MIDCOAST
council

Destination Management Plan

APPENDIX 1

DMP ACTION PLAN

NOVEMBER 2017

MIDCOAST COUNCIL DMP ACTION PLAN

The following Action Plan synthesizes all the initiatives identified throughout the MidCoast Council's Destination Management Plan (DMP) and provides a summary of the key actions required for implementation. It is acknowledged that the Action Plan is ambitious. However, it has been prioritised to recognise that resources will need to be made available and that staged implementation is essential.

It should be noted that the table only provides a summary of the actions (greater detail and/or context for each action is provided within the DMP).

Key to table:

Priority:
- **I** – Immediate priority – within the next 12 months
- **H** - High priority for implementation – within the next 12 – 24 months
- **M** – Medium priority based on availability of resources – within 2 - 3 years
- **L** – Low priority based on availability of resources – 3 – 5+ years
- **O** – Ongoing action – initiative commenced and to be continued

Category:
- **Marketing** – this relates to destination branding and marketing actions, including but not limited to promotions, digital engagement and communication
- **Visitor Services** – this includes all customer channels for information and promotion of the region
- **Experience Development** – this relates to all opportunities to revitalise existing or create new visitor experiences
- **Industry** – this includes capacity building, industry networks and partnerships
- **Planning** – this includes feasibility assessments and master planning
- **Policy** – this relates to MCC policy settings

Outcome timeframe:
- **Immediate** – the project outcome will be a direct result of the action
- **Medium-term** – the action will result in the project outcome over the medium term. However, other actions or resources may also be required to achieve the outcome
- **Longer-term** – the action is the first step towards the project outcome. However, other actions or resources will be required to achieve the outcome

Responsibility:
- **MCC** – action to be led and undertaken by MCC
- **Joint** – action to be undertaken in collaboration between MCC and another organisation
- **Industry** – action to be led or undertaken by the tourism and hospitality sector or other industry sectors

MCC DMP ACTION PLAN

REF	PRIO RITY	ACTION	CATEGORY	OUTCOME TIMEFRAME	RESPONSIBILITY
1		ENABLING PRIORITIES			
1.1	H-M	Review the Council's **planning policies and processes** to identify opportunities for providing incentives that attract the right type of investment in the visitor economy or to activate and beautify precincts, main-streets and other facilities or amenities	Policy + Planning	Immediate	MCC
1.2	M-L	Develop an **MCC Visitor Accommodation Strategy** that adopts a proactive approach to attracting investment in a more diverse range of visitor accommodation. This includes ecolodges, holiday parks, nature-based accommodation and adaptive reuse of heritage assets for boutique accommodation. This should involve: • Audit of existing visitor accommodation; and • Review of existing planning policies in relation to visitor accommodation and assessment of capacity of the policies to attract investment	Policy + Planning	Medium to Longer-term	MCC
1.3	H-M	Review **land-use planning policies** in relation to opportunities to facilitate cross-tenure projects. This should consider aspects such as: • Potential for re-zoning of some areas to enable community access or off-set requirements of new development proposals • Access to waterways and rivers, especially in the hinterland, including easements across private land	Policy + Planning	Medium-term	MCC
1.4	O	Identify **opportunities for grants or partnerships with other organisations** to enhance the funding of key initiatives, particularly in relation to marketing campaigns and product or experience development	Industry	Medium-term	Joint
1.5	O	Build **collaboration between MCC, communities, businesses and other key stakeholders** within and beyond the region, including through regular communication. Initiate an agreement with Destination NSW, the newly formed *Destination North Coast* Destination Network and other potential partners, such as the Local Aboriginal Land Councils, NPWS and NSW Forestry Corporation (also see Priority 3.7)	Industry	Immediate to Medium-term	Joint

