



Shire of
Collie

MINUTES

**Tourism & Marketing Advisory
Committee**

held on

Thursday 16 September 2021

**Shire of Collie
Tourism & Marketing Advisory Committee
Minutes – 16 September 2021**

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**Shire of Collie
Tourism & Marketing Advisory Committee
Minutes – 16 September 2021**

1. OPENING/ATTENDANCE/APOLOGIES & LEAVE OF ABSENCE

In the absence of the Chairperson Cr Scoffern took the Chair and opened the meeting at 10.14am.

Members

Cr Michelle Smith	Chairperson (arrived 10.27am)
Cr Joe Italiano	Councillor
Cr Leonie Scoffern	Councillor
Allison Fergie	Director Corporate Services
Simone Fraser	Collie River Valley Marketing
Janine Page	Manager, Collie Visitor Centre (arrived 10.20am, left 11.18am)

Apology

Tamsin Emmett	Community Development Officer
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Staff

Stuart Devenish	Chief Executive Officer
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2. DISCLOSURE OF FINANCIAL INTEREST

Nil

3. PETITIONS/ DEPUTATIONS/ PRESENTATIONS/ SUBMISSIONS

Nil

4. ITEMS BROUGHT FORWARD DUE TO INTEREST BY ATTENDING PERSONS

Nil

5. CONFIRMATION OF THE MINUTES OF THE PREVIOUS MEETING

Recommendation:

Moved: Simone Fraser

Seconded: Cr Joe Italiano

That the minutes of the Tourism and Marketing Advisory Committee meeting held 6 August 2021 be confirmed.

CARRIED: 5/0

6. BUSINESS ARISING FROM THE PREVIOUS MINUTES

Attendees at the BUNGEO Deep Dive workshop provided feedback on the event.

7. OFFICER REPORTS

7.1 Tourism Destination Marketing Strategy

Reporting Department:	Corporate Services
Reporting Officer:	Allison Fergie – Director Development Services
Accountable Manager:	Allison Fergie – Director Development Services
Legislation	Nil
File Number:	GOV/136
Appendices:	Yes – TMS Executive Summary and Actions Required
Voting Requirement	Simple Majority

Report Purpose:

To consider planning for the implementation of the Tourism Destination Marketing Strategy.

Committee Recommendation:

Moved: Cr Michelle Smith

Seconded: Janine Page

That Committee confirms the following arrangements for the Tourism Marketing Strategy (TMS) implementation meeting:

1. The name of the meeting is 'TMS Action Planning Workshop';
2. The agenda focus on the Year 1 Recommendations as listed in the Executive Summary of the TMS and as further outlined in the Actions Required (see Appendix 1); and
3. The preferred date to be the 7 October or otherwise as early as practicable.

CARRIED: 6/0

Background:

In the 2019/20 financial year Council invested in a Tourism Marketing Strategy for Collie, with recommendations for progressing the marketing of Collie together with a Destination Management Plan.

Overall, the Strategy has been very well received, with stakeholders expressing support for a future that involves working together collaboratively to deliver on the recommendations contained within the Strategy.

In relation to the Tourism Destination Marketing Strategy, at its meeting held 10 August 2021 Council resolved:

#8798 -Recommendation/Council Decision:

Moved: Cr Italiano

Seconded: Cr Scoffern

That Council adopts en bloc the recommendations contained within the minutes of the Tourism and Marketing Advisory Committee held on 2 August 2021;

7.2 – Tourism Strategy Workshop

Shire of Collie
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That Council:

1. Review the Terms of Reference for the Tourism Marketing Advisory Committee and membership of the Tourism Marketing Advisory Committee prior to the 2021 local government elections; and
2. Host a strategic planning meeting to develop a brand asset kit for use by all stakeholders and implementation of the tourism strategy, inviting representatives from the following:
 - Collie Visitor Centre
 - Collie River Valley Marketing
 - BunGeo Marketing & Industry Liaison Coordinator
 - Australia's South West
 - Department of Biodiversity, Conservation and Attractions
 - Councillors

Subsequently an invitation was issued to the named stakeholders for a meeting to plan for the implementation of the strategy and associated branding. However, the Committee has since indicated that it wishes to further consider the agenda for the planning session to ensure alignment with the aims of the Committee.

