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Northern Rivers NSW
CONNECT WITH NATURE

*Image captions cover: Family riding bicycles,
Northern Rivers Rail Trail | Rocky beach, Cabarita
Beach | Image captions (current page) Cudgen Creek
Featured Photographers: Cape Productions, Jewels
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SECTION 1 WELCOME AND INTRODUCTION



1.1 DIGNITARIES MESSAGE

CR. CHRIS CHERRY
MAYOR OF TWEED
TWEED SHIRE COUNCIL

The Tweed stands out as a magnificent nature-based tourism destination. Our pristine coastline, estuarine and subtropical environment, formed in the caldera of an ancient shield volcano, has created a truly unique place. The Destination Management Plan (DMP) expresses a very clear aspiration to sustain and care for our community and environment. We are surrounded by nature at its best, with World Heritage-listed national parks to the west and marine reserves to the east. We are merely custodians of this ancient landscape, so we welcome visitors who share the same values as our community.

SALLY SCOTT
GENERAL MANAGER
THE TWEED TOURISM COMPANY

In the face of unprecedented challenges, from the Covid-19 pandemic to floods and bushfires, a thorough review of our existing Destination Management Plan was imperative. Our local stakeholders have been instrumental in revisiting and refining this plan, responding to the evolving needs of the Tweed region. As the Tweed continues its dynamic transformation, spurred by innovative tourism ventures and enterprising initiatives, this revised plan serves as a beacon, emphasising sustainable growth in areas such as nature-based tourism and events.

Our gratitude goes out to all participants who have shared their insights and contributed to this strategic re-evaluation. Your collective efforts have been channelled into crafting a framework that not only resonates with the Tweed community's ethos but also provides a responsive roadmap amidst ongoing challenges. I'm confident that, together, we will navigate the future effectively, using this revised Destination Management Plan as our compass.



1.2 STATEMENT OF ACKNOWLEDGEMENT OF THE BUNDJALUNG ABORIGINAL NATION

WE WISH TO ACKNOWLEDGE THE NGANDOWAL AND MINYUNGBAL SPEAKING PEOPLE OF THE BUNDJALUNG COUNTRY, IN PARTICULAR THE GOODJINBURRA, TUL-GI-GIN AND MOORUNG - MOOBAH CLANS, AS BEING THE TRADITIONAL OWNERS AND CUSTODIANS OF THE LAND AND WATERS WITHIN THE TWEED SHIRE BOUNDARIES. WE ALSO ACKNOWLEDGE AND RESPECT THE TWEED ABORIGINAL COMMUNITY'S RIGHT TO SPEAK FOR ITS COUNTRY AND TO CARE FOR ITS TRADITIONAL COUNTRY IN ACCORDANCE WITH ITS LORE, CUSTOMS AND TRADITIONS.

The Tweed has a long and rich Aboriginal cultural history. It is estimated that Aboriginal people have inhabited the Tweed for at least 40,000 years, based on evidence and current knowledge.

1.3 ENVIRONMENTAL PLEDGE

“OUR COMMITMENT IS TO SAFEGUARD THE TWEED’S NATURAL ENVIRONMENT AS STEWARDS OF THIS LAND, WITH A FOCUS ON FOSTERING SUSTAINABLE TOURISM, EXCEPTIONAL PRODUCTS, AND UNFORGETTABLE EXPERIENCES.”

As one of Australia’s eight National Iconic Landscapes, the Tweed region has internationally significant environments, national scenic and geological significance, and important Aboriginal cultures.

Located within one of the largest preserved natural erosion calderas in the world, the Tweed has a mosaic of complex landscapes that make this region unique and culturally significant.

The remnant core of the Tweed shield volcano, Wollumbin/Mount Warning, rising from the centre of the Tweed, with the heavily vegetated Caldera rim as the backdrop, provides a multitude of striking vistas and is sacred to the Aboriginal community.

Tweed has the most diverse ancient Gondwana Rainforests in Australia with remnant species that date back over 180 million years to when Australia was still connected to Antarctica. Whilst Tweed is one of Australia’s top three biodiversity hotspots, past practices of over-clearing and urbanisation has left the Tweed with the highest number of threatened species in Australia.

Our community is passionate about our natural and cultural heritage, caring for Country and championing a clean and sustainable tourism industry as quickly as possible.

We warmly welcome all those who share our core values to tread lightly on this land, and especially those who champion environmental regeneration and conservation-based tourism to meet our goal to be recognised as one of Australia’s most sustainable tourist destinations.

Wollumbin Mt Warning from Clarrie Hall Dam

1.4 OTHER ACKNOWLEDGEMENTS

Thanks go to strategic partners for their contribution and feedback, including Tweed Shire Council, Destination North Coast, Destination New South Wales, the NSW Parks and Wildlife Service, Northern Rivers Food, as well as tourism operators and small businesses throughout the region. We also acknowledge the contribution of the Tweed Artisan Collective (formerly Destination Tweed) in the development of the previous DMP which provided a solid foundation to build on for this DMP review.

This document has been a team effort to bring together, as it will be to deliver into the future.

DISCLAIMER

All the material in this report is for information purposes only. The consultants have prepared this report based on an agreed scope of work and acts in all professional matters as an advisor to the client and exercises all reasonable skill and care in the provision of its professional services. The consultants do not accept any responsibility for loss or damage suffered by any person or body relying directly or indirectly on any information contained within this report. They do not accept any liability for any financial decisions made on the basis of the information provided.





SECTION 2

EXECUTIVE SUMMARY

Fingal Head

2.1 VISION

"FOR THE TWEED TO BE RECOGNISED AS ONE OF AUSTRALIA'S LEADING SUSTAINABLE DESTINATIONS CELEBRATED FOR ITS NATURE AND OUTDOOR RECREATION, CULTURAL, CULINARY AND CREATIVE EXPERIENCES."

2.2 MISSION

"TO PROTECT THE TWEED'S NATURAL ENVIRONMENT AS CUSTODIANS OF OUR PLACE BY FOCUSING ON THE SUSTAINABLE GROWTH OF VISITATION, QUALITY PRODUCTS AND EXPERIENCES."

Cabarita Beach

2.3 MEASURES OF SUCCESS

With a focus on the **high value travel segment**, we will aim to achieve these targets:



VISITOR SPEND

Increase total overnight visitor expenditure from \$447 million to \$650 million by the year 2030.



AVERAGE LENGTH OF STAY

Increase the average length of stay from 3.4 nights to 4.2 nights by the year 2030.



INTERNATIONAL VISITORS

Increase the number of international overnight visitors to 60,000 by 2030.



DESTINATION SUSTAINABILITY AND ECO CERTIFICATION

Establish the Tweed as an officially recognised sustainable destination through a sustainability or eco-focused destination certification program by 2030.



INDUSTRY SUSTAINABILITY AND ECO CERTIFICATION

Support a minimum of 40 Tweed based tourism operators to gain sustainability or ecotourism certification by 2030.



COMMUNITY SATISFACTION OF TOURISM SERVICES

Independent assessment of community satisfaction of Council's Tourism Service provision greater than 75% as part of Council's Be Our Best Resident Survey.

Hastings Point

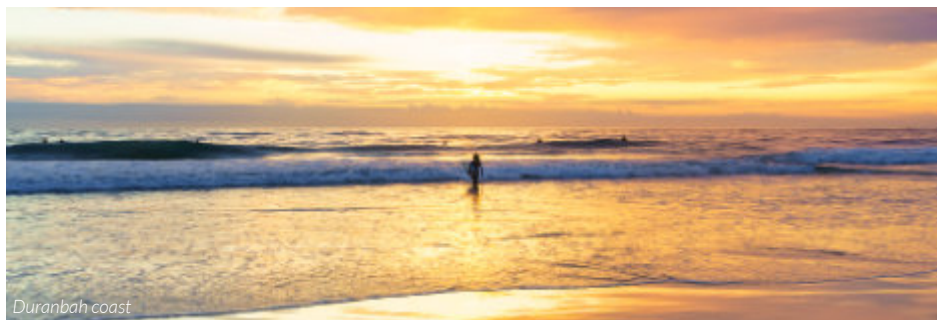
2.4 STRATEGIC PILLARS AND GOALS

BEYOND RECOVERY

The revitalisation blueprint for the Tweed region is centred around rebuilding our pandemic-impacted market share, through capacity building, skills development, and wider tourism industry support. Amidst economic unpredictability, one major hurdle is the difficulty in attracting and retaining a skilled workforce.

The goals under this pillar include:

- **Elevate Tourism Workforce Skills:** Develop and implement comprehensive skill enhancement programs in collaboration with educational institutions and industry partners to cultivate a skilled and sustainable tourism workforce by 2030.
- **Enhance Distribution and Market Reach:** Expand the reach of the Tweed's tourism products and experiences through an increased number of trade-based activities, aiming to raise awareness in key markets and increase distribution partners by 2030.
- **Strengthen the Seven Day Economy:** Create innovative support programs and facilitate collaboration among local operators to boost the evening and weekend economy through tourism-centric activities and experiences, fostering increased visitation in non-peak periods and providing diverse night-time offerings.



BUILD THE TWEED BRAND

The Tweed appeals to travellers with its captivating landscapes and commitment to sustainable tourism. Our aim is to position the Tweed as a leading sustainable destination, recognised for its eco-friendly practices and unforgettable sustainable experiences. We're dedicated to enhancing awareness among locals, visitors and potential tourists, spotlighting the region's unique sustainable credentials and experiences. By offering authentic and eco-friendly itineraries that showcase the Tweed's distinct attractions and sustainable strengths, we strive to extend visitor stays.

The goals under this pillar include:

- **Position the Tweed as a Leading Sustainable Destination:** Promote the Tweed as one of Australia's leading sustainable tourism destinations, recognised for its commitment to eco-friendly practices and unforgettable sustainable experiences.
- **Increase Sustainable Tourism Awareness:** Enhance awareness among visitors and potential tourists about the Tweed's sustainable tourism offerings, highlighting the region's unique sustainable credentials and experiences.
- **Foster Local Engagement:** Establish the 'Tweed Partner Program' to encourage local tourism operators and the wider business community to embrace the Tweed brand and integrate it into their promotional activities, thus strengthening the Tweed's position as one of Australia's leading sustainable destinations.
- **Build Local Tourism Ambassadors:** Establish a local tourism ambassador and community engagement program to nurture local tourism ambassadors who positively promote the Tweed region, enhancing the community's recognition of tourism's value by 2030.



2.4 STRATEGIC PILLARS AND GOALS (continued)

SHOWCASE THE TWEED'S STRENGTHS

The Tweed is blessed with stunning natural assets along the coast and in the hinterland. We are committed to prioritising our natural strengths and offering innovative, sustainable, and contemporary experiences that highlight what makes the Tweed unique. Our goal is to create compelling reasons for increased lengths of stay and expenditure among high value travellers. By uniting our remarkable strengths with sustainability, we aim to bolster the region's appeal and attract travellers seeking authentic, eco-conscious experiences.

The goals under this pillar include:

- **Facilitate the Development of Sustainable Tourism Products and Experiences:** Develop an efficient and streamlined planning process that encourages and supports operators to develop new, eco-conscious tourism products and experiences that align with the Tweed's unique attributes.
- **Curate Clusters of Sustainable Offerings:** Create curated clusters of sustainable products and experiences by leveraging foundational infrastructure and prominent attractions.
- **Enhance Accessibility and Inclusivity:** Develop accessible and inclusive tourism experiences to make the Tweed's unique attributes and hero experiences available to a wider audience.
- **Nurture Innovative Experience Development:** Foster innovation in experience development and provide support to start-ups focusing on sustainable, authentic offerings.

INVEST IN UNIQUELY TWEED EVENTS

Events that leverage and further promote the Tweed's hero experiences can be instrumental in driving year-round tourism, offering reasons to visit, attracting new visitor markets, and driving off-peak season visitation. Whilst there are significant opportunities present through events for the Tweed, there are challenges the region must address, particularly in terms of event infrastructure and transportation.

The goals under this pillar include:

- **Diverse Event Calendar:** Expand and diversify the Tweed's event calendar to offer year-round attractions, including events that showcase the region's hero experiences.
- **Sustainable Event Growth:** Support local event organisers in creating and growing sustainable events that align with the Tweed's unique strengths and values.
- **Business Event Attraction:** Attract and host a diverse range of business events, conferences, and conventions in the Tweed, showcasing the region's unique offerings, fostering economic growth, and creating opportunities for knowledge exchange and collaboration.
- **Efficient Approval Process:** Streamline the events application and approval process, making it more efficient for event organisers and stakeholders.

2.4 STRATEGIC PILLARS AND GOALS (continued)

FACILITATE / GUIDE SUSTAINABLE GROWTH

The Tweed region holds tremendous potential for sustainable tourism development and infrastructure enhancement. Presently, we are limited in terms of the number and variety of commercial tourism offerings available, underscoring a significant opportunity for growth.

The goals under this pillar include:

- **Enhanced Infrastructure and Access:** Develop visitor infrastructure and roadside amenities that support a diverse range of sustainable tourism and event experiences, such as RV access, electric vehicle charging, and visitor signage, with completion targeted by 2026.
- **Tweed Gateway Transformation:** Revamp the NSW Gateway and Tweed entry statements, along with town and village entry points, to create memorable welcoming experiences for visitors.
- **Streamlined Planning Process:** Develop an efficient and streamlined planning process that supports both the introduction of new visitor experiences and the region's sustainable development goals.
- **Innovation and Start-up Nurturing:** Establish the 'Tweed Innovation Hub' to encourage the growth of tourism-related startups and foster Aboriginal-owned experiences, nurturing entrepreneurship by 2026.
- **Regenerative Tourism:** Introduce regenerative tourism opportunities so that visitors can pledge, take action or donate to programs that care for the environment, encourage responsible waste management, regenerate bushland and participate in citizen science opportunities across the Tweed.

Sustainable tourism refers to an approach to tourism that seeks to minimise the negative impacts on the environment, society, and economy, while promoting positive contributions to these aspects. The goal of sustainable tourism is to ensure that tourism activities are conducted in a way that preserves the natural and cultural resources of a destination, respects the local communities, and provides long-term benefits for all stakeholders involved.



