit Mount Panorama before they arrived. In the event, 49% of visitors to the Central West visited
the mountain, making it the third most visited place in the Central West after Western Plains Zoo and the Parkes Radio Telescope.

The average stay in Bathurst is 2.4 nights; however, visitors to Bathurst will typically be on a longer (12.3 nights) holiday in the Central West region. This figure is influenced heavily by the Compatriots (the ‘family on holidays’ market), as about 40% of visitors are in family groups taking a trip during school holidays.

The biggest spending segment, the Pompadours, is made up of higher spending people, with an interest in wineries and high value experiences. They are important for the Mudgee market, but currently see little of interest in Bathurst. Therefore, obtaining a piece of this market for Mount Panorama is difficult.

### 3.1.2 Key Tourism Characteristics

Combining the above survey undertaken by Environmetrics with data available from the Bureau of Tourism Research (BTR) and Tourism NSW, a broad estimate of visitors numbers to Bathurst can be drawn.

BTR reported that, for the 1999–2000 year, the Explorer Country region attracted 1.9 million visitors who stayed over night and 2.6 million day visitors, which combines to a total of 4.5 million visitors.

On the basis of the surveys, Environmetrics estimated that around one-quarter of all visitors to the region pass through Bathurst, i.e. in the 1999–2000 year, there were around 1.2 million visitors to Bathurst. Applying the same logic to the BTR report of 1.9 million visitor-nights in the Central West, around 400,000 visitor-nights were spent in Bathurst in 1999-2000. Probably up to one-half of these were spent with family and friends, i.e. not in hotel accommodation.

The figures for nights spent in Bathurst may be too conservative. The BTR figures are for the total region and it may be that some areas in the region are stronger magnets for overnight stays. Dubbo, Mudgee, Orange and Bathurst are likely to fall into this category.

Also, the figures probably underestimate current visitation, given the trend away from overseas travel and the increased ‘holiday at home’ sentiment.

Both the BTR and Environmetrics surveys indicate that around 40% of overnight visitors to Bathurst lived in Sydney. Current improvements to the highway, combined with an enhanced product in Bathurst, could increase the visitor flow from Sydney substantially.

Environmetrics’ most recent LeisureScope survey (Summer 2003) shows that 45% of Sydney adults (1,347,000) had visited the Blue Mountains for pleasure in the 12 months prior to the survey. While there is no direct information about how many of these people also visited Bathurst in the same period, information regarding other visited destinations suggests that the overlap might be no more than 30–40%.

This suggests that there is a large potential market of people who are willing to travel part of the way to Bathurst, and could be induced to go further.
3.2 MOUNT PANORAMA TOURIST MARKET COMPOSITION

3.2.1 Characteristics

The implication of the market segmentation described in Table 3.1 is that, in the short term, Mount Panorama should aim to attract more of the core market (Compatriots) and make those who come stay longer. In the longer term, the strategy should seek to make Mount Panorama (and Bathurst) more appealing for the higher spending groups (Pompadours and Wanderers). This would imply providing up-market experiences (including accommodation, food and beverages) for the Pompadours and ‘good value’ for the Wanderers.

Environmetrics’ research revealed that around one-quarter of the visitors to Bathurst planned to visit Mount Panorama during their stay and, during the Bathurst 1000 race event, half did so. This finding is one indicator of a more general observation, which is that Bathurst does not send a message to the market of a strong, coherent and stimulating tourism destination.

At present, Mount Panorama is probably the one clearly delineated component in the tourist image of Bathurst. However, Mount Panorama’s motor racing image is of narrow interest (less than 9% of Australians participate in motor sports and only a few of these are women) and is ‘thin’ – only acquiring any depth at race time. The image of Bathurst becomes most clearly defined during the motor races.

Environmetrics noted, when working on product development for Bathurst as a part of the Explorer Country project (2002–2003), that Mount Panorama tended to overshadow the rest of the tourism experiences available in the area. While Bathurst has potential as a ‘base camp’ for tourists who could spend days exploring the nearby countryside, a number of factors, including the lack of promotion, limit the awareness of what Bathurst offers.

3.2.2 Strategies for Expansion

At the heart of this Regional Tourism and Recreation Strategy is the need to build a coherent critical mass of activities and attractions associated with Mount Panorama. Figure 3.1 illustrates the current characteristics of the Bathurst leisure and tourism market.
In terms of market positioning, it is important to develop a simple, clear underpinning concept that drives the emotional tone of the Mount Panorama ‘brand’. This is related as much to the physical signage and branding of the locale as to the mix of complementary attractions.

Figure 3.2 shows the various segments available to Mount Panorama to achieve robust, long term visitation. Mount Panorama needs to convey a sense of ‘destination’, with secondary benefits – such as history, culture, aesthetically appealing landscape and rural life – emanating from this. The top of the mountain has the potential to offer all these experiences through a range of initiatives, from small recreation events to visitor information centre and attractions.

To improve the tourism status of Mount Panorama and of Bathurst, it is important to:

- develop a sense of perceived critical mass of tourist activities that can become the core of a message to the market
- communicate with the market and send a strong message that Mount Panorama is a tourist destination.

Marketing Mount Panorama must be tailored to increase attractiveness to the Sydney market, which will, in turn, improve exposure to the international visitors travelling through Sydney (refer to section 3.3 for further discussion of international markets).
3.3 COMPETITOR DESTINATIONS

The primary market for Mount Panorama tourism is Sydney, which is in turn the largest tourist destination in Australia. For recreation, the market is the local district and surrounding region.

The competing destinations for overnight tourists and international visitors are shown in Tables 3.3 and 3.4.

Table 3.3 Overnight tourist destinations from Sydney

<table>
<thead>
<tr>
<th>Overnight visitors</th>
<th>2000</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Illawarra</td>
<td>894,000</td>
<td>897,000</td>
</tr>
<tr>
<td>Blue Mountains</td>
<td>889,000</td>
<td>696,000</td>
</tr>
<tr>
<td>Central Coast</td>
<td>1,370,000</td>
<td>1,395,000</td>
</tr>
<tr>
<td>Hunter</td>
<td>2,697,000</td>
<td>2,835,000</td>
</tr>
</tbody>
</table>

Source: Bureau of Tourism Research, National Visitor Survey, 2000-2001
### Table 3.4 International visitor activity

<table>
<thead>
<tr>
<th>Overnight visitors</th>
<th>2000</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Illawarra</td>
<td>53,000</td>
<td>44,000</td>
</tr>
<tr>
<td>Blue Mountains</td>
<td>80,000</td>
<td>85,000</td>
</tr>
<tr>
<td>Central Coast</td>
<td>25,000</td>
<td>26,000</td>
</tr>
<tr>
<td>Hunter</td>
<td>75,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Sydney</td>
<td>2,190,000</td>
<td>2,423,000</td>
</tr>
</tbody>
</table>

Source: Bureau of Tourism Research, National Visitor Survey, 2000-2001

Bathurst is not a significant tourist destination for Sydney because of:

- a lack of magnet attractions
- the perceived distance – the ‘sandstone curtain’ factor.

The main competitor regions for the Sydney daytrip/overnight market are the Blue Mountains and the Hunter Valley (see Figure 3.3). The Hunter region has grown from a small base to become a major overnight destination, based on wineries and enhancements such as golf and conferences. The Blue Mountains, whilst growing in day trip numbers, has declined as an overnight destination, presumably due to its proximity to Sydney, and a lack of accommodation choice.

Port Stephens and the Central Coast have been growing as day trip destinations, and as an overnight destination in the case of Port Stephens. Canberra has promoted itself in conjunction with the Southern Highlands as a destination for day trips and overnight stays. Canberra has also broadened its tourist base through the new National Museum, the annual Floriade flower festival and the casino.

### 3.4 SUMMARY

The largest visitor group to Bathurst is represented by family and friends of residents, and a younger demographic for race events. In 1999–2000, there were about 1.2 million visitors to Bathurst, of which 40% of overnight stays were from Sydney. Environmetrics surveys and Explorer Country research show that Bathurst has a diffuse image in the leisure market, but a clear image (centred on Mount Panorama) in the motor sport market. However, the motor sport market is ‘thin’, only acquiring depth at race time.

Other competing regions have grown in visitor numbers, with the Hunter Valley and the Blue Mountains standing out as strong markets. Mount Panorama is clearly the dominant image and tourist experience in the area, and so functions as a base from which to build a critical mass.
Figure 3.3  Mount Panorama as a Regional Tourist Destination
4 SWOT Analysis

4.1 INTRODUCTION

This SWOT analyses the strengths, weaknesses, opportunities and threats to Mount Panorama as a tourism and recreation precinct (of which motor racing is a component).

This analysis provides an analytical framework for developing a tourism and recreation strategy. Together with the Tourism Market Analysis provided in Chapter 3, the SWOT analysis also provides a basis for developing strategies for the Business Plan and the Redevelopment Master Plan for the precinct.

The SWOT analysis is based on a workshop meeting (21 July 2002) as well as independent observations by the study team.

4.2 STRENGTHS

The main strength of Mount Panorama is its international motor racing events (the Bathurst 1000 and the Bathurst 24-hour races) and the branding/marketing exposure that these events provide to the precinct.

The motor race events that have taken place on Mount Panorama since the circuit’s inception are seen as having a certain iconic status. For this reason, Mount Panorama is special to many motor racing fans who travel long distances each year to watch and be part of motor racing at this iconic location.

The more general strengths of Mount Panorama can be loosely categorised as:

- attraction related
- track related
- cultural
- environmental.