REF	PRIO RITY	ACTION	CATEGORY	OUTCOME TIMEFRAME	RESPONSIBILITY
1.6	I	Identify **appropriate resources and opportunities for internal collaboration to support implementation** of the DMP	Policy + Planning + Industry	Immediate	MCC
2		**DELIVERING SUPPLY PRIORITIES**			
2.1	M	Develop, initiate or call for proposals for **three new events**: • 'Soil to Sea' produce event or markets to recognise and promote the diverse and seasonal produce or 'nature's bounty' offered by the NSW Mid North Coast region (also see Priority 3.7.4) • Health and well-being event • 'Town Hall Akoostiks' music event	Experience Development	Immediate	MCC
2.2	H-M	Initiate a **'Sharing Our Produce' capacity building and networking program** to encourage greater awareness, use and promotion of local produce, including food and drink	Industry	Immediate	MCC
2.3	I-H	Undertake an **audit of the key nature-based assets, sporting facilities, recreational activities and events across the region**, including those delivered by tour operators or community groups – utilise information for itinerary creation and content (see Priority 3.5 and Priorities 2.4 to 2.6)	Marketing + Industry	Immediate	MCC
2.4	I-H	Create **day or multi-day itineraries** relating to strategic themes and appealing to target markets, which involve profiling accommodation, produce, product and experience providers. These should be incorporated into the MCC Content Strategy (also see Priority 3.5)	Marketing + Industry	Immediate	MCC
2.5	H-M	Develop a **calendar of events and position and promote event series**, such as a **Weekend Warriors' Series**. This may involve the linking or cross-promotion of events delivered by different third-party event producers and raise the profile of the region's commitment and capacity to deliver outstanding opportunities to enhance visitors' (or the community's) health and well-being.	Marketing + Industry	Immediate	MCC
2.6	I	Develop a **calendar of nature-based and wildlife events**, such as a 'From Secret Waterholes to Snow Flurries.' This should include major wildlife and seasonal events, such as the whale migration, the best time for platypus sightings and fishing seasons (eg, black bass and deep sea species)	Marketing + Industry	Immediate	MCC

REF	PRIO RITY	ACTION	CATEGORY	OUTCOME TIMEFRAME	RESPONSIBILITY
2.7	M-L	Implement the proposal for the development of a **mountain biking technical track in Forster** to enhance the 'nature's child' offering of the region and appeal to the active families' market	Experience Development	Medium to Longer-term	MCC
2.8	L	Investigate the opportunity for a third-party provider to offer a **Gloucester to Forster by air balloon experience**. While this could become a signature experience of the region, it would require the involvement and delivery by a professional air balloon tour provider as well as detailed logistical consideration, including take-off and landing points	Experience Development	Longer-term	MCC + Industry
2.9	M-L	Develop a concept and detailed proposal for the creation of a **permanent contemporary Aboriginal Art Collection** at Manning Valley Regional Art Gallery. It should include the inclusion of an Aboriginal Art Prize as a category in the annual art prize competition and aim to attract exhibitions of Indigenous art from other regions of Australia or internationally	Experience Development	Medium to Longer-term	Joint
2.10	M-L	Investigate the potential to increase or **enhance the sporting facilities available across the region**. As noted above in Priorities 2.3 and 2.4, a first step would be to identify and promote sporting and recreational facilities and events.	Experience Development	Medium to Longer-term	Joint
2.11		**Game changer projects – priorities relate to all identified Game Changer projects in the DMP**			
2.11.1	O	Develop the **Great Lakes Great Walk & Aquatic Trails project master plan and feasibility assessment** in line with the 2016/17 Tourism Demand Driver Infrastructure (TDDI) grant – this process should deliver on the process outlined in Priorities 2.11.5 and 2.11.6	Experience Development + Industry	Medium to Longer-term	Joint
2.11.2	H-M	High-level **concept development** as well as the identification of key partners and project objectives - where this involves **urban revitalisation or strategic planning**, ensure visitor economy considerations are integrated into the master planning process	Experience Development + Industry	Medium to Longer-term	Joint
2.11.3	H-M	Identify **potential funding sources and key stages to be funded**, commencing with development of a Master Plan and Feasibility Assessment (initial phase)	Experience Development	Medium to Longer-term	Joint
2.11.4	H-M	Prepare and submit **funding applications**, in collaboration with project partners where appropriate. These applications should provide the broader context for the project. As part of this phase, prepare and seek	Experience Development + Industry	Medium to Longer-term	Joint

