Shoalhaven Tourism Advisory Group

Meeting Date: Monday, 25 June, 2018
Location: Jervis Bay Rooms, City Administrative Centre, Bridge Road, Nowra

Attachments (Under Separate Cover)

Index

DISCOVER JERVIS BAY

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"the trusted voice of international tourism for the South Coast"

Discover JERVIS BAY
Australia's Best Kept Secret...

Shoalhaven
SOUTH COAST - NSW

DISCOVER JERVIS BAY –MAY 2018 QUARTERLY UPDATE - PUBLIC

INTRODUCTION

Welcome to Discover Jervis Bay. (DJB)

This reporting season of March, April and May, is known as the Asian shoulder season, after the peak Lunar New Year travel period, however we are still pleased to report overall growth.

Accommodation

In the numbers below you will see an overall increase in overnight stays of 12%. One of our Nowra 4.0 star hotel partners picked up market share from Wollongong due to their renovations and closeness to Jervis Bay.

Restaurants

Pricing remains very sensitive and this quarter we saw a major swing away from a traditional DJB restaurant partner due to new company direction of their business and price increases, the business was shared across 3 other DJB partners.

Tours and Activities

An overall increase in volume of Inbound visitation, with all key products increasing which highlights that DJB has been able to gain high spend day or overnight itinerary. More products being included in either day or overnight tours.

Matt Cross
General Manager
Discover Jervis Bay

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PERFORMANCE

	May Quarter 2018	% chg. from May Qtr. 2017
Accommodation		
- Actual rooms placed	**2550**	**+ 12%**
- Rooms not placed	**435**	
-		
Total room nights	**2985**	
Catering and Tours		
- Total Meals Served	**11,731**	**+14%**
- Tours and Activities	**790**	**+16%**

TRADE SHOWS ATTENDED & INTERNATIONAL SALES MISSONS

India

DJB attended a workshop to reaffirm the Indian appetite for Jervis Bay and the demographic of their market.
Group market is declining.

It's with strong recommendation we be patient and focus on social media, FIT and self-drive packages. The market is English speaking and extremely youthful hence little opportunity for group tour.

Our destination lacks 4.0/4.5 star suitable accommodation, train or coach FIT access.

DJB will continue to monitor and supply itinerary, packages and relevant content to our preferred operators for possible opportunity.

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DJB conducted a 27 day in market sales train across 4 markets.

Over 4 countries and over 100 in office sales presentations that average over 40 minutes, DJB was able to put our destinations products in the face of major wholesalers.
DJB reaffirmed relationships and designed new low season May-September itineraries.

We are pleased to share some examples of our success.

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FAMILS

DJB hosted a high profile TV celebrity based in Taiwan who features on a reality travel show similar to our Getaway. The overnight filming of our destination included our white sands beaches, cafes, dolphin watching, Coolangatta Winery and Bigfoot Mountain Tour.

We are pleased to report the program will air 5 programs featuring our destination. The TV broadcast will cover Hong Kong, Taiwan, Mainland China and Malaysia, Singapore.

FAMILS CONDUCTED

DJB conducted 8 International famils over the quarter, a mix of overnight and day tours. Some inspections were first time visitations, whilst others where return with family and friends. It's nice to see our supporting agencies choosing Jervis Bay as their preferred destination for family tours.

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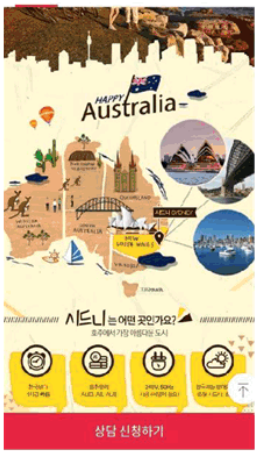
NEW ITINERARIES

We are proud to report Jervis Bay has been included in major Itineraries July - August 2018. These images are not exhaustive, but are examples of the different types of promotions.

We highlight the iconic images used to promote Jervis Bay and our images stand side by side with Australia's most famous attractions or landmarks, i.e.: Great Ocean Road, Opera House, Cairns, Gold Coast.



TA18.25 - Attachment 2

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ITO SALES CALLS

Over the quarter only 2 day visits to ITOs as low season and focus was International wholesale meetings in market.

Late March 2015 - Specialist ITO meetings

a) China Partner City program and student program AAT China
b) Korean Farmers incentive quotation and itinerary plan for 300 pax Sept 15-Farm and overnight proposed
c) Mowbray Farm Tourism launch, discuss and look for new DJB partners to strengthen the connect to southern itineraries.

UPDATE ON DJB PARTNERS

SURAH KOREAN

This new member formed part of our Korean Wholesaler sales calls. We are awaiting feedback and inclusion in upcoming Winter itineraries.

ISSUES

INTERSECTION: JERVIS BAY ROAD AND PRINCES HIGHWAY

Above in our report you can see as example, there is increase in product, which is created via timely itinerary planning. We suffered enormous stress and pressure from our operators waiting for "groups to arrive" Namely groups departing from Huskisson and heading north to Buffet, Coolangatta Winery and Bigfoot.

The cause is long delays at the right turn onto Princes Hwy to return to Sydney.

We know this intersection has sadly a bad reputation for injury and deaths, on top of this it causes grief domestically and pressure on international itinerary timing and product planning.

We do hope the appropriate authorities can investigate options: i.e. Princes highway overpass, turning right from JB Road.

DISCOVER JERVIS BAY –MAY 2018 QUARTERLY UPDATE - PUBLIC

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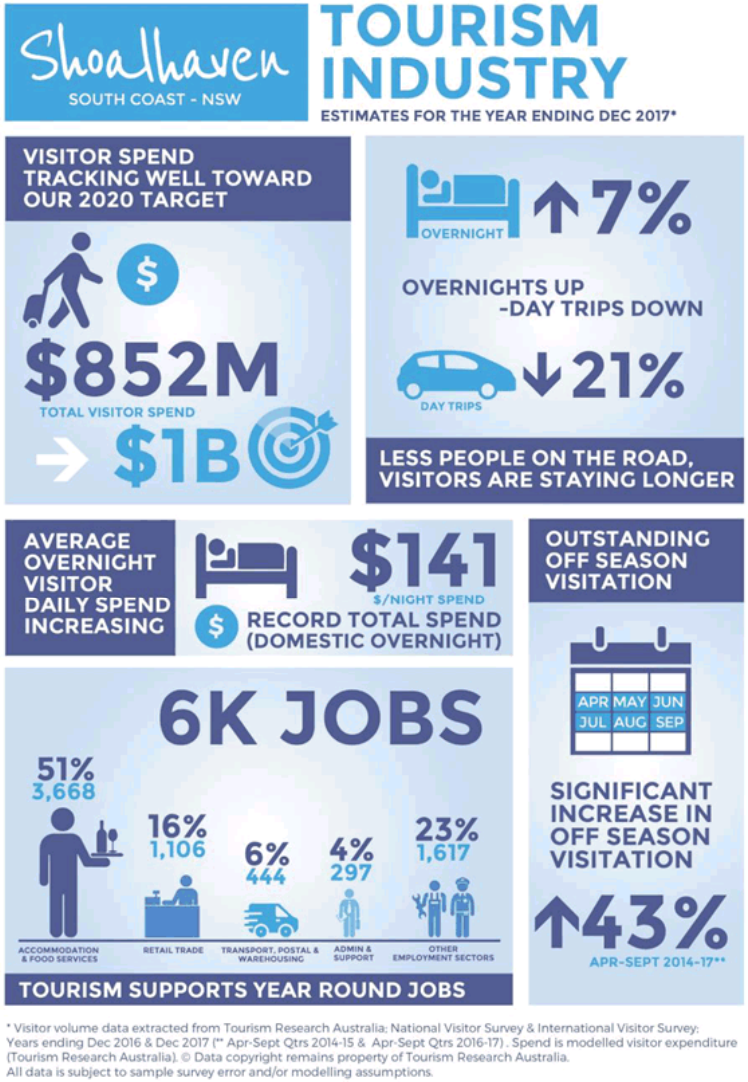
MANY
EXPERIENCES
One destination

#unspoilt

Shoalhaven
SOUTH COAST - NSW

National Role of Tourism in our region



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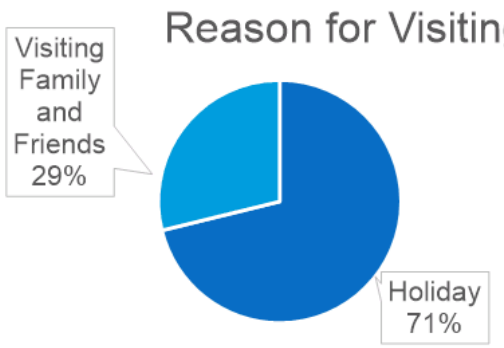
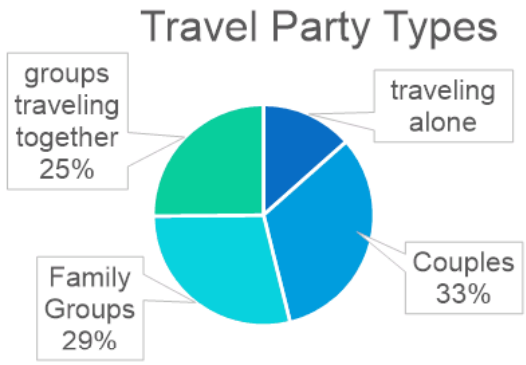
Who are our visitors?





3 out of 10
visitors are here for
family + friends

Shoalhaven Tourism
Is currently actively engaged with **over 1000 local businesses and events.** Supporting directly via advocacy, promotion and training. We also work with many State and Federal Gov Agencies.

Shoalhaven

TA18.33 - Attachment 1


Our past vs our future
best practice?
2012-2017
Tourism Master Plan
$1billion
expenditure by 2020
$$$
Customer Experience?
Community Living?
Environmental Health?
Is economic growth enough? Should all 4 areas be a measure of success?
Shoalhaven

Future Proofing? *Should this matter to tourism?*

Business Sustainability is most often defined as **meeting the needs of the present without compromising the ability of future** generations to meet theirs.

It is generally measured in three ways, **people, planet + profits.**

Read more: The 3 pillars of corporate sustainability | Investopedia https://www.investopedia.com/articles/investing/100515/three-pillars-corporate-sustainability.asp#ixzz5GCOeHSCV

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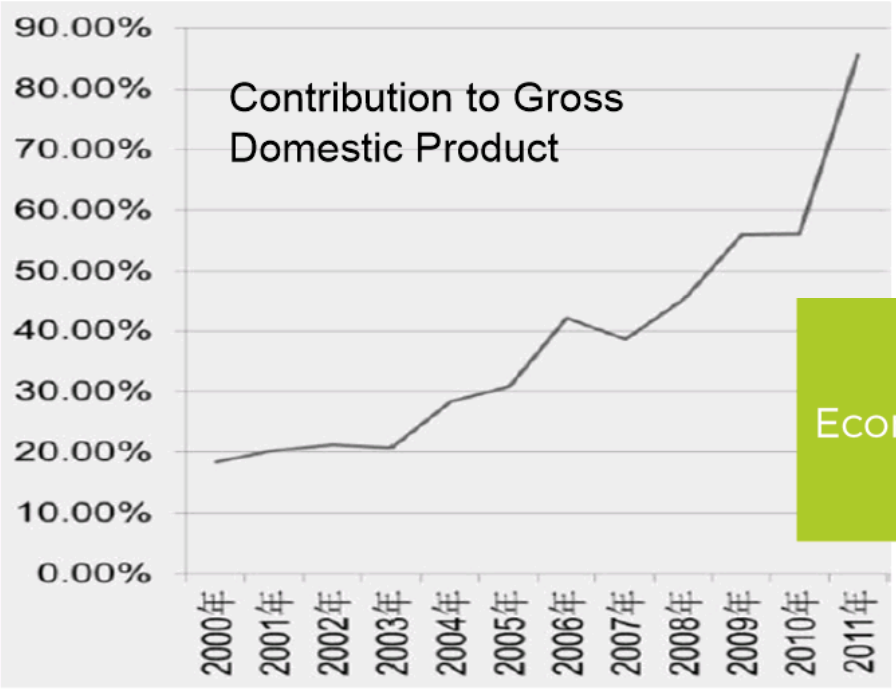
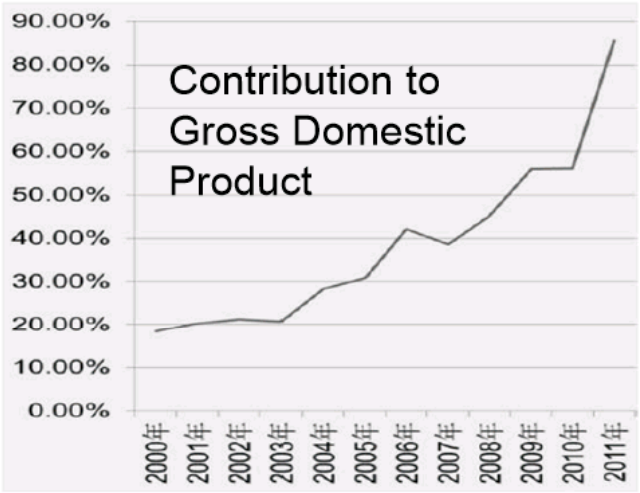
TA18.33 - Attachment 1

