



Regional
Development
Australia

NORTHERN INLAND NSW

Angry Bull Mountain Bike Trails

Business Case

August 2021



Executive Summary

The Angry Bull Trails project places Tenterfield on the map as a nationally significant mountain bike (MTB) destination town. The project represents the first year-round MTB destination on this scale in Australia with 174 km of varied trails to suit riders of all abilities, including disabled riders (adaptive mountain biking) and trails for walkers.

The project is the first step in establishing the Tenterfield Shire as an Adventure Tourism Hub in northern NSW. It is anticipated that the MTB trails will become the impetus for other outdoor adventure businesses to emerge based around pursuits such as hiking, rock climbing, horse riding and fishing.

The project is classified as a social enterprise combining a social mission (building and diversifying the Tenterfield economy) with a business model (developing new commercial enterprises which contribute to and reinvest in the social mission).

At full development in 2024 it is estimated that the trails would attract at least an additional 35,000 visitors annually to the Tenterfield shire – 19,500 new day visits and 15,500 new overnight stays from within a 5 hour drive radius. In addition there are likely to be another 5,000 additional overnight stays from existing visitors who stay longer to use the trails, and from organised MTB events.



This is the first step to establish Tenterfield Shire as an adventure hub



The trails will attract at least 35,000 visitors per year



The project is a social enterprise

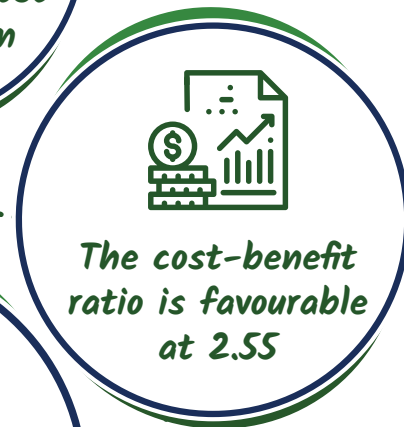
\$4.3M of additional tourist expenditure from these visitors alone would generate another 25 jobs for the Tenterfield economy. The majority of this expenditure is made in the food and accommodation sectors (71%).

It is anticipated that local employment would grow even further as ancillary businesses are developed to support the MTB trails (e.g. a shuttle service, cafes, bike repairs) and with the development of other outdoor activities (e.g. guided hiking and horse-riding tours).

With a total capital cost of \$9.5M and annual operating costs of \$671,000, the project generates a favourable benefit-cost ratio of 2.55, driven by the health benefits from cycling and additional visitor expenditure. Even when the health benefits are excluded from the analysis, the BCR is still 1.07.

For the initial \$60,000 investment in the business case and trail mapping concept design study, this additional visitor expenditure represents a 268% return on investment.

However, the project will not proceed without external funding of the capital costs. The results of the business case and concept plan indicate that the project should proceed to construction as trails of sufficient length can be built around a central trail centre to satisfy the IMBA requirements for an internationally recognised trail destination.



Recommendations



1. Continue with the development of media and communications strategies and community and stakeholder engagement early, including securing access to the various land tenures (National Parks, NSW Forests, Crown Land)
2. Using the contents of this business case and the completed concept plan, TSC to develop grant funding applications. Two funding opportunities which currently exist are:
 - Building Better Regions Fund - \$100M to boost tourism related infrastructure. This could provide the capital funding. See <https://www.regional.gov.au/regional/programs/building-better-regions-fund.aspx>.
 - Black Summer Bushfire Recovery Grants Program- up to \$10M. This could also provide capital funding. See <https://business.gov.au/grants-and-programs/black-summer-bushfire-recovery-grant>

Note that for many funding streams, private/commercial entities cannot apply, so applications would have to be made by TSC or another not-for-profit entity.

3. Ensure that all 5 zones are built. To meet user expectations and achieve the desired social mission, the project needs to be a complete package to ensure international significance. The facility needs to out-compete other destinations.
4. Start the approvals processes – pursue the required development applications, memorandums of understanding etc. through TSC and state government agencies.
5. Engage with the local business community to initiate new adventure tourism business opportunities.
6. Connect educational facilitators with key Angry Bull Trails partners to co-create training and tuition to prepare young locals for the employment opportunities that become available within sectors such as trail construction and maintenance, mountain bike technicians, hospitality, trail tour guides etc.
7. Develop key strategic partnerships with other social enterprises such as:
 - BackTrack. An organisation committed to providing mentorship, training and job experience for disadvantaged young people.
 - MinterEllison. A global legal firm that provides a pro-bono service to enterprises that are working on social business models and creating impact.
 - WhiteBox Enterprises. A firm committed to transforming youth employment systems via social enterprises.
 - Griffith University Yunus Centre. Providing advice and assistance to equip enterprises with the tools navigate change and create positive societal impact.

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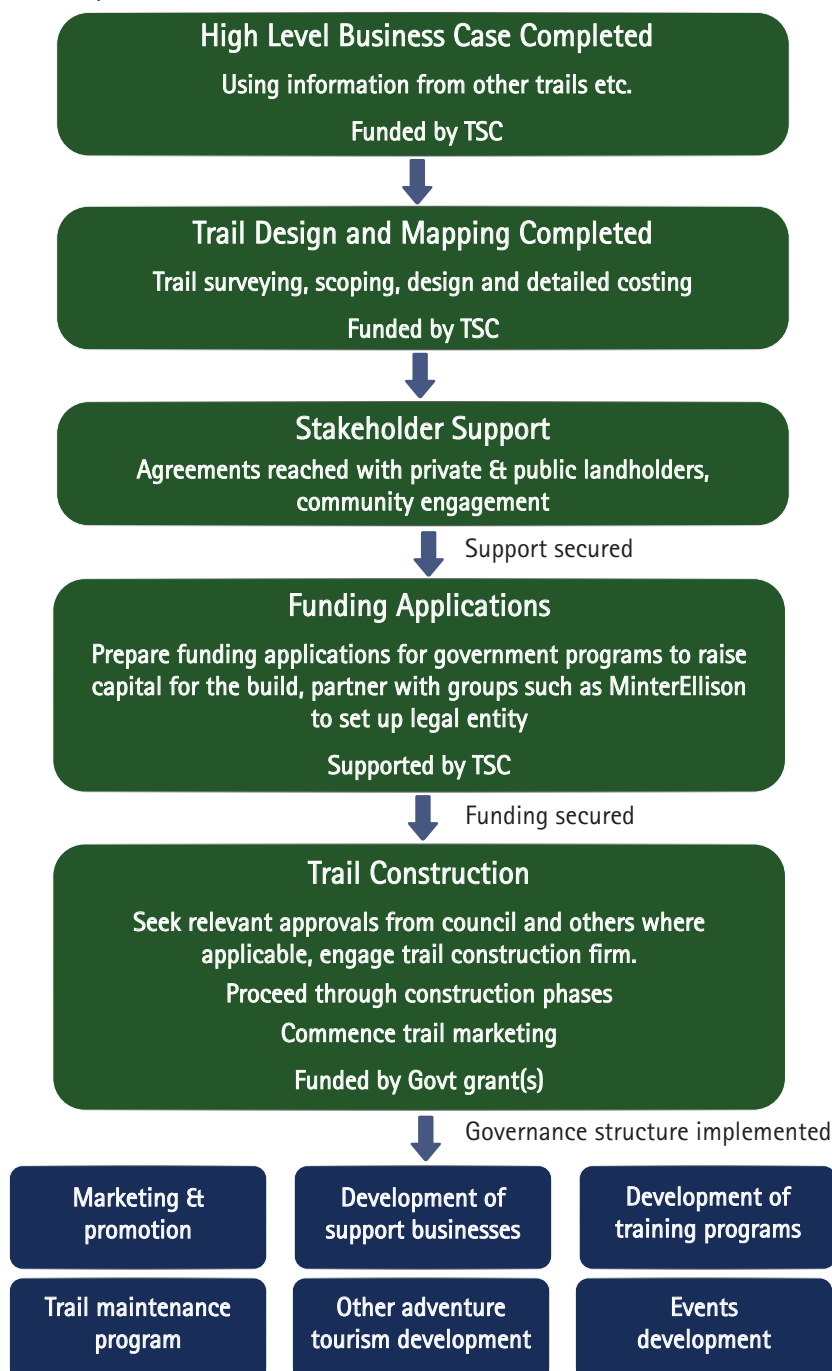
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Purpose of this Business Case



This business case provides evidence for government funding support for the project. It represents a high-level investigation into whether or not it is worthwhile proceeding to the next stages of the Angry Bull Trails project. It is the first analytical stage in ensuring that a valid and sustainable project actually exists (see Figure 1). Since business case completion, the Concept Plan has been also been completed revealing there are sufficient trails for an IMBA recognised international trail destination.

Figure 1. The Project Development Process



3.1 Issues Addressed

This high-level business case addresses the following key issues:

- The need for the project – what is the case for change?
- What is the driving philosophy behind the project?
- How does the project align with local, state and national plans?
- What options have been considered?
- What are the characteristics of the project end-users?
- What is the unique selling proposition that the Angry Bull Trails project is offering? How will it differentiate itself from other MTB destinations and hence be an attractive offering to potential visitors?
- What is the estimated additional visitation and expenditure generated by the project?
- An Estimate of economic and social impact from this new visitation?
- Project success – how would it be measured?
- Stakeholder support – who and how?
- Regulatory issues – what approvals will be needed to operate on different land tenures, and who will bear liability on each tenure?
- How will the project be funded, including on-going asset maintenance?
- An overview of project risks and risk mitigation strategies.
- Project governance options.
- Preliminary benefit-cost analysis. This will be critical to attract grant funding.

3.2 The Case for Change – Why is this Investment Needed?

This section of the business case provides supporting evidence on why the Angry Bull Mountain Bike Trails are an important project to boost economic and social outcomes in the Tenterfield area and additional economic benefits for New South Wales.

It provides information confirming the need for government intervention to address these issues, including the need for funding assistance if the project is to proceed.



***Government
assistance
is needed to
proceed***



3.3 Tenterfield and its Economy

Tenterfield is a regional town located in Northern NSW, just 20 km south of the Queensland border on the New England Highway. The population of the Tenterfield local government area (Tenterfield LGA) was 6,594 in 2019 (Profile.id 2020).

As a tourist destination, Tenterfield is within reasonable proximity to the major population centres of Toowoomba (200 km, 2.5 drive with a population of 161,000) and Brisbane (278 km, 3.5 hour drive with a population of 2.2 million).

Historically like most regional centres in Australia, Tenterfield has relied on agriculture as the driver for its economy and this remains the case today with economic output and employment dominated by the agriculture sector, particularly livestock grazing enterprises (Figure 2). There is virtually no local value-adding to these products, so minimal economic capture of the higher returns available further along the supply chain.

Combined with an aging population and loss of youth (Figure 3) and a comparatively high level of youth disengagement (Figure 4), it is precisely this economic structure which illustrates the case for change and the need for investment in new economic activities.

A heavy dependence upon agriculture leaves the local economy vulnerable to the negative effects of climate, internationally determined commodity prices and the political whims of foreign government trade policies. Moreover, agriculture has become increasingly capital-intensive, shedding labour resulting in an ongoing reduction in employment opportunities for locals.



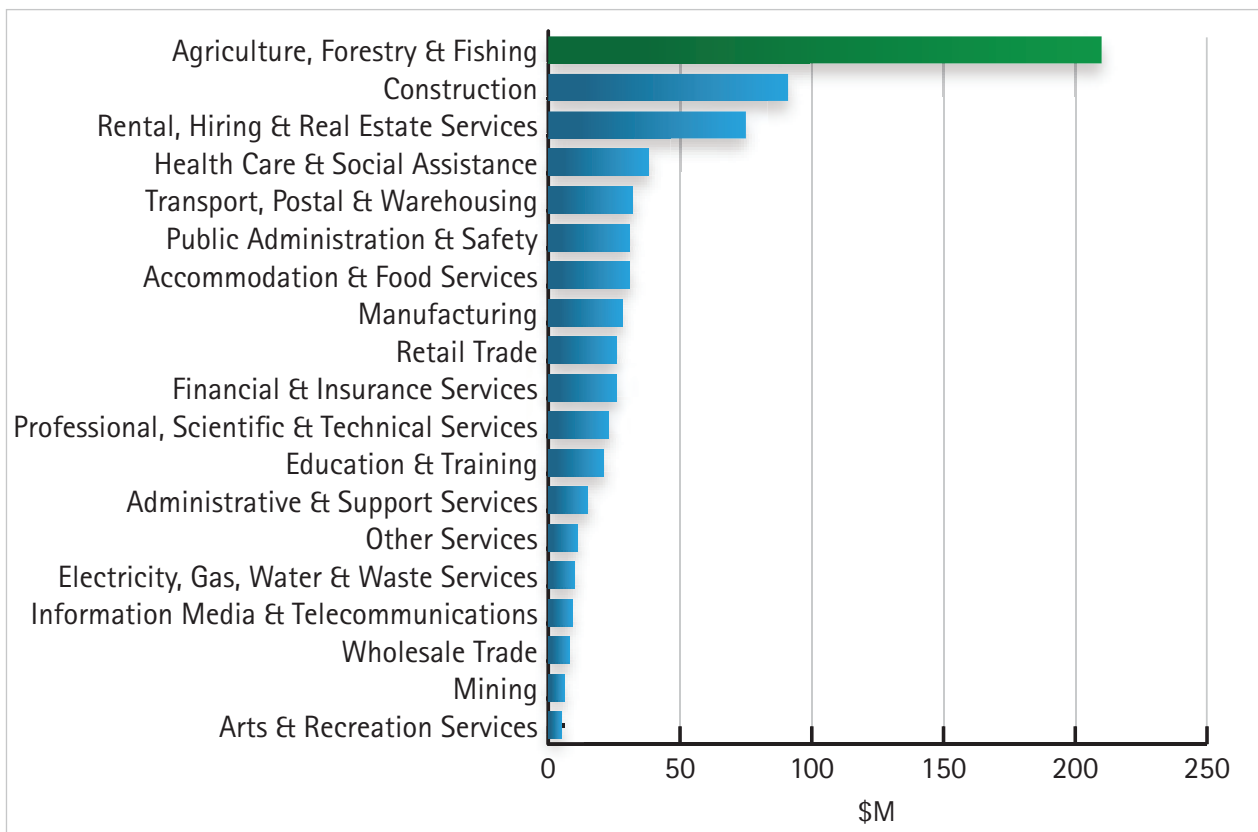
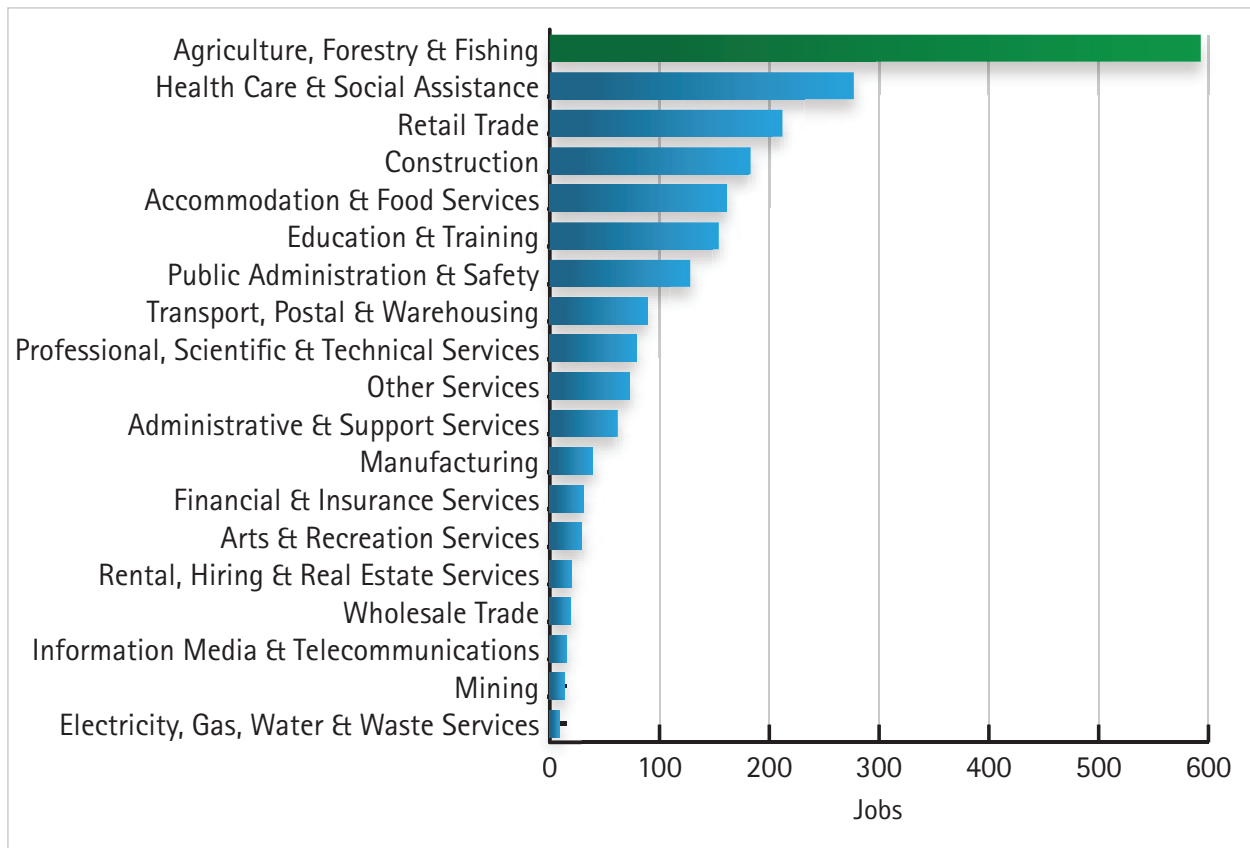
*Historically
Tenterfield
has relied on
Agriculture*