These four categories are expanded upon below.

4.2.1 Attraction Related

Mount Panorama is an important place for regional recreation, including car racing, and as a visual lookout. Currently, it is greatly underutilised compared with other regional centres.

Bathurst has strong meeting and conference facilities and is well situated to take advantage of the corporate visitor market, which is a major generator of domestic and international travel. This strength is reinforced by the short travel time from Sydney,
compared with other Central West towns and cities (35 minutes flying and 3 hours driving time from Sydney airport).

### 4.2.2 Motor Sport Related

Mount Panorama is one of the longest standing motor racing venues in Australia, with an iconic status in the minds of Australians and world racing teams. This is perhaps the most fundamental strength of Mount Panorama.

World-class facilities exist to support the track, as a result of the race events held every year. These facilities could be maximised through multiple usage for different tourist experiences. The track and the mountain have a brand strength that is currently not realising its full potential.

A key strength of Mount Panorama as a motor racing venue is the value and exposure generated through event advertising and sponsorship, as discussed in Chapter 2 (section 2.4.3).

### 4.2.3 Cultural

According to a local Aboriginal elder, there are a number of aboriginal heritage sites located on the mountain and in the surrounding hills. Although further assessment of the significance of Mount Panorama is required, this rich cultural heritage could be further explored to broaden the appeal of Mount Panorama beyond motor sports.

The ability and experience of Bathurst City Council in organising large scale sporting and cultural events is exceptional. This experience could be utilised to stage other large scale events on the mountain during the year.

### 4.2.4 Environmental

The location and geography of Mount Panorama are obvious strengths that have the potential to create other tourism opportunities. The main environmental strengths of Mount Panorama are:

- geographical location and rural surroundings, providing clear skies and good night/day viewing
- abundance of woodland ecosystem
- proximity to Sydney
- location on the edge of Bathurst township.

A heritage study was conducted by Hughes Trueman Ludlow in 1992. In this study Mount Panorama was recognised as an area of local regional and state landscape significance. According to the Heritage Study the ridge of hills associated with Mount Panorama are significant for the following reasons:

- the skyline contains views and an early European landmark
- the majority of the remnant woodland ecosystem
- many aboriginal heritage sites are located within the hills
- it is a component of the pastoral setting
4.3 WEAKNESSES

The weaknesses of Mount Panorama can be categorised into:

- circuit constraints
- tourist identity fragmentation
- track and infrastructure issues
- habitat degradation.

4.3.1 Circuit Constraints

Potential motor racing user groups, such as motor cycle racing, historic car racing and international/Grand Prix style events, share the common problem that their safety requirements have evolved considerably and now exceed what is currently possible at Mount Panorama. The now-historic Formula One racing cars, which previously raced at Mount Panorama in the 60s and 70s, are no longer permitted to race at the circuit, even with dramatic improvements in safety. Motor cycle racing falls into the same category, as current track safety requirements for major international (even national) events exceed the capacity of the Mount Panorama circuit layout.

The iconic status of Mount Panorama is largely due to the track layout and the challenge and risks it poses for race drivers. This means there is limited scope for changing the layout of Mount Panorama to make it safer for motorcycles and open wheelers, without diminishing the circuit’s appeal.

4.3.2 Tourist Identity Fragmentation

The weaknesses of the Mount Panorama precinct as a tourist destination have been identified in a number of studies. Broadly, these weaknesses are in the areas of infrastructure, fragmentation of the Bathurst tourist industry and fragmentation of land ownership.

Evidence of the fragmentation of the tourist industry in Bathurst was highlighted in the latest tourism study prepared by Bathurst City Council (BCC, 2000). The original scope of the study was to formulate a plan for tourism for Bathurst and the surrounding region and a coordinated strategy for implementing the plan. The study uncovered wide differences in the expectations of various sectors of the tourism industry in Bathurst and a lack of agreement on general principles and policy. As a result of this, the focus of the study changed to determining the policy and principles under which a tourism strategy should be formulated.

During the study it was noted that Mount Panorama, whilst contributing to greater overall exposure and awareness of the city of Bathurst, also contributes to a complacent attitude amongst other tourism operators in the region. In the past, local tourism has been managed without any coordinated approach or strategy; however, Council’s Plan for Tourism (BCC, 2000) is designed to address this issue.

Past motor racing events and spectator behaviour have contributed to a ‘yobbo’ perception of Mount Panorama from some quarters. However, the demographic of
spectators has undergone significant modification over the past five years, since Council has introduced crowd control measures. Past perceptions may also be an opportunity to challenge the adventure-seeking tourists to ‘discover’ Bathurst, as the sense of discovery is considered to be an important driver for tourism.

Visits to Bathurst generally are believed to be limited by the perceived distance from key markets, mainly Sydney. The 'sandstone curtain’ image of the Blue Mountains means that few tourists journey beyond attractions such as Katoomba and the Three Sisters.

4.3.3 Track and Infrastructure Issues

As discussed in Chapter 2 (section 2.4.5), the Mount Panorama Racing Circuit Draft Strategic Plan identified several constraints and issues for the planning and development of the circuit. The issues relevant to the track and associated infrastructure were:

- the need to maintain track safety
- the conflict between Council and residents over the permanent location of some signs around the race track
- the need to maintain water, sewerage and electricity for the mountain during race events
- the lack of infrastructure (mostly toilets and showers) to cope with the number of spectators during the event
- the potential land swap between Council and Charles Sturt University to enable improvement of track facilities
- consideration of the 1994 Confederation of Australian Motor Sport review of track safety
- plans of management for various sections of the site.

Accommodation is a weakness for the current event calendar at Mount Panorama – it is over stretched during events, but lacks business at other times during the year.

4.3.4 Other Weaknesses

The lack of informative signs was raised as a major issue in the initial workshop held for this study. Information signage at Mount Panorama is incohesive and does not demonstrate a consistent them, or brand.

There have been complaints from television and media outlets, consulted as part of this study, that there were no conduits for cables under the track. This means that companies have to use longer lengths of cable than would otherwise be required. This cable is expensive and also causes safety issues, with long lengths winding over the mountain during race events.

Tourism in Bathurst is highly reliant on people being independently mobile, i.e. having access to private vehicles. Although this means that the visitors who come to Bathurst are able to move around freely to visit attractions, it also results in short lengths of stay. There is little in the way of public transport for tourists, particularly
the ‘package tour’ market, which captures visitors for longer periods of time to visit a number of attractions.

4.4 OPPORTUNITIES

Council’s Plan for Tourism (BCC, 2000) found that Bathurst and surrounding districts are entering a phase of critical mass of tourism product. This, combined with the expansion of Mount Panorama towards an international tourist destination, signals an important shift that needs to be maintained.

Rex Airlines is encouraging corporate tourism to Bathurst, through a commitment to improve the marketing of corporate packages to Sydney businesses. These packages could build upon activities at Mount Panorama, and could potentially make year-round use of the pit building and paddock facilities.

Bathurst’s Plan for Tourism identified a number of opportunities for Bathurst that are equally relevant as opportunities for Mount Panorama. These were:

- touring holidays, especially for seniors/emergence of short break and touring short breaks
- the World Wide Web
- wine and food tourism – Bathurst as a regional gateway/hub
- proximity to Sydney.

The increasing age of the baby boomer generation is changing the face of tourism, with shorter breaks and passive recreation such as touring holidays becoming increasingly popular. The location and the relative quiet of the region in comparison with Sydney provide an ideal opportunity to capitalise on the tourism trends of Australia’s aging population.

The racing calendar at Mount Panorama leaves ample opportunity for an increased number of motor racing events or events of different kinds. The geography and facilities easily lend themselves to foot and cycle racing. Cycle racing could involve road or mountain bikes, with the geography of the track and the mountain providing a unique location for such an event.

The instant recognisability of a Mount Panorama ‘brand’ would generate additional revenue, through an association with the excitement, adrenalin and iconic status of the mountain. The brand could be used for all events at Mount Panorama, and be included on any signs associated with the Mount Panorama precinct. The presence of the same brand on the full range of events at Mount Panorama will increase market awareness of Mount Panorama.

The indigenous significance of the mountain range adds to the mythical status nature of the area. Aboriginal heritage provides opportunities for a range of cultural tourist ventures from small investments in signage to larger investments in self guided walking tours or guided cultural experiences. The cultural significance of the mountain could also be invoked to give a uniquely Australian flavour to the racing at Mount Panorama, which could enhance the appeal of the destination for international visitors. This would require the coordinated involvement of the local Aboriginal community.
Mount Panorama is the geographical high point of the region, giving the best view of the surrounding township, race track, Blue Mountains and regional lands. At present, it is difficult to see the full ‘panorama’ from one spot, due to the topography and trees growing at the crown of the mountain. Viewing opportunities could be further enhanced by the construction of a viewing tower on the mountain. The geography and semi-rural location of the mountain could also offer star gazing opportunities at night.

The idea of a ‘theatre of experience’ on the mountain, including a multi-purpose Planetarium and IMAX-type experience, has potential.

4.5 THREATS

Threats to the success of Mount Panorama as a tourist destination relate both to factors external to Mount Panorama and its surrounds, and to internal factors, principally from conflicting and competing land uses involving residents, neighbours and user groups on the mountain. Threats to the success of Mount Panorama can be broken into the following broad categories:

- other events that appeal to the key market segments that currently attend Mount Panorama (see below)
- other regional tourist centres
- factors affecting the market’s ability to pay for tourism experiences
- perceived security of events and the global community
- perceived distance from Sydney
- internal land use conflicts.