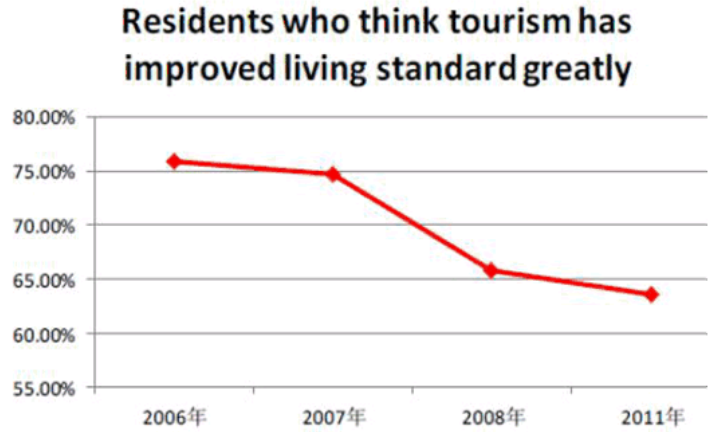
Hunagshan in 2008

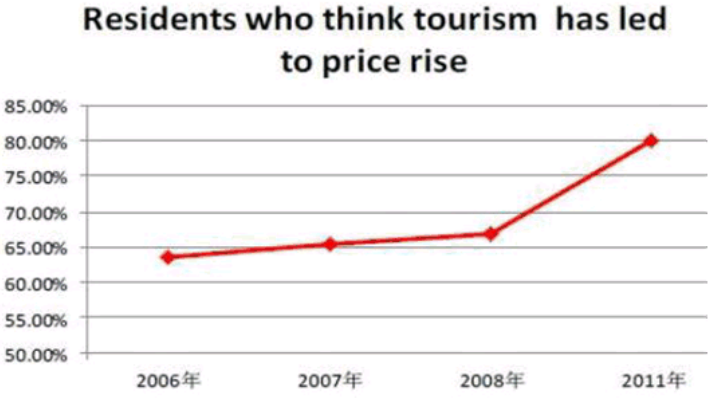


Economic Growth

Bigger Picture







Economic Growth ✓

Community ✗

Shoalhaven

TA18.33 - Attachment 1

Customer Experience 2008

Promoted experience

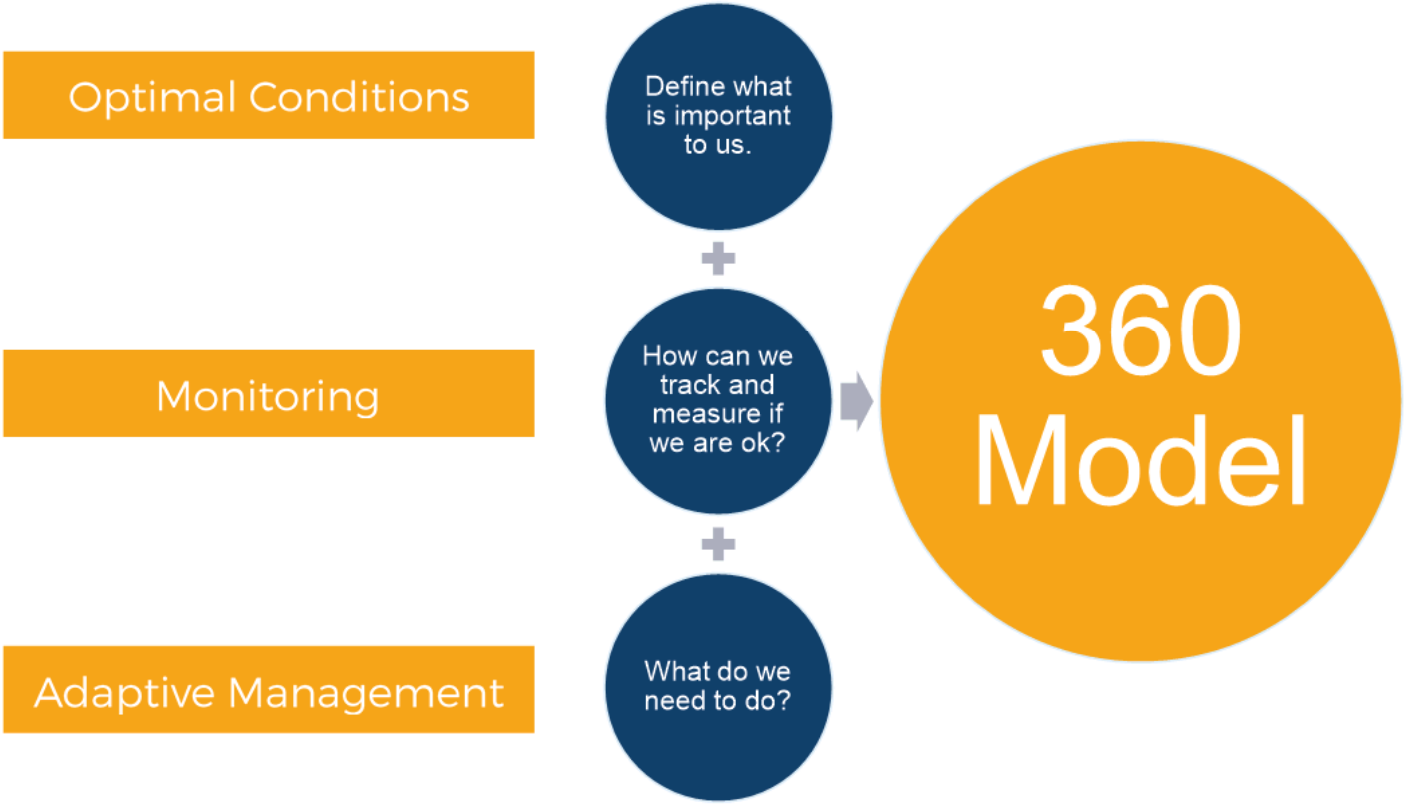
Actual experience

Visiting Community ✕

Shoalhaven

The 360 Model

What are you talking about?



Where to start?

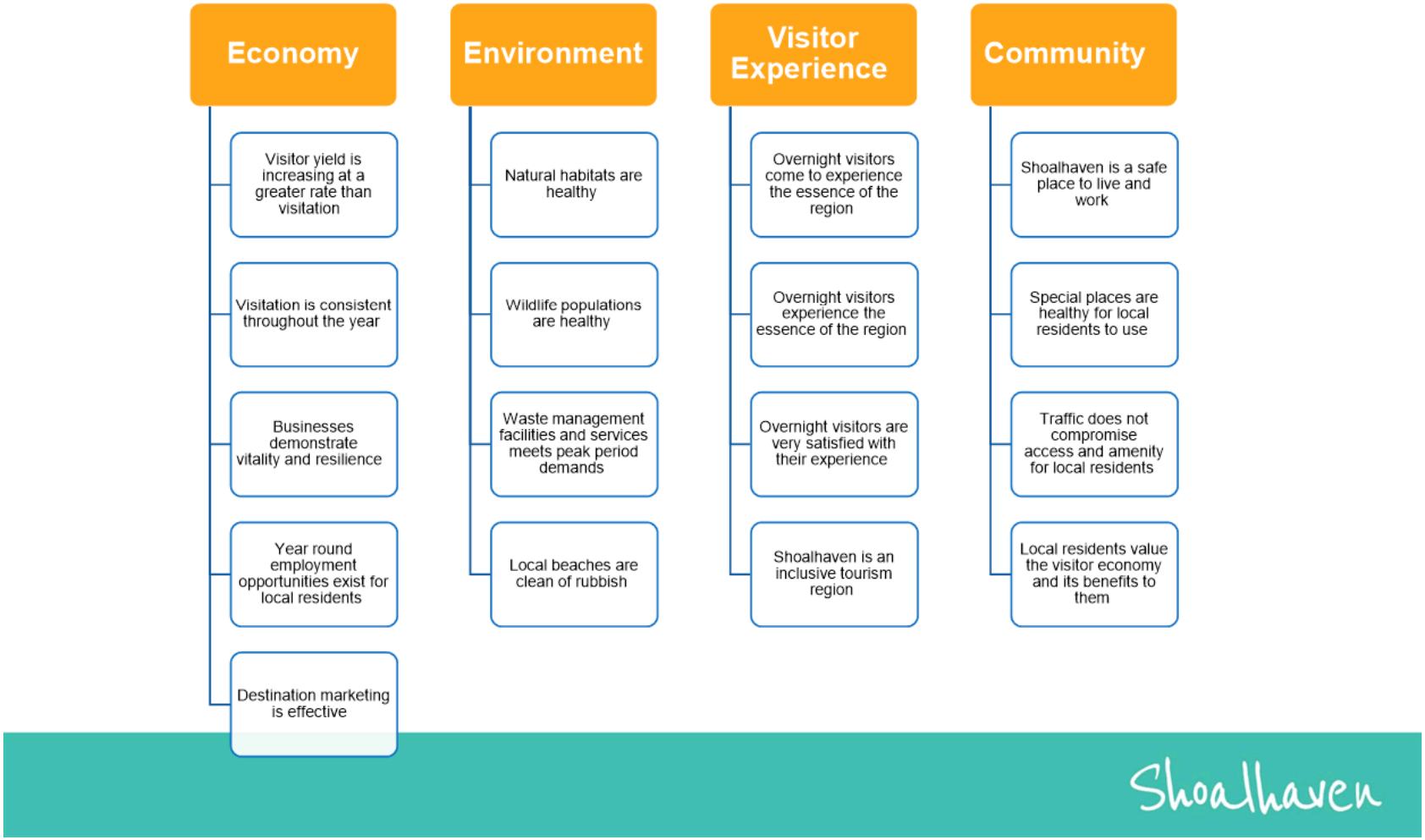
What's important?

The main opportunities for engagement to date have been:

- 35 Face to face and phone meetings in the region *including DNSW, NPWS, internal council stakeholders, NPSW, Forestry's, JB Marine Park, Business Chambers, STAG, Local Business and advocates + more.*
- A workshop with the Shoalhaven Tourism Advisory Group; and
- Presentation to Natural Resources and Flood Plain Management Committee
- 2 Community consultation workshops, Nowra and Ulladulla *invited to attend including CCB representatives, NPWS, internal council stakeholders, NPSW, Forestry's, JB Marine Park, Business Chambers, STAG, Local Business and advocates + more.*

Optimal Conditions

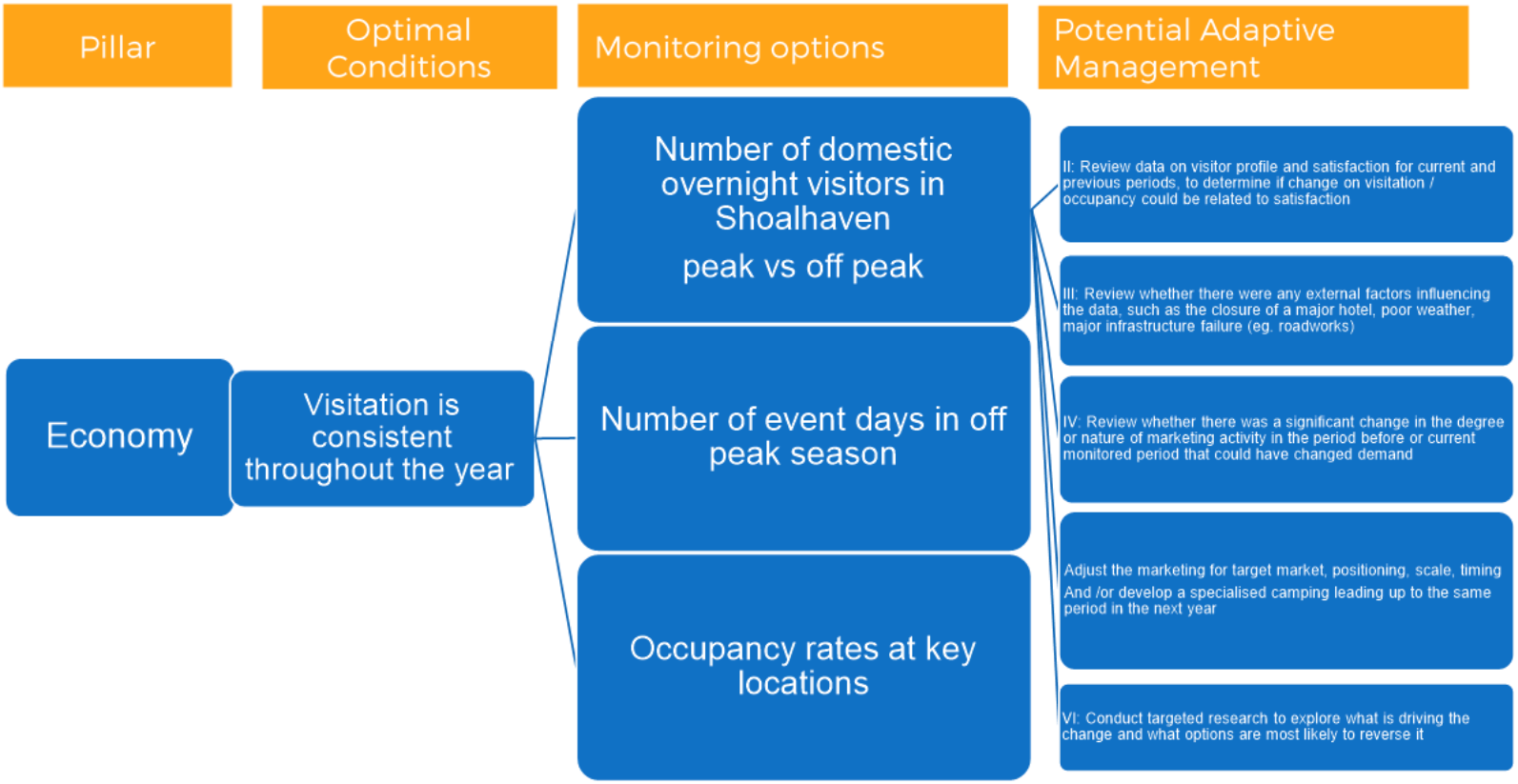
What's important?