SECTION 3

SETTING THE SCENE



Cabarita Beach

3.1 PURPOSE OF THE DMP

Given the recent challenges faced by the tourism sector, the Tweed Tourism Company (TTC) and Tweed Shire Council (TSC) is revisiting its DMP, first established in 2019.

This review aims to update the strategy, ensure its relevance, and set clear targets for growing tourism metrics in the Tweed region until 2030. Integral to this revision was a comprehensive consultation program with the region's tourism sector and key stakeholders to refine and adapt our strategic direction that builds on the 2019 DMP. The DMP offers both an overarching framework for the industry and an actionable 6 year plan, with annual specifics to guide the Council, stakeholders, and industry towards our shared goals.

Tweed Shire Council, in partnership with the Tweed Tourism Company is responsible for the delivery of the DMP. While the DMP guides our destination management until 2030, Council's Delivery Program and Operational Plan captures specific actions and deliverables and reports on their progress.

Projects are funded and committed to through a range of sources including grants, noting the first step is to have the strategic intention and linkages to state plans.

An annual action plan noting the progress of DMP deliverables by TTC and TSC will also be published.



3.2 REVIEW METHODOLOGY

The DMP review process involved a thorough consultation process with industry and key stakeholders, and included the following key steps:

MOBILISATION

- Identification of key stakeholders.
- Desktop Review and Market Assessment.

CONSULTATION

- Development and distribution of a Tweed DMP Discussion Paper to key stakeholders, outlining the current situation in comparison to 2019, and the strategies and goals developed in 2019.
- Consultation workshops with our primary stakeholder, Tweed Shire Council, other key stakeholders, and industry facilitated within the Tweed local government area.
- Development and distribution of a community stakeholder survey via a dedicated project page on the 'Your Say Tweed' portal in partnership with Tweed Shire Council.

STRATEGY IDENTIFICATION

- Incorporating stakeholder feedback to develop a first draft of the reviewed Tweed DMP 2024 - 2030.
- A second round of stakeholder consultation with Tweed Shire Council, as the primary stakeholder/partner in the delivery of this DMP. This round of consultation included Councillor workshops, Council staff consultation and the development of two Council reports for both exhibition to Tweed residents, and for the final adoption of the revised DMP by Council.

- Further consultation with key stakeholders, including Destination New South Wales (DNSW), Destination North Coast (DNC) and the New South Wales National Parks and Wildlife Service (NPWS) to discuss, refine and prioritise identified strategies for inclusion in the Tweed DMP 2024 - 2030.

DMP DELIVERY

- Feedback received, assessed, and incorporated into the final Tweed DMP 2024 - 2030.
- Delivery of the final plan to Tweed Shire Council for adoption and ongoing implementation in partnership with the Tweed Tourism Company.



3.3 STRATEGIC CONTEXT AND CONNECTIONS

It is important for the revised Tweed DMP 2024 - 2030 to be closely aligned to relevant strategies and plans at a local, regional, and statewide level. The Tweed Shire Council (TSC) **Community Strategic Plan 2022 - 2032**, the North Coast NSW **Destination Management Plan 2022 - 2030** (developed and implemented by Destination North Coast), and the NSW **Visitor Economy Strategy (VES) 2030** are of particular importance.



TWEED SHIRE COUNCIL COMMUNITY STRATEGIC PLAN 2022 - 2032

The purpose of Tweed Shire Council's Community Strategic Plan is to guide the future direction of the Tweed for the next 10 years across several different areas including:

- **Protecting:** 'We want a healthy natural environment';
- **Living:** 'We want to be safe at home and in the community with reliable essential services and infrastructure';
- **Thriving:** 'We want the Tweed's people and places to thrive'; and
- **Growing:** 'We want to work together to plan for the future so the Tweed grows and evolves in a sustainable way'.

Sustainability and the preservation of the natural environment are critical components of the TSC Community Strategic Plan.

Tourism is heavily aligned to the 'Thriving' goals as outlined in the plan - specifically goal 3.3 which states:

“BUILD A VIBRANT COMMUNITY TO BE A GREAT PLACE TO WORK AND VISIT”

TSC will utilise several Council owned services and assets, and contracted services to work towards achieving this goal.

Council proudly delivers many of the regions signature tourism experiences including the Tweed Regional Gallery and Margaret Olley Art Centre, Tweed Regional Museum, Tweed Holiday Parks and Northern Rivers Rail Trail.

It also delivers a wide range of services that support the visitor experience and tourism industry to ensure they thrive and generate sustainable economic opportunities to support our long term future.

3.3 STRATEGIC CONTEXT AND CONNECTIONS (continued)

NEW SOUTH WALES VISITOR ECONOMY STRATEGY (VES) 2030 AND NORTH COAST NSW DESTINATION MANAGEMENT PLAN 2022 - 2030

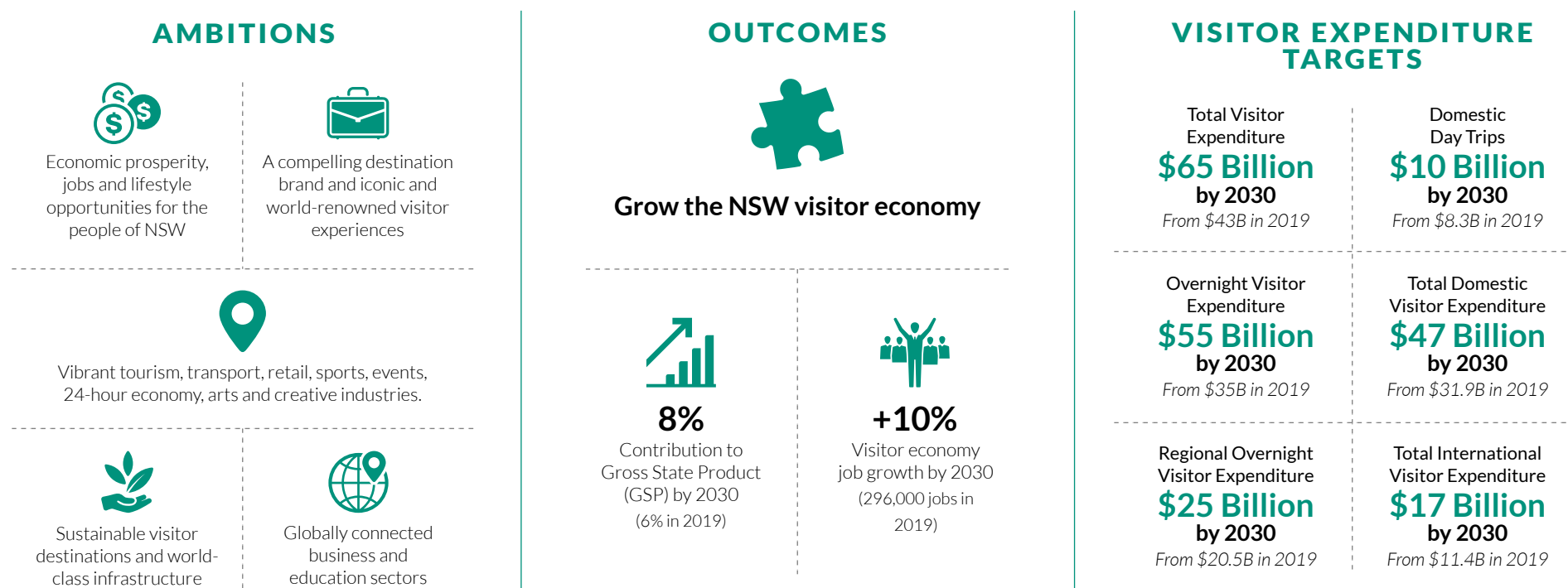
The NSW Visitor Economy Strategy highlights 3 key strategic phases, which include:

- **Recovery Phase to 2024** - This phase is focused on assisting businesses and the industry to rebuild. The goal is to return to pre-COVID levels of total visitor expenditure to pre-COVID across NSW.
- **Momentum Phase to 2026** - This phase is focused on building total visitor expenditure beyond the levels they were by the end of 2019, and it is recognised that the large number of major infrastructure projects completed during this period will be crucial in growing and expanding the visitor economy

in NSW. Visitor expenditure is expected to grow strongly during this time to reach over \$50 billion (state-wide) by 2026.

- **Accelerate Phase to 2030** - It is aimed that, by 2030, momentum gained through the increased capacity and investment in the visitor economy over the previous phases will continue to accelerate growth, with visitor expenditure targeted to reach \$65 billion state-wide.

The NSW Visitor Economy Strategy also highlights a number of **Ambitions, Outcomes,** and **Visitor Expenditure Targets** which include:



3.3 STRATEGIC CONTEXT AND CONNECTIONS (continued)

In addition to this, the Strategy focuses on 5 key Strategic Pillars, which have subsequently been adopted by DNC in the North Coast NSW Destination Management Plan 2022 - 2030. The Strategic Pillars and objectives from both the VES and North Coast DMP include:

	Road to Recovery	Build the Brand	Showcase our Strengths	Invest in World Class Events	Facilitate Growth
VES Strategic Pillars	A comprehensive program of marketing and industry development will ensure NSW recovers quickly from the impacts of COVID-19, bushfires, drought, and floods and elevates its status as the premier visitor economy in the Asia Pacific.	Compelling new brands will be developed for Sydney and NSW to provide a strong foundation for differentiation, consumer messaging, local pride, and competitiveness to turbocharge recovery and accelerate future growth.	NSW is a state of breathtakingly diverse and bucket list visitor attractions and experiences. We will focus on existing strengths and develop new opportunities to ensure place making, destination marketing, events and visitor experiences drive visitation.	An accelerated investment in signature sporting and cultural events as well as business events will help position Sydney and NSW as the events capital of the Asia Pacific, drive visitation and enhance the social wellbeing of NSW residents.	Investing in infrastructure, job creation, industry resilience and sustainability, future planning, and better ways to do business will ensure the continued growth and future prosperity of the NSW visitor economy.
North Coast DMP Strategic Objectives	Support visitor economy businesses to welcome visitors back to 2019 levels by 2024 through targeted support programs. Provide leadership and advocacy to coordinate and represent the needs of the North Coast NSW economy.	Build community pride and awareness of the visitor economy's benefits across the region. Strengthen partnerships between LGAs. Increase the quantity of North Coast NSW products promoted digitally.	Build authentic experiences around the region's product strengths. Support growth of wellness, food and beverage, aboriginal product. Facilitate growth of paid nature-based experiences. Improve quality of commercial accommodation. Focus on increasing average length of stay and yield.	Use events to encourage greater visitor dispersal. Position North Coast NSW as the premier participative sporting event host in regional NSW. Encourage events that increase visitation across low and shoulder season	Support the facilitation and attraction of key infrastructure projects. Advocate for a streamlined planning process. Support the industry to increase sustainable operations. Support the development of accessible tourism products and experiences.

STRATEGIC ALIGNMENT

It is evident from the Tweed DMP Strategic Pillars that there is a very clear and strong alignment with the strategic pillars of both the NSW VES 2030 and the North Coast NSW Destination Management Plan 2022 - 2030.

In addition to this, there is an overall, clear alignment between the Tweed DMP 2024 - 2030 and the TSC Community Strategic Plan, as the strategies and actions outlined in this DMP strongly reflect both the need for a sustainability and preservation focused approach to further developing and promoting the tourism sector, and consideration of the needs of Tweed community (both present and future).



3.4 THE TWEED'S TOURISM ATTRIBUTES

The Tweed, strategically positioned in Northern New South Wales, serves as a pivotal connection between the region's coastal and hinterland communities. Its northern boundary shares a border with Queensland and is enveloped on the south and west by the valleys of the Northern Rivers, the region is complemented to the east by an expansive coastal front along the Pacific Ocean.

Perhaps the most striking feature of the Tweed is its majestic natural landscape. Home to several world heritage-listed national parks, including the lush, green rainforests of the Border Ranges and the Wollumbin (Mount Warning) National Park, the area is a paradise for outdoor enthusiasts. Cyclists, hikers, birdwatchers, and nature photographers will find an endless array of trails, fauna, and scenery to explore.

Beyond its natural beauty, the Tweed is enriched by a tapestry of cultures and histories. The area has a deep Aboriginal heritage, with the Bundjalung people the traditional custodians of the land. Numerous cultural sites, art galleries, and community-led initiatives provide insightful narratives into the Aboriginal past, add a profound depth to the region's appeal.

Adding to the allure is the Tweed Region's vibrant coastal lifestyle, characterised by the surf culture of towns like Kingscliff and Cabarita. The region's subtropical climate, coupled with the fertile volcanic soils of the Tweed Valley, has fostered a thriving local food scene. Visitors can experience farm-to-table dining, taste exotic fruits from local orchards, or enjoy freshly caught seafood.

Overall, the Tweed presents itself as the quintessential destination for travellers in search of diverse experiences. With its captivating natural landscapes, deep-rooted cultural heritage, welcoming coastal towns, and culinary treasures, it promises a distinctive and immersive tourism environment.



SECTION 4 VISION AND VALUES



Cudgen Creek

4.1 OUR VISION AND MISSION

VISION

The Vision for the Tweed is:

TO BE RECOGNISED AS ONE OF AUSTRALIA'S LEADING SUSTAINABLE DESTINATIONS CELEBRATED FOR ITS NATURE AND OUTDOOR RECREATION, CULTURAL, CULINARY AND CREATIVE EXPERIENCES.

MISSION

Our Mission is:

"TO PROTECT THE TWEED'S NATURAL ENVIRONMENT AS CUSTODIANS OF OUR PLACE BY FOCUSING ON THE SUSTAINABLE GROWTH OF VISITATION, QUALITY PRODUCTS AND EXPERIENCES."

4.2 OUR GUIDING PRINCIPLES

The Tweed's guiding principles are fundamental to everything we do and make us uniquely Tweed. They differ from the values of the State strategies by considering the needs of our residents first by aiming to attract visitors that share the same values as our community.

Our guiding principles are:

PROTECT OUR NATURAL ENVIRONMENT

Preserve and nurture the unique natural landscapes and ecosystems of the Tweed, fostering responsible tourism practices and sustainable development.

BE UNIQUELY AND AUTHENTICALLY TWEED

Celebrate and showcase the distinctive and genuine aspects of the Tweed region, emphasising its individuality within the tourism market.

01

03

05

02

04

FOCUS ON VALUE OVER VOLUME

Prioritise the quality and value of visitor experiences over mass visitation to the Tweed, ensuring that tourism initiatives enhance economic benefits sustainably.