*Youth
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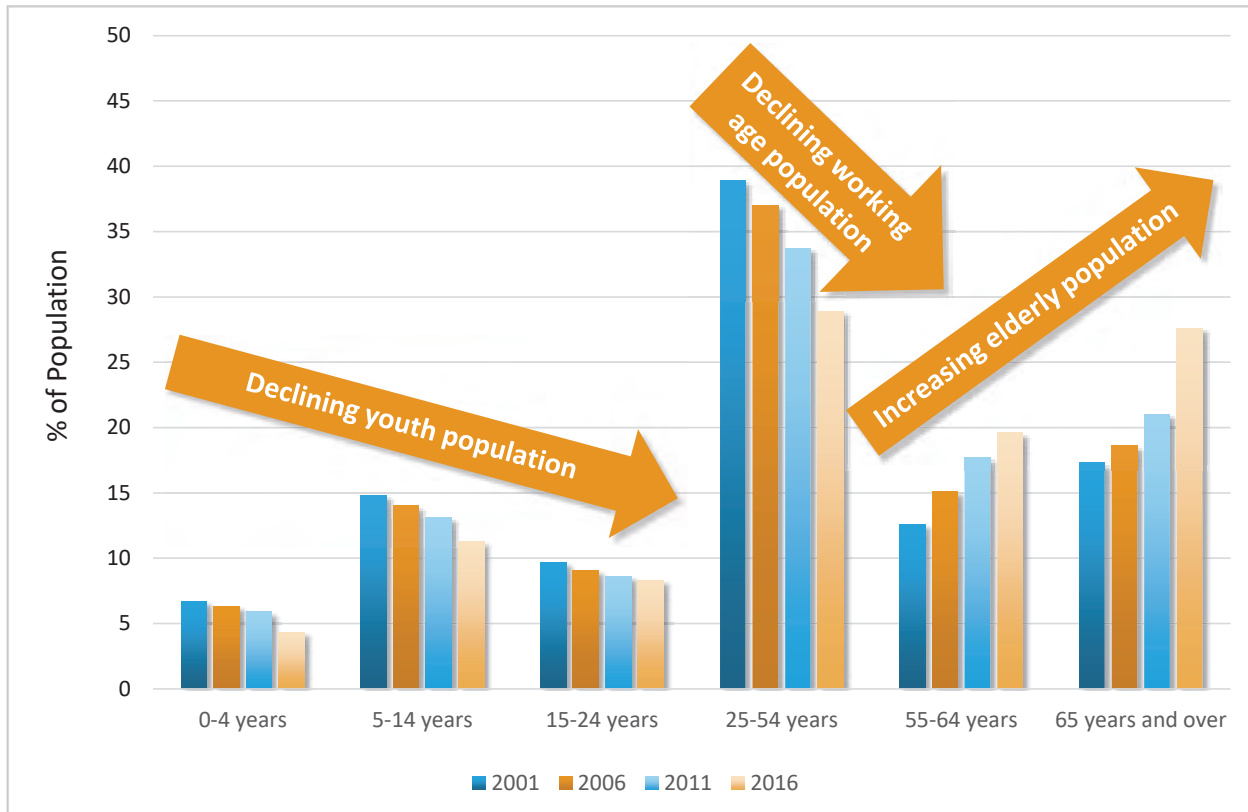


Figure 2. Output and Employment, Tenterfield LGA



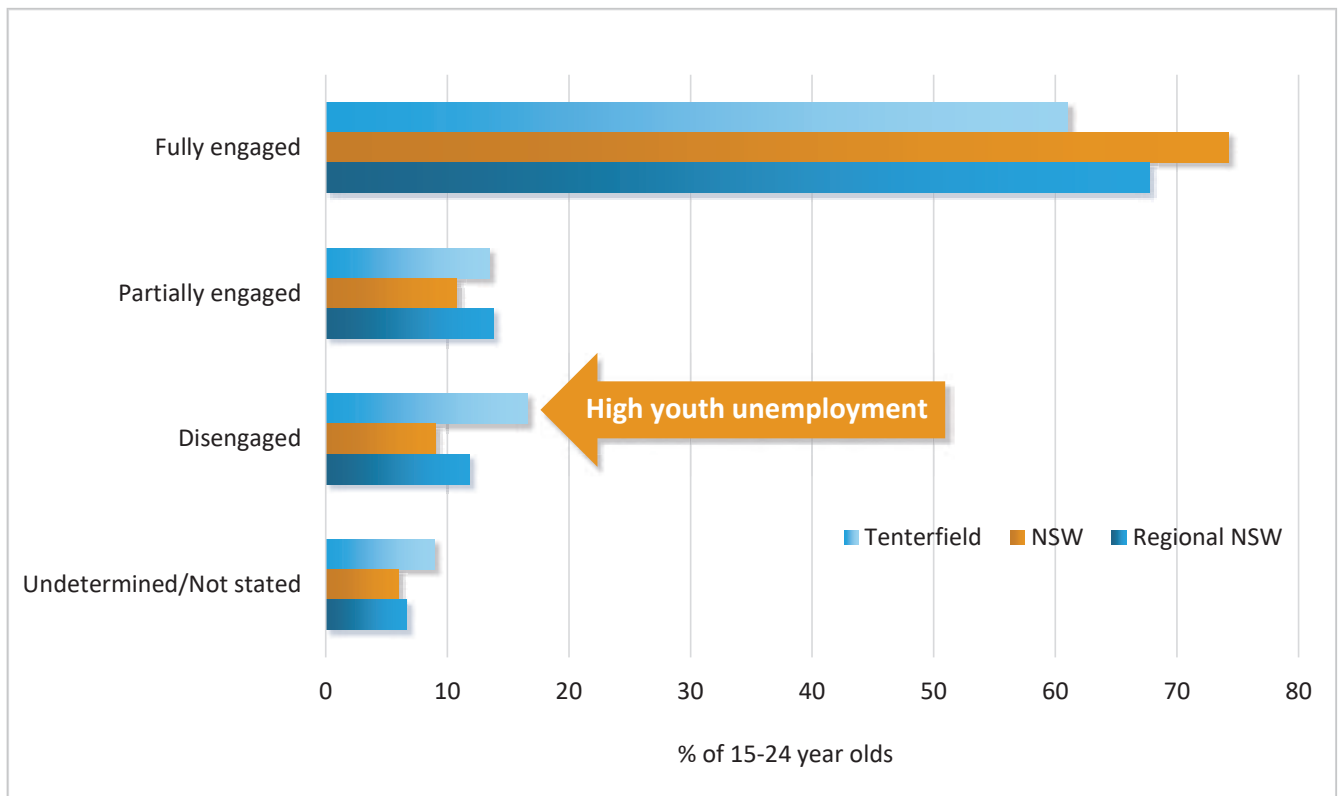
Source: REMPLAN 2020

Figure 3. Changing Population Structure, Tenterfield LGA



Source: ABS Census 2001-2016

Figure 4. Youth Engagement, Tenterfield LGA

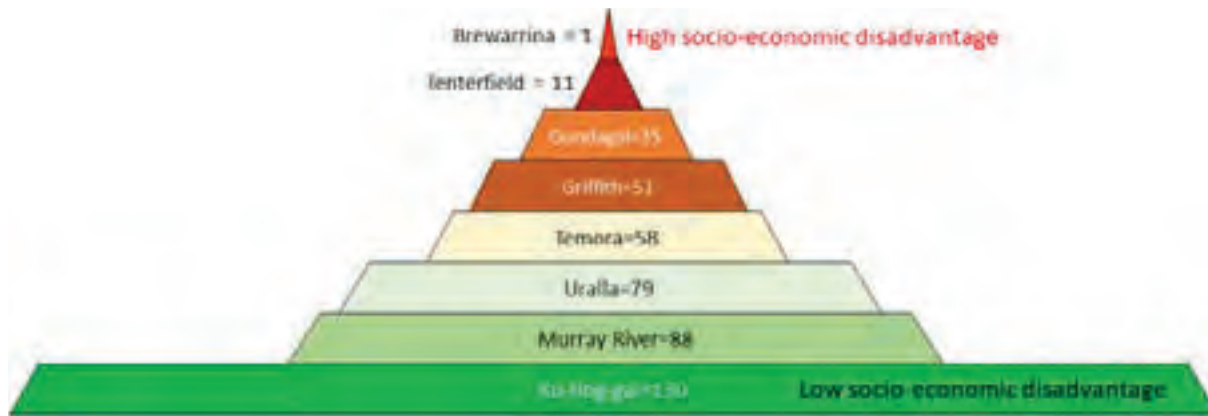


Source: Profile.id (2020) – Disengaged refers to youth neither in education or employment.

Population fell by 2.6% between the 2011 and 2016 Census dates, a reflection of the lack of local employment options.

In terms of socio-economic performance (based on factors such as income, education, employment and housing), the Tenterfield LGA performs very poorly ranking 11th worst out of 130 LGAs in NSW (Figure 5).

Figure 5. Socio-economic Disadvantage Index



Source: ABS (2020)

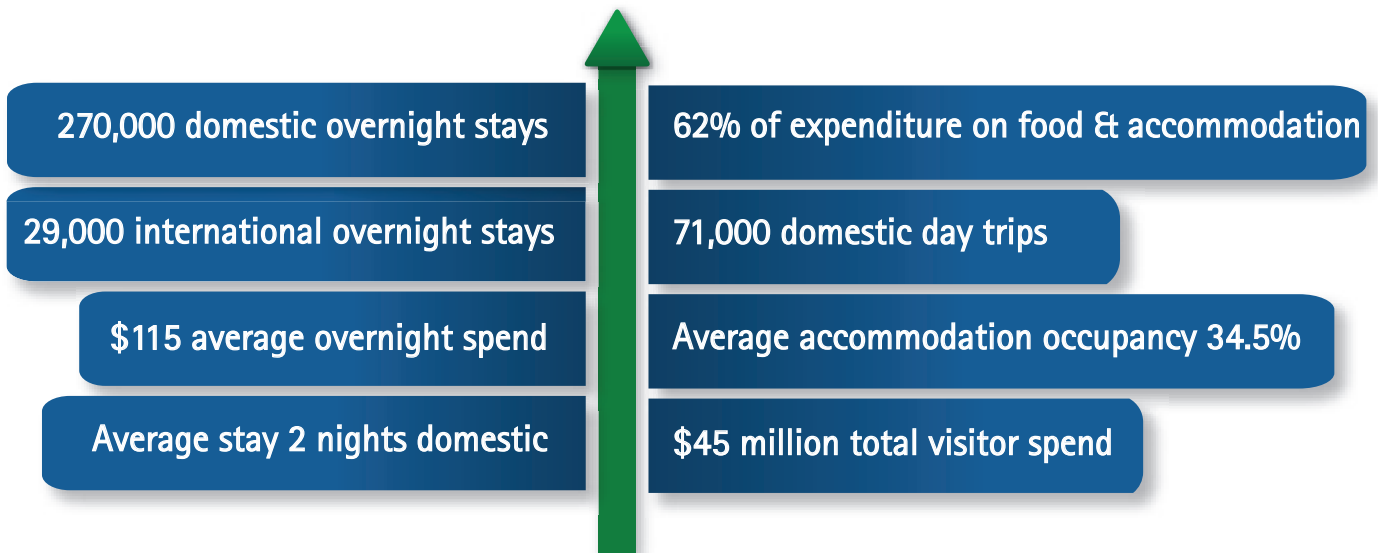
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Across a range of key economic and demographic measures there is a clear indication that the performance of the LGA is declining. New economic opportunities are required to reverse this trend.

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Figure 6. Tenterfield Visitation



Sources: Tourism Research Australia (2018), REMPLAN (2020), Destination NSW (2014, 2016)

The broader New England-North West tourism region of which Tenterfield is a part reports annual visitation of 4.1 million people, 5.8 million overnight stays, annual visitor expenditure of \$1.1 billion and an average spend per night of \$152 per person. 38% of these visitors were in the 15-39 years age group, which is a strong demographic for mountain biking (Destination NSW 2019, Georgetown MTB Feasibility Study 2018).

An analysis of on-line sentiment toward tourism in Tenterfield shire (Think! X Innovations 2020) has revealed that there is a high volume of discussion about outdoor activities in the shire, but only average sentiment. Sentiment represents the overall perception about tourism at a destination. There was a low sentiment score for cycling and biking and this should be addressed as the area has great natural assets for off-road biking.

Nature photography, rock climbing, hiking and climbing already score well on the sentiment and discussion volume indexes and so these activities would be an important part of the adventure tourism hub.

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Tourism in Tenterfield is dominated by domestic visitation with visitors attracted to the rural outdoor lifestyle, scenery, heritage buildings and urban escape opportunities. Its location on the intersection of important north-south and east-west highways and proximity to high population centres in south-east Queensland provide opportunities to boost visitor numbers if new attractions and amenities are created.

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3.5 Strategic Alignment

The Angry Bull Trails project has strong alignment with a number of local, state and national policies as summarised in Table 1. Almost exclusively these policies refer to growing the visitor economy and employment in regional NSW. Improved physical and mental health are also key objectives for governments at all levels.

Table 1. Project Strategic Alignment

Policy	Alignment
<p>Northern New England High Country Regional Economic Development Strategy</p> <p>"A region seeking to encourage economic development should therefore concentrate on factors that enable the growth of endowment-based industries, as well as building local leadership and institutional capacity and capabilities to facilitate businesses and public agencies and services to capitalise on the opportunities that a region's endowments present."</p> <p>"In addition to the climate and location, the Region has other endowments that make it appealing for tourism and lifestyle. These include the natural beauty of the Region, a concentration of World Heritage areas, National and State Parks, State Conservation Areas and Nature Reserves, and a diversity of quality tourist attractions, accommodation and events."</p> <p>"Tourism is another important industry in the Region. Accommodation and Food Services (which is a proxy for tourism) is the 4th largest employer. It is also independent of agricultural industries, helps raise the profile of the Region and plays a part in relocation decisions. There are opportunities to continue to grow the 'short-break' and day visitor markets from south east Queensland and the Northern Rivers area of NSW, as well as the special interest and activity-based markets and the long-haul touring market."</p> <p>"Grow the tourism sector (visitor economy) through product development, improved signage, marketing promotion, and growing the events sector"</p> <p>"Investment in the tourism sector including:</p> <ul style="list-style-type: none"> • product development – improving existing attractions and facilities and developing new attractions • improved tourism signage • improving the quality and range of event facilities". 	<ul style="list-style-type: none"> • Provides an additional tourism attraction which utilises the natural scenic and infrastructure endowments of the region • Upgrading the visual and recreational amenity opportunities for both visitors and the local community • Providing additional opportunities to boost overnight stays • Drive growth of the local economies and employment opportunities through enriching the visitor experience and complimenting the wider array of New England North West tourism experiences. • Provide further diversification for the NSW regional economy • Provide new tourism job training opportunities
<p>New England North West Regional Plan 2036</p>	<ul style="list-style-type: none"> • Goal 1 Direction 7: "Build strong economic centres" • Goal 1 Direction 8: "Expand tourism and visitor opportunities" • Goal 4 Direction 17: "Strengthen community resilience," 18: "Provide great places to live," 19: "Support healthy, safe, socially engaged and well-connected communities".

