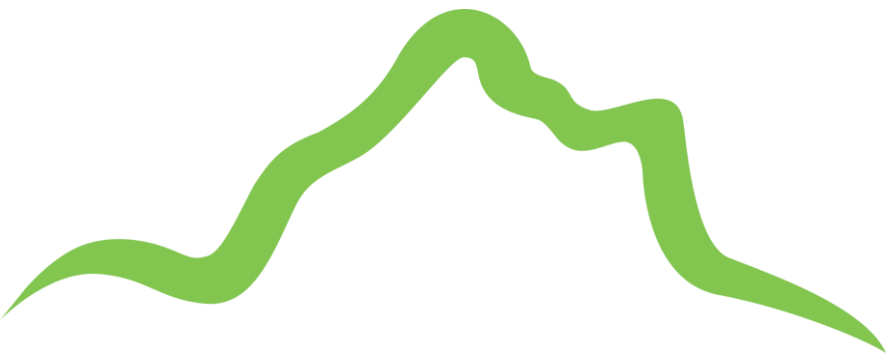


# QUARTERLY REPORT

## April - June 2017



## TABLE OF CONTENTS

OVERVIEW OF Q1 2017 (JANUARY – MARCH) .....	3
DESTINATION TWEED .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
MEMBERSHIP .....	4
Flood recovery Marketing.....	4
MEDIA.....	5
VISITATION STATISTICS.....	3
Number of visitors and nights stayed (YE March 2017).....	3
DESTINATION MARKETING CHANNELS .....	4
Get connected.....	4
Destination Tweed website .....	4
Social media engagement.....	5
MARKETING & PRODUCT DEVELOPMENT – COMPLETED AND CURRENT ACTIVITY .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
Activity completed in Q1 2017.....	<b>Error! Bookmark not defined.</b>
VISITOR SERVICING.....	5
ANNUAL WORKS PLAN UPDATES .....	6
Marketing.....	7
Product development .....	13
Visitor servicing.....	16

Destination Tweeds Core objectives

- Increasing visitation both domestically and internationally through targeted marketing campaigns and PR activity in key source markets.
- Generating increased length of stay by providing authentic, Tweed experiences that visitors are going to want to do.
- Driving visitor spend in region by ensuring excellent products and product delivery so visitors are encouraged to spend their hard-earned dollars in the Tweed.
- Delivering return on investment for all stakeholders, including its member organisations, and creating enduring commercial success for all tourism operators.
- Ensuring the environment everyone treasures and the region's unique natural landscapes are maintained.

## MEMBERSHIP

DT reintroduced paid membership during this quarter. A number of membership structures and inclusions were considered, Tweed operators were surveyed to determine what aspects of membership would be valued and used.

The resulting membership levels and inclusions reflects the feedback from industry and provide a supportive structure for marketing and product development. Each level of membership has been designed to support business with resources that match their stage of the tourism cycle.

There are three levels of membership;

- Tourism Partner – the top level for business that are seeking specific assistance, engagement or simply wish to support the industry through this level of membership
- Tourism Operator – for business that see value in access resources and opportunities presented by membership
- Tourism Supporter – business that indirectly support tourism or wish to support DT through this level of membership

Currently there are 91 members.

- 31 x Tourism Partners
- 54 x Tourism Operators
- 6 x Tourism Supporters

## FLOOD RECOVERY MARKETING

Post floods, DT has worked hard to secure marketing funds specifically for the Tweed and region. Funds were forth coming from both Destination NSW and OEM with a combined marketing fund of 300k that was invested into Northern Rivers are campaign centred on promoting the region as open for business.

The campaign features a range of partners (National Geographic, HotelsCombined, Stayz and Webjet) and include;

- A four-week campaign via HotelsCombined will commence roll-out from the 28 August 2017.
- The estimated media value is more than \$650,000 for a mutli-market release.
- A '4 Days Away' video will be circa 4-minutes in duration, it will be promoted via 96 spots across the National Geographic broadcast TV channels.
- A 60 second made-for-web digital video will be distributed via [nationalgeographic.com.au](http://nationalgeographic.com.au) and [visitnsw.com.au](http://visitnsw.com.au)
- Content, articles and widget integration across [nationalgeographic.com.au](http://nationalgeographic.com.au)
- National Geographic organic and paid social campaign.
- Hotels Combined direct response campaign includes paid TVC, digital video, social media advertising and performance display (plus owned content on [hotelscombined.com.au](http://hotelscombined.com.au) and their standard PR).

