

Destination Tweed QUARTERLY REPORT – July – September 2016



Prepared by Bill Tatchell, CEO

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OVERVIEW OF Q3 2016 (JULY - SEPTEMBER)

Destination Marketing Manager commenced

On 22 August, the new Destination Marketing Manager commenced, filling the position that had been vacant since March 2016.

Mitch Media engaged for PR and media services

Also in August, Destination Tweed engaged Mitch Media to provide public relations and media support services on contract basis.

Domestic visitation continues to grow

The domestic overnight visitor estimate is the second highest year-ending figure on record and sees the eighth consecutive period-on-period positive change.

Total number of visitors to the Tweed (YE Jun 2016)

1,752,000 ↑ 4% compared with the same period in the previous year.

Total number of visitor nights in the Tweed (YE Jun 2016)

2,368,000 ↑ 18% compared with the same period in the previous year.

Total number of overnight domestic visitors to the Tweed (YE Jun 2016)

582,000 ↑ 13.5% compared with the same period in the previous year.

Total number of domestic visitor nights in the Tweed (YE Jun 2016)

2,175,000 ↑ 21.2% compared with the same period in the previous year.

Number of people through all Visitor Information Centres

19,653 ↑ 3.8 compared with the same period in the previous year.

THE DESTINATION TWEED BOARD

CHAIR

Aymon Gow - General Manager, Tropical Fruit World

DEPUTY CHAIR

Charles Martin - Management Consultant

TREASURER

Belinda Hall – Director, Cameo Business Consulting

PUBLIC OFFICER

Darren Wright - General Manager, Flight Centre Australia

DIRECTOR

Kylie Ryan-Milroy - Director, Atlas Currency Exchange

DIRECTOR

Katie Milne - Mayor, Tweed Shire Council

TOURISM SNAPSHOT

TOURISM IN AUSTRALIA

Destination Tweed operates within the greater tourism industry framework to deliver tourism marketing outcomes for the Tweed region.



Regional Tourism Organisation network review still on hold

Destination New South Wales is still yet to release the details of its revised Regional Tourism Organisation network. This directly influences how Destination Tweed and industry engage with Destination New South Wales and its associated funding streams and marketing campaigns.

TOURISM IN THE TWEED ECONOMY

The tourism and hospitality industry is an important economic driver for the Tweed region, as demonstrated by the following figures¹ sourced from:

2,032 direct jobs ²	\$377.8 m total output ³	\$200.1 m total value added ⁴
8.8% of employment in the Tweed is in Tourism.	This represents 7.9% of total industry output. ↑ 13.5% (\$44.9 m) on FY13-14.	This represents 8.7% of total industry value add. ↑ 11.4% (\$20.6 m) on FY13-14.

¹ Figures are for the 2014/2015 financial year, which is the most recent data available to date. Source: www.economy.id.com.au/tweed

² *Direct employment* is people who are directly employed in tourism and hospitality related jobs within the area.

³ *Output* is the total gross value of sales generated by the selected industry sector including the cost of inputs to production (e.g. materials, labour, depreciation, services provided).

⁴ *Value-add* is defined as the value of sales generated by each industry, minus the cost of its inputs to production (including labour, materials, services purchased, depreciation etc.)

VISITATION

The following visitation statistics are sourced from the National Visitor Survey (NVS) and International Visitor Survey (IVS) undertaken by Tourism Research Australia, which are the industry's leading sources of visitor information.

NUMBER OF VISITORS AND NIGHTS STAYED⁵

1,153,000 domestic daytrip visitors

↓ 0.4% on the same period in the previous year.

582,000 domestic overnight visitors

↑ 13.5% on the same period in the previous year.

2,175,000 domestic visitor nights

↑ 21.2% on the same period in the previous year.

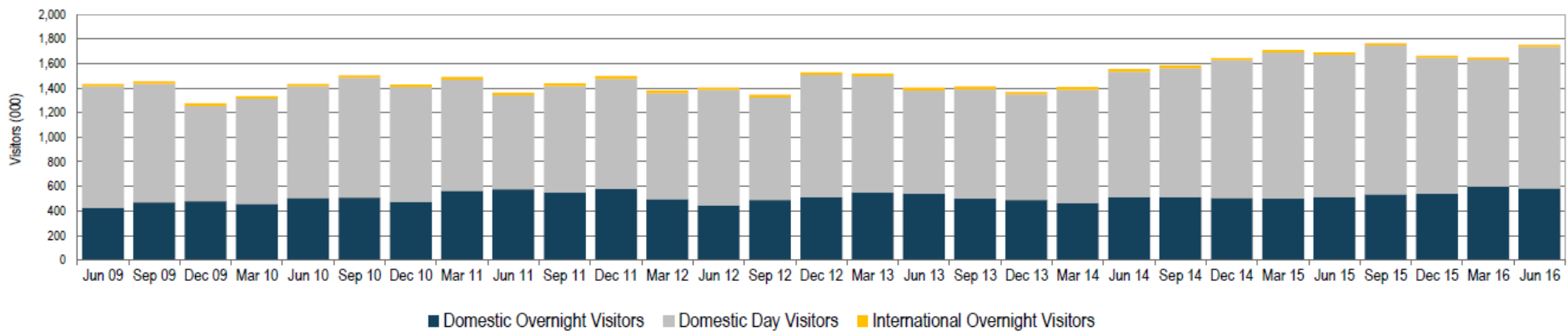
17,000 international overnight visitors

↓ 8% on the same period in the previous year.

193,000 international visitor nights

↓ 6% on the same period in the previous year.

Figure 1: Tweed region visitation patterns June 2009 – June 2016



⁵ Source: Tweed Tourism Monitor estimates to YE June 2016

UNDERSTANDING OUR VISITORS⁶

	Visitors to...		
	TWEED COAST	TWEED VALLEY	MURWILLUMBAH
Where do they come from?	Brisbane (45%) Other Queensland (25%) Other NSW (14%)	Other Queensland (32%) Other NSW (31%) Brisbane (19%)	Other NSW (33%) Brisbane (25%) Other Queensland (20%)
Main purpose of trip	Holiday (67%) Visiting friends and relatives (24%) Business or other work (4%)	Holiday (53%) Visiting friends and relatives (38%) Business or other work (4%)	Holiday (25%) Visiting friends and relatives (55%) Business or other work (9%)
How old are they?	30-39 years (22%) 40-49 years (20%) 50-59 years (16%)	30-39 years (16%) 40-49 years (16%) 50-59 years (16%) 20-29 years (15%)	50-59 years (27%) 40-49 years (18%) 60-69 years (15%)
How long do they stay?	2 nights (27%) 4-7 nights (24%) 8-14 nights (21%)	1 night (35%) 2 nights (27%) 4-7 nights (22%)	1 night (40%) 4-7 nights (19%) 2 nights (18%)
Who do they travel with?	Adult couple (38%) Family (38%) Friends or relatives travelling together without children (13%) Alone (11%)	Family (40%) Adult couple (26%) Friends or relatives travelling together without children (16%) School/uni/college group (16%)	Adult couple (35%) Family (27%) Alone (23%) Friends or relatives travelling together without children (9%)
What do they do while they're here?	Social and others (39%) Outdoor and nature activities (31%) Sports or active outdoor (17%)	Social and others (44%) Outdoor and nature activities (26%) Sports or active outdoor (12%)	Social and others (46%) Outdoor and nature activities (22%) Sports or active outdoor (12%)

