

Central Coast Place Marketing Plan

Place Making

MAY 2017

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PURPOSE

The purpose of the Place Marketing Plan (the Plan) is to:

Review and reinvest in the Coast to Canyon place marketing brand to stay in tune with consumer and travel trends and create a point of differentiation for the Central Coast to compete as a destination in crowded marketplaces.

INTRODUCTION

All destinations need to reinvest in their place brand to stay in tune with consumer and travel trends. Reviewing and reinvesting in the Coast to Canyon place brand assists the Central Coast Council (the Council) to differentiate through brand positioning and improve the way we compete in crowded marketplaces, such as tourism. Reinvesting and creating a point of differentiation for the Coast to Canyon place brand first involves reviewing our understanding of the culture, qualities and wisdom of the community and then acting to communicate and deliver a shared vision.

Place marketing seeks to attract new businesses, residents or visitors. Place marketing has been defined as, “the conscious use of marketing to communicate selective images of specific geographical localities or areas to a target audience”¹. Place marketing benefits the broader community as much as it benefits business, investors, developers and property owners. Place marketing builds community spirit and gives businesses and investors the confidence to innovate and enrich the places in the Central Coast that we love.

Governments at all levels have an important role to play in place marketing. It is also important that our combined local efforts complement and make use of the other place marketing efforts including the initiatives of neighbouring councils, the broader region, the State and the country. Working together and complimenting each other is the first step in progressing towards creating sustainable competitive advantage and resilience for the Central Coast’s economic development.

The Coast to Canyon place brand was developed in 2006. The Plan incorporates the Coast to Canyon Brand Review (the Review). The Review was informed by the ‘Reinvigorating the Coast to Canyon Brand’ Workshop, attended by 27 community members and stakeholders. The Background Paper provided to Workshop participants is included as Attachment 1. The Review aimed to: ensure the brand still represents the Central Coast’s distinct and appealing characteristics over a decade after its original development; explore how we represent ourselves to locals, visitors and investors; and to creatively think about how we can leverage from the place brand to maximise benefits for the whole community. Outputs of the Workshop are included as Attachment 2.

¹ Ashwood, G. J., and Voogd, H., (1994), ‘Place promotion: the use of publicity marketing and place promotion’, in Gold, J. R (Ed.), ‘Marketing to sell towns and regions’, Chichester, John Wiley and Sons, p. 39

As a result of the Review, three place brand logo revisions and new slogans were developed that are illustrated in Attachment 3. These were focus tested with 40 participants of the Workshop and members of the Council. The focus testing clearly indicated a preference for a logo and the 'great natured place' slogan. Broad community consultation was undertaken that included static displays, information sessions and also through digital platforms, such as social media and the Council's website. This enabled the community to provide the Council feedback on the new Coast to Canyon logo and slogan for the Central Coast to adopt as the place marketing brand.

The Plan will assist the Council, stakeholders, local businesses, community groups and residents to define their roles, allocate resources, make contributions, engage, communicate the shared vision and act. In order to act, we will need to make use of approaches based on building relationships, strengthening networks and working collaboratively.

In developing the Plan we acknowledge the valuable contribution of our Councillors, Council staff, community members, local groups, representative associations and peak bodies who brought their collective knowledge and experience to the following strategic conversations, projects and activities:

- . Central Coast Destination Action Plan Workshops;
- . Council's business unit input;
- . Reinvigorating the Coast to Canyon Tourism Brand Workshop;
- . Place Marketing Group Feedback Workshop (focus testing); and
- . Community consultation.

The Plan is also part of the Council's Social Planning Framework (SPF). The SPF sets the direction and outcomes to achieve improved community outcomes and services. It comes from, and contributes to, the realisation of the Central Coast community's vision and 2014-2024 Strategic Plan that outlines the things that need to be done to achieve the preferred future. The four SPF priorities areas that relate to the Plan are: active; engaged; included; and learning.