4.5.1 Market Segments Attracted to Other Events

The influence of these threats can be minimised by continually improving the racing experience so that it appeals more to these market segments than other similar events they may wish to attend. Another method of minimising this type of threat is to broaden the range of market segments attending the races and making use of the facilities at Mount Panorama. Broadening the market appeal of the racing will require market research into those segments of the community who have the means to attend but perceive barriers to attendance.

4.5.2 Other Regional Tourist Centres

Other regional centres surrounding Mount Panorama can become threats, if they are perceived by tourists as places to go in preference to Mount Panorama. This is becoming the case with areas such as Mudgee, which is becoming known as an increasingly successful wine region. The key to negating this threat is for Mount Panorama to foster a profile as an integral part of the region. A trip to the Central West has to be seen as incomplete without a visit to Mount Panorama or a stay in Bathurst. To attract these markets, Mount Panorama would need to appeal to a broader cross section of the tourist market. Market research into the demographic of tourists visiting other centres in the Central West would establish the type of facilities and experience that these tourists are looking for, and provide guidance for future development of the industry in Bathurst.
4.5.3 The Market’s Ability to Pay

As with any tourist destination, the success of Mount Panorama will always be partially dependent on the ability of the market to afford the experience. The components of affordability are two-fold. The first component is the affordability of the experience as compared with other tourist experiences, and the second is the level of discretionary income within the community. Discretionary income is linked to the health of the economy, which is largely out of the control of Bathurst City Council and Mount Panorama. The affordability of events at Mount Panorama can be monitored in line with other similar events and the markets being targeted.

4.5.4 Perceived Security

In today’s world the perceived security at events and the stability of the global community is a very real factor in people’s decisions to attend large events at prominent venues. Whilst there is not a great deal that can be done to address the stability of the global community, this is likely to influence the decisions of international teams to come to Australia to race at Mount Panorama.

Regardless of the global environment, the organisers of Mount Panorama can be aware of the importance of security and continue to provide top quality security for high profile events.

4.5.5 Perceived Distance from Sydney

There is the perception in some quarters that Bathurst is about five hours’ drive from Sydney – in reality, it is approximately three hours’ drive away. This perception is a threat to the success of Mount Panorama, as Sydney residents see it as too far to drive for an event. This perception can be addressed by target marketing to the local Sydney region.

4.5.6 Internal Land Use Conflicts

It is necessary to identify the conflicts between the existing land uses on site, in order to set the basis for establishing the best mix of activities, including tourism and recreation. Such conflicts include resident dissatisfaction with event access, increased tourist numbers, increased events, and noise.

Other conflicts exist when attempting to optimise the best land use value, such as at the top of the mountain, where event crowd behaviour has led to a seriously degraded environment, and the safety zone implications of the neighbouring gun club. Table below indicates some of the key land use conflicts that currently exist within the Mount Panorama Precinct.
### Table 4.1  Land Use Conflicts

<table>
<thead>
<tr>
<th>Conflicting Land Uses</th>
<th>Conflict Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bathurst Rifle Range</td>
<td>Safety zone for the shooting range impinging public access to open space (see Figure 4.1). Coordination Committee currently manages use of parks and range. Long term conflict needs to be resolved.</td>
</tr>
<tr>
<td>Motor Racing Events</td>
<td>Track closures restrict the access for residents during race times.</td>
</tr>
<tr>
<td>Spectator areas and camping</td>
<td>Spectators degrading general amenity, natural flora and understorey vegetation during high use times, limits year round use.</td>
</tr>
<tr>
<td>Family Event Spectators</td>
<td>‘Yobbo’ Event Spectators Two groups discourage attendance or visitation by the other group.</td>
</tr>
<tr>
<td>Corporate entertaining during events</td>
<td>Investment by promoters must be preserved to ensure event viability, which restricts ability of residents to benefit financially during race times.</td>
</tr>
</tbody>
</table>

Some key land use conflicts, and possible resolution of these conflicts, are discussed in the following sections.

### Rifle Range Safety Zone

One of the key conflicts is that of the use of Sulman and Reid Parks with the activities at the rifle range. At present, the safety zone for the rifle range restricts all activity within Sulman and Reid Parks, resulting in these parks being closed to access for most of the year.

There are two groups that use the existing rifle range, both joint leaseholders of the range: the Bathurst Rifle Range and the Sporting Shooters Association of Australia (SSAA). Currently the BRS has around 20 members and the SSAA has 750 members.

The range has been in operation for over 100 years, beginning its life as a military shooting range. Existing activities on the site are conducted on the open range, which is approximately 1,000 m long. As the rifle range is open air range with no safety measures, there is a considerable fallout safety zone (see Figure 4.1).

To manage the use of the rifle range and activities occurring within the fallout zone, a coordination committee collates applications for use annually. This is then forwarded to Council for final approval. Motor race events require the rifle range to close four weeks prior to the race and two weeks after, to enable Council access to Reid and Sulman Parks for event and clean up works.

The uses that are restricted by the rifle range are:

- potential uses in immediately surrounds of the rifle range
- public access to Reid and Sulman Parks (camping, cycling circuits and a range of passive recreational pursuits)
- access along Barry Gurdon Drive
- clay shooting range (Gun Club)
- motocross circuit.
Tourist and Recreation Strategy

Figure 4.1

Mount Panorama

Rifle Range Safety Zone

Key
- Study Area
- Race Track
- Indicative Rifle Range Safety Zone - Restricted Area*
- Roads
- Land Ownership
  - Private Land
  - Public Land

* Source: Mount Panorama Development Control Plan, Bathurst City Council, 1997

Projection: MGA Zone 55
Datum: GDA 1994
Software: ArcView 8.3
File: mt_panorama.mxd

Project: SEU366
Date: October 2003
Drawn: AJ
Approved: CH

1:14,000 @ A4

0 125 250 500 750 1000 Metres
Use of Sulman and Reid Parks will remain restricted until a long term solution can be found that reduces the safety zone for the rifle range. It is understood that Council has investigated the possibility of another site within Bathurst as a rifle range, but that a suitable site was not identified.

Because the rifle range in its current form restricts access to Sulman and Reid Parks, it is not an appropriate activity in the long term mix of activities at Mount Panorama.

A proposal put forward by the SSAA would reduce the safety zone to the boundary of the Rifle Range, freeing access to the activities identified above. This proposal would involve substantial earthworks and construction of a baffled range, and would lessen the potential for bullets to stray from the confines of the range.

Currently, any user group, including additional major events or bicycle events that wishes to use Reid and Sulman Parks, would need to apply for use in the yearly round of coordination. In the longer term, public access to these areas would require either relocation of the rifle range or the establishment of the baffled rifle range, in place of the existing rifle range.

**Resident Access**

Resident access during major events is a key issue, creating a conflict between future increased use of the full circuit and adequate resident access during those events. During events, many residents have established informal arrangements for access to the tunnel across other properties. However, this is not a long term solution, because it does not provide enough certainty for landowners.

Figure 4.2 shows a proposal to provide access for residents during events. This would require a strategic land acquisition program by Council to purchase the necessary strips of land and to establish legal rights of way for those residents.

This proposal is based on the spinal access arrangement, which the Planning Study (Planning Workshop, 1984) identified as the preferred solution. In the long term, this solution is likely to require a widening of the tunnel access from one lane to two-way vehicle access.
Figure 4.2

Mount Panorama
Tourist and Recreation Master Plan

Access Routes Strategy
4.6 SWOT SUMMARY

The following table provides a summary of the SWOT analysis.

<table>
<thead>
<tr>
<th>Table 4.2</th>
<th>SWOT Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td></td>
</tr>
<tr>
<td>Attraction related</td>
<td>Advertising, signage, brand</td>
</tr>
<tr>
<td>Track related</td>
<td>Motor car racing, multi-use track potential</td>
</tr>
<tr>
<td>Cultural</td>
<td>Aboriginal heritage (tourist appeal). Council expertise in sporting and cultural event management</td>
</tr>
<tr>
<td>Environmental</td>
<td>Day/night time views, highly scenic, woodland, communication towers</td>
</tr>
<tr>
<td>Location</td>
<td>Edge of Bathurst township, proximity to Sydney</td>
</tr>
<tr>
<td><strong>Weaknesses</strong></td>
<td></td>
</tr>
<tr>
<td>Poor infrastructure</td>
<td>Services at top of Mount, general deterioration (toilets, fire fighting, etc)</td>
</tr>
<tr>
<td>Tourism industry focus</td>
<td>Highly fragmented marketing, regional identity diffuse</td>
</tr>
<tr>
<td>Land ownership/residents complaints</td>
<td>Strategic land in private ownership with poor access, signage issues</td>
</tr>
<tr>
<td>Crow behaviour and image</td>
<td>Leads to degraded areas. “Yobbo” market perception</td>
</tr>
<tr>
<td>Accommodation type and choice</td>
<td>Insufficient at race time. Lack of season attraction effects viability</td>
</tr>
<tr>
<td>Communications cable</td>
<td>Lack of capacity under track. Cost and safety issues during events</td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
<td></td>
</tr>
<tr>
<td>Non-track attraction based tourism</td>
<td>Top of Mount viewing/communication tower. Star gazing, Goldfields experience, high quality hotel, events, concerts, mountain biking, road cycling, go karts</td>
</tr>
<tr>
<td>Track related tourism</td>
<td>Motor racing theme park, motion simulator ride, driver training, photo shoot, guided tour, foot race, short circuit, pit building events/launches/functions</td>
</tr>
<tr>
<td>Cultural tourism</td>
<td>Aboriginal interpretation, food and wine tours/festivals, music/theatre/film events</td>
</tr>
<tr>
<td>Informal recreation</td>
<td>Low cost accommodation. Kids playground, picnic areas, archery, grass skiing, equestrian, walking trails, horse riding, cycling</td>
</tr>
<tr>
<td><strong>Threats</strong></td>
<td></td>
</tr>
<tr>
<td>Other competitive events</td>
<td>Loss of market share, reduced sponsorship/TV coverage</td>
</tr>
<tr>
<td>Other regional tourist centres</td>
<td>Mudgee, Hunter Valley, Blue Mountains</td>
</tr>
<tr>
<td>Ability to pay</td>
<td>Affordability of attraction, level of discretionary income</td>
</tr>
<tr>
<td>Perceived event security</td>
<td>Large crowd attendance, international team travel</td>
</tr>
<tr>
<td>Perceived distance from Sydney</td>
<td>5 hours perceived from Sydney, overnight stay. What else to do?</td>
</tr>
<tr>
<td>Internal land use conflicts</td>
<td>Residents access/noise, etc. Degradation of top of mount. Rifle range safety zone.</td>
</tr>
</tbody>
</table>