⁶ Source: Detailed look at Tourism in the Tweed 2020 (data source NVS)

MARKETING

Destination Tweed's marketing strategy continues to be focused on visitor experiences with a strong shift towards digital marketing channels. A major benefit of digital marketing is that it allows us to gather information about our guests, their behaviours and preferences and allows us to customise both our communications with them and the experiences we offer in region, to meet their needs and aspirations.

DESTINATION TWEED WEBSITE

Activity on the Destination Tweed website for the period 1 July – 30 September 2016⁷:

19,175 sessions

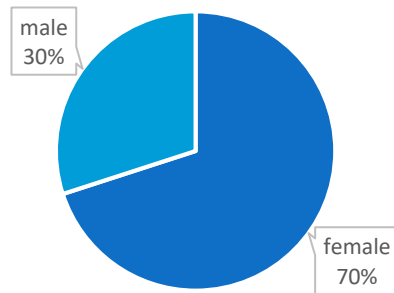
50,476 page views

2 min 27s average session

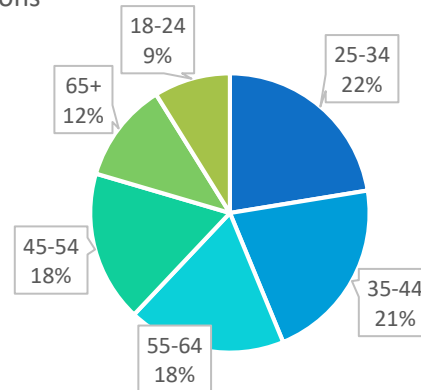
2.6 average pages/session

AUDIENCE: WHO IS VISITING THE DESTINATION TWEED WEBSITE⁸

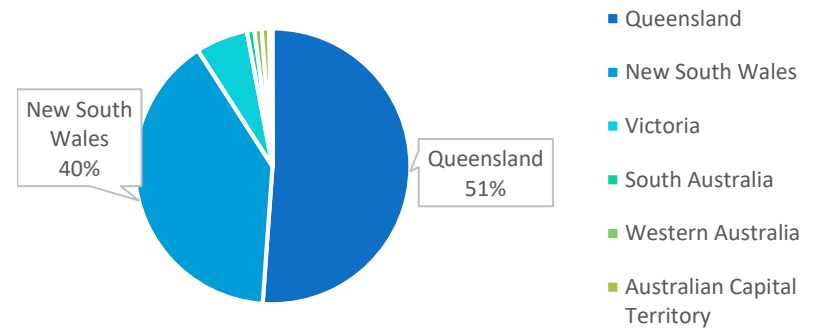
Gender



Sessions



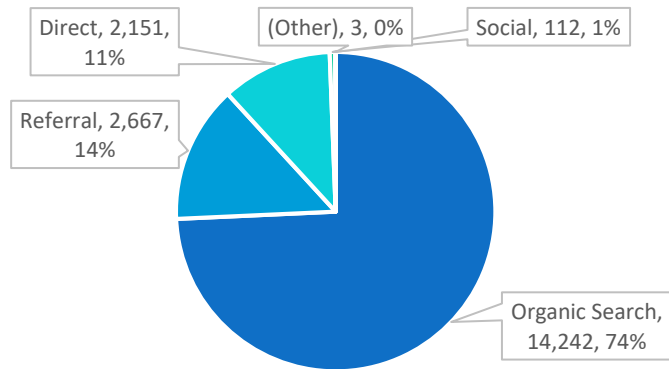
Geo location of domestic audience (93.37% of total)



⁷ Google Analytics, Audience – Overview.

⁸ Google Analytics, Audience – Demographics; Geo – Location - Australia.

ACQUISITION: HOW PEOPLE FIND THE DESTINATION TWEED WEBSITE⁹



Organic

Not provided (13,186, 91.59%)

Referral

visitnsw.com (1,229, 46.08%)

tweed.nsw.gov.au (296, 11.10%)

artgallery.nsw.gov.au (164, 6.15%)

Direct

Landing page (716, 33.29%)

/experiences/family-fun (102, 4.74%)

/accommodation (101, 4.70%)

Social

Facebook (85, 75.89%)

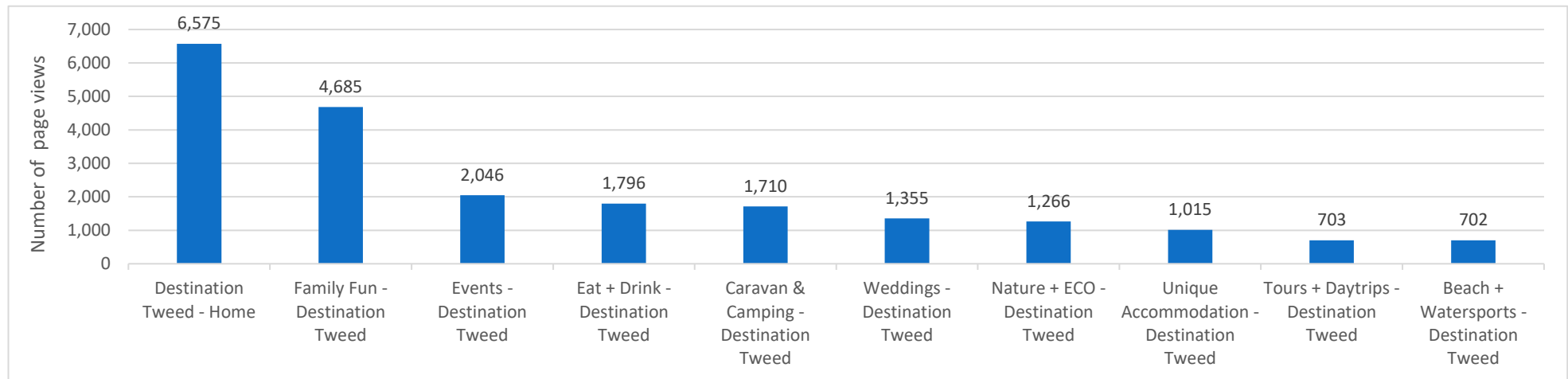
Instagram (10, 8.93%)

