



TWEED DMP 2023 - 2027 REVIEW

Discussion Paper

1. PURPOSE OF THE REVIEW

Recognising the importance of tourism to the region's local economy, and given the very significant impacts to the tourism sector in recent years, The Tweed Tourism Company (TTC) is reviewing the region's Destination Management Plan (DMP), first implemented in early 2019, to ensure that it remains up-to-date and relevant, and to ensure that the region and all stakeholders are on track to grow tourism visitation, length of stay and visitor expenditure to the Tweed region.

As a part of this review process, TTC is implementing an extensive consultation process with the region's tourism sector and key stakeholders in order to determine what strategic directions within the existing document are still valid, and which directions/outcomes require changing. The aim of the revised DMP will be to provide the framework and strategic direction for industry to work together to achieve targets and goals over the next 4 years (2023 - 2027).

It is proposed that the Tweed DMP is then reviewed annually by TTC in partnership with other key stakeholders to measure its progress against the identified targets and strategies, and make necessary changes if required.

2. DMP REVIEW METHODOLOGY

The DMP review process will involve a thorough consultation process with industry and key stakeholders, and included the following key steps:

MOBILISATION

- Identification of key stakeholders.
- Desktop Review and Market Assessment.

CONSULTATION

- Development and distribution of a Tweed DMP Discussion Paper to key stakeholders, outlining the current situation in comparison to 2019, and the strategies and goals developed in 2019.
- Consultation workshops with key stakeholders and industry to be facilitated within the Tweed Shire Council area.

STRATEGY IDENTIFICATION

- Incorporating stakeholder feedback to develop a first draft of the reviewed Tweed DMP 2023 - 2027.
- Second round of consultation with key stakeholders, including Destination New South Wales (DNSW), Destination North Coast (DNC) and the New South Wales National Parks and Wildlife Service (NPWS) to discuss, refine and prioritise identified strategies for inclusion in the Tweed DMP 2023 - 2027.

DMP DELIVERY

- Feedback received, assessed and incorporated into the final Tweed DMP 2023 - 2027.
- Delivery of the final plan to TTC for implementation.



3. STRATEGIC CONTEXT

The revised Tweed DMP 2023 - 2027 aims to be closely aligned to both the North Coast NSW Destination Management Plan 2022 - 2030 (developed and implemented by Destination North Coast), and in particular, the NSW Visitor Economy Strategy (VES) 2030.

The NSW Visitor Economy Strategy highlights 3 key strategic phases, which include:

- **Recovery Phase to 2024** - This phase is focused on assisting businesses and the industry to rebuild. The goal is to return to pre-COVID levels of total visitor expenditure to pre-COVID across NSW.
- **Momentum Phase to 2026** - This phase is focused on building total visitor expenditure beyond the levels they were by the end of 2019, and it is recognised that the large number of major infrastructure projects completed during this period, including the new Western Sydney Airport in 2026, will be crucial in growing and expand the visitor economy in NSW. Visitor expenditure is expected to grow strongly during this time to reach over \$50 billion (state wide) by 2026.
- **Accelerate Phase to 2030** - It is aimed that, by 2030, momentum gained through the increased capacity and investment in the visitor economy over the previous phases will continue to accelerate growth, with visitor expenditure targeted to reach \$65 billion state wide.

The NSW Visitor Economy Strategy also highlights a number of **Ambitions, Outcomes, and Visitor Expenditure Targets** which include:

AMBITIONS

 <p>Economic prosperity, jobs and lifestyle opportunities for the people on NSW</p>	 <p>A compelling destination brand and iconic and world-renowned visitor experiences</p>	 <p>Sustainable visitor destinations and world-class infrastructure</p>	 <p>Vibrant tourism, transport, retail, sports, events, 42-hour economy, arts and creative industries</p>	 <p>Globally connected business and education sectors</p>
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OUTCOMES

 <p>Grow the NSW visitor economy</p>	 <p>8% Contribution to Gross State Product (GSP) by 2030 (6% in 2019)</p>	 <p>+10% Visitor economy job growth by 2030 (296,000 jobs in 2019)</p>
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VISITOR EXPENDITURE TARGETS

<p>Total Visitor Expenditure \$65 Billion by 2030 From \$43B in 2019</p>	<p>Domestic Day Trips \$10 Billion by 2030 From \$8.3B in 2019</p>	<p>Overnight Visitor Expenditure \$55 Billion by 2030 From \$35B in 2019</p>	<p>Total Domestic Visitor Expenditure \$47 Billion by 2030 From \$31.9B in 2019</p>	<p>Regional Overnight Visitor Expenditure \$25 Billion by 2030 From \$20.5B in 2019</p>	<p>Total International Visitor Expenditure \$17 Billion by 2030 From \$11.4B in 2019</p>
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Source: NSW Visitor Economy Strategy 2030



3. STRATEGIC CONTEXT (CONT.)

In addition to this, the Strategy focuses on 5 key Strategic Pillars, which have subsequently been adopted by DNC in the *North Coast NSW Destination Management Plan 2022 - 2030*. The Strategic Pillars and objectives from both the VES and North Coast DMP include:

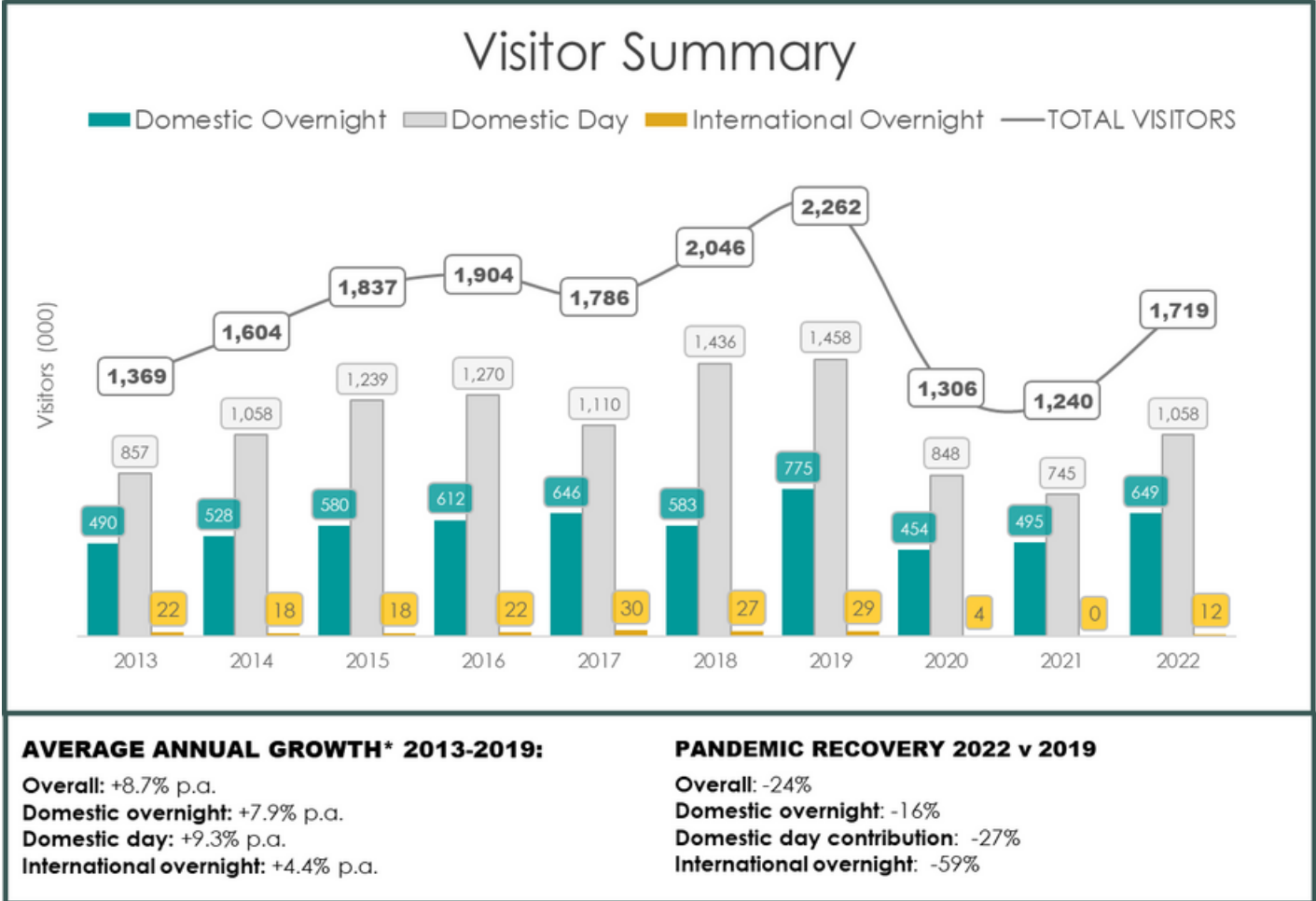
	Road to Recovery	Build the Brand	Showcase our Strengths	Invest in World Class Events	Facilitate Growth
VES Strategic Pillars	A comprehensive program of marketing and industry development will ensure NSW recovers quickly from the impacts of COVID-19, bushfires, drought and floods and elevates its status as the premier visitor economy in the Asia Pacific.	Compelling new brands will be developed for Sydney and NSW to provide a strong foundation for differentiation, consumer messaging, local pride and competitiveness to turbocharge recovery and accelerate future growth.	NSW is a state of breathtaking diversity and bucket list visitor attractions and experiences. We will focus on existing strengths and develop new opportunities to ensure place making, destination marketing, events and visitor experiences drive visitation.	An accelerated investment in signature sporting and cultural events as well as business events will help position Sydney and NSW as the events capital of the Asia Pacific, drive visitation and enhance the social wellbeing of NSW residents.	Investing in infrastructure, job creation, industry resilience and sustainability, future planning, and better ways to do business will ensure the continued growth and future prosperity of the NSW visitor economy.
North Coast DMP Strategic Objectives	<p>Support visitor economy businesses to welcome visitors back to 2019 levels by 2024 through targeted support programs.</p> <p>Provide leadership and advocacy to coordinate and represent the needs of the North Coast NSW economy.</p>	<p>Build community pride and awareness of the visitor economy's benefits across the region.</p> <p>Strengthen partnerships between LGAs.</p> <p>Increase the quantity of North Coast NSW product promoted digitally.</p>	<p>Build authentic experiences around the region's product strengths.</p> <p>Support growth of wellness, food and beverage, aboriginal product.</p> <p>Facilitate growth of paid nature-based experiences.</p> <p>Improve quality of commercial accommodation.</p> <p>Focus on increasing average length of stay and yield.</p>	<p>Use events to encourage greater visitor dispersal.</p> <p>Position North Coast NSW as the premier participative sporting event host in regional NSW.</p> <p>Encourage events that increase visitation across low and shoulder season.</p>	<p>Support the facilitation and attraction of key infrastructure projects.</p> <p>Advocate for a streamlined planning process.</p> <p>Support the industry to increase sustainable operations.</p> <p>Support the development of accessible tourism product and experiences.</p>

Source: NSW Visitor Economy Strategy 2030 and Destination North Coast DMP 2022 - 2030.

4. SITUATION ANALYSIS - THE TWEED

A. REGIONAL VISITATION AND PERFORMANCE

From the year ending December 2013, through to December 2019, the Tweed Region had performed strongly on all visitation fronts - seeing solid increases in overall visitation and the number of overall visitor nights. The year ending December 2019 in particular was very strong - with the year producing the best visitation results for the Tweed region on record.



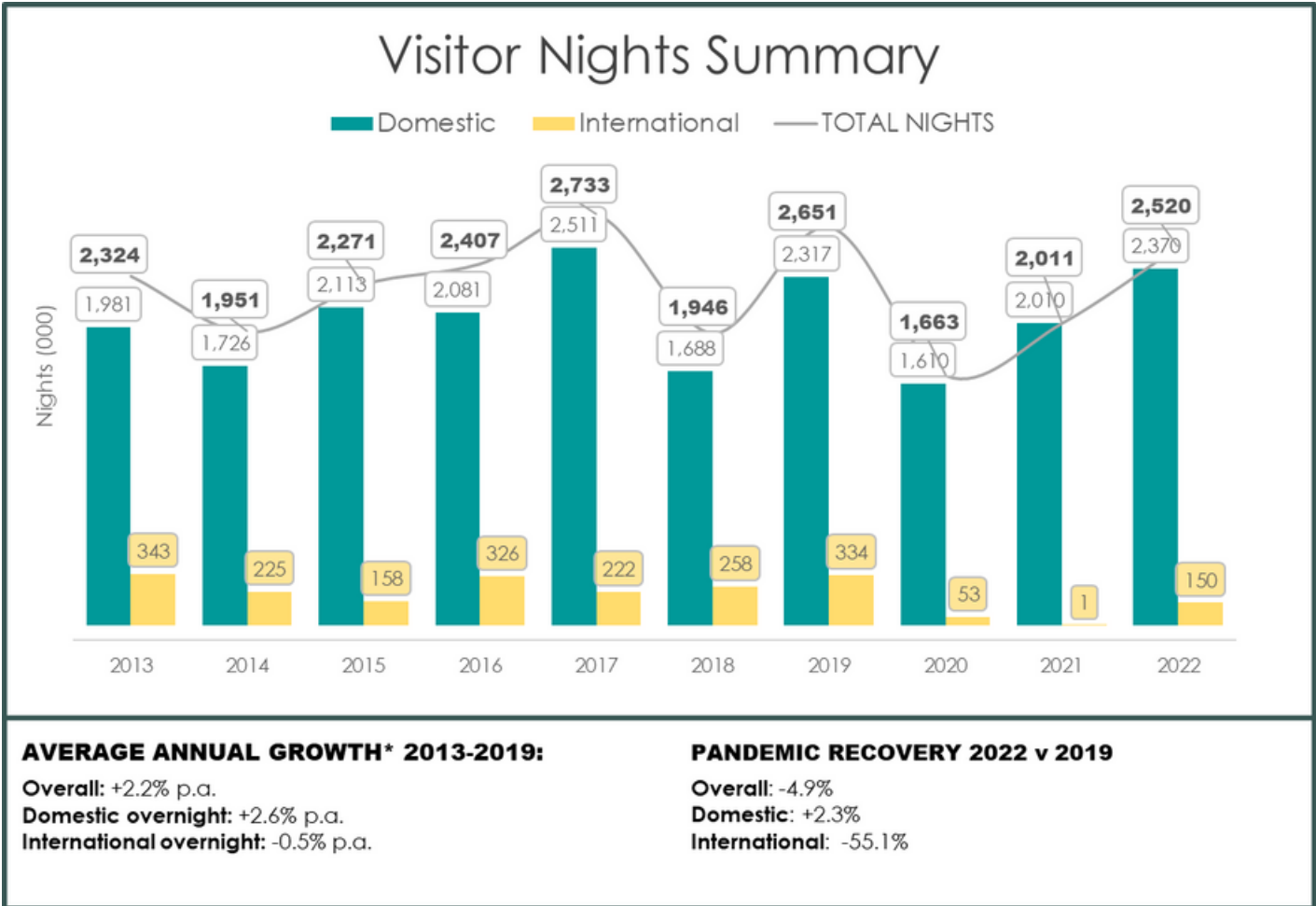
Source: Tourism Research Australia; National and International Visitor Survey; Customised data extraction by Peter Valerio
 Methodology note: The NVS sample was modified in 2014 to include mobile phone respondents. This may affect domestic comparisons before and after that year.