<p>Tenterfield Council Community Strategic Plan 2017-2027</p> <p>"...effectively market the diverse tourism opportunities available within the New England region and south east Queensland"</p> <p>"...provide new and upgraded infrastructure for events and tourism experience"</p> <p>Economic performance indicator – increase tourism visitor numbers</p> <p>To establish a community spirit which promotes opportunities to participate in sport and recreation, promotes equal access to all services and facilities</p> <p>Provide a wide range of high quality and well maintained recreation facilities</p>	<ul style="list-style-type: none"> • Diversify local tourism attractions • Would generate further tourism business opportunities • Increase visitation • Increase recreation facilities for locals
<p>Tenterfield Shire Council Delivery Plan 2017-2021</p> <p>"Tourism is valued, promoted and tourists are welcomed for the positive contribution they make to the community and economy"</p> <p>"Partner with our neighbours and stakeholders to deliver a diverse destination proposition for visitors."</p>	<ul style="list-style-type: none"> • Diversifies the destination proposition for tourists • Increases tourism spend
<p>Restart NSW/Rebuilding NSW</p> <p>"The Government is committed to supporting the development of strong, diverse and innovative regional communities across New South Wales and making those communities appealing places for people to live, work and invest".</p>	<ul style="list-style-type: none"> • Providing a high-quality tourist destination for both visitors and the local community • Improving the amenity appeal/opportunities in the region • Diversifying the local economy further
<p>State Infrastructure Strategy</p> <p>"productive regional industries and connected regional communities".</p>	<ul style="list-style-type: none"> • More opportunity for outdoor recreational activity = fitter community • Working with other community groups to provide the new & upgraded facilities
<p>Jobs for the Future</p> <p>"Open doors for entrepreneurs. Make NSW the place of choice for 'gazelles' to grow and succeed— by building a stronger entrepreneurial culture, ecosystems and skills and stimulating early stage funding".</p>	<ul style="list-style-type: none"> • Opportunities for new businesses • Education and training in outdoor and adventure tourism to combat local youth unemployment
<p>NSW Visitor Economy Industry Action Plan 2030</p>	<ul style="list-style-type: none"> • Aligns with all strategic imperatives (1-7) outlined in the final report. This includes increase visitation, grow physical capacity, renew and revitalise a NSW destination, improve the visitor experience, increase visitor spend, make NSW more competitive and change of mindset. • Contributing to the NSW Government's strategic target of doubling overnight visitation by 2020 • Improve the visitor experience through new facilities, diversified offerings through non-water recreation

<p>NSW 2021 Plan. A Plan to Make NSW Number One</p>	<ul style="list-style-type: none"> • Improve the performance of the NSW economy through development a new tourism asset • Drive regional economic growth through development of a core capability of the Northern Inland. • Increase the competitiveness of doing business in NSW through development of a substantial NSW tourism asset • Enhance sporting and recreation opportunities
<p>Destination Country and Outback NSW Destination Management Plan 2018-2020</p> <p>"Support regions to leverage and plan for new and potential opportunities, for example the proposal under consideration for a New England Rail Trail from Armidale to Wallangarra in Queensland"</p>	<ul style="list-style-type: none"> • Boost brand awareness through nature-based tourism for 'visiting friends & family' visitation market segment. • Leverage this segment of the cycling tourism market with the potential New England Rail Trail.

3.6 Anticipated Outcomes

The Angry Bull Trails project has strong alignment with a number of local, state and national policies as summarised in Table 1. Almost exclusively these policies refer to growing the visitor economy and employment in regional NSW. Improved physical and mental health are also key objectives for governments at all levels.

Project outputs and outcomes are summarised in Table 2 along with the inputs required to achieve these results.

Again it is important to state that the project has both social and commercial objectives.

Social objectives include:

- An economic boost to the Tenterfield economy through increased visitor expenditures
- Local job creation
- Reduced youth unemployment/disengagement
- Augmentation of local education and training facilities – schools and TAFE will be engaged in cooperation with business leaders to co-design curriculum and training pathways for the newly created career opportunities
- Help offset any negative visitation impacts from the planned Tenterfield heavy-vehicle bypass

Commercial objectives include:

- Increased turnover in existing local businesses which support the visitor economy
- New businesses created to support the MTB community
- New adventure tourism enterprises spawned on the back of MTB tourism (e.g. bushwalking/nature tours, rock climbing, horse riding, fishing)
- Tenterfield branded as a national adventure tourism hub

The project is not just designed to assist the Tenterfield CBD economy but also has the potential to scale up with links to other villages in the Tenterfield LGA such as Urbenville, Liston, Drake and Jennings.



Potential future linking of the trails to MTB developments closer to the coast will assist in bringing economic benefits to the smaller outlying communities (e.g. Rover Park, Bluff Rock). Phases 2 and 3 of the project expand the trails beyond a 30 km radius of the Tenterfield CBD to link up to trails in outlying areas.

Table 2. Project Output and Outcome Logic

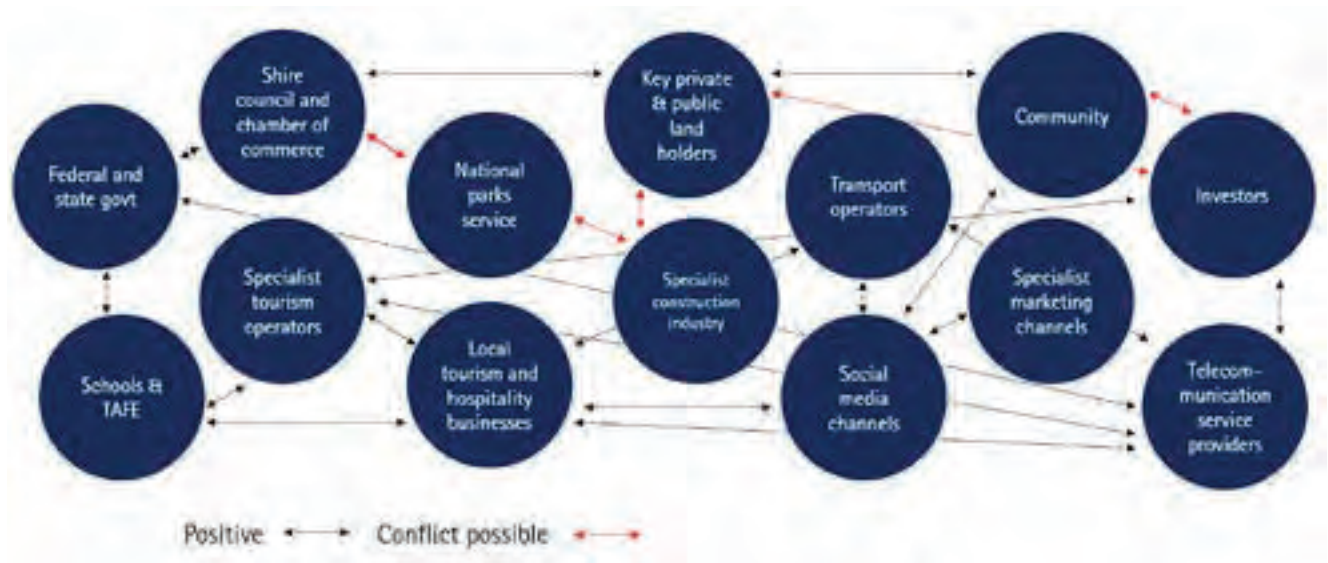
Objective	Inputs	Activities	Outputs	Outcomes	Benefits
Raise funding for Angry Bull Trails project	TSC funding, consultants time	Next project phases including track surveying/design (completed), stakeholders agreements, regulatory approvals, media and communication planning, develop and submit funding applications.	Government funding secured	Trail construction can proceed	Trail construction firm appointed, new economic development project for Tenterfield commences boosting community morale
Build Stage 1 Zones 1-3 Stage 1A - 70 km by January 2024 Stage 1B - 40 km by December 2024	Government funding for capital works, community/stakeholder support, materials & contractor time, social input (e.g. BackTrack), course development (TAFE)	Continue stakeholder and agency consultation, track building including supporting infrastructure, course development	110 km of purpose-built trails with links to the CBD and a trail centre	Stage 1 completed, Tenterfield on the map as a major new nationally recognised MTB Trail Town & destination	Visitation and visitor expenditure increased significantly, new business activity commences, socio-economic indicators such as youth disengagement improved.
Build Stage 2 Zone 4 50 km by December 2024	As above	As above	50 km of purpose-built MTB trails including downhill track	Stage 2 completed with links to outlying areas, popularity of tracks further enhanced	As above, economic benefits also flowing to outlying villages
Build Stage 3 Zone 5 15 km by December 2024	As above	As above	Final 15 km of trails	Stage 3 completed with further links built to outlying areas, capital works finished	As above, economic benefits also flowing to outlying villages

3.7 Stakeholder Support

As outlined by the World Tourism Organisation (2014), prior to any tourism development the network of potentially affected stakeholders and communities should be given the opportunity to provide input. This is often referred to as 'social licence'. Destinations should strive for social licence before development occurs.

The project managers have already commenced community and stakeholder consultation activities and an overview of the stakeholder landscape is provided in Figure 7

Figure 7. Project Stakeholders



The Concept Plan is now complete and the Angry Bull Trails Project Management Team (ABT) have had initial discussions with a number of key stakeholders and are now securing land access agreements.

Responses from stakeholders so far have been extremely positive. The ABT have started the process of collaboration and land access agreements with the following agencies:

- Forestry Corporation NSW – Louise Faulkner / Ryan Ellis (Boonoo State Forest)
- Local Land Services – Ross Fuller (Traditional Stock Route – Bald Rock to London Bridge)
- Crown Lands – Warren Martin / Rodney Obrien (Crown Lands)
- NPWS – Darren Pitt, Michael Lieberman

The survey of potential riders elicited an overwhelmingly positive response (over 3,200 survey returns) and attracted many expressions of support and offers to assist.

3.8 Project Description

Angry Bull Trails is about creating a new adventure-based tourism industry within the Tenterfield shire commencing with a world class mountain biking facility catering for riders of all levels. This project can provide the impetus for the development of other adventure based businesses to emerge such as bushwalking, rock climbing, wilderness fishing, 4WDing and horse riding.

Adventure Tourism is defined as a trip which includes at least two of the following elements – physical activity, natural environment and cultural immersion (World Tourism Organisation 2014). Key features of the market include:

- Passionate and risk-taking tourists
- Tourists willing to pay a premium for exciting and authentic experiences
- A larger proportion of visitor expenditure stays in the local region – there is less 'leakage' to companies outside the region
- The encouragement of sustainable environmental practices

The facility will consist of a 174 km network of mountain bike trails winding through the breathtaking scenery of the New England High Country. If realised, this would be the longest purpose-built MTB trail network in Australia. It would also operate all-year, unlike major competing destinations such as Blue Derby and Thredbo.

The trails will have their hubs close to the Tenterfield CBD with all trail heads starting and finishing in the CBD creating a vibrant location for visitors to enjoy the 'apres- activities' the town has to offer, including bars, cafes, restaurants and boutiques.

The positioning of trail heads within the CBD is essential to the social mission – namely to bring the new adventure tourism activity into the commercial centre of the Tenterfield shire and boost local economic activity, diversification and jobs.

Moreover, discussions have been held with the BackTrack initiative to set up a program in the Tenterfield shire to assist at-risk youth who will be trained in track maintenance and other aspects of the Angry Bull Trails. This successful and innovative program (<https://backtrack.org.au/>) has gained national attention and working with the program represents another means of fulfilling the projects social mission.

Trails for adaptive riders and walking trail sections will also be established in line with the social objective of making the trails more inclusive of the wider community.



To understand why this project is regarded as having the potential to fulfil this mission, it is important to understand this segment of the cycling tourism market and what Tenterfield has to offer.

Nationally, cycling tourism is valued at \$2.1 Billion in 2019, with visitors undertaking 2.6 Million trips, averaging a 4.4 night stay and spending \$189 per night (Austrade 2019).

Other key statistics include:

- 64% of those people lived in capital cities
- 58% were male
- Holiday travel was the largest driver of cycling tourism accounting for 68% of the activity
- 78% of this cycling tourism was conducted in a regional area
- Most trips were in January to April
- Western Australia and Victoria had the highest number of cycling tourists
- Camping and caravan parks were the most popular commercial accommodation option for these tourists (23%)
- 28% stayed with friends or relatives

A recent study on Australian mountain biking estimated national participation of 342,000–837,000 riders, generating a total economic output of \$1.4 Billion and 6,095 full time job equivalents (GDH 2021).

The Mountain Bike Market

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"Cycle tourism disperses visitors to areas that
traditionally do not attract tourism
and supports employment in local economies."
(World Tourism Organisation 2014)
.....

Cycling tourism is on the rise across the world with an increasing number of adventure tourists embarking on both road and mountain biking tours.

Purpose-built mountain bike trails were first constructed in Australia in the early 2000's. Since then there have been significant advances in mountain bike technology which have led to different riding styles and thus different market segments. Moreover, this technology has led riders to seek out different experiences ranging from short circuit tracks in or near urban areas to remote wilderness longer rides.

In recent times, there has been a gravitation toward the destination adventure rides in more remote locations involving long loop or point-to-point trails, but with proximity to urban locations with access to food and accommodation services and other attractions for families (Georgetown Mountain Bike Feasibility Study 2018).

In the broadest terms, the market can be split into two main categories – core and non-core mountain bikers, or sometimes referred to as the enthusiast market and the complimentary market (Figure 8).

Within these two broad categories of the MTB market there are more refined sub-markets with distinctly different characteristics and market potentials (Figure 9).



Figure 8. Broad MTB Market Segments



Figure 9. Refined MTB Market Segments

Key Market Segment	Trail Type(s)	Trail Characteristics	Market Size
Leisure	Easy	<ul style="list-style-type: none"> • Fire trails • Dirt & sealed roads • Cross country single track • Parks – skills & pump 	Significant, also youth market for parks
Enthusiast	Moderate to extreme	<ul style="list-style-type: none"> • Fire trails • Dirt & sealed roads • Cross country single track • Flow • All mountain • Gravity • Enduro • Downhill • Freeride 	Significant, Want long trails with options, scope for multiple night stays & higher spends
Sport	Extreme	<ul style="list-style-type: none"> • All mountain • Gravity • Enduro • Downhill • Freeride 	Small, but influential (e.g. on social media), events
Gravity	Extreme	<ul style="list-style-type: none"> • Gravity • Downhill 	Small, but growing fast

To cater for this growing interest in mountain bike tourism, a number of larger purpose-built facilities have been developed around Australia (Figure 10).

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The Tenterfield Angry Bull Mountain Bike Trail

proposal would deliver the largest purpose-built trail network in Australia, in a location with no nearby major competing destinations

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Figure 10. Purpose-built Australian MTB Locations



In 2012, the average length of stay for a 'soft' adventure trip was 8.8 days, with visitor expenditure of \$2,710 US per person or about \$2,605 Aus at the average 2012 exchange rate (World Tourism Organization (2014).

Factors influencing the demand for adventure tourism include:

- Cost of the tour
- Cost of related products (e.g. airline tickets)
- Capacity or income of target markets (mountain bikers often have high disposable income)
- Marketing, which appeals to the preferences or motivations of travellers

Adaptive Mountain Biking (AMTB) is an emerging and growing category of mountain biking, which includes riders who use adapted equipment, such as off-ride trikes, handcycles, recumbent leg-cycles and tandem bikes to access a range of mountain bike trails. AMTB riders can often access and use existing standard mountain bike trails that are designed and constructed to AusCycling TDRS classifications. However, there are some barriers associated with standard trail designs and supporting infrastructure that can inhibit some users.

Suitable trail planning and design can include a range of considerations to accommodate AMTB usage to expand accessibility without negatively impacting on technical challenge or user experience. A key objective of the ABT mountain bike destination is to promote trails as inclusive for AMTB where possible.

Some opportunities have been identified to ensure a wide range of the ABT trails are suitable for AMTBs:

- Trail difficulty ratings include equivalent AMTB ratings
- Trail signage to include AMTB ratings
- Shuttle operations to consider requirements for adaptive riders and equipment
- Supporting trailhead infrastructure such as toilets, bike repair stations and picnic facilities to consider accessibility requirements
- Trail centre design to consider accessibility requirements

The Project Site

Tenterfield is situated in the New England high country (Figure 11). At an elevation of 900 metres, the town is surrounded by peaks of up to 1,300 metres. It has a cool temperate climate with warm days and cool nights in summer and cold frosty nights and cool days in winter.