Other

Tweed Visitor Guide (2, 66.67%)

Viber (1, 33.33%)

TOP 5 PAGES¹⁰



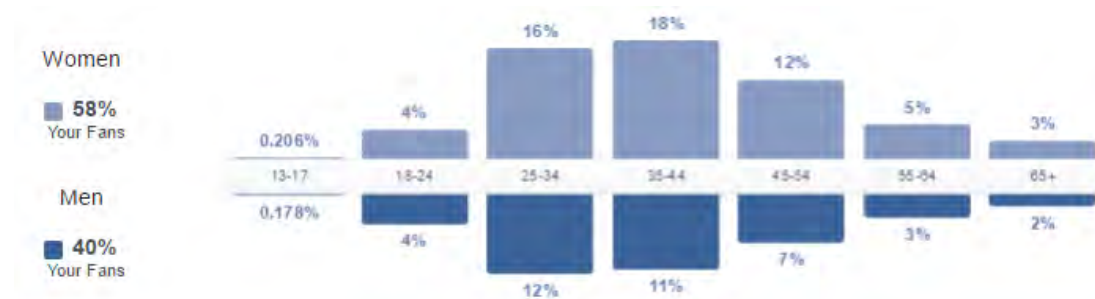
⁹ Google Analytics, Acquisition – Overview.

¹⁰ Google Analytics, Behaviour – Overview.

SOCIAL MEDIA ENGAGEMENT

FACEBOOK

Audience profile (as at time of reporting, 1 November 2016)¹¹:



Country	Your Fans	City	Your Fans
Australia	7,394	Gold Coast, Queensland	1,321
Malaysia	2,646	Brisbane, Queensland	889
United States of America	125	Kuala Lumpur, Kuala L...	576
New Zealand	79	Tweed Heads, Queensl...	487
Indonesia	69	Melbourne, Victoria	354
United Kingdom	42	Sydney, New South Wa...	299
Singapore	29	Johor Bahru, Johor	183
Canada	23	Penang, Penang	167
India	19	Perth, Western Australia	153
Pakistan	14	Byron Bay, New South ...	123

Activity for Q3 2016, July – September¹²:

- **Total page likes 10,642** at 30 September 2016 ↑ from 10,609 at the end of the previous quarter, 30 June 2016.
- **Average organic post reach 723** (1 Jul – 30 Sep 2016) ↑ from 656 in the previous period (1 Apr – 30 Jun 2016).
- **Average paid post reach 325** (1 Jul – 30 Sep 2016) ↓ from 502 in the previous period (1 Apr – 30 Jun 2016).

¹¹ Facebook Insights, People

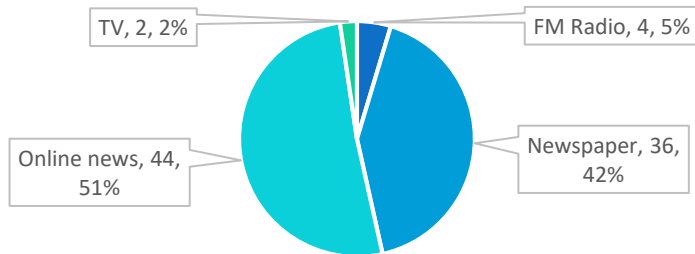
¹² Facebook Insights, Likes; Reach.

MEDIA / PR

During the period 1 July – 30 September 2016, 86 items were delivered from Newspapers, FM Radio, Online news and Television.

This coverage reached a cumulative audience of 2,268,487 and had an advertising space rate of AUD 197,710 advertising space rates (ASR).

Coverage received by media type



- Online news had the highest volume of coverage (51% of the total volume of coverage)
- Newspapers reached the highest cumulative audience (96% of the cumulative audience)
- Online news had the highest advertising space rate (58% of the total advertising space rate)

MITCH MEDIA

In late August 2016, following the commencement of the Destination Marketing Manager, Destination Tweed also engaged of the services of Mitch Media to provide public relations support.

The brief provided to Mitch Media by the CEO was:

To create a brand awareness and PR campaign to promote the Tweed region as a leading destination to play and stay.

Grow and promote the Taste the Tweed brand by building the profile of local growers, producers, eateries and artisans and positioning the Tweed as a market leader in food tourism.

Core objectives to be delivered included:

Media kits and coordinate retreat famils for all relevant industry press – including national magazines, print, radio, television and websites.

Develop cross-promotional event opportunities with corporate partners, ambassadors and charity events.

Work closely with Destination Tweed marketing and management team to achieve these goals.

Conde Nast Traveller China has a circulation of 650,000 on a monthly basis across China. It is aimed at up-market travel professionals and highly paid white collar workers with strong purchasing power who love overseas travel.

In conjunction with Destination NSW, Destination Tweed coordinated a media familiarisation tour the publication's Features Editor, Ms Yuan Fang, and photographer, Mr Chengyu Yan, who wrote a self-drive story from Sydney to Brisbane showcasing the cities, countryside scenery and activities to be seen and done along the way. The guests stayed at Halcyon House at Cabarita Beach for two nights and on 1 September 2016 visited The Farm Stall at Cudgen, Madura Tea Estates at Clothiers Creek, Juju's in Murwillumbah and Buck's Farm at Chillingham.

The image displays a collage of three pages from a magazine. The top-left page features a misty forest landscape with the text "LEGENDARY PACIFIC COAST" and a headline "爱上一匹野马". The bottom-left page shows a coastal landscape with a mountain in the background. The right page is a full-page spread featuring a large photograph of a whale breaching the ocean and columns of text.

AUSTRALIA'S GREEN CAULDRON – MENTORING PROGRAM, ROUND 2 | COMPLETE

The second round of the Destination Tweed and Australia's Green Cauldron sponsored product mentoring program commenced with additional funding sourced through NORTEC in June. The program continued through Q3, providing individual assistance to participating operators, helping them to refine their offering, building their capacity and connecting them with others in the network to create clusters of complementary visitor experiences that are both attractive and accessible to a global audience. Places in the program were awarded based on the merit of applications.

This activity directly supports the Tweed Economic Development Strategy actions point D35.