4.7 DEVELOPMENT OPTIONS IDENTIFICATION

Development options for the tourism and recreation strategy have been derived from the following sources:

- Bathurst City Council’s submission to the New South Wales Government
- consultation with stakeholders
- KBR’s previous motor racing experience and local knowledge
- background documentation supplied by Bathurst City Council.
These opportunities have been categorised into the following groups:

- opportunities for tourism (e.g., Western Plains Zoo, Sovereign Hill)
- motor sport related opportunities, stemming from the motor racing events and activities
- opportunities for recreational pursuits, including both organised events and informal activities
- other opportunities for activities/experiences at Mount Panorama.

All development options identified through the stakeholder consultation period are identified in Appendix A (Preliminary Opportunities Analysis).
5 Models and Success Factors

5.1 INTRODUCTION

It is valuable to consider examples of tourist and recreation precincts to gain lessons and ideas. For this Regional Tourism and Recreation Strategy, we have considered two types of case studies:

- successful regional facilities, both coastal and inland
- competitor facilities for the primary Sydney overnight market.

5.2 REGIONAL AUSTRALIA DESTINATIONS

Since Australia’s tourism growth in the 1980s, a number of regional nature and resort based destinations have been established, notably in Cairns, Darwin (Kakadu), Broome and Alice Springs. Although promoted and driven by international markets they are also important domestic destinations.

A number of successful lower order, more domestic, regional tourist and recreation destinations and events have also been established over this period, which are more relevant to Mount Panorama. These include:

- Sovereign Hill, Ballarat
- Tamworth Country and Western Music Festival
- Thredbo Village and Mount Hotham
- Coffs Harbour
- Western Plains Zoo, Dubbo.

5.2.1 Sovereign Hill

Sovereign Hill is located 90 minutes drive north-west of Melbourne. It is described as an ‘outdoor museum’ that conveys the diversity and vibrancy of Victoria’s gold rush era by faithfully depicting Ballarat’s first 10 years after the discovery of gold in 1851. Its missions is ‘to present, in a dynamic group of museums, the mining and social history of Ballarat and to ensure that our visitors are engaged, informed and entertained, and become our best advocates’.

The scale of the operation (25 hectares and 60 buildings) is sufficient to entertain for at least four to five hours. This would make for a full ‘day trip’ and therefore justify the effort of travel.

The accuracy of the mine recreation helps to attract visitors and, in particular, support the strong education element. This is designed to attract weekday patronage through school excursions, etc.
The night show entertainment and accommodation would also ‘extend’ visitation hours and support the tourist element. The ability to host small to medium conferences, group functions and weddings would also support weekday earnings.

Finally, there is the undeniable attraction of gold. The ability to view and pan for gold is a strong drawcard.

Over 500,000 people visit Sovereign Hill annually and a further 100,000 experience the sound and light show ‘Blood on the Southern Cross’.

5.2.2 Tamworth Country and Western Music Festival

This annual event has become a significant national attraction. A major driver was a local radio station (2TM), whose management and promotional expertise helped the longevity and development of the event. The festival attracts crowds of 50,000.

Other regional music festivals are:

- East Coast Blues and Roots Festival at Byron Bay (attracting 65,000 people)
- Port Fairy Folk Festival (attracting 60,000 people).

5.2.3 Thredbo Village and Mount Hotham

Thredbo has been a skiing destination since the 1950s. Over the past decade it has successfully diversified from being a winter drawcard to a four-season destination. Whilst skiing is the main winter activity, the village core business is now oriented around being a multi-purpose destination. The other activities that can now lead to 100% occupancy in non-skiing periods include:

- conferences/corporate getaways
- golf, bush walking
- mountain biking
- music festival
- elite athletic training
- indoor swimming pool
- health retreat.

The defining and uniting feature of Thredbo is the alpine, mountain experience – fresh air, scenery, escape. Skiing, including snowboarding and cross country, is just one of the suite of activities that can be pursued throughout the year.

Mount Hotham in the Victorian Alps has followed a similar diversification path and has constructed apartments and an airport to diversify the resort’s appeal throughout the year.

5.2.4 Coffs Harbour

Coffs Harbour experienced a major investment boom in tourist resorts in the 1980s. However, much of the expectation and investment for tourism infrastructure was not
realised. Coffs Harbour subsequently diversified to include university education, regional health and sport as complementary sectors to tourism.

This diversification has been successful. Recently, the establishment of the Wallabies training camp and media exposure of Russell Crowe’s wedding has helped promote Coffs Harbour as a destination and investment location.

5.2.5 Western Plains Zoo

The Zoo and the Parkes Telescope are two major regional tourist attractions. The Zoo was established in 1977. In 1993, it won the award of the Best Major Tourist Attraction and attracted some 300,000 people. The Zoo’s attractions, in addition to the animals, include:

- Zoofari Lodge accommodation
- Savannah Conference and Function Centre.

In 2002, the NSW Government announced a $35 million expenditure program over the next 12 years.

5.3 TOURISM LESSONS FROM MOTOR RACING VENUES

Some motor racing venues have been used to promote cities as tourist destinations (e.g. Melbourne, Monaco) via the international TV coverage and iconic branding. The biggest international icons for motor racing are Le Mans and the Brickyard (Indianapolis). The Indy 500 has been extended to Formula 1 and, similar to Bathurst, is a mecca for North American motor car enthusiasts. Its two big events each year attract over 200,000 people each and generate a large year-round merchandising industry. In Australia, Eastern Creek has no tourist role. Phillip Island has been successful as a diversified tourist brand for penguin watching and motor sports.

5.4 SUCCESS FACTORS

A means of measuring success and benchmarking ideas and concepts is through establishing success criteria. Table 5.1 identifies success criteria by reference to the brief for the overall redevelopment project.
### Table 5.1 Mount Panorama success criteria

<table>
<thead>
<tr>
<th>Direct (primary criteria)</th>
<th>Recreation</th>
<th>Tourism</th>
<th>Motor sport</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercially sustainable mix of attractions and businesses on the site</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>High visitation from paying public throughout the year</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Imaging Mount Panorama to reinforce the long term iconic status of Mount Panorama as a tourist precinct and premier racing facility</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Reduce high current set up costs for events</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promote flow on recreational opportunities for local community</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promote regional employment and growth</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Improve access arrangements for adjoining land owners</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promote acceptance amongst Stakeholders for long term vision</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

A list of success factors found to be important in determining successful tourist attractions around the world was identified in the *Attractions Development Strategy for Greater Sydney*, produced in 1996. These were:

- a well conceived and targeted marketing program
- a concept and design which generate interest and enthusiasm from the target markets
- management with the experience and skills required by the specific nature of the attraction and the requirements of the market
- easy access and limited travel time to reach the attraction. The distance people will travel is a function of the appeal of the attraction and its uniqueness
- exciting, interesting and changing programs
- the ability to attract the local resident market
- adequate entertainment content for the price charged
- a level of investment which corresponds to the size of the market
- the ability to generate repeat visitation through variation in the program
- conservative projections of market potential and achievable attendance
- adequate financial reserves to sustain the build-up phase.

### 5.5 LESSONS LEARNED

A recent tourist coal mine feasibility study (Wongawilli, KBR June 2003) involved an assessment of eight Australian and international tourist mine attractions. Some of the
lessons learned from this recent assessment are applicable to Mount Panorama in terms of tourism trends and single focus attractions. The lessons of relevance include:

- need for interpretation media accessible to youth, such as electronics, interactive space, competitive/skill activities and simulated activity
- major attraction of rides
- accessible location to market
- uniqueness of the park in terms of historical details or facilities
- need to diversify products, and mix education and entertainment, as was achieved by the Sovereign Hill sound and light show
- land use mix can vary, and may include a museum, gallery, tourist facilities, hotel, convention centre and accommodation
- attractions need to hold people for approximately 4–5 hours to maximise entertainment and income
- education is important facet, particularly for school market and off peak visitation
- the focus and balance between education, entertainment, heritage and amusement needs to be defined
- sound marketing of a commercial facility is key to its economic viability
- children’s playground facilities provide attraction for families, and encourage multiple visits
- need to have a coherent site layout that is easy for all age groups to navigate.
6 Strategy Development

6.1 APPROACH

The following sections describe the development options considered during the preparation of this Regional Tourism and Recreation Strategy. From the pool of opportunities (summarised in Appendix A), we have identified a recommended optimal mix of activities and developments based on the SWOT analysis, tourism market assessment, site constraints and lessons learned from competing sites/attractions.

