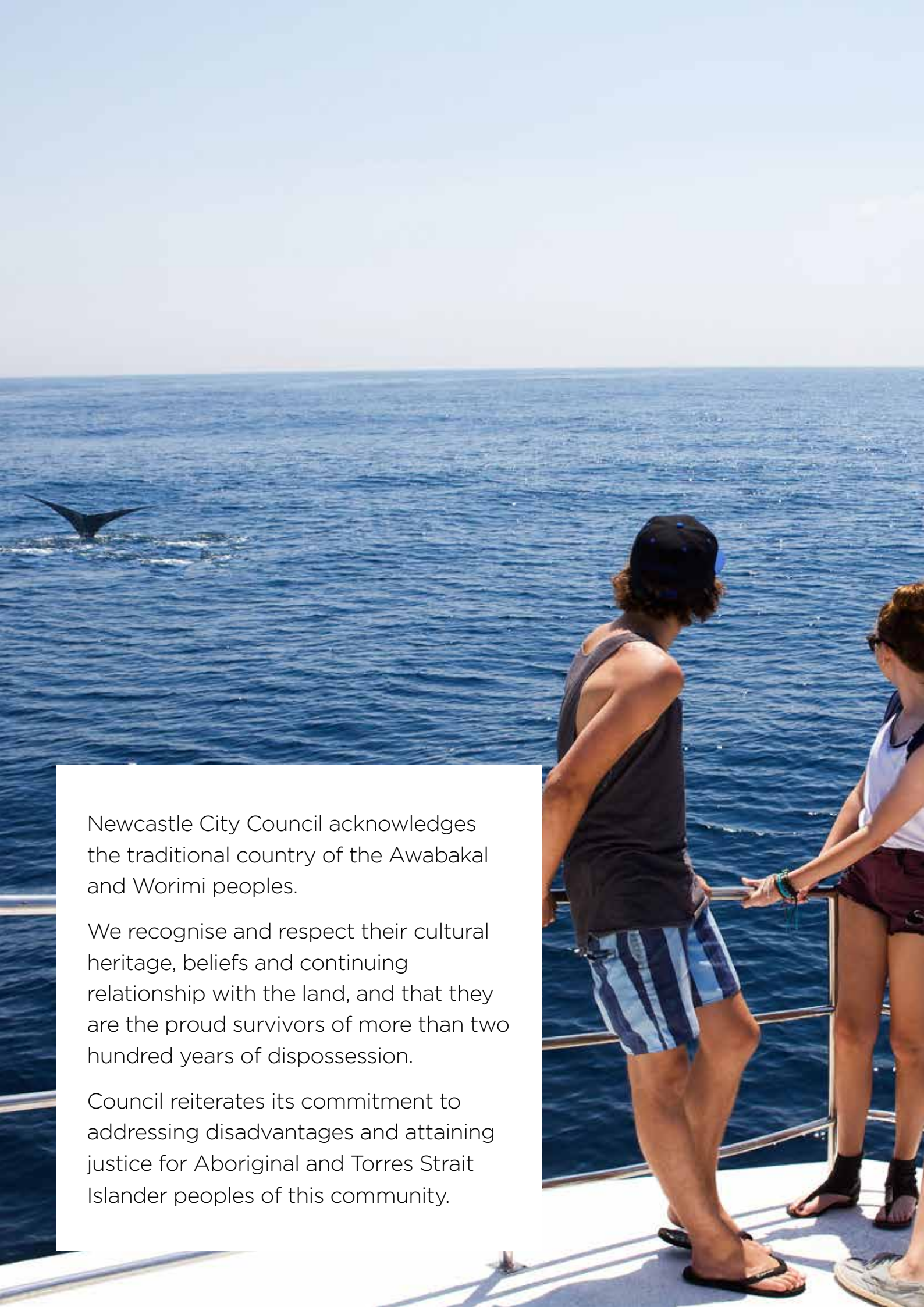


Newcastle City Council

Destination Management Plan

2016 - 2019



A photograph showing two people on the deck of a boat, looking out at a large whale shark swimming in the blue ocean. The person on the left is wearing a dark tank top and striped shorts, while the person on the right is wearing a white tank top and dark shorts. The whale shark is visible in the distance, its long body and dorsal fin cutting through the water. The sky is clear and blue.

Newcastle City Council acknowledges the traditional country of the Awabakal and Worimi peoples.

We recognise and respect their cultural heritage, beliefs and continuing relationship with the land, and that they are the proud survivors of more than two hundred years of dispossession.

Council reiterates its commitment to addressing disadvantages and attaining justice for Aboriginal and Torres Strait Islander peoples of this community.



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EXECUTIVE SUMMARY

A. DESTINATION ANALYSIS

A top ten city in Lonely Planet's 'Best in Travel', and four time winner of the International Festival Event Award, Newcastle is a city of rich history, quirky culture and amazing scenery.

As a visitor destination, Newcastle is the heartbeat of the Hunter, and the only regional Australian city simultaneously on the beach and the working harbour waterfront.

Newcastle's proximity to Sydney and surrounds, and that it is only a one hour direct flight from the Gold Coast, Brisbane or Melbourne, makes it an easy getaway for a weekend or longer stay. Newcastle has the advantage of being ideally located to access amazing beaches in Port Stephens; world-class wineries in the Hunter Valley; a world-heritage listed rainforest, Barrington Tops; Australia's largest salt water lake, Lake Macquarie; and some of the world's most famous horse studs in the Upper Hunter.

Newcastle is easily accessible by air with several flights departing daily, rail, boat, interstate and local coach services. The City offers a range of local public transport services, as well as world class cycle ways and walking tracks.

Newcastle's stunning beaches, laidback lifestyle, fascinating harbour and eclectic arts scene are shining through the shadow of an industrial heritage.

Below is a list of Newcastle's key selling points:

- Proximity to Sydney and surrounds
- Connectability to Sydney, Canberra, Melbourne, Gold Coast, Brisbane, Ballina/Byron Bay and Dubbo - Newcastle Airport
- Australia's second oldest city offering rich history and heritage
- Creative arts and cultural hub
- City centre surrounded by pristine beaches, a working harbour and the Hunter River
- Water based activities including surfing, fishing, whale watching
- World class walking & cycle trails
- Abundance of significant natural attractions including Blackbutt and Glenrock Reserve
- Outdoor adventure activities including Treetops Park, mountain biking, sky diving
- Internationally recognised Events City
- Working port
- A city at the forefront of innovation and impact, through collaboration with industry, research and government
- Two main university campuses offering over 150 undergraduate and graduate courses delivered via five faculties
- Less congestion than other cities, allowing quick and easy access to all attractions
- Quality of lifestyle – relaxed, laidback and alternate
- Moderate climate

Newcastle's population currently sits at 161,255 residents and is projected to increase to 180,640 residents by 2036.

In 2014 (YE Dec) Newcastle received approximately 1,012,000 domestic overnight visitors, 2,229,000 daytrip visitors, and 75,000 international visitors, which equates to 33% of domestic overnight, 36% of domestic daytrip and 46% of total international visitors to the Hunter Region in 2014.¹

B. DESTINATION DIRECTION

VISION

All tourism industry partners working together to drive an increasing level of visitation to Newcastle, where every visitor wants to share their great experiences.