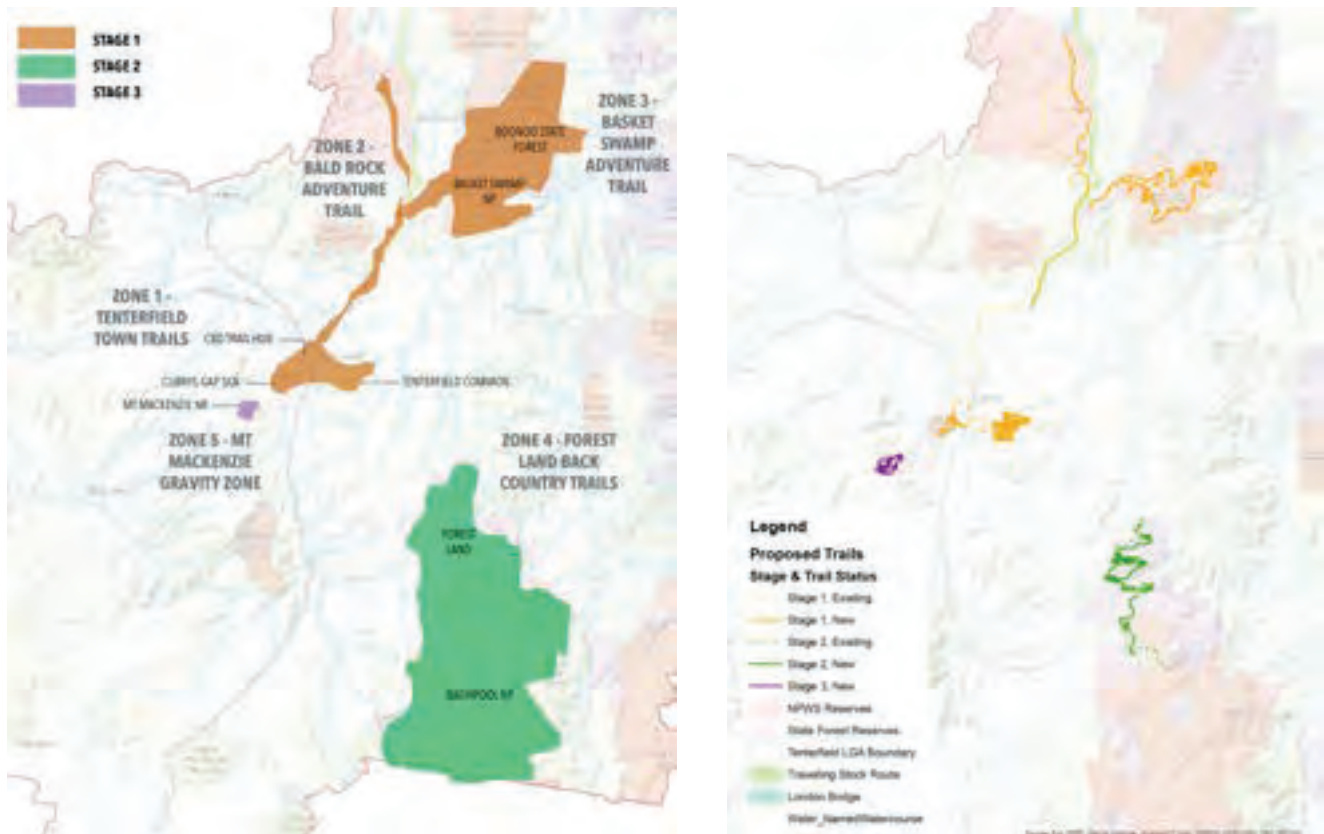
The region experiences the vivid colours of each of the four seasons. Tenterfield is ideally located 2.5 hours from Byron Bay and 3.5 hours from both Brisbane and the Gold Coast.

Figure 11. Broad Project Location



The specific project location is in an area with multiple National Parks, State Forests and Crown Lands which are highly suitable for this enterprise (Figure 12)

Figure 12. Specific Project Location



This location presents access to a range of mountain biking opportunities which would suit various segments of the market including:

- Easier roads and fire trails within national parks and state forests appealing to novice and non-core market riders
- A 400m gravity track for the enthusiast (Mt MacKenzie) generating the need for a new shuttle-bus business in the Tenterfield economy
- The longest downhill single-track in Australia, also generating the need for a new shuttle-bus business in the Tenterfield economy
- Enduro-style loops, some with more challenging climbs and descents for enthusiasts looking for longer rides
- A pump track at the CBD trail centre location, serving as a training ground before riders head to the trails. Also a starting point for the 'audio trails' around the CBD which take in heritage points of interest etc.

The other major advantage of the project site is the close proximity to three locations in south east Queensland which were identified in the Queensland MTB Strategy (2018) as high priority MTB opportunity development areas, namely Brisbane, Gold Coast and Southern Queensland County (Toowoomba and surrounds). These areas are also anticipated to experience high population growth, with high recreational demand for activities such as mountain biking. Moreover, these areas have good road and air access.



While these areas might be seen as future major competitors to Tenterfield should they be developed further (they are not yet at the scale proposed for the Angry Bull Trails project), in fact their development is likely to drive further MTB tourism south to Tenterfield.

Once riders have experienced those Old tracks, they will be seeking new opportunities and Tenterfield is in close proximity. Indeed, there is considerable scope for MTB enthusiast synergies between the four locations.



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The site takes advantage of attractive natural areas in nearby parks and forests and has terrain which offers a diversity of riding experiences for different segments of the MTB visitor market.

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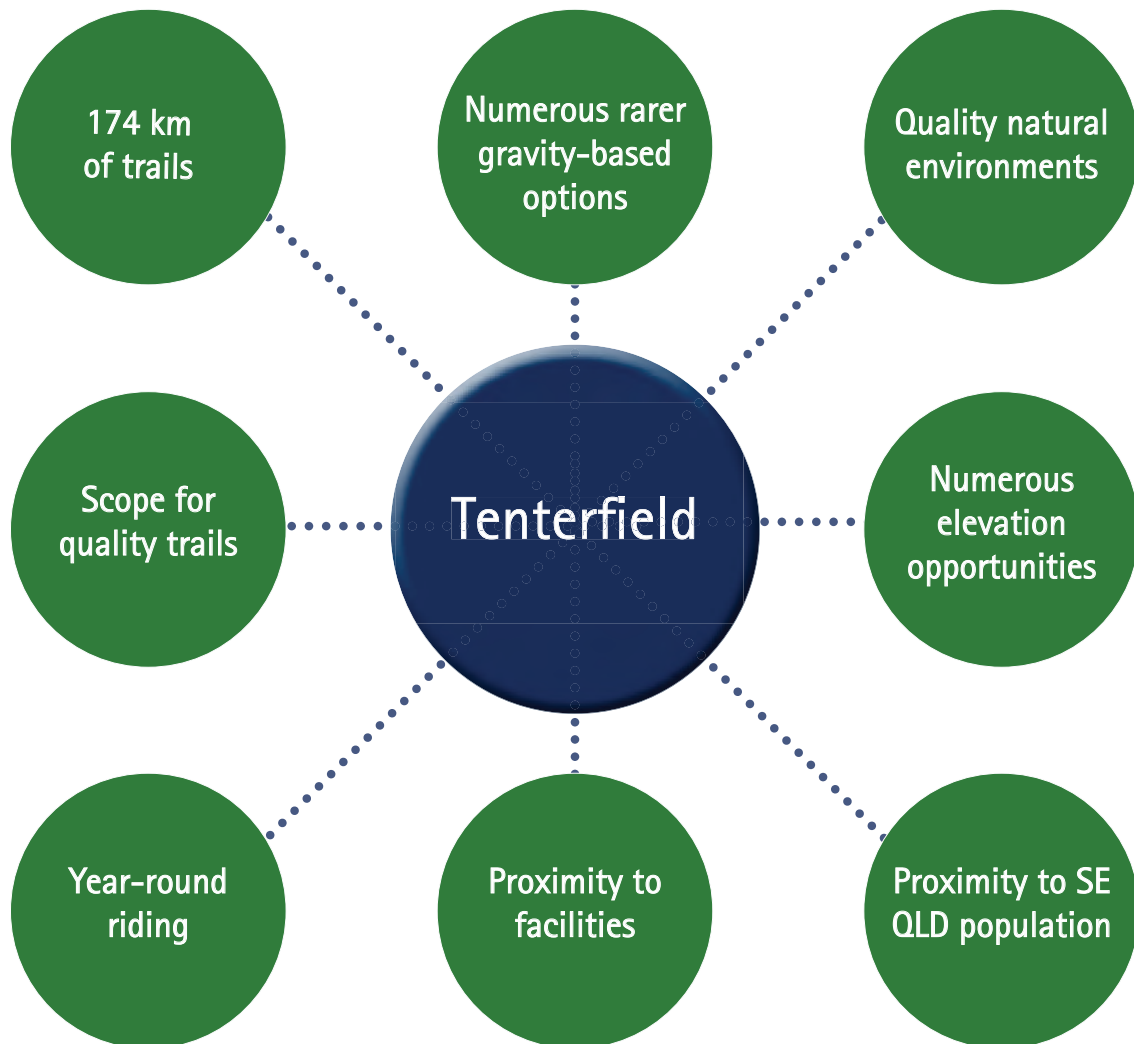


Unique Selling Proposition

With several other MTB destinations under consideration or development (e.g. Toowoomba/Lockyer Valley), it will be important to distinguish the Angry Bull proposal from competing options.

A number of important 'selling points' have been identified in MTB trail feasibility studies over recent years, most recently in the Toowoomba MTB Master Plan (Dirt Art 2019) and provide an insight into the requirements for establishing a location as a nationally significant location. As illustrated in Figure 13, the Angry Bull Trails have a number of outstanding features.

Figure 13. Angry Bull Selling Propositions



User Survey Results

An online survey was conducted to ascertain the willingness of MTB riders to travel to Tenterfield should Angry Bull Trails be developed, the likely numbers of riders and non-riders in their group and to gain insights into the types of tracks and other facilities that would attract them to the location.

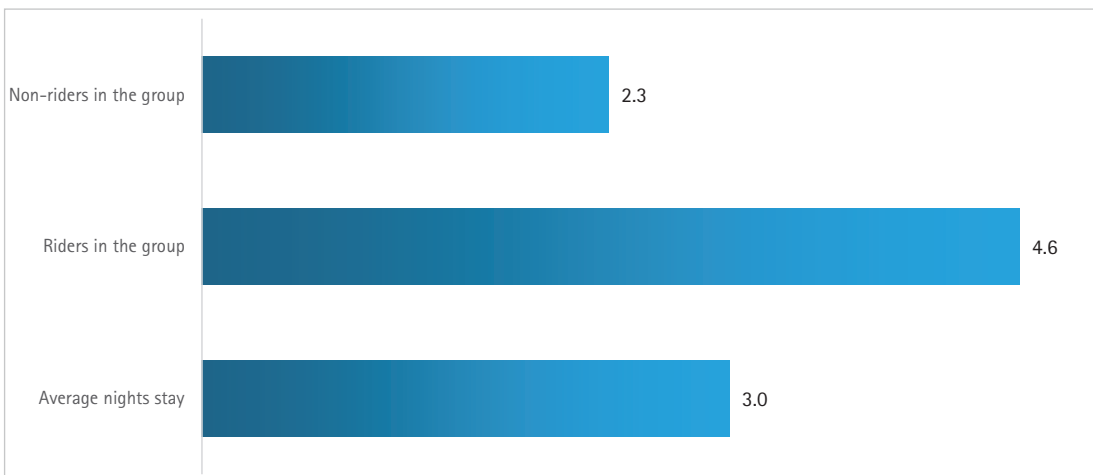
A very high response level was achieved with 3,289 people completing the survey

Survey results are summarised below:

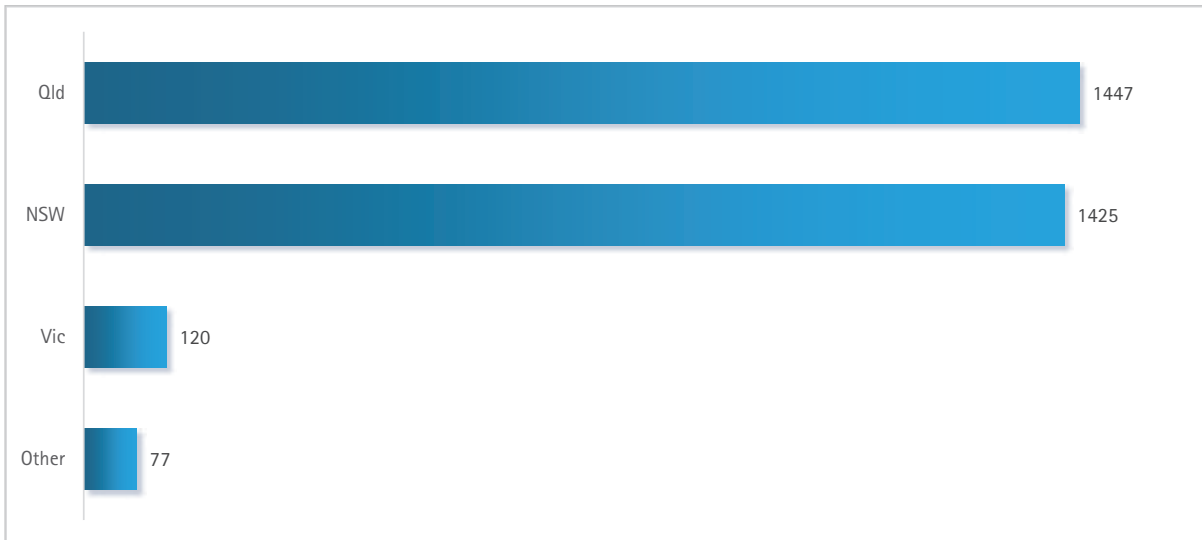
Question 1 - Would you be willing to travel to Tenterfield to ride the new trails?



Question 2 - Trail Visitation Data



Question 3 – Location of Respondent



Question 5 – Track Features Sought

- Variety
- Flow Trails
- Range of Difficulties
- Berms
- XC trails
- Scenic
- Single Track
- Downhill
- Dropoffs & jumps
- Circuits back to parking area
- Rock features & wooden structures

Question 6 – Other Facilities Sought

- Toilets
- Good signage
- Cafes
- Camping
- Water stops
- Parking
- Shuttles
- Showers
- Skills park/pump track
- Walking & horse riding options
- BBQs
- Bike repair & bike wash station
- Food, wine, craft breweries

.....

The response to the survey indicates that the interest in this project from potential visitors is extremely high.

Of note is that 54% of respondents are from outside of NSW.

.....

Regenerative Tourism

The ABT also have the objective of showcasing the project as an example of regenerative tourism, so attracting a wider audience to Tenterfield over and above those interested in adventure activities.

In contrast to 'sustainable tourism' regenerative tourism is designed in a way that builds capital and 'gives back' to the land and people. This can happen in multiple ways, but system health needs to be the ultimate outcome. Actions take account of feedback loops and the need to avoid eroding the natural capital of the system which supports the tourism activities (Becken 2020).

Rather than simply maintaining the existing outdoor environment in which tourism takes place, regenerative tourism aims to restore that environment where it has been damaged by past activities (e.g. bushfire affected lands, erosion on existing tracks, invasive weeds).

The concept extends traditional tourism thinking beyond a focus on the economic impact of attracting more visitors to a more holistic approach. This philosophy can be built into the training courses to be associated with the project, helping future generations of adventure tourism operators follow the notion of developing a local tourism market which recognises the interconnected nature of all parts of the tourism system.



Proposal Analysis



4.1 Success Indicators

Angry Bull Trails is an enterprise that considers both social and commercial value as being imperative to its success. This does not mean it will be a cost neutral project: on the contrary, it will impact both the social and commercial sectors, creating a sustainable business model.

Angry Bull Trails is adopting a social mission orientated approach in achieving its goals, but one which combines financial returns. The challenge is to affect long term sustainable economic growth for Tenterfield thus achieving the prospects for decent work, particularly youth employment and overall economic sustainability. Table 3 outlines the key measures of project success.

Table 3. Project Success Indicators

Higher Level Goals	Success Measure
Broad community support	The Tenterfield community support the project and recognise the social values for their constituents
Creating a new adventure tourism based economy segment	35,000 new visitors per year (a 9% increase) \$4.3M in new visitor expenditure (a 10% increase) New business development
The development of specialist courses in outdoor tourism within schools and TAFE	3 new courses developed
Providing a blueprint for further adventure tourism sector development	5 new adventure tourism businesses started within 3 years of project completion
Lower Level Goals	Success Measure
Financial support secured for trail design, communications plans and stakeholder engagement	Trail design concept plan now completed
Most appropriate governing structure	Research on most suitable governance structure completed and a legal entity in place to manage the construction and operation
Funding applications prepared and submitted	Funding for the capital works secured
Trail maintenance	Structure in place and sufficient funding is captured for the trails to be financially self-sustaining

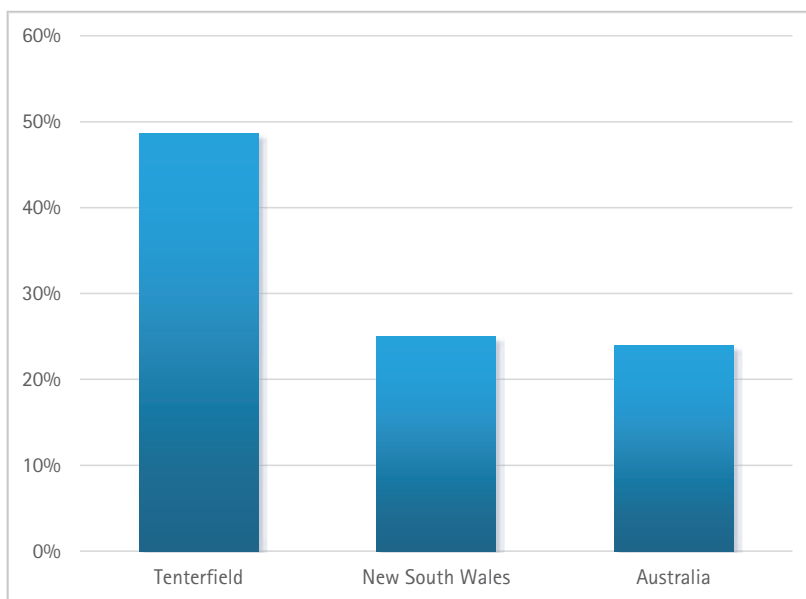
4.2 The Base Case & Options Considered

Base Case

The base case would be the current 'business as usual' situation, where the Tenterfield economy retains its heavy reliance on agriculture, health care and social assistance and the retail sector as the major employers (see Figure 2).