Activity in Q3 2016 included:

- Facilitation of Tweed tourism businesses participating in the mentoring program.
- Workshops held with ongoing industry sessions.
- Mentee showcase event

TWEED FUSION FESTIVAL | COMPLETE

Tweed Fusion is a showcase of art, music, food and nature set in the Tweed Valley. Now in its fourth year, Tweed Fusion has grown from a two-day program to a nine-day festival and is well-positioned to transition from a successful local celebration to a major regional event. This year, Tweed Fusion will take place from 22 – 30 October.

This activity directly supports the Tweed EDS Actions points D12,D13,D16

Activity in Q3 2016 included:

- Supported event organisers to refine the program and expand the footprint of events to include new locations at Hastings Point, Carool, Cudgen, Kingscliff and Tyalgum.
- Facilitated new collaborations with other local events and businesses, including: Taste the Tweed, Tweed Foodie Fest, Hearts Aflame Productions, Tyalgum Spring Fair and Mount Warning Tours.

ACTIVITY IN PROGRESS

TRIPADVISOR CAMPAIGN | IN PROGRESS

TripAdvisor is the largest travel site in the world, with more than 60 million members and over 170 million reviews and opinions of travel-related businesses and experiences. Travellers use the site to discuss, make decisions on and book travel worldwide and for many, TripAdvisor is an important factor in their decision-making. Destinations have opportunities to leverage TripAdvisor to keep visitors better informed and encourage them to stay longer, spend more and have a better experience while in the region.

Destination Tweed has created new TripAdvisor business listings for its three Visitor Information Centres at Tweed Heads, Murwillumbah and Kingscliff. Visitors can find these listings when searching the TripAdvisor website for experiences in the Tweed or when using the 'near me now' function on the TripAdvisor app. The listings let visitors know the Visitor Information Centres exist and where to find them. Past visitors can also leave reviews on their experience at the information centres, to which Destination Tweed is responding.

Destination Tweed has entered into a 12 month campaign with Trip Advisor to provide:

- A Premium Destination Partnership of the Tweed Heads, Kingscliff and Murwillumbah Destination pages on TripAdvisor's AU, NZ, UK, US, DE, FR websites.
- A digital advertising campaign targeting AU, NZ, UK, US, DE, FR travellers looking at New South Wales.
- New newsletter functionality will allow engagement with travellers after they have looked at the Tweed destination pages.
- Destination Management Organisation Dashboard, featuring data and insights to help us better understand the audience viewing our destination content.

This campaign provides Tweed operators with a solid platform to promote the region's experiences, events and activities.

Activity in Q3 2016 included:

- Create and add additional content and images to the three destination pages.
- Create TripAdvisor business listings for three Visitor Information Centres at Tweed Heads, Murwillumbah and Kingscliff.

TASTE THE TWEED REGIONAL FOOD TOURISM BRAND | IN PROGRESS

Taste the Tweed originated in the 1990's when Zeta Grealy used the name with other Tweed producers to build a profile of Tweed based produce. The name was given to Destination Tweed and registration of the business transferred in 2004 to continue the promotion. In 2007, when (then) Tweed Tourism and the NSW Department of State and Regional Development invested in market research to investigate the opportunity to develop the Taste the Tweed to promote the Tweed region as a high-quality culinary tourism destination. For several years, Destination Tweed has held the registered business name and maintained ownership of the web domains tastethetweed.com and .com.au. With the success of Tourism Australia's 'Restaurant Australia' campaign in the drive to launch Taste the Tweed was reignited in 2014 and Destination Tweed has been working with local markets, farmers, restaurants and event organisers to develop exciting visitor experiences to be collectively promoted under the 'Taste the Tweed' umbrella.

The concept of experiences aggregation or product clustering in order to go to market as a collective is not new within the tourism industry. It has been highly successful throughout Australia and the world, with Destination NSW and Tourism and Events Queensland running training sessions for operators over the last few years showing the success of these opportunities. Experience development, or product development within the region enables a more robust consumer focused approach. Destination Tweed has undertaken this type of activity already through the Australia's Green Cauldron product clustering programme for nature based experiences and at a more initial stage of the process the Creative Caldera and the Tweed Adventure Collective.

In this instance food based events or activities in the Tweed are separate and singular in their approach to marketing. So too are the other hospitality food based experiences in the Tweed, with each entity responsible undertaking their own marketing and hopefully reaching their markets alone. From a consumers point of view events are on for only a few days of the year and outside of that there appears not to be anything happening. Destination Tweed knows this is not the case; the reality is that food based experiences can be found 365 days of the year in the Tweed, incorporating events, tours and restaurants.

Taste the Tweed provides for the opportunity for the consolidation of all the epicurean experiences of the Tweed, a name where a consumer knows they can find Tweed food experiences all year round. The value proposition to Destination Tweed is current and diverse content to market the whole food story of the Tweed, putting the Tweed region's best foot forward so that visitors can see that there is a broad variety of epicurean experiences throughout the year, so if they miss one event, they can see from one central point all the things that are coming up, or on offer. The beginning of Taste the Tweed is to build an engaged community via social channels with which to proactively market experiences to.

Destination Tweed has been working with a number of stakeholder over the last few years to assist in developing the platform so that it fits into existing marketing program for Tourism Australia and Destination NSW.

- Destination Tweed is working with chefs in the Tweed Valley and on the Tweed Coast that have a local food philosophy to assist in building the profile and brand of Taste the Tweed. Some of these chefs have agreed to use their profiles to be advocates for Taste the Tweed and already are on sharing Taste the Tweed content to their much larger social following.
- Farmers markets, Destination Tweed has, under the Taste the Tweed banner been able to engage much more proactively with the farmers that attend the markets to promote farm tours and also create experiences at the Farmers Markets to encourage tourism visitation to the markets.
- Tweed Foodie Fest has entered into an agreement with Destination Tweed to use the Taste the Tweed name and logo to promote their events. The event organisers recognise the benefit of working with Destination Tweed to grow and expand the event's brand and marketing reach to attract tourists to their events. This is not an exclusive arrangement and Destination Tweed encourages other Tweed epicurean tourist experiences to engage and leverage the Taste the Tweed brand.
- Destination NSW Product and Trade Managers (domestic and international) have already expressed interest in the tours and the Taste the Tweed model. As the products within taste the Tweed are commissionable they are keen to promote these tours, events and the website once completed to their database and markets. This gives Destination NSW new product to take to market pre- and post-Commonwealth Games.
- Any Tweed based food experiences that meet the goals and objectives of Taste the Tweed have the opportunity to leverage the overarching marketing and brand of Taste the Tweed for their event, tours and activities.
- Development of a website is in progress and will be a staged approach. This will be promoted as a one stop resource for visitors and locals alike to access information about food based activities in the Tweed. The website will highlight local producers, where local produce can be purchased and what restaurants feature it. Restaurants will have the opportunity to promote specials and upcoming events, while consumers will be able to access information on all the restaurants in the region rather than having to access multiple

websites individually. Food events that meet the criteria of Taste the Tweed (i.e. feature at least 80% local suppliers and produce) will also be actively promoted. This will provide Destination NSW and Tourism Australia a better opportunity to market the region as a food hub, as they will easily be able to source information that to date has been impossible for them to gather.