BACKGROUND

BRANDS

A brand is something that aims to create awareness, reputation and prominence in the marketplace².

Corporate Brand

The Council's corporate brand was not subject to review under the Plan. The corporate brand logo is designed to be used to promote a contemporary and professional image for the Central Coast and is illustrated in Figure 1.

Figure 1: Central Coast Council Corporate Brand

Horizontal layout



Vertical Layout



'Coast to Canyon' Place Brand

The Council's 'Coast to Canyon' place brand was subject to review under the Plan. The brand has been revised and a new slogan developed in consultation with community members, stakeholders and members of the Council. The Coast to Canyon brand is used for tourism related purposes, including events as well as promoting place related amenities and infrastructure, such as parks. In many cases, the place marketing brand is used in conjunction with the corporate brand.

Figure 2: Place Marketing Brand - Coast to Canyon



² Keller, K. L., (2013), 'Strategic brand management', Pearson, USA, p.30

Events Brand

The Council's events brand was not subject to review under the Plan. The events brand was developed from attributes outlined by the community. The brand is used for community events, functions and festivals. In the case of civic events, the corporate brand is the primary brand used.

Figure 3: Events Brand



SLOGANS

Slogans are short phrases that communicate descriptive or persuasive information about the brand. Slogans are powerful branding devices because, like brand names, they are extremely efficient, shorthand means to build brand equity. They function as a useful 'hook' or 'handle' to help consumers grasp the meaning of a brand; what it is and what makes it special. Slogans are an indispensable means of summarising and translating the intent of marketing in a few short words³.

The Council has a slogan for the Coast to Canyon place brand and for a slogan for the events brand. The revised Coast to Canyon place brand slogan 'Great natured place' represents an honest and authentic promise of what will be found in the Central Coast and can be used to efficiently communicate across different audiences. The events brand 'COME ALIVE, live what you love' slogan conveys an experience and emotional promise to participants as well as a call to action. The place marketing and events brands have been designed to create consistent branding promises and align with the corporate brand.

MARKETING AND PROMOTIONS

Marketing activities and programs are the primary means that organisations build brand equity. For example, the Council is developing a series of advertisements using the Coast to Canyon's, Great natured place message 'it's in our nature', see Attachment 4. This message can be effectively used across a range of target markets. The advertisements aim to promote and leverage from the Coast to Canyon place brand, as well as further embed it in our community.

³ Above note 1, p. 158

THE PLACE MARKETING FRAMEWORK

The Place Marketing Framework (PMF) guides the Council's organisational response to marketing and promotional activities and communications. The PMF is based in the local government context and identifies if positioning for a marketing or promotional activity or communication needs to be aligned to the corporate, place marketing or events brand. The Framework's dimensions are lifestyle marketing, infrastructure marketing, tourism marketing and economic development, which are not mutually exclusive.

The Framework is a holistic and user-friendly guide for the Council. It asks the user to identify the target or specific market that the marketing activity is aimed at. The target markets are: visitors, existing residents, potential residents, business operators, industries, export markets, and government⁴. These traditional target markets are selected according to the goals of the marketing or promotional activity/communication but are also linked to growth strategies.

ECONOMIC DEVELOPMENT

The loss of population, including permanent out-migration of ever increasing numbers of young adults (aged 16 to 30 years), is one of the most disturbing aspect of regional decline in regional Australia⁵. Given the difficulties that smaller Local Government Areas (LGA's) such as the Central Coast have in attracting, retaining populations and skilled labour, this issue is clearly central to both our economic growth and future sustainability of communities and industries.

Population loss compounded by an aging demographic in the remaining population can lead to a loss of vitality (even hope) in communities affected by these demographic patterns. A growing issue for the Central Coast is to consider not only the size of the population but also the economic and social mix.