4. SITUATION ANALYSIS - THE TWEED (CONT.)

A. REGIONAL VISITATION AND PERFORMANCE (CONT.)

In March 2020, Federal and State Governments introduced various measures and restrictions to combat the spread of Covid-19. These measures had an unprecedented negative impact on a range of industries, with tourism arguably being the most heavily impacted of all. For the Tweed region, being located on the Queensland/New South Wales border and heavily reliant on the South East Queensland source market, this was extremely challenging, particularly when it was announced that Queensland was to close their border restricting the flow of visitation for large portions of 2020 and 2021.

The impact of these measures on visitation to the Tweed are very noticeable from the charts shown above. Despite this, the figures above also show a strong recovery throughout the year ending December 2022, with this bounceback in visitation expected to continue over 2023 and 2024.

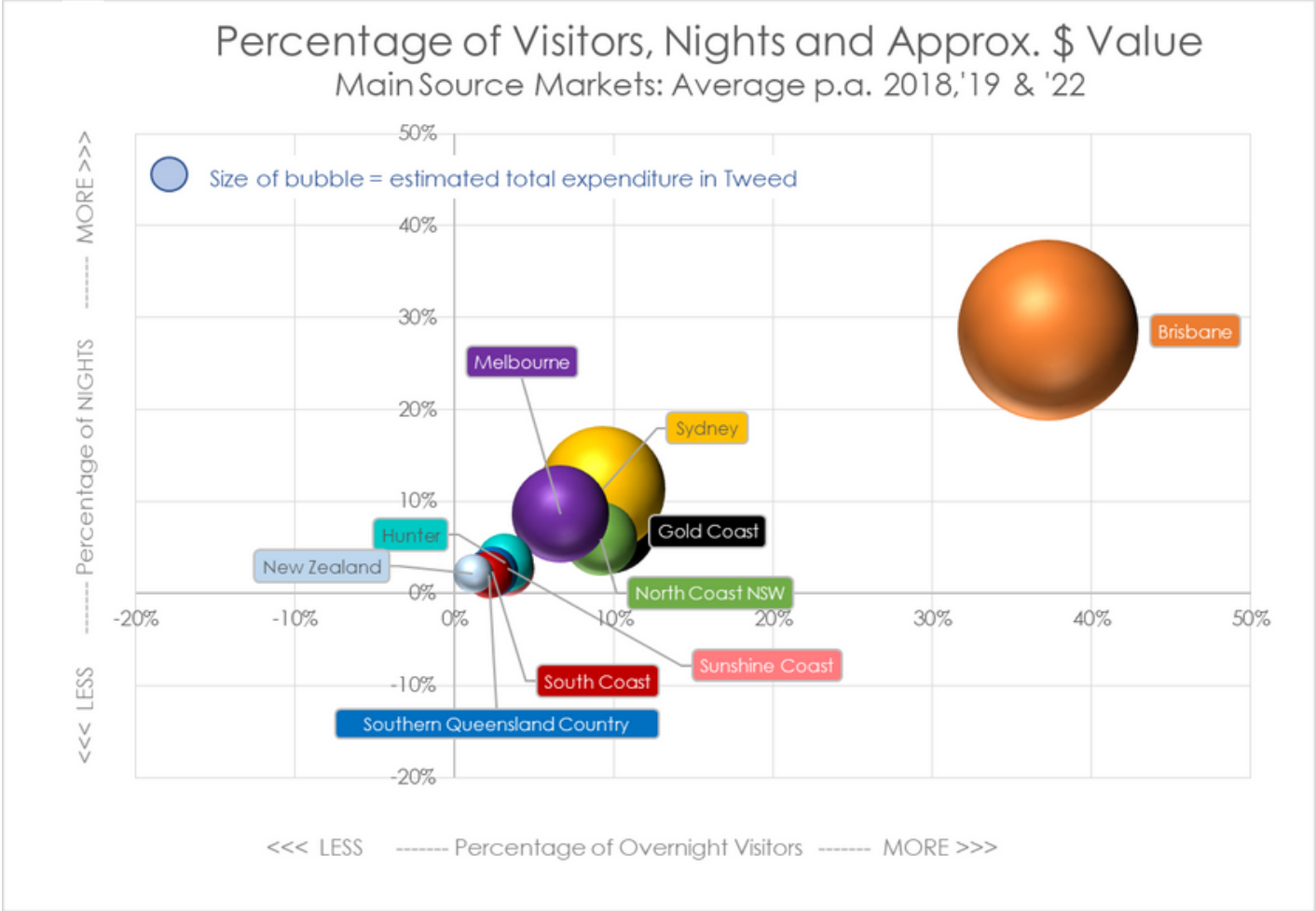


Source: Tourism Research Australia; National and International Visitor Survey; Customised data extraction by Peter Valerio

4. SITUATION ANALYSIS - THE TWEED (CONT.)

B. KEY SOURCE MARKETS

Brisbane continues to be the primary source market for the Tweed, attracting over 40% of all visitor nights, and close to 40% of all visitor expenditure contributed to the Tweed's tourism sector (see the chart below). The closures of the Queensland border in 2020 and 2021 had significant negative impacts on the sector as a result.



