



NAMBUCCA SHIRE COUNCIL

Strategic Tourism Plan

2018–2023



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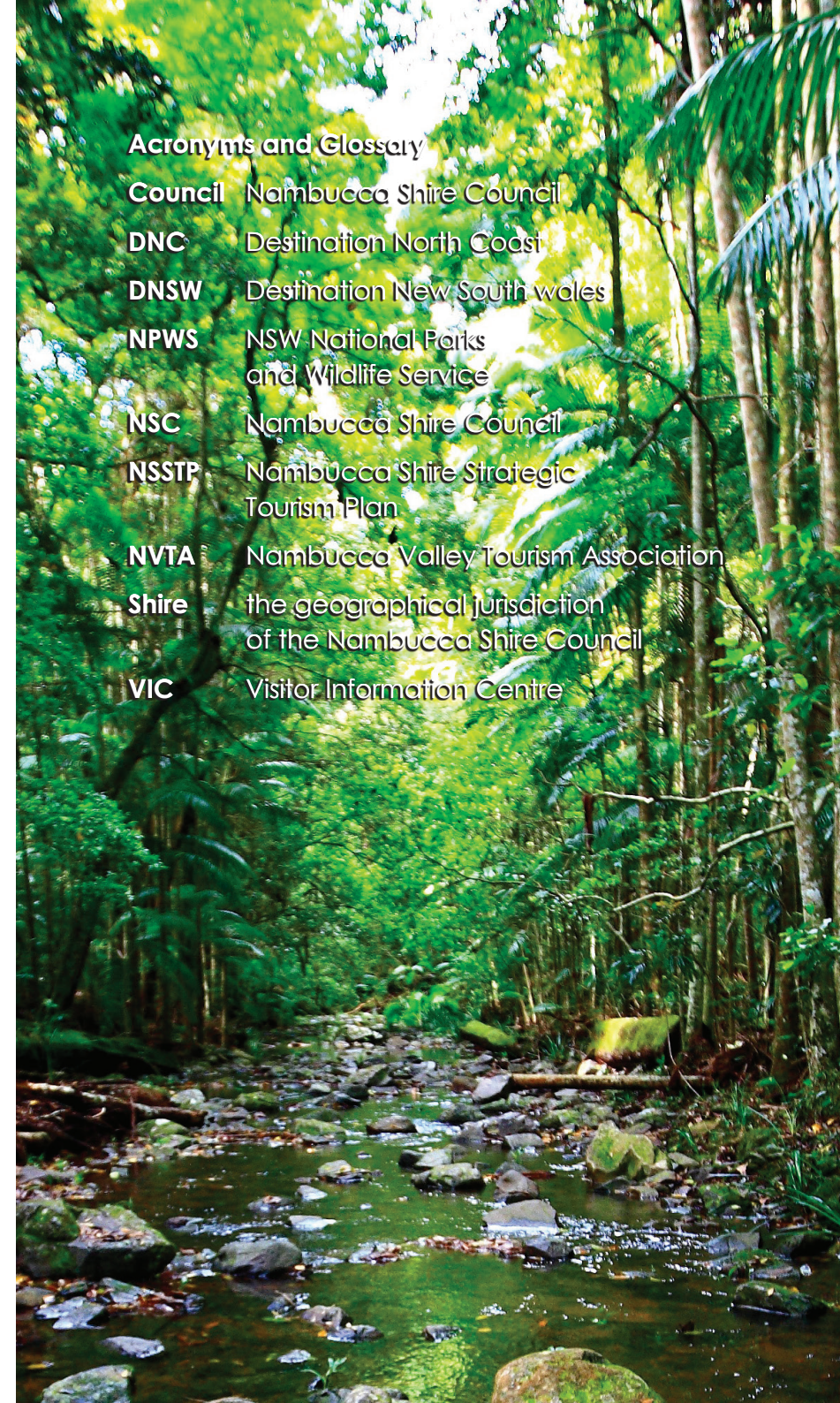
DISCOVER IT, LOVE IT

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Acronyms and Glossary

Council	Nambucca Shire Council
DNC	Destination North Coast
DNSW	Destination New South Wales
NPWS	NSW National Parks and Wildlife Service
NSC	Nambucca Shire Council
NSSTP	Nambucca Shire Strategic Tourism Plan
NVTA	Nambucca Valley Tourism Association
Shire	the geographical jurisdiction of the Nambucca Shire Council
VIC	Visitor Information Centre



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In addition, individuals from the following stakeholder organisations provided substantial input and advice:

- Consultant, Library Service Strategy Project
- National Parks and Wildlife Service
- Bellingen Shire Council
- Coffs Harbour City Council
- Destination North Coast



Rainforest Image: John Nalder

Disclaimer

The information contained in this Plan is intended only to inform and should not be relied upon for future business investment or other decisions. It is expected that any specific recommended actions should be analysed and appropriate due diligence undertaken prior to making any investment decisions.

Recommended actions contained in the Nambucca Shire Strategic Tourism Plan 2018-2023 have been made on the basis of assumptions, methodology and information provide from many sources. The authors, and the Nambucca Shire Council, accept no responsibility or liability for any errors, omissions or resultant consequences including any loss or damage arising from reliance on the information contained in this Plan.



