



**Tenterfield
Chamber of Tourism
Industry and Business**

Strategic Plan for TCTIB

Adopted May 2024

“Coming Together is a beginning; keeping together is progress; working together is a success”.

Edward Everett Hale

Executive Summary

The TCTIB together with businesses, locals, government agencies and the Tenterfield Tourism Group are looking to have a cohesive, successful, growing and vibrant business shire of Tenterfield. There are many exciting opportunities available to the shire. The TCTIB plan on minimising threats by putting together this strategic plan and executing it to the best of its ability. There are specific goals to target within strict timelines, so that the board are all accountable to each other. Once the new board is elected at the AGM, a review will be undertaken of this plan and it will be updated, changed, and/or amended as agreed upon. This gives the board old and new a chance to celebrate the wins!

Purpose

To empower and promote the businesses of Tenterfield to create experiences for visitors, whilst sustaining ongoing trade via local demand. The TCTIB's purpose is to equip members with the tools, information and access to experts to navigate ever changing business conditions.

Vision

To be the central source of information, training, collective marketing and inspiration for local business owners to reach their potential whilst operating in the Tenterfield region.

Mission

To build a vibrant business community making Tenterfield a great place to work and visit.

“Most people miss opportunity because it is dressed in overalls and looks like work.” Thomas A. Edison

Values

Connected, Collaborative, Inclusive and Empowering

The TCTIB will display these values by:

- Connecting all Tenterfield Shire businesses through membership with the TCTIB which in turn will provide a central hub and source of information and opportunities for businesses within the shire.
- Collaboration with Tenterfield business community, TTG, Business NSW and the Tenterfield Shire Council to ensure the needs of the various stakeholders are managed to the best of our ability
- Inclusive through regular informative emails, business networking events, and a variety of initiatives
- Empower local businesses through workshops, advocacy in regards to grants, rebates and licenses as well as assistance and education with websites and social media.

Goals (numbers tie back to Measures of Success)

1. Sponsor events that will enhance Tenterfield for businesses, community and visitors to promote repeat visitation and ongoing events
2. Create experiences, events and activities that involve the business, community and tourism and extend the stay of visitors to the region
3. Build the profile of Tenterfield businesses by creating a connection to their audience and customers by offering structured membership packages that include various components at levels of user pays. Such as social media package, magazine advertisements, etc.
4. Grow visitor numbers across the region by 10% per annum compounding. (See Appendix 2)
5. Encourage Tourism and Business Inclusivity for visitors with disabilities to the region. (See Appendix 3)

6. Further educate business owners of resources and tools available to them along with empowering them with the skills necessary to operate their business to its full potential
7. Support Tenterfield Tourism via working with the Tenterfield Tourism Group as subcommittee of TCTIB
8. To be the connecting body between business, community and local government (Tenterfield Shire Council).
9. Grow membership base per annum by 10% per annum compounding
10. Hold local business awards every 2 years with the assistance of Business NSW to allow successful TCTIB member businesses to enter the regional and state awards.

“Alone; we can do so little. Together, we can do so much”.
Helen Keller

Measures of Success (numbers tie back to goals)

1. Investment of \$3000 per annum in events
2. Create web content along with social content promoting experiences of Tenterfield incorporating business and natural attractions for a duration longer than 3 days
3. Invest in a digital campaign showcasing Tenterfield business to use primarily, but not limited to social media platforms
4. Visitor numbers increased by 10% by October 2025.
5. Educate businesses and work alongside TSC to encourage inclusive facilities for locals and visitors alike and promoting the Tenterfield Shire as an Inclusive destination. (See Appendix 3)
6. Work closely with Business NSW to learn about what resources the TCTIB can rollout to its members, re: webinars, workshops, grant funding.
7. Data collection from accommodation facilities and tourism attractions within the Tenterfield Shire to a/ provide a base and more accurate number of visitors to Tenterfield as well as b/ being able to forecast increase over the coming years. (See appendix 2) Included in this is scheduling regular meetings with the Tenterfield Tourism Group to ensure initiatives are being rolled out and both entities are travelling in the same direction.