STRIVE FOR AN ACCESSIBLE, INCLUSIVE AND SUSTAINABLE INDUSTRY

Work toward an inclusive and environmentally responsible tourism sector, guaranteeing accessibility and sustainability for both visitors and residents.

EMBRACE ECO-FRIENDLY TOURISM

Encourage eco-friendly tourism practices, experiences, and accommodation offerings to minimise the environmental footprint of tourism.

4.2 OUR GUIDING PRINCIPLES (continued)

Both the North Coast DMP and the NSW VES highlight five guiding principles that inform the NSW Government's policy and investment in the visitor economy:

PUT THE VISITOR FIRST

We have put the visitor front and centre of this strategy. A greater understanding of potential visitors by segment will deliver high performance marketing solutions and improve the visitor experience.

MOVE FAST, BE RESPONSIBLE AND AGILE

We will build agility into the way we operate so we can take advantage of opportunities as they emerge and adapt to changing conditions.

LEAD WITH OUR STRENGTHS

We will focus on the distinctive character and features of NSW and our people to help us stand out in a crowded market.

ACCELERATE DIGITAL INNOVATION

We will use technology to deliver personalised marketing to potential visitors, streamlined interactions between government and industry, and to enhance the visitor experience.

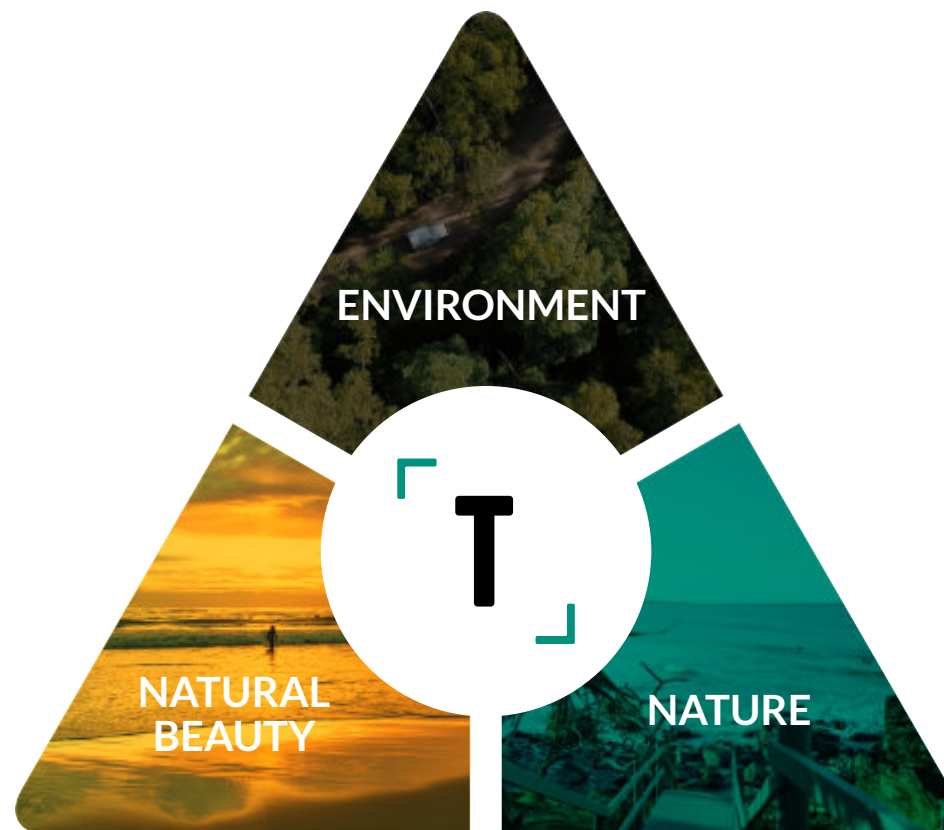
COLLABORATE WITH INDUSTRY AND GOVERNMENT

We will foster greater engagement and cooperation with the industry to deliver the vision and take a whole of government approach to growing the NSW visitor economy.

4.3 OUR TWEED BRAND

BRAND VALUES

The Tweed destination brand centres around our core values of nature, environment and natural beauty and promotes and positions the Tweed region as 'the natural choice'.



We hold our exquisite natural surroundings in high regard, honour our traditional custodians and their time-honoured culture, cherish our sense of community and unique lifestyle, and enjoy the freedom and safety that define us.

We embody a spirit of creativity and innovation, embracing quirkiness, curiosity, and vitality. We are a resilient and proud community, dedicated to a healthy, active, and outdoor-oriented way of life. We are deeply connected to the land, our environment, and each other. We are the Tweed.

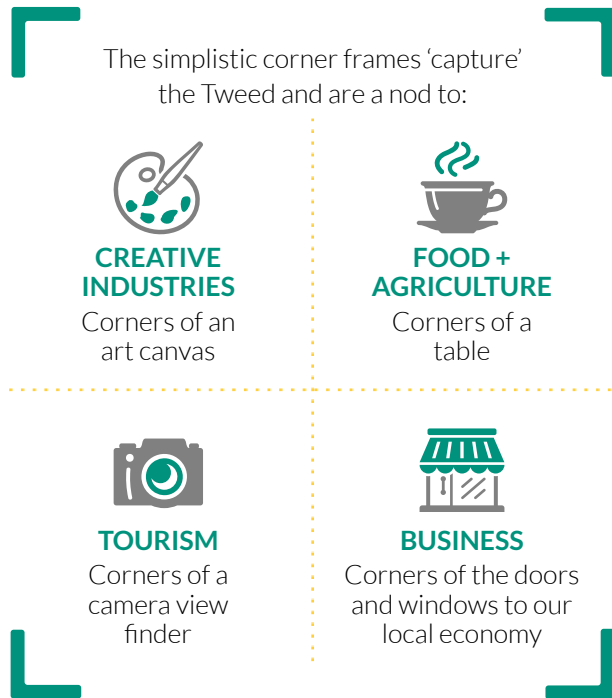
In our collective approach to tourism, our aim is to manage our destination diligently, striving for a return on investment while mitigating the impact of visitation. We intend to accomplish this by emphasising value rather than sheer numbers. Our objective is to ensure that the quality of life, charm, and reputation of the Tweed region continue to flourish, making it an even more appealing place to live, work, invest, and explore.



4.3 OUR TWEED BRAND (continued)

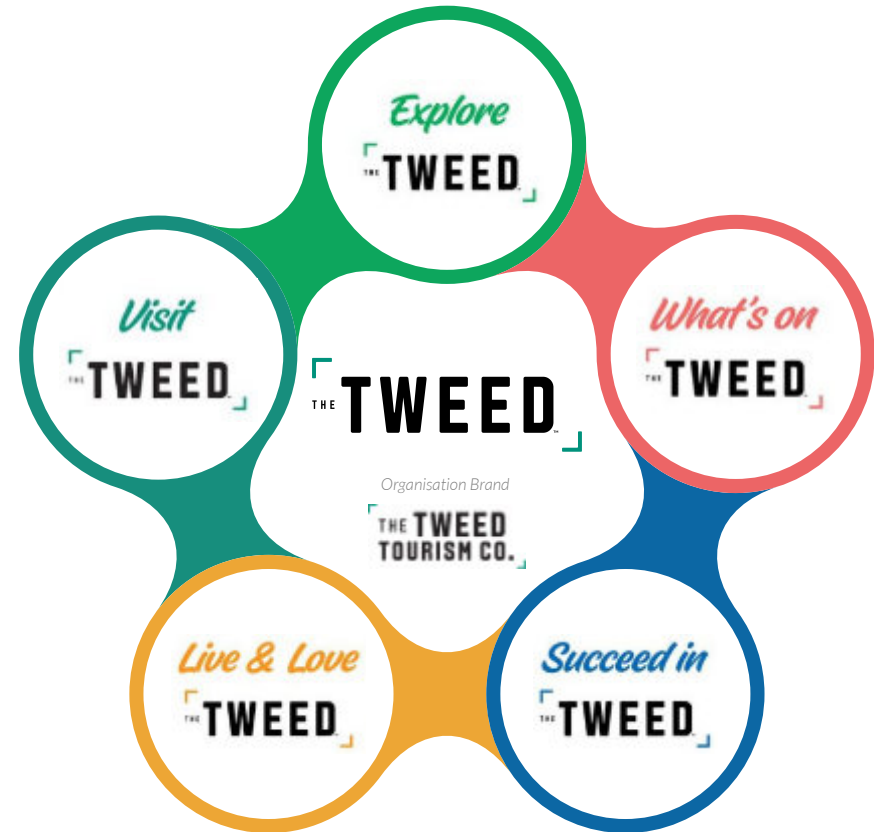
THE TWEED BRAND

Our destination brand is a simple and stylised frame that 'captures' the Tweed:



The destination brand is not tourism specific - it is a whole of region brand that encompasses a number of strategic functions that are the responsibility of TSC. The Tweed brand includes leisure visitors and extends to initiatives that provide broader economic and social benefits for the entire community. It is also for locals and residents who live, love and enjoy the Tweed and for our business and industry who succeed in the Tweed.

These brand initiatives include:





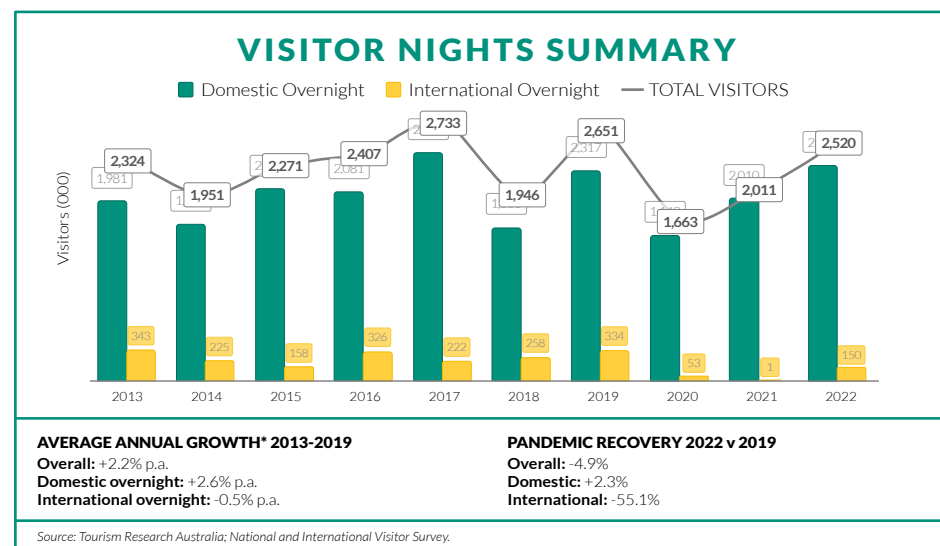
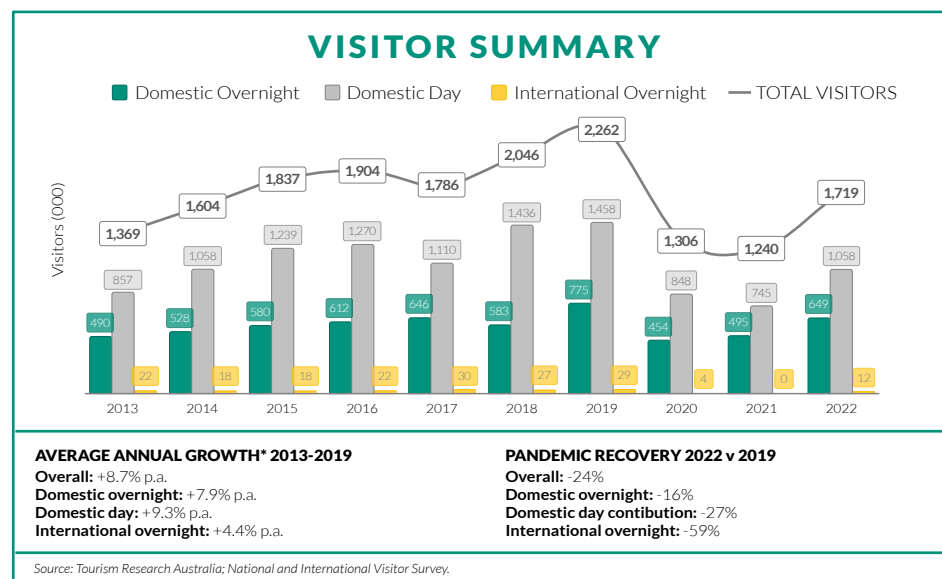
SECTION 5

TRENDS, REGIONAL PERFORMANCE AND EXPERIENCES

5.1 CURRENT VISITATION

REGIONAL VISITATION AND PERFORMANCE

From the year ending December 2013, through to December 2019, the Tweed Region had performed strongly on all visitation fronts - seeing solid increases in overall visitation and the number of overall visitor nights. The year ending December 2019 was very strong - with the year producing the best visitation results for the Tweed region on record.



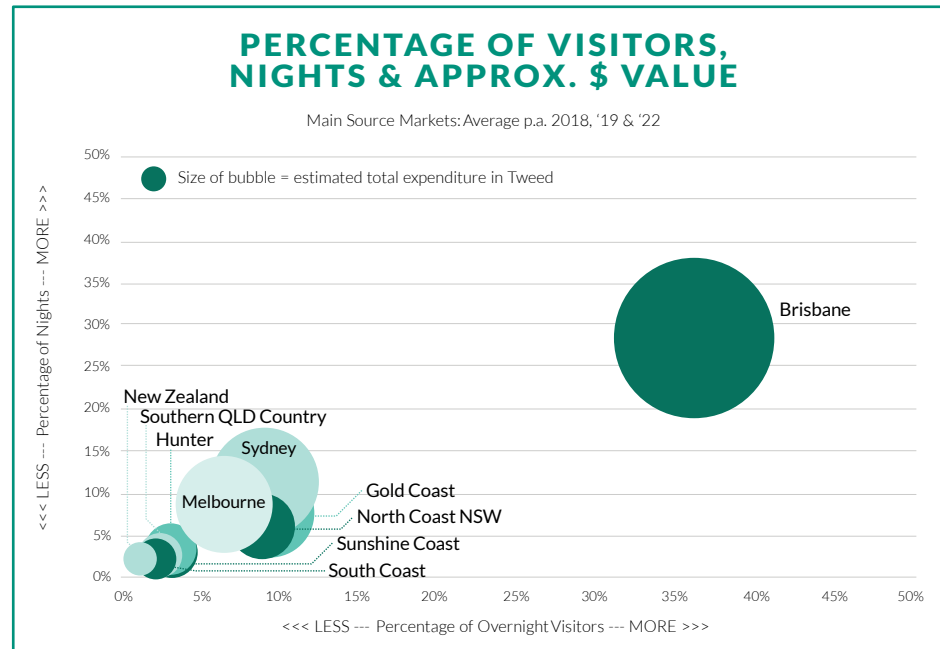
In March 2020, Federal and State Governments introduced various measures and restrictions to combat the spread of Covid-19. These measures had an unprecedented negative impact on a range of industries, with tourism arguably being the most heavily impacted of all. For the Tweed region, being located on the Queensland/New South Wales border and heavily reliant on the South East Queensland source market, this was extremely challenging, particularly when it was announced that Queensland was to close its border restricting the flow of visitation for large portions of 2020 and 2021.