REF	PRIORITY	ACTION	CATEGORY	OUTCOME TIMEFRAME	RESPONSIBILITY
		endorsement of **agreements with project partners**, including those from the private and/or public sector			
2.11.5	M-L	Subject to success in attracting funding for initial stages, prepare a **detailed Master Plan and Feasibility Assessment**, which involves: • Detailed consultation with the community and stakeholders • Feasibility assessment and identifying infrastructure requirements and key links to the broader tourism and hospitality offer of the region • Outlining a staged approach to implementation that provides a clear roadmap for securing resources for capital works • Mapping of existing and potential terrestrial and/or aquatic trails as well as identifying land tenure arrangements and existing accessibility or barriers thereto (where appropriate)	Experience Development + Industry	Medium to Longer-term	Joint
2.11.6	M-L	Prepare a prospectus to **attract public and/or private sector investment** to implement the project in line with the endorsed Master Plan – this should include development of promotional collateral (images, short video and copy)	Experience Development + Industry	Medium to Longer-term	Joint
3		**GROWING DEMAND – BRANDING, MARKETING & VISITOR SERVICES PRIORITIES**			
3.1		**Develop a destination Brand Strategy**			
3.1.1	I	Endorse the proposed **destination brand architecture and positioning** outlined in the DMP as well as the proposed **naming convention for tourism**: NSW Mid North Coast	Marketing	Immediate	MCC
3.1.2	I	Develop a **Destination Brand Strategy for MCC**, which incorporates the vision for the region's visitor economy, its brand archetype, key target markets and positioning.	Marketing	Immediate	MCC
3.1.3	I	Develop **Brand Guidelines** to ensure consistency and achieve greater cut-through in the market.	Marketing	Immediate	MCC
3.1.4	O	Encourage the **continued use of *Manning Valley Naturally*** industry led branding for produce by the agricultural sector (and potentially other businesses of the Greater Taree City region)	Marketing	Immediate	MCC + Industry
3.2		**Visitor research and evaluation**			
3.2.1	O	Undertake **domestic visitor research** to identify the primary audiences for MCC and the motivations, expectations, barriers to	Marketing	Immediate	MCC

REF	PRIO RITY	ACTION	CATEGORY	OUTCOME TIMEFRAME	RESPONSIBILITY
		travel and preferred channels of communication to reach target markets (potentially utilizing third-party research tools such as Roy Morgan Helix Personas).			
3.2.2	O	Continue to **monitor international inbound statistic** provided by Tourism Research Australia (TRA) and international trends identified by global tourism research agencies such as SKIFT.	Marketing	Immediate	MCC
3.2.3	H	Implement specific consumer research, such as a **Brand Tracker**, to set a benchmark for monitor changes in awareness and appeal of the destination and intention to visit.	Marketing	Immediate	MCC
3.2.4	H	Create a simple yet **robust and reliable dashboard** to evaluate outcomes achieved by the visitor economy, including identification of appropriate key performance indicators (KPI) linked to MCC's overall objectives for tourism.	Marketing	Immediate	MCC
3.3		**Prepare a five-year Marketing Plan**			
3.3.1	I-H	Prepare a five-year **destination Marketing Plan** (a higher-order priority to implement is Priority 3.4)	Marketing	Immediate	MCC
3.3.2	I-H	Commence discussions with Destination North Coast and Destination NSW on the initiative to develop the Marketing Plan to ensure key partner considerations and opportunities are identified	Marketing	Immediate	MCC
3.3.3	I-H	Utilising recommended marketing models, identify key actions to build awareness of and promote the region	Marketing	Immediate	MCC
3.3.4	H	Utilise the destination positioning and strategic themes to identify existing signature products and experiences that can be promoted as lead products for the region	Marketing	Immediate	MCC
3.3.5	O	Undertake consultation with industry and key stakeholders to identify opportunities and gaps and clarify roles and responsibilities	Marketing + Industry	Immediate	MCC
3.3.6	H	Develop a domestic **marketing campaign for the NSW Mid North Coast** to provide a framework for consistency and to drive promotion of the region (a higher-order priority to implement is Priority 3.9)	Marketing	Medium-term	MCC
3.4		**Develop and implement a tactical marketing communications plan**			
3.4.1	I-H	Engage a public relations (PR) agency to provide a **tactical marketing communications plan** for more immediate promotional activities	Marketing	Immediate	MCC
3.4.2	I-H	As part of this process, develop a **12-month content calendar**, incorporating organised events – for example:	Marketing	Immediate	MCC

