



Tenterfield & District Destination Management Plan

2014 - 2017

Adopted: 27 August 2014 (Res No. 311/14)

Table of Contents

Introduction.....	1
The Region and Experiences.....	1
Development Process and Community Consultation.....	2
Statistics.....	3
Domestic Overnight Travel.....	3
Consumer Research.....	3
Situational Analysis.....	4
Strengths.....	4
Opportunities	4
Challenges.....	4
Key Target Markets.....	5
Lifestyle Interest Groups	5
Location Based Target Markets.....	5
Vision	6
Strategic Actions.....	6
Marketing and Promotions.....	7
Product and Event Development	8
Industry Development.....	9
Partnerships & Communication	10

Tenterfield & District Destination Management Plan 2014 - 2017

Introduction

The Destination Management Plan sets out the strategic direction for tourism in the Tenterfield region for the next three years, covering the 2014 – 2017 period.

The following four strategic actions have been identified as critical to achieve the vision for Tenterfield & District and increase visitor expenditure by 2020.

1. Marketing and Promotions
2. Product and Event Development
3. Industry Development
4. Partnerships and Communication

Destination Management is defined as *‘an ongoing process in which tourism, industry, government and community leaders plan for the future and manage a destination’*. The Destination Management process is key to ensuring integration between supply and demand, and to ensure Tenterfield Tourism remains sustainable into the future.

The Region and Experiences

Tenterfield Shire is located a comfortable three hour drive from Brisbane and the Gold Coast (3.5 hours to Tenterfield township), and is the gateway to New England High Country and North West New South Wales from the north, and South East Queensland from the south.

The Tenterfield Shire consists of the township of Tenterfield and the surrounding villages of Drake, Jennings, Legume, Liston, Mingoola, Torrington and Urbenville. Each village has their own unique attributes and attractions.

Tenterfield and District’s greatest strengths are 1) nature and national parks, especially Bald Rock National Park; 2) history and heritage, including the connection to Sir Henry Parkes and federation and 3) the climate and experience of the four seasons.

The Tenterfield Shire is connected to Brisbane and Sydney via the New England Highway, to South East Queensland via the Mt Lindsey Road (Highway in QLD) and to the northern NSW coast via the Bruxner Highway. Tenterfield & District sits on the Queensland border, and has close ties to Southern Downs and the New England High Country (Armidale, Inverell, Glen Innes, Guyra, Uralla and Walcha). Tenterfield & Region is also a financial member of the regional marketing body New England North West and the regional tourism organisation Inland NSW Tourism.

Welcome to...

SHIRE OF TENTERFIELD



Development Process and Community Consultation

The following plan was developed from current regional plans and following community consultation and numerous discussions with tourism operators.

The Country NSW Regional Destination Management Plan, put together by Inland NSW Tourism in September 2013, was consulted in the plan's development. Covering the New England North West region, from Tamworth to Tenterfield and west to Moree, key strategies and opportunities identified in the Country NSW plan have been integrated into the Tenterfield & District Destination Management Plan.

The community consultation process involved attendance at the Tenterfield & District Visitor's Association, Urbinville Progress Association, Wallangarra Jennings Progress Association and Legume Progress Association meetings, and a meeting with key members of the Torrington Community. An online survey was emailed to all members of Tenterfield Tourism and tourism industry businesses in late 2013, consisting of 21 questions relating to regional strengths, opportunities and challenges, target markets, marketing activities and training requirements. Of the 37 respondents, it is pleasing to note the majority of responses followed similar lines. Discussions with the Tenterfield community and tourism industry over the last six months have also been taken into consideration.