The impact of these measures on visitation to the Tweed are very noticeable from the charts shown above. Despite this, the figures above also show a strong recovery throughout the year ending December 2022, with this bounce back in visitation expected to continue over 2023 and 2024.

5.1 CURRENT VISITATION (continued)

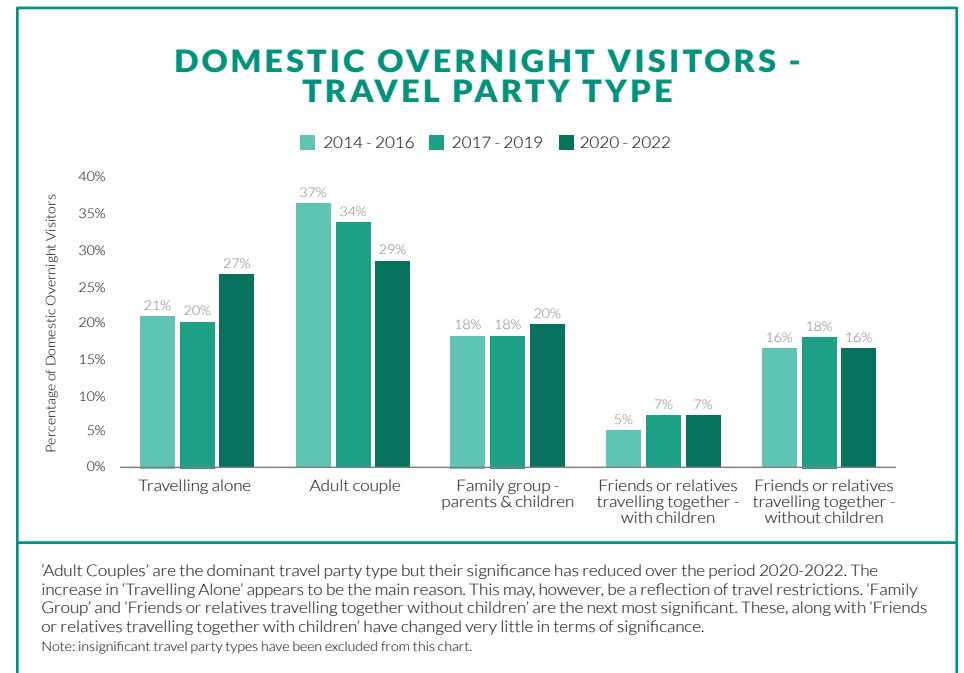
KEY SOURCE MARKETS

Brisbane continues to be the primary source market for the Tweed, attracting over 40% of all visitor nights, and close to 40% of all visitor expenditure contributed to the Tweed's tourism sector (see the chart below). The closures of the Queensland border in 2020 and 2021 had significant negative impacts on the sector as a result.



When looking at the primary travel party types from the Tweed's key source markets, it is clear (from both TRA data and anecdotal feedback from the local sector) that the primary type since 2014 has been the adult couple segment. The Tweed has positioned itself strongly in this regard, with a variety of experiences and accommodation options available specifically targeting the couple's getaway market.

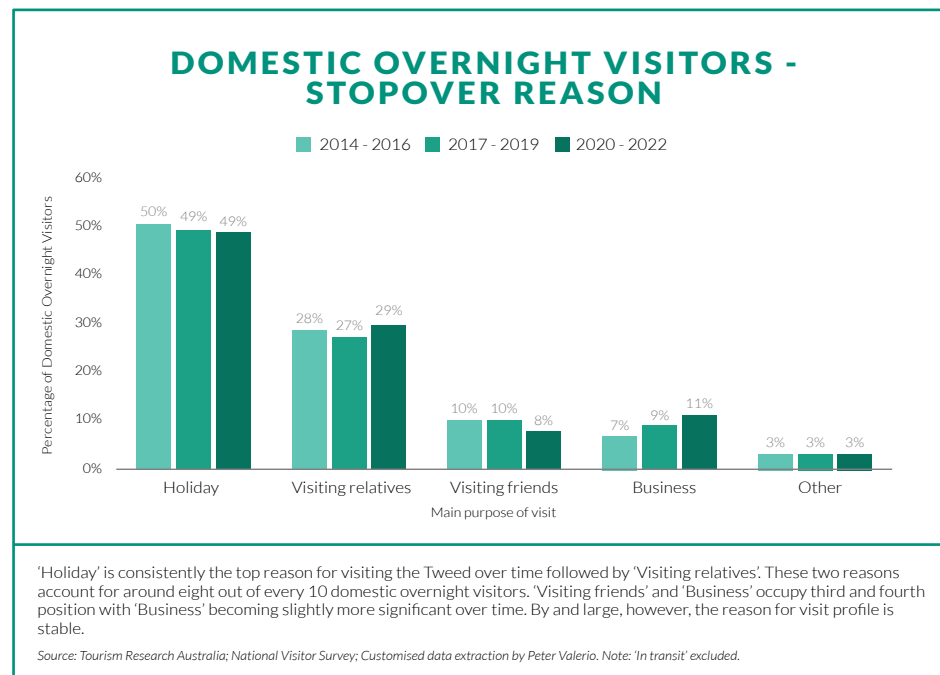
As can be seen in the chart below - the Tweed's travel party type is starting to show positive signs of diversification, with types such as 'travelling alone' and 'family groups' showing strong increases in visitation across the years ending December 2020 to December 2023.



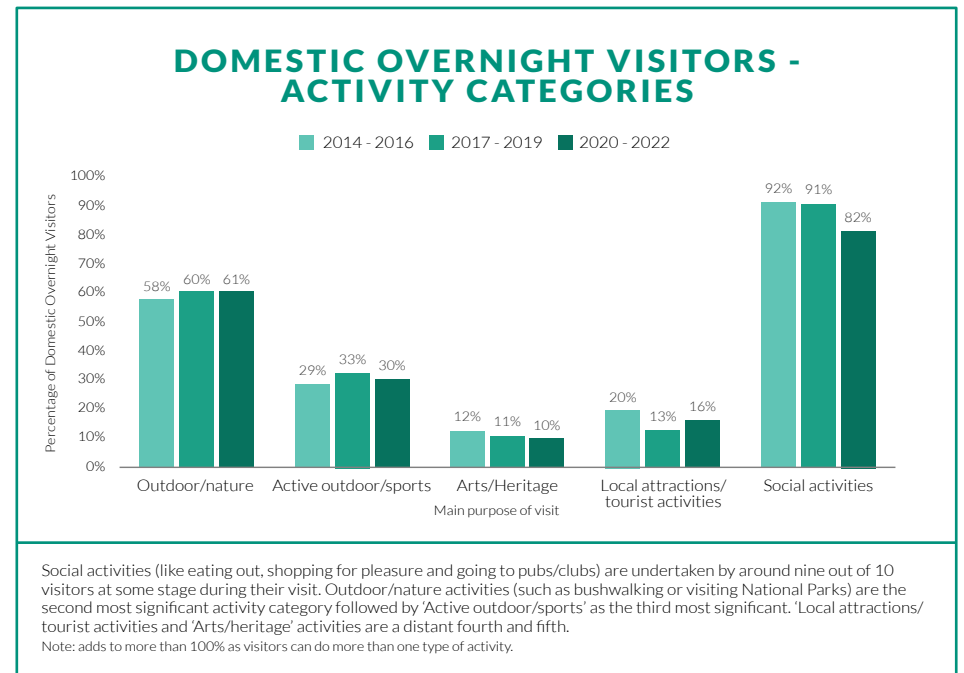
5.1 CURRENT VISITATION (continued)

PURPOSE OF TRAVEL

Visitors who travel to the Tweed do so primarily for leisure purposes. As can be seen below, the primary reason for travel was for the purpose of 'Holiday', and this has been followed closely by the Visiting Friends and Relatives (VFR segment). Whilst there have been some subtle fluctuations in percentages across different 'stopover reasons' since 2014, it has consistently been the case that travel for holiday purposes is the primary driver of visitation to the Tweed.



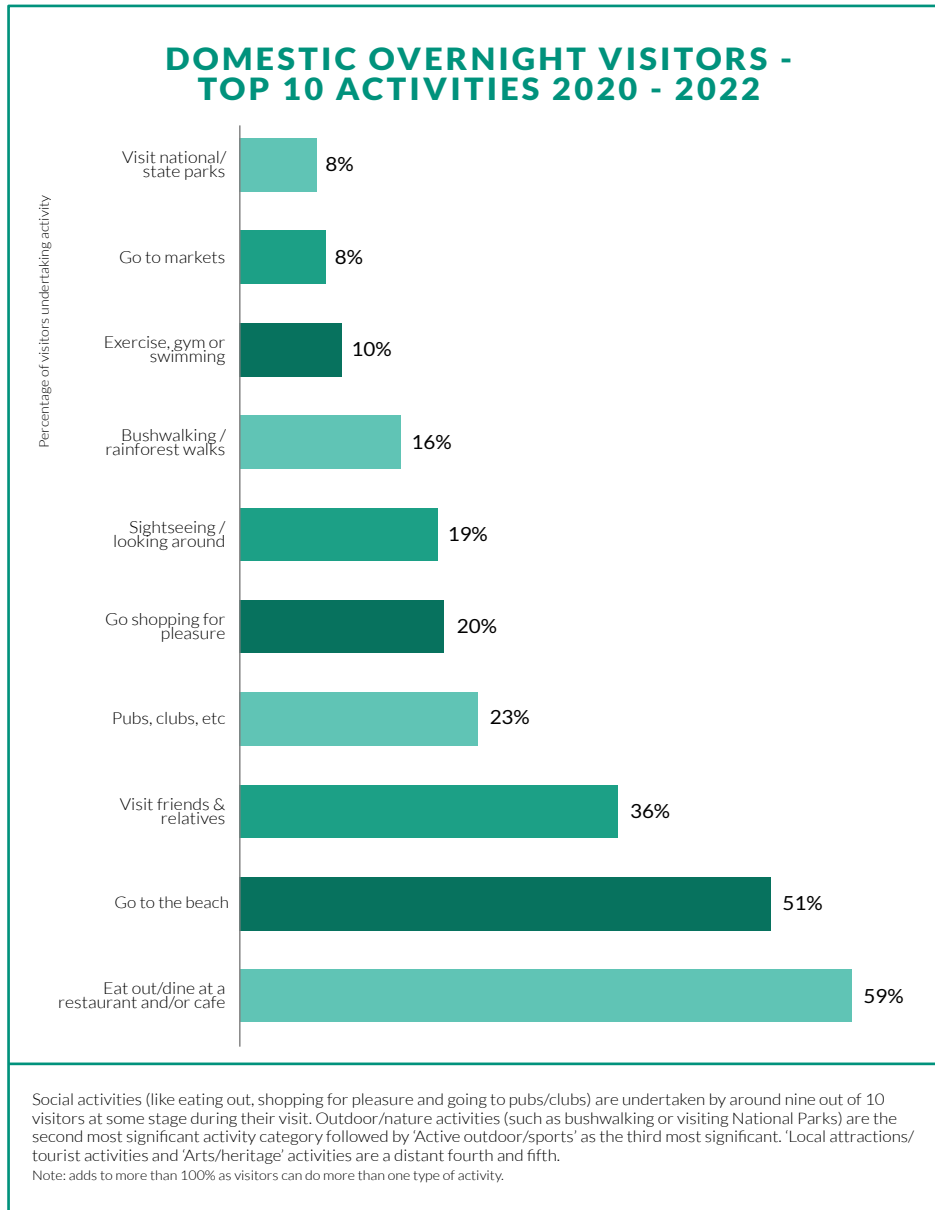
When observing the types of activities that visitors to the Tweed tend to engage in, it is clear that the most popular activities are closely aligned to the key 'Experience Pillars' (detailed below) that are recognised as the Tweed's 'hero experiences' and key points of difference in comparison to other competing destinations.



In particular, the chart above shows that social activities (which includes dining out) are overwhelmingly the most popular activities undertaken, followed by outdoor/nature, which aligns to the very strong nature-based tourism offering that the Tweed offers in abundance.

Delving further into the specific types of activities undertaken by visitors (please see the chart below), one can observe a conspicuous preference and correlation with the restaurant/cafe scene, enjoying the Tweed's many coastal attributes, and again enjoying some of the nature-based attributes that the Tweed is so highly regarded for, such as sightseeing, bushwalking/rainforest walks, and visiting national parks and state parks.