Additional to this campaign was:

- An agreement to film two additional Sydney Weekender programs with Mike Whitney, with one already filmed and gone to air in June, the second to be filmed on 22 & 23 August on the Tweed River and Tweed Coast.
- A live broadcast of the Today show from somewhere in the Tweed. Destination NSW and the Today show producers have been up here with DT scouting out locations. These and suggested stories and activities have been submitted for their decision.

## MEDIA

Immediately post flood DT engaged and worked with media from our target markets to present the Tweed as open for business. This started with looking to change perception and create a new narrative. This was difficult to achieve with conflicting messages in the media where the narrative was to reinforce the flooding damage in order to draw as much attention to the issue in order to drive more resource and funds.

DT undertook specific tactical activity to reinforce the destination directly into the travelling public that the Tweed is open for business with a tactical campaign with Jetstar to promote the destination, this paid media was maximised by a number of earned media opportunities with supporting editorial and destination overviews, which will culminate in November with the Tweed being the Jetstar feature destination. DNSW also supporting this DT activity to further maximise DT investment supporting a visit to the Tweed by Jetstar media / travel journalist to write and develop additional and future content to be used across other channels of Jetstar and DNSW.

DT relationship with DNSW has yielded good returns with DNSW being very supportive by organising a number of key media visits and shoots from independent travel writers, bloggers, shows such as Sydney Weekender, international journalists from key inbound markets and general media as part of the Flood recovery programme. It should be noted that media families organised by Destination NSW seek input from regional local tourism bodies such as Destination Tweed, Destination NSW also go direct to operators in region that match the style of story or medium the journalist will be writing for. These options are included in an itinerary that is presented to the journalist, it is their choice to select which tourism operator and experiences they wish to engage in.

There are a number of activities scheduled for the future including a live broadcast of the Today show from the Tweed.

- GC Bulletin 'Coast is Clear
- Courier Mail- 'Coast is Clear
- Daily Mail- flood story –coast
- GC Bulletin-Blues Fest-Tweed Accom feature
- Merv Hughes national radio show interview-KMS
- Daily Mail- holiday feature
- ABC North Coast live broadcast
- Blank GC, MAT program
- GC Bulletin, MAT event calendar,
- The weekend edition- Baskk/Dbar gallery
- Urbanlist- Baskk/Dbar Gallery
- Daily News-Taste the Tweed
- Good Food Gold Coast-Mavis's Kitchen, event series review
- MYGC-website what's on Tweed Holidays
- Daily News, Tyalgum feature

## VISITATION STATISTICS

The following visitation statistics are sourced from the National Visitor Survey (NVS) and International Visitor Survey (IVS) undertaken by Tourism Research Australia

### NUMBER OF VISITORS AND NIGHTS STAYED (YE MARCH 2017)

1,261,000 domestic daytrip visitors

↑ 17.2% on the same period in the previous year.

658,000 domestic overnight visitors

↑ 5.6% on the same period in the previous year.