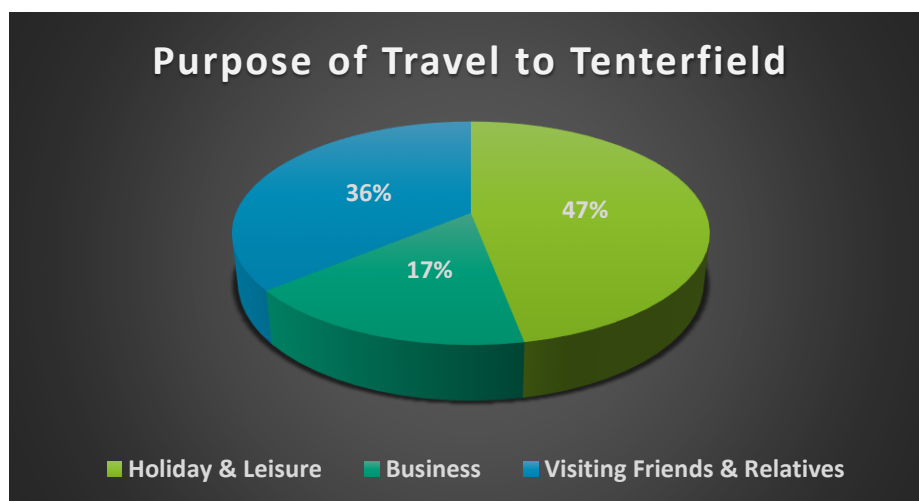
Statistics

Domestic Overnight Travel

For the year ended December 2013, the New England North West region had over 1.2 million visitors and 3.6 million visitor nights, equating to \$483 million spent in the region. Holiday and Leisure (36%) was the main purpose of travel, followed by Visiting Friends and Relatives (35%) and Business (21%), and visitors spent an average of \$136 per night. 48% of visitor nights came from regional NSW, with 25% from Queensland. 85% of travellers were travelling in a private vehicle. (Statistics published by Destination NSW).

Four year figures to September 2013 shows that on average, Tenterfield received 87,000 visitors and 211,000 visitor nights annually. This equated to \$37 million spent in the region, with each visitor staying an average of 2.4 nights and spending an average of \$120 per night. Holiday and Leisure is the main purpose of travel (44%), followed by Visiting Friends and Relatives (25%). The majority of visitors (87%) travelled in a private vehicle. 50% of visitor nights came from regional NSW, and 39% came from Queensland. (Statistics published by Destination NSW).

A survey of tourism businesses in Tenterfield & District was conducted October 2013, and the results mirror the above. Holiday and Leisure was the main purpose of travel for 47% of visitors, 36% were Visiting Friends and Relatives (VFR) and 17% were here for Business. 50% of visitors came from Queensland (44% of these from Brisbane), and 37% came from regional NSW. 44% of guests stayed an average of 2-3 nights.



Consumer Research

In August 2012, Inland NSW Tourism commissioned consumer research focused on the Inland NSW area. The research has shown that when prompted, 27% of respondents were aware of Tenterfield (compared to 21% for New England North West). 59% of respondents had visited Tenterfield at some point in their lives, with 11% having visited in the 12 months prior to the research. Although only 6% of respondents stated they were intending to visit the region, 40% said they would consider visiting, which presents an opportunity to encourage new visitation.

A significant proportion of respondents associated the following statements with Tenterfield:

- Has a wonderful pioneer history or heritage (58%)
- Somewhere you can have a real Australian experience (57%)
- Part of an interesting area or region (51%)
- Friendly and welcoming people (49%)
- Great place for a driving holiday (45%)

In consumer's minds, of the 53 local government areas involved in the research, Tenterfield ranks the highest for having a 'wonderful pioneer history or heritage'. Tenterfield ranked well above average for offering 'a real Australian experience', for being 'well known', 'somewhere I have always wanted to visit', and for 'offering great cultural activities (museums, galleries, theatre)'. In regards to 'being a great place for nature activities', Tenterfield received a 27% association, compared to a 25% association average.

It is pleasing to note Tenterfield remained on average with the majority of other associations. Tenterfield was only below average in regards to plane and train transport, aboriginal cultural experiences, sporting activities (golf etc.) and conferences. The majority of these present future opportunities for the region.

Situational Analysis

Strengths

- National Parks (especially Bald Rock), nature and scenery
- Four seasons and enjoyable weather (alpine summer, colourful autumn, sunny winter & spring wildflowers)
- History and heritage – historic buildings, events and well-known identities
- Country lifestyle, village atmosphere and friendly locals
- Good variety of accommodation options
- Quality road access



Opportunities

- Visiting friends and relatives
- Emerging food and wine destination
- Nature and eco-tourism in National Parks
- Soft adventure tourism (fishing, golf, canoeing, mountain biking)
- Product development (including touring routes)
- Partnerships and cooperative campaigns
- Events
- National & international market



Challenges

- Lack of weekend trading
- Rising costs & high Australian dollar
- Low recognition of Tenterfield as a brand and destination
- Lack of infrastructure
- Closure of Tenterfield Saddler
- Difficulties in accessing funding



Key Target Markets

Lifestyle Interest Groups

Lifestyle Interest Groups build on certain niche target markets and consider lifestyle and interests. Two key lifestyle interest groups have been identified based on the following interests:

- Nature
- History & Heritage

The following lifestyle interest groups have been identified as potential target markets

- Food & Wine
- Golf
- Cycling, Mountain Biking, Motor Biking & 4WDs
- Fishing
- Photography
- Bird Watching
- Geocachers