Executive Summary

The Nambucca Shire Strategic Tourism Plan 2018-2023 has been developed to provide a strategic, realistic and cooperative destination management framework to guide Council activities in tourism over the next five years. It will also provide a clear framework for industry to develop an aligned set of actions to leverage results

The Plan has been developed with a Project Steering Committee comprising Council and industry representatives. The strategic tourism planning process has involved a situational analysis of the current tourism landscape, wide consultation with industry and community representatives and important tourism stakeholder organisations.

Eight strategic priorities were identified from this process to guide the management, development and marketing of tourism for Nambucca Shire.

1	Strategic Management	Integrate the actions of the NSSTP into the operational activities of the Council, including budgeting, management, reporting and forward planning.
2	Grow Tourism Collaboration	Support industry and other key stakeholders to develop an aligned series of actions to further drive the outcomes of this Plan.
3	Research and Insights	Develop a destination research framework to provide better insights for Council and industry to achieve continuous improvement and evidence-based decision making.
4	Town Amenity and Appeal	Continue to improve the amenity and appeal of the Nambucca Shire specifically improving the visual appeal of towns, accessibility for mobile-impaired, and evening vibrancy.
5	Tourism Infrastructure Development	Continue to undertake significant infrastructure improvements that will attract new visitors and drive repeat visitation to the area including telecommunications and Wi-Fi.
6	Tourism Product and Experience Development	Undertake work to improve the quality and quantity of experiences and tourism products and services including events and festivals, inclusivity, the camping/RV market, indigenous tourism, and local food and beverage experiences.
7	Marketing Coordination	Work with industry and others to develop a range of marketing tools and a comprehensive Marketing Strategy for the Nambucca Shire.
8	Visitor Information Servicing	Substantively increase the experiential information available at all stages in the travel cycle to help potential visitors understand what there is to see and do in the Nambucca area.

Actions for each of these priorities is included in the Destination Action Plan.

Ultimately, the successful implementation of this Plan will require effective leadership and strategic management from Council and its staff that is supported by the passion, expertise and cooperation of local tourism industry leaders, the broader Shire businesses and communities and other key tourism stakeholders across regional and state levels.

Specifically, the local industry has a key role in fostering support from tourism operations in the development, enhancement and promotion of tourism product and experience development opportunities to create distinctive and quality visitor experiences. Careful consideration has also been given to ensure that the development and promotion of tourism continues to celebrate and protect Nambucca's distinctive natural and socio-cultural assets whilst providing benefits to grow the local visitor economy.



1.0 Introduction

Nambucca Shire Council instigated the development of a new Nambucca Shire Strategic Tourism Plan 2018-2023 in late 2017 following the need to consider changes in the regional tourism landscape including the development of the Pacific Highway bypass, changed arrangements for the Nambucca Visitor Information Centre, and the establishment of a new regional tourism network - Destination North Coast.

This Plan has been developed with strong industry and community input and provides clear strategic direction and an evidence-based approach to guide the management, development and marketing of tourism across the Nambucca Shire over the next five years.

A Destination Action Plan has been prepared to guide Council's involvement in tourism and events and identifies roles for local tourism industry stakeholders. Importantly, the Plan acknowledges that the future work of Council in tourism will be significantly enhanced by the development and implementation of an industry set of actions that align with this Plan.

2.0 Approach

The strategic tourism planning process was initiated in February 2018. A Steering Committee comprising key industry, community and Nambucca Shire Council representatives was established early in the project to contribute their knowledge and insights to inform solutions for tourism over the short, medium and long-term.

Desktop analysis of background information and data was prepared to inform an initial Background Paper. Wide stakeholder engagement process was undertaken in March 2018 to determine important issues, challenges and opportunities for tourism across the Shire. This included consideration of the future role of Council in supporting the growth of the visitor economy. Stakeholders included various government, business, community organisations, groups and individuals.

Three stakeholder workshops were held in March 2018 involving 47 participants. Additional stakeholder interviews were undertaken between March and May with internal Council staff and representatives of stakeholder organisations across state, regional and local levels with considerable knowledge and expertise related to tourism for Nambucca Valley, or specific knowledge related to an area that had arisen during the workshops. The Acknowledgements includes a list of stakeholder representatives and organisations that were interviewed.

A 'Have Your Say' online survey was developed as a means for interested individuals and stakeholder groups unable to attend the workshops to express their views, and as a way for workshop participants to provide further input. Hard copies of the survey were also made available at the Council Chambers in Macksville to support any member of the community or industry who preferred to submit comments this way.

Common themes were developed using all inputs, and a Stakeholder Report and draft Actions list was presented to the Steering Committee in late April. A further workshop was held with the Steering Committee on 3 May 2018 to assist in finalising the recommendations and actions for the Plan. Additional stakeholder meetings were held to resolve or provide further clarity around specific areas. From this, a draft plan was finalised in mid May 2018.