REF	PRIO RITY	ACTION	CATEGORY	OUTCOME TIMEFRAME	RESPONSIBILITY
		• arts and culture, sporting, etc), natural events, seasonal activities, highlights or produce, etc See Priority 3.5			
3.4.3	H-M	Identify **local ambassadors** who are accessible and can help to lift the perception of the region through the PR campaign, including through social media platforms such as Facebook or Instagram	Marketing	Immediate	MCC + Industry
3.5		**Develop a Content Strategy and create content for multi-channel distribution**			
3.5.1	I	Develop a **Content Strategy and create content for multi-channel distribution** (short videos, images and copy) – this includes: • itineraries, events, seasonal calendars, regional highlights (such as wildlife and natural events), signature experiences and products and local ambassadors. Ensure content is developed for Search Engine Optimisation (SEO) (also see Priorities 2.3 to 2.6 as well as 3.4.2, which will inform this action)	Marketing	Immediate	MCC
3.6		**Enhance online and digital promotion**			
3.6.1	O	Review current websites and digital platforms with regard to the online and digital presence and content of the region	Marketing	Immediate	MCC
3.6.2	I-H	Develop an overarching **online and digital framework for MCC** that integrates the tourism platforms of the previous three local government areas amalgamated into MCC - Prepare a **Digital Strategy** that provides clear guidance for the prioritisation, development, promotion and distribution of online and digital content and assets, including social media platforms	Marketing	Immediate	MCC
3.6.3	H	Implement the **new online and digital presence** in line with the recommended brand architecture Review Goggle Analytics over a three-month period, including setting Goggle analytic goals, to find out who is searching and for what content Undertake ongoing monitoring through Google Analytics, including performance of the region in relation to search engine optimisation (SEO)	Marketing	Immediate	MCC
3.7		**Facilitate capacity building within industry and develop stronger networks** (also see Priority 1.5)			
3.7.1	O	Initiate **networking events and capacity building sessions or seminars** for the tourism and hospitality industry within the	Industry	Medium-term	MCC

REF	PRIORITY	ACTION	CATEGORY	OUTCOME TIMEFRAME	RESPONSIBILITY
		region. This should include product development workshops			
3.7.2	I	Develop an integrated and coordinated approach to industry engagement across the MidCoast Council region.	Industry	Medium-term	MCC
3.7.3	O	Foster participation of local businesses in the NSW Tourism Awards	Industry	Medium-term	MCC + Industry
3.7.4	M	Develop a **cross regional event**, such as 'Soil to the Sea' or 'Produce, Plate and Drink' (see also Priority 2.1)	Experience Development + Industry	Medium-term	MCC
3.7.5	M	Consider developing a partnership agreement with NPWS and FC to articulate key opportunities and benefits of collaboration and clarify roles and responsibilities or involve them in the proposed new tourism association for MCC	Industry	Medium-term	Joint
3.8		**Develop a visitor services strategy**			
3.8.1	I	Review **visitor services across the region**, including location of key visitor information centres, volunteer-based services, online and digital delivery of visitor information and published collateral (eg visitor guides) as well as signage and interpretation sites	Visitor Services	Medium-term	MCC
3.8.2	H	Develop a **Visitor Services Strategy**, which drives consistency in the levels of service and allocates resources to highest priority needs. This should adopt a multi-channel, visitor-centric approach to maximise the use of resources to achieve an increase in awareness and appeal of the destination within target markets as well as visitor information, including directional signage.	Visitor Services	Medium-term	MCC
3.8.3	H	For visitor services staff, **conduct information sessions on the new brand strategy and marketing plan as well as providing a famil** involving visits and exposure to experiences, products or produce from all areas across the Mid North Coast region	Visitor Services	Medium-term	MCC
3.9		**Build awareness of the tourism potential with local communities and businesses**			
3.9.1	I-H	Implement a *Discover Your Own Backyard (DYOB) styled campaign* – either by acquiring a three-year licence from Destination Melbourne (which initially developed the DYOB program) or alternatively developing an in-house content strategy and regional/local campaign to grow awareness of the region's tourism, hospitality and events offer with	Marketing + Industry	Medium-term	MCC

REF	PRIORITY	ACTION	CATEGORY	OUTCOME TIMEFRAME	RESPONSIBILITY
		residents and businesses, including those based in Newcastle			
3.9.2	H	As part of the implementation plan, utilise local ambassadors for the campaign and incorporate regular updates on the MCC website and social media platforms, provide local media PR activity as well as an e-newsletter to which local residents and businesses can subscribe	Marketing + Industry	Medium-term	MCC