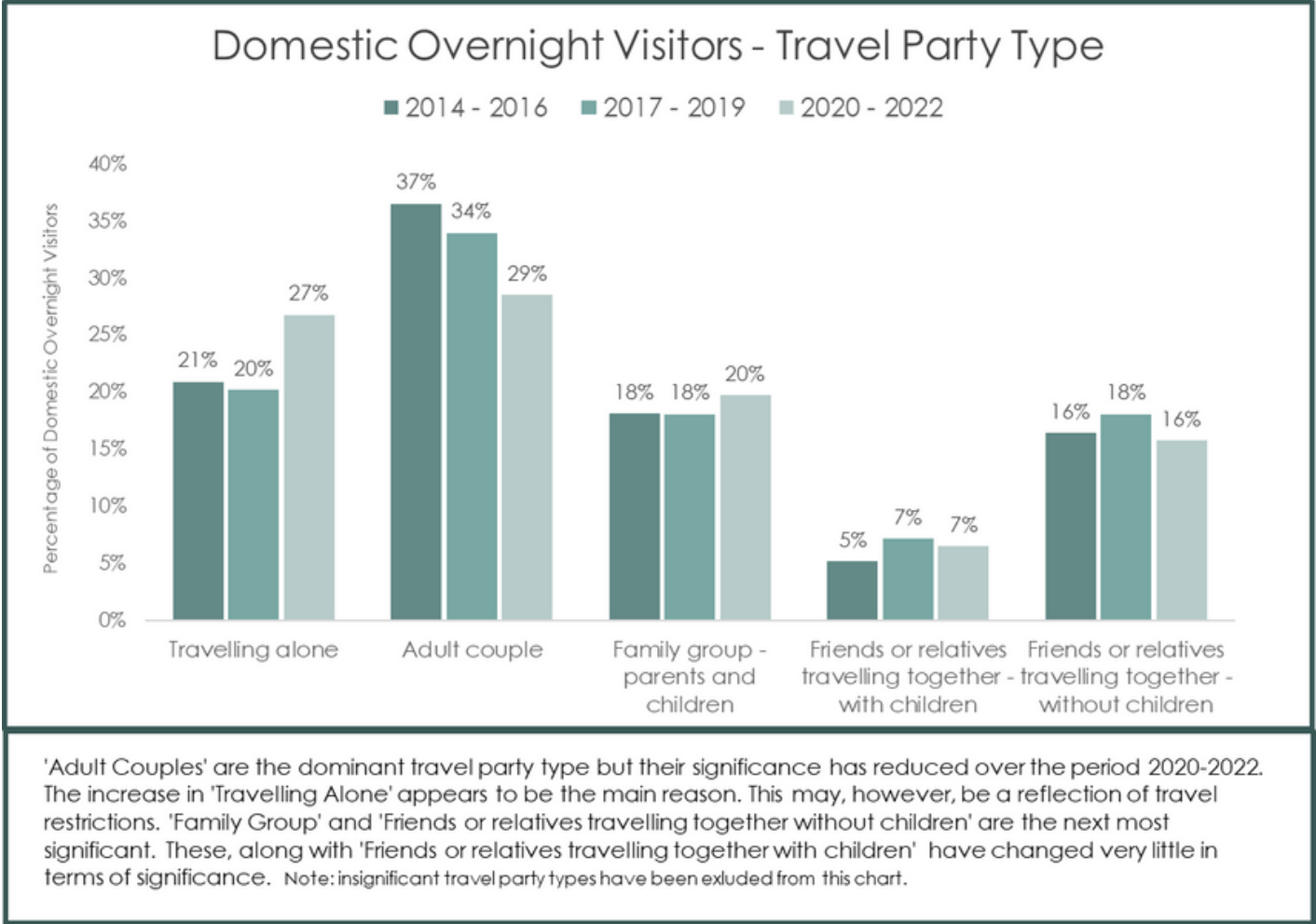
Source: Tourism Research Australia; National and International Visitor Survey; Customised data extraction by Peter Valerio
 Note: Please refer to endnotes for explanation of \$ value estimates

4. SITUATION ANALYSIS - THE TWEED (CONT.)

B. KEY SOURCE MARKETS (CONT.)

When looking at the primary travel party types from the Tweed’s key source markets, it is clear (from both TRA data and anecdotal feedback from the local sector) that the primary type since 2014 has been the adult couple segment. The Tweed has positioned itself strongly in this regard, with a variety of experiences and accommodation options available specifically targeting the couples getaway market.

As can be seen in the next chart - the Tweed’s travel party type is starting to show positive signs of diversification, with types such as ‘travelling alone’ and ‘family groups’ showing strong increases in visitation across the years ending December 2020 to December 2023.