To assist Newcastle in achieving its vision, the following objectives have been identified for the next three years (2016 - 2019).²

- Improve visitor experience
- Develop strategic destination marketing plan
- Facilitate product and asset development
- Facilitate industry development
- Encourage advocacy

¹ Remplan - Newcastle City Council

² Made in Golgonooza - Discussion Paper

C. DESTINATION REQUIREMENTS

In order to implement an effective action plan to grow and sustain tourism in Newcastle, the following are required:

- The development and implementation of a Newcastle Destination Management Plan, to guide the Newcastle stakeholder efforts over the next 3 years
- Specialised and capable human resources
- Local, state and national support and funding
- Industry training and development, research delivery and marketing collaboration
- Destination management, development and marketing
- Collaboration with regional partner organisations and Sydney Surrounds North Destination Network



DESTINATION ANALYSIS

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Proximity to Sydney and other regions• A diverse range of visitor attractions from beaches to historic sites• Internationally recognised events city• A vibrant economy as one of the world's largest coal exporters with a working harbour• Expansion of infrastructure and services from the Newcastle Airport and a strong cruise sector• Established events and supporting infrastructure to attract international quality sporting and cultural events• Expansion of the University of Newcastle and the growing education sector• Significant government investment - (New light rail system, Newcastle Mall redevelopment, Newcastle University City Campus and public domain improvements)• Great hospitality offering	<ul style="list-style-type: none">• Reducing financial support for visitor economy from all levels of Government• Lack of distribution partners• Lack of product packages• Lack of market ready or export ready product• Shortage of accommodation• Proximity to Sydney for international markets, many don't stop as a result• Community support and awareness of the visitor economy• Lack of expertise in reaching and appealing to a wider Asia market (e.g. quality shopping experiences)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Develop and grow the event sector by attracting national and international sporting and cultural events through a focussed and funded events attraction strategy• Building new markets including those from New Zealand and Asia, through better air service connections to key hubs and the education sector• Growing Visiting Friends and Relatives (VFR) travel both from interstate and overseas• Leveraging the growth of the airport to access new domestic markets• Continuing to strengthen the destination as a cruise port including the potential to regain base porting operations• Developing an asset register of tourism product for the City and its wider environment• Improve marketing collateral and online presence• DAs for hotel expansion• Building the business and conference market supporting a future investment in a Convention Centre• Development of Food & Beverage including developing a signature food & beverage event for Newcastle	<ul style="list-style-type: none">• Funding sources for destination marketing activities• Competition with neighbouring destinations• Decline or slow return to growth of key long-haul international markets• Clear leadership for destination marketing in Newcastle

An aerial photograph of Newcastle, Australia, showing the city, harbour, and a large swimming pool on the beach. The pool is a large, rectangular, concrete structure with a dark blue interior, situated on a rocky beach. The city is visible in the background, with various buildings and a large harbour. The sky is blue with some clouds.

1.1. KEY DESTINATION FOOTPRINT

Newcastle, the heartbeat of the Hunter, and the only regional Australian city simultaneously on the beach and the harbour waterfront, is only a short 2 hour drive from Sydney.

As a visitor economy hub, Newcastle provides a base to explore a broader area stretching to Port Stephens, Lake Macquarie, both Upper and Lower Hunter, the foothills of the Barrington Tops and the Hunter Valley Wine Country.

1.2. KEY STAKEHOLDERS

Recognising that tourism is just one of the Newcastle's economic drivers, strong cooperation is needed between the Council and other key partners to better integrate and leverage the activities needed to help drive the whole region's economic development and promotional activities efficiently.

With the focus of this DMP on growing the visitor economy there is also an opportunity to broaden

the scope of industry partnerships which could be approached to co-operatively help promote the destination and more closely work with current major core industry operators.

Outlined below are the key partners in the City of Newcastle's Visitor Economy:

- Newcastle City Council Tourism
- Newcastle Tourism Industry Group
- Relevant Business Improvement Associations
- Destination NSW

KEY STAKEHOLDERS CONSULTED IN PUTTING TOGETHER THE DMP

ORGANISATION	KEY CONTACT	CONTRIBUTION TO PLAN
Newcastle City Council	City Revitalisation Team	Attended consultations meetings, reviewed draft DM plan.
Newcastle City Council	Business Events Team	Attended consultations meetings, reviewed draft DM plan.
Newcastle City Council	Cultural Facilities Team	Attended consultations meetings, reviewed draft DM plan.
Tourism Hunter	Will Creedon	Attended consultations meetings, reviewed draft DM plan.
Port of Newcastle	David Brown	Attended consultations meetings, reviewed draft DM plan.
Crowne Plaza Newcastle and Newcastle Tourism Industry Group	Matt Anderson - General Manager	Attended consultations meetings, reviewed draft DM plan.
Rafferty's Resort and Newcastle Tourism Industry Group	Natalie Kelly - Sales Director	Attended consultations meetings, reviewed draft DM plan.
Hamilton Chamber (Business Improvement Assoc.)	Nathan Errington - President	Attended consultations meetings, reviewed draft DM plan.
Hamilton Chamber	Ella Baughan - Admin Assistant	Attended consultations meetings, reviewed draft DM plan.
Department of Premier and Cabinet	Colin Perry - Coordination Officer, Hunter	Attended consultations meetings, reviewed draft DM plan.
Urban Growth	Steve Aebi - Project Manager	Attended consultations meetings, reviewed draft DM plan.
Newcastle Event Hire	Rob Peel - General Manager	Attended consultations meetings, reviewed draft DM plan.
Newcastle NOW (Business Improvement Assoc.)	Michael Neilson - General Manager	Attended several consultations meetings, reviewed draft DM plan.
Newcastle Airport	Kerryn Tippet and Matthew Findlay	Attended consultations meetings, reviewed draft DM plan.

1.3. KEY DATA AND DOCUMENTS

Below are a list of key data and documents consulted in putting together this Destination Management Plan.

ORGANISATION	STRATEGIES/PLANS/RESEARCH
Newcastle City Council	Events Plan 2016 - 2019
Newcastle City Council	Economic Development Strategy 2016 - 2019
NTIG & Newcastle City Council	CBD Visitor Economy Masterplan - Final Report - April 2015
Newcastle City Council	IFEA World Festival & Event City Award Submission
Newcastle City Council	Newcastle Brand Strategy 2011
Yarnteen	Aboriginal Tourism Strategy 2011
Destination NSW	Facts and Figures - Local Government Area profiles - Newcastle 2014
Destination NSW	Partner Opportunities with DNSW - Prospectus July 2016 - June 2017
Destination NSW	Aboriginal Tourism Action Plan 2013 - 16
Tourism Research Australia	Newcastle Visitor Profile and Satisfaction Report 2013
Tourism Research Australia	Events: Drivers of Regional Tourism 2014
Cruise Downunder	Economic Impact Assessment of the Cruise Shipping Industry in Australia 2014-15, Cruise Down Under
Cruise Lines International Association	Cruise Industry Source Market Report, Australia 2015

1.4. KEY ASSETS

The following were identified as the regions key assets and attributes:

WHAT	DESCRIPTION	MARKET POSITION	CONSUMER APPEAL	GAPS
1. Coastal Infrastructure	Bathers Way - The scenic pathway along Newcastle's coastline including Nobbys Head and the break wall. Newcastle Memorial Walk provides 360 degree views of city and coastline and is connected to Bathers Way. King Edward Park beautiful historic parkland on the coast.	High quality infrastructure along a spectacular coastline. Free to access. Most sections accessible to all. Newcastle Memorial Walk now rated No.1 attraction on Tripadvisor, other elements in the top 10. Many sections recently upgraded.	Very close to the CBD and major hotels. Spectacular views of the coastline and city. Great for whale watching in season. Provides walking, running and cycling connections for 7km along the coastline. Good picnicking spots.	<p>Signage and remaining upgrades to be completed by 2018.</p> <p>Some areas do not have food and beverage outlets.</p> <p>Poor public transport access to some sections.</p> <p>Nobby's lighthouse only open once per month and has opportunities for improvement of facilities</p>
2. Beaches and Baths	7 beaches and 2 ocean baths within 6km of the CBD. Provide great swimming and beach activity locations for all.	Having so many options in such a short distance from the CBD is unique. Newcastle Beach is technically in the CBD. Competitive offer when compared to other seaside locations.	Swimming, surfing and beach activities in close proximity to the city centre and urban comforts. They provide swimming options for all abilities, all year round. Historic and cultural elements along the coastline include historic baths (Newcastle Baths, Ladies Baths etc.), famous surfing breaks, Merewether Surfing Reserve and Aboriginal Cultural Sites.	<p>Historic Bogey Hole closed.</p> <p>Opportunities for further cultural and historical interpretation.</p> <p>Newcastle and Merewether Bath facilities currently being upgraded. Mixed quality of facilities at all beaches, requiring upgrade.</p> <p>Opportunity for better coordination beach/coastal activities (Surfing lessons, hang gliding etc.)</p>

WHAT	DESCRIPTION	MARKET POSITION	CONSUMER APPEAL	GAPS
3. The Working Harbour and harbourside activities	Views of a working harbour, harbourside dining at Honeysuckle and Queens Wharf; walking, running and cycling infrastructure and other recreation facilities like picnicking, fishing and bike hire.	The best place in Australia to see all aspects of a working harbour at no cost while recreating or sitting in parkland. Some paid activities like bike hire and dining are available from casual to fine dining.	Provides a very unique opportunity to see large shipping, tug boats and cruise ships up close on the harbour. Ties together consumer activities and daily local life with visitor attraction.	Upgrade of foreshore infrastructure required.
4. Heritage / Historical assets	Throughout the city are heritage listed architecture and historical places as well as tourist attractions showing our heritage, like: Newcastle Museum, Maritime Museum, Fort Scratchley, Christchurch Cathedral and various sites in Newcastle East End and Hamilton.	Second oldest city in Australia provides opportunities for heritage experiences other cities in Australia cannot offer. Fort Scratchley is ranked 2nd, Newcastle Museum 5th and Christchurch Cathedral 7th on Tripadvisor things to do.	All experiences are in close proximity to the city centre. Visitors can see this via various tours or the Newcastle Famous Tram as well as Self-guided tours.	Lack of aboriginal tourism experiences and interpretation
5. Food, beverage and after dark scene	Newcastle has many precincts offering high quality food, wine and beer experiences all within several kilometres of the CBD. The small bar scene, live music venues and nightclubs are increasing in number all the time.	Newcastle offers a broad range of high quality establishments ranging from budget to two hatted restaurants. Located along the harbour and beaches as well as in 'Melbourne style' inner city areas provides visitors with many unique options. Small bar scene has expanded in number and the quality is equivalent to a capital city offer.	The second top activity, after visiting friends and relatives across NSW is eating out - 58% (Newcastle is 56%). Newcastle has emerged as a destination for great food, wine and boutique beers. There is now a strong café culture with a thriving small bar scene. This running alongside the coastal lifestyle gives the visitor to Newcastle something for everyone without the pretence of a big city.	Coordinating marketing campaign of the offer. Nightlife needs longer operating hours - currently closing between 11-12pm generally. Signature food and beverage event for Newcastle.

WHAT	DESCRIPTION	MARKET POSITION	CONSUMER APPEAL	GAPS
6. Shopping	<p>Broad range of shopping experiences including:</p> <p>Three major markets - Newcastle Farmers Markets (weekly), Hunt and Gather and The Olive Tree markets (monthly).</p> <p>Boutique Shopping locations in Darby Street, Newcastle Mall (including markets), Marketown, Hamilton and The Junction.</p> <p>Two large Shopping Centres at Kotara and Charlestown.</p>	The shopping experiences in Newcastle are competitive with other similar sized cities. The various markets on offer are of a high standard.	Shopping is the 3rd most popular activity to do when visiting Newcastle. Newcastle provides the full range of shopping experiences equivalent to other major cities in Australia.	<p>Opening hours in some locations are not coordinated and marketed.</p> <p>Coordinating marketing campaign of the offer.</p>
7. Eco Tourism	<p>Blackbutt Reserve, 182 hectares of natural bushland within the city, with picnicking facilities, walking trails and Australian wildlife.</p> <p>The Hunter Wetlands Centre is a RAMSAR listed wetland with café, Segway and kayak tours.</p> <p>Harbour/Whale/Dolphin cruises and whale watching options available in multiple locations.</p> <p>Newcastle is a seaside and riverside location with many natural features, including Lake Macquarie, Stockton Bite sand dunes all within 20 minutes of the CBD.</p>	The eco-tourism facilities are of a competitive standard of varying quality. All options have either free or low cost fees and provide something for everyone.	<p>All options are within easy reach of the CBD, with Blackbutt only 7km away, therefore providing visitors with an urban holiday experience and an eco-tourism adventure in one visit.</p> <p>All options provide up close access to native Australian wildlife.</p>	<p>Lack of appealing packaging of experiences (see Nova Cruises latest offer - possibly more of this?).</p> <p>Current operators need more assistance to help improve their offer.</p> <p>Glenrock, Stockton Wetlands and other nearby sites should be reviewed for improved tourism opportunities.</p> <p>Need to improve communication between stakeholders and other LGAs to further develop these attractions.</p>

WHAT	DESCRIPTION	MARKET POSITION	CONSUMER APPEAL	GAPS
8. Events	A regular events program is established in Newcastle with 100's of events, over 50 local and regional sports facilities and many recreational facilities, including a 33,000 seat, multi-purpose outdoor stadium.	Competitive and experienced city for running events.	Ability to enjoy nationally significant sporting and cultural events in a vibrant city.	Marketing to visitors is lacking in some events. Further development of facilities could improve event access. Iconic annual event of national significance.
9. Arts and Creatives scene	Newcastle has many regionally significant and locally inspired art and creative institutions including Newcastle Art Gallery, Newcastle Civic Theatre and The Lock-up. Hit the Bricks festival provided street art throughout the city	Newcastle has an emerging art and creative scene that is receiving national attention. Hit the bricks artists have national and international reputations.	Regular shows, events and exhibitions provide something new and exciting for art and creative lovers. A good variety provides options for all. Self-guided tours available.	Marketing to visitors is lacking. Communication between stakeholders, operators and other LGAs needs improvement to further develop these attractions.
10. Hinterland experiences (Hunter Valley)	Within a 1 hour drive of Newcastle is a multitude of experiences for the visitor including Port Stephens (activities and airport access), Hunter Valley wine country, Barrington tops national park and Lake Macquarie.	As a package, the Hunter Valley experiences provide a very competitive offer to the international and national visitor. The experiences a generally of high quality, with a broad range of costs.	Provides the visitor with many options of high quality within a relatively short distance. Marketing this as a package will give visitors a reason to stay longer.	Coordinated approach to marketing the 'complete visitor package' Transport linkages between areas (self-drive is the only option).