TA18.33 - Attachment 1

An example...

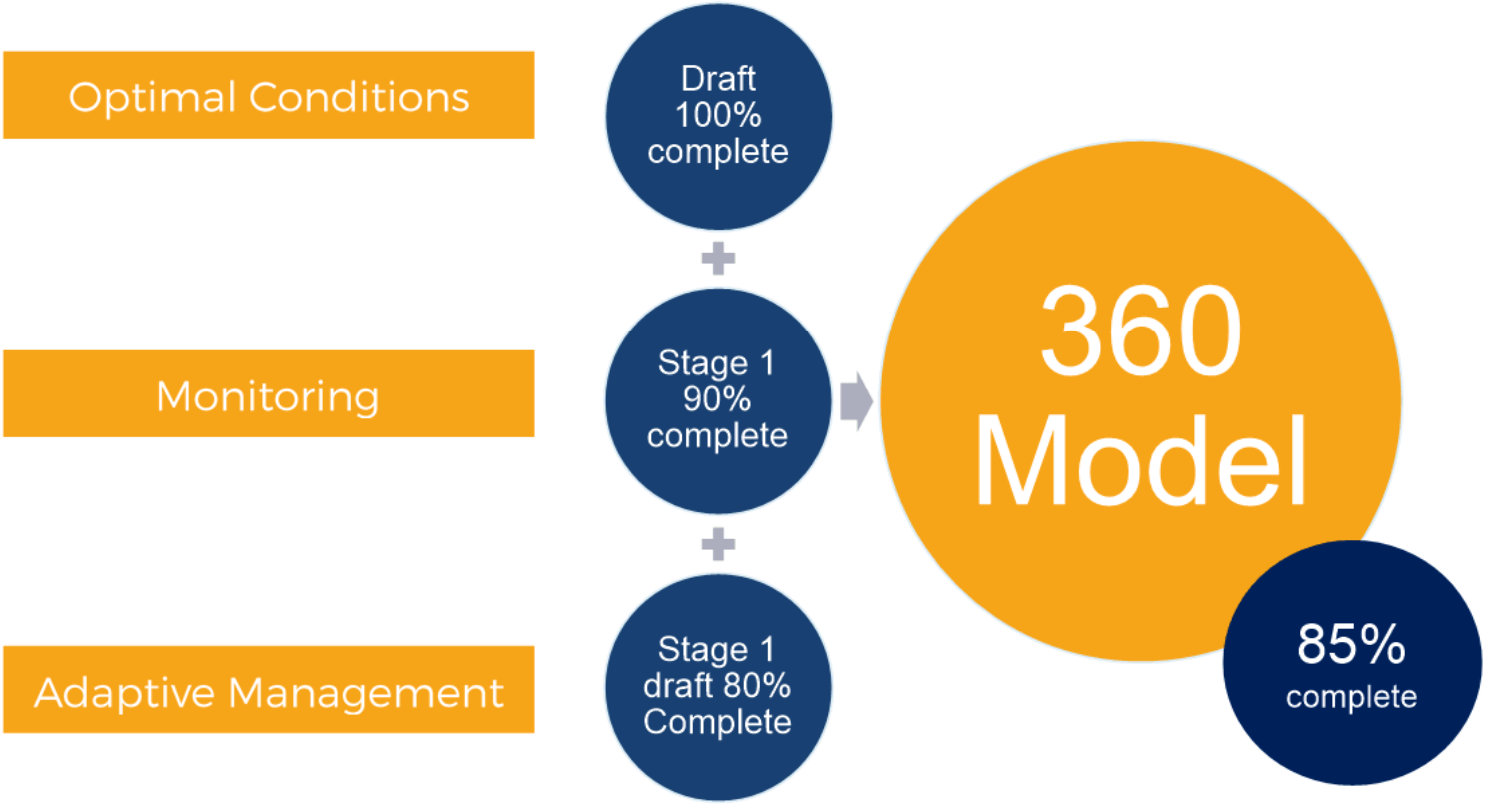
Adaptive management



Shoalhaven

The 360 Model

A starting point...



Shoalhaven

What's next?

The Model Online

How will you be able to find out how we are tracking?

50% complete

Shoalhaven

TA18.33 - Attachment 1

What's next?

Destination Management

- Destination Management Planning
- Ongoing stakeholder engagement to manage adaptive management outcomes
- Potential partnership with UOW

Shoalhaven


Questions?

Destination 360

A model to make tourism in Shoalhaven sustainable

Draft 1 dated 6 April 2018

Simon McArthur | Jacinta Outlaw | Marcello Notarianni | Jane McArthur

Authorship

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SMA is an international tourism consulting firm, specialising in innovative product development for cultural tourism, ecotourism, adventure tourism and culinary (food and wine) tourism.

Disclaimer

Specific investment decisions addressing recommendations in this report require further planning, engineering, environmental and heritage advice, and costing by an estimator. Costings should not be used for construction.

Table of Contents

1. Introduction

1.1 Why bother with sustainable tourism in Shoalhaven

Sustainable tourism has been defined as tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities. We use the term interchangeably with healthy tourism.

Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic, and socio-cultural aspects of tourism development, and a suitable balance must be established between these dimensions to guarantee its long-term health.

So, sustainable tourism should:

1. Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
2. Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
3. Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary.

Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them.

The health of the local community is dependent on a healthy tourism economy, which is dependent on a healthy visitor experience, which is dependent on a healthy natural environment. If we have a healthy community, economy, visitor experience and environment, for our children and their children, then we are sustainable.

If we can have sustainable tourism across the Shoalhaven region, then we can maximise benefits to everyone, for future generations.

3.2 Current issues facing sustainable tourism in Shoalhaven

Stakeholders report some emerging issues that may, in the future, challenge the sustainability of tourism in the region. In recent years, that could pose risks to the

natural and cultural heritage, reducing the quality of the visitor experience and subsequent economic opportunities for the local communities. **Table 3.1** documents these issues.

Table 1.1 Current emerging issues that might pose a risk to healthy tourism in Shoalhaven

Environmental	Community (Socio-cultural)
▪ Accessibility to and in the destination (Traffic), especially during the tourism peak season ▪ Excess of garbage in peak season in some destination (Jervis Bay, Bendalong, Berry, Ulladulla, Booderee National Park) ▪ Hygiene problems: shortage of toilets in some destinations in peak season (Jervis Bay, Bendalong, Berry, Ulladulla, Booderee National Park) and during some events ▪ Disturbance to wildlife and serenity in peak season (eg. noise in natural areas) ▪ Congestion in peak season causing visual impact of traffic and parked cars in natural and cultural settings, and compaction of some natural ground areas	▪ Subtle conflict in peak season between some residents and visitors (particularly traffic, parking and sense of serenity) ▪ Subtle conflict for disturbance, garbage and toilet in the peak seasons ▪ Reducing access for low income residents in some visitor destinations (Jervis Bay) to rent/buy houses, forcing them to move out of their local area ▪ Lack of knowledge / misunderstanding of the value / importance of tourism in some communities ▪ Disadvantaged communities (such as Aboriginal communities) are not fully involved in the tourism value chain ▪ Limited application of an inclusiveness approach (Tourism for All)
Economy	**Visitor Experience**
▪ Lack of employment opportunities in low and shoulder season ▪ High price of housing ▪ Lack of awareness of the contribution of tourism to the local economy	▪ Some emerging conflict between some target markets (eg. between families' and ecotourist in national and marine parks) ▪ Insufficient nature-based accommodation – especially ecotourism accommodation

Analysing the severity of the issues identified, we would conclude that tourism across Shoalhaven appears to be in a relatively healthy state, particularly in comparison with many coastal destinations worldwide that are experiencing greater impacts and conflict between visitor groups, or between residents and visitors.

We therefore believe that this is a perfect moment for a Model, because:

- Much of the tourism development work has been undertaken – there is still work to do but it is not fundamental, but rather value adding
- Stakeholders are prepared to work together for a common good
- The region is not yet at serious risk of any impacts causing irreversible consequences

2. Introducing Destination 360

2.1 The fundamental components of the model

The sustainable tourism model for Shoalhaven is called the Destination 360 Model. A model is like a living, constantly adapting plan. Organisations have plans to manage what they want to do. However, a plan is written in one moment of time. The more time passes, the more chance that a plan can become out of date. Models are designed not to go out of date. Destination 360 is designed to simultaneously manage tourism to create a healthy community, economy, visitor experience and environment, as shown in **Figure 2.1**.

Figure 2.2 presents the three parts of the proposed Model as being:

1. Simple statements of what healthy tourism in Shoalhaven should be based on (which we call optimal conditions)
2. A way to measure how close reality is to the desired optimal conditions (which we call monitoring)
3. What could be done if reality is outside the desired situation (adaptive management)

This Situation Analysis has created a potential set of optimal conditions for stakeholders to choose from, and a potential set of indicators to monitor the optimal conditions, for stakeholders to choose from. The following sections present these in advance of stakeholder workshops, when these choices will be made.

Figure 2.1 Concepts of sustainable tourism for Shoalhaven

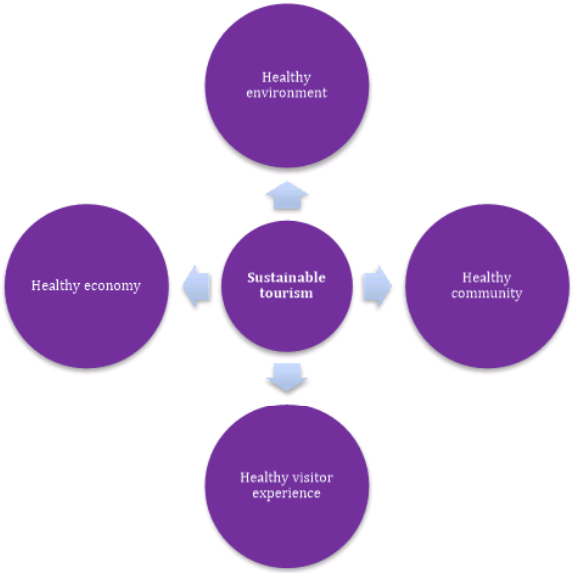
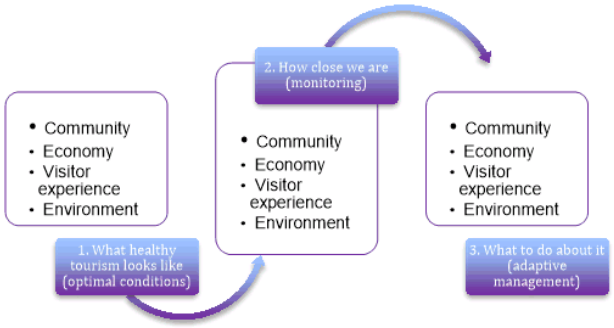


Figure 2.2 The three parts of the model – emphasising the staged role of each of the three components



The three big differences between a plan and the model being proposed are:

1. In between the 'where do we want to be' and the 'what do we want to do' is a new component called the 'how close are we to where we want to be' – this is done by monitoring (regularly collecting information about the situation and comparing it to the 'where do we want to be');
2. The model only triggers the 'what do we want to do' if the monitoring says it is time – because there is a problem or an opportunity to take up;
3. The model's version of 'what we want to do' is a collection of choices – ranging from very simple little actions (if the situation is simple or mild) to bigger or more complex actions (if the situation is more serious).

A model can help a place (reliant on tourism) discover there is a problem and do something about it, before it is too late. **Figure 2.3** demonstrates this problem solving approach with an issue currently occurring within Shoalhaven district – waste management in peak visitation periods.

Figure 2.3 Definition and example of an optimal condition in Shoalhaven

A problem: During the tourism, peak season in some Shoalhaven destinations there is an excess of solid waste (or abandoned) that overflow the garbage bins. This could affect negatively on the environment as well on the image of the destination. The 'out of sight, out of mind' solution has not been very effective and has created a new set of problems that need to be dealt with.

How the model could help:

Imagine if the model was monitoring quantity of waste strewn in public areas. We could use additional indicator to monitor this problem like the frequency of overflow of the rubbish outside the bin. As possible adaptive management, we could change the frequency of the picking up the garbage

Offensive odours of abandoned on overflow garbage could be very tedious for the local community as well for the visitors of Shoalhaven. In addition, could generate leach-ate, which can contaminate nearby waterways and attract vermin and concomitant disease.

Our goal is to help create and keep sustainable tourism in Shoalhaven. A model can help achieve this by:

1. Writing down what we think a healthy community, economy, visitor experience and environment should be;
2. Continuously monitoring how close we are to a healthy community, economy, visitor experience and environment, so we know what parts are healthy and what parts might need help;
3. Making changes when the monitoring says they are needed, so we can fix problems and make the most of opportunities, as they happen.
4.

2.2 Optimal Conditions

Part 1 of the Destination 360 Model defines what healthy tourism in Shoalhaven should look like – which we call an optimal condition.

Optimal[1] conditions[2] are a desirable yet realistic state.

Optimal conditions are the same as the early part of any tourism plan that tries to define the 'where do we want to be'. In Tourism Plans, this is often made up of a vision, goals and objectives.

Using stakeholder input and sourcing existing monitoring, we have developed a draft set of potential optimal conditions for the Destination 360 Model for Shoalhaven. These potential optimal conditions are presented in **Table 3.2**. We propose to present these at stakeholder workshops to get input on which ones to keep, adjust, replace or delete.