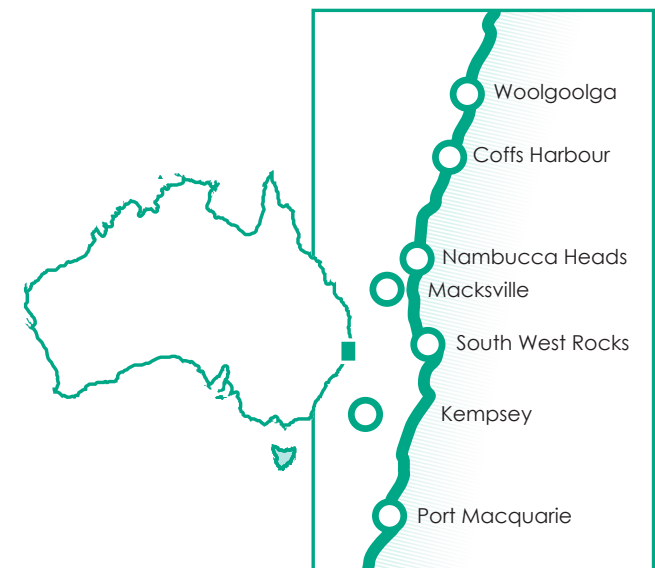
3.0 Current Tourism Situation

The Nambucca Valley is the southern gateway to subtropical Australia. Located on the Mid North Coast of NSW, it is approximately halfway between Sydney (486km) and Brisbane (436km), just over a 5-hour drive from each.

It has easy air access, via Coffs Harbour Airport, as Nambucca Heads is located 50 kilometres south (around 40 minutes away). It can also be accessed from Sydney or Brisbane by train. Long haul buses also stop in Nambucca Heads.

The Shire's main visitor attractions are its varied natural features and environment that is largely undeveloped and unspoilt, including its National Parks. This includes the largely pristine coastal landscape, river system and interesting hinterland.

Boasting one of Australia's most pleasant year-round climates (average daily temperature ranging from 26°C to 18°C), it is a popular coastal destination.



CURRENT VISITOR LEVELS

Detailed Tourism Research Australia visitation data is limited due to small sample sizes numbers making some data unreliable and not published.

This data does, however, show:

- Domestic overnight visitors dominate in both actual numbers and spend
- The key motivator for visiting Nambucca is 'visiting friends and family' and consequently 'family home' is the most commonly recorded type of accommodation
- Commercial caravan and camping is the next most dominant accommodation type
- Only 10.4% of domestic visitor nights are for hotel or similar type commercial accommodation (53,000 room nights per year). Furthermore, Nambucca Shire has relatively low visitation levels compared to other North Coast destinations highlighting potential for growth.
- Total visitors 228,000
 - o domestic visitors 137,000
 - o international visitors 5,000
 - o domestic visitor day trips 87,000
- Total nights 544,000
 - o domestic visitor nights 509,000
 - o international visitor nights 35,000

Comparison between Nambucca Shire and other North Coast LGAs. Source: DNSW Local Government Areas Profiles (4 Year Average) as at June 2017

LGA	Domestic '000			International '000	
	Visitors	Visitor Nights	Day Trips	Visitors	Visitor Nights
Ballina	318	1120	309	14	125
Bellingen	92	357	118	5	34
Byron	704	2582	838	182	1303
Clarence Valley	481	1840	450	15	86
Coffs Harbour	759	2485	742	74	557
Kempsey	293	1162	235	9	54
Mid Coast	1013	3414	933	21	165
Nambucca	137	509	87	5	35
Port Macquarie Hastings	728	2381	681	56	295
Richmond Valley	122	487	167	3	28
Tweed	553	1976	1106	20	255





Shelly Beach

SIZE OF TOURISM INDUSTRY

Tourism Research Australia's Local Government Area profiles for Nambucca Shire show a total of 195 businesses operating in the area (2016).

TOURISM BUSINESSES	TOTAL
Non-Employing	74
1 to 4 employees	59
5 to 19 employees	51
20 to more employees	8
Total	195

INDUSTRY ACTIVITIES

In response to the new highway bypass, the Nambucca Valley Business Advisory Committee has developed a plan aimed to attract both locals and tourists into Nambucca Valley's CBDs. A key aim of the Plan is a focus on urban renewal aims to create friendly and welcoming areas, to be a first choice for the consumer, to encourage and retain shoppers in the CBD, to create a vibrant community of businesses offering a wide range of choice for consumers, and to stand out from the rest of regional Australia in terms of the type of façades presented. The marketing approach is largely digital via social media with strong use of imagery.

While the competition from larger urban shopping districts, online shopping and less through traffic is challenging, the desire is to create vibrant destination places for residents, weekend road trippers and tourists both domestically and internationally. This will help to transform each of the Shire's towns and villages into distinctive, self-determined yet connected communities, each with their own strengths, each with their own character.

E-scans of tourism websites undertaken as part of this analysis indicate relatively low levels of digital marketing for Nambucca tourism operations, making the breadth of places to stay and things to do smaller than a number of competitor destinations.

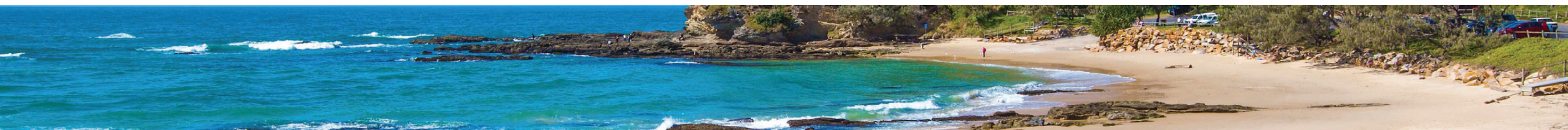
PLANNED INFRASTRUCTURE AND FACILITIES DEVELOPMENT

A number of planned capital works upgrades by Council will assist in increasing the attractiveness of public spaces in the Shire. These include shelter and playground upgrades, new paths and trails, and consideration of how to ease travel through bridge and road improvements. Recreational improvements such as the Gordon Park revitalisation project and boat ramp upgrades are also underway. However, there is still a perceived lack of enabling tourism infrastructure around roads, cycle ways, parking, signage.