Statutory and Policy Implications:

Nil

Budget Implications:

Nil

Communications Requirements: (Policy No. CS 1.7)

Invitation to workshop participants.

Strategic Community Plan/Corporate Business Plan Implications:

Goal 2 Our Economy: A strong diversified economic base driven by a range of business and employment opportunities.

Outcome 2.3 A growing tourism industry

Strategy 2.3.2 Support local and regional tourism destination management and marketing initiatives that provide local tourism growth.

Relevant Precedents:

Nil

Comment:

There is a clear interest from key stakeholders to be involved in progressing the Strategy collaboratively, including:

- Creating a tourism brand
- Supporting the collection of visitor data
- Delivering brand equity
- Communications
- Digital/online presence and content management
- Resourcing the strategy

Previously the proposal was to approach an independent facilitator familiar with the tourism industry in Collie, the Tourism Business Advisor from IPS Business Advisory, to assist.

8. MOTIONS FOR WHICH PRIOR NOTICE HAS BEEN GIVEN

Nil

9. QUESTIONS BY MEMBERS FOR WHICH DUE NOTICE HAS BEEN GIVEN

Nil

10. URGENT BUSINESS APPROVED BY PRESIDING MEMBER OR BY DECISION

Nil

11. ANNOUNCEMENTS BY PRESIDING MEMBER OR BY DECISION

Nil

12. STATUS REPORT ON COUNCIL RESOLUTIONS

Nil

13. GENERAL BUSINESS

13.1 Regional Tourism Conference

Tourism WA is calling for Expressions of Interest for the 2023 Conference. Significant cost but a great opportunity.

13.2 Art on the Move

Famous Sharron visiting next week to film a promotion of arts in Collie. Will be in Central Park on Monday 20 September from 4-5pm.

13.3 Instagram

On Australian MTB page there is a post on Collie's trails that is attracting lots of likes and reactions. A film crew will be visiting soon. Collie will get a 6-page spread in a future edition. Flow also MTB has a piece on Collie and DWP.

14. CLOSE AND NEXT MEETING

The Chairperson closed the meeting at 11.30am.

The date of the next meeting of the Tourism and Marketing Advisory Committee is to be determined.

15. ATTACHMENTS

Appendix: TMS Executive Summary and Actions Required

I certify that these minutes were confirmed at a meeting of the Tourism and Marketing Advisory Committee

