

# Tourism Strategy Southern Highlands

## OVERVIEW

2012 – 2016

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# Tourism

- Each year the Southern Highlands hosts an average of 1,300,000 visitors that spend approximately \$200,000,000 during their stay on goods and services.
- It is estimated that this expenditure supports somewhere in the order of 2,300 full time equivalent jobs.
- The sector that can be utilised to influence broader place image and generate local pride.

# The Context

- What is this strategy about?
  - Consistent with council planning hierarchy
  - Building a foundation – framework for the Tourism Business Unit
  - 5 year span
  - Innovate – Highlands alive
  - Address underlying barriers
  - Functional/pragmatic
  - Addressing Controllables

# What this strategy seeking to do

- Tourism in economic development
- Contribute to being a successful destination
- Addressing complex strategic issues
- Integrate

*Southern Highlands 2031+*

*“Goal 5.2 The ‘Southern Highlands’ is a recognised tourist destination throughout Australia.*

*– 5.2.1 Develop and implement a compelling and competitive brand identity for the Southern Highlands*

*– 5.2.2 Develop and implement a comprehensive Tourism Strategy for the Southern Highlands*

*Economic Development Strategic Plan 2008 - 2016*

# What it is not

- Plan (detailed actions)
- Master Plan (land use)
- Marketing plan
- Industry plan
- Wish list
- Compendium – sum of the parts

# Process (17 discrete steps)

PROCESS ELEMENT
Preliminary
Defining Strategy Scope
Research, Analysis & Diagnostics
Major Determination Short-listing
Strategy Expansion
Confirmation


# Planning hierarchy

- 
- **5 Year Tourism Strategy**
  - Strategic Foundations & Directions. Nomination of Priority Activities

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- Annual Operating Plan

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- Evaluation of Annual Operating Plan(s)

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- Adjustment/development of following Annual Operating Plan(s)

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- Assess 5 Year Strategy Foundations and Determinations and adjustment/amendment if required.

# Strategic Foundations

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- Identification of Strategic Foundations

- Understanding of importance and connection with decisions

- Less Conflict
- Higher engagement levels

- Increased focus
- Increased consistency

- Increased resources directed to productive activity

- SOURCE OF COMPETITIVE ADVANTAGE



# Strategic Foundations & Directions

Roles & Responsibilities

Structure & Relationships

Market Communications

Product Development

Resource Allocation

Research & Knowledge

Evaluation

# Roles (Council)

<b>ROLE OVERVIEW</b>	
<b>Strategic Leadership and Destination Decision Making</b>	<b>Assets &amp; Product identification and management</b>
<b>Place Image</b>	<b>Product Approval</b>
<b>Research &amp; Knowledge: Acquisition and Communication</b>	<b>Amenities</b>
<b>Destination Marketing &amp; Information Servicing</b>	<b>Evaluation</b>
<b>Product &amp; Asset Marketing</b>	

# Tool – Tourism Product

Resident Values

Destination Image

Demand

Asset Significance

Economic

Return Timeframe

# Tool – target markets

Resident Values

Destination Image

Demand

Asset Significance

Level of Competition

Communication Channels

Cost

Return Timeframe

Impact on Resource Allocation Balance

# Evaluation

## Place Level

- Overall effect of tourism on the Southern Highlands
- Not limited to tourism outcomes

## Destination Level

- Overall destination outcomes
- Includes direct and indirect outcomes

## Sector Level

- Outcomes related to particular industry sectors
- Can include full and partially tourism dependent

## Organisation Level

- Restricted to organisations and entities involved in tourism
- Primary focus for Council

## Activity Level

- Outcomes of specific activities such as events, campaigns

# Priority Areas

- 6 Priority Areas
- 36 Desired Outcomes
- 48 Action Categories
- 98 Key Actions



# Engagement & Partnerships

- Achieve awareness and genuine understanding of the Tourism Strategy across as many Southern Highlands stakeholders as possible to maximise engagement, support and participation.
- Sample
  - Communications
  - Name change
  - Operators
  - Alliances
  - Stakeholder services

# Marketing & related communications

- Undertake market-specific, destination level communications to ensure the foundations for product-specific communications efforts are in place.
- Sample
  - Destination image centrality
  - Target market selection process
  - Co-op
  - Technology



# Asset Development

- Encourage the appropriate growth and utilisation of the Southern Highlands's tourism asset base.
- Sample
  - Inventory
  - Events
  - Packaging
  - Suitability guidance

# Research & Knowledge

- Contribute to the competitive advantage of the Southern Highlands by establishing, maintaining and communicating and providing tourism research and data to the tourism industry, Council staff, Councillors and potential industry members.
- Sample
  - Visitor volume monitor
  - Market monitors
  - Share the knowledge

# Information Servicing

- Ensure the availability of quality destination and product information, meeting the needs of the individual visitor for their purpose of visit, when, where and how it is most useful.
- Sample
  - Information centre
  - Technology
  - Best practice

# Funding Tourism

- Establish a broad base of funding that will support the continuing growth in the range and value of tourism activities undertaken by Council
- Increasing the resources available for tourism
  - Council budget
  - Funding assistance
  - Fee for service
  - Partnerships

# Next Steps

- Strategy adoption and engagement
  - Communicating the strategy
  - Building appreciation
- Development of Annual Operating Plan
  - Objectives, actions, timing, responsibility