COMMUNITY VALUES

The stakeholder engagement process revealed a strong overarching desire for long-term sustainable management of Nambucca Shire. The engagement of all parts of the Shire's communities was seen as an important component. Monitoring progress and adaptive planning needs to be an ongoing process.

Often it was noted what was good for locals, was also good for visitors. This included maintaining and preserving the natural environment and Nambucca's visual landscapes. This project confirmed the core appeal of the area was around its natural assets, namely multiple well-managed parks and reserve areas of varying tenure. Improving the quality of Nambucca's cultural environments was identified as a priority as well as ensuring visitors (across the different visitor markets) can safely access and experience these values. Overall, there was also a strongly expressed wish to maintain ease of living for locals and a desire not to suffer from global issues around 'over tourism', sometimes summarised expressed as a desire for 'low key' visitors.



4.0 Future Direction

This Plan identified desired future directions for the tourism industry to assist in the development of this Plan. It is expected this may be further shaped into a Vision statement as part of Action 7.1 (see below).

Strong visitation that is well spread across the year and across the towns and hinterland of the Shire, contributing and enhancing the vibrancy of the communities and contributing to the improvement of the cultural and natural environment. The visitor experience continues to be low key, enriched by the great natural beauty of the coast, river and hinterland.

Nambucca is seen as a great place year-round, ideally located midway between Brisbane and Sydney, ideal as part of a touring holiday, and as a location for touring clubs (cars and bikes), family and friends reunions and accessible (inclusive) tourism. It is an easy location for a great break.

5.0 Key Visitor Markets

Workshop consultation included discussion on current visitor markets and examined the type of visitor markets the area should and could attract. There was strong support and agreement around attracting:

- An older market - 50-80-year-old that includes visitors:
 - o with more time, coming for the relaxed natural attractions, family reunions and gatherings and for car and bike specialist small-scale events
 - o attracted to the Shire partly as an escape or 'half way stop' from the 'Sydney and surrounds' and 'Brisbane and surrounds' source markets
 - o with specific health needs, including the area of accessible (inclusive) tourism
 - o Grey Nomads coming and staying longer, sometimes as RVers/ campers.
- Young, active people that includes:
 - o young families
 - o outdoor adventurers including those participating in sporting events or outdoor activities like cycling, canoeing and trail bike riding etc.
- Families and social groups
 - o coming for a wide variety of social reasons
 - o often having already visited, or having friends or family living here (Visiting Friends and Relatives)
- Events and festival attendees
 - o around two major themes - car and bike specialist small-scale events and friends and family gatherings (including weddings)
- Day trippers and residents of surrounding regions
 - o residents from towns such as Coffs Harbour and Port Macquarie
 - o New England plateau residents enjoying a break





6.0 Destination Action Plan

To achieve these key objectives that emerged from the analysis process, strategic priorities and associated actions have been organised around core areas of Destination Management, Destination Development and Destination Marketing.

There is no order of priority in the core areas identified in this Plan. Each area is identified to help grow the Shire's visitor economy. It should be recognised that a number of areas also overlap and intersect, and these links are shown.

Consideration has also been given to include work that needs to occur prior to subsequent stages. For instance, the outcomes of some actions will be improved if they occur after better data and insights (Priority 3) are available. In addition, the Action Plans recognise the role of the NVTa and some Chambers of Commerce (e.g. Macksville) are currently undergoing membership growth and strengthening their capacity and ability to undertake activities aligned to this Plan. Alignment of

activities across the varied stakeholders will often result in significant improvement of outcomes and help to create a more comprehensive approach to tourism across the destination region.

Recommended timing has been shown in the Action Plan tables.

- 1 = now to 1.5 years
- 2 = 1.5–3 years
- 3 = 3–5 years
- As opportunities arise.

Destination Management

PRIORITY 1: STRATEGIC MANAGEMENT

Integrate the actions of the NSSTP into the operational activities of the Council, including budgeting, management, reporting and forward planning. To ensure ongoing strategic tourism planning and the desired outcomes discussed during the development of this Plan are achieved, resourcing of the delivery and management of this Plan must be considered. Moreover, the work of the Nambucca Shire Council in creating tourism outcomes needs to be integrated and embedded in the wider operational and strategic processes of the Shire.

Action		Timing	Comments
1.1	Integrate the NSSTP Action Plan 2018 to 2023 into Annual Operational Plans and Council reporting.	1	Ensure the priorities and actions of the NSSTP are communicated to all Council Departments and sections.
1.2	Review the NSC budget for tourism to adequately resource the management, development and marketing actions of the NSSTP 2018 to 2023 and consider alternative funding sources.	1	
1.3	Review NSC staffing arrangements and associated position descriptions to provide effective and strategic leadership, management and delivery of the NSSTP.	1	
1.4	Create an internal Council coordination team for this Plan. Include annual progress reporting and review and refine further actions (adaptive management). Create regular reports on areas of wide interest such as event impact.	1	
1.5	Consider capacity to use planned new library facilities or other Council owned spaces to foster local networking and skill development. This could include start-up and incubator support.	As opportunities arise	
1.6	Facilitate connections between Shire work and tourism industry on environmental areas such as climate change actions or low carbon (energy efficiency) such as car charging locations and Brand/ marketing around ecotourism.	1	Establish links with Council Climate Change Policy, Clean Energy Committee.