Presiding Member

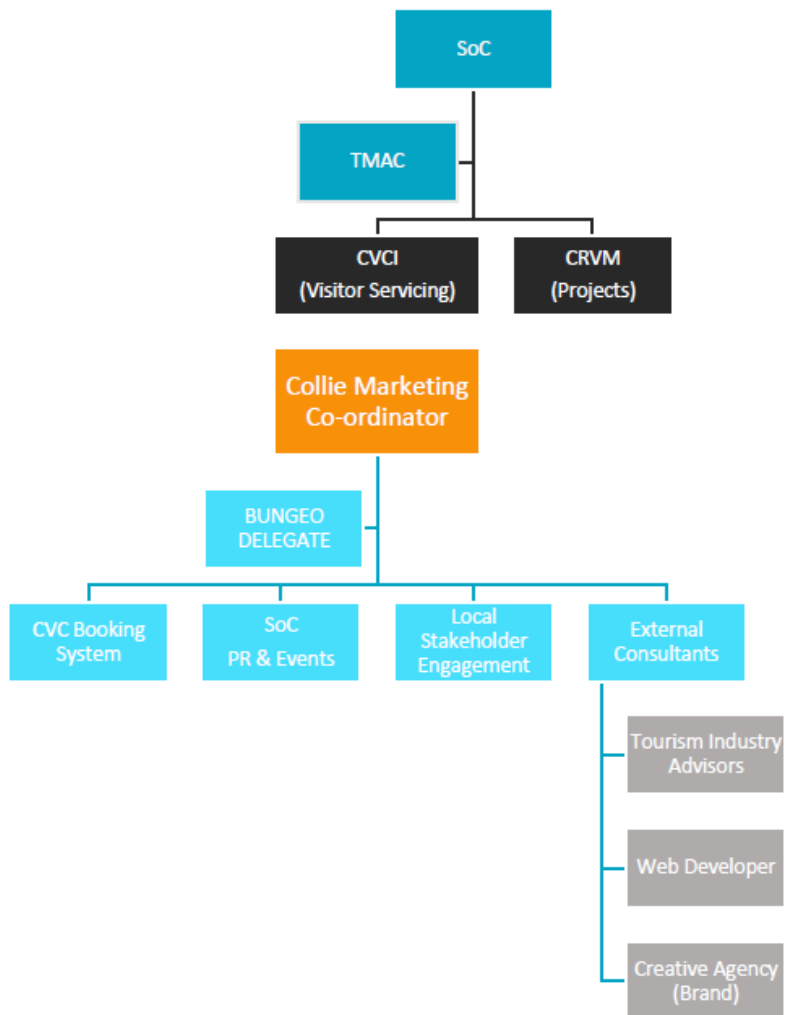
Date

TOURISM MARKETING STRATEGY – Executive Summary

In Year 1 of the TMS, the recommendations are as follows:

- Retain the existing website, but separate it from the CRVM network
- Develop a content plan to support messaging of the new Collie brand positioning
- Implement SEO management to optimize content
- Consolidate social handles and website domain to:
 - www.visitcollie.com.au
 - @visitcollie
 - #visitcollie
- Implement consolidated ownership of all social accounts and domains
- Drive online traffic to the tourism website with targeted Pay Per Click (PPC) advertising
- Establish measurement and reporting protocols

Governance Model



Impact of Covid-19 on domestic market

Action Required

- A commitment to a tourism development strategy (TDS) for Collie is needed to provide a detailed assessment of the accommodation sector and the opportunity for new investment.
- A thorough audit of caravan and camping facilities, potential sites and additional services is required as part of a TDS.
- An assessment for facilities to attract active families into Collie's CBD is needed

Risk Implications to SoC of Inaction

- Investment opportunities may be misaligned with market demand
- Collie fails to attract sustainable repeat visitation from the Perth market
- Limited opportunity to attract sizable events

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Creating a tourism brand

Action Required

- Implement a new destination brand for Collie incorporating a new brand mark
- Continue to partner with BUNGEO and introduce brand elements where appropriate, as they become available on an annual basis
- Appoint a suitably skilled SoC nominee to manage the BUNGEO partnership
- Request an addendum to the current MoU with BGTP to establish KPI's for annual review
- Request an addendum to the current MoU with BGTP to include a termination clause

Risk Implications to SoC of Inaction

- Exposure to a tied brand identity under which Collie does not have full control
- Collie is limited in differentiating its brand position and competitive advantage in the short term
- Limited BUNGEO brand equity is likely to impact on a consumer's association with brand relevance for Collie
- Continued resistance and undervaluing of the BUNGEO partnership if communication is not inclusive at a local level

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Support for visitor data

Action Required

Establish a protocol of data reporting:

- VC to report footfall
- Postcodes recorded for VC enquiries
- Analytics data reviewed from website
- Accommodation room nights shared including post code data, leisure vs corporate and room type
- Tour operators to share guest numbers
- Traffic counts for Wellington National Park
- Camping data from DPAW

Risk Implications to SoC of Inaction

- Decision making is made on inaccurate and past dated data
- Covid travel limitations will continue to impact on the region leaving service levels exposed

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Delivering brand equity

Action Required

- An audit of Collie tourism signage gaps is now required, together with recommendations for the rollout of locations for new tourism logos. Clarity from DBCA is needed on cost sharing.
- Investment in content development is critical, specifically in videography to target active families and young adult groups
- Development of brand assets and style guidelines will be needed for a proposed, new tourism brand
- To achieve consistency, a single source of communication management is required