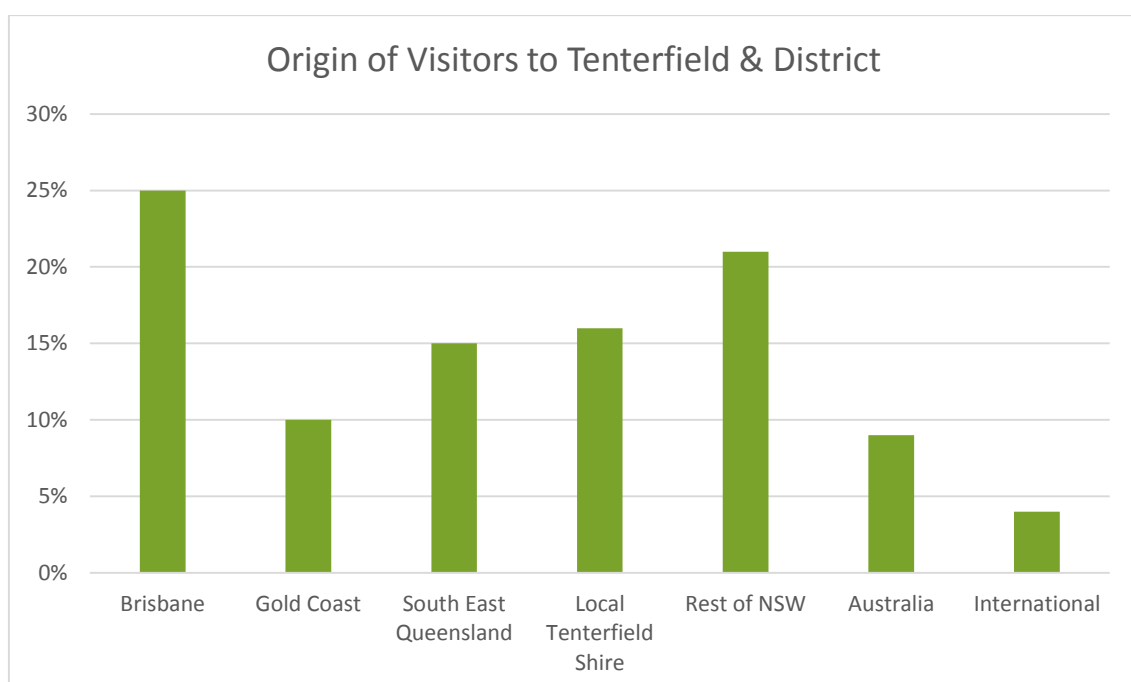
The following group markets have been identified as interest groups for the region

- Vintage Car Clubs
- Motorcycle Clubs
- Probus Groups



Location Based Target Markets

Tenterfield Tourism has identified several location based target markets based on research and visitor statistics, which suggest that 50% of visitors to the region originate from QLD and 37% come from regional NSW.



Queensland	50%
Brisbane	25%
Gold Coast	10%
South East Queensland	15%
Regional NSW	37%
Local Tenterfield Shire	16%
Rest of NSW	21%
Australia	9%
International	4%

International Visitors (approx.)	
Europe	58%
United Kingdom	17%
Germany	14%
Other Europe	27%
Asia	15%
America	14%
New Zealand	12%
Other International	1%

Vision

Destination NSW and Tourism Australia are aligning their efforts towards the *2020 Tourism Industry Potential*, and have identified a target of doubling overnight tourism expenditure by 2020. Through partnerships and working with the New England High Country group, Tenterfield is aiming to increase visitor expenditure in the region.

Capitalise on the region's tourism potential to ensure Tenterfield & District is recognised as a must see destination. This will be achieved as a result of increasing visitor numbers, tourism expenditure and customer satisfaction through collaboration and partnerships.

Strategic Actions

To achieve this vision, over the next 3 years work will be focussed on four key strategic actions:

1. Marketing and Promotions
2. Product and Event Development
3. Industry Development
4. Partnerships and Communications

Marketing and Promotions

Grow visitor and community awareness and demand for Tenterfield & Region, in line with the destination's brand.

GOALS	KEY OUTCOMES	TIMEFRAME
Develop a brand for Tenterfield & District	<ul style="list-style-type: none"> A professional brand, image and style guide is developed Integration of brand throughout website, collateral and marketing material New photography and videography to reflect brand 	March 2015
Market Tenterfield & District to key target markets	<ul style="list-style-type: none"> Develop annual marketing plan for Tenterfield & District Develop marketing prospectus for local industry Participate in cooperative marketing campaigns with region Evaluate and report on all marketing activities 	Ongoing
Maintain and update website and social media accounts as required	<ul style="list-style-type: none"> Ensure website is using latest technology and remains relevant Consistently update website and social media accounts Develop marketing campaigns through social media Monitor statistics and online reach 	Ongoing
Develop a Visiting Friends & Relatives Campaign	<ul style="list-style-type: none"> Participate in cooperative campaign with regional stakeholders Educate local residents about their own backyard and encourage visitation of attractions Encourage visitation to Tenterfield for VFR purposes 	October 2015
Work with relevant stakeholders in regards to Tenterfield Bypass	<ul style="list-style-type: none"> Develop strategy to encourage traffic into town off bypass Maintain work on brand awareness and increase recognition of Tenterfield as a destination Be an advocate on behalf of the Tenterfield tourism industry 	As applicable

Product and Event Development

Create and maintain visitor experiences, products and services that meet visitor needs and expectations, reflect the Tenterfield & District brand and ensure continued growth for the destination.