1.5. KEY IMAGERY AND FOOTAGE

The most effective way to market Newcastle as an enjoyable destination to visit and stay is through the positioning of powerful imagery and footage that depicts the region's key assets and selling points.

Promoting the region through this perspective will help entice new visitation and potentially reinvigorate repeat visitation.

To help achieve this, in 2011, Newcastle undertook a destination rebranding. The destination 'Newcastle' brand was developed to capture Newcastle's quintessential story of change. Rooted in blue collar industry, its rich historical heritage, emerging cultural renaissance and growing cosmopolitan identity have gained global acclaim. With natural scenic attractions, a vibrant working harbour and burgeoning diversity, Newcastle is no longer Australia's little secret.

SEE CHANGE: THE BRAND STORY

Newcastle is no longer just steel mills and coal mines. Its beautiful environment offers a vibrant, energetic and interesting place to live, work, visit & invest.

As the city has grown and changed, so have the characteristics and attributes that define it. This brand aims to encapsulate the new story of Newcastle, demonstrating the diversity, vibrancy, surprise and world class the city now possesses.



The brand mark uses colour to challenge perceptions of the city.

The various hues reflect the different dimensions, activities and influences available in terms of commercial, recreational and lifestyle opportunities that Newcastle has to offer.

A major focus for the next three years will be to develop and implement a Brand Strategy to continue to work on and improve our current brand architecture.

IMAGERY AND FOOTAGE

Key imagery and footage needs to be strong and compelling, including showcasing people actively engaging and having fun, to evoke feeling and emotions in those who see it and make visitors want to experience what is on offer in Newcastle.

In 2016 Newcastle City Council wrote into their recent Event Sponsorship Agreements, that event owners must supply NCC with imagery and footage post event. This will be used to further promote Newcastle as an event city.

Newcastle City Council maintains a library of images and video to accompany the Newcastle brand. This library is available for local businesses and organisations to use in marketing campaigns and marketing materials. Newcastle also continues to keep their library of images and footage fresh by purchasing user generated imagery from local talent.





1.6. KEY SOURCE MARKETS AND CONSUMER SEGMENTS

There are many reasons why visitors are attracted to Newcastle, such as those key assets outlined in the table in section 1.4. Many visits are also multifaceted i.e. they are travelling to visit friends and family, but also for leisure

purposes. Other purposes for travel could include reasons which are not obviously linked to tourism such as medical visits, education and business trips.

CONSUMER SEGMENT	SOURCE MARKET	VALUE TO NEWCASTLE
Visiting Friends and Relatives (VFR)	Unknown	<ul style="list-style-type: none"> Newcastle's largest market with 1.3 million visitors annually 8.4 visitors per Newcastle resident per year Value to the local economy = \$347 million
Domestic Visitors	76% coming from intrastate, 10% coming from Queensland, 7% coming from Victoria	<ul style="list-style-type: none"> 1.1 million domestic visitors to Newcastle annually 2.5 million bed nights from domestic visitors Average spend per visitor is \$417. Value to the local economy = \$459 million
Event Goers	Regional NSW, interstate and international	<ul style="list-style-type: none"> 360 000 visitors travelling to Newcastle for events annually Value to the economy = \$72 million
International Visitors	The top 10 international markets to Australia were: <ul style="list-style-type: none"> New Zealand (1 123 000 visitors) China (736 000 visitors) UK (630 000 visitors) USA (509 000 visitors) Singapore (321 000 visitors) Japan (302 000 visitors) Malaysia (287 000 visitors) Korea (185 000 visitors) Hong Kong (184 000 visitors) India (156 000 visitors) 	<ul style="list-style-type: none"> 76 000 international visitors to Newcastle annually International visitors spend more than the average visitor (\$1460 per visitor). Value to the economy = \$110 million
Business Visitors	Unknown	<ul style="list-style-type: none"> 217 000 international and domestic business overnight visitors annually
Cruise	Predominantly domestic. International - commonly from North America and Europe.	<ul style="list-style-type: none"> 16 296 international and domestic cruise passengers alighted in Newcastle in the 2015/ 16 cruise season 1429 undertook shore tours in Newcastle 2015/16 season injected \$5.5 million into the Hunter region

Sources: Above information sourced from Destination NSW, MyTravel Research, Tourism Research Australia and Association of Australian Convention Bureaus, Cruise Downunder and Cruise Lines International Association data.

Below is a list of the top activities undertaken and the top 10 attractions visited when in Newcastle.³

FIGURE 1: TOP ACTIVITIES

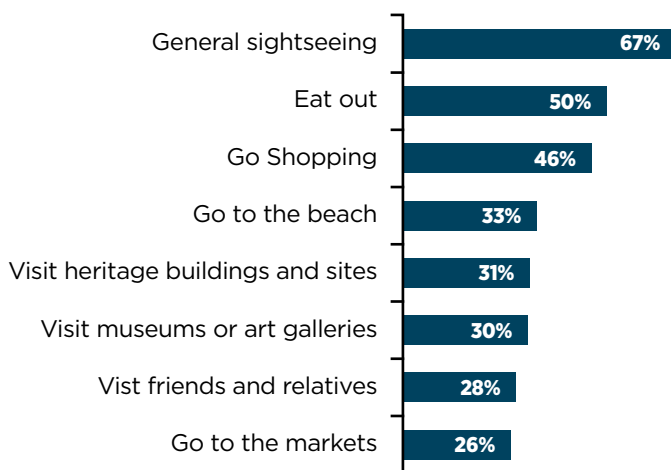
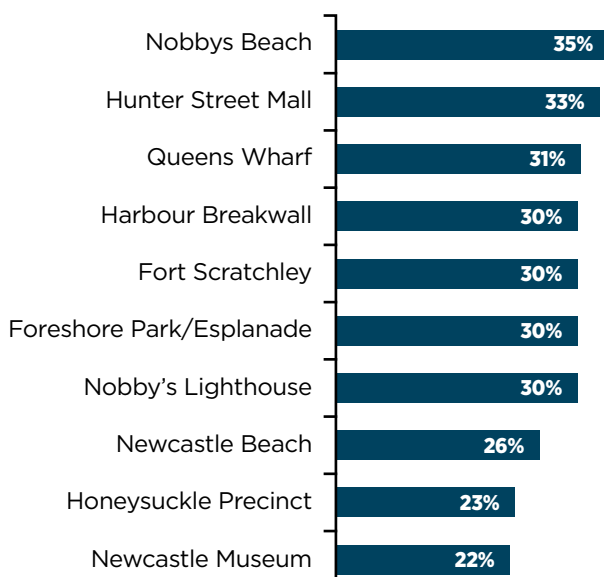


FIGURE 2: TOP 10 ATTRACTIONS VISITED



GROWTH POTENTIAL

To grow and prosper as a destination, it is vital that our product meets the needs of the market. As such, it is recommended that the following emerging markets be considered as key target areas for growth for Newcastle:

VISITING FRIENDS AND RELATIVES (VFR)

The visiting friends and relatives market is the largest market for Newcastle. A 2014 report by Destination NSW, indicated 22, 000 international visitors and 485, 000 domestic visitors came to Newcastle to visit friends and relatives (four year average ending Sept. 2014).