2,400,000 domestic visitor nights

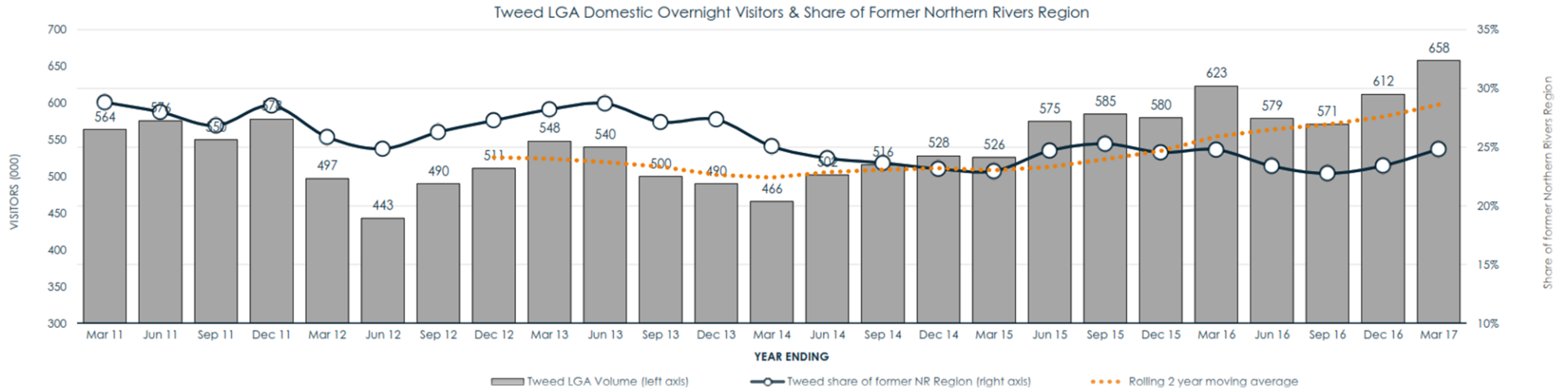
↑ 1.7% on the same period in the previous year.

23,600 international overnight visitors

↑ 33% on the same period in the previous year.

291,000 international visitor nights

↑ 70% on the same period in the previous year.



## DESTINATION MARKETING CHANNELS

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.

### GET CONNECTED

DT have over the years advocated for Tweed operator's to take out a listing on Get Connected. Get Connected is Destination NSW's website membership program, its free and open to all tourism operators within New South Wales. Get Connected provides Tweed operators the opportunity to showcase their product on Destination NSW consumer websites and tap into over 26 million people a year who use the visitNSW.com site to look for tourism products.

Get Connected also feeds content to Australia.com, Sydney.com and The Australian Tourism Data Warehouse (ATDW) - a centralised database of more than 40,000 Australian tourism product and destinations, supplying NSW product to 70 plus websites.

Getting Tweed operators to sign up has surprisingly been problematic with some vocal Tweed operators believing that Get Connected is a booking platform, and since it's not delivered them bookings it's not of value and recommend to others business not to bother. DT has undertaken workshops and one on one meetings with Tweed operators to explain the opportunity that Get connected provides, that it links to marketing channels and provides greater exposure for their business.

The recent Destination NSW Flood recovery marketing campaign call to action was to VisitNSW.com, where only product listed via get connected is promoted. This formed a catalyst for a number of Tweed operators to sign up which is positive move.

### DESTINATION TWEED WEBSITE <sup>1</sup>:

Top referring website to destinationtweed.com.au is visitnsw.com, as outlined above DT focus has been on getting Tweed operators engaged in visitnsw.com through the Get Connected programme. Whilst there is book ability on the VisitNSW site, the referral to the DT site enables a level of conversion to be attained, as well as further click throughs to individual operator's pages.

The new DT site is currently being built, the existing site analytics ba re being reviewed to look for areas of interest, conversion and bounce. This is being mapped out and will help determine the new sites lay out. For example, the third most visited section of the DT website is the family fun pages, in this section the greatest visitation is from the age group 35-44

---

<sup>1</sup> Google Analytics, Audience – Overview.

years (37%) whose location is predominantly Brisbane (39%) followed by Sydney (33%). Currently these pages require a number of clicks throughs to reach resulting in a lot of people not staying on the site reducing the level of conversion.

It's also important to understand who looks at our site, on what devices, languages and platforms. The current site receives a good number of hits from across the world. The new site will have heading pages translated into Mandarin.



Desktop

42.9%

↓3.4%

17,522 sessions



Mobile

41.1%

↑1.8%

40,572 page views



Tablet

16%

↑1.6%

2 min 10s average sessi

## SOCIAL MEDIA ENGAGEMENT

### Activity for Q2 2017, April -June<sup>2</sup>:

- **Total page likes 11,075** ↑ from 10,699 at the end of the previous quarter.
- **Average organic post reach 1033** ↑ from 775 in the previous period.
- **Average paid post reach 810** ↑ from 702 in the previous period.