Table 2.1 Potential optimal conditions for Destination 360 Model for Shoalhaven

Visitor Experience	Economic
1. Overnight visitors come to experience the essence of the region 2. Overnight visitors experience the essence of the region 3. Overnight visitors are very satisfied with their experience 4. Shoalhaven is an inclusive tourism region	1. Visitation is consistent throughout the year 2. Visitor yield is increasing at a greater rate than visitation 3. Businesses demonstrate vitality and resilience 4. Year round employment opportunities exist for local residents 5. Destination marketing is effective
Environment	**Community**
1. Natural habitats are healthy 2. Wildlife populations are healthy 3. Waste management facilities and services meets peak period demands 4. Local beaches are clean of rubbish	1. Shoalhaven is a safe place to live and work 2. Special places are healthy for local residents to use 3. Traffic does not compromise access and amenity for local residents 4. Local residents value the visitor economy and its benefits to them

1 Optimal: Being the best or of the greatest value, sometimes under certain parameters or restrictions.

2 Condition: existing state; situation with respect to circumstances. State of health fit or requisite state.

2.3 Monitoring Program

Part 2 of the Destination 360 Model measures how close real life is to the optimal conditions – we call this a Monitoring Program.

Indicators

It isn't practical to measure every possible aspect of an optimal condition, so indicators are chosen.

Indicators are a tangible measure of the state of an optimum condition – they give an indication of the health.

An indicator is usually a number, or better still, a proportion (%). An indicator can be applied in practice only if there is a feasible mechanism to measure it. Unfortunately, the Shoalhaven local government area has a history of short term environmental monitoring[3], caused by short term funding. Some current environmental monitoring has subsequently not been chosen for the Destination 360, because it is unlikely to continue more than a year or two longer.

Generally, it is better to have at least three to five indicators for each optimal condition, to cover at least some of its elements. It is also useful for site specific indicators to be applied at more than one location. To this end, the Destination 360 has a collection of 'Hotspots' where monitoring is concentrated across multiple indicators. Hotspots are sites where there is known to be significant interaction between tourism and its host environment. Hotspots may be extremely reliant on the host environment staying in particularly good condition, because they are iconic destinations. The Destination 360 proposes that these hotspots are initially:

1. Shoalhaven Heads
2. Huskisson
3. Hyams Beach
4. Lake Conjola / Sussex Inlet
5. Mollymoock Beach

Table 2.2 identifies the number of indicators that we were considered could be integrated into the Destination 360 Model for Shoalhaven. These indicators will be delivered over at least two stages, to take advantage of emerging monitoring opportunities that are not yet ready to activate.

Table 2.2 Number of indicators review useful for monitoring Program in Shoalhaven

Dimension	Phase 1 (on activation)	Phase 2 (2019 onwards)	Total
Visitor experience	13	15	**28**
Economic	31	9	**40**
Environment	12	18	**30**
Community	8	15	**23**

[3] Good examples of this are water quality monitoring (State of Environment Reporting by Shoalhaven City Council) and wildlife monitoring undertaken by the NSW National Parks and Wildlife Service

Benchmarks

The second element of the Monitoring Program is a benchmark. A benchmark is the first set of data for an indicator – the result of the first monitoring. Sometimes, to get a model started, benchmarks are estimated in advance and then when the monitoring commences, the benchmarks are corrected to the real situation[4].

Acceptable range

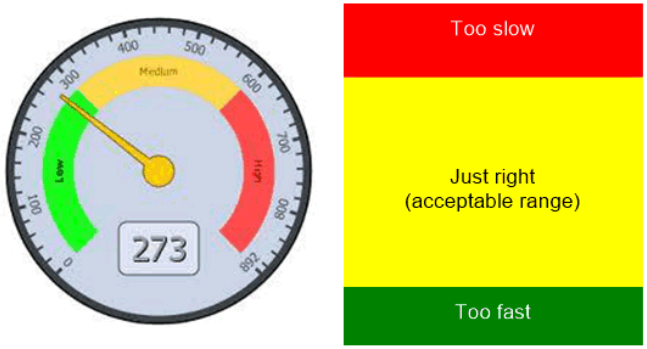
The third element of the Monitoring Program is an acceptable range. An acceptable range is the minimum and maximum points that stakeholders would like to see an indicator performing. It is just like the desired speed to drive a vehicle (as illustrated in **Figure 3.4**). The range helps allow for natural fluctuations in the real world that can be expected.

Monitoring method

The fourth element of the Monitoring Program is the monitoring method – how the data will be collected. Monitoring could be as simple as a log book or more complex, such as a visitor or tourism operator survey or wildlife population count.

The following pages present the Monitoring Program – **Table 2.3** the **visitor experience** dimension, **Table 2.4** the **economic** dimension, **Table 2.5** the **environmental** dimension, and **Table 2.6** for the **community** dimension.

Figure 2.4 Concept of an acceptable range, illustrated in the concept of safe but efficient driving.



[4] Benchmarking involves using year one monitoring results as the point of reference for interpreting future results. For example, if 15% of households have running water in year one and 25% have running water in year two, a positive change of 10% would be noted. This is a very simple analysis process, provides easy-to-use data for graphs, and will be understood by the community.

Table 2.3 Monitoring program for the **visitor experience** dimension

Dimension: Visitor experience				
Optimal condition 1: Overnight visitors experience the essence of the region				
Potential indicators	**Phase**	**Benchmark**	**Acceptable range**	**Monitoring method**
A. Proportion of visitors that came to experience coastal and aquatic places	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A
B. Proportion of visitors that came to experience food and wine	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A
C. Proportion of visitors that came to experience nature and adventure	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A
D. Proportion of visitors that came to experience events or weddings	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A
E. Proportion of visitors that have come to Shoalhaven to sense two or more core brand values	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A

Table 2.3 Monitoring program for the **visitor experience** dimension (cont.)

Dimension: Visitor experience				
Optimal condition 2: Overnight visitors experience the essence of the region				
Potential indicators	**Phase**	**Benchmark**	**Acceptable range**	**Monitoring method**
A. Proportion of visitors who had an experience of coastal / aquatic within Shoalhaven	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A
B. Proportion of visitors who had an experience of food and wine within Shoalhaven	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A
C. Proportion of visitors who had an experience of nature and adventure within Shoalhaven	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A
D. Proportion of visitors who had an experience of events or weddings within Shoalhaven	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A
E. Proportion of visitors that believed they sensed two or more core brand values	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Ask visitors which of the following (if any) they sensed during their visit to Shoalhaven: ethical; respectful; down-to-earth; live life; community; trustworthy; adventurous; playful.

		Sept Q:	Sept Q:	Then tabulate how many respondents ticked two or more, and this becomes the data result. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A

Table 2.3 Monitoring program for the **visitor experience** dimension (cont.)

Dimension: Visitor experience				
Optimal condition 3: Overnight visitors are very satisfied with their experience				
Potential indicators	**Phase**	**Benchmark**	**Acceptable range**	**Monitoring method**
A. Proportion of visitors satisfied or very satisfied with their overall visit to Shoalhaven	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A
B. Proportion of visitors satisfied or very satisfied with their experience of coastal / aquatic at Shoalhaven	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A
C. Proportion of visitors satisfied or very satisfied with their experience of food and wine at Shoalhaven	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A
D. Proportion of visitors satisfied or very satisfied with their experience of nature and adventure at Shoalhaven	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A
E. Proportion of visitors satisfied or very satisfied with their	2	Identify after 1st Qtr Dec Q: Mar Q:	Identify after 1st yr Dec Q: Mar Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A

	experience of events or weddings at Shoalhaven		Jun Q: Sept Q:	Jun Q: Sept Q:	
F	Review status of Hyams Beach on Tripadvisor	1	Dec Q: 4.5 Mar Q: 4.5 Jun Q: 4.5 Sept Q: 4.5	Dec Q: 4.5 to 5 Mar Q: 4.5 to 5 Jun Q: 4.5 to 5 Sept Q: 4.5 to 5	https://www.tripadvisor.com.au/Attraction_Review-g528972-d1643530-Reviews-Hyams_Beach-Jervis_Bay_Shoalhaven_New_South_Wales.html
G.	Review status of Jervis Bay National Park on Tripadvisor	1	Dec Q: 4.5 Mar Q: 4.5 Jun Q: 4.5 Sept Q: 4.5	Dec Q: 4.5 to 5 Mar Q: 4.5 to 5 Jun Q: 4.5 to 5 Sept Q: 4.5 to 5	https://www.tripadvisor.com.au/Attraction_Review-g528972-d2471100-Reviews-Jervis_Bay_National_Park-Jervis_Bay_Shoalhaven_New_South_Wales.html
H.	Review status of Berry on Tripadvisor	1	Dec Q: 4.5 Mar Q: 4.5 Jun Q: 4.5 Sept Q: 4.5	Dec Q: 4.5 to 5 Mar Q: 4.5 to 5 Jun Q: 4.5 to 5 Sept Q: 4.5 to 5	https://www.tripadvisor.com.au/Attractions-g528924-Activities-Berry_Shoalhaven_New_South_Wales.html Take the average of the top 5 things to do as the score for Berry township attractions

Table 2.3 Monitoring program for the **visitor experience** dimension (cont.)

Dimension: Visitor experience				
Optimal condition 4: Shoalhaven is an inclusive tourism region				
Potential indicators	**Phase**	**Benchmark**	**Acceptable range**	**Monitoring method**
A. Number of accommodation properties that that self-identify wheelchair accessibility	1	Dec Q: 34 Mar Q: 34 Jun Q: 34 Sept Q: 34	Dec Q: 34 to 60 Mar Q: 34 to 60 Jun Q: 34 to 60 Sept Q: 34 to 60	https://www.shoalhaven.com/ Annual count of accommodation properties listing wheelchair compliance in Visit Shoalhaven website (excludes Real Estate Agent listings)
B. Proportion of accommodation properties that self-identify wheelchair accessibility	1	Dec Q: 8% Mar Q: 8% Jun Q: 8% Sept Q: 8%	Dec Q: 15% to 30% Mar Q: 15% to 30% Jun Q: 15% to 30% Sept Q: 15% to 30%	https://www.shoalhaven.com/ Annual proportion of accommodation properties listing wheelchair compliance in Visit Shoalhaven Website (number divided by total properties, benchmarked at 418)
C. Number of cabin & cottage accommodation properties that self-identify wheelchair accessibility	1	Dec Q: 8 Mar Q: 8 Jun Q: 8 Sept Q: 8	Dec Q: 10 to 30 Mar Q: 10 to 30 Jun Q: 10 to 30 Sept Q: 10 to 30	https://www.shoalhaven.com/ Annual count of cabin and cottage accommodation properties listing wheelchair compliance in Visit Shoalhaven Website
D. Proportion of cabin & cottage accommodation properties that self-identify wheelchair accessibility	1	Dec Q: 3% Mar Q: 3% Jun Q: 3% Sept Q: 3%	Dec Q: 3% to 15% Mar Q: 3% to 15% Jun Q: 3% to 15% Sept Q: 3% to 15%	https://www.shoalhaven.com/ Annual proportion of cabin and cottage accommodation properties listing wheelchair compliance in Visit Shoalhaven Website (number divided by total properties, benchmarked at 239)
E. Number of hotel and motel accommodation properties that self-identify wheelchair accessibility	1	Dec Q: 12 Mar Q: 12 Jun Q: 12 Sept Q:12	Dec Q: 15 to 20 Mar Q: 15 to 20 Jun Q: 15 to 20 Sept Q: 15 to 20	https://www.shoalhaven.com/ Annual count of hotel and motel accommodation properties listing wheelchair compliance in Visit Shoalhaven Website
F. Proportion of hotel and motel accommodation properties that self-identify wheelchair accessibility	1	Dec Q: 27% Mar Q: 27% Jun Q: 27% Sept Q: 27%	Dec Q: 30% to 40% Mar Q: 30% to 40% Jun Q: 30% to 40% Sept Q: 30% to 40%	https://www.shoalhaven.com/ Annual proportion of hotel motel accommodation properties listing wheelchair compliance in Visit Shoalhaven Website (number divided by total properties, benchmarked at 44)

G.	Number of caravan and camping accommodation properties that self-identify wheelchair accessibility	1	Dec Q: 9 Mar Q: 9 Jun Q: 9 Sept Q: 9	Dec Q: 7 to 20 Mar Q: 7 to 20 Jun Q: 7 to 20 Sept Q: 7 to 20	https://www.shoalhaven.com/ Annual count of caravan and camping accommodation properties listing wheelchair compliance in Visit Shoalhaven Website
H.	Proportion of caravan and camping accommodation properties that self-identify wheelchair accessibility	1	Dec Q: 15% Mar Q: 15% Jun Q: 15% Sept Q: 15%	Dec Q: 10% to 20% Mar Q: 10% to 20% Jun Q: 10% to 20% Sept Q: 10% to 20%	https://www.shoalhaven.com/ Annual proportion of caravan and camping accommodation properties listing wheelchair compliance in Visit Shoalhaven Website (number divided by total properties, benchmarked at 59)
I.	Number of accommodation properties advertising pet friendly	1	Dec Q: 111 Mar Q: 111 Jun Q: 111 Sept Q: 111	Dec Q: 100 to 140 Mar Q: 100 to 140 Jun Q: 100 to 140 Sept Q: 100 to 140	https://www.shoalhaven.com/ Annual count of all accommodation properties listing as pet friendly in Visit Shoalhaven guide
J.	Proportion of accommodation properties advertising pet friendly	1	Dec Q: 27% Mar Q: 27% Jun Q: 27% Sept Q: 27%	Dec Q: 24% to 33% Mar Q: 24% to 33% Jun Q: 24% to 33% Sept Q: 24% to 33%	https://www.shoalhaven.com/ Annual proportion of all accommodation properties listing as pet friendly in Visit Shoalhaven guide (number divided by total properties, benchmarked at 418)