8. 2 members of the TCTIB to be representatives and attend meetings with the Tenterfield Shire Council on a monthly basis.
9. Grow membership base by 10% pa.
10. Hold business awards that allow TCTIB members to participate in regional, state awards etc.

SWOT ANALYSIS

Strengths

- Natural Attractions and national parks - eg -Bald rock, Swimming locations
- Trails, walking, riding and horse riding/experiences
- Proximity to Brisbane, Toowoomba, Coastal locations. Central location for travellers
- Increased profile as a destination of interest, particularly for North Coast and Northern Rivers of NSW, Gold Coast and Brisbane
- Increase interest and development in short term accommodation, with approximately 890 rooms available as of May 2024
- Unique business emerging in the region, Including hospitality, accommodation and manufacturing of local products
- Well respected country Golf Course
- Funding approval for Angry Bull Trails
- Border Mountains Project and funding including trails recognition and development and creation of loop from Urbenville to Legume for visitors
- Emerging festivals and events
- Railway museum and various historical sites around the region
- Access to a growing reputation of wine production in the local area

Weaknesses

- Lack of weekend trade for hospitality, and communication about when shops and events are open etc
- Lack of Saturday afternoon and Sunday trade by retailers
- Lack of active attractions currently opened (prior to angry bulls)
- Lack of centralised information on offerings of the region, eg the Mountain borders trails and advising people of this attraction and incorporating this into travel plans

- Labour shortages
- Travel time and proximity to Armidale, Ballina, Brisbane and Gold Coast airports
- Ageing buildings not being repaired or revitalised eg Tenterfield Homestead
- Until bypass is approved and constructed the street facade in the main street is unable to restore its historical look and feel
- Infrastructure for winter periods, eg indoor sports centre
- Tenterfield pool and need for upgrade

Opportunities

- Angry Bull Trails
- Mountain Border Trails
- Skate park and infrastructure
- Promotion of a stop over point for those travelling the New England.
- Stay over to break up travel
- Promotion of a 'meet up' location
- Destination for weddings and events
- State of the art Tafe that can provide training opportunities
- Ramsay group for possible funding opportunities
- Hospitality training and tourism workforce skills training
- New gallery being developed in old powerhouse
- National Monument funding to take buildings back to pre presentation and historical charm
- Street art installs
- Promotion of Peter Allen and Tenterfield Saddler
- Expand events for Tenterfield, via investment in event co-ordinating entity
- Rural attractions including farming and farm experiences
- Agritourism opportunities. Farm Stays etc
- A growing reputation of wine production in the local area

Threats

- Not enough skilled or willing workers

- Need for more vibrant hospitality staff and operators
- Council and reduction in investment in assets in the town that attract visitors and retain new families to the town
- Education providers
- Financial viability of the Council
- Reduction in grants available to undertake events and initiatives for the region
- Affordable housing shortage
- Length of time it takes to get things done

Appendix 1

Focus and Findings (Additional Information)

Tourism

The aim of a tourism strategy is to increase awareness and use of tourism assets among residents, visitors, community groups and organisations to lead to customer satisfaction and visitor fulfilment. Tourism underpins a region's cultural richness, brings economic and community development opportunities, and when done in a sustainable way, can mean resources are used efficiently and are protected and shared in meaningful ways for the local community.

Tenterfield Shire covers a large land area made up of one larger town (Tenterfield) and seven smaller villages (Drake, Liston, Jennings, Legume, Urbenville, Mingoola, Torrington). Each part of Tenterfield Shire has its own unique physical, historical, and environmental assets. Key points of attraction connecting all parts, are the rugged landscape and seasonal weather notably our four seasons.

Since acquiring funding and responsibility of the tourism sector from the Tenterfield Shire Council TSC in December 2023 and subsequently forming a sub-committee (Tenterfield Tourism Group TTG) under the TCTIB in order for funding to be released, the TCTIB feels that regular meetings with the board members and the TTG in the initial stages as well as providing any physical hands on assistance in the initial stages if and where the TTG require will be necessary to ensure the success of the tourism sector and the TTG into the future. What will be asked of us and the level of involvement at this stage is yet to be seen.