5.1 CURRENT VISITATION (continued)



Cabarita Beach

5.2 TRENDS INFLUENCING VISITOR DEMAND

Over the past few years, there have been significant changes in tourism consumer trends and behaviour - with these changes being driven and exacerbated largely by the Covid - 19 Pandemic. Detailed below are some key observations regarding consumer behaviour and trends which should be an important consideration when implementing the recommendations of this reviewed DMP:

CONSUMER TREND	DESCRIPTION
Experiential Travel	Experiential travel, or immersion travel, is becoming more popular as travellers seek to engage in local cultures, learn new skills, or participate in local activities. Rather than simply visiting landmarks or traditional tourist attractions, experiential travellers aim for a more immersive and transformative experience.
Local Travel	With international travel restrictions in place for an extended period, there has been a significant surge in local and domestic travel. People are exploring their own backyards more than ever, leading to a renewed interest in local tourism.
Sustainable and Responsible Tourism	Tourists are becoming more aware of the environmental and cultural impact of their travel. They are increasingly choosing destinations and companies that prioritise sustainability and give back to local communities.
Digital Nomadism	As remote work becomes more normalised, more people are taking advantage of the opportunity to work from anywhere. This leads to longer stays and a blending of leisure and business travel, which can benefit destinations year-round rather than just in peak season.
Flexibility in Booking and Cancellation Policies	Travellers value businesses that offer generous booking and cancellation policies, especially in the light of potential future disruptions. Businesses that can provide this flexibility will be more attractive to cautious travellers.
Outdoor and Nature-based Tourism	There's been a surge in interest in outdoor activities and nature-based tourism. People are increasingly valuing wide open spaces, fresh air, and physical activity, driven by a desire to escape confinement, and crowded urban areas.
Personalised Experiences	More and more travellers seek unique and personalised experiences rather than standard tourist packages. They look for unique accommodations, personalised itineraries, and off-the-beaten-track attractions.
Wellness Tourism	Travellers are more focused on health and wellness, choosing destinations that offer wellness retreats, fitness activities, mental health retreats, healthy food options, and other wellness services. This trend is linked to the broader societal shift towards healthier lifestyles.

Reference: 'A World in Motion', World Travel & Tourism Council in partnership with Deloitte and Trip.com

<https://www2.deloitte.com/content/dam/Deloitte/fr/Documents/consumer-business/Publications/wttc-consumer-trends-report-2023.pdf>

5.3 SWOT ANALYSIS

The SWOT below details the strengths, weaknesses, opportunities, and threats that were identified through the consultation phase of this DMP Review:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • An abundance of natural attractions and assets including National Parks, State Forests and Open Spaces. • A thriving creative industry offering arts and cultural experiences including the Murwillumbah Art Trail, M-Arts, Tyalgum Music Festival, Tweed Regional Museum and the Tweed Regional Gallery and Margaret Olley Art Centre; • New tourism infrastructure, such as the Northern Rivers Rail Trail and the Uki Mountain Bike Park (and soon to launch Gidjuum Gulganyi Walk aka Tweed Byron Hinterland Trails), providing significant opportunity for local businesses to leverage. • Development of new alternative walking trails in Wollumbin National Park; • Widely regarded as one of the best surfing destinations in Australia; • The region has stunning waterways, swimming locations and the Tweed River; • Industry leading food and produce experiences; • Close proximity and excellent accessibility to key self-drive target and source markets, such as Brisbane and South East Queensland; • Excellent air accessibility via the Gold Coast and Ballina Airports for both domestic and international travellers; • A sustainable and environmentally conscious destination, highly regarded for its diverse fauna and flora; • Highly regarded as a leisure/holiday destination that is uniquely Tweed, but located between two tourism powerhouses of Gold Coast and Byron Bay; • A high level of visiting friends and relatives (VFR) travel - providing ongoing repeat visitation; and • A connected and well networked sector and collaboration opportunities. 	<ul style="list-style-type: none"> • Lack of consistency in hospitality sector trading hours restricting overnight and weekend visitation for some locations (such as Murwillumbah); • Restricted accessibility to significant natural assets such as Wollumbin Mt Warning; • A lack of Aboriginal tourism experiences, despite the region's rich cultural heritage; • Limited activation of the Tweed River for visitor experiences and as a key means of visitor accessibility/transport; • Limited sport and recreation facilities with the capability to attract and host significant events; • Poor public transport/connectivity options between the coast and the hinterland; • Poor levels of international visitation, despite close accessibility to Gold Coast Airport; • Limited number of touring product; • Limited number of export ready product to attract international visitors, and a lack of destination awareness in international markets; • The current event approval process is perceived to be difficult, and is likely hampering the region's ability to attract events; • Lack of large-scale accommodation options in the hinterland locations of the Tweed; • Quality and quantity of workforce, and lack of accommodation to house workers; • Destinations/products/experiences are not well linked/ packaged; • Limited visitor economy infrastructure, services, and signage to meet visitor needs.

5.3 SWOT ANALYSIS (continued)

OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Significant opportunities to leverage the Gold Coast airport to drive both domestic and international visitation to the Tweed;• Facilitate increased accessibility and sustainable commercial opportunities on the Tweed River, as a key means to connect the coast to the hinterland;• Work with the local tourism sector to facilitate new tourism experiences that leverage key tourism assets such as the Northern Rivers Rail Trail;• Work with key stakeholders to ensure better consistency in evening and weekend trading hours, particularly amongst the hospitality sector;• Attract, host and support Tweed suitable destination and homegrown events that make the Tweed a great place to live and visit;• TSC to streamline the events application and approval process;• Provide incentives and a streamlined approval process to attract new tourism providers (particularly larger scale) to the Tweed Hinterland;• Work with neighbouring destinations to develop cross regional itineraries/ experiences that encourage increased levels of visitor dispersal, spend and length of stay;• Facilitate tourism product and experience development with the aim of enticing traditional day trippers into overnight stays;• Supporting local tourism operators to better cater for accessibility needs and inclusive tourism;• Facilitate better accessibility to key National Park and State Forest areas (walking trails, hikes etc);• Improved visitor experience centres for locals and visitors; and• Facilitate and promote the region's strong focus and positioning on sustainability.	<ul style="list-style-type: none">• Attracting and retaining staff is a significant challenge. Housing in particular is a major issue;• Natural events such as flooding and bushfires continue to be a major disruptor to the region's tourism (and wider business) sector;• Time consuming and costly development application processes can deter tourism investment;• Economic downturn;• Current slow recovery of international visitation;• Environmental impacts from inappropriate events or over commercial use of natural open spaces;• Reduction of focus and funding provided would impact the quality of Council's Tourism Service Delivery; and• Future pandemics, and the possible future closures of the Queensland/NSW border.

5.4 TARGET MARKETS

ALIGNING CLOSELY TO THE DNC DMP, THE TWEED'S TARGET MARKETS ARE PREDOMINANTLY FOCUSED ON THE 'HIGH VALUE TRAVELLER' (OR HIGH YIELDING) SEGMENT - CHASING A HIGHER DISPOSABLE INCOME CLIENTELE, RATHER THAN FOCUSING ON MASS VISITATION.



5.4 TARGET MARKETS (continued)

The target markets to be pursued on behalf of the Tweed include:



DAY VISITORS

GROWTH OPPORTUNITIES:

- Brisbane and South East Queensland;
- Within the North Coast and Northern NSW;

KEY EXPERIENCES:

- Nature-based
- Food, drink and agritourism
- Heritage and arts
- Aboriginal culture
- Leisure and business events
- Wellness



DOMESTIC OVERNIGHT VISITORS

GROWTH OPPORTUNITIES:

- Brisbane and South East Queensland;
- Northern NSW;
- Greater Sydney;
- Interstate (Queensland, Victoria);
- Regional NSW.
- Sustainable and environmental focused travellers.

KEY EXPERIENCES:

- Nature-based
- Food, drink and agritourism
- Heritage and arts
- Aboriginal culture
- Leisure and business events
- Caravan and Camping
- Wellness



INTERNATIONAL VISITORS

GROWTH OPPORTUNITIES:

- New Zealand;
- United Kingdom;
- Germany and Wider Europe;
- Parts of Asia (leverage the Gold Coast);
- Extended stays and touring;
- Visiting Friends and Relatives;
- Sustainable and environmental focused travellers.

KEY EXPERIENCES:

- Nature-based
- Food, drink and agritourism
- Heritage and arts
- Aboriginal culture
- Leisure and business events
- Caravan and Camping
- Wellness



LEISURE EVENT VISITORS

GROWTH OPPORTUNITIES:

- Brisbane and South East Queensland;
- Northern NSW;
- Greater Sydney;
- Interstate (Queensland, Victoria);
- Regional NSW.

KEY EXPERIENCES:

- Food, drink and agritourism;
- Heritage and arts;
- Outdoor recreation
- Wellness.



BUSINESS EVENTS

GROWTH OPPORTUNITIES:

- Intra-region;
- Greater Sydney, Newcastle, Melbourne and South East Queensland.

KEY EXPERIENCES:

- Incentive offerings related to food and wine, coast, arts, and culture.
- Conference offerings related to a range of industries with a focus on tourism, visitor economy, events, filming, health sector and Government Services (state and local).

5.5 POSITIONING AND EXPERIENCE PILLARS

POSITIONING

The Tweed is a region blessed with an abundance of attractions and experiences that drive strong numbers of visitation, and the integration of sustainable practices with these attractions and experiences reinforces its standing as a leading sustainable tourism destination.

Our three **primary 'hero' experiences** highlight the region's distinctiveness are:

- 1. NATURE AND OUTDOOR RECREATION:** We live in an extraordinarily beautiful place. The Tweed's natural tapestry is unparalleled, encompassing the lush subtropical volcanic caldera, vibrant riverine and estuarine ecosystems, and an extensive coastline of immaculate beaches with idyllic coastal hamlets. Nature, as the cornerstone of the Tweed's experience, distinguishes us as a destination of choice. Furthermore, its emphasis on eco-friendly and sustainable tourism practices enhances the commitment to preserve and showcase this natural heritage for generations to come;
- 2. CREATIVITY AND CULTURE:** Our region is home to a diverse creative community. With an abundance of creatives in the Tweed, we have the capacity to offer extraordinary cultural experiences that provide an insight into the characters and creativity that brings the Tweed to life.
- 3. LOCAL FOOD AND AGRITOURISM:** The food grown and created by our agri-based and culinary artisans is interesting and delicious. The region's lush subtropical climate and volcanic landscape produces an abundance of divine fresh produce. There are an extensive number of local farmers, chefs, distillers, brewers, butchers, and bakers who are proactive in offering first class culinary experiences; and

Our three **developing hero experiences** include:

- 1. SURFING:** As the home of the Surfing Australia High Performance Centre, the Tweed is recognised as one of Australia's premier surfing destinations. Sustainable management of coastal areas ensures the pristine nature of the beaches is preserved for locals, surfers and future generations;
- 2. INDIGENOUS:** The Tweed has a significant and rich Indigenous history, and through sustainably managed and respectful tourism, there is an opportunity to grow this sector for the benefit of local Aboriginal groups and visitors; and
- 3. EVENTS:** The Tweed is home to several events, ranging from cultural events, agritourism events and sporting events. Attracting and hosting event opportunities that are uniquely Tweed is an opportunity that benefits locals and visitors alike.



AS THE TWEED COLLECTIVELY WORKS TOWARDS ACHIEVING ITS VISION AS BEING RECOGNISED AS A LEADING SUSTAINABLE TOURISM DESTINATION, ITS PROMOTION AND DEVELOPMENT OF THE ABOVE HERO EXPERIENCES, UNDERPINNED BY SUSTAINABILITY, MAKES IT AN UNPARALLELED CHOICE FOR DISCERNING TRAVELLERS.

In addition to the Tweed 'hero experiences' identified above - there are six broader and related experience themes identified in the Destination North Coast (DNC) DMP (2022 - 2030), which will also be targeted by the Tweed. Whilst there is some crossover with the Tweed's primary and developing hero experiences, there are some points of difference which can be seen below:





SECTION 6

TARGETS AND MEASURES OF SUCCESS

Cabarita Beach

THE **TWEED**

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6 TARGETS AND MEASURES OF SUCCESS (continued)

With a specific focus on the **high yielding travel segment**, the following targets will be pursued:



VISITOR SPEND

Increase **total overnight visitor expenditure** from

\$447M

TO

\$650M



AVERAGE LENGTH OF STAY

Increase the **average length of stay** from

3.4
nights

TO

4.2
nights

BY 2030



INTERNATIONAL VISITORS

Increase the number of **international overnight visitors** to

60,000

BY 2030



DESTINATION SUSTAINABILITY AND ECO CERTIFICATION

Establish the Tweed as an officially recognised **sustainable destination** through a **sustainability** or **eco focused** certification program

BY 2030



INDUSTRY SUSTAINABILITY AND ECO CERTIFICATION

Support a minimum of

40 Tweed based
tourism operators

to gain sustainability or ecotourism certification

BY 2030



COMMUNITY SATISFACTION OF TOURISM SERVICES

Independent assessment of community satisfaction of Council's Tourism Service provision greater than

75% to gain **sustainability** or **ecotourism certification**



SECTION 7

DESTINATION STRATEGIES

Clarrie Hall Dam

TWEED

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7 DESTINATION STRATEGIES (continued)

The following section highlights a number of 'pillars' and strategies that are recommended to be implemented by all stakeholders to achieve the destination's targets by the year 2030 and beyond.

Whilst the pillars highlighted below align closely with both the NSW VES Strategic Pillars and the DNC Strategic Objectives, they are also uniquely Tweed in their approach.

Stakeholders that need to be involved in the delivery of these strategies and actions include:

ACRONYM	NAME
DPE	New South Wales Department of Planning and Environment
DNC	Destination North Coast
DNSW	Destination New South Wales
DRNSW	Department of Regional New South Wales
FCNSW	Forestry Corporation of New South Wales
LGA	Local Government Area
LTO	Local Tourism Organisation
NRF	Northern Rivers Food
NPWS	NSW National Parks and Wildlife Service
TA	Tourism Australia
TFNSW	Transport for New South Wales
TTC	Tweed Tourism Company
TSC	Tweed Shire Council

7.1 BEYOND RECOVERY

GOALS

- **Elevate Tourism Workforce Skills:** Develop and implement comprehensive skill enhancement programs in collaboration with educational institutions and industry partners to cultivate a skilled and sustainable tourism workforce by 2030.
- **Enhance Distribution and Market Reach:** Expand the reach of the Tweed's tourism products and experiences through an increased number of trade-based activities, aiming to raise awareness in key markets and diversify distribution partners by 2030.
- **Strengthen the Seven Day Economy:** Create innovative support programs and facilitate collaboration among local operators to boost the evening and weekend economy through tourism-centric activities and experiences, fostering increased visitation in non-peak periods and providing diverse night-time offerings.

This strategic pillar aims to elevate our presence in the tourism market. This involves transitioning from the challenges posed by recent significant natural and economic events, with a strong focus on capacity building, skills development, and broader tourism industry support. Amid dynamic economic conditions, a paramount challenge remains - sourcing and maintaining a skilled tourism workforce.