The Tourism and Recreation Strategy describes the framework within which the Redevelopment Master Plan and detailed designs will be formulated. This chapter is divided into the following sections:

- Strategy Framework
- Mount Panorama Vision Statement
- Principles for Mount Panorama Precinct Redevelopment
- Mount Panorama Tourism and Recreation Strategy
- Tourism Markets
- Recommended Mount Panorama Development Staging.

6.2 FRAMEWORK

This strategy for the growth of Mount Panorama as a tourism and recreation destination sits within the framework established by the Plan for Tourism (BCC, 2000), which identifies an overall vision for tourism in Bathurst:

“The community of Bathurst recognises tourism as an important means of stimulating the local economy through the injection of funds into the economy and the creation of employment opportunities in Bathurst. Bathurst encourages tourism in a form which preserves and enhances the key attributes of Bathurst and District – the things which make the Bathurst area a great place to visit and live.”

From this vision, Council developed the ten point plan for tourism described in Section 2.3.2 of this report. These ten points have been considered in the preparation of specific vision and objectives for Mount Panorama.

Council’s Plan for Tourism also states that the publicity generated by Mount Panorama means that Bathurst receives exposure far beyond the levels experienced by similar regional centres. This reiterates the significance of Mount Panorama to Bathurst’s tourism product, but does not necessarily translate an awareness of other elements of Bathurst and the surrounding area. A challenge for Mount Panorama is to
integrate the marketability and branding of Mount Panorama into benefits for the wider Bathurst region.

Accordingly, this Tourism and Recreation Strategy, although focused on Mount Panorama, is also aimed at generating positive economic impacts for other Bathurst attractions and businesses.

### 6.3 MOUNT PANORAMA VISION

The aim of this strategy, and of the wider vision, is to establish the framework that focuses redevelopment of Mount Panorama on core business and towards achieving the best mix of activities.

Mount Panorama is significant for a range of reasons, which all relate to its setting, history or physical attributes. These characteristics of Mount Panorama need to be encapsulated into its name, which should give visitors an immediate appreciation of what they can do when they get there. At present, Bathurst is synonymous with motor racing, which appeals to only a portion of the tourism market. However, any new name must not diminish the fame that the name Mount Panorama affords the area.

Discussions with various stakeholders have revealed that the area is significant for two key groups that visit the mountain and give the area its sense of place – motor racing lovers, and the local indigenous people, the Wiradjuri. These two ‘traditional’ users of the mountain should be reflected in the name of the study area. It is recommended that Mount Panorama be promoted as the ‘brand’ or name of the precinct, with no locality descriptor.

Alongside the traditional users of Mount Panorama, it is also a significant place:

- as a people’s playground
- for Aboriginal dreamtime pathways
- as a place to reside
- as a sporting venue
- for ecology and nature.

The vision for Mount Panorama reflects all these intrinsic values, the unique central location and topography, and guides development and management decisions towards a sustainable mix of activities.

The vision can be broken down into four ‘roles’ for Mount Panorama, relating to future activities and developments. These roles are:

- Mount Panorama as **Bathurst Central Park** – building on its strategic location and facilitate use by local residents
- Mount Panorama as a **Tourist Destination** – becoming a four seasons magnet attraction of international appeal
- Mount Panorama as a **Regional and National Sports Centre** – expanding its current status and appeal for sporting pursuits
- Mount Panorama as a **Campus** – providing lecture, meeting, accommodation, research and parkland to neighbour CSU.
All four of these dimensions will generate complementary and overlapping activities within the overarching vision of developing the best mix of activities.

The following sections provide descriptions of the roles that Mount Panorama will play in the growth of Bathurst as a regional centre.

The vision is to create on Mount Panorama a metaphorical ‘beacon’ and landmark symbol that will be seen by increasingly different groups of people, beginning with the local community and expanding to international visitors.

We use the word ‘beacon’ for a variety of reasons. The first is to emphasise the need for a single, coherent and powerful message that calls to people from a broad range of backgrounds and lifestyles. The second is to emphasise that there is a need for a readily legible sense of destination for people in the major tourism and recreation market that flows through Sydney.

The message sent out by the beacon will incorporate the established mystique of motor racing on the mountain, and add a collection of other destination promises that share the core value of being unique and powerful. Within this framework, other activities will be selected to appeal to people for whom motor sport is a marginal interest.

6.4 GUIDING PRINCIPLES FOR MOUNT PANORAMA

6.4.1 Bathurst’s Central Park

At the heart of the tourism and recreation strategy is the creation of ‘Sky Park’. This name opens the way for a range of activities that draw on the appeal of standing on high ground and surveying the surrounding land and the sky above.

In light of the vision statement, the objectives for Mount Panorama as Bathurst’s central park are to:

• create a ‘sense of place’, providing a range of experiences
• provide opportunities for a range of activities, including passive recreation, that are accessible to all
• protect and enhance the natural qualities of Mount Panorama in a public open space network
• facilitate the use of Mount Panorama by local people and visitors.

Figure 6.1 shows how Mount Panorama is positioned within the public space network of Bathurst, and demonstrates its importance in relation to the city centre.
Key:
Recreational Area
Open Space
Educational Area
Business District
Residential Area
Urban Form Axes

Figure 6.1
Public Space Network
In terms of its proximity to the CBD and to residential areas, Mount Panorama is a valuable open space that has potential to provide a significant passive and active recreation opportunity for residents.

Mount Panorama’s key recreational opportunities are shown in Figure 6.2.

**Figure 6.2  Key Opportunities as Bathurst’s Central Park**

### 6.4.2 Tourist Destination

The objectives for Mount Panorama as a tourist destination are to:

- build upon the unique historical and iconic status of Mount Panorama
- expand the use of Mount Panorama to become a year-round destination
- market to the strengths of Bathurst in terms of its tourist market
- promote Mount Panorama as an anchor tourist destination, which will then also flow on to other attractions in the area
- diversify the visitor base
• reinforce the significance of Mount Panorama as a premier motor racing venue, a recreation precinct and a tourist destination

• enhance the accessibility of Mount Panorama to visitors, locals and businesses

• act as a catalyst for coordination of Bathurst’s tourism product.

At the heart of the strategy is the need to achieve a coherent image associated with Mount Panorama. In terms of positioning, it will be important to have a simple, clear underpinning concept that drives the emotional tone of the ‘Mount Panorama’ brand.

We need to give a sense of ‘destination’– Mount Panorama – with secondary benefits, such as the history, appealing landscape and rural life emanating from it.

The Sky Park concept for the top of the mountain is one that can be developed relatively simply, but which can develop into a cosmological experience that incorporates both an indigenous tradition and the western scientific perspective.

There is a need to overcome the perception of some locals that Mount Panorama is solely a motor racing venue that is used once or twice a year. From our consultation with stakeholders, it is clear that there is a feeling of alienation from Mount Panorama amongst some sectors of the community. Mount Panorama has a lead role to play in the growth of the Bathurst tourism and recreation.

Figure 6.3 illustrates some of the opportunities for Mount Panorama as a tourist destination.

Figure 6.4 illustrates a Mount Panorama tourist trail, commencing with visitor origin and showing the movement sequence through Bathurst and district, up the slopes for a motor racing or other attractions experience, and ending at Sky Park.

Figure 6.5 shows how Sky Park could work as a tourist destination for a year-round market, with both day and night time activity.
Figure 6.3  Key Opportunities as a Tourist Destination

Key Opportunities

Motor Racing Simulator

Motor Race Events & Activities

Conference & Business Meetings

Kiosk/Cafe

Sky Park

Hotel

Aboriginal Interpretation/Visitor Centre

Specialty Tours and Museum

Team Building and Functions

Motor Race Events & Activities

Conference & Business Meetings

Kiosk/Cafe

Sky Park

Hotel

Aboriginal Interpretation/Visitor Centre

Specialty Tours and Museum

Team Building and Functions
Figure 6.4 The Mount Panorama Trail
Complementary Activities
- Night-time star observations
- Astrodome/theatre

District Day Views Lookout

Accommodation
- Cabin
- Bunkhouse
- Event camping

Linked Attractions
- Goldfields
- Wineries

Dreamtime Cosmology

Aboriginal Interpretation Centre

Eco trails

Figure 6.5 Sky Park as a Destination
6.4.3 Regional and National Sports Centre

The objectives for Mount Panorama as a regional and national sports centre are to:

- build upon the existing opportunities for sporting pursuits (e.g. archery, jogging, shooting, cycling, motocross, motor sport)
- promote access to a range of sporting facilities
- emulate the regional sports centre model of Thredbo Village or Homebush Bay
- facilitate four seasons activities.

Based on the physical attributes and the existing activities at Mount Panorama, there are some key themes for recreation, which guide the types and best mix of recreational activities (assumes the recommendations of this strategy are adopted). These themes are shown in Figure 6.6 below.

Figure 6.6 Mount Panorama Recreation Themes

Figure 6.6 shows the compatibility lines between various recreational themes at Mount Panorama. These relationships show the overlaps, or a basic compatibility, between the various themes. Where a potential conflict between these themes may exist there is no relationship line shown. Accordingly, this diagram shows how these themes...
combine to provide a good mix of recreational activities, based on the number of compatibility connecting lines are seen linking the various uses.