GOALS	KEY OUTCOMES	TIMEFRAME
Develop new product for Tenterfield & District to encourage visitor dispersal and attract niche markets.	<ul style="list-style-type: none"> ▪ Develop touring routes and trails that package product together <ul style="list-style-type: none"> ○ Villages of Tenterfield District trail ○ Geocaching Tour ▪ Investigate the development of niche market routes and trails <ul style="list-style-type: none"> ○ Food and wine ○ Mountain Biking ○ Motorcycle trails ○ Canoeing trails ○ Fishing trails ▪ Work cooperatively with regional partners ▪ Ensure all current product and services are listed in Destination NSW's Get Connected Database and subsequently with ATDW ▪ Work with Villages to become RV Friendly Destinations 	<p>December 2014 June 2015</p> <p>By June 2017</p> <p>Ongoing</p> <p>September 2014</p>
Provide key events with marketing, event planning and grant application assistance.	<ul style="list-style-type: none"> ▪ Ensure all events are listed in Destination NSW's Get Connected Database and subsequently with ATDW ▪ Develop and distribute event management plan template to event organisers ▪ Identify opportunities for additional support and distribute to event organisers 	<p>Ongoing</p> <p>August 2015</p> <p>Ongoing</p>
Encourage local community to participate and support events and key dates.	<ul style="list-style-type: none"> ▪ Develop and distribute event activation kit for all main street businesses ▪ Assist Inland NSW Tourism with their regional events strategy 	<p>November 2015</p> <p>As applicable</p>
Encourage the introduction of new events to Tenterfield & District.	<ul style="list-style-type: none"> ▪ Investigate new events and festivals based on Tenterfield & District's key product offering <ul style="list-style-type: none"> ○ Art & Creativity Festival ○ Peter Allen Festival ○ Cycling Event ○ Music Festival ▪ Work with and assist any operators hosting a new event 	<p>By June 2017</p> <p>Ongoing</p>
Ensure positive visitor experiences are maintained.	<ul style="list-style-type: none"> ▪ Install free Wi-Fi in the Tenterfield CBD ▪ Provide support and assistance to the Tenterfield Visitor Information Centre 	<p>December 2014</p> <p>Ongoing</p>

Industry Development

Work with and develop tourism operators, volunteers and staff to ensure business growth and increase visitor satisfaction.

GOALS	KEY OUTCOMES	TIMEFRAME
Recognise excellence in tourism industry & local businesses	<ul style="list-style-type: none"> Establish Business & Tourism Awards in conjunction with TSC Economic Development. Hold awards annually Encourage all businesses to apply 	August 2014 August 2015 August 2016
Assist businesses to become up to date with technology	<ul style="list-style-type: none"> Have at least 10 businesses using online bookings through ATDW Assist businesses with creating websites and social media accounts Host workshops and training sessions on: <ul style="list-style-type: none"> Websites Social Media Using Online Booking Systems Digital Marketing Work with regional partners in regards to workshops 	October 2014 Ongoing By June 2017
Assist businesses to become international ready	<ul style="list-style-type: none"> Provide information to industry about what it means to be international ready Host workshop in conjunction with Inland NSW Tourism on becoming international ready and working with wholesalers 	October 2016
Increase skills for staff	<ul style="list-style-type: none"> Staff to attend Social Media Tourism Symposium 	Yearly

Partnerships & Communication

To establish an integrated approach between all levels of the tourism industry, and to strengthen our partnerships and alliances in order to exchange ideas, promote opportunities and deliver projects.

GOALS	KEY OUTCOMES	TIMEFRAME
Collaboration between regional and local organisations	<ul style="list-style-type: none"> ▪ Work with the following organisations: <ul style="list-style-type: none"> ○ New England High Country ○ Tenterfield & District Visitor's Association ○ Southern Downs Regional Council & Granite Belt Tourism ○ NSW Parks & Wildlife ○ Inland NSW Tourism ○ New England North West ○ North Coast & Lismore Area ○ Australia's Big Sky Country ▪ Leverage partnerships to access available funding, capitalise on opportunities, enhance marketing efforts and develop products and events. 	Ongoing
	<ul style="list-style-type: none"> ▪ Develop newsletter for industry to provide information on opportunities, marketing activities and suggestions from the Tourism E-Kit 	Ongoing