As explained in Section 3.3, this is not a desirable strategy as it will lead to a continuation of the current negative trends in population, youth disengagement, and an aging population structure. This population path leads to a high dependency ratio (the number of people aged 65 and over who are 'dependent upon' the 15-64 aged working population). As shown in Figure 14, this ratio is already very high for Tenterfield compared to the rest of NSW and Australia.

Figure 14. Comparative Dependency Ratios



Source: ABS Census 2001-2016

Option 1 – A Smaller Project

This option would see less than the proposed 174 km of new mountain bike trails developed. As summarised in Figure 10 above, this is the situation for every other purpose-built MTB complex in Australia with trail lengths varying from around 20 km to 120 km.

The reason this option has been rejected is that research shows 100 km or more of purpose-built trails is the benchmark in Australia to achieve recognised status as a 'trail destination' (Forrest MTB Trails Design Project 2019) and with sufficient infrastructure to support a 'trail town' (Table 4).

The objective is for the Angry Bull destination to be not just a 'locally or regionally significant' MTB destination, but a nationally significant MTB destination which will attract visitors from interstate and overseas.

Indeed, there are already several locally/regionally significant MTB tracks and trails in the region, most notably:

- The University of New England SportUNE track in Armidale
- The Piney track near Armidale
- The Tamworth Mountain Bike Park
- The Inverell Mountain Bike Park
- The Kooralbyn Valley Mountain Bike Park (near Beaudesert Qld)
- The Tamrookum Creek Mountain Bike Park (near Beaudesert Qld)

Table 4 shows the characteristics of local and regionally significant trails as opposed to a nationally significant trail which can support a trail town.

Also, a smaller project would not extend economic benefits out towards the smaller villages surrounding Tenterfield (e.g. Drake, Liston, Jennings, Urbenville). Stages 2 and 3 of the project extend the trails which start near the Tenterfield CBD to link up to trails further out hence bringing more visitors to those villages.

The Preferred Option – Angry Bull Trails

The Angry Bull Trails seeks to differentiate itself from these tracks by establishing as a major trail destination which can offer visitors different trail experiences over several days. It will be large enough such that the entire trail network could not be ridden in a single day, it will attract a key demographic with higher levels of disposable income and it has the infrastructure links to make Tenterfield a 'trail town'.

As noted in the Georgetown Mountain Bike Feasibility Study (2018), the MTB enthusiast is typically travelling for multi-day stays seeking unique and high-quality trail experiences, with larger trail volumes allowing rides of 30–40 km per day.



.....

The nearest destination offering a similar product would be the Thredbo MTB Park which is over 1,100 km south of the proposed Tenterfield development.

.....

The Angry Bulls project has the additional advantage over Thredbo of being close to the major international airport facilities and destinations of the Gold Coast and Brisbane, hence can attract visitors from interstate and from overseas.

The ABT Project is aligning itself with the IMBA criteria to become a recognised trail centre.

Table 4. MTB Trail Significance Classifications

Significance Level	Key Features
<p>Local Significance (e.g. Inverell tracks)</p>	<ul style="list-style-type: none"> • Important local recreation resource • Within 10 km of local communities • Within 20 km of another local level facility • No more than 20 km of waymarked trails • No more than 2 waymarked loops of 40mins to 2hrs duration • No less than 30% purpose-built single track • Basic facilities only, e.g. carpark, toilets
<p>Regional Significance (no local examples that fit all these criteria)</p>	<ul style="list-style-type: none"> • High level recreational & tourism resource • Within 50 km of a regional population centre • Within 50 km of another regional or national level facility • Primarily a day visit destination for the domestic market • When combined with other facilities can be a short break destination for both the domestic and international market • At least 40 km of waymarked trails • No less than 2 waymarked loops of at least 2hrs duration • No less than 60% purpose-built single track • Basic facilities, e.g. carpark, toilets, bike hire, light refreshments
<p>National Significance (no local examples that fit all these criteria)</p> <p>Angry Bulls MTB would meet these criteria</p>	<ul style="list-style-type: none"> • High level, high quality tourism resource of national significance ✓ • Appeal to both domestic and international markets ✓ • More than 100 km from another national level facility or more than 50 km from a regional level facility ✓ • Stand-alone short break destination ✓ • Part of a larger national long-term destination ✓ • Highest possible quality ✓ • At least 100 km of waymarked trails ✓ • No less than 4 waymarked loops of at least 2hrs duration with at least one loop of up to 4hrs duration ✓ • No less than 70% purpose-built single track ✓ • Associated with high quality visitor facilities, e.g. carpark, toilets, showers, bike hire, cafe ✓
<p>Trail Town (no local examples that fit all these criteria)</p> <p>Angry Bulls MTB would meet these criteria</p>	<ul style="list-style-type: none"> • Population centre based user services & facilities ✓ • Site-based user services & facilities ✓ • Associated infrastructure ✓ • Multiple trail models ✓ • Multiple trails ✓

Sources: Le Marchant (2019), Queensland MTB Strategy (2019)

Another measure of the suitability of the proposal to deliver an internationally recognised MTB trails destination is the International Mountain Biking Association (IMBA) trail rating system, which classifies trails as Gold, Silver or Bronze depending on a range of professionally and independently scored criteria. The maximum total score is 100 points.

The proposed Angry Bull Trails would score highly against the majority of these criteria as it provides the following:

- 174 km+ of trails
- The full variety of trail difficulty levels are included
- Range of single track options available
- Gravity tracks available
- Technical climbs and descents available
- Urban pump track available
- A gravity bike park available
- Tracks that can be used in all seasons available
- Retail options available – some of these are expected to be developed once the trails are constructed – bike shop, guided MTB tours, bike rental, shopping
- Food options – quality and varied eateries, coffee shop, grocery stores, brew pub (Deepwater has one), natural and organic food
- Accommodation – primitive and non-primitive camping, vans and RV facilities, motels/hotels, bike friendly accommodation
- Other – an airport within 1 hour (Armidale), medical/emergency facilities (Tenterfield Hospital)
- Signage
- Trailhead amenities – parking, toilets, water
- Trailhead access by bike – will be provided
- Shuttle/uplift options – expected to be developed
- Three or more days of riding
- Long distance adventure of at least 64 km
- Backcountry experience
- Community involvement – local MTB club, group rides, events, community support, land manager/owner support, trail data capture
- Tourism and marketing – online presence, other recreational options, riding season of greater than 10 months per year, trails marketing and promotion entity.

.....
The project would deliver a unique MTB destination in Northern NSW, with access to the highly populated south-east Queensland market and features which differentiate it from other MTB locations
.....

4.3 Project Scope

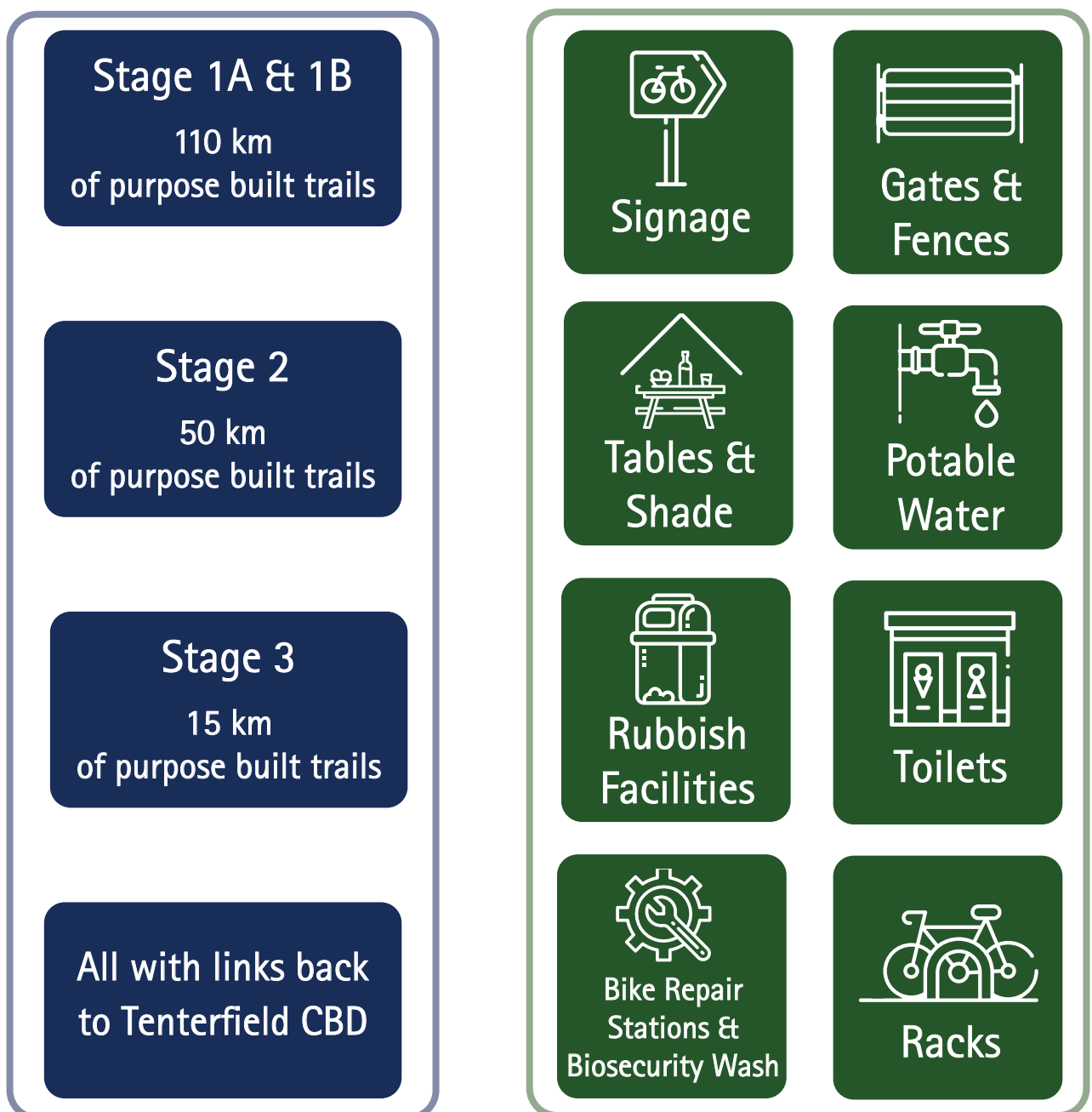
The project scope is illustrated in Figure 15.

As outlined above, the scope is to deliver a nationally significant MTB destination which will attract visitors from all over Australia and internationally, and cement Tenterfield's identity as a trail town like Derby in Tasmania and Thredbo in the Snowy Mountains region of NSW.

It will be of a scale and quality equivalent to, or superior to other nationally significant MTB destinations in Australia (e.g. Blue Derby, Thredbo) and around the world (e.g. Whistler MTB Park in Canada, 240 km of trails).

It will be critical to have easy links for riders back into the Tenterfield CBD, both via dedicated bike trails/lanes and/or shuttle services.

Figure 15. Project Scope



4.4 Project Costs

The preliminary capital costs for the project have been calculated and are based upon data from other studies and an understanding of the facilities visitors would expect to see at a world-class mountain bike trail destination. These figures were then further refined following the completion of the trail survey and design concept plan.

The Warburton Mountain Bike Feasibility Study (2013) revealed that visitors on mountain bike specific holiday would expect to see the following important infrastructure at trail heads (in order of importance):

- Car parking
- Maps
- Toilets
- Drinking water
- Picnic tables
- Shelter
- Notice board
- BBQ
- Café
- Bike wash facilities
- Local business advertising
- Bike shop
- Bike racks
- Change room
- Showers

This information is supported by the results of the potential user survey conducted for this business case (see section 3.8).

For this project, a café and bike shop are deemed to be commercial ventures whose existence would be stimulated by the delivery of the other public infrastructure, and therefore are not included in the capital cost which will be the subject of government funding applications. Similarly, showers, changerooms and bike wash facilities are expected to be located back in the Tenterfield CBD by either council or private operators and are not included in any government funding requests.

The remaining items have been included in the capital costs for which government funding will be sought (Table 5).

Table 5. Project Capital Costs

Angry Bull Trail Length	174
Trail design	603,213
Trail approvals	52,500
Trail Centre buildings and other areas	750,000
Survey	105,000
Trail construction	5,285,031
Signage and maps	267,758
Car parking	265,000
Toilets including install	275,000
Tables and shelters	235,000
BBOs	12,000
Bike racks	20,000
Bike repair/wash/charging stations	15,000
Pump and skills tracks	425,000
Other	145,000
Project management and coordination	603,255
Contingency (5%)	452,938
Total	9,511,696

Sources: Averages from several MTB feasibility studies, supplier quotes for similar projects, online cost estimates, Tenterfield Mountain Bike Destination Concept Plan (2021)



4.5 Visitation & Economic Benefits

Probably the most critical factor in this business case is estimating additional visitation to Tenterfield shire. Visitor numbers will drive additional expenditure and hence the economic benefits. Moreover, from a government funding and benefit-cost analysis perspective, the number of additional visitors attracted from other jurisdictions (e.g. from interstate or overseas) are critical.

Other MTB feasibility studies have based visitation estimates on broad projections including:

- The visitation at other similar MTB destinations
- A range of high and low projections
- A percentage of the catchment population who ride bikes and the number of rides per year they are likely to take

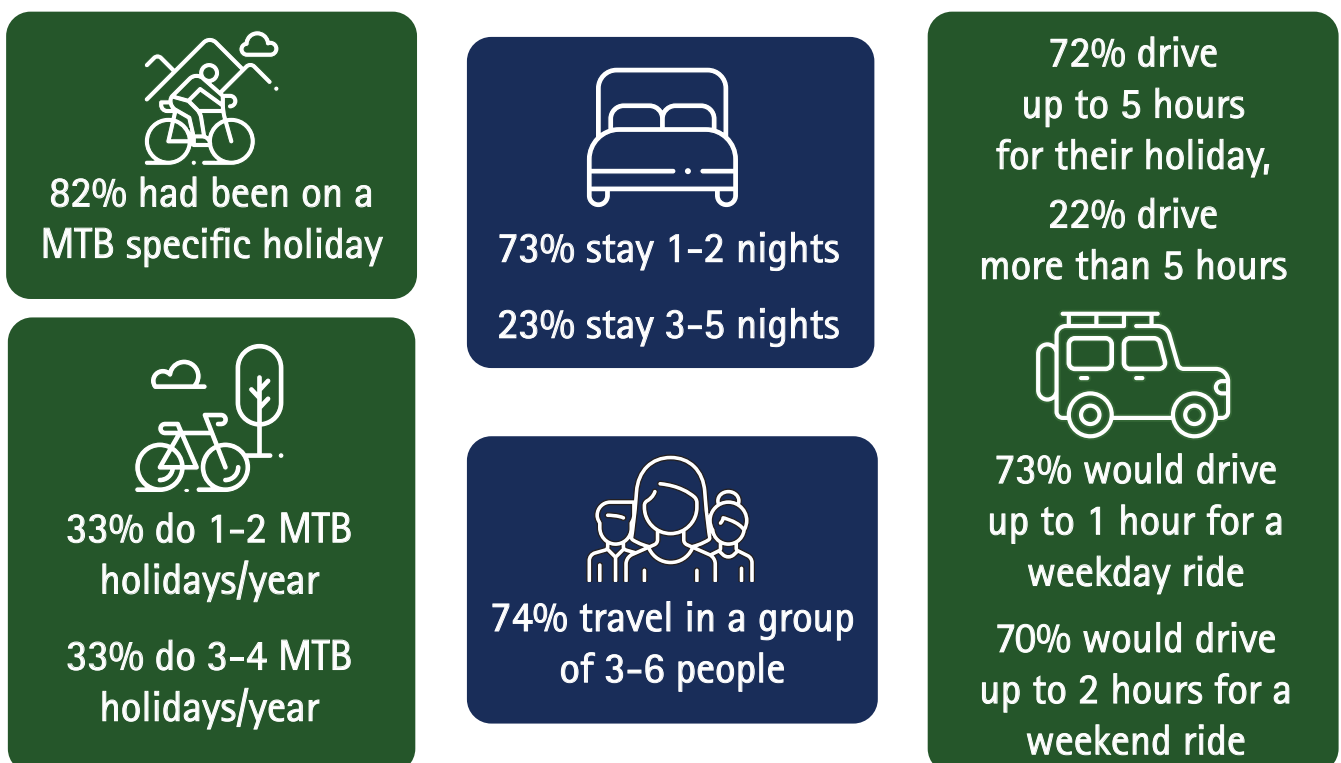
The Warburton Mountain Bike Feasibility Study (2013) conducted a survey targeted toward the existing mountain bike fraternity which revealed that the majority of likely users (72%) would drive up to 5 hours for a mountain biking holiday. 22% said they would drive more than 5 hours and 17% said they would fly within Australia. This places the Tenterfield within the catchment of key south-east Queensland population areas.

The study revealed a range of data which helps guide estimates of visitation to the Angry Bull facility (Figure 16).

Figure 17 shows the car travel distance radius's which are possible within a 5 hour drive of the Tenterfield Angry Bull Trails site. Critically, it includes high population centres in south-east Queensland including Brisbane, Gold Coast, Moreton Bay, Noosa and Toowoomba.