Table 2.4 Monitoring program for the **economic** dimension

Dimension: Economic				
Optimal condition 1: Visitation is consistent throughout the year				
Potential indicators	**Phase**	**Benchmark**	**Acceptable range**	**Monitoring method**
A. Number of domestic overnight visitors in Shoalhaven	1	Dec Q: 1,440,000 Mar Q: 1,450,000 Jun Q: 1,360,000 Sept Q: 1,390,000	Dec Q: 1,400,000 to 1,500,000 Mar Q: 1,400,000 to 1,500,000 Jun Q: 1,350,000 to 1,500,000 Sept Q: 1,350,000 to 1,500,000	Shoalhaven Tourism Monitor - Qrt report supplied by Peter Valerio
B. Number of domestic day trips to Shoalhaven	1	Dec Q: 1,830,000 Mar Q: 1,520,000 Jun Q: 1,730,000 Sept Q: 1,680,000	Dec Q: 1,800,000 to 1,900,000 Mar Q: 1,500,000 to 1,650,000 Jun Q: 1,700,000 to 1,800,000 Sept Q: 1,600,000 to 1,900,000	Shoalhaven Tourism Monitor - Qrt report supplied by Peter Valerio
C. Number of international overnight visitors to Shoalhaven	1	Dec Q: 42,000 Mar Q: 42,000 Jun Q: 43,000 Sept Q: 49,000	Dec Q: 42,000 to 46,000 Mar Q: 42,000 to 50,000 Jun Q: 43,000 to 50,000 Sept Q: 49,000 to 60,000	Shoalhaven Tourism Monitor - Qrt report supplied by Peter Valerio
D. Occupancy rates for cabins across all Holiday Haven caravan parks within Shoalhaven LGA	1	Dec Q: 59% Mar Q: 33% Jun Q: 33% Sept Q: 50%	Dec Q: 50% to 75% Mar Q: 30% to 50% Jun Q: 30% to 50% Sept Q: 45% to 60%	Source occupancy data from Holiday Haven and to interpret their quarterly occupancies apply, Dec Q = Q3, Jun Q = Q4, July Q = Q1, Oct Q = Q2
E. Occupancy rates for sites across all Holiday Haven caravan parks within Shoalhaven LGA	1	Dec Q: 49% Mar Q: 20% Jun Q: 12% Sept Q: 32%	Dec Q: 45% to 60% Mar Q: 20% to 30% Jun Q: 12% to 20% Sept Q: 30% to 50%	Source occupancy data from Holiday Haven and to interpret their quarterly occupancies apply, Dec Q = Q3, Jun Q = Q4, July Q = Q1, Oct Q = Q2
F. Occupancy rates for accommodation across Shoalhaven with more than 15 rooms	1	Dec Q: 68% Mar Q: 69% Jun Q: 51% Sept Q: 50%	Dec Q: 65% to 80% Mar Q: 65% to 80% Jun Q: 50% to 60% Sept Q: 50% to 65%	Destination NSW Shoalhaven LGA tourist accommodation profile (ABS)

G.	Number of brand relevant event days in Shoalhaven	2	2015 to 16: 50 days 2016 – 17: 82 days 2017 – 18 71 to date	60 to 95 event days	Shoalhaven tourism Unit to breakdown per quarter

Table 2.4 Monitoring program for the **economic** dimension (cont.)

Dimension: Economic				
Optimal condition 2: Visitor yield is increasing at a greater rate than visitation				
Potential indicators	**Phase**	**Benchmark**	**Acceptable range**	**Monitoring method**
A. Dollars spent per domestic day tripper	1	Dec Q: $228M Mar Q: $197M Jun Q: $163M Sept Q: $164M	Dec Q: $220M to $240M Mar Q: $190M to $220M Jun Q: $155M to $175M SepQ: $160M to $185M	SJDT Tourism monitor – Produced by Tourism strategy development services.
B. Dollars spent by domestic overnight visitors	1	Dec Q: $615M Mar Q: $625M Jun Q: $522M Sept Q: $546M	Dec Q: $610M to $625M Mar Q: $620M to $640M Jun Q: $515M to $530M Sept Q: $540 to $$565M	SJDT Tourism monitor – Produced by Tourism strategy development services.
C. Dollars spent by overnight international visitors per night	1	Dec Q: $16M Mar Q: $16M Jun Q: $22M Sept Q: $21M	Dec Q: $14M to $20M Mar Q: $14M to $20M Jun Q: $20M to $25M Sept Q: $18M to $28M	SJDT Tourism monitor – Produced by Tourism strategy development services.
D. Takings (revenue) from accommodation – 15 rooms or more	1	Dec Q: $7.7M Mar Q: $8.6M Jun Q: $6M Sept Q: $5.2M	Dec Q: $7M to $8M Mar Q: $8M to $9M Jun Q: $5M to $7M Sept Q: $4.5M to $7M	Shoalhaven Local area tourist accommodation profile - document
E. Average room rate – 15 rooms or more	1	Dec Q: $179.30 Mar Q: $192.00 Jun Q: $182.40 Sept Q: $164.30	Dec Q: $160 to $220 Mar Q: $190 to $220 Jun Q: $180 to $210 Sept Q: $160 to $190	Shoalhaven Local area tourist accommodation profile - document
F. Yield from accommodation – 15 rooms or more	1	Dec Q: $120.50 Mar Q: $132.40 Jun Q: $92.70	Dec Q: $115 to $140 Mar Q: $130 to $160 Jun Q: $90 to $130	Shoalhaven Local area tourist accommodation profile - document

		Sept Q: $82.60	Sept Q: $80 to $130	
G. Proportion of share of South coast domestic visitor nights	1	Dec Q: 39.1% Mar Q: 39.1% Jun Q: 37.8% Sept Q: 38%	Dec Q: 38% to 45% Mar Q: 38% to 45% Jun Q: 37% to 44% Sept Q: 38% to 45%	SJDT Tourism monitor – Produced by Tourism strategy development services. Pg 3
H. Average length of stay of domestic overnight visitors	2	Dec Q: Mar Q: Jun Q: Sept Q:	Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven Tourism unit To be sourced from South Coast data set by Tourism Strategy Development Services (Peter Valerio) Jacinta to enter Peter to provide stats
I. Proportion of overnight visitors that have stayed overnight in Shoalhaven before	2	Dec Q: Mar Q: Jun Q: Sept Q:	Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven Tourism unit To be sourced from South Coast data set by Tourism Strategy Development Services (Peter Valerio) Jacinta to enter Peter to provide stats
J. Reasons for repeat overnight visits	2	Dec Q: Mar Q: Jun Q: Sept Q:	Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven Tourism unit To be sourced from South Coast data set by Tourism Strategy Development Services (Peter Valerio) Jacinta to enter Peter to provide stats

Table 2.4 Monitoring program for the **economic** dimension (cont.)

Dimension: Economic				
Optimal condition 3: Businesses demonstrate vitality and resilience				
Potential indicators	**Phase**	**Benchmark**	**Acceptable range**	**Monitoring method**
A. Commercial space vacancy remaining under 10% vacancy	1	Jacinta Dec Q: Mar Q: Jun Q: Sept Q:	Jacinta to update Dec Q: Mar Q: Jun Q: Sept Q:	Simon – Can we change this to number of commercial premises approved or is that just replicating the da approval indicator No information available from Economic Development
B. Total number of occupation certificates issued to businesses	1	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit *Follow up with Mae regarding DA on occupation certificates* D18/129401 - Dec Q: 22 Mar Q: 24 D18/156829 - Jun Q: 16 Sept Q: 23 These stats include Interim & Final Occupation Certificates for Commercial/Industrial/Mixed/Tourist
C. Proportion of businesses that report positive projected business growth for the year ahead	1	Dec Q: 35% Mar Q: 23% Jun Q: 35% Sept Q:45%	Dec Q: 34% to 45% Mar Q: 21% to 30% Jun Q: 34% to 45% Sept Q:44% to 55%	Shoalhaven tourism Unit Iris profile Illawarra June 2017 release, Sourced pg 4 Use login details supplied by Economic Development department to run quarterly reports
D. Proportion of businesses reporting steady business	1	Dec Q: 85 Mar Q: 78 Jun Q: 85 Sept Q:90	Dec Q: 84 to 95 Mar Q: 77 to 88 Jun Q: 84 to 95 Sept Q: 89 to 100	Shoalhaven tourism Unit Iris profile Illawarra June 2017 release, Sourced pg 5 Use login details supplied by Economic Development department to run quarterly reports

Table 2.4 Monitoring program for the **economic** dimension (cont.)

Dimension: Economic				
Optimal condition 4: Year round employment opportunities exist for local residents				
Potential indicators	**Phase**	**Benchmark**	**Acceptable range**	**Monitoring method**
A. Size of population aged 20 to 29 years as a proportion of Estimated Residential Population of Shoalhaven	1	Dec Q: 4.62% Mar Q: 4.62% Jun Q: 4.62% Sept Q: 4.62%	Dec Q: 4.5% to 5% Mar Q: 4.5% to 5% Jun Q: 4.5% to 5% Sept Q: 4.5% to 5%	ABS Sensis data via economic Development Manager Shoalhaven City Council
B. Participation rate of local labour force	1	Dec Q: 39% Mar Q: 39% Jun Q: 39% Sept Q: 39%	Dec Q: 37% to 41% Mar Q: 37% to 41% Jun Q: 37% to 41% Sept Q: 37% to 41%	ABS Sensis data via economic Development Manager Shoalhaven City Council. Participation rate is the percentage of the labour force divided by comparable population.
C. Proportion of employment growth to population growth	1	Dec Q: 66% Mar Q: 66% Jun Q: 66% Sept Q: 66%	Dec Q: 60% to 70% Mar Q: 60% to 70% Jun Q: 60% to 70% Sept Q: 60% to 70%	ABS Sensis data/DoE/SCC via economic Development Manager Shoalhaven City Council. Divide employment growth by population growth.
D. Difference between Shoalhaven and NSW gross regional product growth	1	Greg via Coralie Dec Q: Mar Q: Jun Q: Sept Q:	Greg via Coralie Dec Q: Mar Q: Jun Q: Sept Q:	Calculate gross regional product growth as a trend using REMPLAN model
E. Number of estimated direct jobs generated by tourism	1	4,730	4,800 to 5,500	Source annually from applying visitor expenditure to jobs ratio, as done in Shoalhaven 2015 Report 'Visitor Volumes & Estimated Economic Impact'

Table 2.4 Monitoring program for the **economic** dimension (cont.)

Dimension: Economic				
Optimal condition 5: Destination marketing is effective				
Potential indicators	**Phase**	**Benchmark**	**Acceptable range**	**Monitoring method**
A. Proportion of visitors who primarily visit for Food and Wine	1	Jacinta Dec Q: Mar Q: Jun Q: Sept Q:	Jacinta Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Send to Jacinta To be sourced from South Coast data set by Tourism Strategy Development Services (Peter Valerio)
B. Proportion of visitors who primarily come to visit family and friends	1	Jacinta Dec Q: Mar Q: Jun Q: Sept Q:	Jacinta Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Send to Jacinta To be sourced from South Coast data set by Tourism Strategy Development Services (Peter Valerio)
C. Proportion of visitors who come from Sydney	1	Jacinta Dec Q: Mar Q: Jun Q: Sept Q:	Jacinta Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Send to Jacinta To be sourced from South Coast data set by Tourism Strategy Development Services (Peter Valerio)
D. Proportion of visitors who come from Canberra	1	Jacinta Dec Q: Mar Q: Jun Q: Sept Q:	Jacinta Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Send to Jacinta To be sourced from South Coast data set by Tourism Strategy Development Services (Peter Valerio)

E.	Proportion of visitors who come from international	1	Jacinta Dec Q: Mar Q: Jun Q: Sept Q:	Jacinta Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Send to Jacinta To be sourced from South Coast data set by Tourism Strategy Development Services (Peter Valerio)
F.	Proportion of visitors who come from other areas in Australia	1	Jacinta Dec Q: Mar Q: Jun Q: Sept Q:	Jacinta Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Send to Jacinta To be sourced from South Coast data set by Tourism Strategy Development Services (Peter Valerio)
G.	Proportion of visitors who self-identify as Established family from Sydney / Canberra and are primarily visiting in school holidays, beaches and national parks	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A
H.	Proportion of visitors who self-identify as Double income, no kids from Canberra / Sydney, and are primarily visiting for adventure, to unplug from busy careers, food and wine	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A
I.	Proportion of visitors who self-identify as Young families from Canberra / Sydney, and are primarily visiting for spending time with family, and / or visiting friends and relatives	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A
J.	Proportion of visitors who self-identify as Young adventurers from Canberra / Sydney /	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A

	International, and are primarily visiting for national parks and outdoor activities		Sept Q:	Sept Q:	
K.	Proportion of visitors that represent all the target markets	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Conduct cumulative quarterly visitor survey at (SHT to determine) 3 Holiday haven locations to be identified as close to hot spots as possible. Suggested Ipads to be used to collect data from reception counter via survey monkey. For survey question see Attachment A
L.	Number of engagements on Visit Shoalhaven Facebook page Consumer	1	Shoalhaven tourism Unit Dec Q: 42,474 Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Dec Q: 42,000 to 100,000 Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit to update each quarter to confirm acceptable range D18/156832 - We work in a seasonal environment so we would have to set up an acceptable range per quarter. Mar Q: 73,379 Jun Q: 72,400 Sept Q: 100,940 Dec Q: 74,045
M.	Number of itineraries created on Visit Shoalhaven website Consumer	1	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit to complete quarterly totals and identify acceptable range D18/156832 - Currently scoping for this to set up as a metric with our web developers – won't be retrospective but we will be able to pull going forward
N.	Number of leads to industry via ATDW Industry	1	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit to complete quarterly totals and identify acceptable range D18/156832 - Would really like to be able to provide this and am just working with web developer