## VISITOR SERVICING

<sup>2</sup> Facebook Insights, Likes; Reach.



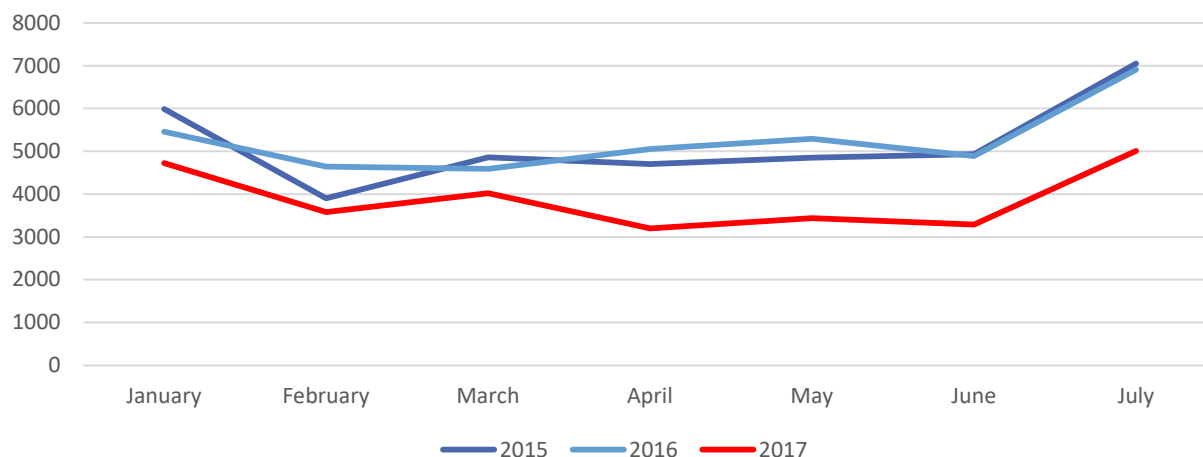
Destination Tweed operates three Visitor Information Centres, located at Tweed Heads, Murwillumbah and Kingscliff. In Q1 2017, more than 12500 requests for information were received across the three centres.

The 2017 flood had a major impact on visitation across all Information Centre with a 34% decrease over the same period the previous year.

- Kingscliff VIC visitation was already impacted by the foreshore redevelopment works, this combined with the floods saw a total decrease in visitation over this period of 49%
- Tweed Heads VIC had a small drop of 9%
- Murwillumbah VIC was closed due to flood damage and was relocated to the Murwillumbah train station. Over this period there was a 52% drop in visitor though the VIC.

An decrease in visitation was expected over this period in the Tweed and mirrors the initial impact seen after previous flooding events. However, the 2017 flood has had a much greater and lasting impact and longer recovery period. Numbers are beginning to return to normal visitation patterns, but are lower in numbers.

**Comparison VIC visitation over 2017 flood period**



Murwillumbah VIC has relocated to the Train Station and provides a number of longer term solutions such as greater parking availability, parking for caravans and motor homes, additional space. TSC have been very helpful in getting the information centre operational with signage and landscaping. The station will make an ideal tourism precinct. Future activity will focus on internal fit out, functionality and developing its sense of place and identity by linking the building to the Tweed Museum and its content – provides ideal cross promotion opportunities.

## MARKETING

### STRATEGIC OBJECTIVES

- Increase visitation.
- Increase tourism expenditure.
- Increase visitor nights.
- Increase the awareness of the Tweed.

### STAYING ON TOP OF THE MARKET

- Conduct ongoing market research to fully appreciate existing markets and on-going changes and trends.
- Identify, understand and track trends in the Tweed as well as across all tourism markets for future marketing - knowing the market and broader environment is critical.