There are at least 26 mountain bike clubs registered with the Mountain Bike Australia Association within this radius (MTBA website 2020). The Warburton MTB Feasibility Study (2013) indicates that many mountain bike tourists would be willing to travel from these areas. Others would travel up to 8 hours for an MTB holiday which brings Sydney into the market catchment area, raising the number of registered MTB clubs to about 33.

Figure 16. Warburton MTB Visitation Data



Source: Warburton MTB Feasibility Study (2013)

Figure 18 shows the total populations within an approximate 1, 2 and 5 hour drive of the Angry Bull Trails site. There are in excess of 3.3 million people within the 5 hour drive radius and that does not include the Sydney area.

A survey in 2019 revealed that 3.43 million Australians ride a bike for transport or recreation in a typical week and around 8.39 million ride in a typical year (Austroads 2019). That represents 36% of the Australian population cycling at last once per year.

Figure 17. Travel Distances by Road to the Angry Bull Trails

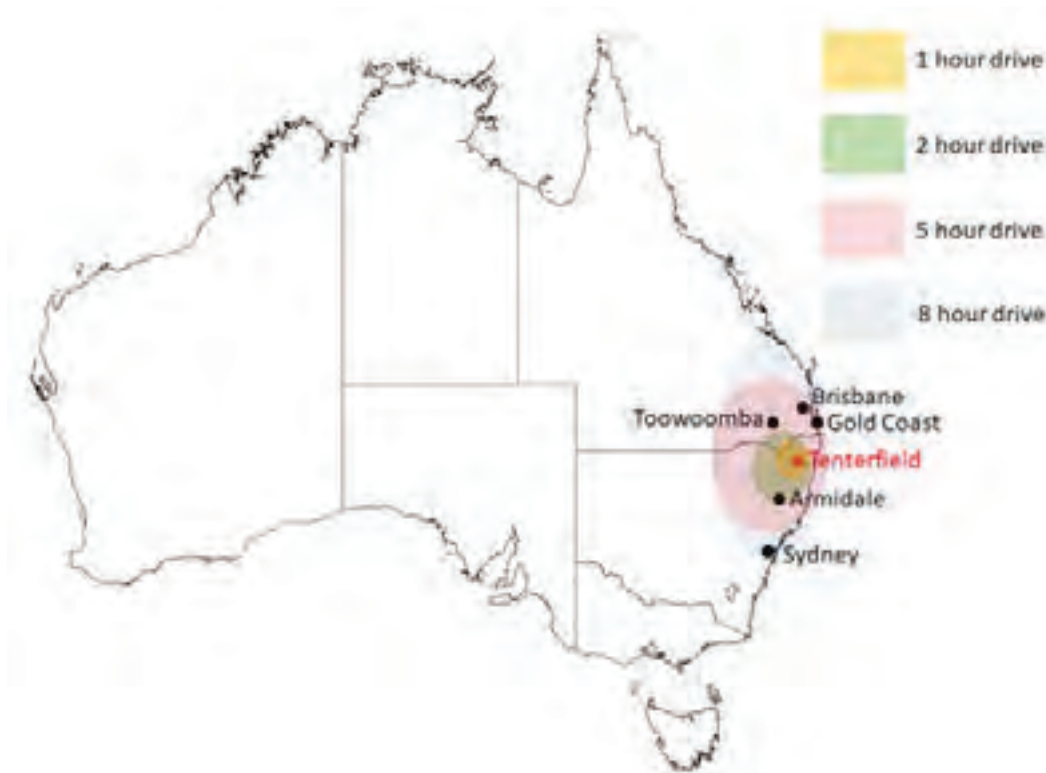
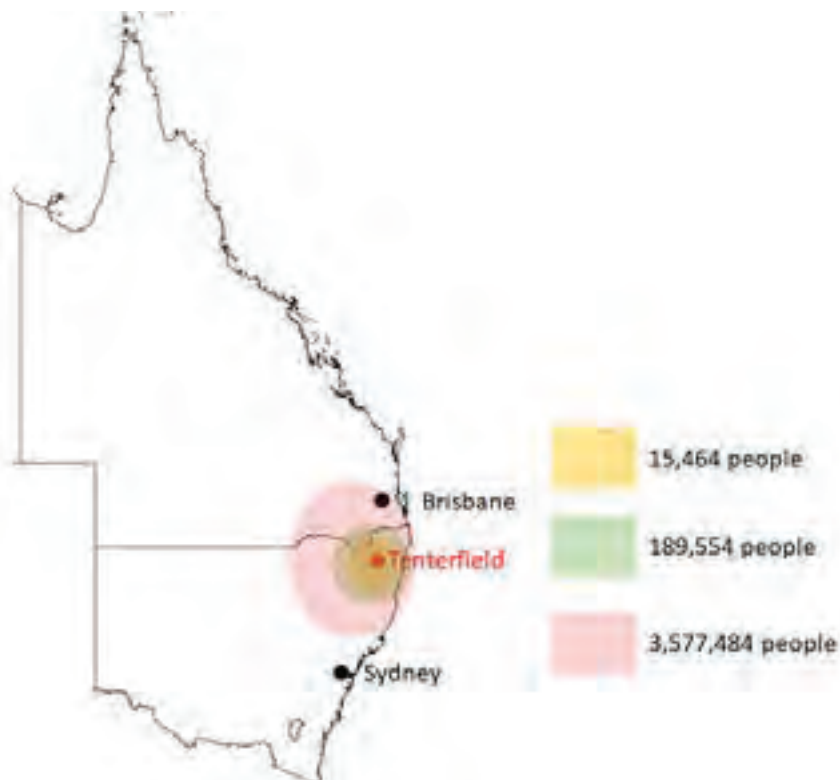
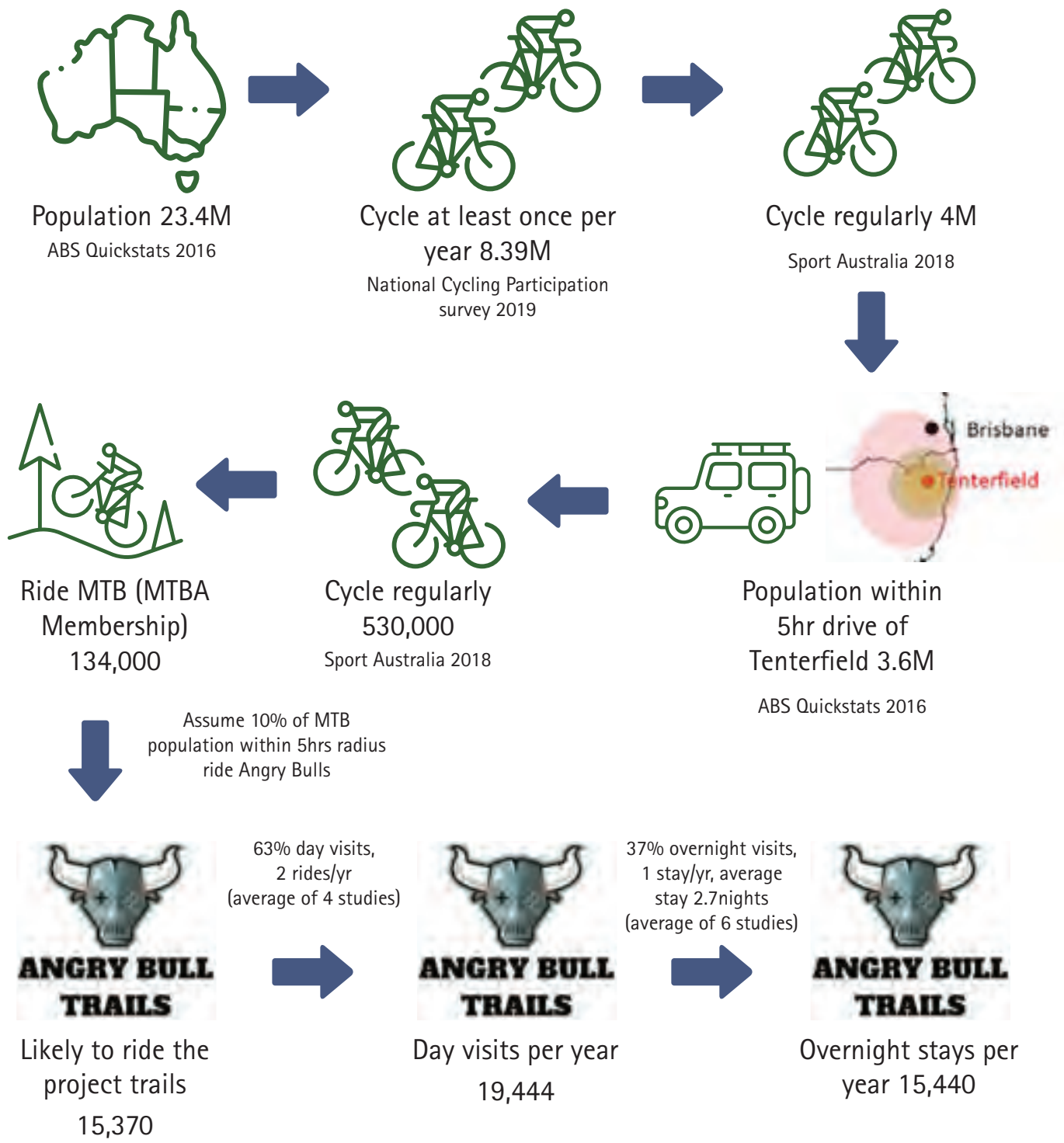


Figure 18. Total Population Within a 5 Hour Drive to Angry Bull Trails



Based on the likely key domestic driving market catchment (5 hour drive radius), cycling participation rates, the proportion of national cycling association memberships by cycling type and data from a range of other MTB feasibility studies, it is possible to estimate of the likely domestic drive visitation to the Angry Bull Trails (Figure 19).

Figure 19. Estimated Annual Visitation to Angry Bull Trails by Domestic Visitors Within a 5hr Drive Radius



These visitation estimates seem achievable (perhaps even conservative) in the context of the recent study on Australian mountain biking participation (GDH 2021) as they represent only 3-7% of the current MTB riding population.

In addition to new visitors within a 5 hour drive radius whose visits are triggered solely by the development of the new trails, there will be a proportion of existing visitors who stay longer to use the trails and new visitors who come for specific events (races) held on the trails.

The Omeo Business Case (Omeo Mountain Bike Destination Business Case (2019)) assumed 1.5% of existing visitors would stay on to use the trails. This business case has been more conservative and assumed only 1%. Similar event visitation numbers to the Omeo study have been used. Day trip and overnight expenditure are averages from a range of studies on MTB tourism.

The figures for total visitation are shown in Table 6. Day trip and overnight expenditures are combined with these figures to produce total direct visitor expenditure from all new visitors.

Table 6. New Visitor Numbers and Expenditures

New visitor cohort	Number	Overnight stays
Within a 5 hour drive radius (day trips)	19,444	0
Within a 5 hour drive radius (overnight stays)	5,649	15,440
Other visitors staying an extra night ¹	2,990	
Event visitors (1st year)	150	300
Event visitors (2nd year)	400	800
Event visitors (3rd year onwards)	900	1,800
	Totals	Expenditure
Total new day visits ²	19,444	\$952,737
Total new overnight stays ³	18,340	\$3,411,169
Total new expenditure		\$4,363,906
Total new expenditure from outside of NSW ⁴		\$3,491,125

Notes:

1. Assumes 1% of existing visitors to Tenterfield stay an extra night because of the trails
2. Average expenditure of \$49/day based on results of other MTB studies
3. Average expenditure of \$186/day based on results of other MTB studies
4. 80% of visitors from outside NSW based on 5hr drive radius LGA populations

A cross-check of these estimates is provided in Table 7, which compares the estimated Angry Bull Trails visitation to that actually achieved at other MTB destinations. This validation check suggests the visitation figures used in this business case are achievable.

Table 7. Comparison of Trail Visitation Numbers

MTB Destination	Trail Length (km)	Total Visitation (people p.a.)
Angry Bull Trails (NSW)	174+	37,783
Thredbo (NSW)	100	50,000
Blue Derby (Tas)	80	30,000+
Maydena (Tas)	120	25,000
Mt Buller (Vic)	60	45,000
You Yangs (Vic)	50+	150,000
Whistler (Canada)	80	200,000
Rotorua (NZ)	150+	250,000+
Queenstown (NZ)	100	57,000

Sources: Forrest MTB Trails Design Project (2019), Sparks (2018), Georgetown Mountain Bike Feasibility Study (2018), TRC (2017)

4.6 Benefit-Cost Analysis

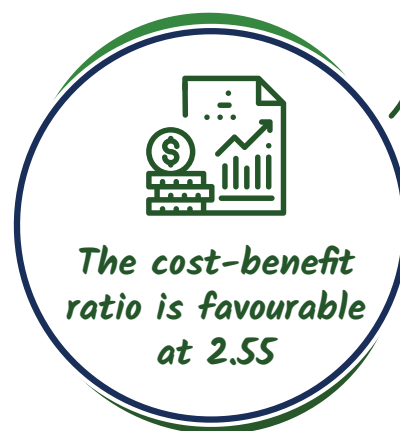
A benefit-cost analysis of the project has been conducted and includes the following key parameters:

Costs:

- Capital costs \$9.5M
- Annual operating costs \$3,798 per km of track

Benefits:

- New visitor expenditure benefits – measured as the value-added associated with \$4.3M of additional annual visitor expenditure. Value-added rather than gross expenditure is the correct measure of this benefit as it is an approximation of the additional producer surplus and caters for leakage and intermediate input effects.
- New visitor expenditure is based on an average daily spend of \$49 for day visitors and \$186 for an overnight stay. These figures are averages from five other MTB feasibility studies which document expenditure by various MTB visitor cohorts.
- Only the additional expenditure from visitors outside of NSW has been included as the NSW Government only includes interstate and international visitation in its benefit assessments.
- User health benefits from cycling taken from a Qld government study of the health benefits of cycling and walking – health benefits estimated at \$1.42/km for cycling and \$2.83/km for walking (Queensland Department of Transport and Main Roads 2016).



Sensitivity analysis of key parameters has been conducted to assess the robustness of the benefit-cost ratio (BCR).

The base-case assumes the following:

- 80% of visitors are from outside NSW. This is based on a population analysis of the local government areas within a 5 hour drive radius, and the results of the user surveys.
- Day visitors would do two trips per year to the trails.
- Overnight visitors would do one trip per year to the trails, staying an average of 2.7 nights (taken from studies of other MTB destinations, though the survey average was a 3 night stay).
- Non-riders were not included in the analysis even though the survey revealed most rider groups would have on average 2.3 non-riders in their group.
- It takes 3 years for the full visitation potential to be realised.

Figure 20. Summary of Benefit-Cost Results



The base case produces a very favourable BCR of 2.55 (Figure 20).

Eliminating the health benefits, reducing the number of visitors and increasing the capital cost still produces BCRs of greater than 1.0, indicating that the benefits of the project exceed the costs.

.....
**Calculated using conservative visitation estimates,
the Benefit-Cost Ratio is favourable
at 2.55 for the base case.**
.....

The only scenario which produces a BCR of less than 1.0 is when the visitation of MTB riders within a 5 hour drive radius is reduced to just 1% of that demographic. Even so, this is likely to be an overly pessimistic result as the benefits of expenditure by non-riding visitors has not been included.

4.7 Employment Benefits

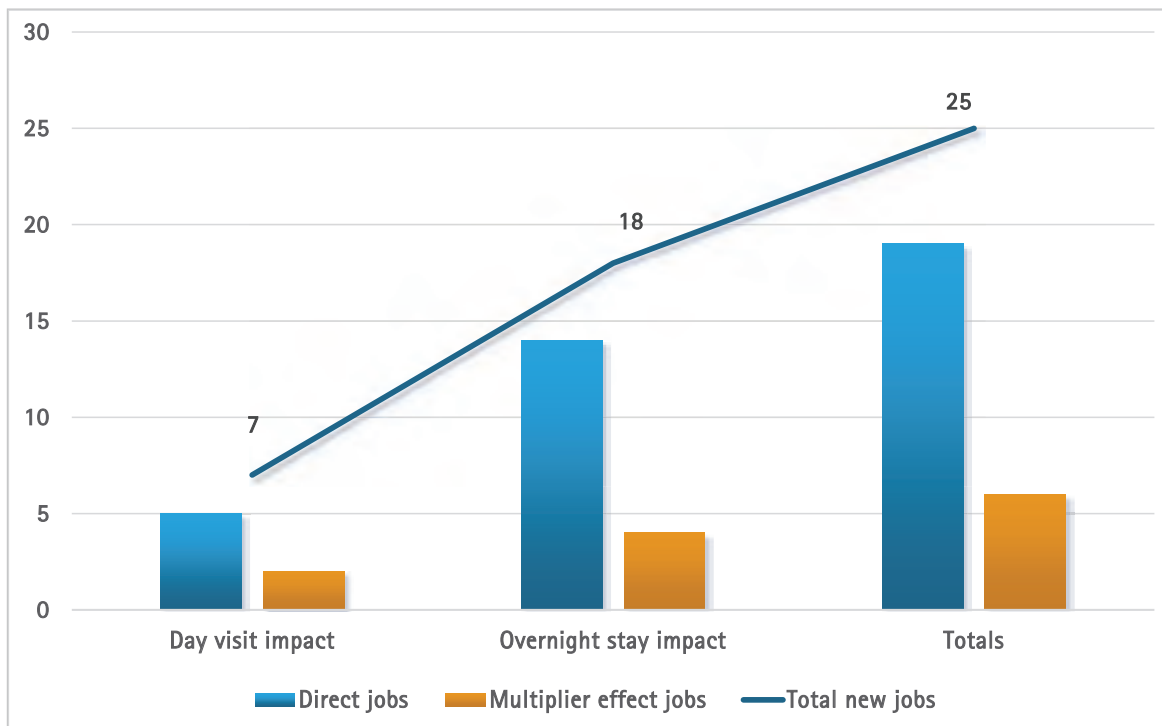
Jobs Created From New Visitor Expenditure

The REMPLAN software was used to calculate the additional employment in the Tenterfield shire which would be generated from new visitor expenditure (Figure 21). The project would generate an additional 25 jobs in the Tenterfield economy.