Figure 6.7  Key Opportunities as a Regional Recreation Centre

6.4.4 Mount Panorama as Campus

The objectives for Mount Panorama as an educational support facility are to:

- build upon the reputation of neighbouring Charles Sturt University and the TAFE as high standard educational institutions
- establish accommodation opportunities for students, particularly international students
- promote lectures, tutorial space and function use in the pit buildings as an adjunct to CSU facilities
- leisure and recreation provision for CSU, TAFE and schools
• provision of a sports clinic, laboratory and research facilities.

These opportunities are illustrated in Figure 6.8 below.

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**Figure 6.8 Key Opportunities as a Campus**

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**6.5 TOURISM AND RECREATION STRATEGY PLAN**

**6.5.1 Introduction**

The Tourism and Recreation Strategy Plan (Strategy Plan) is designed to provide a framework for the growth of Mount Panorama as a tourist and recreation destination. The Strategy Plan will identify matters for consideration in relation to economic growth, social equity, place management and environmental protection for the Mount Panorama Redevelopment. It is not designed to prescribe activities or developments, but to guide decisions about future development and activities.
The Strategy Plan will be further refined to formulate more detailed Master Plans for the two main magnet components. These detailed Master Plans will be based on the outcomes of the Business Plan and will comprise:

- Motor Racing Master Plan (Race Track Multi-Use Centre)
- Top of Mount Tourism and Recreation Plan (Sky Park).

The Strategy Plan outlined in Figure 6.9 provides an overview of the key attractions and facilities derived from the assessment of opportunities. These attractions/facilities are described below in terms of magnet attractions, secondary attractions and recreational features.
6.5.2 Magnet Attractions

The principal ‘magnet’ attractions proposed for Mount Panorama are:

- the Race Track Multi-Use Centre
- Sky Park
- Sky Tower
- a hotel.

Race Track Multi-Use Centre

The Race Track Multi-Use Centre comprises the following elements:

Pit Buildings

New pit buildings are planned which would involve improvements to all existing facilities as well as improved media facilities, corporate hospitality, spectator movements and race control in one building. This building will facilitate the use of the pit paddock area all year round, for events and activities such as:

- motor racing events and activities
- corporate hospitality and team building facilities
- functions and events
- mechanical garages
- motor racing simulator
- educational facilities
- offices and administration.

Hardstand

The hardstand can be used for support categories and operations during motor race events, during which marquees can be set up as temporary mechanical workshops and storage areas.

Driver training can also be established in the paddock area, which may be utilised by one or more groups to train race drivers or for public driver training.

Other uses for the hardstand include festivals, shows, product demonstrations, remote control cars and a temporary go-kart track, which can be set up using temporary tyre walls. A permanent go-kart track has also been identified as a potential opportunity for the old drive-in site.

Internal Circuit

An internal circuit would involve a route from Pit Straight (or Pit Lane depending on the scale of activity) around Hell Corner, turning off Mountain Straight though the rear of the paddock area, and back down the new slip road beside the medical centre and marshalling area onto Pit Straight. This circuit would enable cars to circulate, or be demonstrated, around the pit buildings, whilst retaining access for residents.
However, this would require the creation of an alternative access for residents at the beginning of Mountain Straight.

This circuit could be used for historic cars, product launches/vehicle testing, karting, etc. The internal circuit could also be reconfigured to take in more of the track in the future if an extended loop is required.

In 2002, the paddock area was used for the very successful Supermotard race, which involved hybrid motorcycles racing on a circuit that comprised both asphalt and off-road sections. Part of the internal circuit could be used for this event in the future, along with sections of the camping area.

**Harris Park**

Harris Park is an integral component of the long term Race Track Multi-use Centre development, which can cater for spectators, including new grandstands (with accommodation, functions space, corporate, media, amenities and sheltered spectator seating), pedestrian circulation improvements, merchandising space, hospitality space, amenities, camping, car parking and viewing space. A key component of integrating spectator amenities in Harris Park with the activities in the Pit Paddock would be the reconstruction of a wider pedestrian bridge over Pit Straight.

In terms of visitor and spectator experience, the traditional importance of Pit Straight to the spectators, teams and officials will be reinforced by new facilities in Harris Park, but could provide added opportunities for diversifying the visitor experiences.

Future works to Harris Park could include:

- Future grandstand incorporating: covered spectator seating, grassed public viewing, pedestrian overbridge, accommodation, media facilities, corporate suites, exhibition space and spectator amenities
- Underground all services and utilities
- New access road.

**Sky Park**

The proposed Sky Park is a large, public open space at the top of Mount Panorama, concentrating on McPhillamy Park but also linked to Sulman and Reid Parks. These areas are noticeably underutilised as either public space or scenic area. This would be a key attraction for the Sydney tourism market, providing the next view and attraction after the Katoomba Blue Mountains experience. It would contain the following key attractions and activities.

**Visitor Information Centre/Cultural Centre**

A visitor information centre could be combined with a cultural centre, possibly within the proposed Sky Tower. This has the potential to provide an authentic Aboriginal experience, which should be managed by the local Wiradjuri people, creating a universally interesting visitor experience.

It is noted that the Binal Billa Regional Council is currently investigating suitable locations for, and the feasibility of, a regional cultural centre. At present, it is
understood that no location has been ruled out and that Mount Panorama is being considered. However, due to cultural differences between Aboriginal groups in the region, some consider it difficult to provide a regional perspective on Aboriginal culture encompassing the wider Central West region. It is important to prepare more detailed plans for such a facility in conjunction with local, and regional, Aboriginal people.

To define the significance of Mount Panorama and formulate a historical chronology, an Aboriginal culture and historic study needs to be prepared. Such a study has not been prepared for Mount Panorama. This is an important consideration for decisions on the staging and mix of activities at Sky Park.

Sky Park could be a key site for an Aboriginal-themed tourist experience, with the adjacent Sir Joseph Banks Nature Park identified as a strategic site for a cultural centre. Any development in Sky Park would need to complement the landscape of the park.

Picnic and Public Park Areas

To provide the opportunity for local residents and visitors to enjoy the panoramic views at their leisure, an upgrade pf the existing picnic and public park amenities in McPhilamay, Sulman and Reid Parks is recommended. Facilities to be provided include:

- barbeque facilities
- furniture for family picnics (robust, to deter vandalism)
- public toilets.

A carefully designed program of tree planting should be encouraged to add to the natural experience, but should not obstruct views of the landscape or the race track.

Currently, public access to Reid and Sulman Parks is restricted when the rifle range is in operation. Due to the importance of these public spaces for long term recreation and events, an engineering solution has been designed to reduce the safety zone, enabling public access to these areas whilst retaining a rifle range (see Figure 4.1).

Scenic Lookouts

The top of the mountain has significant scenic views, which can be enhanced through viewing platforms and interpretation.

Viewing platforms are proposed to facilitate safe viewing areas for the public. From the Sky Park, visitors will have a panoramic view of Bathurst, the Blue Mountains and the Central West of NSW.

Views are a universally appealing attraction, which can add to the visitor experience of Mount Panorama and Bathurst. The three key views are from the south-east corner of McPhilamay Park toward the Blue Mountains, the western slopes of McPhilamay Park towards the west, and from the north of McPhilamay Park towards the pit paddock area and Bathurst.
Observatories

The Explorer Country study identified ‘astronomy and space’ as a theme for Central West tourism.

Bathurst Observatory has considered a location on the slopes of the mountain, facing away from the Bathurst township. This site offers good dark skies at night. The observatory has plans to expand near its current site, but considers that Sky Park could be a good alternative location, due to its proximity to a large tourist market and to CSU. Currently, the university has a strong astronomy element, particularly for distance education courses.

Road Cycling

From a submission from the Combined Bathurst Bicycle User Groups (CB BUGS), it is apparent that Mount Panorama has excellent potential as a hub for road cycling in the region. Opportunities include:

- Kirmese Course at Sulman Park
- Criterium Circuit at McPhillamy Park
- Road Race/Training Circuit.

Figure 6.10 illustrates the cycle routes at Mount Panorama.
Tourist and Recreation Strategy

Project: MGA Zone 55
Datum: GDA 1994
Software: ArcView 8.3
File: mt_pano.map

Mount Panorama
Tourist and Recreation Strategy

Figure 6.10
Proposed Circuits Plan

Key
- Cycle Criterium Course - North
- Cycle Criterium Course - South
- Cycle Road Race Loop
- Mountain Bike Slalom Circuit
- Mountain Bike Cross Country Circuit
- Mountain Bike Downhill Course
- Motocross Circuit
- Second Circuit*
- 4WD Circuit
- Internal Circuit
- Supermotard Circuit
- Study Area

* May not comply with current Safety Guidelines

Project: 150/50
Datum: GDA 1994
Software: ArcView 8.3
File: mt_pano.map

Approved: CN
These areas could be used by individuals, families, local clubs, state events and national races, could utilise existing infrastructure (sealed roads), and would therefore not require significant capital investment.

Mountain Biking/Nature Walks

The Sir Joseph Banks Nature Park is well-suited to outdoor recreation activities, including:

- regeneration of natural woodlands
- dedication of walking and mountain biking trails
- indigenous tourist experience (refer above)
- events (Australian safari, mountain bike races, etc.).

Such activities would reinforce the recreational, ecological and cultural significance of Mount Panorama.