*Output: Quarterly market research reports.*

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Market research</b>	Analysis of TRA IVS and NVS data	✓	✓	✓	✓	✓	✓	✓	✓	✓			
	Analysis of industry research and papers	✓	✓	✓	✓	✓	✓	✓	✓	✓			
<b>Tourism industry engagement</b>	ARTN & ATEC conventions and activities	✓	✓	✓	✓	✓	✓	✓	✓	✓			
	Industry updates and workshops	✓	✓	✓	✓	✓	✓	✓	✓	✓			
<b>VIC surveys</b>	Undertake VIC visitor surveys	✓	✓	✓	✓	✓	✓	✓	✓	✓			
<b>Visitor satisfaction survey</b>	Conduct visitor satisfaction survey	✓	✓	✓	✓	✓	✓	✓	✓	✓			

MAINTAINING A STRONG PRESENCE IN THE MARKET

- Develop an appropriate suite of collateral to promote the Tweed’s experiences.
- Ensure collateral is accessible to existing and potential visitors via traditional and digital channels.
- Engage with industry to leverage bundling and packaging opportunities.

Output: Informative and attractive marketing packages across print, web and mobile media.

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Tweed Visitor Guide</b> <i>Interim guide complete.</i> <i>Full guide to be prepared for FY1718.</i>	Concept development		✓										
	Advertising sales		-	-									
	Finalise ad sales and bookings			-									
	Raise invoices for advertising			-									
	Copywriting			✓									
	Supply copy to designer			✓									
	Supply of print-ready ads to designer			✓									
	Design and layout			✓									
	Approval of advertising proofs			✓									
	Review and amendments			✓									
	Delivery of files to printer				✓								
	Print				✓								
	Supply of eBook, PDF and promo material				✓								
	Distribution to Tweed VICs				✓								
	Delivery to storage warehouse				✓								
	Distribution to QLD and NSW VICs				✓								
	Distribution to advertisers, stakeholders				✓								
	Produce e-brochure					-							

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Tweed visitor maps</b>	Develop creative brief	✓											
	Design and layout		✓										
	Print		✓										
	Distribution to Tweed VICs		✓										
<b>Develop Tweed tourism brand [EDS]</b>	Finalise brief for rebranding strategy					✓	✓						
	Distribute brief and source quotes						✓	✓					
	Present quotes to board for final decision								-	✓			
	Implement rebranding strategy												
<b>Destination Tweed website</b>	Project inception meeting	✓											
	Establish a project brief		✓										
	Finalise scope and budget						✓						
	Content requirements provided to DT							✓					
	Supply copy and content								-	-			
	Build									-			
	Relaunch												
<b>Membership program</b>	Conduct DT membership survey of local operators	✓	✓						✓				
	Create membership proposal						✓						
	Board decision on membership proposal						✓						
	Establish CRM system												
	Update database of Tweed tourism operators								✓				
	Establish DT roles for managing membership						✓						
	Develop member communication templates								✓				
	Engage with potential members						✓						
	Develop membership info pack and invitation						✓						



## LEVERAGING UNIQUE COMPETITIVE ADVANTAGES TO BUILD NICHE MARKETS

- Review and profile the Tweed's more niche experiences.
- Engage with industry to develop product offer.
- Develop collateral and market experiences.

*Output: Range of niche clustered experiences marketed and distributed through travel trade.*

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Annual review of experiences</b>	Review products/experiences on offer in the Tweed	✓	✓	✓	✓	✓	✓	✓	✓	✓			
<b>Niche experiences collateral</b>	Develop collateral for paddock to plate initiatives [EDS]					-	-	✓	✓	✓			
	Develop collateral for creative villages [EDS]	✓	✓	✓	✓	✓	✓	✓	✓	✓			
	Develop collateral for new events [EDS]	✓	✓	✓	✓	✓	✓	✓	✓	✓			
	Marketing and support for new events [EDS]	✓		✓		✓	✓	✓	✓	✓			

## PROACTIVE PROMOTION OF THE TWEED

- Drive strategic, tactical and cooperative campaigns promoting the Tweed experience.
- Public relations and strategic advertising to niche markets through selected media.
- Integrated social media strategy to raise the profile of the Tweed as a tourist destination and encourage greater visitation.