Note that the employment impacts are based on the additional visitor expenditure in the economy under its current structure and do not account for the employment that would be generated with the development of new businesses (e.g. shuttles for riders, other adventure tourism businesses that are spawned from the MTB developments).



Figure 21. Employment Impacts



Jobs Created During Construction

The REMPLAN software was also used to calculate the additional employment in the Tenterfield shire during the construction period based on a total capital expenditure of \$9.5M over 36 months (Jan 2022 – Dec 2024).

Trail and associated facilities construction would generate 31 jobs (13 direct and 18 indirect jobs) during that period in the Tenterfield economy.

Project Implementation



5.1 Key Tasks & Milestones

Key project tasks are outlined in Figure 22.



Figure 22. Project Tasks and Milestones

Stage	Activity	Concept		Design / Planning / Procurement				Stage 1A and 1B				Finalisation	Total Investment (\$)
		Jul-Sept 21	Oct-Dec 21	Jan-Mar 22	Apr-Jun 22	Jul-Sept 22	Oct-Dec 22	Jan-Mar 23	Apr-Jun 23	Jul-Sept 23	Oct-Dec 23	Jan-24	
Pre-project	Business Case Et Concept Design (completed)												25,000
	Site investigation (completed)												60,000
	Secure capital grant funding												10,000
Consultation	Public consultation (completed)												
	Landholder consultation/agreements												
	State Govt consultations (completed)												
Approvals	Land manager consent												45,000
	Environmental asesment												
	Access licence/agreements												
Tender Et procurement process	Finalise design of trails Et infrastructure												
	Prepare tender documentation												
	Tendering Et procurement contractors												
STAGE 1A													
Site Work Activities for <i>Trail Centre Bald Rock, Basket Swamp</i>	Surveying												
	Trail marking												
	Tree marking												
	Identify/relocate utilities if needed												
	Geotech/engineering investigation of drainage												1,146,614
Construction Activities for <i>Trail Centre Bald Rock, Basket Swamp</i>	Trail building												
	Drainage												
	Carpark construction												
	Pump track construction												
	Links back to CBD												
	Install signage												
Install trail furniture Et toilets												2,799,315	
STAGE 1B													
Site Work Activities for <i>Tenterfield Commons Curry's Gap</i>	Surveying												
	Trail marking												
	Tree marking												
	Identify/relocate utilities if needed												
	Geotech/engineering investigation of drainage												374,122
Construction Activities for <i>Tenterfield Commons Curry's Gap</i>	Trail building												
	Drainage												
	Carpark construction												
	Links back to CBD												
	Install signage												
Install trail furniture Et toilets												1,123,307	
Project Mangt Stage 1													451,755
Project opening													
Total Capital Cost													6,035,112

Project Governance & Legal Structure

Governance refers to the processes, activities and relationships that make sure the Angry Bull Trails initiative is effectively and properly run.

The Angry Bull Trails project is classified as a social enterprise as it combines a social mission (building and diversifying the Tenterfield economy) with a business model (developing new private commercial enterprises which contribute to and reinvest in the social mission). Figure 23 illustrates where a social enterprise fits on the spectrum of organisational structures. A key objective of a social enterprise is to deliver public benefit.

Figure 23. The Spectrum of Business Models



Source: MinterEllison, pers. comm. (2020)

Social enterprises can be not-for-profit or for-profit, they derive most of their income from businesses, but use a majority of that income for a social mission.

In order to fulfill the mission of a social enterprise, the legal structure considered most appropriate to manage the Angry Bull Trails project is a Public Benevolent Institution (PBI) with Deductible Gift Recipient (DGR1) status (MinterEllison, pers. comm 2020). This is a not-for-profit entity.

A PBI is a non-for-profit charity whose main purpose is to relieve poverty, sickness, suffering or disability. In this case, the main purpose of the PBI is to help relieve the social and economic disadvantage problems in Tenterfield, particularly the youth disengagement problem.

The Australian Charities and Not-for-profits Commission (ACNC) is responsible for determining PBI status. The ACNC registers organisations as charities, including particular types of charities such as PBIs and the Australian Taxation Office (ATO) accepts that an organisation is a PBI if it is registered by the ACNC as a PBI (ATO 2020).

This type of entity confers a number of advantages to the social objectives of the project, particularly those relating to revenue-raising for on-going track maintenance including:

- Can receive donations and grants which are tax-deductible
- Can use crowd-funding
- Can charge membership fees
- Can still access debt
- Can raise social investment bonds and micro-donations
- Surpluses re-invested in social programs

Initial start-up capital for the project will come from government funding, grants and donations.

Later revenue streams will include sponsorships, memberships, merchandise and event ticket sales.

Not-for-profit entities including PBIs are run by a board. Board members (or 'responsible persons') have the ultimate responsibility for running the charity, managing its finances, its operations and managing staff and volunteers. Key responsibilities of the board include (ACNC 2020) :

- Accountability – making sure the charity meets its obligations, manages its finances and operates transparently.
- Strategy – setting the charity's long-term goals and making sure it pursues its charitable purposes;
- Resourcing – securing funding and other resources to support the work of the charity.
- Advocacy – representing the charity to the community and to its members and stakeholders (with a chief executive officer and staff, if any).
- Monitoring – making sure the charity is run as required under its governing document and the law.

Board members would be either elected by members of the PBI or appointed by nomination under the rules of the entity.

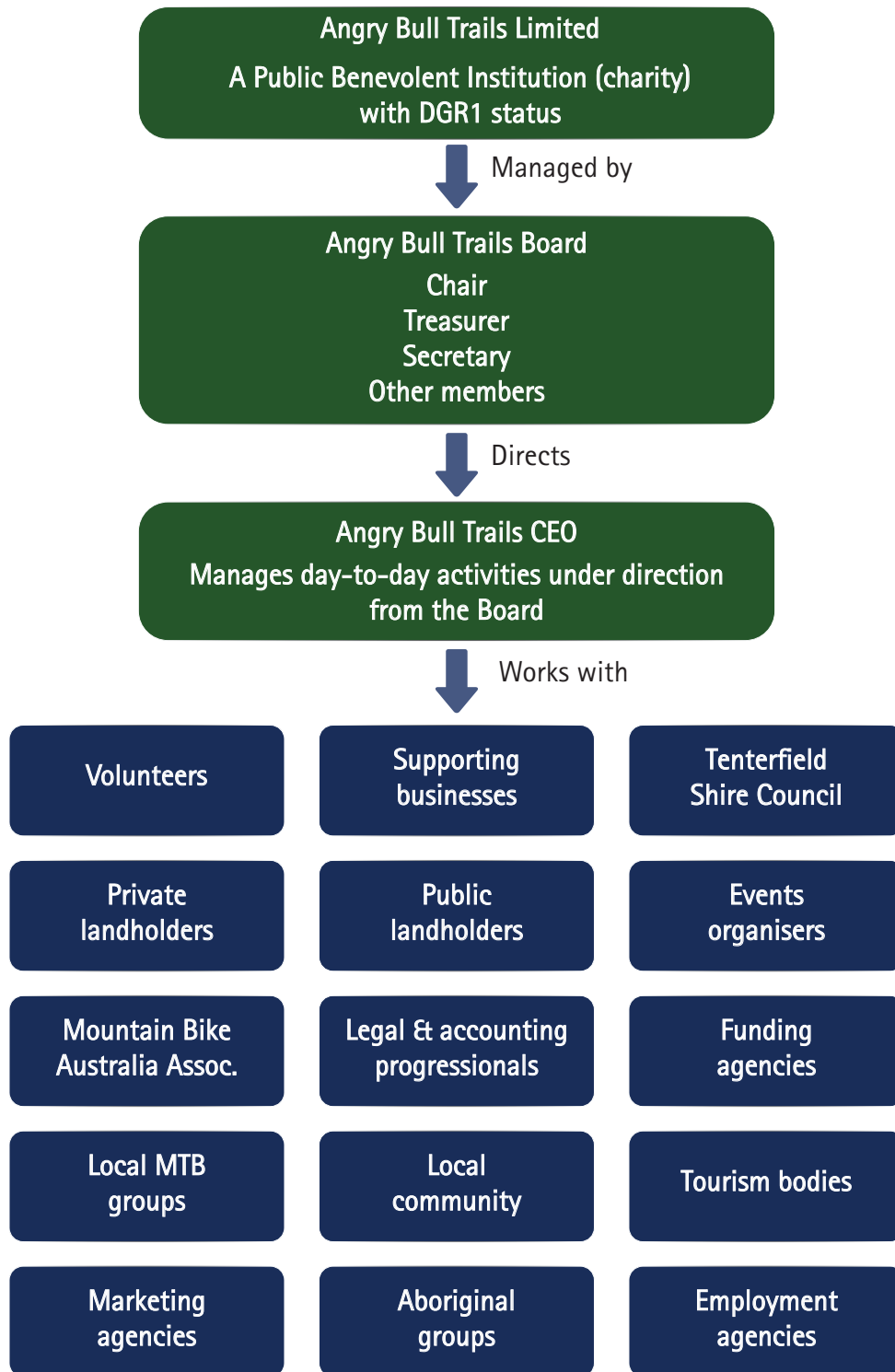
Staff will be employed to run the ABT trails (e.g. a manager or CEO to direct the day-to-day operations of the Angry Bull Trails enterprise and organise activities such as track audit and maintenance, direct volunteers, funding applications, member communications, business sponsorships, merchandise development etc. plus one other administrative position).

The ABT will commence business development activities at the same time which construction commences (e.g. developing forms of revenue to support trail management and maintenance) and so will set up an office in Tenterfield at that time.

The anticipated governance structure is shown in Figure 24.



Figure 24. Angry Bull Trails Governance Arrangements



5.2 Risk Assessment & Mitigation Strategies

Table 8 outlines the project risks and the risk mitigation strategies to be adopted.

Table 8. Project Risk Matrix

Item	Risk/s	Likelihood	Consequence	Rating	Mitigation strategy	Residual risk	Responsibility
Financial							
Funding	Secure external funding for trail design and mapping and then capital funding of full project	Moderate	Very high	High	Ensure funding submissions meet required guidelines & highlight the importance of the project to the community. Develop crowd funding campaign for trail design and mapping. Do not commit to the construction phase until access to the funding is secured	Medium	TSC, Angry Bull Team
	Council funds available	Low	High	Low	Funds already set aside for initial business case	Low	TSC
Costs	Tenders higher than estimated costs	Low	High	Medium	Detailed costings to be developed in trail design and mapping. In line with Council procurement process, reconsider project scope and/or seek Council approval for budget variation	Low	TSC, Angry Bull Team
	Variations during construction	Moderate	High	High	10% contingency factored into costs. Ensure appropriate contracts in place to tenderer must account for variations	Low	TSC, Angry Bull Team
	Lack of financial reporting/monitoring	Low	Low	Low	Monthly reports prepared in line with Council procedures, management group monitors	Low	TSC
Regulatory							
Regulations	Approvals not forthcoming from NPWS, Forestry Corporation, Crown Lands, TSC	Moderate	High	High	Ensure early engagement with all these entities before commencing construction to gauge likelihood of securing approvals and any issues which will modify plans. This should be conducted at trail mapping and design phase	Medium	TSC, Trail Design and Mapping Consultant
Planning approvals	Delay in approvals	Moderate	Moderate	Medium	Ensure external contractor supplies appropriate documentation. Ensure preliminary meetings with appropriate Council staff to reduce unnecessary delays. Obtaining all necessary approvals, permits, designs, specifications and environmental assessments before commencing	Low	TSC, Trail Mapping and Design Consultant, construction contractors
Grant documentation	Approval & acquittal documentation not completed	Low	Low	Low	Ensure appropriate financial records kept, expenditure meets guidelines & all documents completed & checked prior to return	Low	TSC, Angry Bull Team
Procurement							
Detailed design & tender documentation	Delayed	Low	Moderate	Low	Detailed design work will have been completed in trail mapping and design. Council experienced in developing tender documents.	Low	TSC, Trail Mapping and Design Consultant
Successful tenderer	Delay in response or engagement	Moderate	High	High	Ensure documentation is accurate. Ensure queries responded to/information supplied in a timely manner. Follow Council procurement processes	Low	TSC
Poor response to tender	Delayed	Low	High	Medium	Develop clear precise tender documentation, ensure sufficient reach in advertising, sufficient time to respond, target specific firms for feedback, re-write & re-advertise if needed	Low	TSC
Pre-Construction							
Approvals and consultation with landholders/community	As above and below	Moderate	High	High	Extensive consultation with all landholders must be conducted and any issues resolved during trail mapping and design process	Medium	TSC, Trail mapping and Design Consultant

Item	Risk/s	Likelihood	Consequence	Rating	Mitigation strategy	Residual risk	Responsibility
Construction							
Project management	Appropriateness of Project Manager & team to deliver	Low	Low	Low	Experienced Project Manager and team from TSC to be involved, experienced contractor selected with extensive history of MTB trail construction	Low	Contractors, TSC, Angry Bulls Team
	Staff coverage	Moderate	Moderate	Medium	Regular meetings of project team with contractor to ensure continuity, appropriate documentation kept to allow temporary team replacement at short notice	Low	TSC
Communication	Poor landholder/community communication	Low	Moderate	Low	Ongoing consultation with adjoining landowners and state government agencies to clarify/confirm need for, and precise location of, requested items	Very Low	TSC, contractor
Safety	WHS incidents	Moderate	Moderate	Medium	Successful tenderer to have own risk management controls in place, sub-contractors are the tenderers responsibility	Low	Contractors, TSC
Flooding of the construction site.	Delays	Low	Moderate	Low	Within the construction contract make the contractor aware of the risk to the site of a major flood, and the contractor take the commercial risk.	Low	Contractors, TSC
Timeframe	Delays	High	High	High	Regular onsite meetings with successful contractor to ensure potential delays identified and addressed ASAP	Low	Contractors, TSC, Angry Bulls Team
Design changes	Site characteristics require design amendments	Low	High	Low	Unlikely given trail mapping and design will involve detailed survey and design of sites	Low	TSC, Trail Mapping and Design Consultant
	Changes to design by Councils/community/landholders/NSW Govt post-start	Low	High	Low	Unlikely as above	Low	TSC, Trail Mapping and Design Consultant
Construction materials	Unable to be sourced	Low	High	Low	Unlikely as materials commonplace. Select tenderer with proven ability to source materials. Regular onsite meetings with successful contractor to ensure potential materials issues are identified ASAP.	Low	Contractors, TSC
Landholder/community cooperation/opposition	Unable to secure cooperation, opposition to the project from landholders along the route or community in general	Low	High	Low	Unlikely due to consultation during trail mapping and design, and relatively low number of private neighbouring landholders	Low	TSC, Trail Mapping and Design Consultant

Item	Risk/s	Likelihood	Consequence	Rating	Mitigation strategy	Residual risk	Responsibility
Operation phase							
Visitation	Estimated visitation levels not met	Moderate	High	High	Trail mapping and design to develop a detailed marketing & communication plan, ensure it is implemented.	Medium	TSC, Trail Mapping and Design Consultant , Angry Bull Team
Trail & infrastructure maintenance	Maintenance not conducted to standards	Low	Low	Low	Trail mapping and design to detail maintenance requirements, TSC and Angry Bulls Team to dedicate resources	Low	TSC, Trail Mapping and Design Consultant , Angry Bull Team
Trail & infrastructure maintenance	Lack of funding for maintenance	Moderate	High	High	Trail mapping and design to detail maintenance funding options, ensure these are pursued, TSC to allocate some funds	Medium	TSC, Trail Mapping and Design Consultant , Angry Bull Team
Social goals	Social mission of boosting local employment not met	Moderate	Moderate	Medium	Young residents not only given priority in employment, but included in the initial planning process, underscoring the intention of community value creation	Low	TSC, Angry Bull Team
Land tenure	Loss of trail connectivity	Moderate	High	High	Ensure access arrangements are in place for all land tenures during the community stakeholder phase, private land particularly important	Low	TSC, Angry Bull Team
Environment	Environmental damage	Moderate	Moderate	Medium	Trails professionally designed and constructed	Low	TSC, Trail Mapping and Design Consultant , Angry Bull Team

5.3 Asset Management

Trail and infrastructure maintenance are important for a number of reasons:

- Achieve maximum usage by the intended users
- Make trails last as long as possible
- Ensure that trails do not become dangerous to the users
- Exercise the land manager's duty of care to provide a safe environment for users
- Minimize the legal liability to the land manager

The Angry Bull trails will located on a range of different land tenures:

- National Parks
- State Forests
- Tenterfield Shire Council land
- Crown Lands (Travelling Stock Routes)

This means that responsibility for asset management will be held by several different agencies.