PRIORITY 2: GROW TOURISM COLLABORATION

SUPPORT INDUSTRY AND OTHER KEY STAKEHOLDERS TO DEVELOP AN ALIGNED SERIES OF ACTIONS TO FURTHER DRIVE THE OUTCOMES OF THIS PLAN.

Overall, the stakeholder engagement process identified an important need and desire for improved collaboration between stakeholders. This included greater collaboration between tourism and business associations, tourism operators and Council in tourism-related areas – particularly in the areas of destination marketing and information services. The need for a strong unified voice for tourism across the Nambucca Shire was a very strong message. It was considered that this would create multiple benefits in terms of delivery of all parts of this Plan as well as more widely.

It was also noted that there were wider stakeholders who influence, and are impacted by, Nambucca Shire's visitor economy and the importance of including these entities in this plan.

Action		Timing	Comment
2.1	2.1.1 Support the development of an aligned tourism industry plan that will leverage the actions in this Plan. It should be developed by the NVTa in conjunction with Chambers of Commerce and other appropriate stakeholders (such as the health sector, education and training entities as well as wider entities such as DNC). 2.1.2 Include regular reporting on outcomes to Council and industry. 2.1.3 Include a crisis management and response plan and ensure linkages with Council Emergency Management Plans.	1	Link to Shire Business Development.
2.2	Identify and pursue strategic and cooperative partnerships with other key tourism stakeholders (e.g. NPWS, DNC, DNSW, Arts Mid North Coast, neighbouring areas) to assist in the implementation of the NSSTP 2018 to 2023 and with 2.1.	1	
2.3	Work with DNC and neighbouring councils to develop an appropriate approach to 'Airbnb' and other non-tourism short term accommodation and shared services.	As opportunities arise	

PRIORITY 3: RESEARCH AND INSIGHTS

DEVELOP A DESTINATION RESEARCH FRAMEWORK TO PROVIDE BETTER INSIGHTS FOR COUNCIL AND INDUSTRY TO ACHIEVE CONTINUOUS IMPROVEMENT AND EVIDENCE-BASED DECISION MAKING.

Unlike some destinations where rich visitation data sets already exist, the Nambucca Shire has little detailed data sets around current visitation, the visitor profile and the local industry. To assist in future evidence-based decision-making for operators, stakeholders and Council as well as in setting goals and performance targets for future iterations of this plan, it is important that a suite of simple cost-effective improvements in visitor research are recommended.

Action	Timing	Comment
3.1 Work with a specialist tourism research consultant to gather input from industry to develop a series of practical research tools that can assist in better understanding of current visitation (splitting locals and visitors), profiles, spend patterns, activities and satisfaction.	1	Undertake in stages, initially creating simple quick tool.
3.2 3.2.1 Develop a simple event evaluation toolkit to allow event managers to readily and cheaply evaluate and report on the impact of events on Shire including, visitation profiles (visitors and locals), spend, visitor satisfaction, community engagement, economic impact etc. 3.2.2 Develop standard reporting to allow aggregation and comparative analysis (see 6.1.6).	1	Make standard reporting a requirement for significant requests for Council support.
3.3 Develop a series of measures to help track information sources used by potential and current visitors to better guide visitor information servicing decisions.	1	Links to actions 8.1, 8.2, 8.5.
3.4 3.4.1 Develop an annual research and insights report in conjunction with industry. 3.4.2 Work with DNC and others to provide regional and wider context.	1	



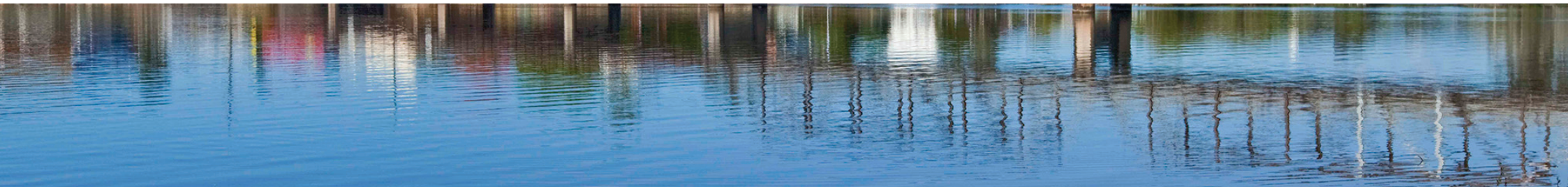
Destination Development

During the course of this analysis, stakeholders noted that a core role of Council was to continue the work that was already underway to improve the amenity, visual appeal and infrastructure of Nambucca's towns and hinterland. The considerable work that has already been undertaken along the River and foreshore including parks, public toilets, parking, boat ramps and river access was acknowledged. However, the need for more on-going work was recognised. This included Council work in planning and management of visual landscape, roads and trails and the establishment of linkages between Crown Land, Indigenous-owned and managed lands, Parks and Wildlife Services, State Forest, and other stakeholders. It was widely recognised that many of the site-specific actions listed will create outcomes for community and improve environmental management as well as creating improvements in the visitor experience.