Grants

After many natural disasters and financial instability over recent years many Grants have presented themselves to the business community. The TCTIB feels it is necessary to apply for funding for the benefit of the business community and to assist in rolling out such initiatives upon success of grant applications. The TCTIB feels it is important that most if not all board members are familiar with applying for grants and the process involved and are looking at ways to seek further education on this.

Disability Inclusion

There are approximately 4.2 million Australians with a disability, which accounts for almost 20 per cent of Australia's population, and around 1 billion people with a disability worldwide, or 15 percent of the world's population.

People with a disability face a range of barriers in accessing infrastructure, services and products, hindering their participation in social and economic activities. These barriers can be physical, such as door width and steps which limit accessibility for wheelchair users, or intellectual and sensory, such as signs or information that are not easily read or interpreted.

Similar barriers are faced by other population groups, including older people and young families. These population groups often have similar access needs, such as ramps or large font pamphlets and menus. Consequently, addressing barriers faced by people with disability will have a flow-on effect and reduce barriers for older people and young families. Inclusive Business refers to all business services and products where people of all abilities feel welcome and wanted as customers and guests. In particular, it focuses on the process of enabling people with disabilities and groups with similar access needs to better use business services.

The TCTIB would like to assist business owners through education, advocacy and support to develop an Inclusive Business strategy.

Networking & Collaboration with the Business Community

Networking and collaboration between businesses and also collaboration with the TCTIB is an important component to a successful town business environment. Collaboration with businesses and the sharing of information, ideas and unity strengthens a business community and provides a path to connectivity. The TCTIB has reestablished networking events with its members and the business community on a quarterly basis with the opportunity to make these events more frequent as numbers increase.

Providing Certainty and a Stronger Brand for the Business Community through Membership and Marketing

The TCTIB realises that providing certainty to its members and the business community is imperative to the success of the TCTIB and therefore the town. Showing support and sponsorship for ongoing events, holding regular networking catch ups, providing information and transparency through a variety of forums including but not limited to social media and a refreshed online presence are key components to building a stronger brand within the business community. These factors will assist in increased membership, more business people interested in becoming board members, participation by businesses for TCTIB events held throughout the year as well as the possibility of new opportunities presenting themselves to the TCTIB and therefore benefiting the business community. The website will have to be evaluated annually and updated as required.

Business Awards

The TCTIB recognises that the Tenterfield Business (the Shire as a whole) has gone through many challenges over the last several years; from flood, fire, drought, financial uncertainty to name a few. With the TSC no longer running the awards the TCTIB thought it was important to lift people's spirits, recognise those in our community that have been exceptional and turn away from the negativity so prevalent of recent times.

The benefits of entering the TCTIB Tourism and Business Excellence Awards extend well beyond winning and glory. As a process of entering the Awards, nominees have the chance to review business operations and reconnect with their goals; have been able to celebrate success and recognise those in their team who have played a role in the businesses success.

Participating in the Awards is also a great way to see what your peers and your competition are doing and consider areas for improvement in one's own business.

Community Event Sponsorship

The main aim behind the TCTIB sponsoring or organising community events is ultimately to benefit its members and the business community with the desired outcome of more people (locals and visitors alike) visiting the town and encouraging economic growth for business owners. This will remain on an ad hoc as opportunities present themselves.

Strategic Planning:

The rationale behind needing Strategic and Delivery plans is to hold the direction of TCTIB on course and work with Council, to benefit the business growth in Tenterfield and surrounding villages. In the past, meeting agendas and subsequent decisions have been heavily influenced by adhoc spot fires or people with the 'loudest voices 'which have drifted away from the desired direction of TCTIB, therefore consideration needs to be given to developing meeting agendas that reflect the strategic and delivery plans.

Having these plans in place will assist TCTIB make decisions on direction, outcomes, evidence, benchmarks and market trends to support learning events, advocacy, applying for grant funding and building local success stories/case studies.

A strategic plan for TCTIB that fits with the Tenterfield Shire Council's Community Strategic plan, is required. Developing the strategic plan will ensure its relevance to the changing times TCITB and its members are experiencing. TCITB would like to then develop a delivery plan to ensure the strategic goals are achieved.