*Output: Marketing and advertising of the Tweeds experiences matched to relevant markets.*

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Treasures of the Tweed</b>	Project overview						-	-					
	Copywriting and review						-	-					
	Advertising sales – <i>Tweed Valley Weekly</i>						-	-					
	Supply of copy, images and maps to production team						-	-					
	Adjustments to maps and content						-	-					
	Layout						-	-					
	Review of proofs						-	-					



## PRODUCT DEVELOPMENT

### STRATEGIC OBJECTIVES

- Increased investment in the tourism industry.
- Development of tourism products and experiences.
- Building stronger relationship with operators.

### STAYING ON TOP OF THE MARKET

- Tourism is a very dynamic and competitive industry that changes rapidly to external influences. Ensuring that tourism development occurs within trends and market needs is critical for the sustainable development of tourism as a key economic pillar for the Tweed.
- Undertaking, reviewing and analysing relevant data with to stay on top of the market.

*Output: Keeping current on industry & market trends, impart knowledge to keep industry informed and current.*

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Market research</b>	Analysis of quarterly IVS and NVS data sets	✓	✓	✓	✓	✓	✓	✓	✓	✓			
	Analysis of industry research and papers	✓	✓	✓	✓	✓	✓	✓	✓	✓			
<b>Tourism industry engagement</b>	ARTN Convention												
	Industry updates and workshops	✓	✓	✓	✓	✓	✓	✓	✓	✓			
	Develop relationship with TA, DNSW, DNC	✓	✓	✓	✓	✓	✓	✓	✓	✓			
	Tourism managers' group	✓	✓	✓	✓	✓	✓	✓	✓	✓			
<b>VIC surveys</b>	Issue VIC visitor surveys	✓	✓	✓	✓	✓	✓	✓	✓	✓			
<b>Visitor satisfaction survey</b>	Conduct visitor satisfaction survey	✓	✓	✓	✓	✓	✓	✓	✓	✓			
<b>Industry development</b>	Operator workshops, skills/customer service training	✓	✓	✓	✓	✓	✓	✓	✓	✓			
<b>Undertake research and distribute</b>	Industry research and stats on DT corporate website							-	-	-			

### DEVELOPING THE TWEED EXPERIENCE



- Leverage the Tweed’s attributes to build niche products and experiences to increase visitation.
- Implement the action points from the Tweed Destination Management Plan to facilitate product development opportunities in the Tweed.
- Identifying opportunities to develop signature events in the Tweed, aimed at attracting visitors to the region.
- Work with industry to assist in the development of new products and experiences.

*Output: Support and/or develop new products and experiences.*

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Update and deliver the Tweed DMP</b>	Review relevant documents and redraft [EDS]						✓	✓	✓				
	Experience development in line with the Tweed DMP	✓	✓	✓	✓	✓	✓	✓	✓	✓			
<b>Travel trade engagement</b>	Attend Australian Tourism Exchange								✓				
	Attend ATEC inbound workshops ( <i>also November 2017</i> )						✓						
	Inclusion in STO international trade missions (TBC)												
	Engagement with online travel agents	✓	✓	✓	✓	✓	✓	✓	✓	✓			
	Participate in domestic wholesale programs	✓	✓	✓	✓	✓	✓	✓	✓	✓			
<b>Support operator development</b>	Industry workshops and mentoring	✓	✓	✓	✓	✓	✓	✓	✓	✓			
<b>Events development</b>	Liaise with DNSW regional events team	✓	✓	✓	✓	✓	✓	✓	✓	✓			
	Work collaboratively with TSC to develop events [EDS]	✓	-	✓	✓	✓	✓	-	-	-			

## LEVERAGING UNIQUE COMPETITIVE ADVANTAGES

- Identify opportunities for product clustering /packaging
- Support the engagement of operators within these programs

*Output: Tweed products engaged, promoted and sold through industry opportunities.*

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Engage with existing programs</b>	Australia's Green Cauldron	✓	✓	✓	✓	✓	✓	✓	✓	✓			
	The Rainforest Way	✓	✓	✓	✓	✓	✓	✓	✓	✓			
	Commonwealth Games 2018	✓	✓	✓	✓	✓	✓	✓	✓	✓			
	Byron Food Advantage	✓	✓	✓	✓	✓	✓	-	-	-			
	Northern Rivers Food	✓	✓	✓	✓	✓	✓	✓	✓	✓			
	Creative Caldera	✓	✓	✓	✓	✓	✓	✓	✓	✓			

## ASSISTING AND ATTRACTING TOURISM INVESTMENT

- Engaging with public and private sector to support new products and/or experiences for the Tweed.
- Engaging directly with entities that can deliver new products or experiences.