PRIORITY 4: TOWN AMENITY AND APPEAL

CONTINUE TO IMPROVE THE AMENITY AND APPEAL OF THE NAMBUCCA SHIRE SPECIFICALLY IMPROVING THE VISUAL APPEAL OF TOWNS, ACCESSIBILITY FOR MOBILE-IMPAIRED, AND EVENING VIBRANCY.

Action	Timing	Comment
4.1 Work with DNC, and regional development agencies, to source grants and further drive improvements around Council-owned amenities, facilities, toilets, parking and trails.	As opportunities arise	Undertake in stages, initially creating simple quick tool.
4.2 Work with relevant Council sections to improve the visual appeal of towns and villages through ongoing beautification works (e.g. streetscapes, gateway entrances, wayfinding signage).		
4.3 As part of Disability Access planning and overall town planning, identify priority locations, trails and paths for mobile friendly improvements particularly linking key attractions and lookouts etc	2	Link to 6.2. Link to Pedestrian Access Management Plan.
4.4 4.4.1 Support initiatives from local stakeholders, such as Chamber of Commerce and Business Advisory Group, to improve town amenity, including use of empty buildings. 4.4.2 Review mechanisms for Council to support requests to increase vibrancy of towns, particularly evenings, such as via pop-ups, live music, improved perceptions of safety etc.	As opportunities arise	Example is the 'Reignite Newcastle' project.





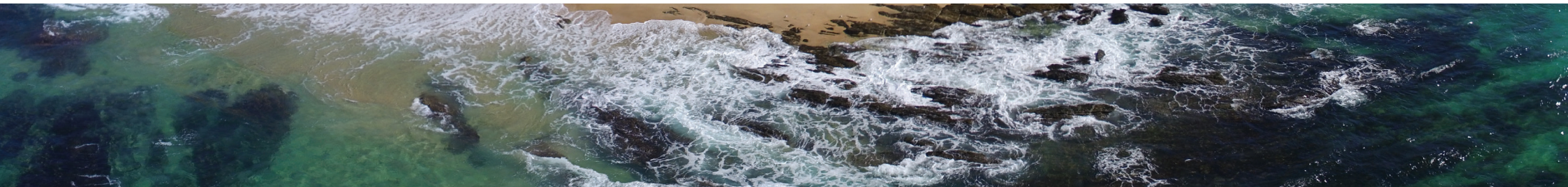
North Headland
Image: Tony Vidler Air Vids

PRIORITY 5: TOURISM INFRASTRUCTURE DEVELOPMENT

CONTINUE TO UNDERTAKE SIGNIFICANT INFRASTRUCTURE IMPROVEMENTS THAT WILL ATTRACT NEW VISITORS AND DRIVE REPEAT VISITATION TO THE AREA INCLUDING TELECOMMUNICATIONS AND WI-FI.

5.1	Identify and include tourism opportunities in the Destination Nambucca Shire Investment Prospectus to attract new private investment. Utilise the regional land availability analysis and identify agreed areas suitable for tourism investment and combine with research to indicate demand levels.	2	Link to Economic Development Plan.
5.2	Continue to work with DNC and regional partners to encourage further upgrades of major regional airports – particularly at Coffs Harbour and Port Macquarie.	As	Undertake actions as required.

5.3	Continue to implement the Nambucca Foreshore Master Plan including the V Wall upgrade to maximise visitor experiences outcomes.	As	
5.4	<p>Identify and prioritise significant visitor infrastructure improvements to enable external funding to be sought, including 'drawcard' projects. Examples include:</p> <ul style="list-style-type: none"> • Lookout improvements such as a suspended walkway connecting Rotary and Captain Cook lookout and other coastal lookout plans • Further history walks • The Cultural Way - a foreshore walk from Nambucca to the V wall, with contemporary interpretation. • Major playground re-development to attract family stop overs • Outcomes of 5.5. 	2-3	As opportunities arise.
5.5	Develop a Trail Strategy. This will include new and existing cycle, walk and water ways, between towns and attractions. Identify priorities, undertake feasibility work so 'grant ready'. Potential signature trails include Scotts Head to Nambucca (via Gumma) and the Goanna Track, a stand-alone cycle trail e.g. Bellingen to Bowraville (aspirational). Work with NPWS and Forests as required.	2-3	<p>Link with Open Space Strategy, The Coastal Lookouts Plan,</p> <p>Aim to have developed one major project during this five-year Plan.</p>
5.6	Work with DNC and others to continue to advocate and improve Wi-Fi access, and telecommunications for businesses and visitors in area.	As	





PRIORITY 6: TOURISM PRODUCT AND EXPERIENCE DEVELOPMENT

UNDERTAKE WORK TO IMPROVE THE QUALITY AND QUANTITY OF EXPERIENCES AND TOURISM PRODUCTS AND SERVICES INCLUDING EVENTS AND FESTIVALS, INCLUSIVITY, THE CAMPING/RV MARKET, INDIGENOUS TOURISM, AND LOCAL FOOD AND BEVERAGE EXPERIENCES.

Many opportunities identified by stakeholders related to tourism product and experience development, and it was recognised that the primary delivery entity is individual businesses. Council was identified as having an important supporting role to:

- Develop relationships with NPWS, indigenous land owners, and State Forests to improve and enhance visitor access to the wide range of natural attractions that provide the core asset of the area and the reasons for many visitors to come and stay. This includes beaches, the waterway, and areas of hinterland.
- Encourage collaboration to build local strength and capacity in core areas such as events and inclusive tourism.