According to 2014 VFR research conducted by MyTravel Research, VFR travellers are a high yield market who want to do more and immerse in the destination. The research also indicated VFRs are more likely to be return visitors, making an average of 2 - 3 trips to a destination per year to visit family and friends, plus a further 1 - 2 leisure trips. VFR travel is a trigger or inspiration for other trips, particularly to places visited along the way.

Newcastle has not actively targeted this market in a significant way, however there is an opportunity to capitalise on VFR visitation by enabling hosts (family and friends), or providing them with incentives to host their family and friends, such as discounted entry to local attractions.

EVENTS

Events provide opportunities to increase direct expenditure at a destination, contribute substantially to a destination's range of tourist attractions, facilitate media coverage, promote awareness of the destination for future visitation and lead to the construction of new facilities and infrastructure.

The Hunter region welcomed approximately 42,144 international and 205,000 domestic overnight and 337,000 domestic day-trip visitors who participated in an event during their stay in YE December 2012. This represents an overall increase of 21% since 2008.

With significant access and infrastructure developments currently underway and/or completed, such as the Newcastle Airport and Hunter Valley Expressway, Newcastle has the capacity to leverage this growth by attracting new significant events which will increase visitation from Sydney, regional NSW and interstate.

In 2015 Newcastle hosted the AFC Asian Cup Australia, with four games being held at Hunter Stadium and training camps set up in nearby Cessnock. This event demonstrated the capacity of the city to host large scale major events and presented an opportunity to explore Newcastle's potential to cater for training camps for future sporting events. Sportsgrounds Number 1 & 2 and

³ Newcastle Visitor Profile and Satisfaction Report - TRA 2013

Hunter Stadium have been earmarked as potential sites for training camps for major sporting events, and such activation could result in increased visitation to the city and/or increase length of stay of participants and families involved in these events.

In recent years Newcastle has hosted a number of Internationally significant events, including the 2013 Special Olympics Asia Pacific Games, Supermoto, International Hockey Grand Masters, Surfest Newcastle and the AFC Asian Cup 2015, which highlighted Newcastle's ability to host large scale international events and cater for International visitor needs.

FIGURE 3: NUMBER OF LICENCED EVENTS



INTERNATIONAL

The international market has been one of significant growth for Newcastle in recent years. In 2011 Lonely Planet listed Newcastle as a top ten city in the world in its 'Best in Travel' guide, and in the year ending September 2014 (4 year average), Newcastle received 76 000 international visitors, translating to 1 665 000 bed nights. The majority of these international visitors travelled from (in this order) the UK, USA, New Zealand, Germany and China and their average spend per visitor was \$1460.

With the development of Newcastle Airport to international standards in 2015, a new University of Newcastle campus in the city centre, and planned urban redevelopment in the CBD there is potential to grow this market even further. Some of the ways Newcastle could increase its profile in the international market is through targeted marketing campaigns and improved utilisation of digital marketing tools. The local tourism industry can also improve their ability to meet international visitor needs by developing their products to suit international standards, developing resources to allow international visitors to experience their products (such as translated brochures), and involving themselves in international marketing efforts.

DRIVE MARKET

In the year ending September 2014 Newcastle received 23, 000 international and 774, 000 domestic visitors who indicated they used a private or hire car to travel to and around the city, representing the most popular transport choice among visitors.

The self-drive market is key to Newcastle, however, it could be further maximised by continuing to partner with established touring route or by packaging new tour routes with other Hunter destinations. This may be more effective and ensure better leverage of Newcastle's product and position.

OVERNIGHT SHORT BREAKS

The short break market has increased globally over the past few decades, however within Australia, faces major competition particularly from cheaper international destinations. Nevertheless, in NSW alone the short break market contributes almost \$1 billion in expenditure to the regional NSW economy.

Short breaks are characteristically weekend or mid-week getaways taken in nearby regional or national destinations. Convenient access is a driving factor in destination choice. Key motivations for taking short breaks include relaxation and rejuvenation, as well as, the pursuit of a specific activity or interest.

Destination NSW data indicates that Newcastle received 1, 086 000 overnight visitors in 2014 (4 year average ending Sept.2014), and the total overnight visitor spend was \$532 million.

CRUISE MARKET

In Australia the overall estimated cruise industry expenditure was \$1.953 billion in 2014/15. Newcastle and the wider Hunter received approximately \$10.75 million in cruise ship related expenditure in 2014/15, which generated wages income of \$3.4 million, an additional 49 full time equivalent employees, and value added to the regional economy \$5.5 million.

Australian overseas cruise passenger numbers broke through the one million mark for the first time in 2015, rising 14.6% to 1 058 781. Australia was the only global cruise market to achieve a population penetration rate greater than 4% in 2015; the equivalent of 4.5% of the Australian population taking a cruise. In 2015/16 Newcastle welcomed 10 cruise ships, carrying an overall 16 296 passengers. 1429 of these passengers undertook shore tours in Newcastle, representing 42% of the overall number of passengers.

The Port of Newcastle has been awarded Federal and State government funding to upgrade mooring bollards at its cruise berth, the Channel Berth. When the upgrade is complete in early 2017, the port will have increased capacity to accept cruise ships greater than 130 000 gross tonnage and 3500 passengers, ensuring a continued focus by the port on the next generation of cruise ships visiting the Australian region.

Future infrastructure upgrades will allow Port of Newcastle to secure and maintain both existing and new cruise ship business, ensuring Newcastle can meet cruise industry requirements in the future, enabling the economic benefits of cruise tourism to continue to grow for the Hunter Region and NSW. There is also a significant opportunity for the local tourism industry to capitalise on the potential increased number of cruise passengers and to engage in relationships with inbound tour operators and ground handlers in offering shore excursions.

EDUCATION

According to Destination NSW data (2014), Newcastle received approximately 5,000 international visitors who were in the city for the purposes of education, translating to 639, 000 bed nights (four year average ending Sept. 2014). 132 000 of those bed nights were at an educational institution, such as the University of Newcastle. The number of international students in Newcastle at the time of this research represented 7% of visitation to the LGA, whereas the NSW percentage of international student visitation was 5%.

With academic institutions such as the University of Newcastle ranked in the top 3% of the world's universities for its excellence in research, Newcastle has the opportunity to better leverage its education assets to entice international study and corresponding VFR visitation through targeted incentive packages. In 2013 the University of Newcastle announced 'NeWSpace', a \$95 million landmark education precinct in Newcastle CBD that will harness the latest technology and innovation in teaching and learning and deliver a world-class student experience. The building will open in 2017.

ABORIGINAL TOURISM

According to Destination NSW, local and international interest in Aboriginal arts, spiritual beliefs, and social customs has grown significantly in recent years. For many overseas visitors, Aboriginal culture defines what is unique about Australia. In the year ending December 2012, 83% of international visitors to Australia undertook an Aboriginal tourism experience.

Furthermore, tourism presents the potential to engender a greater understanding and appreciation of the diversity and richness of Aboriginal culture among non-Aboriginal people. It can also create employment opportunities and contribute to economic self-sufficiency for Aboriginal people, as well as, providing economic and social benefits for the State (Aboriginal Tourism Action Plan, DNSW 2013-16).