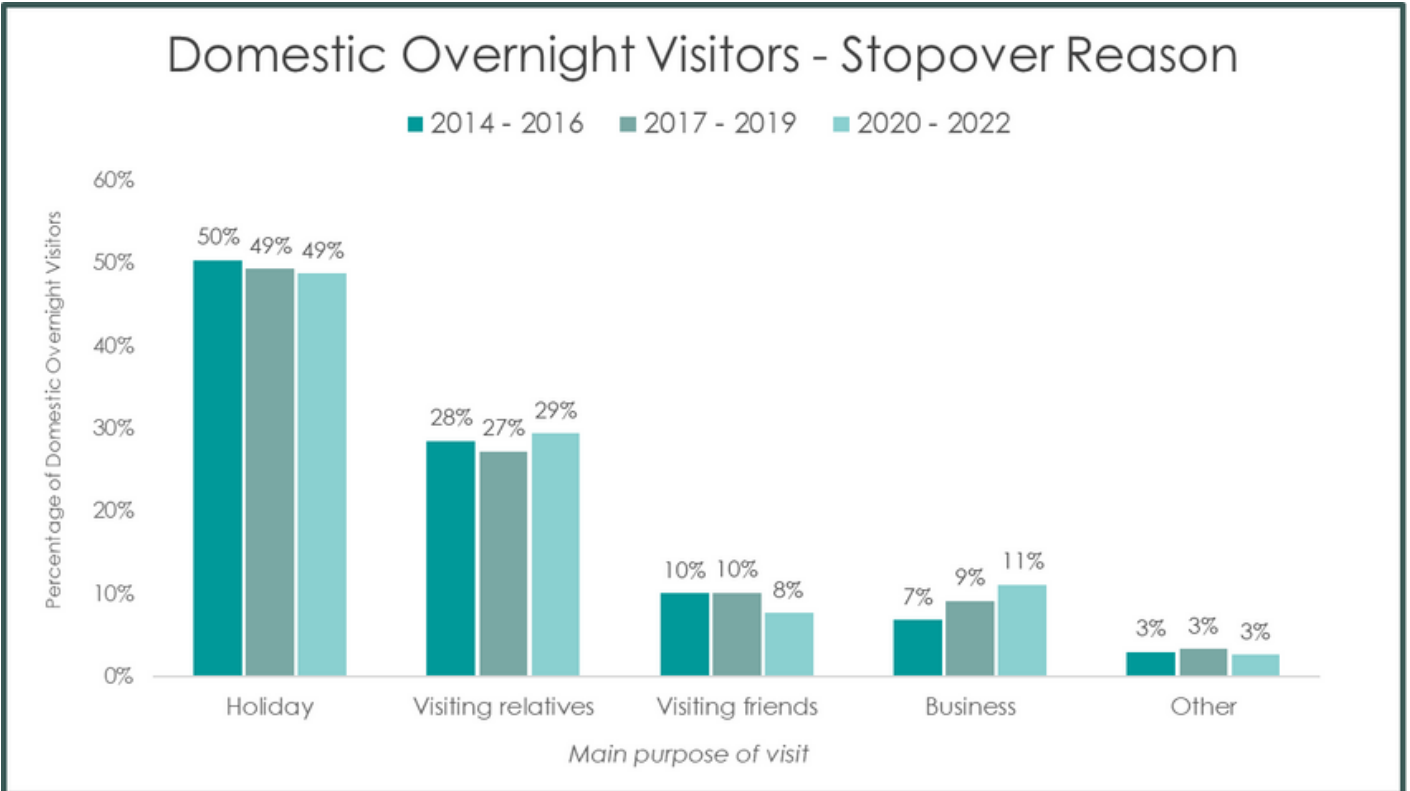


Source: Tourism Research Australia; National and International Visitor Survey; Customised data extraction by Peter Valerio

4. SITUATION ANALYSIS - THE TWEED (CONT.)

C. PURPOSE OF TRAVEL

Visitors who travel to the Tweed do so primarily for leisure purposes. As can be seen below, the primary reason for travel was for the purpose of 'Holiday', and this has been followed closely by the Visiting Friends and Relatives (VFR segment). Whilst there have been some subtle fluctuations in percentages across different 'stopover reasons' since 2014, it has consistently been the case that travel for holiday purposes is the primary driver of visitation to the Tweed.



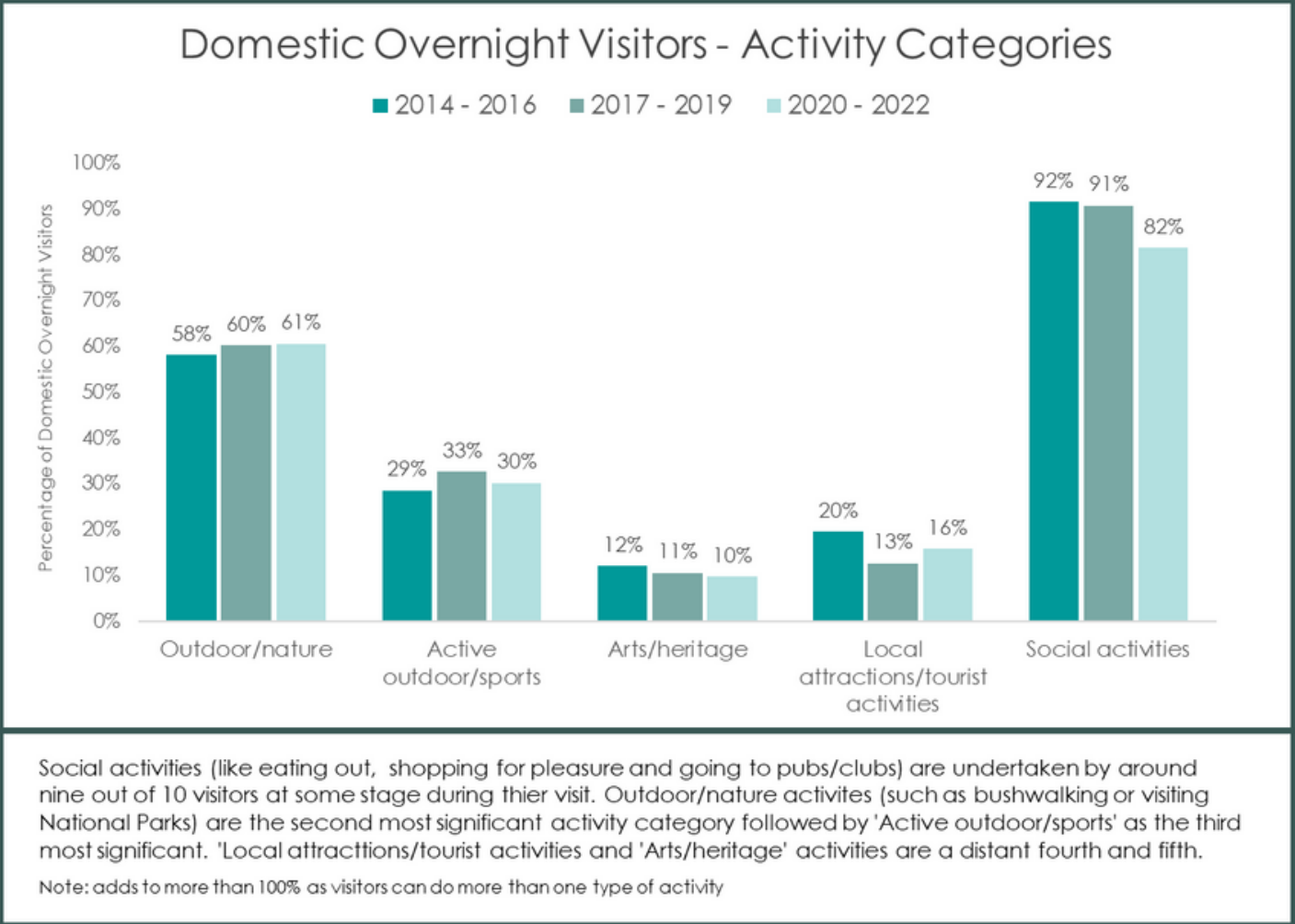
'Holiday' is consistently the top reason for visiting the Tweed over time followed by 'Visiting relatives'. These two reasons account for around eight out of every 10 domestic overnight visitors. 'Visiting friends' and 'Business' occupy third and fourth position with 'Business' becoming slightly more significant over time. By and large, however, the reason for visit profile is stable.

Source: Tourism Research Australia; National and International Visitor Survey; Customised data extraction by Peter Valerio. Note 'in transit' excluded.

4. SITUATION ANALYSIS - THE TWEED (CONT.)

C. PURPOSE OF TRAVEL (CONT.)

When observing the types of activities that visitors to the Tweed tend to engage in, it is clear that the most popular activities are closely aligned to the key 'Experience Pillars' (detailed below) that are recognised as the Tweed's 'hero experiences' and key points of difference in comparison to other competing destinations.