Activity in Q3 2016 included:

- On Wednesday 14 September, introduced Mitch Media to local producers at Murwillumbah Farmers' Market.
- Local chefs Steve Snow and Luke Hines invited to be 'Taste the Tweed' brand ambassadors.
- 'Soft' media launch hosted at Osteria restaurant in Casuarina on Friday 23 September to capitalise on current media interest in the 'real food' story and introduce local and specialist media to the 'Taste the Tweed' brand.
- Application of 'Taste the Tweed' brand to help market the Tweed Foodie Fest events scheduled for September and October.
- Continued promotion of 'Taste the Tweed' brand via social media channels, Facebook and Instagram.

TWEED FOODIE FEST 2016 | IN PROGRESS

Tweed Foodie Fest is a celebration of the Tweed as a quality food-producing region. The program of events features farm visits, cooking demonstrations by local chefs and food trails where guests can sample tasting plates from local restaurants. Tweed Foodie Fest is run by a Volunteer Committee who are not remunerated for their participation.

Since its commencement as a small community event, the popularity of Tweed Foodie Fest has grown each year with increased demand for a greater and more diverse experience offering. Destination Tweed has played a key role in helping event organisers to refine the offering to deliver a manageable program of targeted seasonal events across the calendar year that meets the demand for increased and more diverse experiences, without diluting the success of the existing events.

Tweed Foodie Fest events for 2016 took place on 30 September (Murwillumbah), 22 October (Hastings Point) and are scheduled for 3 December (Murwillumbah).

Activity in Q3 2016 included:

- Supported event organisers to market the September event in Murwillumbah and the October event in Hastings Point, under the Taste the Tweed banner, using both traditional and digital channels.
- Provided PR support to raise the profile of the September and October events, under the Taste the Tweed banner.
- Managed an online booking portal and payment system for pre-booked tickets, using Destination Tweed's Rezdy account.
- Provided operational support to the event organisers at the September event, including set up and seating of pre-booked guests.
- Continued to facilitate collaboration with Tweed Fusion festival, to support 'Taste the Tweed @ Tweed Fusion' (October event at Hastings Point).

NSW PRO SURF SERIES TELSTRA STORES TWEED COAST PRO | IN PROGRESS

Destination Tweed continues to partner with Surfing NSW and Surfing Australia to bring a number of events that build the region's surfing profile and presence. There is a strong desire by all three organisations to develop this region as a surfing event location and scale up the profile of the events to become major international events on the surfing calendar. A start point in this is the NSW Surfing Tweed Coast Pro, a QS1000 event which in 2015 & 2016 was held in Cabarita. Continued Destination Tweed engagement with Surfing NSW and ongoing Telstra Stores sponsorship will enable the event to grow and developed over the next few years to a QS3000 event.

The 2016 series was a highly successful event, attracting 596 competitors and attendees, 90% of whom travelled to the event from outside the region. Attendees' average length of stay was four nights and the event's total estimated economic contribution the area was \$352,832.

Activity in Q3 2016 included:

- Ongoing negotiations with key stakeholders to secure the event for the Tweed region in 2017.
- Sponsorship and marketing opportunities.
- Community engagement opportunities and School visits by elite surfers.
- Placement of hospitality/tourism students into event for practicums and work experience.

AUSTRALIAN SURF FESTIVAL | IN PROGRESS

Following the success of the Tweed Coast Pro, the oversubscription to compete in these events, strong local board rider clubs and local community commitment to the events, combined with continued strong visitation growth Destination Tweed has been able to pursue the opportunity to work with Surfing Australia, Surfing NSW and Destination NSW to bring to the Tweed the Australian Surf Festival in 2017, 2018 and 2019.

The festival includes the Australian titles for shortboard, longboard and bodyboard and is currently hosted in Coffs Harbour. It is planned that the 2017 Tweed-hosted event will be held in July-August, meeting Destination Tweed's objectives of increasing visitation during the low season. Successful attraction of this three-week event will have a positive direct impact on the local economy and help shape the region to host larger surfing events into the future on a more permanent basis.

Activity in Q3 2016 included:

- Ongoing negotiations with partners to secure the event for the Tweed region in 2017, 2018 and 2019.
- Drafting of contract and financial contributions.

IRB CHAMPIONSHIPS | IN PROGRESS

Cudgen Surf Club was successful in its bid to hold the IRB Championship event in Kingscliff in July 2017. This event will see teams from across Australia come and stay in the Tweed for the five-day event, with pre- and post- event activities. Destination Tweed has met with the event organisers and surf lifesaving Australia and is providing support through product packaging and promotions of tours, activities and things to do in the region.

MURWILLUMBAH ART TRAIL 2017 | IN PROGRESS

The Murwillumbah Art Trail is a multi-site exhibition of contemporary art that showcases more than 60 established and emerging artists of the Tweed Valley and surrounds. Over a six-day period, the town and shops become the gallery and visitors are invited to follow the exhibition trail, which includes established galleries, artists' studios, pop-up galleries and public art. In the event's first two years, 2015 and 2016, the Murwillumbah Art Trail exhibitions were well-received locally and anecdotal accounts suggest a small visitor audience travelled to the region for the event.

As the event enters its third year, Destination Tweed is working with organisers to refine the scope of the event and assist in marketing to encourage increased visitation from outside the Tweed. In 2017, the Murwillumbah Art Trail will take place from Friday 26 until Wednesday 31 May.

This activity directly supports the Tweed Economic Development Strategy actions points D9, D11, D13 and D16.

Activity in Q3 2016 included:

- In September, met with event organiser to discuss scope and target market for 2017 event.
- Destination Tweed to provide support to event organisers to assist in marketing and supporting the event.