At present there is very little in the way of Aboriginal tourism offerings in Newcastle. Sand Dune Adventures is the only indigenous run tourism product available for visitors in the Newcastle area, offering tours of the Stockton Sand Dunes, an area that is partially Aboriginal land. While there is a number of tourism facilities and walks that contain Aboriginal artefacts, works of art and/ or information plinths e.g. Newcastle Art Gallery and Glenrock Reserve, there is no organised approach to grouping them together, promoting them and/ or developing them further.

However, there is a range of stories associated with Aboriginal inhabitation of Newcastle and surrounds that are yet to be explored and a significant opportunity to develop experiences to interpret and share these stories. Some examples of Aboriginal experiences that could be explored include a walkabout tour, sites of significance tour, catch and cook fishing tours, bush tucker tours and an art and craft gallery.

RECREATIONAL VEHICLE (RV) TOURISM

The national headquarters of the Campervan and Motorhome Club Of Australia (CMCA) is located in Wickham, the organisation which has been involved in the establishment of RV Friendly Towns throughout Australia for over 10 years.

Following a submission from the CMCA to investigate the establishment of an approved RV Campground in the Newcastle LGA there has been limited activity on this subject.

Newcastle is currently under-represented in the RV tourism market, but it is a market which is currently estimated to

include approximately 556,000 vehicles described as Caravans, Mobile Homes and Campervans (CMCA).

A report by DNSW for the Y/E Dec 2015 estimated that the Hunter region attracted only 6.6% of domestic caravan and camping travel to NSW. This was behind the North Coast at 34.8% and The South Coast at 25.5%. Including all associated travel costs the sector in the Hunter region represented \$118million from a total sector value of \$1.8 billion in NSW. On average, visitors spent \$800 per visitor and \$179 per night in NSW.

1.7. KEY INFRASTRUCTURE

PRODUCT/SERVICE	DESCRIPTION	WHY IS IT KEY?
Newcastle Airport	An \$80M expansion of Newcastle airport facilities was completed in 2015. This gives the airport the capacity to take international flights. The airport currently provides direct links with Melbourne, Brisbane, Gold Coast, Ballina / Byron Bay, Canberra, Sydney & Dubbo.	The potential to expand to international flights, particularly Asia and New Zealand offers tremendous opportunity for Newcastle and the rest of the State for both business events and leisure travel. Travel times to and from Newcastle airport compare favourably with Sydney for many destinations given congestion in access to/from and at Sydney airport.
M1 and Pacific Highway	Newcastle is an easy two hour drive north of Sydney, or slightly longer if a more scenic, meandering route is selected. Travellers can then continue up the Legendary Pacific Coast to enjoy the NSW coastline, or alternatively, sample inland NSW.	Newcastle has great road links to and from. For visitors once here, movement and parking around the city is easy, with great day trips available to unique locations such as Port Stephens, Hunter Valley Wine Country, Lake Macquarie and Barrington Tops.
Rail including proposed city centre light rail	Rail links currently connect Newcastle to Sydney, country NSW, as well as via the north coast to Queensland and connections to Melbourne. The NSW State Government is currently planning 2.7km of light rail that will become a feature of the Newcastle city centre and boost investment in Newcastle. The system is being designed with expansion to other destinations in mind, like Hunter Stadium and Newcastle airport. The proposed introduction of a single integrated service provider also promises more effective public transport in Newcastle in years to come.	Light rail in Newcastle is the foundation of a future network that will link multiple locations across Newcastle. In its initial operation, it will also attract widespread attention and investment.

PRODUCT/SERVICE	DESCRIPTION	WHY IS IT KEY?
Cycle ways	Newcastle has a range of cycle ways connecting the beaches, river and our suburbs including Bathers Way, Foreshore, Fernleigh Track and Glenrock for mountain biking. Our terrain is perfect for cycling. For more challenging riding, a range of off road cycle tracks are the basis for the annual Newcastle Port to Port mountain bike event.	Newcastle has a range of cycle ways connecting the beaches, river and our suburbs. Our terrain is perfect for cycling. For more challenging riding, a range of off-road cycle tracks are the basis for the annual Newcastle Port to Port mountain bike event.
Bathers Way	Bathers Way is a 7km coastal walk, linking Merewether in the south to Nobbys, the eastern edge of the city centre. More than 50% of it has now been widened and amenity improved with seating, shade and landscaping. It incorporates Memorial Walk opened in 2015 to celebrate the centenary of the ANZAC.	For visitors and locals Bathers Way provides access to a stunning coastline and beach activities. Memorial Walk, since opening in 2014, has become one of the city's premier attractions.
Newcastle Museum	Newcastle Museum moved to its current premises in restored industrial buildings on the city's waterfront in 2012. Since opening, the museum has attracted over 650,000 visitors for its signature BHP exhibition, as well as, visiting exhibitions such as Tyrannosaurs, in summer 2015-16.	The museum is in the heart of the city centre and celebrates Newcastle's history from the traditional custodians, through penal settlement, industrial age growth, to the current welcoming and diverse community.
Newcastle Art Gallery	Newcastle Art Gallery draws diverse audiences for the annual summer exhibition which in recent years has featured the works of Patricia Piccinini and 31 years of Mambo.	The Newcastle Gallery of a number of cultural facilities in the Newcastle city centre, adding to the diversity of attractions in the city.
Blackbutt Reserve	Blackbutt Reserve is a 182 hectare bushland reserve in the heart of Newcastle. It incorporates traditional picnic, BBQ and recreation facilities with wildlife exhibits featuring native Australian animals.	The site attracts visitors young and old, formal and informal, to an intimate setting where koalas, wallabies and a wide variety of birds and reptiles can be seen at close hand. The site caters for prams and wheelchairs.
Beaches and ocean baths	Newcastle has more than 27 kilometres of coastline and foreshore. There are 6 beaches from Stockton, to Nobbys, Newcastle, Bar, Dixon Park and Merewether Beach. The beach facilities are complemented by ocean baths at Newcastle and Merewether. Merewether is recognised as a National Surfing Reserve (2009) and has been home to the Surfest for more than 30 years.	The beaches are 365 day a year attractions in Newcastle providing swimming, surfing, and other active water sports. The beaches also provide for walking, whale and dolphin watching.
Broadmeadow Sporting Precinct including Hunter Stadium	Hunter Stadium is a 33,000 seat capacity multi-purpose facility. Adjoining facilities include 3 international standard hockey pitches.	During the 2015 Asian Cup, Hunter Stadium was home to four AFC Asian Cup matches, two draw matches and two semi-final matches.



1.8. KEY COMMUNICATIONS CHANNELS

The adjacent graphic is the travel planning cycle for visitors. Communication channels are an essential component of information delivery and uptake in attracting target and emerging markets.

To successfully reach Newcastle's target audience, the City of Newcastle must be able to relay its key messages via relevant communication channels throughout the visitor experience. This will help influence the decision making processes that lie behind their desires, motivations and subsequent travel actions.