*Output: Engagement with potential partners and investors for new products or experiences*

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Identify product/infrastructure gaps</b>	Ongoing product audit	✓	✓	✓	✓	✓	✓	✓	✓	✓			
<b>Engage with potential private sector investors</b>	Facilitate tourism investment enquires	✓	✓	-	✓	✓	✓						
	Pitch development opportunities to prospective investors	✓	✓	-									
<b>Work with Council to support infrastructure improvements</b>	Review Council annual works programs and strategies to identify areas of collaboration and potential tourism investment	✓	✓	✓	✓	✓	✓	✓	✓	✓			

## VISITOR SERVICING

### STRATEGIC OBJECTIVES

- Provide best practice customer service
- Ensure that visitors have access to comprehensive, up-to-date and easily understood information on experience available to them.
- Improve the quality of the visitor experience, visitor dispersal and achieve longer stays.
- Promote high standards through accreditation, standardisation of services, staff professionalism and efficiency in the delivery of customer servicing.

### DEVELOP A CULTURE OF VISITOR SERVICING

- Implement a structure that delivers consistent quality visitor servicing
- Adoption of technology and resources to deliver accurate content across all channels.
- Conduct Staff Training to ensure consistent accurate delivery of Tweed regional information.

*Output: continued accreditation and training conducted. Innovation and adoption of new technologies.*

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>VIC accreditation reports</b>	Prepare and submit monthly VIC accreditation reports	✓	✓	✓	✓	✓	✓	✓	✓	✓			
	Prepare and submit annual VIC accreditation report				✓	✓							
<b>Staff training</b>	Contain costs by using an appropriately trained workforce	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
	Deliver in-house staff training via weekly 5MOT modules	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
	Deliver annual Aurora Research training	-	-	-	-	-	-	-	-	-	-		
<b>Tweed Visitor Guide</b>	Distribute Tweed Visitor Guide	-	-	✓	✓	✓	✓	✓	✓	✓			
<b>Reporting to Council</b>	Provide a quarterly report to Tweed Shire Council		✓			✓			✓				

## MERCHANDISING AND SALES

- Review current retail strategy and design.
- Provide opportunity for local suppliers to sell through the centres to assist in building the Tweed experience.
- Implement a new e-commerce platform to facilitate booking of packages, accommodation and travel driven by Destination Tweed marketing activities.

*Output: increased sales of local produce and goods, increased commission levels.*

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Merchandising</b>	Review shop layouts and inventory	✓	✓	✓	✓	✓	✓	✓	✓	✓			
	Support local producers and artists to sell through VICs	✓	✓	✓	✓	✓	✓	✓	✓	✓			
<b>Sales</b>	Implement new booking system									-			
	Facilitate bookings driven by marketing activity							-	-	✓			
	Provide an online itinerary builder and booking service							-	-	-			
	Manage bookings for events	✓	✓	✓	-	-	-	✓	✓	✓			

## VISITOR SERVICING PROGRAMS

- Value add existing services
- Support destination development and marketing activities to build the Tweed experience.

*Output: diversified visitor servicing offered to visitors and community.*

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Staff/volunteer famils</b>	Organise operator famils for VIC staff and volunteers	✓	✓	✓	✓	✓	✓	✓	✓	✓			
	Regional Northern Rivers and Gold Coast co-op famil program	✓	-	-	-	-	✓	✓	✓	✓			
<b>Grow revenue streams</b>	Develop and promote services to grow revenue streams	✓	✓	✓	✓	✓	✓	✓	✓	✓			