Risk Implications to SoC of Inaction

- Inconsistent communication leads to diminished professional standards
- Visitors remain unclear and disengaged with Collie's visitor experience
- The brand and tourism direction causes confusion in the local community and reduced advocacy for a tourism future

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Communication

Action Required

- 1.A dedicated Tourism Marketing Co-Ordinator is urgently needed to manage consistency in communication and implement strategy tasks.
- 2.A Communication protocol is required between the SoC and the Collie Visitor Centre to manage PR and Events
- 3.Partner with ASW to leverage media & PR relationships
- 4.Develop a content and social media plan, including PPC strategy to increase website traffic
- 5.Introduce a capability building program to mentor tourism operators in becoming bookable online
- 6.Establish a tourism trade distribution plan in partnership with ASW

Risk Implications to SoC of Inaction

- Failure to resource a dedicated Tourism Marketing Co-Ordinator exposes SoC to continued, fragmented communication and gaps in engagement by both consumers and local stakeholders.
- The gap in events communication and PR management at the SoC results in lost opportunity for tourism stakeholders.
- Unoptimised destination content on the CRV website dilutes the region's ability to deliver succinct messaging of the region's tourism experiences. It also contributes to limited web traffic (i.e. the site is not found organically).
- Failure to implement a consistent PPC strategy will limit website traffic in the short term.
- Inadequate tourism supplier online booking systems demonstrates a gap in destination experiences on major travel sites.
- Without booking channels at the CVC, measurement of conversion from campaign activity is limited.

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Digital Communication

Action Required

- Implement the network management changes recommended to separate the Collie Hub sites.
- Establish an MoU with CRVM which includes responsibility for managing and maintaining the technical performance of the www.collierivervalley.com.au site, with benchmark KPI's established for website health. Funding should be considered for SEO management services.
- Transition management of a standalone destination website to CVCI in years 2-4 of the strategy.

Risk Implications to SoC of Inaction

- Continued functionality issues will result in poor ranking performance for online search.
- Decline in stakeholder satisfaction

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Content Management

Action Required

- Establish an MoU with CVCI to manage tourism communications for Collie, resourced by an appropriate skillset (either internal or external)
- Establish KPI's which include the consolidation of all tourism social channels and an annually reviewed content management plan, including a social media strategy

Risk Implications to SoC of Inaction

- Inability to effectively implement SoC's tourism strategy
- Limited ability to leverage DMO partnerships in sharing authentic content from Collie as the source
- Decline in local stakeholder satisfaction

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Resourcing the strategy

Action Required

- An SLA to be established between SoC and CVCI for the provision of visitor services for a period of 4 years, including KPI's and annual review.
- SoC to provide CVCI funding for the appointment of a Marketing Co-Ordinator, conditional on appropriate skillset,

Risk Implications to SoC of Inaction

- Inability to execute the marketing strategy due to under resourcing
- Continued fragmentation of communication between SoC and tourism stakeholders
- Inconsistency in tourism marketing leads to confusion in market and gaps in messaging.

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DESTINATION MANAGEMENT PLAN

1. Tourism Development Strategy

REF	TASK	BUDGET	ASSIGNED	COMMENCE	COMPLETE
1.1	Develop an RFQ for the delivery of a Tourism Development Strategy (TDS)	\$30,000	SoC Economic Development	Sept 2021	Dec 2021
1.2	Continue local leadership and representation through the Tourism Marketing Advisory Committee (TMAC)	n/a	SoC Economic Development	Ongoing	Ongoing
1.3	Seek tourism mentoring to guide SoC Economic Development Team & TMAC in executing the tourism strategy	\$3,500	SoC Economic Development	TBC	

2. Storytelling & Place Brand

2.1	Implement the recommendations of the place brand strategy, including the development of new brand elements & assets	\$10,000	SoC Economic Development	June 2021	June 2022
2.2	Implement 'Collie's Destination Story' across all channels and share with DMO partners and tourism stakeholders	n/a	CVCI	June 2021	June 2021