The focus areas of the Strategic Plan and its delivery are:

- o Governance
- o Economic Development – Tourism, Industry, Business
- o Membership Growth
- o Advocacy
- o Administration
- o Events/Marketing/PR

Appendix 2

Summary of Visitor Information

Resources - Destination Country and Outback NSW, Research Australia, variety of accommodation booking platforms, Tenterfield Shire Council, Census 2021

The following is based on a reasonable set of assumptions given lack of recent data. As of 2021 estimated visitor numbers were approximately 165k. Based on a 40% reduction since Covid 19 (information provided by Destination Country and Outback NSW 2023 data) and lack of current data an estimated number of current visitors would be 99k per annum to the Tenterfield Shire. A modest increase of 10% per annum would be achievable into the future.

Capturing the most relevant material - please see attached PDF's for more information.

Please note apart from Destination Country and Outback NSW (which has data of the New England Region, not specifically geared towards Tenterfield) information collated is dated as of 2021. No other specific information information can be found at this time, however hoping that this information can at least provide a starting point.

Destination Country and Outback NSW - For New England 2023 Armidale, Glen Innes, Inverell, Moree, Narrabri, Tamworth and Tenterfield

Total number of visitors -3,792,000

Total number of nights - 4, 953,000

Spending \$9,250,000

Spend per visitor per night \$187

Average length of stays - 2.8 nights

Main age groups - 40-49 & 60-69 (44.8% and 52.4%) respectively

28% travel alone, 47% travel with family

Largest % of activities while one holidays, active outdoor and sports 40.7%

Accommodation Information (2020-2021) sourced from a variety of booking platforms from 2019 -2021

Tenterfield nightly rates between \$90-\$300 per night (excluding caravan parks and camping sites)

Busiest months in Tenterfield

June 64%

April 63%

January 61%

Quietest months in Tenterfield

August 42%

September 46%

February 46%

Overall booking occupancy

2019 - 54%

2020 - 55%

2021 - 50%

Accommodation facilities

2020 - 1130 rooms available

2021 - 874 rooms available - with 179 accommodation providers

2021 - Visitors came to Tenterfield from
Brisbane, Southern Downs, Gold Coast, Toowoomba and Moreton Bay predominately

These visitors visited the following areas -

Tenterfield 68%

Bolivia 17%

Deepwater 10%

Jennings 9%

Sandy Flat 7%

(Do not have information on estimated numbers of visitors)

Appendix 3

FACT SHEET

Inclusive Tourism: Everyone's Business



The Inclusive Tourism market

- There are 4.2 million Australians with a disability – nearly 20 per cent of the total population
- About 15 per cent of the Australian population is 65 years and over. This is projected to rise to 25% over the next 30 years – and will be a permanent change
- More than 40% of baby boomers will retire with some form of disability, raising the total proportion of the inclusive tourism sector to over 25% of the market by 2020.
- 77 per cent of Australian people with a disability regularly participate in travel and recreational activities
- 1 in 3 customers with a disability have ceased a transaction because they were not treated respectfully or fairly.

The size of the pie – the latest research findings from Travel Research Australia

- People with a disability spent \$3.3 billion on tourism during the first quarter of 2017 - 17% of the total market
- Older people spent \$2.9b and young families spent \$2.7b – 15% and 14% of the market respectively
- People with a disability took 9 million day trips and 3.8 million overnight trips over this period
- People over 60 account for 22 per cent of all visits in Australia. 64 per cent of those trips were in regional areas
- Average overnight expenditure for young families was \$850

Laws, legislation and planning

There are a number of Federal, State and Local Government laws or regulations that guide or compel businesses to provide access to the Inclusive Tourism Market. These include:

- Commonwealth Disability Discrimination Act, 1992
- NSW Disability Inclusion Act 2014
- NSW Anti-Discrimination Act, 1977
- Local Government Disability Inclusion Action Plans

The National Disability Insurance Scheme is also creating new opportunities for people with a disability to use their funding on tourism or leisure.

NDIS Pilots are showing that participants are spending up to 20 per cent of their funding on this activity.