Sustainable and regenerative tourism should be a key focus, as it is crucial to cultivate a team of professionals well-versed in sustainable tourism principles and practices. Our strategy is anchored in championing initiatives that address skill and workforce challenges, which includes fostering partnerships with academic institutions and industry training programs:



7.1 BEYOND RECOVERY (continued)

ACTION NUMBER	STRATEGIES	OWNER	PARTNERS	TIMEFRAME
1.1	Facilitate multiple capacity building opportunities for the local tourism sector annually, focusing on topics such as trade distribution, packaging and bundling, experience development, digital marketing, sustainability, and resilience.	TTC	DNC, DNSW, TSC, Local Industry	2024 - 2030
1.2	Conduct multiple trade-based activities annually, to grow and develop the Tweed's distribution partner reach and subsequent awareness of Tweed tourism products and experiences in key markets.	TTC	DNC, Local Industry, DNSW, Tourism Australia (TA)	2024 - 2030
1.3	Identify and implement innovative support programs to foster collaboration among local operators, with a strategic emphasis on strengthening the evening and weekend economy through tourism-centric activities and experiences.	TTC, TSC	DNC, Local Industry	2024 - 2030
1.4	Develop and launch skill enhancement programs in conjunction with universities and other educational institutions with a focus specifically on tourism and hospitality.	TTC, TSC	DNC, Universities, other education institutions	2025 - 2030
1.5	Establish a sustainability certification program (with an additional focus on regenerative tourism) for local tourism operators, and work towards increasing the number of certified operators in the Tweed year on year leading to 2030.	TSC, TTC	Sustainability Partner, Local Industry	2024 - 2025

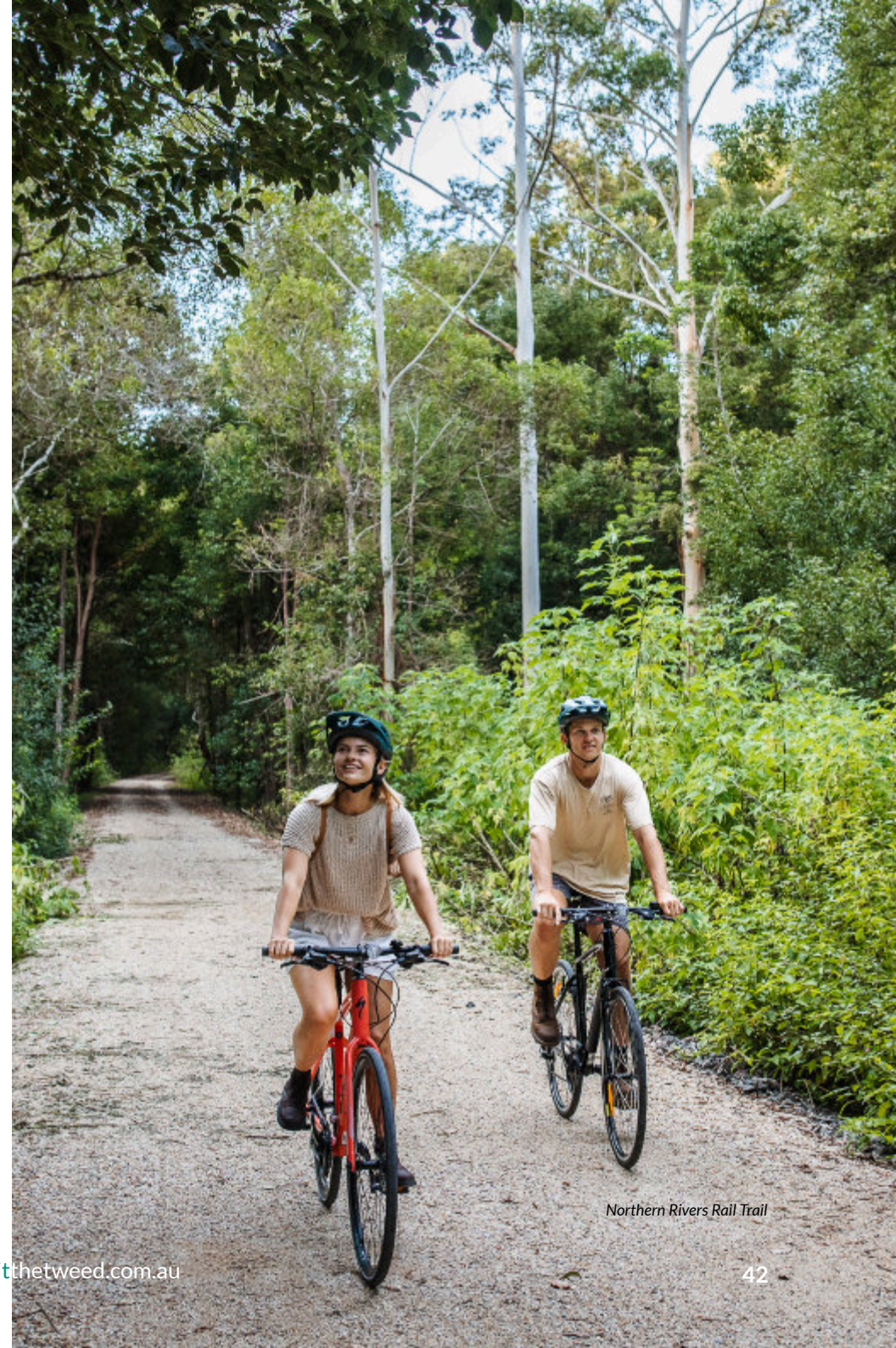
7.2 BUILD THE TWEED BRAND

GOALS

- **Position the Tweed as a Leading Sustainable Destination:** Promote the Tweed as one of Australia's leading sustainable tourism destinations, recognised for its commitment to eco-friendly practices and unforgettable sustainable experiences.
- **Increase Sustainable Tourism Awareness:** Enhance awareness among visitors and potential tourists about the Tweed's sustainable tourism offerings, highlighting the region's unique sustainable credentials and experiences.
- **Foster Local Engagement:** Establish the 'Tweed Partner Program' to encourage local tourism operators and the wider business community to embrace the Tweed brand and integrate it into their promotional activities, thus strengthening the Tweed's position as a sustainable destination.
- **Build Local Tourism Ambassadors:** Establish a local tourism ambassador and community engagement program to nurture local tourism ambassadors who positively promote the Tweed region, enhancing the community's recognition of tourism's value by 2030.

The Tweed appeals to travellers with its captivating landscapes and commitment to sustainable tourism. Our aim is to position the Tweed as a leading sustainable destination, recognised for its eco-friendly practices and unforgettable sustainable experiences. We're dedicated to enhancing awareness among visitors and potential tourists, spotlighting the region's unique sustainable credentials and experiences. By offering authentic and eco-friendly itineraries that showcase the Tweed's distinct attractions and sustainable strengths, we strive to extend visitor stays.

Our actions will be dedicated to cultivating a resilient and eco-conscious brand identity, highlighting the Tweed's commitment to sustainable tourism practices, and pioneering collaborative initiatives to position the region as a leading destination for sustainable escapes.



Northern Rivers Rail Trail

7.2 BUILD THE TWEED BRAND (continued)

ACTION NUMBER	STRATEGIES	OWNER	PARTNERS	TIMEFRAME
2.1	Conduct consumer marketing campaigns annually, with a particular focus on communicating the sustainability positioning of the Tweed.	TTC	TSC, DNSW, DNC	2024 - 2030
2.2	Develop and promote bespoke itineraries showcasing the Tweed's unique attractions and sustainable tourism credentials.	TTC	TSC, Local Industry	2024 - 2030
2.3	Encourage local operators to leverage Council owned tourism assets, such as the Northern Rivers Rail Trail, to generate increased levels of awareness amongst key markets.	TSC, TTC	Local Industry	2024 - 2030
2.4	Design and implement a tourism ambassador and community engagement program (welcome program), with a focus on creating local tourism ambassadors, encouraging positive word of mouth and regenerative tourism - driving an appreciation of tourism's value to the local community.	TTC, TSC	DNC, Local Industry	2025 - 2030
2.5	Develop a 'Tweed Partner Program', encouraging local tourism operators and the wider business community to collaborate with the Tweed brand to showcase the destination in their own promotional collateral.	TSC, TTC	Local Industry	2025 - 2030
2.6	Implement a 'Sustainable Tweed' certification program to showcase and recognise businesses that adopt and implement sustainable and regenerative practices, further reinforcing the uniqueness and positioning of the Tweed.	TSC	TTC, Local Industry	2025 - 2026
2.7	Organise and facilitate eco-tourism workshops and seminars for local businesses and operators to foster sustainable development practices.	TTC, TTC	DNSW, Local Industry	2025 - 2030
2.8	Establish and implement a retail strategy and merchandise range for The Tweed brand to promote the destination, grow brand awareness and support industry.	TSC, TTC	Local Industry	2024-2026
2.9	Deliver a Destination Content Gallery and Tweed Brand Portal to provide quality destination images and video to the public, media and industry.	TSC, TTC	Local Industry	2024 - 2025



7.3 SHOWCASE THE TWEED'S STRENGTHS

GOALS

- **Facilitate the Development of Sustainable Tourism Products and Experiences:** Develop an efficient and streamlined planning process that encourages and supports operators to develop new, eco-conscious tourism products and experiences that align with the Tweed's unique attributes.
- **Curate Clusters of Sustainable Offerings:** Create curated clusters of sustainable products and experiences by leveraging foundational infrastructure and prominent attractions.
- **Enhance Accessibility and Inclusivity:** Develop accessible and inclusive tourism experiences to make the Tweed's unique attributes and hero experiences available to a wider audience.
- **Nurture Innovative Experience Development:** Foster innovation in experience development and provide support to start-ups focusing on sustainable, authentic offerings.

The Tweed is blessed with biodiverse and beautiful natural assets along the coast and in the hinterland. We are committed to prioritising our natural strengths and offering innovative, sustainable, and contemporary experiences that highlight what makes the Tweed unique. Our goal is to create compelling reasons for increased lengths of stay and expenditure among high-yield travellers. By uniting our remarkable strengths with sustainability, we aim to bolster the region's appeal and attract travellers seeking authentic, eco-conscious experiences.

The below actions centre on supporting and fostering genuine experiences that underscore the region's unique identities and strengths:



7.3 SHOWCASE THE TWEED'S STRENGTHS (continued)

ACTION NUMBER	STRATEGIES	OWNER	PARTNERS	TIMEFRAME
3.1	Facilitate and encourage new and established operators to develop products and experiences that align with the Tweed's hero experiences and overall positioning.	TTC, TSC	Local Industry, DNC, NPWS	2024 - 2030
3.2	Leverage foundational infrastructure projects and prominent attractions (such as the Northern Rivers Rail Trail, Uki Mountain Bike Park, the Tweed Regional Gallery and Margaret Olley Art Centre, and Tweed Regional Museum) as building blocks to create clusters of carefully curated products and experiences.	TSC, TTC	Local Industry	2024 - 2030
3.3	Work with operators to develop accessible and inclusive tourism products and experiences to showcase the Tweed's unique attributes and hero experiences to a wider audience.	TTC	DNC, TSC, Local Industry	2024 - 2030
3.4	Develop an Accessible and Inclusive Visitor Guide for The Tweed to showcase accessible products and experiences.	TTC	TSC, Local Industry	2024 - 2025
3.5	Facilitate programs and opportunities to support operators in developing agritourism products and experiences to further enhance the Tweed's reputation as a food bowl destination.	TTC	TSC, DNC	2024 - 2030
3.6	Collaborate with domestic and international travel distribution partners to bundle and promote commissionable experiences in the Tweed.	TTC	DNC, DNSW, Local Industry	2024 - 2030
3.7	Deliver digital innovations and consumer apps to promote ways to explore, drive, and tour the Tweed.	TTC, TSC	Local Industry	2025 - 2026

7.4 INVEST IN UNIQUELY TWEED EVENTS

GOALS

- **Diverse Event Calendar:** Expand and diversify the Tweed's event calendar to offer year-round attractions, including events that showcase the region's hero experiences.
- **Sustainable Event Growth:** Support local event organisers in creating and growing sustainable events that align with the Tweed's unique strengths and values.
- **Business Event Attraction:** Attract and host a diverse range of business events, conferences, and conventions in the Tweed, showcasing the region's unique offerings, fostering economic growth, and creating opportunities for knowledge exchange and collaboration.
- **Efficient Approval Process:** Streamline the events application and approval process, making it more efficient for event organisers and stakeholders.

Events that leverage and further promote the Tweed's hero experiences can be instrumental in driving year-round tourism, offering additional reasons to visit, attracting new visitor markets, and driving off-peak season visitation.

Whilst there are significant opportunities present through events for the Tweed, there are challenges the region must address, particularly in terms of event infrastructure and transportation and protecting public open space for public use.

DMP stakeholders all strive to get the balance right between economic and social benefit, retaining public access to public space and creating vibrant communities.