With the dedication of trails, there is also the opportunity to regenerate bushland between trails. Strategies and studies over the past 20 years have stated that the top of Mount Panorama contains significant ecological areas, but that these have been degraded by continued use as spectator areas during motor racing events. It has been generally agreed that the natural environment should be enhanced and protected. However, the area is still in a state of degeneration, and requires considerable management measures to rejuvenate. Paradoxically, to successfully regenerate this area, there needs to be greater exposure of the area to the public. Public interest can provide the catalyst for bush regeneration in a parkland setting.

Accordingly, it is recommended that the Nature Park area be opened for recreation (walking and mountain biking) on dedicated trails, with off-trail areas subject to regeneration initiatives. Combining increased recreational use with dedicated trails and a management regime would improve regeneration potential.

Alongside road cycling in Sky Park, events such as the Australian Safari and Mountain Bike races in the Nature Park have the potential to attract visitors to Bathurst, and to reinforce Mount Panorama as destination for recreation.

In 2003, the prologue to the Australian Safari was held at the Nature Park, which received a positive reaction from drivers, organisers and spectators. To reinforce the year-round and multi-use of Mount Panorama, it is recommended that this activity continue within the Nature Park.

The Nature Park is the subject of a native title claim by the Bathurst Local Aboriginal Land Council. At the time of this study, the outcome of this claim is uncertain, and will need to be confirmed for a resolution regarding future use of the Nature Park to be made.

Sky Tower

A key proposal of this strategy is the construction of a viewing tower, with 360° views above the tree canopy, in a similar position to the current race communication tower structure. This would become a magnet attraction, and should be of exceptional world class architectural quality. Sky Tower would comprise of the following elements:
Café/Kiosk

Food and beverage outlets provide essential tourist services and are an opportunity to hold visitors at Mount Panorama for extended periods. A food outlet in Sky Park would facilitate visits by tourists and locals alike.

Any food outlet would need to consider potential competition with, and from, the proposed hotel function and restaurant areas, and the existing Winery Restaurant on Mountain Straight. In light of the proposed hotel, it is recommended that a café be considered that caters for a different market from the hotel.

Panorama Lookout

An integral element of the Sky Tower as a tourist attraction is the ability of visitors to gain a 360° view of the surrounding landscape, including Bathurst and the Blue Mountains. Views such as this are universally interesting and would give visitors a different perspective and appreciation of Mount Panorama.

In a controlled environment, visitors can be introduced to a range of tourist attractions, and be encouraged to discover other places, around the Bathurst region.

Cultural Centre / Museum Space

An Aboriginal cultural centre, including a night time celestial/cosmology interpretation activity, could be included as part of the Sky Tower feature, if not part of the Nature Park.

Also, some space in this facility should be used to display the history of Mount Panorama. This would comprise descriptions of its natural, cultural, developmental and sporting history. For example, the NMRM could set up a display as an introduction to the motor racing history. Such information would establish a cross selling mechanism for the entire Mount Panorama experience.

Communications Tower

On the top of the mountain, there is a scattering of communications towers. It would be desirable to research the rationalisation of these into one landmark tower rising above the Sky Park visitor centre and viewing tower. Examples of such communications towers exist in numerous cities around the world, including Auckland’s Skytower and Canberra’s Black Mountain Tower.

This tower would have the potential to become an attraction in its own right, with people experiencing a magnificent panoramic view of the surrounding landscape and the Blue Mountains from the tower.

Light/Laser Beacon

A beacon for all visitors would be a laser or a light column rising from the top of Mount Panorama, visible from the Blue Mountains, Orange and even further afield on clear nights.
Proposed Hotel

A Mount Panorama Resort is proposed by Woodhouse & Danks Architects and Reverse Engineering, alongside Caltex Chase. The hotel would contain six to eight levels of accommodation and restaurant/function space. It has the potential to become a magnet attraction as a landmark function centre, accommodation and facilities, and for promotional destination marketing.

The hotel would provide essential five-star equivalent hotel facilities in Bathurst, which would augment the corporate team building, business meeting and conference visitation to the Multi-Use Centre.

6.5.3 Secondary Attractions

The secondary attractions will benefit from the critical mass generated by the magnet attractions discussed in the previous sections.

Bathurst Goldfields

The Bathurst Goldfields, located at Forest Elbow, constitutes an existing gold and minerals educational facility. The facility currently markets to school groups, with a range of teaching aids, practical activities and dormitory style accommodation. Bathurst Goldfields has expansion plans to market the facility to the general public as well as school groups, and to significantly increase its accommodation business.

Wineries

There are two existing ‘Cool Climate’ vineyards at Mount Panorama, which sell wines directly to the public. These wineries have the potential to add to the visitor experience at Mount Panorama, with the ability to attract corporate guests and to provide an ‘exclusivity’ to the eating and dining experience at Mount Panorama.

Motor Cross Circuit

To the south of the Sulman Park is an existing international-standard motocross circuit. This circuit has the potential to attract large international events as well as provide a local, state and national venue for motocross racing.

Off-Road/Four Wheel Drive Circuit

It is proposed to locate a four wheel drive circuit with capacity for corporate team building activities and for driver training. This is proposed to be located adjacent to the motocross track on the western slopes of Mount Panorama.

This location would require further investigation into flora impacts and slope stability prior to excavation or filling. It would also require security measures to limit the potential for unauthorised access after hours.

National Motor Racing Museum

The National Motor Racing Museum (NMRM) is an essential component of the Mount Panorama motor racing experience. It is well known throughout Australasia among motor racing aficionados for its motor racing artefacts.
The NMRM currently has expansion plans for its current location. Suggestions have been made to relocate the museum to the top of the mountain, which would require further investigation into feasibility. Currently, the museum has excellent exposure when viewed from Pit Straight and Pit Lane. However, when viewed from Panorama Avenue, the entrance is not as clear. This should be addressed in any signage strategy for the area.

**Permanent Go-Kart Track**

There is an opportunity to convert the existing drive-in theatre, located adjacent to Conrod Straight, into a high standard permanent go-kart track. Appropriately located outside the paddock area, with good access, this track would experience its highest use during race times.

An international standard karting track would require significant infrastructure, including barriers, run-off areas, storage, workshops, pits, control tower, timing equipment and public parking. It would be beneficial for these facilities to be provided separate to the main racing circuit. To realise the potential of this attraction, a staged development program could be formulated that involves:

- temporary use of the paddock hardstand for kart hire and club meets
- recreational use of the permanent facility prior to expansion of facilities to international standard.

Participating in go-karting would be an important component of team building and could be a drawcard for visitors seeking the Mount Panorama experience.

**Towri Centre**

The existing Towri Centre has undergone a substantial redevelopment in recent years, including new kitchens and general renovations. The owners of Towri are considering options for ongoing use, including:

- tourist accommodation
- student accommodation
- education centre
- post-prison release training facility
- conference centre
- childcare
- hostel
- multi-purpose facility.

These options would require analysis of their relationship with proposed activities at the Mount Panorama Multi-Use Centre and the proposed hotel.

Hostels and educational facilities may provide the best fit with the proposed Master Plan for Mount Panorama, and would complement the tourist attraction and facilities proposed at Sky Park.
Accommodation in the Towri Centre would complement Mount Panorama race period activities, by providing accommodation for officials.

6.5.4 Other Recreation Facilities

Light Car Club

The Bathurst Light Car Club is the original car club at Mount Panorama. The club’s headquarters are situated on Conrod Straight, near Forest Elbow. The club has a long history of racing and events at Mount Panorama, and it currently runs Hill Climb events and historic car events.

Archery club

An existing archery club to the north-west of Pit Straight comprises mainly local members.

Rifle Range and Gun Club

There is an existing rifle range to the west of Barry Gurdon Drive. Currently, the range is in conflict with the use of Sulman and Reid Parks, in relation to its safety zone. As discussed above, an engineering solution is available to reduce the extent of the safety zone. It is recommended that the baffled rifle range be established in place of the existing rifle range to eliminate the restrictions on the use of Sky Park.

Clay Target Club

An existing clay target range is located on the south-western slope of Mount Panorama. This does not restrict the use of other areas and caters for mainly local shooters.

6.6 SIGNAGE

A key attribute of a good tourist destination is the ease with which visitors are able to find their way to and from attractions. Mount Panorama currently has an eclectic mix of signage (see photograph 6.1 below), which is in need of upgrade. Therefore, it is recommended that a ‘wayfinding’ study be prepared for Mount Panorama, by a suitable qualified person, to identify a signage strategy.
Photograph 6.1  Existing signage as enter Pit Straight from Panorama Avenue

Photograph 6.2  Trackside sponsors signage ‘shows the way’

As shown in Photograph 6.2, advertising signage around the track adds to the experience of being on a motor racing circuit, and ensures visitors they are ‘on the right track’.
Photograph 6.3   Signage at entrance to McPhillamy Park at Top of Mount

Existing signage at the top of the mountain caters for sponsors, but not for visitors to the Parklands. The ‘Walter J McPhillamy Park’ sign (to the left in Photograph 6.3 above) is dominated by the large yellow billboard in the centre of the frame. Furthermore, the park sign is somewhat degraded, outdated and in need of a more up to date appearance.

Overall, the signage at Mount Panorama is generally targeted at motor racing fans, who know they are on a motor racing circuit and are probably already aware of the history of Mount Panorama. The signage does not, however, provide suitable wayfinding information for the visitor who is seeking an experience other than motor racing (e.g. passive recreation on the top of the mountain, motocross, cycling).

Likewise, with the introduction of facilities and attractions such as picnic amenities or a cultural centre would require additional signage to reassure visitors.