Fire trails will be largely maintained by NSW National Parks and Wildlife Service in national parks and by Forestry Corporation of NSW in state forests, probably with some assistance from volunteers (e.g. MTB club members).

However, MTB specific single trails and other infrastructure on all land tenures will likely be managed by both paid contractors managed by ABT Ltd. as well as volunteers from mountain bike clubs hired by the Angry Bull Trails governance organisation. This is how many other trails in the region are maintained (e.g. the New England Mountain Bike Club conduct virtually all trail maintenance activities on the trails around Armidale. These trails are located in state forests, in crown reserves and on University of New England land). Formal/informal agreements are in place for these maintenance activities.

Given the MTB destination profile that is a key objective of this project, it is expected that a higher level of maintenance input than can be supplied by volunteers will be needed. For this reason, a budget of \$3,798 per km for annual trail maintenance and operations has been factored into the financial estimates to cover professional maintenance input.

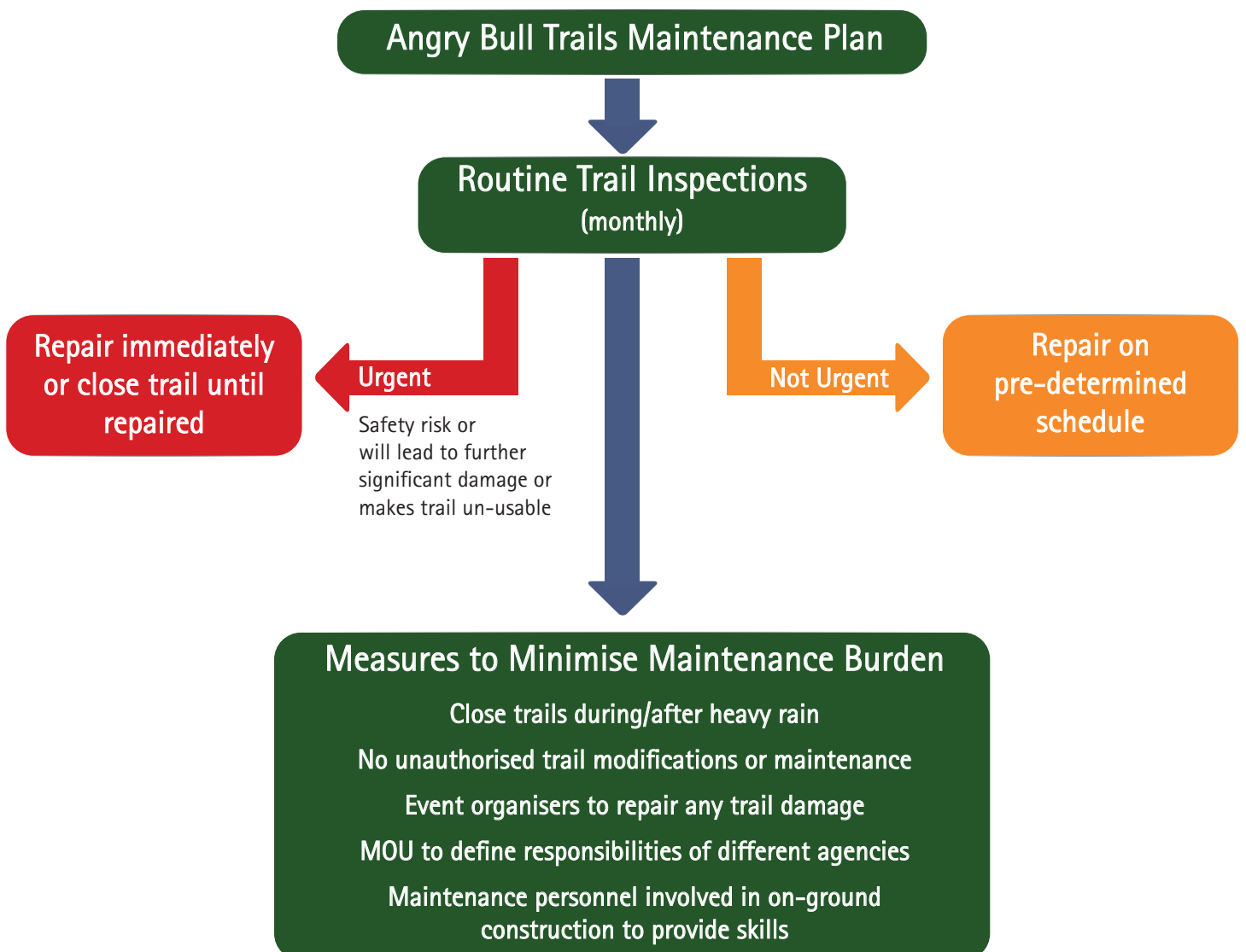
Trail design and construction should be carried out in accordance with best practice for environmental sustainability to minimise the on-going maintenance requirements.

Typical trail maintenance activities will include:

- Removal of excessive trail organic matter (e.g. branches, leaf litter)
- Control of vegetation encroachment – especially important to maintain a safe line of sight on trails
- Rectifying/preventing erosion and water damage and water accumulation
- Maintaining the trail profile – avoiding a cupped or concave trail surface
- Providing good trail drainage, particularly at grade reversal points
- Signage maintenance

The best way to ensure trail asset management is conducted in a timely manner is to establish a trail maintenance plan. Figure 25 summarises the key issues which need to be considered in the trail maintenance plan.

Figure 25. Angry Bull Trails Maintenance Process



5.4 Regulatory Approvals

The issue of seeking approvals and access agreements for the various land tenures is currently underway. Preliminary discussions have already commenced with Forestry Corporation of NSW, National Parks and Wildlife Service and Local Land Services (regarding TSRs).

Discussions with the New England Mountain Bike Club who operate MTB tracks across a range of land tenures reveal:

- The Club have an MOU with the University of New England (UNE) for the UNE track regarding maintenance etc.
- Armidale Regional Council own and maintain the land on which the Kookaburra Crest track is situated.
- The Club have special licences with Crown Lands for tracks on Travelling Stock Reserves (TSRs).
- The Club has an informal agreement with the NSW Forestry Corporation for the Piney Track in the state forest. This places limits on the amount and type of work they can do (e.g. a maximum height for structures), and they inform the Forestry Corp. when undertaking certain activities (e.g. carting soil in for track repair).
- For events, Forestry Corp. require them to take out an event licence where there are more than 70 participants.
- They must also work with the Pine Forest Community Group.

Biosecurity issues will also need to be addressed. The Local Land Services Biosecurity Plan for Crown Corridors will be a good starting point to address most concerns. The Biosecurity Plan developed for the New England Rail Trail project will also be a key reference document for the Angry Bull Trails.

5.5 Marketing

It is critical that the managing entity be aware of the significant role of technology in marketing Angry Bull Trails.

The internet, and in particular social media have enabled consumers to investigate and participate in an ever-increasing number of product/service reviews. TripAdvisor, as an example recorded 150 million reviews in February 2014 alone and records over 2 billion website visitors per year.

Peer reviews, 360° video tours and access to increasing amounts of data, allow consumers to make highly informed choices. The ABT must provide effective narratives and stories within its marketing strategies, as these will be key to the projects ongoing success.

A complete strategic plan (situational analysis and the sustainable competitive advantage) will be completed in the next stage of planning. This will include PESTLE (Political, Economic, Social, Technological, Legal and Environmental analysis, giving a bird's eye view of the whole environment from different angles while contemplating a certain idea/plan). Also 5 FORCES review (macro analysis of competitive issues) and VRINO (internal resource analysis which defines an entities resource strengths and their competitive potential).

These reports will highlight the ability of the ABT to identify both the region and projects unique resources and capabilities that will be needed to craft organisational competencies, a long-term competitive advantage and the best marketing approach.

Segmentation

The Marketing Strategy will focus its attention to both psychographic and behavioural segments.

Demographic segmentation alone does not give a great deal of insight into the depth and context of the MTB market. The current gender ratio is approx. 80/20 male to female. However, the female segment continues to increase.

The MTB community are health and fitness conscious and place a high priority on environmental sustainability and cultural experiences (as confirmed in the survey results in Section 3.6). These perspectives, combined with the biking experience, are of equal importance and this should not be overlooked. Crucially, this balance is essential for those secondary participants that may not engage in biking but want to immerse themselves in historical, cultural, agricultural and environmental experiences.

Psychographic Segments

This deals with lifestyle choices. Within this group we can identify a sub-group of Lifestyles of Health and Sustainability (LOHAS). It is important be aware of this group (LOHAS) and satisfy the relevant needs.

Behavioural Segments

Take into account a customer's response to particular products and services. With regards to a social enterprise, consumer loyalty could be viewed explicitly as those attracted to the product/service or implicitly as those buying the social impact of the project.

Moreover, there are consumers that require a fusion of both. A project that imbeds social values within the business model, combined with principles that value a regenerative process will be of paramount importance to this segment.

Targeting

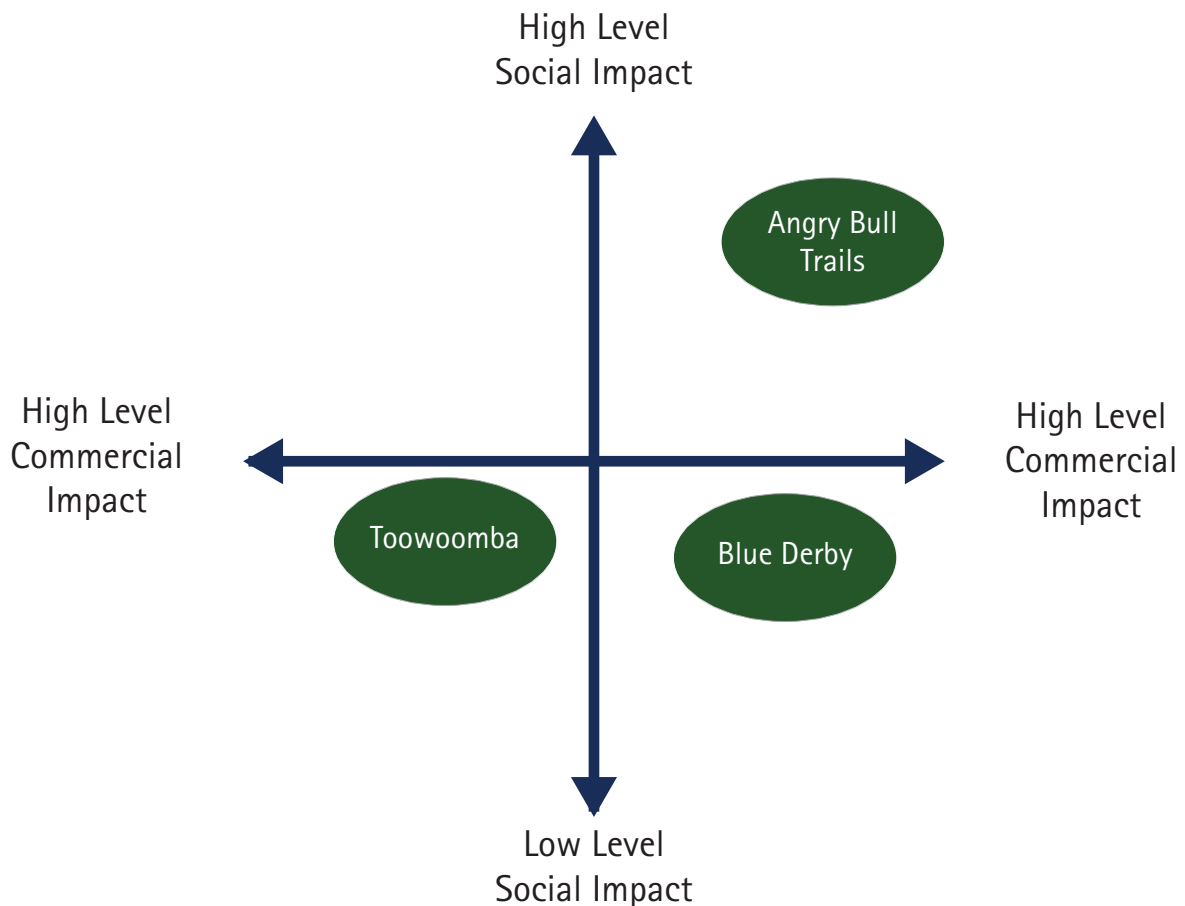
The MTB market requires a niche marketing approach. A small, well defined market will allow the ABT to gain a well-defined understanding of the customer and their needs. This will enable a clear articulation of competitive advantage with a strong value proposition, simultaneously focusing the strategy and creating a strong brand position.

Positioning

Angry Bull Trails will meet the requirements of its customers through experiential positioning. Specifically, the need to stimulate both sensory and emotional connections.

These characteristics are both explicit and implicit and will be important factors in both the commercial and social impact that the project will generate. The perceptual map below (Figure 26) indicates that the trails will aggregate both commercial and social impact, creating an advantage over competitors.

Figure 26. Angry Bull Trails Location Comparison



Marketing Mix

The trails are providing a product that is essentially a service, so three key elements will need to be considered.

1. People, the role of those delivering the service;
2. Physical attributes, the environment the service resides within;
3. Process, how the service is delivered.

More details will be provided within the marketing strategy. However promotion will concentrate on the following methods:

- Direct marketing to members/supporters/partners (Enews).
- Digital social media platforms such as Facebook and Instagram. User co-created content to be easily uploaded to social media unedited and organic.
- Website constructed that identifies the organisation, who we are, contacts, supporters, history, trail network maps, downloads, donation/supporter portal, supporter directory, events etc. Employment pathways. Social enterprise credentials. How ABT plans on creating and measuring 'regenerative tourism' benchmarks.
- Public relations, feeding news outlets, podcasts, blogs etc, particularly those specific to MB such as Flow, Yaffa, AMBMag, BikeRadar etc.
- Memberships/Supporter strategy. To encourage sponsorship and donations for tracks/trails/employment initiatives/training programmes/seminars/conferences/events.
- Merchandise. High quality, sustainable, recycled material used to produce visually attractive merchandise. T-shirts, hoodies, caps, beanies, water bottles, Keep Cups etc.

5.6 Project Cash Flow

The project will require the establishment of an entity with dedicated staff to manage project implementation, trail construction, the sourcing of revenue for on-going operations (e.g. from sponsors, memberships, merchandise sales) and to engage with stakeholders.

A budget for these activities is shown in Table 9. The operational budget for the project becomes cash flow positive 4 years after the capital construction commences.

Table 9. Project Management and Operations Budget

Year	2021	2022	2023	2024	2025	2026	2027
Revenue							
Grant funding & co-contributions	60,000	4,316,706	1,623,406	3,571,584			
Memberships			60,000	66,000	72,600	79,860	87,846
Sponsorships, donations & grants			200,000	302,500	430,250	498,275	574,603
Merchandise sales			15,000	16,500	18,150	19,965	21,962
Events				130,000	130,000	130,000	130,000
Total Revenue	60,000	4,316,706	1,898,406	4,086,584	651,000	728,100	814,410
Costs							
Capital costs & feasibility studies	60,000	4,316,706	1,623,406	3,571,584			
Rent			13,000	14,820	16,895	19,260	21,956
Wages			150,000	412,500	433,125	454,781	477,520
Insurance			12,000	13,680	15,595	17,779	20,268
Utilities			6,000	6,840	7,798	8,889	10,134
IT & hosting			36,000	41,040	46,786	53,336	60,803
Postage			6,000	6,840	7,798	8,889	10,134
Track maintenance materials			10,000	10,000	10,000	10,000	10,000
Contingency			12,000	24,000	30,000	36,000	60,000
Total Costs	60,000	4,316,706	1,868,406	4,101,304	567,996	608,934	670,814
Operational cash flow	0	0	30,000	-14,720	83,004	119,166	143,596
Cumulative cash flow	0	0	30,000	15,280	98,284	217,450	361,046

Notes:

1. Commencing with 800 memberships at \$75 each
2. Costs increase at 14% pa
3. Wages increase at 5% pa

Membership rewards would include items such as:

- Event ticket reduced pricing
- Transport discounts
- Accommodation discounts from sponsors
- Early bird access to new trails
- Monthly e-newsletter
- Bike repairs/accessories discounts
- VIP access all areas for special events

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Developed by RDA - Northern Inland
for Tenterfield Shire Council
October 2020 - August 2021