PARTNERSHIP WITH BUSINESS CHAMBERS | IN PROGRESS

Destination Tweed continues to work together with local chambers of commerce to support their objective of building a stronger Tweed economy. Destination Tweed is now working collaboratively with Murwillumbah Chamber of Commerce by facilitating a series of working lunches to brainstorm opportunities to work together to increase visitation and visitor spend in the Tweed Valley. This is a first step towards increased collaboration with all three local business chambers and it is intended that similar initiatives will be undertaken with the Tweed Heads and Kingscliff business chambers in the future.

Activity in Q3 2016 included:

- Series of discussion with stakeholders to coordinate activity and action point in the Tweed Shire Economic Development Strategy.
- In September, met with Murwillumbah and District Business Chamber President, David Vincent, to discuss opportunities and set a date for the first working lunch to take place in October.
- Ongoing meetings with Chamber presidents.

MURWILLUMBAH FARMERS' MARKETS | ONGOING

Destination Tweed has assisted the Murwillumbah Farmers' Market since its inception and continues to do so. The Destination Tweed CEO is a sitting member on the market's management committee and has, together with the Market Manager, reviewed and rewritten the market's constitution and rules which were adopted at the market's AGM in September.

The direction taken by the market helps to strengthen the Tweed's primary producers and value-adding stall holders, creating a quality product and visitor experience that supports Destination Tweed's Taste the Tweed brand and associated activities.

This activity supports the Tweed Economic Development Strategy, Section 6.3.4: Resilient and Innovative Agriculture.

TOURISM MANAGERS' GROUP (TMG) | ONGOING

The Northern Rivers Tourism Managers' Group (TMG) meets regularly to review and coordinate a more regional approach to the broader regional tourism issues. The group has representatives from each of the Shires in the Northern Rivers. Currently the TMG is reviewing:

- Creation of a regional tourism brand for the Northern Rivers considering the dismantling of the regional tourism organisation, North Coast Destination Network.
- Changes to the Accredited Visitor Information Centres network.
- Byron Bay Food Advantage.

VISITOR INFORMATION CENTRES

Destination Tweed operates three Visitor Information Centres, located at Tweed Heads, Murwillumbah and Kingscliff.

In the July - September quarter more than 20,000 requests for information were received across the three centres, this is up from 18,500 from the same period last year.

ACCREDITED VISITOR INFORMATION CENTRES (AVIC) NETWORK | ONGOING

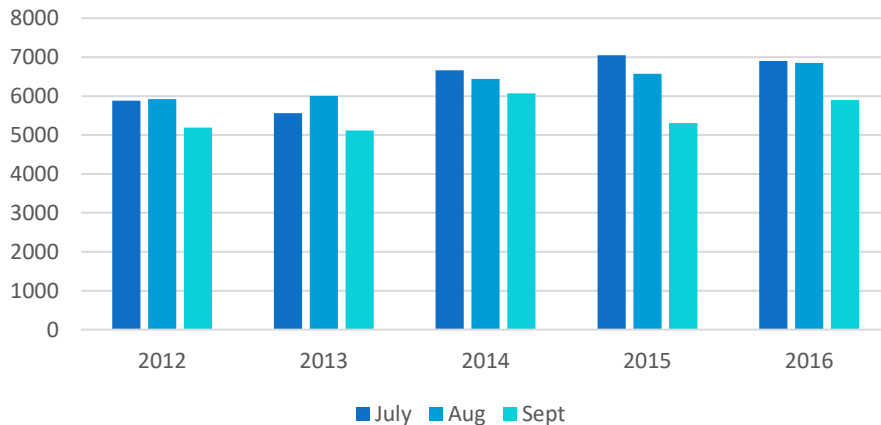
For the past 10+ years, the contract to administer the NSW Accredited Visitor Information Centre (AVIC) network has been held by private company Aurora. During this time, the requirements, levels of assistance and value of being part of this network were very clear.

Earlier this year Destination NSW (owner of the the AVIC licence in NSW) went out to tender for the management of the AVIC network. The tender process timelines blew out by five months and Destination NSW has just awarded the contract to The Tourism Group, a Queensland based business that also manage the AVIC network in Queensland.

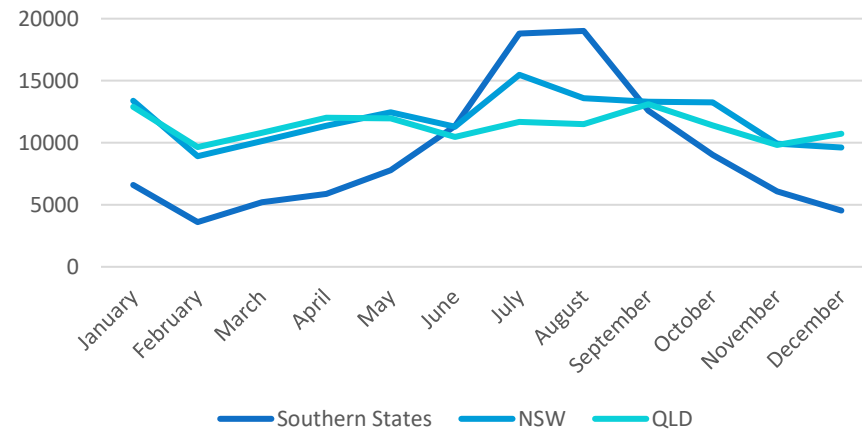
At this point it is unclear what the AVIC program and the associated accreditation process is expected to deliver to visitor information centres in NSW. Through the Northern Rivers Tourism Managers' Group, Destination Tweed has requested that Destination NSW considers communicating to AVICs a clear outline of the elements of the program.