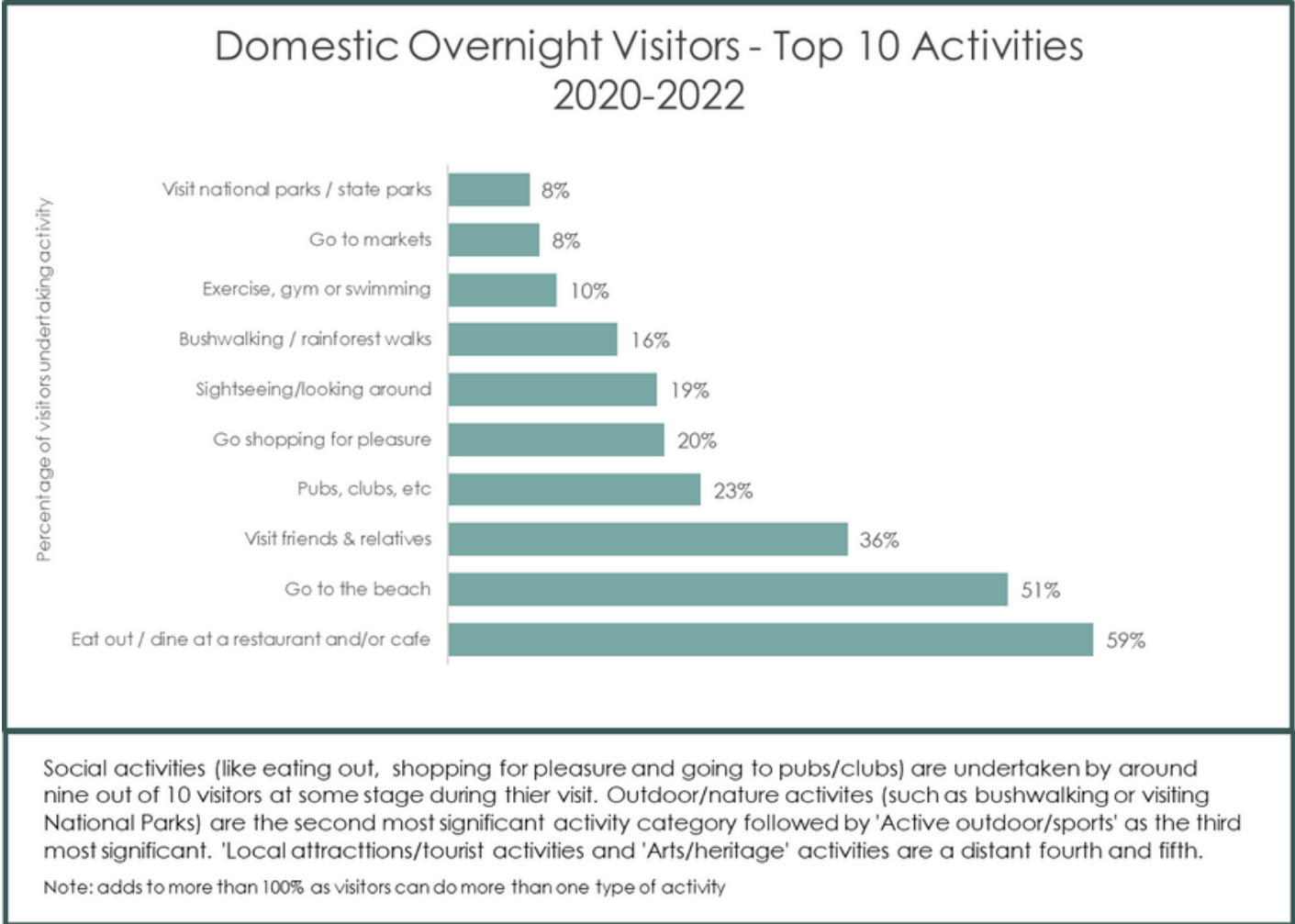
Source: Tourism Research Australia; National and International Visitor Survey; Customised data extraction by Peter Valerio

In particular, the chart above shows that social activities (which includes dining out) are overwhelmingly the most popular activities undertaken, followed by outdoor/nature, which aligns to the very strong nature based tourism offering that the Tweed offers in abundance.

4. SITUATION ANALYSIS - THE TWEED (CONT.)

C. PURPOSE OF TRAVEL (CONT.)

Delving further into the specific types of activities undertaken by visitors (please see the chart below), one can observe a very strong preference and correlation with the restaurant/cafe scene, enjoying the Tweed's stunning coastal attributes, and again enjoying some of the nature based attributes that the Tweed is so highly regarded for, such as sightseeing, bushwalking/rainforest walks, and visiting national parks and state parks.



Source: Tourism Research Australia; National and International Visitor Survey; Customised data extraction by Peter Valerio

5. THE EXPERIENCE PILLARS

The Tweed is a region blessed with an abundance of attractions and experiences that drive strong numbers of visitation, particularly day trippers. Whilst there are many experiences on offer for visitors, there are several 'hero' experiences that have been identified and are currently pursued in communicating the region's points of difference:

- **NATURE:** Nature in the Tweed is truly remarkable. The natural beauty of the lush subtropical volcanic caldera, the riverine and estuarine environment that breathes life into the valley and 37 kilometres of pristine beaches and quaint coastal villages means the Tweed is a beautiful place. Nature is THE core experience and the Tweed's unique selling proposition as a destination. Nature is the essence of the Tweed Brand;
- **LOCAL FOOD AND AGRITOURISM:** Essential ingredients in the quintessential Tweed visitor experience. The region's lush subtropical climate and volcanic landscape produces an abundance of simply divine fresh produce. There are an extensive number of local farmers, chefs, distillers, brewers, butchers and bakers who are very proactive in offering first class culinary experiences; and
- **CREATIVITY AND CULTURE:** With more creatives than any other LGA in Australia, The Tweed has the capacity to offer extraordinary cultural experiences that provide an insight into the characters and creativity that brings the Tweed to life.

Additional to these Hero experiences are a number of sub experiences which TTC actively promotes and pursues in both its marketing/promotion and industry development efforts. These include:

- **Surfing** - The Tweed is home to the Surfing Australia High Performance Centre, and is renowned as one of Australia's leading surfing destinations;
- **Indigenous** - The Tweed has a significant and rich Indigenous history, with a number of culturally significant attractions and sites available for visitors to experience; and
- **Events** - The Tweed is home to a number of events, ranging from cultural events, agritourism events and sporting events.

Are these the Hero Experiences that will assist in delivering the region's 2030 tourism vision, brand promise and the 'themes' that underpin the vision and brand?



6. VISION AND GOALS

A. VISION 2025 AND 2030, AND STRATEGIC GOALS

The Tweed DMP produced in 2019 outlined the Destination Vision for the Tweed Region as:

“BY 2025 WE WILL DOUBLE OUR VISITOR ECONOMY AND HAVE ESTABLISHED THE TWEED AS AUSTRALIA’S MOST SUSTAINABLE DESTINATION... BY 2030 OUR VISITOR ECONOMY WILL DOUBLE AGAIN TO \$1.46 BILLION DOLLARS”

The 2019 DMP goes on to state a series of strategic goals that include:

GOALS	STRATEGIES	MEASUREMENTS OF SUCCESS
Be Remarkable.	Raise the bar. Lift the quality and standard of everything we do. Develop the destination and its appeal through quality customer service and extraordinary experiences that over deliver on customers’ expectations. Create strategic targeted marketing programs that make locals proud and excite our target audience and compel them to visit.	<ul style="list-style-type: none"> Improved quality of customer service and monitoring and evaluation of visitor satisfaction; Increased bundling and packaging of offerings; Develop VFR program; and Increased VFR and Word of Mouth marketing
	Work with industry and government to target investment in public and private product and experience development, that builds upon our inherent strengths and develops our existing offerings in ways that deliver on our brand and yield goals.	<ul style="list-style-type: none"> Key investment opportunities identified; Funding obtained; and New products and/or infrastructure developed.
Become the Brand, Deliver the Promise.	Innovate and evolve the Tweed’s offering - including our experiences, our businesses, our products and services in line with the brand values, creating strong brand recognition in key target markets as a sustainably managed, naturally beautiful destination to visit.	<ul style="list-style-type: none"> Demonstrated changes to business practice to reflect brand values – annual business survey; and Improved brand recognition – brand awareness monitoring.
	Manage the destination and consider difficult decisions to sustainably resource and manage tourism related public infrastructure and visitor numbers in popular areas at peak times to ensure our special places remain places locals love and visitors cherish.	<ul style="list-style-type: none"> Adoption of sustainable destination management policies and strategies by TSC and TTC; and Consider options for a visitor-based funding model for destination management.
Focus on Yield over Volume.	Increase the average daily spend in the Tweed by all visitors to be comparable with that of the Gold Coast and Byron Bay (medium to long term goal).	<ul style="list-style-type: none"> The Tweed has comparable yield data across all relevant metrics NVS/IVS data for both overnight and day trip visitors when compared to the Gold Coast and Byron Bay.
	Maintain growth trends in domestic tourism.	<ul style="list-style-type: none"> NVS data demonstrates continued growth at comparable % over the 10 year average.
	Focus growth in higher yield export markets and in segments through Group Tourism (such as business and private events, sports, etc.) and agri-tourism.	<ul style="list-style-type: none"> Export and Business Events Strategy developed; Increased business event trade; New investment in business event infrastructure; Increased number of private events partnering to promote the destination appeal; and Increased number, stay and spend data from both private and business events.

Are the Vision and accompanying strategic goals still relevant?

Do they need to be changed?

6. VISION AND GOALS (CONT.)

B. STRATEGIC PRIORITIES AND ACTIONS

The Tweed DMP produced in 2019 then included a number of specific Strategic Priorities, each accompanied by associated Strategic Actions. Whilst many of these actions have been completed, there are some that have not, largely due to unprecedented impacts such as natural disasters and the Covid -19 Pandemic, as well as the natural evolution of the TTC's role as the peak tourism body for the Tweed, and its partnership and role in working closely with Tweed Shire Council.

The Priorities and Actions included in the Tweed DMP 2019 included:

STRATEGIC PRIORITIES	STRATEGIC ACTIONS
DESTINATION MANAGEMENT AND GOVERNANCE	
Facilitate the adoption of the DMP by TSC and establish a DMG as a collective leadership structure under the Tweed Tourism Company to oversee the implementation of the DMP and report back to Council on a quarterly basis.	<p>A. Establish terms of reference for the DMG reporting and communication protocols between TSC, TTC and other key partners.</p> <p>B. Review and establish tourism related policy and planning processes to ensure tourism impact and DMP is considered across all areas of Council.</p> <ul style="list-style-type: none"> Establish internal policy review protocols with TSC; Align TSC and other government policy with best practice to enable DMP delivery.
Develop and manage revenue and resources to implement DMP	<p>A. Prioritise DMP Annual Action Plan and set KPIs.</p> <ul style="list-style-type: none"> TTC aligns resources and deliverables to its annual Action Plan. TSC aligns resources and deliverables to its annual planning. Identify key deliverables and resources for industry consideration. Other industry associations align resources and deliverables to annual planning. <p>B. Identify, secure and manage grants for DMP priority projects, establish co-funding programs with industry.</p> <p>C. Consider options for a visitor-based funding model.</p>
Develop Priority Sector Development Plans	<p>A. Action Plans written for:</p> <ul style="list-style-type: none"> Agritourism - food; Nature; Cultural/Arts; Sustainability; Export; Business events; Indigenous; and Healthy lifestyle, sport and wellness.

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STRATEGIC PRIORITIES	STRATEGIC ACTIONS
DESTINATION MANAGEMENT AND GOVERNANCE	
<p>Create a DMP planning and research framework</p>	<p>A. Monitor and evaluate the implementation of the DMP:</p> <ul style="list-style-type: none"> • Conduct an annual review of DMP reporting progress against key deliverables. • Update DMP annual action plans. • Conduct a triennial major review of DMP against stretch goals and strategic objectives <p>B. Establish a research framework to monitor and evaluate destination performance against Stretch Goal and DMP:</p> <ul style="list-style-type: none"> • Initiate DMP, industry and academic research partnership. • Establish destination brand tracking in key source markets. • Develop a local data collection model. • Collection of tailored regional information to provide more accurate insights into ROI and performance. • Consider the viability of accommodation data monitoring. • Continue to commission a periodic market research report for local stakeholders.
<p>Work with, and participate in, the Cross Border Tourism Working Group</p>	<p>A. Continue to work with the Cross Border Tourism Working Group to facilitate cross border collaboration on joint projects.</p> <p>B. Maintain (or establish) agreements with key partners to:</p> <ul style="list-style-type: none"> • Enable cohesive and collaborative approach to marketing the region; and • Achieve greater leverage of GCA as gateway for domestic and international visitors.
<p>Establish the Tweed as an industry leader in sustainably managed tourism</p>	<p>A. Investigate options to develop the Tweed into a recognised leader in sustainable tourism through:</p> <ul style="list-style-type: none"> • Accreditation, benchmarking and monitoring and evaluation platforms. • Business programs to support and incentivise take up of a sustainability program. • Consider Eco/Sustainable Tourism Advisory Panel in collaboration with TSC and other stakeholders <p>B. Investigate sustainability incentives to fund transition of businesses and investment into infrastructure and marketing to support sustainability objectives.</p> <p>C. Develop an action plan to realise our stretch goal of being recognised as Australia’s most sustainably managed destination by 2025.</p> <p>D. Investigate with Destination NSW the World Tourism Organisation’s (UNWTO) Sustainable Tourism 2030 targets and the UN Sustainable Development Goals.</p> <p>E. Develop a method to communicate the ethos of Responsible Tourism to the local tourism industry.</p>