Current Council Business Development Advisory services play an important role but were not identified as requiring substantive change from current levels of servicing. Council's role in encouraging small business start-ups, developing incubator options and attracting significant new investment was also highlighted.

Code	Action	Timing	Comment
6.1	6.1.1 Facilitate an event organiser meeting to regularly review issues and opportunities, needs, calendar and timing, research and reporting templates and insights, insurance, and volunteer management.	1	Links with 1.9 and Priority 3.
	6.1.2 Include a targeted workshop with industry to create practical ways to increase the local benefits from events.	1	
	6.1.3 Support further event capacity building across areas of identified need such as risk management, insurance, volunteer management.	2	
	6.1.4 Develop an Events Strategy in conjunction with industry.	2	See Attachment 1 for event strategy ideas that emerged during stakeholder discussions.
	6.1.5 Include a link to the Business Conference work within the Council.		
	6.1.6 Develop a reporting framework that supports Council needs as well as industry and community.	1	
6.2	6.2.1 Facilitate an inclusive tourism workshop.	2	
	6.2.2 Based on workshop outcomes and industry participation provide further support for actions.		
6.3	Facilitate a meeting with food and hospitality, agri-tourism and food producers to develop (with industry) a plan to better showcase and deliver quality food and produce of the region to visitors and to continue to drive post visit sales (analyse learnings from Taste of Nambucca work).	2	Consider at sub-regional level.
6.4	Develop a camping strategy with other stakeholders (NPWS, NSW State Forest, indigenous-managed lands) and create a clear whole of Shire approach to identify long term sustainable locations, community views, environmental impacts, and considers free, low cost and commercial camping aspects. This will include marketing and visitor information as well as supply side aspects.	1	
6.5	Work with industry to develop a tourism product and experience gap analysis to drive longer term priority areas, including history and heritage, arts, indigenous, ecotourism, cultural, fishing, river and beach activities, water sports, adventure and wellness tourism experiences.	3	
6.6	Improve business skills and opportunities for industry to invest in their refurbishment and upgrades of existing accommodation facilities (e.g. motels, hotels, serviced apartments, caravan and camping parks) to provide quality facilities and experiences for visitors.	2	



Bowraville
Image: Tony Vidler Air Vids

Destination Marketing

PRIORITY 7: MARKETING COORDINATION

WORK WITH INDUSTRY AND OTHERS TO DEVELOP A RANGE OF MARKETING TOOLS AND A COMPREHENSIVE MARKETING STRATEGY FOR THE NAMBUCCA SHIRE.

The stakeholder engagement process identified the strong interest and desire to prepare a collaborative marketing framework across the Nambucca Shire that would enable Council and industry (via associations or individually) to develop a range of packages and promotional initiatives to encourage participations of tourism businesses with different budgets and to attract different target markets. This Plan includes short-term actions to commence destination marketing efforts as well as the longer-term actions around the development of a full Marketing Strategy that should be informed by the results from actions in Priority 3 (Research and Insights).

Code	Action	Timing	Comment
7.1	Develop a four-year Marketing Strategy for the area. This should include an understanding of visitor markets, profiles, competitor destinations, 'unique selling points' and 'unique value propositions' and Brand development to be prepared in conjunction with the industry association (NVTa) and have good and agreed evaluation and measurement tools included. It should also re-visit the work undertaken around the Legendary Pacific Coast.	2	Build using insights gathered from Priority 3 outcomes.
7.2	Continue to strengthen the marketing of tourism with the Visit and Invest work of the Nambucca Shire Council.		Link with Economic Development Plan.
7.3	<p>Prioritise and develop collateral (principally digital) focussing on what to do and see, that aligns to industry strengths and acts as a drawcard such as:</p> <ul style="list-style-type: none"> • Walks of the area • River use including canoe trail • Camping options • 'Top 7' must do's etc <p>And on facilities and services, such as:</p> <ul style="list-style-type: none"> • Health and wellness. 	1	Discuss with NPWS, NSW State Forest and indigenous land managers to cover whole of Shire.
7.4	<p>Prioritise and develop content that enables industry to add commercial elements to enable marketing packages to be developed, such as:</p> <ul style="list-style-type: none"> • Stay and play around events, repeat offers • Inclusive tourism • Friends and family • Tourist drive 14 & 15 • Cycle – regional 1-3-5 day options. 	1	Attachment 1 includes a list of possible industry and Shire tasks.
7.5	Discuss options with DNC, Coffs Harbour and Bellingen to determine opportunities to support regional and sub-regional marketing campaigns and projects, such as Waterfall Way.	As opportunities arise.	Support collaborative marketing approaches that enable sufficient funds to be sourced to create worthwhile actions.



PRIORITY 8: VISITOR INFORMATION SERVICING

SUBSTANTIVELY INCREASE THE EXPERIENTIAL INFORMATION AVAILABLE AT ALL STAGES IN THE TRAVEL CYCLE TO HELP POTENTIAL VISITORS UNDERSTAND WHAT THERE IS TO SEE AND DO IN THE NAMBUCCA AREA.

The need for excellent and comprehensive information to support the visitor through all aspects of the travel cycle – dreaming, planning, booking, travel and post visit is well known and was widely acknowledged. Considerable effort has gone into delivering quality visitor information servicing for visitors during their visit via the Visitor Information Centre (VIC) at Nambucca Heads (as well as many other locations) and management arrangements had recently altered. The dynamic and changing nature of visitor information services and visitor diversity was noted, with some

visitors seeking face to face contact with locals such as volunteers at visitor information sites and front of house staff, while other are seeking to download and source what they need or use alternative information sources such as friends and relatives.