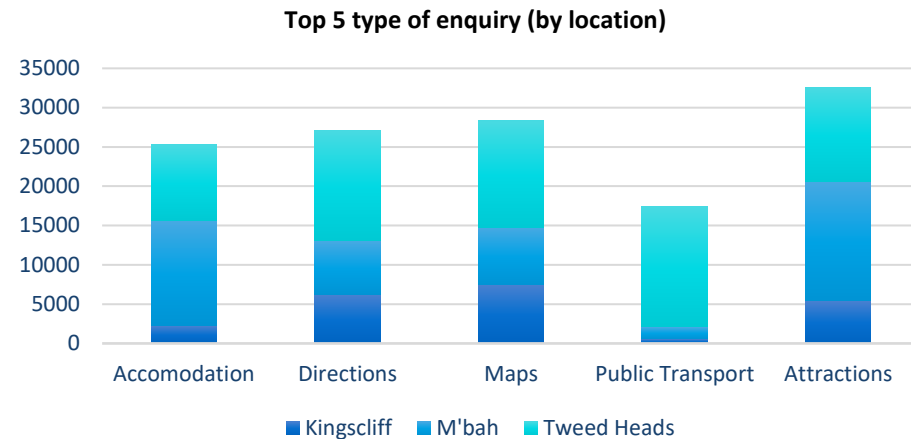
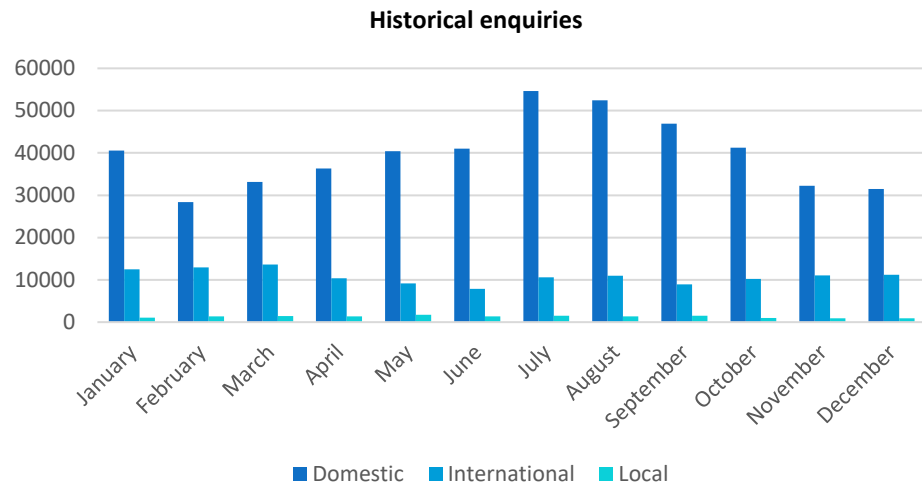
With this process dragging out since May 2016, planned regional training and AppnGo development have not occurred as they are administered and run by Aurora.

Number of enquiries received (July-September)



Domestic VIC visitation by month and location





MURWILLUMBAH TRAIN STATION | ONGOING

Destination Tweed is engaged in ongoing discussions with Council regarding the possible use of the Murwillumbah Train Station as tourist hub in order to help activate South Murwillumbah.

With its multi-use potential, the station provides an ideal location for visitor servicing, retail and displays such as the Adrian Smith rock collection.

Whilst this opportunity and its associated costs are being explored, Destination Tweed has held off on any further shop-fit expenditure at its existing visitor information centres. Destination Tweed is eager to pursue the development of a tourism precinct at the Murwillumbah Train Station should this prove economically viable.

APPENDIX – ANNUAL WORKS PLAN

MARKETING

STAYING ON TOP OF THE MARKET

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Market research	Analysis of quarterly IVS and NVS data sets	✓			✓			✓			✓		
VIC surveys	Issue VIC visitor surveys	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Visitor satisfaction survey	Conduct visitor satisfaction survey						✓	✓			✓	✓	

DEVELOPING A PRESENCE IN THE MARKET

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Consumer website	Programming and implementation of new footer	✓											
	Design, programming and implementation of side-bar images	✓											
	Update of National Parks section	✓											
	Update of Arts and Culture section		✓										
	Update of Driving Trails section		✓	✓									
	Addition of Cook Island page		✓										
	Addition of 2 x services categories to website		✓										
	Population of content for additional categories		✓										
	Programming of summer holiday section		✓										
	Ongoing development to site functionality, look and feel							✓					
Develop presence in key international markets	Inclusion in trade missions - SE Asia, North America, UK, Europe		✓			✓		✓					
	Attendance on trade mission - China, NZ						✓			-			

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Social media	Renew social content and strategy					✓	✓	✓	✓	✓	✓	✓	✓
Taste the Tweed	Develop website and content												✓
	Facebook page creation					✓	✓						
	App development												-
	Promotion of Experiences							✓	✓				
DT partnership programme	Produce annual industry marketing activity prospectus								✓		✓	✓	✓
Creative tourism	Develop collateral for creative tourism experiences												
Event support	Continue to provide support to events in the Tweed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Development of event collateral for new events	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Marketing and promotion of new events	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

PROACTIVE PROMOTION OF THE TWEED

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Summer campaign	TLPC 'Legendary Drives' Campaign - <i>co-op with NCDN, DNSW (RVEF)</i>	✓	✓	✓									
	Tweed TVC	✓	✓										
	Advertising in selected channels	✓	✓										
	Development of 2016 Summer campaign	✓	✓										✓
Trip Advisor campaign	Manage and update content and product	✓	✓	✓	✓	✓							
	Renegotiate campaign												
Wild About Whales campaign - co-op with NSWPWS										✓			
Tweed Visitor Guide	Advertising sales	✓											
	Concept development	✓											
	Consolidate advertising sales and bookings	✓											

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	Invoices to be raised	✓											
	Copy writing	✓											
	Supply copy to designer		✓										
	Supply of print ready ads and material to designer		✓										
	Design and layout		✓										
	Approval of advertising proofs		✓	✓									
	Review and amendments		✓	✓									
	Delivery of files to printer			✓									
	Print			✓									
	Supply of eBook, PDF and promotional material			✓									
	Distribution to Tweed VICs			✓									
	Delivery to storage warehouse			✓									
	Distribution to QLD and NSW VICs				✓	✓	✓	✓	✓	✓	✓	✓	✓
	Distribution to advertisers and stakeholders				✓	✓	✓	✓	✓	✓	✓	✓	✓
	Produce e-brochure				✓								
Seafood Discovery Trail - collaboration with CSGC	Revisit a previous cooperative marketing activity.	✓											
	Produce new updated collateral	✓	✓										
Tweed Valley Weekly Summer lift out - targeted at VFR and locals	Project overview		✓										
	Copywriting and review		✓	✓									
	Advertising sales (Tweed Valley Weekly)		✓	✓									
	Supply of copy, images and maps to production team			✓									
	Adjustments to maps and content			✓									
	Layout			✓									

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	Review of proofs			✓									
	Print			✓									
	Supply of files for web			✓									
	Addition of files to website			✓									
	Distribution			✓									
Consumer travel shows	Presence at consumer shows					✓		✓		✓			
Trails - develop brochures and digital content	Self-drive Trail												
	Copywriting	✓											
	Design brief and confirmation of project	✓											
	Copy rewrite and fact checking	✓	✓										
	Supply of copy and images to designer		✓										
	Development of maps		✓										
	Development of brochure template		✓										
	Review and amendments (maps)		✓										
	Review and amendments (template)		✓	✓									
	Approval of final files			✓									
	Supply of files for web			✓									
	Addition of files to website			✓									
	Print			✓									
	Distribution			✓	✓	✓							
	Art trails								-	✓			
	Walking trails									✓			
	Bike trails										-	-	
	Food trails											✓	✓