6.7 TOURISM MARKETS

The key to the proposed Tourism Strategy Plan for Mount Panorama is marketing. The hardware and the infrastructure in the Master Plans will not, of themselves, direct tourists to Bathurst in the short term. It will take time for word-of-mouth to build and for Bathurst to gain a reputation amongst the major part of the tourist market which currently has no real picture of it. An important part of the marketing will be through the convention/sport/meetings sector.

The opportunity in the free independent travelers market (which constitutes most of the current tourism business) is in persuading people to stay longer.

It is expected that, as a result of improvements, the indicative visitor numbers to Bathurst in the first year can be increased by 0.5 visitor nights on average, and by an additional 5% of day visitors.

The Commercial Value of Sponsorship study conducted by the Dynamic Sports and Entertainment Group (2002) identified that the current key markets for the Bathurst 1000 are the Australian states of NSW, Victoria, Queensland, South Australia and
Western Australia, along with the New Zealand market. Emerging markets for the Bathurst 1000 are Asia, Dubai, South Africa and Europe. The key market for the 24-hour race is currently local, but with emerging markets of Europe, Asia, New Zealand and the US.

With both major motor races being poised for global recognition, combined with television coverage and global telecast opportunities, Mount Panorama is set to increase its global tourist opportunities considerably.
7 Conclusion and Recommendations

7.1 CONCLUSION

Mount Panorama has exceptional tourism and recreational qualities. Currently, the pit buildings and associated infrastructure and parklands used for race events are run down. To maintain and enhance Mount Panorama’s iconic status, these elements require a substantial upgrade.

Other tourism and recreational attractions in the precinct perform well for local and regional markets. These include Council’s National Motor Racing Museum and the Goldfields. The circuit is extensively used by more than 300,000 people annually for leisure driving as well as walking and jogging.

This strategy has developed a vision comprising four roles for Mount Panorama:

- **Bathurst Central Park** – building on the strategic location of Mount Panorama, and facilitating use by local residents
- **Tourist Destination** – becoming a four seasons magnet attraction of international appeal
- **Regional and National Sports Centre** – expanding its current status
- **Campus** – providing lecture, meeting, accommodation, research and parkland to neighbour Charles Sturt University.

A variety of business opportunities have been identified. This strategy recommends that these be developed around catalyst or ‘magnet’ attractions at the top of the mountain and at the pit buildings, in a facility described as a ‘Race Track Multi-Use Centre’.

Council has the key role of owning and managing public assets, comprising infrastructure, roads, buildings and parks. Council will be responsible for the overall planning and coordination of tourism and recreation at Mount Panorama, while the public sector, institutions like TAFE, and recreational user groups can invest in and operate the various individual facilities.

7.2 SUCCESS CRITERIA AND PRIORITY PROJECTS

During the preparation of the Regional Tourism and Recreation Strategy, a list of success criteria for the desired outcomes was established. This strategy has identified some magnet attractions that can develop the critical mass and diversification required to achieve the goal of becoming a four-seasons destination and capitalise on the substantial investment in the upgrade. These attractions should become the priority projects to be developed over the next three years.
Table 7.1 identifies the priority projects and illustrates how they meet the various success criteria.

Table 7.2 then summarises the projects by priority, the reason for pursuing them, actions required and timeframe for implementation.

The Business Plan outlines further methods of implementing the Regional Tourism and Recreation Strategy, including ways to encourage private sector investment or operation and other sources of finance.
Table 7.1 Success Criteria & Priority Projects

<table>
<thead>
<tr>
<th>Success Criteria</th>
<th>Race Track Multi-Use Centre</th>
<th>Sky Park</th>
<th>Sky Tower</th>
<th>Proposed Hotel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercially sustainable mix of attractions and businesses on the site</td>
<td>• Motor sport market</td>
<td>• Provides for Local recreation and general tourist market</td>
<td>• Four seasons destination</td>
<td>• Overnight accommodation</td>
</tr>
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<td></td>
<td>• Tourist facilities</td>
<td></td>
<td>• Local Community needs</td>
<td>• Restaurant</td>
</tr>
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<td></td>
<td>• Driver Training</td>
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<td></td>
<td>• Supports function/Conference/Events</td>
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<td></td>
<td>• Functions/Events</td>
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<tr>
<td>High visitation from paying public throughout the year</td>
<td>• Tours</td>
<td>• Picnic/playground</td>
<td>• Spectacular views</td>
<td>• Overnight accommodation</td>
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<tr>
<td></td>
<td>• Motion simulator</td>
<td>• Astronomy/Dreamtime Cosmology</td>
<td>• Night laser shows</td>
<td>• Restaurant</td>
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<td></td>
<td>• Café/Souvenirs</td>
<td>• Event focus (eg Mountain Bike)</td>
<td>• Café/Souvenirs</td>
<td>• Supports function/Conference/Events</td>
</tr>
<tr>
<td>Imaging Mount Panorama to reinforce the long term iconic status of Mount Panorama as a tourist precinct and premier racing facility</td>
<td>• Focus for racing car image</td>
<td>• Focus for community and recreation groups</td>
<td>• New destination focus for general tourist market</td>
<td>• Improves quality image</td>
</tr>
<tr>
<td>Reduce high current set up costs for events</td>
<td>• Extra staff, skills &amp; infrastructure</td>
<td>• Extra capacity for controlled camping/race viewing</td>
<td>• Increased premium race spectator seating</td>
<td>• Quality accommodation</td>
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<td></td>
<td>• Improved service and facility levels</td>
<td></td>
<td>• Provides food and beverage</td>
<td>• Restaurant food and beverage</td>
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<tr>
<td>Race Track Multi-Use Centre</td>
<td>Sky Park</td>
<td>Sky Tower</td>
<td>Proposed Hotel</td>
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<tr>
<td><strong>Promote flow on recreational opportunities for local community</strong></td>
<td>• Use of garages, workshops, driver training</td>
<td>• Picnic area, playground</td>
<td>• Café</td>
<td></td>
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<tr>
<td></td>
<td>• Jogging/walking trails</td>
<td>• Mountain/road biking</td>
<td>• Amenities</td>
<td></td>
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<tr>
<td></td>
<td>• Use of garages, workshops, driver training</td>
<td>• Picnic area, playground</td>
<td>• Meeting spot</td>
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<tr>
<td></td>
<td>• Jogging/walking trails</td>
<td>• Mountain/road biking</td>
<td>• Use of facilities - restaurant, pool, and tennis.</td>
<td></td>
</tr>
<tr>
<td><strong>Promote regional employment and growth</strong></td>
<td>• Improves image for investments</td>
<td>• Improves image</td>
<td>• Provides jobs</td>
<td></td>
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<tr>
<td></td>
<td>• Creates jobs directly and indirectly</td>
<td></td>
<td>• Generates income</td>
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<td></td>
<td>• CSU/TAFE opportunities</td>
<td></td>
<td>• Extends length of stay</td>
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Table 7.2 Strategy Priorities & Actions

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<tr>
<th>Project/Priority</th>
<th>Reason (ref Table 7.1)</th>
<th>Actions</th>
<th>Timeframe</th>
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</thead>
<tbody>
<tr>
<td>1. Race Track Multi-</td>
<td>• Magnet attraction</td>
<td>• Design allowance in plans for multi-use centre - address/circulation</td>
<td>0 - 24 months.</td>
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<td>use Centre</td>
<td>• Diverse Income Base</td>
<td>• Stage 1 design and construction</td>
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<td></td>
<td>– Driver training, Tourism, Events, Functions, Races</td>
<td>• Prepare fit-out design</td>
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<td>• Prepare EOI documentation for private investment and operation of whole/part facility</td>
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<td>• Approach motor industry as key investor/operator</td>
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<td>• Stage 2 design and construction completion (including Harris Park)</td>
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<td>• Resolve any NMRM relationship issues eg. merchandising, car displays</td>
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<td>2. Sky Park (McPhillamy Park)</td>
<td>• Capitalise on under utilised high value locations</td>
<td>• Prepare park master plan with links to other facilities and parks</td>
<td>0 - 24 months</td>
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<td>• Together with adjoining parks provides major local/regional strategic recreation asset.</td>
<td>• Develop crowd behaviour change strategy</td>
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<td>• Provides for improved event accommodation and viewing</td>
<td>• Prepare budgets</td>
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<td>• Resolve conflict with rifle range safety zone</td>
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| 3. Sky Tower     | • Magnet destination for broader tourist market  
                    • Diversifies appeal - both tourist & recreation  
                    • Improves event viewing and amenities. | • Concept design including layout, elevations, artist perspective  
                    • Feasibility study  
                    • EOI to private sector | 12 - 36 months |
| 4. Proposed Hotel| • Provides quality accommodation to support events, functions, tourism  
                    • Provides image change | • Support developer  
                    • Promote CSU/Student investor market to hotel  
                    • Utilise events/Master Plan to promote hotel. | 0 - 24 months |
7.3 RECOMMENDATIONS

The key recommendations of this Regional Tourism and Recreation Strategy are to:

- concentrate implementation actions on the realisation of opportunities at the magnet destinations of the Race Track Multi-Use Centre, Sky Park and Sky Tower
- encourage other tourism and recreation activity around these core areas and the overall vision roles for Mount Panorama
- seek NSW and Commonwealth Government funding for Expressions of Interest and planning studies as identified in the Business Plan, from regional development, heritage and tourism assistance programs
- review and rationalise Council’s statutory planning controls for Mount Panorama, along a ‘place based’ approach reflecting the vision and opportunities identified in the strategy.