Across Australia good visitor information provision is seen as a strong component of every tourism operator's customer service. Improving the consistency and quality of customer service is a high priority with varied and lasting outcomes. The importance of an easy centralised store of up-to-date information is critical to support operators in this task and to grow the Shire's tourism. Some topics such as transport options to airports etc are often highly valued by community also.

The use of libraries by visitors was also part of this analysis and noted visitors value the charging facilities, free Wi-Fi, relaxing surrounds and e-books. The Library Services Strategy work that is concurrently underway is likely to have recommendations that complement the actions listed below.

Action	Timing	Comment
8.1 Examine current 'during visit' Visitor Information Servicing activities in the Shire including the accredited VIC and many non-accredited mechanisms used. Use results of 3.3 (research), 8.2 ad 8.5 and insights into visitor needs to guide further Shire resourcing.	1	
8.2 Continue to manage the Nambucca Valley tourism website but create much greater efficiencies. Undertake small scale changes now and coordinate larger changes once the full Marketing Plan has been developed.	1	See Attachment 1.
8.3 Review capacity to grow visitor-related volunteering in the community (of permanent and short-term residents) to create strong engagement, positive social outcomes and appropriate level of support for all attractions with volunteer needs such as museums, library, visitor centres, events.	1-2	Consider support available from Volunteering NSW, look at best practice toolkits. Link to other volunteer management work.
8.4 Work with Surf Life Saving to improve visitor awareness of beach safety.	As opportunities arise	
8.5 Support mobile visitor information servicing options to better deliver to visitor needs at events and meet varying needs of Council and Shire (such as library services with e-books and community consultation processes).	1	

7.0 Implementation, evaluation and ongoing adaptive management

This Plan includes a review of Council resourcing arrangements for tourism, events and tourism business development (Section 1). The Plan outlines actions where the Council has a specific role, but also notes that the performance and outcomes created by this Plan will be substantively improved if the tourism industry works collaboratively to assist in the design and delivery of many of the Plan's actions. The local tourism industry and local businesses need to create a parallel Plan that builds on the priorities and inputs given to help create this Plan and activates commercial actions by industry that will result in the delivery of real outcome to local businesses and hence greater job opportunities and local spend across the wider community.



To help create a cooperative partnership arrangement between Council and industry stakeholders it is recommended that the Steering Committee that was established to guide the NSSTP assist in the development of an aligned industry plan that supports this plan.

An evaluation and reporting on the implementation of this Plan's strategies and actions should occur as a part of normal Council functions (action 1.4), but also annually with industry to assist in building and strengthening the collaborative partnership approach into the future. It is critical the increased research and insights from early tasks within this Plan are used to inform and improve subsequent actions, create continuous improvement and assist in better evidence-based decision-making over the life of this Plan. Hence, the reporting analysis should feed into an annual review of the implementation of this Plan and may result in a revision and updating of the Plan.

It is also recommended that the consultants undertake a review of implementation of the Plan annually for the next four years (a commitment of one working day per year) in collaboration with Council and relevant committees and makes recommendations for any adjustments to the Plan. A new Destination Management Plan should be prepared in 2022 for the period 2023 to 2028.



Attachment 1

Priority 3.5.3 An example of a multiplier has been provided by the Council Manager Business Development. Multipliers are used extensively across Australia to analyse and showcase return on investment. The following is an indicative estimate calculated using economic modelling for Nambucca Shire demonstrating the economic value of visitors to the area. If a 4-day event attracted 200 new visitors from outside the Shire and the average spend per person per day was \$200, this equals a total visitor spend of \$160,000 (new expenditure) that can be attributed to this event. The total visitor spend of \$160,000 would lead to a direct impact on output of over \$137,000. This additional direct output from the economy would also lead to an increase in indirect demand for intermediate goods and services across related industry sectors and correspondingly more wages and salaries are spent in the local economy, further increasing Output. The combination of all direct, industrial and consumption effects would result in a total estimated rise in Output of over \$213,000 in Nambucca Shire's economy.



Priority 6.1.4 Ideas identified for potential inclusion in an events strategy during workshops included:

- Identify opportunities to leverage off major neighbouring events – from major events such as Tamworth through to more local events at Coffs Harbour.
- Build visitor-friendly initiatives around events (such as longer opening hours in towns etc)
- Create new events and focus these around two existing strengths in events - special interest car / bike interests and family/ social gatherings
- Develop criteria so council event support is focussed to best deliver agreed outcomes
- Create a calendar for locals and businesses to use around annual event planning
- Look at ability to create a signature 'theme' to create greater year-round visitation from events
- Be inclusive of a wide range of local associations and entities impacted by events including NPWS, Sports facilities, service clubs etc.

Priority 8.2 Ideas identified as possible changes to the local tourism website include:

- Have operators update and be responsible for accuracy of own business information
- Add collateral developed as part of actions 7.1, 7.2 to increase the amount of enticing experience-based visitor information for agreed experience sectors
- Develop strong google analytic analysis and report regularly (monthly) to council and industry on use
- Tie into social media
- Consider new web pages for NVTa use – that include commercial 'tactical' offers to help create collaborative marketing packages, promotions in quiet times, event specific targets etc.