The City of Newcastle use a suite of communication channels to communicate with visitors at all stages of the travel planning cycle. These can be seen in the table below:



CHANNEL TYPE	TRAVEL PLANNING STAGE	PROFILE OF THIS CHANNEL	ADVANTAGES	DISADVANTAGES
visitnewcastle.com.au	Plan & Book	Approximately 255,000 users per annum.	<p>visitnewcastle.com.au is ranked the most used specific destination website (37%) for visitors searching information on Newcastle and it was rated the most useful destination website overall (16%)* Tourism Research Australia</p> <p>Has good analytics to gauge what content is most popular.</p>	<p>Reliant on industry to load their product onto this website and update it regularly for it to be well represented.</p> <p>Developing a Content Management Strategy to ensure most important tourism product is featured.</p>
Tripadvisor	Plan & Book	Approximately 888,500 sessions per annum.	<p>Users generate content based on the experience they rate.</p> <p>Had over double the number of sessions than the visitnewcastle website last year. Using the platform to push users to our site.</p> <p>Has good analytics to gauge what content is most popular.</p>	<p>Our partnership with Tripadvisor only allows our targeted content to focus at an Australian IP address rather than internationally.</p>

CHANNEL TYPE	TRAVEL PLANNING STAGE	PROFILE OF THIS CHANNEL	ADVANTAGES	DISADVANTAGES
Facebook @ visitnewcastle	Dream & Share	Approximately 56,000 users per annum. Increasing significantly each year.	<p>Can target and reach a specific audience depending on our message.</p> <p>We are speaking to an audience who has chosen to follow us and are engaged.</p> <p>Has good analytics to gauge what content is most popular.</p>	<p>Sometimes building your fan base on Facebook and other digital platforms can be a slow burning process and it can be hard to see any return on investment.</p> <p>A reasonable advertising budget is essential to the success of your Facebook page.</p>
Instagram @ visitnewcastle_au	Dream & Share	Approximately 1,000 users since created in June 2016.	<p>Connection through emotion - 'A picture is worth a thousand words'. Instagram is a great visual marketing tool which can have a great impact on visitors in their dreaming stages of the travel planning cycle.</p> <p>Also, users can share their experiences once here to encourage others to visit.</p>	<p>Still a relatively new account for Newcastle.</p> <p>Newcastle fans creating a destination account which is not owned by Council or Destination, making it confusing for user. Currently several accounts in operation.</p>



CHANNEL TYPE	TRAVEL PLANNING STAGE	PROFILE OF THIS CHANNEL	ADVANTAGES	DISADVANTAGES
Visitor Guide / Maps	Plan & Explore	Print run of approx. 25,000 per year.	Visitors still want something tangible to use while travelling.	Hard to gauge the effectiveness via print.
Visitor Information Centres - Hunter Wetlands, Maritime Centre	Plan & Explore	Currently no records being kept of how many visitors pass through these centres.	Some visitors still like face to face contact and to speak with someone in person to assist with their travel planning.	NCC has received feedback that services at our VIC need to be improved. NCC is currently reviewing our Visitor Services.
Trade Shows	Dream & Plan	Newcastle attended the Australian Tourism Exchange (ATE) in Cairns in 2014 and Melbourne in 2015; the largest meeting of tourism buyers and sellers in Australia. Newcastle also has an Australian Tourism Export Council (ATEC) membership and attended the ATEC Spotlight on NSW event in 2014 and 2015. ATEC is an industry managed body providing educational support and business to business meeting opportunities to the Australian tourism trade industry.	Ability to increase destination awareness; meet with potential buyers; generate leads and strengthen existing relationships. There is also a networking and educational component to tradeshow, with industry development and social meetings held on a regular occasion.	Attendance at Tradeshow can be an expensive exercise and exhibitors are reliant on the ability of the organisers to attract quality, qualified buyers. For example ATE costs approximately \$10,000 to attend annually, and while the meetings held at ATE create awareness of Newcastle, Newcastle City Council does not have the ability to manage contracts between buyers and sellers.
Traditional Mediums - Print, TV & Radio	Dream	We currently employ a PR Agent on a project by project basis to engage with these traditional mediums.	Traditional mediums seem to carry more credibility than digital mediums as they're usually curated by professional media. Consumers are generally more engaged when reading or interacting with traditional mediums rather than online.	Traditional mediums compared to digital are an expensive way of communicating with audiences and it can be hard to gauge effectiveness.
EDM - Electronic Direct Mail	Dream, Plan & Book	Currently not being used by NCC.	Email marketing is targeted, cost effective, easy to share to measure.	A lot of people have spam filters which stops your emails reaching their inboxes.

DESTINATION DIRECTION

2.1. FOCUS

The visitor economy focus areas for Newcastle are - Brand development, VFR, Domestic, International, Events - Leisure & Business, Digital tools. Across these key focus areas, we need to not only increase the number of visitors but also convert current levels of day visitors to overnight stays, in order to achieve our mission of double visitor economy spend.

2.2. VISION

All tourism industry partners working together to drive an increasing level of visitation to Newcastle, where every visitor wants to share their great experiences.

2.3. MISSION

To collaborate across government and industry on destination management to double the value of Newcastle's Visitor Economy Spend by 2020.

2.4. OBJECTIVES

1. IMPROVE VISITOR EXPERIENCE

Measure: Improvement in positive survey results, Change in Trip Advisor

2. DEVELOP STRATEGIC MARKETING

Measure: Increase visitor nights, expenditure, no. of campaigns

3. FACILITATE PRODUCT AND ASSET DEVELOPMENT

Measure: Year on year (10 - 12% per annum) increase in digital assets engagement measures (Facebook, Visit Newcastle, Trip Advisor and Instagram)

4. FACILITATE INDUSTRY DEVELOPMENT

Measure: positive improvement in annual industry feedback survey results

5. ENCOURAGE ADVOCACY

Measure: Media monitoring improvement, positive improvement in annual industry feedback survey results



2.5. ACTION PLAN

OBJECTIVE 1: IMPROVE VISITOR EXPERIENCE

STRATEGIC FOCUS	ACTIONS	YEAR 1	YEAR 2	YEAR 3	RESPONSIBLE
Digital	1.1. Transfer current printed walking maps to digital platform				Newcastle City Council
	1.2. Develop and implement digital and content management plan incorporating all digital assets				Newcastle City Council
	1.3. Develop, test and implement campaign specific geo-fencing and push notifications technology				Newcastle City Council & Consultants
Signage	1.4. Improve gateway signage in, out and around Newcastle				Newcastle City Council
	1.5. Digital directional signage for the City Centre				Newcastle City Council
Collateral	1.6. Redesign visitor guide and map for an improved experience				Newcastle City Council
	1.7. Develop distribution plan for visitor guide and other collateral				Newcastle City Council
Visitor Services	1.8. Review visitor services provision and options for strategy development				NTIG, Newcastle City Council
	1.9. Develop endorsed visitor services plan and commence implementation				Newcastle City Council, NTIG & Newcastle NOW
	1.10. Review visitor services plan implementation				Newcastle City Council, NTIG & Newcastle NOW
	1.11. Establish an Ambassador program				Newcastle NOW
	1.12. Review Ambassador Program and include in visitor services plan				Newcastle City Council, NTIG & Newcastle NOW