Table 2.5 Monitoring program for the **environment** dimension

Dimension: Environment				
Optimal condition 1: Natural habitats are healthy				
Potential indicators	**Phase**	**Benchmark**	**Acceptable range**	**Monitoring method**
A. Water level (river height) at Sussex Inlet	1	Dec Q: 0.4 Mar Q: 0.4 Jun Q: 0.4 Sept Q: 0.4	Dec Q: 0 to 0.8m Mar Q: 0 to 0.8m Jun Q: 0 to 0.8m Sept Q: 0 to 0.8m	Go to http://www.bom.gov.au/nsw/flood/southcoast.shtml and place the cursor over the map and triangles near Nowra, and double click. The data pops up as a separate chart and user can click through stations
B. Water level (river height) on Shoalhaven River (Nowra)	1	Dec Q: 0.4 Mar Q: 0.4 Jun Q: 0.4 Sept Q: 0.4	Dec Q: -0.5 to 0.5m Mar Q: -0.5 to 0.5m Jun Q: -0.5 to 0.5m Sept Q: -0.5 to 0.5m	See A
C. Water level (river height) at St Georges Basin (Island Point Road) is within normal range	1	Dec Q: 0.3 Mar Q: 0.3 Jun Q: 0.3 Sept Q: 0.3	Dec Q: 0 to 1m Mar Q: 0 to 1m Jun Q: 0 to 1m Sept Q: 0 to 1m	See A
D. Dune vegetation coverage at Huskisson Beach is stable	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Source photo monitoring app (as a license) (eg. Photomon app from WA Northern Agricultural Catchments Council) and establish benchmark, then acceptable range
E. Dune vegetation coverage at Hymas Beach is stable	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	See D

F.	Dune vegetation coverage at Sussex Inlet is stable	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	See D
G.	Dune vegetation coverage at Mollymoock Beach is stable	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	See D
H.	Presence of illegal tracks at Huskisson Beach	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	See D
I.	Presence of illegal tracks at Hymas Beach	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	See D
J.	Presence of illegal tracks at Sussex Inlet	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	See D
K.	Presence of illegal tracks at Mollymoock Beach	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	See D
L.	Number of illegal camping fires at Bendalong Beach	1	Shoalhaven Tourism Unit Dec Q:	Shoalhaven Tourism Unit Dec Q:	Shoalhaven tourism Unit, please contact Ranger to determine benchmark, acceptable range and monitoring method

		Mar Q: Jun Q: Sept Q:	Mar Q: Jun Q: Sept Q:	< 10 all quarters actual reports to rangers, most reported to RFS?

Table 2.5 Monitoring program for the **environment** dimension (cont.)

Dimension: Environment				
Optimal condition 2: Wildlife populations are healthy				
Potential indicators	**Phase**	**Benchmark**	**Acceptable range**	**Monitoring method**
A. Number of humpback whales / dolphins / seals sighted at Jervis Bay	1	Simon Jun Q: Sept Q: Dec Q:	Simon Jun Q: Sept Q: Dec Q:	There is only an annual count for the whale season (May to November). The count us done by the Organisation for the Rescue and Research of Cetaceans in Australia (ORCCA), NPWS is responsible for licencing and receiving ORCA data. ORCA cannot release the data. Simon has contacted five NPWS staff with no luck. On 28/3 NPWS David Duffy (44222342) chased Ian Smith, to find out who in NPWS is now responsible. No response. Apparently ORCA do dolphin and seal monitoring, but it is patchy, and data is sent to the NPWS.
B. Number of rescues of possums within 5km of Huskisson Beach area	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Simon reached Wildlife Rescue South Coast (Jenny 0418 497345) and found some data is already collected but volunteers need assistance confirming the scope, collating and sending data through. Shoalhaven Tourism Unit to work up a reporting system with Wildlife Rescue South Coast
C. Number of injured kangaroos within 5km of Huskisson Beach area	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	See B
D. Number of injured possums within 5km of Hymas Beach	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	See B
E. Number of injured kangaroos within 5km of Hymas Beach	2	Identify after 1st Qtr Dec Q:	Identify after 1st yr Dec Q:	See B

		Mar Q: Jun Q: Sept Q:	Mar Q: Jun Q: Sept Q:	
F. Number of injured possums within 5km of Sussex Inlet	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	See B
G. Number of injured kangaroos within 5km of Sussex Inlet	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	See B

Table 2.5 Monitoring program for the **environment** dimension (cont.)

Dimension: Environment				
Optimal condition 3: Waste management facilities and services meets peak period demands				
Potential indicators	**Phase**	**Benchmark**	**Acceptable range**	**Monitoring method**
A. Proportion of residents Very Satisfied that public bins at Jervis Bay are being emptied as required during peak season	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Questions to be added to the annual community survey administered by Shoalhaven Council, Questions please see Attachment B
B. Proportion of residents Very Satisfied that public bins at Sussex Inlet are being emptied as required during peak season	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Questions to be added to the annual community survey administered by Shoalhaven Council, Questions please see Attachment B
C. Number of additional special cleans required for public toilets at Jervis Bay	1	Shoalhaven Tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven Tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven Tourism Unit can speak to trim lady to have them labelled specifically to be monitored D18/156828 - Advice received from Brad Davis Additional 2 toilet cleans proposed during summer for: Huskisson, Hyams, Vincentia
D. Number of additional special cleans required for public toilets at Bendalong Beach	1	Shoalhaven Tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven Tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven Tourism Unit can speak to trim lady to have them labelled specifically to be monitored D18/156828 - Advice received from Brad Davis Additional 2 toilet cleans proposed during summer for: Bendalong Milton, Ulladulla

E.	Number of complaints to Council regarding waste needing attention	1	Shoalhaven Tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven Tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven Tourism Unit can speak to trim lady to have them labelled specifically to be monitored D18/129400 - DAVID HOJEM advised for domestic waste and recycling pick up service they allow 1 complaint in every 25,000 pick ups. D18/129391 - BRETT CARTER (PARKS) suggested we pull figures from Merit (Complaints Register) – sent to Janice Davidson & Jo Allen for data. Info rec'd from Janice Sept 2017 – 80 Dec 2017 – 90 Mar 2018 – 99 June 2017 - 82

Table 2.5 Monitoring program for the **environment** dimension (cont.)

Dimension: Environment				
Optimal condition 4: Local beaches are clean of rubbish				
Potential indicators	**Phase**	**Benchmark**	**Acceptable range**	**Monitoring method**
A. Number of bags of rubbish removed from Huskisson Beach	2	Dec Q: 0.33 Mar Q: 0.33 Jun Q: 0.33 Sept Q: 0.33	Dec Q: 0.2 - 1 Mar Q: 0.2 - 1 Jun Q: 0.2 - 1 Sept Q: 0.2 - 1	Source data from Australian Marine Debris Initiative (see Attachment C for more detail)
B. Number of bags of rubbish removed from Sussex Inlet	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Source data from Australian Marine Debris Initiative (see Attachment C for more detail)
C. Number of bags of rubbish removed from Hyams Beach	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Source data from Australian Marine Debris Initiative (see Attachment C for more detail)
D. Number of bags of rubbish removed from One Tree Beach, Bendalong	2	Dec Q: 0.4 Mar Q: 0.4 Jun Q: 0.4 Sept Q: 0.4	Dec Q: 0.2 - 1 Mar Q: 0.2 - 1 Jun Q: 0.2 - 1 Sept Q: 0.2 - 1	Source data from Australian Marine Debris Initiative (see Attachment C for more detail)
E. Number of bags of rubbish removed from Mollymoock Beach Beach	2	Dec Q: 0.25 Mar Q: 0.25 Jun Q: 0.25 Sept Q: 0.25	Dec Q: 0.2 - 1 Mar Q: 0.2 - 1 Jun Q: 0.2 - 1 Sept Q: 0.2 - 1	Source data from Australian Marine Debris Initiative (see Attachment C for more detail)

F. Reported evidence of illegal fires and fireworks at Mollymoock Beach	1	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit, please contact Ranger to determine benchmark, acceptable range and monitoring method D18/156831 - Ranger do NOT take reports re fireworks- police matter <5 fires – negligible- most reported to RFS?
G. Reported evidence of illegal fires and fireworks at Hyams Beach during peak season	1	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit, please contact Ranger to determine benchmark, acceptable range and monitoring method D18/156831 - Ranger do NOT take reports re fireworks- police matter Fires 10-15 for all quarters- most reported to RFS?
H. Reported evidence of illegal fires and fireworks at Bendalong Beach during peak season	1	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit, please contact Ranger to determine benchmark, acceptable range and monitoring method D18/156831 - Ranger do NOT take reports re fireworks- police matter <10 fires reported to rangers – most reported to RFS?
I. Reported evidence of illegal fires and fireworks during peak season	1	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit, please contact Ranger to determine benchmark, acceptable range and monitoring method D18/156831 - Ranger do NOT take reports re fireworks- police matter <20 fires reported – mostly reported to RFS

Table 2.5 Monitoring program for the **community** dimension

Dimension: Community				
Optimal condition 1: Shoalhaven is a safe place to live and work				
Potential indicators	**Phase**	**Benchmark**	**Acceptable range**	**Monitoring method**
Number of fraud reports	1	Dec Q: 107 Mar Q: 87 Jun Q: 85 Sept Q: 106	Dec Q: 90 to 120 Mar Q: 75 to 95 Jun Q: 70 to 100 Sept Q: 90 to 120	http://bocd.lawlink.nsw.gov.au/bocd/cmd/crimetrends/DateInput (and Police statistics) PAL reporting system through Local area command. Source monthly data and add months to create quarterly data
Number of reports of motor vehicle break ins	1	Dec Q: 98 Mar Q: 108 Jun Q: 133 Sept Q: 75	Dec Q: 90 to 110 Mar Q: 95 to 125 Jun Q: 125 to 145 Sept Q: 65 to 85	http://bocd.lawlink.nsw.gov.au/bocd/cmd/crimetrends/DateInput (and Police statistics) PAL reporting system through Local area command. Source monthly data and add months to create quarterly data
Number of arson reports	1	Dec Q: 29 Mar Q: 37 Jun Q: 25 Sept Q: 29	Dec Q: 25 to 35 Mar Q: 30 to 40 Jun Q: 20 to 30 Sep Q: 25 to 35	http://bocd.lawlink.nsw.gov.au/bocd/cmd/crimetrends/DateInput (and Police statistics) PAL reporting system through Local area command. Source monthly data and add months to create quarterly data
Number of traffic fines	2	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	www.revenue.nsw.gov.au/info/statistics To gain access to the information a Government information (GIPA) document is required. Alternatively the indicator could be changed to retail theft and or drug offences. This can be sourced through http://bocd.lawlink.nsw.gov.au/bocd/cmd/crimetrends/DateInput
Number of motor vehicle accident reports	2	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q:	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q:	www.revenue.nsw.gov.au/info/statistics To gain access to the information a Government information (GIPA) document is required. Alternatively the indicator could be changed to retail theft and or drug offences. This can be sourced through http://bocd.lawlink.nsw.gov.au/bocd/cmd/crimetrends/DateInput

		Sept Q:	Sept Q:	
Number of admissions to Emergency Department at Shoalhaven and Milton Hospitals	1	Dec Q: 10,046 Mar Q: 9,810 Jun Q: 9,390 Sept Q: 9,220	Dec Q: 9,600 to 10,400 Mar Q: 9,600 to 10,000 Jun Q: 9,000 to 9,500 Sept Q: 9,000 to 9,400	https://www.myhospitals.gov.au/hospital/1151P2070/shoalhaven-hospital/emergency-department May need to see if hospital has more recent data
Number of rescues on patrolled beaches	1	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Confirm availability of the data. Council's Pool services (Kevin) to further understand how to source the data, its frequency etc Source data from Surf Life Saving Club reports between November and March for: Seven Mile Beach; Culburra Beach; Tilbury Cove; Warrain Beach; Cudmirrah Beach; Narrawallee Beach; and Mollymook Beach.

Table 2.5 Monitoring program for the **community** dimension (cont.)

Dimension: Community				
Optimal condition 2: Special places are healthy for local residents to use				
Potential indicators	**Phase**	**Benchmark**	**Acceptable range**	**Monitoring method**
A. Proportion of local residents that believe Hyams Beach is healthy for them to enjoy	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Questions to be added to the annual community survey administered by Shoalhaven Council, Questions please see Attachment B
B. Proportion of local residents that believe Bendalong Beach is healthy for them to enjoy	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Questions to be added to the annual community survey administered by Shoalhaven Council, Questions please see Attachment B
C. Proportion of local residents that believe Mollymook Beach is healthy for them to enjoy	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Questions to be added to the annual community survey administered by Shoalhaven Council, Questions please see Attachment B
D. Proportion of local residents that believe natural areas around Hyams are healthy for them to enjoy	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Questions to be added to the annual community survey administered by Shoalhaven Council, Questions please see Attachment B
E. Proportion of local residents that believe natural areas around Bendalong are healthy for them to enjoy	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Questions to be added to the annual community survey administered by Shoalhaven Council, Questions please see Attachment B

F. Proportion of local residents that believe natural areas around Mollymook are healthy for them to enjoy	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Questions to be added to the annual community survey administered by Shoalhaven Council, Questions please see Attachment B
G. Number of fines issued for dogs off leash on Shoalhaven beaches	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Rangers to identify reporting system D18/156831 - Can't specify accurately – believed to be 25-50
H. Number of incidents when beach water sampling is rated anything but Good	1	Dec Q: 0 Mar Q:0 Jun Q:0 Sept Q:0	Dec Q: Mar Q: Jun Q: Sept Q: 0 to 1 incidents from 10 locations	https://www.shoalhaven.nsw.gov.au/Discover-Shoalhaven/Beaches/Beachwatch, Other ratings are Fair, Poor and Bad). Monitor for Sept Quarter (Nov data) and Dec Quarter (Dec to Feb data). Shoalhaven Heads beach, Tilbury Cove, Warrain beach, Collingwood beach, Cudmirrah beach, Mollymook beach, Rennies beach, Racecourse beach, Bawley Point beach, Merry beach Contact Shoalhaven City Council pool department to see if the monitoring data can be expanded to include the March quarter

Table 2.5 Monitoring program for the **community** dimension (cont.)