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
MICE	Redevelopment of MICE brochure												-
	Production of digital content												-
Local market guide	Redevelopment of Market guide for the Tweed	✓	✓						✓				
Public Relations – external	Media famils to generate articles in relevant external publications, TV and websites		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Feature articles to generate exposure in relevant external publications and websites				✓	✓	✓	✓	✓	✓	✓	✓	✓
	Copywriting of editorial for selected tourist guides				✓	✓	✓	✓	✓	✓	✓	✓	✓
Public Relations – internal	Undertake community engagement strategy					✓	✓						
	Press releases distributed to media		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Pitching of stories to local media outlets as above		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Develop Tweed Tourism brand	Define parameters of brand development requirements and gain recommendations					✓	✓	✓					
	Develop brief for rebranding strategy							✓	✓				
	Distribute brief and source quotes								-	-			
	Present quotes to board for final decision										-		
	Implement rebranding strategy											-	-

PRODUCT DEVELOPMENT

STAYING ON TOP OF THE MARKET

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Market research	Analysis of IVS and NVS data sets	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Analysis of industry research and paper	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Industry trends and knowledge	Industry updates and forums (ARTN, ATEC, TA etc.)	✓		✓		✓		✓	✓				
Industry development	Networking events with industry to inform and educate		✓							✓			
	Industry workshops and mentoring activity	✓	✓			✓		✓	✓	✓	✓	✓	✓
	Industry training	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Industry newsletter	Distribute industry newsletter	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Tweed Destination Management Plan	Undertake SA2 Profiling												✓
	Review current documents and redraft							✓					

DEVELOPING THE TWEED EXPERIENCE

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
EDS Implementation	Work with TSC to support EDS activity	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Implement EDS activity	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
TRADE AND INDUSTRY ENGAGEMENT													
Travel trade engagement	Attend Media ATE								✓				
	Attend ATE								✓				
	ITO workshops (e.g. ATEC)						✓	✓					
	Domestic wholesale programs						✓	✓	✓	✓	✓	✓	✓

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Industry engagement	State tourism organisations and Tourism Australia	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	State investment/development bodies	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Regional and local tourism organisations	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	TMG	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Event support	Continue providing support to events in the Tweed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Support and advocate TSC in Event Strategy formulation							✓	✓	✓	✓	✓	✓
	Work with TSC in developing events in the Tweed						✓	✓	✓	✓	✓	✓	✓
Tweed Valley Country Roots Fest <i>*EDS activity</i>	Engage with promoter	✓		✓									
	Approach DNSW for major events funding			✓			✓						
	Assist in the development of event						✓	-	-	-	-	-	-
PRODUCT DEVELOPMENT													
Tweed Adventure Collective	Investigate and drive the development of a Tweed Adventure Collective		✓				✓	✓					
	Coordinate the Tweed Adventure Collective							✓	✓	-	-	-	-
Rail Trail	Support TSC on the development of Tweed Rail Trail	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓
Creative tourism <i>*EDS activity</i>	Support development of overarching Tweed creative entity	✓											
	Undertake creative industries audit of the Tweed		✓	✓	✓	✓							
	Work with creatives to develop tourism product and experiences with M'bah as a hub					✓	✓	✓	✓	✓	✓	✓	✓
	Explore opportunity for Art/Creative markets in M'bah						✓						
Trails development	Walking trails	✓	✓	✓	✓	✓	✓	✓	✓	✓	-	-	✓
	Bike trail								✓	✓			

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	Food Trails									✓	✓		
	Art Trails	✓	✓	✓	✓	✓	✓	✓					
Taste the Tweed - continuation of previous project outcomes and recommendations	Investigate holding an annual major food event			✓									
	Meet with professional event managers to explore the opportunities for major food event			✓	✓								
	Investigate opportunity to develop paddock to plate tours						✓						
AUSTRALIA'S GREEN CAULDRON													
Australia's Green Cauldron	Industry mentoring program	✓	✓	✓							✓	✓	✓
	Wild Journeys Programme						✓	✓	✓	✓	✓		
	Rejuvenation of Rain Forest Way					✓	✓	✓					
	Creative Villages of the Cauldron									✓	✓	✓	✓
Sports tourism	Continue to work with QSM for events in the Tweed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Evaluate SMA relationship					✓	✓						
Tweed Coast Surf Pro	Development of event with Surfing NSW , Leverage opportunities for operators and industry	✓	✓	✓	✓								
	Work with NSW Surfing and DNSW for 2017/2018 events					✓	✓	✓	✓	✓	✓	✓	✓
New event - major international surf event opportunities	Explore opportunities for the Tweed to host major surf event for 2017					✓	✓		✓				

ACTIVELY SEEKING AND ATTRACTING INVESTMENT AND FUNDING

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Engage with potential investors	Identify and engage with potential new investors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Provide customised information package for prospective investors	Conduct meetings with prospective investors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Provide introduction to relevant TSC officers if required	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

VISITOR SERVICING

STAFF TRAINING AND DEVELOPMENT

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Staff training	Deliver in-house staff training via weekly 5MOT modules	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Various training activities and opportunities						✓			✓			✓
	Regional NR AVIC training								-	-	-	-	-
	Implement AVIC Best Practice Operational Training									✓	✓	✓	✓
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Regional NR and GC cooperative famil programme							-	-	✓	✓		
Implantation of technology	Review of current technology	✓	✓										
	Implementation of recommendations from RVSS strategy			✓	✓							✓	✓
	Implementation of new reservations system						✓	✓	✓				
	Implementation of AppnGo (cost dependant)											-	-
AVIC	Prepare and submit monthly VIC accreditation reports	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Prepare and submit annual VIC accreditation report								✓				

PRODUCT AWARENESS AND KNOWLEDGE

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Retail sales strategy	Implementation of new inventory management system	✓	✓										
	Increase local content in retail shop			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
VIC fit out review	Conduct study on brochure and retail layout with recommendations for enhancement								✓	✓			
	Undertake shop fit out												-

ACTIVELY SEEKING AND ATTRACTING INVESTMENT AND FUNDING

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Wi-Fi enablement	Implement free Wi-Fi to support download of e-brochures, apps and access to website	✓											
Product promotion	Provide innovative display opportunities and other promotional channels through the VICs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Event support	Continue to provide support to events in the Tweed	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Provide visitor information services at VICs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Provide and online accommodation booking service	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Promote tourism operator services through the VICs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