OBJECTIVE 2: DEVELOP STRATEGIC MARKETING

STRATEGIC FOCUS	ACTIONS	YEAR 1	YEAR 2	YEAR 3	RESPONSIBLE
Brand	2.1. Develop and implement a Brand Strategy (Build Brand Architecture)				Newcastle City Council & Consultants
Digital	2.2. Develop and implement seasonal digital campaigns targeting key domestic markets				Newcastle City Council & Consultants
Visiting Friends and Relatives (VFR)	2.3. Develop a three phase Visiting Friends and Relatives (VFR) campaign - reinvigorating locals and encouraging visitation of the VFR market				Newcastle City Council & project partners
Events	2.4. Develop an events marketing plan including the investigation of options to promote Events through things like the Its On Campaign (via Destination NSW)				Newcastle City Council
International	2.5. Develop an International Free Independent Traveller (FIT) plan with regional stakeholders				Newcastle City Council, Destination Port Stephens, Hunter Valley Wine Country, Newcastle Airport, Tourism Hunter
	2.6. Implement an International FIT plan with regional stakeholders				Newcastle City Council, Destination Port Stephens, Hunter Valley Wine Country, Newcastle Airport, Tourism Hunter
Food and beverage	2.7. Develop a campaign to promote the food and beverage offering in Newcastle				Newcastle City Council, NTIG , AHA, HUNTER Hunter
	2.8. Collaborate with regional partners to package food offerings				Newcastle City Council, Destination Port Stephens, Hunter Valley Wine Country, Destination NSW
	2.9. Collaborate with stakeholders to develop nationally significant event for Newcastle (Food and Beverage main theme)				Newcastle City Council, Destination NSW
Aboriginal Tourism	2.10. Work with Aboriginal Community and Stakeholders to develop a plan to increase market awareness of Aboriginal culture				Newcastle City Council, Aboriginal Community Stakeholders

STRATEGIC FOCUS	ACTIONS	YEAR 1	YEAR 2	YEAR 3	RESPONSIBLE
Cruise	2.11. Work with Port of Newcastle to maximise opportunities with Cruise passengers when they arrive in Newcastle				Port of Newcastle, Newcastle City Council, NTIG
Youth	2.12. Work with Destination NSW to undertake campaign activity in key domestic and international markets, working in partnership with global youth brands				Destination NSW, Newcastle University, Newcastle City Council

OBJECTIVE 3: FACILITATE PRODUCT AND ASSET DEVELOPMENT

STRATEGIC FOCUS	ACTIONS	YEAR 1	YEAR 2	YEAR 3	RESPONSIBLE
Digital	3.1. Upgrade visitor website (Visitnewcastle.com.au)				Newcastle City Council
	3.2 Refresh and maintain content on Trip Advisor, Newcastle Australia, site				Newcastle City Council
Events	3.3. Develop Events Strategy for Newcastle (including business events)				Newcastle City Council (Events Team)
	3.4. Develop region wide events strategy (including business events)				All
Aboriginal Tourism	3.5. Work with Aboriginal Community and Stakeholders to develop Aboriginal tourism assets and product				Aboriginal Community Stakeholders
Product (General)	3.6. Review current product suite in Newcastle and identify gaps				NTIG
	3.7. Product improvement plan to be developed and implemented				NTIG, Newcastle Council
	3.8. Investigate RV Friendly town options				Newcastle City Council, BIAs
Major Asset	3.9. Investigate Convention Centre/ Hotel development in Newcastle City Centre				Newcastle City Council, Property Council, Destination NSW and State Government

OBJECTIVE 4: FACILITATE INDUSTRY DEVELOPMENT

STRATEGIC FOCUS	ACTIONS	YEAR 1	YEAR 2	YEAR 3	RESPONSIBLE
Communication and facilitation	4.1. Council to continue its leadership role in developing the visitor economy and partnering with Newcastle Tourism Industry Group (NTIG) and Operators				Newcastle City Council, NTIG
	4.2. Implement a communication plan to the industry database, including community reporting				Newcastle City Council, NTIG
	4.3. Develop leadership group to drive DMP, visitor economy and stakeholders and reduce duplication				Newcastle City Council, NTIG

OBJECTIVE 5: ENCOURAGE ADVOCACY

STRATEGIC FOCUS	ACTIONS	YEAR 1	YEAR 2	YEAR 3	RESPONSIBLE
PR	5.1. Public Relations Consultants engaged to promote Newcastle as a destination locally, intrastate and nationally on a project basis				Newcastle City Council, Public Relations Consultants, Destination NSW
Communication and facilitation	5.2. Destination Stakeholder Engagement Plan for government and industry				Newcastle City Council
	5.3. Identify and create funding partnership opportunities to support strategic marketing campaigns				Newcastle City Council
Research	5.4. Undertake visitor economy research project (include industry research)				Tourism Research Australia and Destination NSW to Newcastle City Council
Events	5.5. Continue to provide the Events Sponsorship Program to increase overnight visitation and promote Newcastle as a destination				Newcastle City Council
Economic Development	5.6. Continue to provide the Economic development Sponsorship Program to develop the visitor economy				Newcastle City Council

DESTINATION REQUIREMENTS

3.1. HUMAN RESOURCES

Destination Marketing Resources within Council are limited and it is therefore important to exercise collaboration across industry to ensure all goals and objectives are being met for the city.

Newcastle City Council currently has the following resources to maintain the destination's service and profile:

DESTINATION MARKETING

- Full time Destination Marketing Officer
- Part time Destination Marketing Officer (2 days per week)

EVENTS MANAGEMENT

- 4 x Full time Event Management Officers

BUSINESS DEVELOPMENT

- Full time Economic Development Coordinator
- 6 x Business Improvements Associations - External

INDUSTRY

- Newcastle Tourism Industry Group (NTIG) - External - Peak tourism industry body

VISITOR INFORMATION CENTRE OPERATIONS

- Hunter Wetlands & Newcastle Maritime Centre

OTHER

- Full time City Revitalisation Coordinator
- Full time Smart Cities Coordinator
- Port of Newcastle - External - Cruising
- Destination Port Stephens & Newcastle Airport - Joint ventures

Whilst the combined industry has an extremely strong skill set, additional resources are required to manage the following:

- Strategic Plans
- Brand
- Data & research
- Funding & grants
- Campaign management
- Visitor Experience Management (volunteers, Visitor Information Centre)

Some of these skills can be outsourced and contracted, and some need to be key components of the team.

DESIRED HUMAN RESOURCES

- Leadership Group to drive Destination Management Plan, visitor economy and stakeholders to represent council and industry
- Agency to help deliver brand revision
- Agency to help execute strategic marketing campaigns
- Public Relations agency to promote Newcastle on a project basis
- Aboriginal Community Group to develop Aboriginal tourism assets

3.2. FINANCIAL RESOURCES

Council are allocating the following budget for the 16/17 Financial Year:

EXPENDITURE

Tools - including website, Tripadvisor, digital asset management	\$59,125
Collateral - maps / guides including printing and distribution	\$13,500
Public Relations	\$70,000
Campaigns	\$145,030
Salaries	\$420,000
Event Budget	\$1,000,000
TOTAL EXPENDITURE	\$1,707,655



3.3. KEY RISKS

RISK	LIKELIHOOD	IMPACT	STRATEGY
Budget cuts to government funding for tourism-related programmes	Unlikely	Low	A limited budget is currently available for tourism activities – cuts to this budget are unlikely to significantly impact the activities.
Strong/growing competition	Highly likely	High	Focus on developing and promoting unique regional assets and engaging in clear marketing activities which highlight the region's attractiveness as a destination in its own right, targeted at a number of key markets
Lack of tourism product/Insufficient infrastructure	Likely	Medium	Stay in tune with current market needs and wants & continue to invest in tourism-related infrastructure
Decrease in stakeholder engagement and commitment	Likely	High	Implement stakeholder engagement process to ensure stakeholders are committed to delivery objectives outlined in DMP