Dimension: Community				
Optimal condition 3: Traffic does not compromise access and amenity for local residents				
Potential indicators	**Phase**	**Benchmark**	**Acceptable range**	**Monitoring method**
A. Proportion of local residents who believe that traffic has been effectively managed to key facilities and attractions at Hyams Beach	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Questions to be added to the annual community survey administered by Shoalhaven Council, Questions please see Attachment B
B. Proportion of local residents who believe that traffic has been effectively managed to key facilities and attractions at Mollymoock Beach	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Questions to be added to the annual community survey administered by Shoalhaven Council, Questions please see Attachment B
C. Proportion of local residents who believe that traffic has been effectively managed to key facilities and attractions at Benalong Beach	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Questions to be added to the annual community survey administered by Shoalhaven Council, Questions please see Attachment B

Table 2.5 Monitoring program for the **community** dimension (cont.)

Dimension: Community				
Optimal condition 4: Local residents value the visitor economy and its benefits to them				
Potential indicators	**Phase**	**Benchmark**	**Acceptable range**	**Monitoring method**
A. Number of local tourism products listed in ATDW (Australian Tourism Data Warehouse) industry	1	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit to count number of local tourism businesses involved in program. Shoalhaven Tourism Team to established benchmark and acceptable range D18/156832 - Cannot provide figures retrospectively but we can going forward get a spreadsheet every 3 months on the exact day from ATDW. To be set up
B. Number of communication stories released about the visitor economy into local media industry	1	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit Dec Q: Mar Q: Jun Q: Sept Q:	Shoalhaven tourism Unit to monitor either open rates (monthly sends) click rate open or rate click throughs. Shoalhaven Tourism Team to established benchmark and acceptable range D18/156832 - Is this the local media stories about our Shoalhaven brand like Peter V figures and tourism talk engagement? I will just have to define this and then go back through mailchimp
C. Proportion of local residents who recall hearing or reading information about the visitor economy	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Questions to be added to the annual community survey administered by Shoalhaven Council, Questions please see Attachment B
D. Proportion of local residents surveyed who can identify a benefit of the visitor economy to the community	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Questions to be added to the annual community survey administered by Shoalhaven Council, Questions please see Attachment B

E.	Businesses (that participated in tourism training) enrolled in visitor economy programs	2	Identify after 1st Qtr Dec Q: Mar Q: Jun Q: Sept Q:	Identify after 1st yr Dec Q: Mar Q: Jun Q: Sept Q:	Questions to be added to the annual community survey administered by Shoalhaven Council, Questions please see Attachment B

2.4 Reporting system

Destination 360 website

Destination 360 has its own website http://project2.thefifthelement.me/wp/. (this is a holding site until Shoalhaven Council set up a website / landing page of their own). The website presents an explanation of Destination 360, but its feature is an interactive reporting system – allowing any interested person to find out just how healthy tourism in Shoalhaven is, and has been. **Figure 2.5** presents the structure map for the Destination 360 website:

Quick snapshot of concerns

Many stakeholders will not have the time to browse through every indicator. Managers often first want to know "do we have any problems or not?" To address this, reporting will offer a simple table that lists poor performing indicators – those outside their acceptable range. **Table 2.7** shows how simple this can be.

Table 2.7 Example of a simple reporting system for two indicators.

Indicators	Benchmark	Acceptable range	Result	Data
The majority of visitors to Shoalhaven undertook a nature-based tourism activity	60%	60-80%		55%
Average length of stay (nights) in Shoalhaven	5	4-6		3

High level reporting using an index

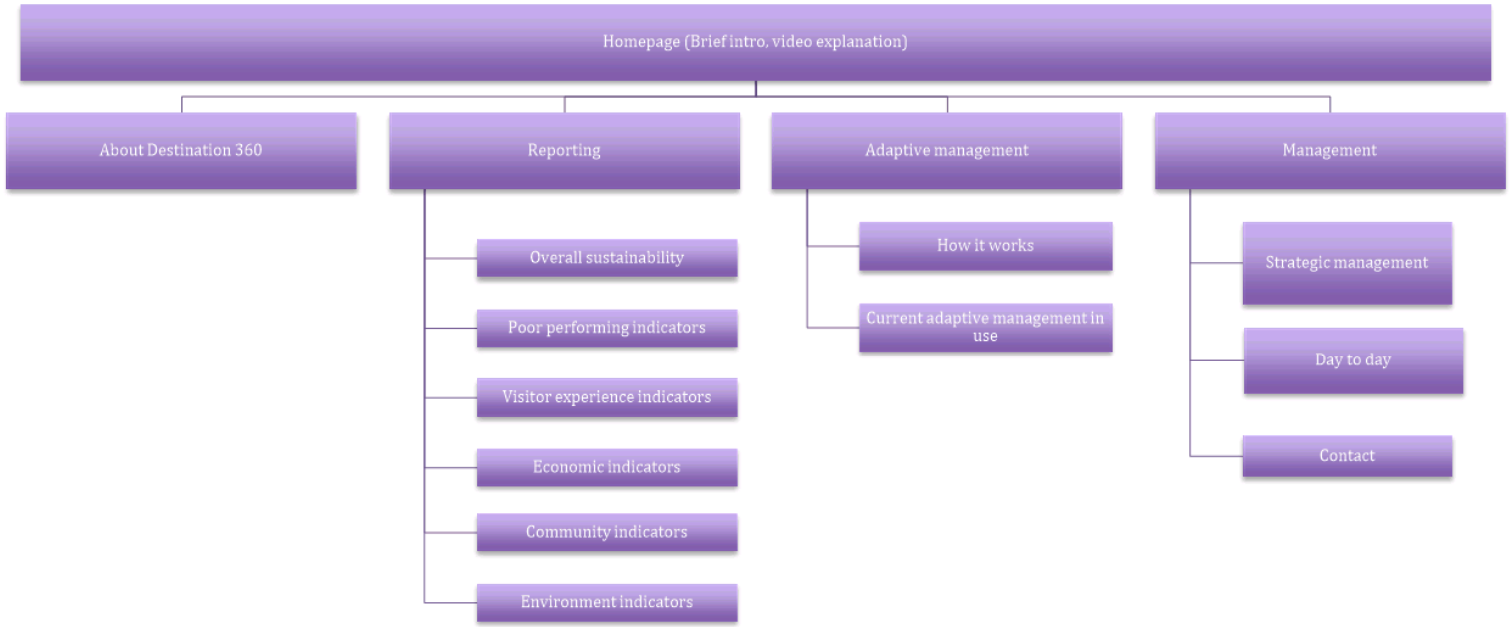
Some stakeholders will be more interested in the overall result – is tourism looking sustainable, and how sustainable is each of the four dimensions?

To achieve this, Destination 360 offers an index system. To calculate the overall sustainability for the environmental dimension, Destination 360 will add up how many environmental indicators out of the total are within the acceptable range, and convert this to an index. For example, if 10 out of 20 environmental indicators were inside the acceptable range, the index would be 0.5, and if 18 out of 20 were inside, the index would be 0.9. To generate an overall sustainability index, just requires averaging the four index values((add them together and divide by four). **Figure 2.6** presents a mock up of reporting on sustainability indexes for a specific period.

Note: Each of the destination 360 models are unique and the indexing system will be generated to reflect the optimal conditions and indicators within the specific report. The below mockup is an idea of how it could look

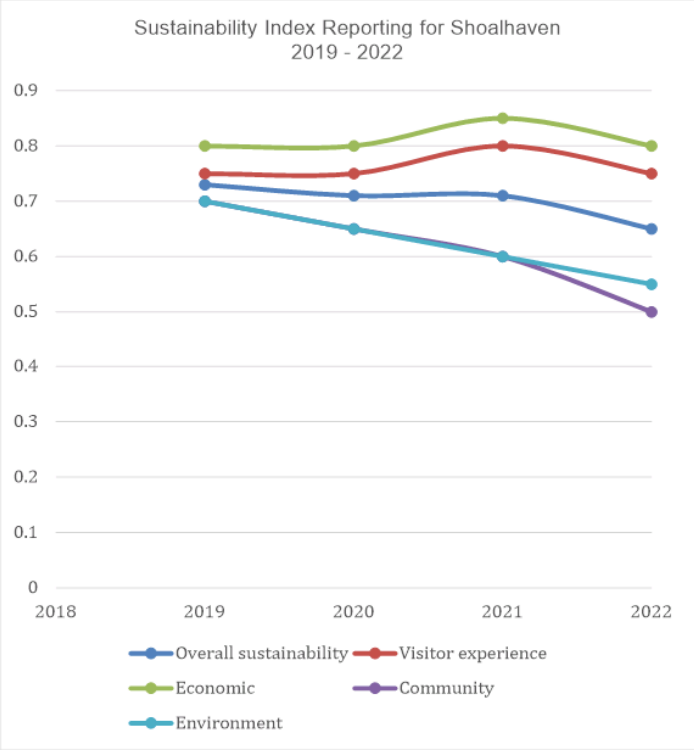
Figure 2.6 Mock up of reporting on sustainability indexes for a given quarterly report

Figure 2.5 Destination 360 website map



The reporting on sustainability can also be done over time, as shown in **Figure 2.7**. The fictitious data suggests that deteriorating environment and community was followed by a deterioration in the visitor experience and then economy.

Figure 2.6 Mock up of reporting on sustainability indexes over four years



Reporting on each indicator

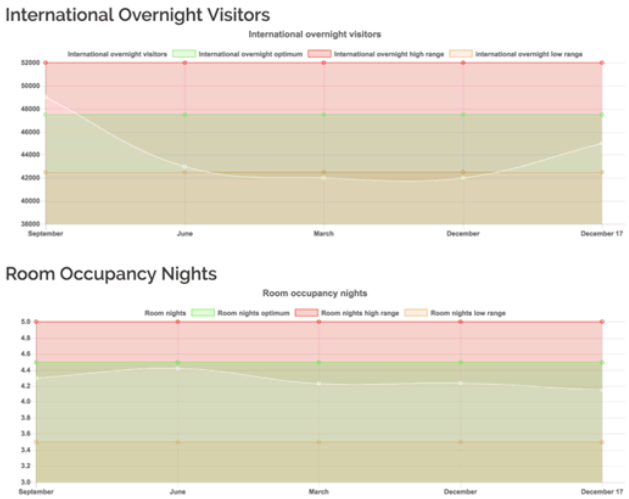
The granular level of reporting of monitoring results, is reporting on each and every indicator. **Figure 2.5** shows a mock up example of reporting for single indicators (the number of overnight international visitors and room occupancy nights over a quarter of a year). The middle band of colour is the acceptable range, and the white line is the monthly data.

Over time, as data is accumulated, the Destination 360 Model will be able to plot and present trend data.

The Destination 360 Model has also been designed to 'mix and potential relationships.

The graphical depiction of each indicator's performance over time has been built into the Destination 360 website, so that browsers can turn on additional layers of information to see relationships. This offers stakeholders a highly educational tool to compare and contrast.

Figure 2.6 Graphical reporting system for the Destination 360Model[5] (To be updated once final version of graph is completed)



2.5 Adaptive management

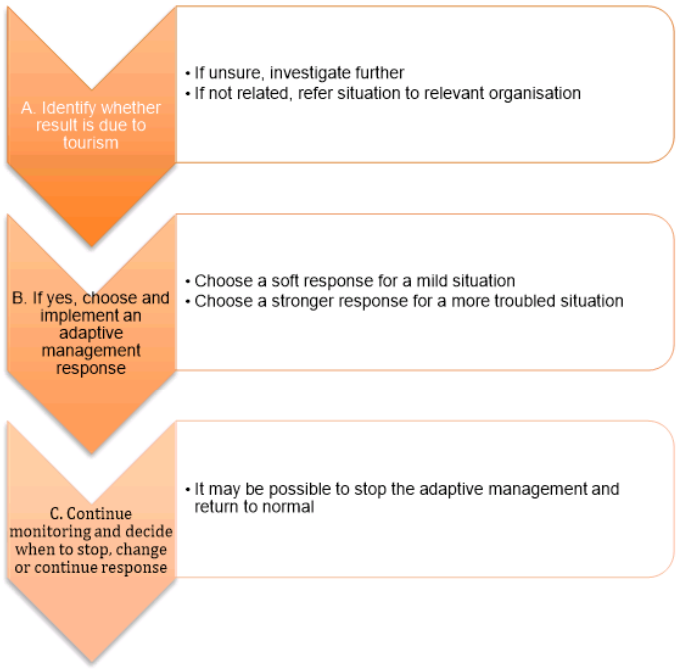
Adaptive Management is a process designed to handle uncertainties, including natural fluctuation and changing conditions inherent in all managed uses of components of biodiversity. It is an essential part of any management for sustainable use.

If an indicator is outside the acceptable range (as previously shown as a cross in **Table 2.7**) then it triggers Part 3 of the STM – adaptive management (what to do about it). **Figure 2.6** shows the decision-making process that drives the adaptive management. First it needs to be determined if the problem or opportunity is being directly caused by tourism activity (for which the STM is equipped to respond), or if it is being indirectly caused by tourism, or if it is not related at all.