3. Community Buy-In

3.1	Release Collie's new tourism direction with community briefings and PR releases.	n/a	SoC	TBA	
3.2	Partner with CVCI to support volunteer Visitor Servicing at Wellington Dam as part of a local community advocacy activation.	n/a	SoC/CVC	July 2021	June 2022

4. Amenities & Services

4.1	Secure locations for destination billboards on Highway Approaches	\$30,000	SoC Development Services	Sept 2021	June 2022
4.2	Pursue opportunity to include an Information Bay & Tourism signage at the Intersection on Colliefields Hwy to Wellington National Park	n/a	SoC Development Services	ASAP	
4.3	Develop content for Family Experiences & Services	n/a	SoC / CVC	June 2021	Aug 2021
4.4	Partner with Collie Chamber of Commerce to identify gaps and opportunities in Retail & Hire Services	n/a	SoC / CCoC	July 2021	Sept 2021

5. Compelling Experiences

5.1	Investigate the opportunity to develop family experiences connecting Soldiers Park across the river to the Aboretum	n/a	SoC Technical Services	June 2021	June 2022
5.2	Videography and images are required for the Venn St Weir kayak slide.	n/a	CVCI	June 2021	June 2021
5.3	Investigate signage for Collie Tourist Drive and opportunities to promote in various locations	n/a	SoC Technical Services	July 2021	Sep 2021

6. Capable Tourism Operators

6.1	Introduce the CoRE capability building program to mentor tourism operators in becoming bookable online	\$15,000	SoC Economic Development	Feb 2022	June 2022
6.2	TMAC to partner with CoCC to seek and promote business advisory services which can assist with business development	n/a	CVCI	June 2021	June 2021
6.3	Establish internal protocols which can assist new tourism operators to navigate LGA and State approvals	n/a	SoC	July 2021	Ongoing

7. Visitor Servicing

7.1	Develop an SLA in partnership with CVCI including destination marketing KPI's and measurement metrics	\$100,000	SoC Economic Development	June 2021	June 2022
7.2	Procure a 0.6 FTE Marketing Coordinator through CVCI or a nominee with appropriate marketing skills	\$30,000	SoC / CVCI	June 2021	June 2021
7.3	Establish a protocol of visitor data reporting on a monthly basis from local tourism stakeholders to be shared with the TMAC.	n/a	TMAC / CVC	July 2021	Ongoing

8. Events

8.1	An Events Co-Ordinator is required at SoC to assess and co-ordinate local events with all Shire departments, with consideration to tourism outcomes using an assessment matrix.	TBA	SoC	TBA	Ongoing
8.2	A communication protocol is required between the SoC and the CVC to share PR and Events information	n/a	SoC Community Services	June 2021	Ongoing
8.3	Planning to commence including the appointment of an Events Manager to facilitate the 125 Year commemoration of Collie in Dec/Jan 2022.	\$20,000			

9. Destination Marketing

9.1	Establish a quantified tourism growth target for the 4 year strategy based on accommodation capacity determined in a TDS	n/a	SoC Economic Development	Dec 2021	June 2025
9.2	Request an addendum to the current MoU with BGTP to establish KPI's for annual review and a termination clause	n/a	SoC	June 2021	June 2021
9.3	Establish an MoU with CRVM which includes responsibility for managing and maintaining the technical performance of the www.collierivervalley.com.au site, with benchmark KPI's established for website health. Funding is needed for SEO management services	\$15,000	SoC / CRVM	June 2021	June 2022
9.4	Consolidate all tourism social channels and website domain and transition to www.visitcollie.com.au Establish new social accounts as #visitcollie	n/a	CVC /CRVM	June 2021	Sept 2021
9.5	Develop a content and social media plan, including PPC strategy to increase website traffic	\$15,000	Tourism Marketing Co-Ordinator	Sept 2021	Nov 2021
9.6	Investment in content development is critical, specifically in videography to target active families and young adult groups	\$5,000	CRVM	Sept 2021	Nov 2021
9.7	Partner with ASW / BUNGEO to leverage media & PR relationships	n/a	Tourism Marketing Co-Ordinator	Sept 2021	Ongoing