The below actions will emphasise backing event organisers, groups, and operators in the region to bolster event coordination and capability:



7.4 INVEST IN UNIQUELY TWEED EVENTS (continued)

ACTION NUMBER	STRATEGIES	OWNER	PARTNERS	TIMEFRAME
4.1	Review and adopt an updated Tweed Events Strategy and Events Sponsorship Policy to guide the way Council attracts and supports events in the Tweed.	TSC	TTC	2024 - 2025
4.2	Champion and curate signature events for the Tweed focusing on showcasing our hero experiences.	TSC, TTC	DNC, Local Industry	2024 - 2030
4.3	Support local event organisers in identifying and applying for grants and resources to expand the number and quality of events.	TSC	TTC, DNC	2024 - 2030
4.4	Launch event focused capacity building programs for local event organisers and businesses, with a focus on creating and leveraging sustainable events that align with the Tweed's hero experiences and overall ethos.	TTC, TSC	DNC	2024 - 2030
4.5	Develop an annual campaign, leveraging 'What's on Tweed' that focuses on the promotion of an annual events calendar - driving visitation in non-peak seasons.	TTC	TSC, DNSW, Local Industry	2026 - 2030
4.6	Identify current Tweed-based events that have untapped potential, and assist event organisers in implementing sustainable growth strategies, including providing resources for effective grant writing.	TSC, TTC	Local Industry, DNC	2024 - 2030
4.7	Continue to partner with key stakeholders to strategically attract business events to the Tweed.	TTC	DNC, TSC, DNSW	2024 - 2030
4.8	Review Tweed Shire Council's events application and approval process to deliver a streamlined event application process. For example, online webforms to make the application process easier.	TSC	TTC	2024 - 2025
4.9	Encourage collaboration between event organisers and local artists, artisans, and creative individuals to infuse unique and authentic artistic elements into events, enhancing their appeal and reflecting the Tweed's vibrant culture.	TSC, TTC	Local Industry	2025 - 2030

7.5 FACILITATE SUSTAINABLE GROWTH

GOALS

- **Enhanced Infrastructure and Access:** Develop visitor infrastructure and roadside amenities that support a diverse range of sustainable tourism and event experiences, such as RV access, electric vehicle charging, and visitor signage, with completion targeted by 2026.
- **Tweed Gateway Transformation:** Revamp the NSW Gateway and Tweed entry statements, along with town and village entry points, by 2026 to create memorable welcoming experiences for visitors.
- **Streamlined Planning Process:** Develop an efficient and streamlined planning process that supports both the introduction of new visitor experiences and the region's sustainable development goals.
- **Innovation and Start-up Nurturing:** Establish the 'Tweed Innovation Hub' to encourage the growth of tourism-related startups and foster Aboriginal-owned experiences, nurturing entrepreneurship by 2026.
- **Regenerative Tourism:** Introduce regenerative tourism opportunities so that visitors can pledge, take action or donate to programs that care for the environment, encourage responsible waste management, regenerate bushland and participate in citizen science opportunities across the Tweed.

The Tweed region holds tremendous potential for sustainable tourism development and infrastructure enhancement. Presently, we are limited in terms of the number and variety of commercial tourism offerings available, underscoring an opportunity for growth.

Regenerative tourism also provides a significant opportunity. Whilst there is crossover between regenerative and sustainable tourism, the key point of difference is that sustainable tourism primarily seeks to reduce negative impacts, and regenerative tourism aspires to create positive change. It involves more proactive efforts to restore and enhance destinations and empower local communities.

Collaborating with local tourism operators, emerging businesses, and other key stakeholders to find ways of providing regenerative and sustainable, low impact commercial tourism opportunities that leverage key assets will provide additional incentive to high yielding travellers to stay longer and spend more whilst in the Tweed. Ensuring a balance between the needs of our host communities, the environment, and visitors, sustainable development is of utmost importance.



7.5 FACILITATE SUSTAINABLE GROWTH (continued)

ACTION NUMBER	STRATEGIES	OWNER	PARTNERS	TIMEFRAME
5.1	Review and improve RV access and experiences to position the region as a RV friendly destination and to grow the caravan and camping travel segment.	TSC	TTC, DNC	2025 - 2026
5.2	Consider and identify roadside vista and viewpoint sites to enhance tourist routes and stopping points with views of the Tweed valley.	TSC	TTC, DNC	2024 - 2030
5.3	Support and identify EV charging infrastructure opportunities across the Tweed for Council and privately owned experiences.	TSC	TTC	2024 - 2026
5.4	Review and enhance NSW Gateway and Tweed entry statements and Town and Village Entry Statements across the Tweed.	TSC	TTC, TFNSW	2025 - 2026
5.5	Review and enhance Visitor Experience Signage and Wayfinding across the Tweed.	TSC, TTC	Local Industry	2024 - 2026
5.6	Advocate for the review and streamlining of state government and council regulations to further support new tourism business ventures. For example, the December 2022 NSW State Government agri-tourism reforms.	TSC	TTC, DNC	2025 - 2026
5.7	Establish a 'Tweed Innovation Hub' to nurture start-ups and businesses focusing on tourism product and experience development and aboriginal owned experiences.	TTC, TSC	DNC, Local Industry	2025 - 2026
5.8	Shift the focus of Visitor Information Centres to become Visitor Experience Centres (VEC), by leveraging existing and new natural or commercial visitor experiences/attractions.	TSC, TTC	Local Industry	2024 - 2026
5.9	Enhance event infrastructure, ensuring facilities cater to diverse event needs.	TSC	DNC, DRNSW	2024 - 2030
5.10	Advocate for the introduction of infrastructure and accessible river-based tourism experiences, in tandem with walking trails and other nature-based and outdoor recreation attractions. For example, additional accessible pontoons, landing and waterway access to enable appropriate and low impact river-based tourism experiences.	TTC, TSC	NPWS, DPE	2024 - 2030
5.11	Introduce regenerative tourism opportunities so that our visitors can pledge, take action or donate to programs that care for the environment, undertake activities such as citizen science, dispose of waste responsibly and support bush regeneration opportunities across the Tweed.	TTC, TSC	Local Industry	2024 - 2030

SECTION 8

APPENDICES



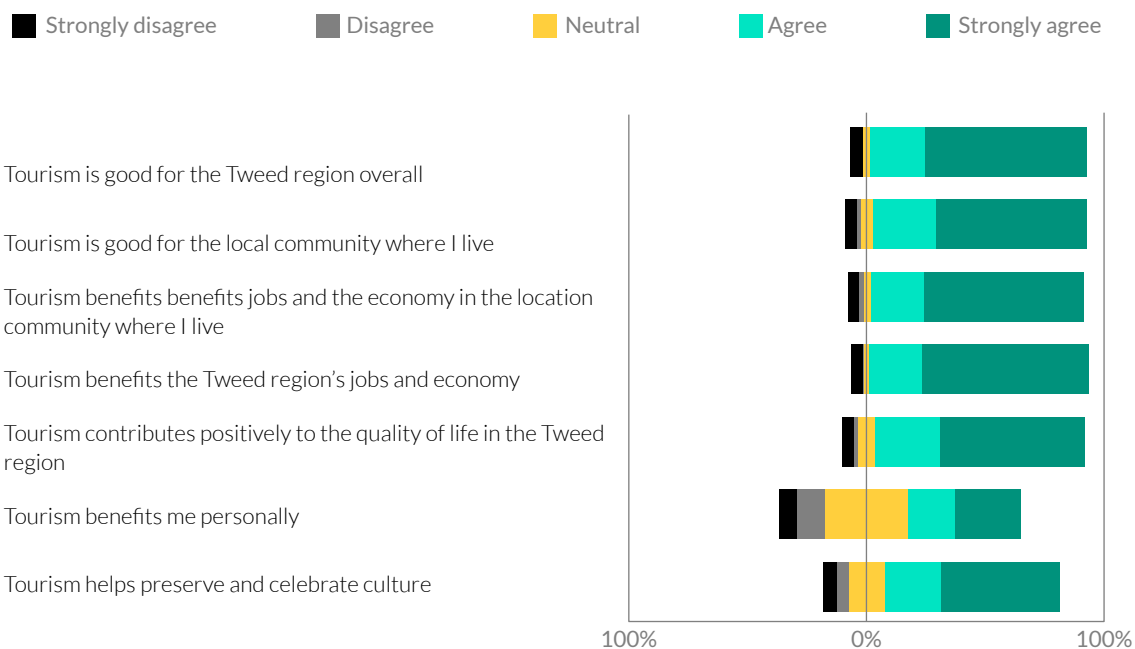
8.1 APPENDIX 1: COMMUNITY SURVEY FINDINGS

As a part of the Tweed DMP Review process, a community stakeholder survey was developed and distributed in partnership with Tweed Shire Council. This survey was distributed to the local community via several Council owned assets, including the 'Have Your Say' online portal, and Council's social media channels.

The survey received 942 responses which demonstrates a significant interest in tourism from the local community.

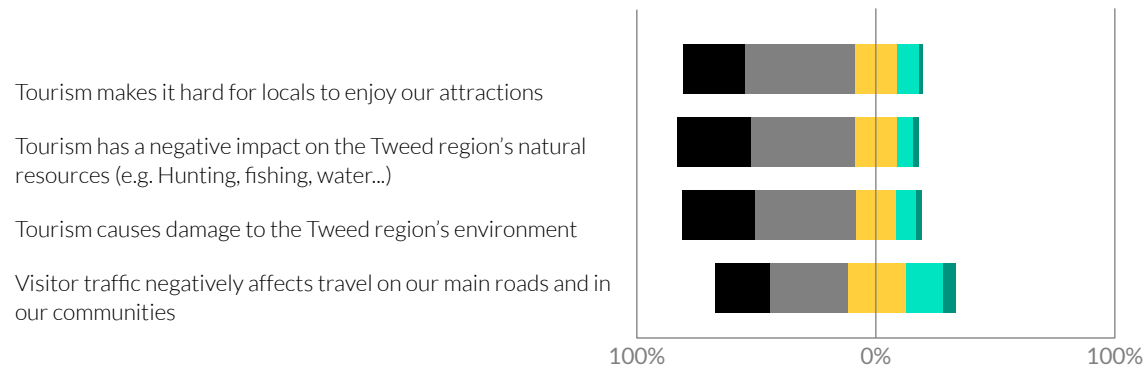
Key findings of the survey included:

1. To what extent do you agree or disagree with each of the following statements for tourism in the Tweed region?



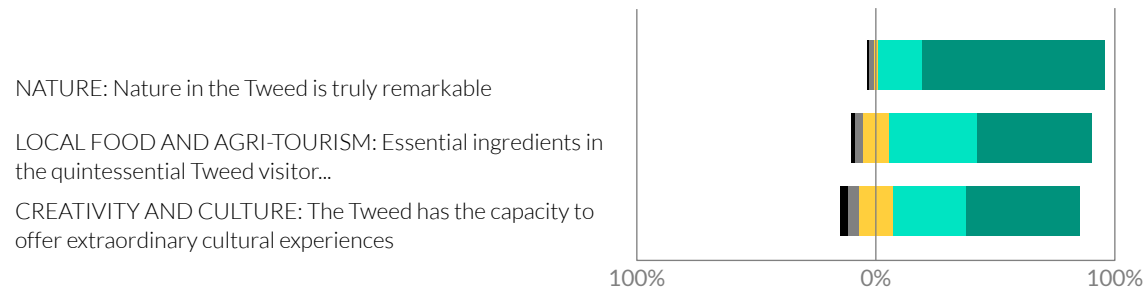
2. To what extent do you agree or disagree with each of the following statements for tourism in the Tweed region?

Strongly disagree
 Disagree
 Neutral
 Agree
 Strongly agree



3. How do you rate the importance of each of the following current Hero Experiences for tourism in the Tweed region?

Not important at all
 A little important
 Neutral
 Important
 Very Important



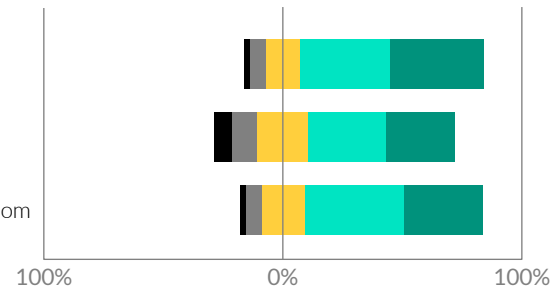
4. How do you rate the importance of each of the following sub Hero Experiences for tourism in the Tweed region?

■ Not important at all ■ A little important ■ Neutral ■ Important ■ Very Important

Surfing - The Tweed is home to the Surfing Australia High Performance Centre, and is renowned as one...

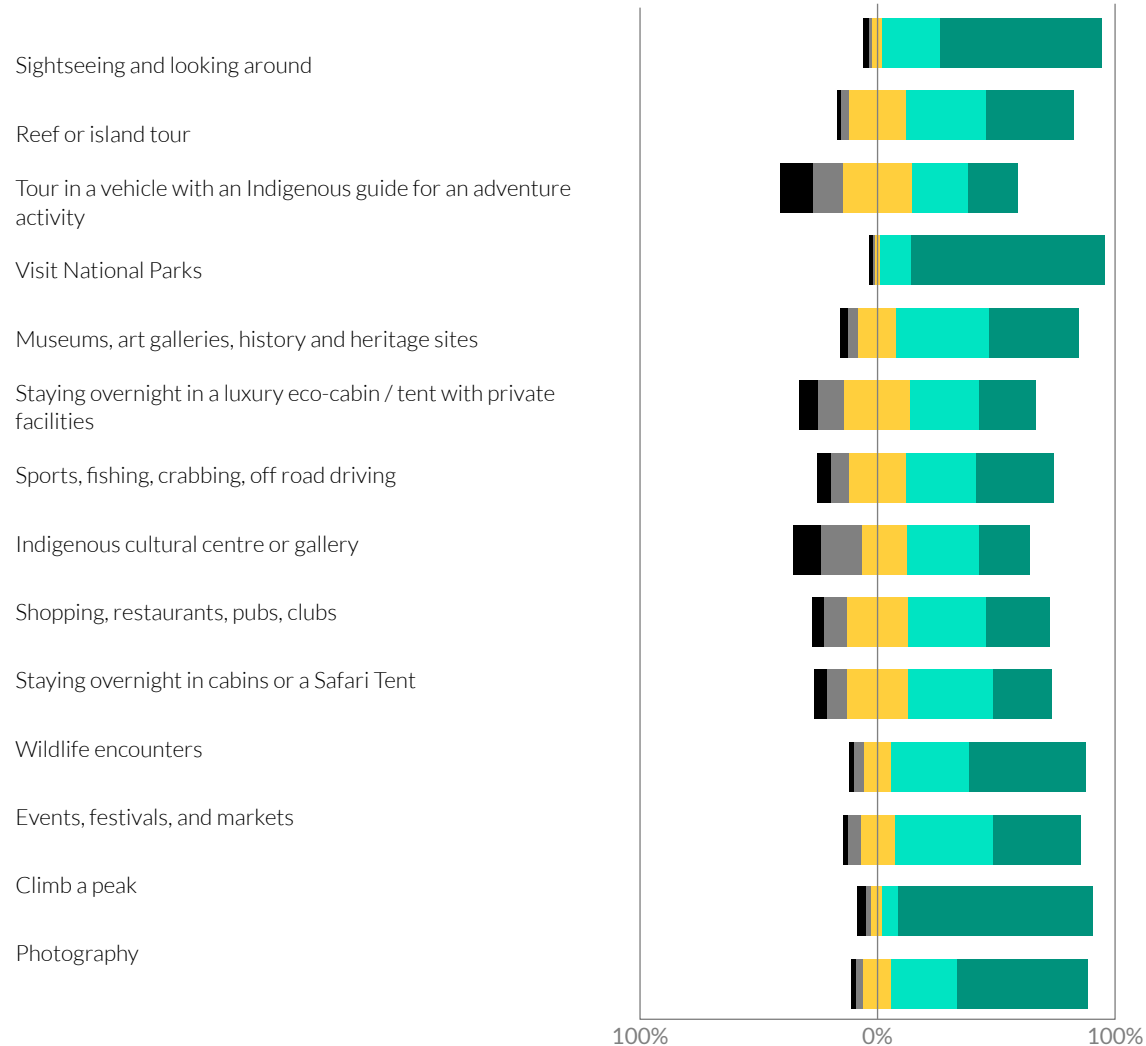
Indigenous - The Tweed has a significant and rich Indigenous history

Events - The Tweed is home to a number of events, ranging from cultural events, agri-tourism events an...