The most important adaptive management response might be to find out more information, through a simple investigation or some research. If the issue is mild then an influential response may be all that is needed (such as advice, training or a change to marketing material). If the issue is bigger and more complex, then a range of responses might be needed, or a more controlling response might be required (such as stopping access or introducing a carrying capacity).

[5] Fictitious data has been used to create this example

Figure 2.6 Adaptive management decision-making process for poor performing indicators.



We are trying to monitor, measure and estimate the divergence from optimal conditions of the amount of human activity that a site can biophysically sustain without severely changing its ecology or affecting the tourism experience. If we notice that some of the conditions we set as optimal are in risk, we check how much apart from an acceptable range they are diverging and then decide on which actions or adaptive management responses we undertake to return the indicator to an acceptable range.

When introducing adaptive management, it is very important to continue monitoring – perhaps more frequently or over a wider scope. The monitoring will help show if the adaptive management is working, or if further adjustments and modifications need to be made to management actions.

An Adaptive Management System for Destination 360 has been developed and sits with Shoalhaven City Council's Tourism Unit. Potential adaptive management responses have been developed for every single indicator presented in the Monitoring System, ranging from slight to moderate to significant responses. Before this collection is considered, some of the preliminary standard responses should include:

- further investigate the situation, to check there is not an anomaly
- Increase the frequency of monitoring to determine whether there is a trend or just an anomaly occurring
- conduct same monitoring at additional sites nearby to try and confirm the extent of area affected
- research past data at the same site or nearby sites to determine any trends or triggers
- analyse monitoring data to identify the nature of change and identify whether the situation could be caused by tourism activity

Coralie, the adaptive management responses are placed in an Excel file for review.

3. Implementation

3.1 Management and operation of Destination 360

Day to day operation

It is proposed that day to day management of Destination 360 be the responsible of the Shoalhaven City Council's Tourism Unit Manager. It is subsequently proposed that the unit's mandate be adjusted to accommodate this long-term responsibility. Key day to day responsibilities will include:

1. Coordinating the operation of monitoring techniques specifically established for Destination 360 (eg. visitor profile monitoring in Experience dimension)
2. Chasing up persons / organisations for data that they collect, and making sure it is collected in the format agreed
3. Entering data into the digital platform database, and generating quarterly reports from data collected
4. Documenting adaptive management responses onto the Destination 360 website, and the results of implementation
5. Facilitating the Shoalhaven Tourism Advisory Group (STAG) meetings to review the reports and determine adaptive management responses
6. Working with relevant organisations responsible for implementing adaptive management responses
7. Reporting back to the STAG on the result of implementing adaptive management responses
8. Training a pool of staff and volunteers to operate Destination 360, so there is always a range of suitably skilled persons to keep it operational
9. Promoting Destination 360 among stakeholders so that they understand its purpose, and so that they use it in their own decision making
10. Managing a budget for direct and indirect costs associated with operating Destination 360

An Operations Manual has been generated for the Tourism Unit to operate the digital dimension of Destination 360, and training has been provided to staff in this area (date to be confirmed between Coralie and Jacinta).

There should be an appointed day to day contact email and phone number, and an appointed spokesperson to speak on behalf of Destination 360.

Strategic management

It is proposed to utilise the Shoalhaven Tourism Advisory Group (STAG) as the strategic manager of Destination 360. The key responsibility of the group in relation to Destination 360 would be evaluating quarterly reports and determining adaptive management responses. Specific roles could be to:

1. Review monitoring reports, and determine which poorly performing indicators (if any) should receive some form of adaptive management
2. Choose an adaptive management response for poorly performing indicators, and determine which organisations should be involved and how the response could be resourced
3. Assist Council's Tourism Unit Manager to build awareness, understanding and use of Destination 360 in assisting tourism become more sustainable
4. Provide strategic guidance to the operation of Destination 360, such as the periodic review of the adequacy of indicators and their acceptable ranges.
5. Champion the long-term commitment to keeping Destination 360 going long enough to prove its value

3.2 Next steps

The consultant's role on this project finishes with approval of this report and training manual for the operation of Destination 360 website, and training of relevant persons in the operation of the website and manual.

The following tasks will need to be done in the first few months:

- Getting the Project's implementation approved by STAG and Shoalhaven City Council
- Preparing communication materials and launching the model
- Familiarising with the data sources for Phase 1, so it is clear how to access them
- Building a contacts list for the persons supplying data
- Establishing a report structure for quarterly reporting

After this work is completed, the major task will be to develop Phase Two monitoring techniques for data collection, and during this, prepare the first Quarterly Report. A significant strategic task will be to form relationships with critical data suppliers, including:

- Council's Environmental Services Unit (Photo Mon app);
- Council's Community Services Unit (who manage the community survey);
- Councils TRIM section who log complaints;
- Wildlife Rescue South Coast; and
- the Australian Marine Debris Initiative.

3.3 Operating budget

An operating budget should be established to assist the Destination 360 to operate. Ongoing costs that should be anticipated include:

- Human (team member) resources to regularly chase up data, enter data into the web-based model, generate quarterly reports, and type in adaptive management responses into the web based model
- Human (team member) resources to arrange the introduction of Phase Two indicators, adjust indicators, benchmarks and acceptable ranges
- Human (managerial) resources to coordinate the STAG meetings to receive and discuss quarterly reports, coordinate changes to the monitoring System and coordinate implementation of adaptive management
- Subscription to photo monitoring program (or contribution towards part of cost)
- Human or financial resources to assist volunteer organisations conduct monitoring that is critical to Destination 360
- Website hosting

3.4 Networking with other related initiatives

State of Environment Reporting

Destination 360 will generate data that can be incorporated into Shoalhaven City Council's State of Environment reporting. As such, the two initiatives should be structured so that there is shared representation of relevant stakeholders across each operation, to ensure maximum integration.

Contributing monitoring organisations

It is critical that each organisation that is proposed to contribute data, is contacted, that Destination 360 is fully explained to them, that there are no copyright issues, and that they support their data being used by Destination 360.

In addition, ideally, a representative for long term contact should be identified, and they should be briefed on how to utilise the model.

Integration with University of Wollongong

The University of Wollongong (UOW) is considering the development of a research project that will examine the impacts of tourism in the region using a multi-disciplinary approach. The UOW were contemplating a diverse range of expertise ranging from marine biology, natural science, social science and environmental engineers (energy, waste and water). The UoW also wanted to consider the capacity and role of infrastructure to support the growing demand of people visiting the area and helping to make their visit a positive influence on the community.

While the UoW focus is research rather than monitoring, we believe that it could be incredibly useful if it was to concentrate on an impact assessment of tourism in the local area surrounding Jervis Bay. We believe that this area is the central hotspot of the Shoalhaven LGA, because of the combination of its protected areas, seachange community, iconic tourism drawcards, use as iconic marketing for the broader region, and seasonal crowding issues. Research can provide a more in-depth analysis than monitoring can, which in turn could generate a wider and deeper context than Destination 360 can provide, as well as some recommendations for refining the monitoring system and adaptive management responses.

Specific research elements that could benefit Destination 360 could include:

- Testing of some of the new environmental monitoring techniques, such as the Photomon system, and recommendations on the precise methodology
- Testing of the community monitoring questions to confirm the questions provide a reliable response, and recommending any refinements to them
- Confirming specific sites where multi-dimensional site specific monitoring should take place.

Networking with other similar initiatives

In Australia, there are several similar models in operation, including on Kangaroo Island (South Australia) (see http://www.tourkangarooisland.com.au/tourism-optimisation-management) and at the North Head Quarantine Station (Sydney) (see https://www.qstation.com.au/).

Internationally, the World Tourism Organisation is connected to a range of similar projects, most commonly called observatories (http://insto.unwto.org/about). It is recommended that a relationship be developed to share information and expertise.

The UNWTO International Network of Sustainable Tourism Observatories (INSTO) was created in 2004 with the main objective to support the continuous

improvement of sustainability and resilience in the tourism sector through systematic, timely and regular monitoring of tourism performance and impact and to connect dedicated destinations to better understand destination-wide resource use and foster the responsible management of tourism.

Through the systematic application of monitoring, evaluation and information management techniques, the initiative provides policy makers, planners, tourism managers and other relevant stakeholders with key tools to strengthen institutional capacities to support the formulation and implementation of sustainable tourism policies, strategies, plans and management processes.

Attachment A – Draft questions for visitor survey

Q. Which of the following best describes your current family situation

- ❑ Live with a young family in Canberra or Sydney, and are primarily visiting for spending time with family, and / or visiting friends and relatives
- ❑ Live with an established family in Sydney or Canberra and are primarily visiting in school holidays, beaches and national parks
- ❑ Young adventurer from Canberra or Sydney or International, and are primarily visiting for national parks and outdoor activities
- ❑ Double income, no kids from Canberra / Sydney, and are primarily visiting for adventure, to unplug from busy careers, food and wine
- ❑ You don't match two or more elements from any of the above

Q. Please tick which of the following were reasons for your visit to the Shoalhaven region and which you actually experienced during your visit:

Wanted to experience during visit	**Actually** experienced during visit
❑ Coastal and aquatic places	❑ Coastal and aquatic places
❑ Food and wine	❑ Food and wine
❑ Nature and adventure	❑ Nature and adventure
❑ An events or wedding	❑ An event or wedding

Q. Please tick which of the following you wanted to sense, and actually sensed, during your visit to the Shoalhaven region:

Wanted to sense during visit	**Actually** sensed during visit
❑ Ethical	❑ Ethical
❑ Respectful	❑ Respectful
❑ Down to earth	❑ Down to earth
❑ Live life	❑ Live life
❑ Community	❑ Community
❑ Trustworthy	❑ Trustworthy
❑ Adventurous	❑ Adventurous
❑ Playful	❑ Playful

Q. Please tick how satisfied were you with the following parts of your visit to Shoalhaven

	Very satisfied	**Satisfied**	**Not satisfied**
Overall visit to Shoalhaven			
Coastal / aquatic places			
Food and wine			
Nature and adventure			
Event or wedding			

Attachment B – Community survey question

Which of the following places do you believe are in a healthy way for you to enjoy

- ❑ Hyams Beach
- ❑ Natural areas around Hyams Beach
- ❑ Bendalong Beach
- ❑ Natural areas around Bendalong
- ❑ Mollymook Beach
- ❑ Natural areas around Mollymook

Attachment C – Australian Marine Debris database

http://amdi.tangaroablue.org/dashboard

The Clean Beach Initiative is run by Take3forthe sea, a not for profit organisation based in NSW. The Australian Marine Debris Database was created to enable volunteers and organisations who were running beach clean-up events to also collect data on what they were finding with a consistent methodology so it could be collated into a standardised national database on marine debris.

Since 2004 more than 7 million pieces of data have been inputted into the Australian Marine Debris Database, creating a comprehensive overview of what amounts and types of marine debris are impacting beaches around the country.

The database has an open access policy enabling scientists, government agencies, communities and organisations to request data on marine debris in Australia for educational and research purposes. The data submitted is always owned by the contributor, however the Australian Marine Debris Database provides one place for all data to be housed, providing everyone involved in the marine debris issue one place to both access and submit data on marine debris.

The open access policy allows for a specific set of data reports to be generated for community groups, schools and partner organisations to assist in identifying marine debris trends and creating local source reduction plans.

Database content

SMA Tourism signed up to access the data, and reviewed the database. The Dashboard section identifies that there have been 43 beach clean-ups in the Shoalhaven LGA since the Program commenced. The dashboard provides

National level data on the quantum of different types of rubbish collected and the top 10 most frequent items collected.

Unfortunately, when we reviewed the Cleanups section of the database, we did not find this level of data being presented at the site specific level. Nonetheless, using the map, we were able to identify seven potentially relevant sites receiving beach clean ups and presenting their data.

Relevant locations logged in Shoalhaven	Potential hotspot	Last activity	No bags filled
Seven Mile Beach, Shoalhaven		7/11/2017	1
Shoalhaven Heads Beach		29/5/2017	0.5
River Road Reserve, Shoalhaven Heads (birdwatching area)		12/12/2017	0.5
Huskisson Beach	Yes	29/4/2016	0.33
Moona Moona Creek (close to beach interface)		2/4/2017	1
One Tree Beach, Bendalong	Yes	1/4/2017	0.4
Mollymoock Beach	Yes	13/9/2017	0.25
Ulladulla Harbour		25/9/2017	10

After each beach clean-up, a volunteer logs the following information:

- Total bags of rubbish filled
- Approximate weight removed from beach (kilos)
- Beach length
- Duration of event
- Number of people involved

Strategy to access data

The easiest way could be to periodically review the database, by signing in, using the map to find a site, and then sourcing data from the intermittent data posts for each site that is a part of Destination 360. This can be done by going into the database and reviewing posted data sets for a specific site. Alternatively, Shoalhaven City Council could complete a request for a custom dataset from the AMDI database, by completing the form from the following web address:

http://www.tangaroablue.org/images/phocadownload/Request_for_custom_dataset.pdf and then sending the completed form to info@tangaroablue.org.

However, since the cleans are not programmed quarterly, the data is unlikely to come in quarterly periods that align with other hotspot monitoring being done by Destination 360.

An alternative and more strategic approach could be for Shoalhaven City Council to form a partnership with the Australian Marine Debris initiative, and operationally, through local representatives for hotspot local beaches. Council could provide a modest sponsorship in exchange for adding hotspot sites Hyams Beach and Sussex Inlet, and making the clean-ups quarterly, to bring them in line with other hotspot data being collected.