STRATEGIC PRIORITIES	STRATEGIC ACTIONS
DESTINATION MANAGEMENT AND GOVERNANCE	
<p>Manage 'The Tweed' brand in line with brand framework:</p> <ul style="list-style-type: none"> • Brand Essence: Nature; • Brand Positioning: Naturally Beautiful [Food and Agritourism: Naturally Delicious; Creative and Culture: Naturally Different]; • Brand Idea: Special Moments Inspired by Nature. This is expressed creatively through the thought - "Find Your Moment"; • Brand Personality: Natural and Quirky. 	<p>A. Maintain and manage 'The Tweed' Brand, framework and guidelines through TSC:</p> <ul style="list-style-type: none"> • Trademark 'The Tweed' in a range of relevant categories; • Maintain Brand Book with brand manifesto and expanded style and usage guidelines; • Extend brand guidelines across other industry sectors such as food; • Create a clear process to enable assessment and approval of entities to use the brand under licence; • Establish and curate a library of hero images for use in conjunction with the brand; • Use destination marketing strategies to reposition the Tweed and build consumer appeal for it as a nature-based tourism destination; and • Develop brand unprompted awareness metrics to track the use and appeal of 'The Tweed' brand.
DESTINATION DEVELOPMENT (SUPPLY)	
<p>Support the growth and development of products and experiences that align with our brand and deliver on the DMP Stretch Goal and objectives in: agritourism – food, nature, cultural, export, business events, indigenous, healthy lifestyle, sport and wellness.</p>	<p>A. Implement and develop the Tweed Tourism offerings including product and experience development programs.</p> <p>B. Consider incubator and accelerator programs for various sectors and seek funding and co-investment to support delivery.</p> <p>C. Formalise the Tweed Food and Agribusiness Network to facilitate delivery of Food and Agritourism Sector Development Plan:</p> <ul style="list-style-type: none"> • Continue delivery of agri-based and culinary tourism business development programs to build critical mass of quality and authentic products and experiences; and • Collaborate with Northern Rivers Food (NRF) for cross regional reach. <p>D. Formalise the Tweed Tourism Export Cluster:</p> <ul style="list-style-type: none"> • Facilitate and coordinate cluster development; and • Conduct Tweed Tourism Trade Ready programs. <p>E. Formalise the Tweed Nature-Based Tourism Cluster:</p> <ul style="list-style-type: none"> • Facilitate and coordinate cluster development. • Work with NPWS and NRRT to deliver product and experience development program to support activation of TVRT and Tweed Byron Hinterland Track.
<p>Develop priority, brand aligned tourism assets and infrastructure to improve accessibility and dispersal of visitors throughout the region</p>	<p>A. Support the development of various nature-based projects, and attract investment in nature-based tourism infrastructure.</p> <p>B. Consider incubator and accelerator programs for various sectors and seek funding and co-investment to support delivery.</p> <p>C. Investigate options to establish free WIFI zones in towns and villages throughout the Tweed.</p> <p>D. Develop options paper for attracting investment in nature-based tourism opportunities on the Tweed Coast and Hinterland.</p> <p>E. Seek resourcing for a feasibility study to explore demand for a mid-range (up to 500 people) meeting and event facility (conferencing and cultural centre) on the Tweed Coast and support industry to attract investment (if feasible).</p> <p>F. Audit current tourism signage and entry statements and develop way-finding strategy.</p>

STRATEGIC PRIORITIES	STRATEGIC ACTIONS
DESTINATION DEVELOPMENT (SUPPLY)	
<p>Develop priority, brand aligned tourism assets and infrastructure to improve accessibility and dispersal of visitors throughout the region</p>	<p>A. Support the development of various nature-based projects, and attract investment in nature-based tourism infrastructure.</p> <p>B. Consider incubator and accelerator programs for various sectors and seek funding and co-investment to support delivery.</p> <p>C. Investigate options to establish free WIFI zones in towns and villages throughout the Tweed.</p> <p>D. Develop options paper for attracting investment in nature-based tourism opportunities on the Tweed Coast and Hinterland.</p> <p>E. Seek resourcing for a feasibility study to explore demand for a mid-range (up to 500 people) meeting and event facility (conferencing and cultural centre) on the Tweed Coast and support industry to attract investment (if feasible).</p> <p>F. Audit current tourism signage and entry statements and develop way-finding strategy.</p>
<p>Develop an accessible tourism strategy and policy</p>	<p>A. Investigate best practice models for the development of accessible tourism strategies and policies</p>
<p>Develop business events network to drive development of sector</p>	<p>A. Partner with DNC to develop the Tweed's Business Capability in line with the Business Events Priority Sector Development Plan</p>
<p>Manage the impact of visitation in peak periods to mitigate the impact on the sense of place, the community and the environment</p>	<p>A. Pilot options for "Limited Traffic Zones" to manage vehicle numbers, parking and overcrowding during peak periods in popular locations (e.g. The Tweed Coast) by creating out of zone visitor parking and "Resident Only Parking" areas.</p> <p>B. Investigate other mechanisms used in mass tourism regions to limit impact of visitation on local communities.</p>
<p>Develop a "Welcome to the Tweed" (Be Remarkable) program to revitalise the quality service culture in the tourism and business industry by providing a training program focused on customer service and regional specific content</p>	<p>A. Seek funding, collaborators and source content for an online and face to face professional development program to help local businesses and their teams deliver a memorable experience for visitors and local customers alike:</p> <ul style="list-style-type: none"> • Revitalise the quality service culture in the tourism industry; and • Focus on customer service and promoting personal connection with visitors via regional specific content storytelling.

STRATEGIC PRIORITIES	STRATEGIC ACTIONS
DESTINATION MARKETING (SUPPLY)	
<p>Develop domestic and international markets to achieve yield targets and Stretch Goals.</p>	<p>A. Develop a destination Marketing Strategy that aligns with 'The Tweed' brand and delivers on the DMP stretch goal and objectives:</p> <ul style="list-style-type: none"> • Develop marketing implementation plan with annual action plan and budget; • Work in partnership with DNC, DNSW and TA through key marketing and media opportunities to raise awareness of the Tweed region in key priority markets; • Attend key domestic and international trade shows to meet with key trade distribution partners to encourage destination and product inclusion in key programs, itineraries and brochures; • Develop and implement a domestic and international trade-ready industry program that equips operators with the necessary tools to work key trade partners to grow visitation, increase average length of stay and overnight expenditure; • Design and implement a domestic and international trade familiarisation program – working with local tourism operators to host product managers, agents and key decision makers in region; and • Collaborate with Gold Coast Airport on the opportunity to grow the New Zealand and other key markets it targets.
<p>Establish high quality and innovative visitor servicing models that engages with visitors and locals and aids dispersal of visitors throughout the Tweed region.</p>	<p>A. Review the current VIC model and locations and present visitor servicing options paper / strategy to TSC, then decide on redevelopment / new direction of VIC infrastructure and develop new visitor servicing model.</p>
<p>Establish strong industry partnerships and engagement program to deliver the DMP and Stretch Goals</p>	<p>A. Create collaborations and MOUs with key stakeholders. B. Develop various proposals to encourage industry investment into marketing programs.</p>

Are these strategies still relevant? Do they need to be changed?

7. NEXT STEPS

This Discussion Paper has been designed to guide the Destination Management Plan review consultation process, through which we will discuss:

- REVISION OF 2025 AND SETTING 2030 GROWTH TARGETS;
- DIRECTION FOR FUTURE DEVELOPMENT AND MARKETING IN THE REGION; AND
- REVISION OF THE DESTINATION'S PRIORITY STRATEGIES AND ACTIONS.

Consultation Workshops will be held in the following locations:

Session 1: Murwillumbah

Wednesday 14th June 2023

3pm - 5pm

Murwillumbah Services Club

Session 2: Tweed Heads

Thursday 15th June 2023

3pm - 5pm

Club Tweed

If you would like to attend one of the consultation workshops, please contact Sally Scott by emailing sscott@thetweed.com.au

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