5. Which of the following activities and experiences (if they are or were available) in the Tweed region appeal to you as a local? Rate all.

Very unappealing Mostly unappealing Neutral Mostly appealing Very appealing



8 APPENDICIES (continued)

The majority of respondents (775) were not directly involved in the tourism sector. 65 respondents were directly involved, and 102 respondents notified that they were indirectly involved with the Tweed's tourism sector.

The results revealed:

1. That locals are overwhelmingly positive towards the tourism industry and recognise its benefits;
2. The preference of locals for our current core offerings and alignment with preferences of visitors;
3. Our "hero experiences" are agreed as the core by the majority; however
4. The vast majority of open field responses (more than 90%) are around opposition and concern to the closure of Wollumbin Mt Warning.

Our learning from this is that the current DMP, anchored on the core hero experiences, is highly aligned with local sentiment. However, TSC and TTC will need to continue to hear the concerns of locals and participate in any dialogue with the NSW state government and Traditional Owners on the closure of walking tracks on the mountain.



8.2 APPENDIX 2: WORKSHOP CONSULTATION FINDINGS

Three workshops were conducted as a part of the DMP Review process. Two workshops were conducted with the local tourism sector, and one workshop was conducted with Council staff. Key feedback received through this stage of consultation included:

TWEED DMP INDUSTRY WORKSHOP FEEDBACK

KEY: ■ Operator ■ Tweed Shire Council

BROAD THEME	GREAT STUFF (KEEP)
Customer Service	<ul style="list-style-type: none"> Exceptional guest/customer service - keep building on this?
Nature experiences & Authenticity	<ul style="list-style-type: none"> Promoting and developing Nature experiences - a key selling point for the Tweed Pushing the destination's natural appeal Maintain the Tweed's authenticity The authenticity of the Tweed Continue to focus on sustainability and eco tourism Nature based experiences - continue to promote and further develop these opportunities Establish tourism routes and encourage businesses along routes Promote Rural Villages Maintain parks and open space network Nature is our biggest selling points – look at Tasmania as inspiration. Funding arts & culture Nature based tourism is a key driver. We need to market sustainable and eco conscious tourism, reducing environmental impact. Focus on nature based tourism eg. Whale watching has an environmental impact etc Kayaking or canoeing.

TWEED DMP INDUSTRY WORKSHOP FEEDBACK (CONT.)

BROAD THEME	GREAT STUFF (KEEP)
Rail Trail	<ul style="list-style-type: none"> • Rail Trail - a fantastic asset with immense opportunity. • Keep promoting and leveraging the rail trail - a fantastic asset! • Rail Trail - Very high standard. Awesome! • Rail Trail and linkages to tourism • Funding NRRT, access to Gallery still difficult (bikes at base)
Networking, Support & Collaboration	<ul style="list-style-type: none"> • Networking events facilitated by TTC • Support from TTC has been excellent - needs to be ongoing! • Keep encouraging collaboration across the sector, and collaborating with neighbouring destinations. • Business support from Tweed entities such as TTC and DNC. • Position ourselves as professionals with know-how and a willingness to listen • Strengthen partnerships internally and with providers across the Shire. Strive for more collaboration.

BROAD THEME	GREAT STUFF (KEEP)
Events	<ul style="list-style-type: none"> • Recognise the region's event potential, and pursue this. • All in one business events venues • Keep developing the region's wedding industry • We need to support events and leverage the What's On Tweed initiative
Branding & Marketing	<ul style="list-style-type: none"> • Destination branding is strong • Keep focusing on driving Sydney overnight visitation • Melbourne potential • The Tweed brand • Surfing and Tri events • Applying for awards and recognition for third party credibility • Campaigns we are doing including guides, hinterland gems etc (particularly if wifi is not available) • Keep differentiating ourselves from the G. What is our identity? • Keep bringing media famils

TWEED DMP INDUSTRY WORKSHOP FEEDBACK (CONT.)

BROAD THEME	GREAT STUFF (KEEP)
Agritourism/food	<ul style="list-style-type: none"> • Continue to promote the destination as a food bowl • Continue to focus on nature, fresh produce and wellness • Keep promoting and developing the region as a foodie destination • Maintain the region's strong reputation as a foodie/agri destination • Keep and further develop food and local produce focused events • Keep agritourism • Agri-tourism – facilitate greater opportunity. Council has Rail trail as a spine • Keep developing and leveraging food and agri-tourism (bang for buck)

NOT WORKING (STOP)
<ul style="list-style-type: none"> • Stop burning cane (does not align with sustainability message) • Council restrictions on business - too much red tape • Let Covid-19 go. We need to stop talking about it! • Divisive discussion on Wollumbin Mt Warning, the pathway rather than the solution • Council red tape for approving events • Over capacity of events • Stereotyping audiences, welcome lycra at the gallery! • Making council responsible answerable paying for everything • Central towns density, no retail precinct etc • Perception Council is full of restrictions, collaborators rather than regulators

TWEED DMP INDUSTRY WORKSHOP FEEDBACK (CONT.)

BROAD THEME	IDEAS (LET'S START DOING THIS)
Focus on the River	<ul style="list-style-type: none"> • Increase use of the river for commercial tourism use. • Supporting good compliance outcomes through capacity building etc compliance issues, address from TSC – product that isn't compliant ie., wedding venue, public transport • GC day trippers – user pays, use our facilities ie foreshore parks • Review permissible food tourism and farm • Redevelop and promote coastal foreshore – promote and protect.
Labour force	<ul style="list-style-type: none"> • Attracting staff and providing them with accommodation is a major challenge
Seasonality	<ul style="list-style-type: none"> • Promote off peak periods to fill the gaps • Pursue a 7 day tourism economy, particularly with restaurants

BROAD THEME	IDEAS (LET'S START DOING THIS)
TSC regulation & facilitation	<ul style="list-style-type: none"> • TSC needs to understand the needs of the sector better to accommodate opportunities • TSC needs to assist businesses with regulatory hoops • Pursue and play a greater role in investment attraction - need to attract larger accommodation options, particularly to inland areas • The process of venues gaining alcohol licenses needs to be made easier • The Murwillumbah business trading hours needs to be addressed • Build/develop walking tracks and trails • Locals promotion - create ambassadors • Local recommendations (create local ambassadors) • Investment in transport, phone and wifi connectivity

TWEED DMP INDUSTRY WORKSHOP FEEDBACK (CONT.)

BROAD THEME	IDEAS (LET'S START DOING THIS)
TSC regulation & facilitation	<ul style="list-style-type: none"> • Supporting good compliance outcomes through capacity building etc • Compliance issues, address from TSC – product that isn't compliant ie., wedding venue, Public transport • GC day trippers – user pays, use our facilities ie foreshore parks • Review permissible food tourism and farm • Redevelop and promote coastal foreshore – promote and protect.

BROAD THEME	IDEAS (LET'S START DOING THIS)
Collaboration and Partnerships	<ul style="list-style-type: none"> • Provide a means for operators to form genuine and ongoing collaborative partnerships. • Activate and encourage pubs to become more involved in the tourism sector. • Greater visibility of smaller accommodation providers/operators. • Rebuilding network connections • Industry specific collaboration • Olympics add on - how do we prepare and leverage the Olympics? • Transport collaboration - connectivity is poor • High profile Tweed advocates - need to leverage them! • Public transport links rubbish • Uber issues • Olympics – overflow opportunity, NSW sport working on training opportunity – investment? Legacy? • Do better collaborating together within TSC, commit to reducing red tape • Coolangatta collaboration • Remove cross border barriers

TWEED DMP INDUSTRY WORKSHOP FEEDBACK (CONT.)

BROAD THEME	IDEAS (LET'S START DOING THIS)
Marketing, Branding & Air Access	<ul style="list-style-type: none"> • Lobby for more domestic flights • Drive international visitation - we need to leverage the Gold Coast airport • Drive conference and incentive opportunities. • Pursue more collaboration with the Ballina Airport • Grow our international visitation • Promote multi day itineraries • Accessible tourism itineraries for all budgets • Enhance visitor experience through collaboration • Lift the profile of the destination with tourism awards • Create high yield packages • THP – email newsletters, 100,000+ subscribers (drive market) • Expansion opportunities for THP, waterparks etc. • Branding airport Tweed/Gold Coast Airport (claim what is half ours) • Mountain bike market • Inclusive tourism market, they spend more (NDIS funds spent) • Promote tourism success to locals. • Welcome ambassador program – taxis, cafes etc • Sustainable travel not emphasised enough

TWEED DMP INDUSTRY WORKSHOP FEEDBACK (CONT.)

BROAD THEME	IDEAS (LET'S START DOING THIS)
Marketing, Branding & Air Access	<ul style="list-style-type: none"> • Marketing experiences ie. drive experience, rural village strategies, investing in the product we're selling. What is our key rural experience eg. Mooball, • Stokers Siding etc • Contemporary visitor experience – service model • Better funding for marketing of Tweed Regional Gallery & MOAC • 7-day arts and culture open to public • Funding accessible arts experiences • Align visitor info centre services and residents' services • Trails and experiences apps • Rename airport Tweed/Gold Coast • Change airport name • Gateway signage – gateway to NSW, massive sign – welcome to Tweed and NSW • Vista and viewpoint drive spots, pull over lane etc • Wayfinding into Murwillumbah, cultural hub, how do they know where to go. • Contribute to night-time economy, Murbah currently closed etc, links to transport • Streetscape development, placemaking generally (currently no cultural officer) • Investigate changes to education tourism – Tweed Regional Museum and Tweed Regional Gallery & MOAC • Art deco street façade – promote more • Passive activities, pedal paddle pedestrian • Not enough diversity • Public transport links – calls at Tweed Regional Gallery & MOAC, coming from airport to gallery (only 3 buses from Murbah to gallery/day) • 7 day visitor economy – every Mon/Tues disappointed people (comes down to funding) • Inclusive access to coastal etc beaches, improve access

TWEED DMP INDUSTRY WORKSHOP FEEDBACK (CONT.)

BROAD THEME	IDEAS (LET'S START DOING THIS)
<p>Nature Based tourism</p>	<ul style="list-style-type: none"> • Liaise with national parks for further nature based tourism opportunity development • National parks websites need to be improved - information needs to be current/up to date • Increase walking trails to other areas • Disconnect to reconnect tagline. • Promote the largest caldera in the southern hemisphere • Wellness experience development • Active recreation on Clarrie Hall Dam with accommodation • More nature based experiences – Mountain bike coming soon. Sports & Rec strategy coming now. • Sustainable development • Develop more accommodation in hinterland to disconnect and reconnect with nature • Leverage natural assets – Crabbes Farm – high end accommodation • Are we ready for international travellers? Compare to Bris/GC – Chinese travellers • Advertising local flora and fauna – breadth of native flora and fauna – dune fencing why etc

BROAD THEME	IDEAS (LET'S START DOING THIS)
<p>Indigenous Tourism & Cultural</p>	<ul style="list-style-type: none"> • Develop Indigenous focused food experiences • Cultural experiences and events need to be developed. • How do we address/overcome the closure of Wollumbin / Mt Warning • More cultural events with Tweed Regional Museum • Better integration with the Tweed Indigenous community • Midweek focus on Indigenous group tourism/tours • Explore geological history and develop Indigenous experiences • We need clarity on the closure of Wollumbin • Cultural awareness and connectivity • Develop Indigenous experiences and storytelling

TWEED DMP INDUSTRY WORKSHOP FEEDBACK (CONT.)

BROAD THEME	IDEAS (LET'S START DOING THIS)
Indigenous Tourism & Cultural	<ul style="list-style-type: none"> • Indigenous, lack of and difficult to arrange • Grants program to encourage indigenous small startups for tourism • Wollumbin Mt Warning indigenous tourism • Indigenous tourism – what's our other drawcard if not Wollumbin Mt Warning • Developing indigenous product • Inclusive and indigenous experience • Indigenous led programs etc • Build links with indigenous communities – programs and planning • Natural area rehabilitation with LALC – Aboriginal land care – cross over with • tourism, learn more about indigenous tourism

BROAD THEME	IDEAS (LET'S START DOING THIS)
Agritourism & food	<ul style="list-style-type: none"> • Develop farmgate and agritourism experience • Sugar mills, brewery tours, Husk • Link agri-tourism food providence and tourism
Northern Rivers Rail Trail	<ul style="list-style-type: none"> • Accommodation on the NRRT, perhaps THP (going inland, Greenhills) • Tweed Marathon on NRRT

TWEED DMP INDUSTRY WORKSHOP FEEDBACK (CONT.)

BROAD THEME	IDEAS (LET'S START DOING THIS)
Events	<ul style="list-style-type: none"> • More events (sport, food, etc) • Destination wedding sector development • Develop more events and event packages • Collaboration with other operators • Bigger events (sports, etc) • Population warrants indoor sports centre • Food expo – similar to Agquip, maybe permaculture and contemporary farming? • More live music events, awards and festivals etc • Better use of current infrastructure ie. Proudfoot Lane, night markets – laneway activations • Business events, commercial activity on public space – don't have the space, wanting to spill out on open space • Sports tourism – Olympics coming, GC hot on it. Also, grass roots experience, what is it we want to create. • More Sport & Rec facilities, don't have an indoor sports venue • Events space – events reputation, Tweed signature events (Rail Trail Gallery collab) • Tourism opportunities for major events, understanding what they are looking for, experiences together etc • Experience packages increase length of stay ie. NRRT + more. Activity pass.



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Duranbah