An important aspect of economic development in relation to place marketing is the impact of tourism (the visitor economy) for the Central Coast. The State has enjoyed increasing visitor numbers and many visitors travel to, or through, the Central Coast. Every visitor to the destination is a potential future resident or business investor. In response to an aging demographic and high youth out-migration, the Council aims to use strategic marketing and promotions activities, programs and communications to address these trends and attract visitors as well as financial and human capital.

⁴ Kotler, P., Haider, D. H., and Rein, I. (1993), *'Marketing places: attracting investment, industry, and tourism to cities, states and nations'*, New York, Free Press

⁵ Hugo, G., (2001), *'What is really happening in rural and regional populations? The future of Australia's country town'*, Centre for Sustainable Regional Communities, La Trobe University, Bendigo

Growth Tourism Market Trends

According to the World Tourism Organisation over the last few decades tourism has experienced continual growth. It is now one of the fastest growing economic sectors in the world and the visitor economy is now a key driver for socio-economic progress⁶. Rapid growth of the Tasmanian tourism market though has not been shared evenly across the State, with regional areas not experiencing growth as high as metropolitan cities.

Adventure tourism, such as cycling has experienced significant growth globally in recent years. An increasing number of adventure tourists are embarking on both road and mountain biking and participating in cycling events. The Central Coast Council has a Cycling Strategy and cycling infrastructure, such as the integrated Central Coast Shared Pathway Network that provides an attraction for visitors and diversifies transportation options for locals.

On a State level, Tourism Tasmania identify food and wine related tourism as growth markets. Tasmania's high-quality produce is recognised globally. It is also important to note that caravan parks and camp sites are an essential facility for many visitors, particularly in the Central Coast. Caravan or camping visitors spend more nights in regional Australia than visitors using other forms of accommodation⁷.

In regional Tasmanian areas, parks and reserves are often the most important asset and driver for tourism. It follows that nature-based adventure tourism such as mountain biking/cycling, bushwalking, kayaking, cruising or alternative accommodation has the most significant potential to contribute to, and grow the Central Coast's visitor economy⁸.

Destination Marketing and Creating Competitive Advantage

Destination management methodology assists with intensifying marketing activities⁹. The wide variety of organisations involved and the complexity of tourism products has made the coordination and cooperation among them is a critical success factor. The umbrella incorporating all stakeholders is the Cradle Coast Authority; a destination management organisation (DMO), who have assumed a crucial role in fostering the development of local tourism systems in the region¹⁰. The tourism sector globally is characterised by increasing competition.

In marketing, a place is considered as a product that can be 'shaped' to achieve its competitiveness. Competitive advantage considers competitors and customers. The key to creating competitive advantage is to make the most of strengths that are different from the competitors. Destination marketing must lead optimisation of tourism impacts and the achievement of strategic objectives for all stakeholders¹¹.

⁶ United Nations World Health Organisation, <http://www2.unwto.org/>, website accessed 30 June 2016

⁷ Caravan Industry Association of Australia, <http://www.caravanindustry.com.au/marketing-to-government>, website accessed 15 June 2016

⁸ Tasmania Parks and Wildlife Service and Tourism Industry Council of Tasmania, (2014), '[Parks 21](#)', accessed 2 September 2016

⁹ Ritchie, J. R., and Crouch, G. I., (2010), '[A model of destination competitiveness/sustainability](#)', Brazilian Public Administration Review (RAP) 44(5), CAB International, pp. 1049-1066

¹⁰ Bruhalis, D., (2000), '[Marketing the competitive destination of the future](#)', Tourism Management, 22(1), pp. 97-116

¹¹ Bruhalis, D., (2000), refer above note 10

RATIONALE¹²

The table below outlines the current Central Coast profile:

Central Coast	
Population	<ul style="list-style-type: none"> 22,313 estimated residents over area spanning 937km² in 2016 25% of the population in 2013 was aged under 19 years 33% of the population in 2013 was aged between 20 and 49 years 40% of the population in 2013 was aged between 50 and 84 years 2% of the population in 2013 was aged over 85 years 43 years old was the average resident age in 2011
Industry employment factors 2011	<ul style="list-style-type: none"> 12% of employment was in the manufacturing industry 12% of the population was employed in health care and social assistance 11% of the population was employed in retail trade 9% of the population was employed in education and training 9% of the population was employed in construction 7% of the population was employed in agriculture, forestry and fishing 6% of the population was employed in accommodation and food services
Educational factors 2011	<ul style="list-style-type: none"> 17% of the population held a certificate level qualification 5% of the population held a bachelor degree 5% of the population held a diploma or advanced diploma qualification 2% of the population held a graduate certificate, graduate diploma or postgraduate degree
Labour force/ business factors	<ul style="list-style-type: none"> The labour force participation rate in 2011 was 58.5% (the number of residents in the labour force expressed as a percentage of residents aged 15 years and over) The unemployment rate in 2011 was 6.5% Local businesses in 2015 totaled 1,379 Local jobs in 2015 totaled 7,018 76% of residents volunteered their time to a charity or non-profit organisation in 2011
Visitation factors 2014	<ul style="list-style-type: none"> 161,000 people visited the Central Coast There were 239,000 overnight stays (220,000 overnight stays were by visitors from Australia) The average spend per trip was \$193.00

¹² Baseline data sources: Australian Bureau of Statistics, [Census of Population and Housing](#) (2011); [Estimated Resident Population by Sex by Age Group by LGA, 2001-2013](#) (2013); [Industry of Employment by Sex \(LGA\)](#); (2011) [Selected Labour Force, Education and Migration Characteristics \(LGA\)](#) (2011); Tourism Research Australia, Tourism Research Australia, Tasmanian Visitor Survey, [Local Government area profiles](#) (2014); Profile i.d. (2016), <http://economy.id.com.au/central-coast>

CONTEXT

GLOBAL/NATIONAL LEVEL

Tourism Australia is the Australian Government agency responsible for attracting international visitors to Australia, both for leisure and business events. Tourism Australia's mission is 'to make Australia the most desirable destination on earth' and use emotionally driven human characteristics to present the brand to the target audience¹³.

Regional Australia deals with challenging issues that many metropolitan areas do not. The most significant of these is declining or static populations with a specific loss of young adults. Limited growth in populations, linked with the Australia-wide problems of ageing populations and diminishing birth rates is leading to a social and economic unease in many regional cities and towns that has long-term sustainability implications due to the lack of skilled workers and professionals.

STATE LEVEL

Tourism Tasmania have developed the 'Tasmania - go behind the scenery' tourism brand to market Tasmania. It merges together what Tasmania is well known for as well as 'behind the scenery' experiences; the nooks and crannies, the offbeat and original and Tasmania's natural beauty, set against the brutality of our convict past. The brand creates the direction for individual marketing campaigns¹⁴.

There are a number of Tasmanian strategy documents that relate to place marketing in the Central Coast. State strategies are outlined below:

Visitor Economy Strategy 2015-2020 (T21)

The Tasmanian Government and the Tasmanian tourism industry represented by the Tourism Industry Council Tasmania (TICT) set a target to increase visitor number to 1.5 million by 2020 to grow employment in tourism industries. Actions in the Tasmanian Visitor Economy Strategy 2015-2020 (T21) focus on four strategic priorities: generate more demand for travel to Tasmania; grow Tasmania's air and sea access capacity; invest in quality visitor infrastructure; and build capability, capacity and community¹⁵.

Engagement Strategy 2016

The Tasmanian Government Engagement Strategy 2016 emphasis's that high-quality visitor engagement plays a critical role in enhancing the overall visitor experience. The three priority actions for implementation are: reimagining our Visitor Information Centers; reviewing directional and wayfinding signage; and reviewing gateways (air and sea ports). Other priority actions include: digital strategy and collateral; drive journeys; and destination/experience advocacy¹⁶.

¹³ Tourism Australia, <http://www.tourism.australia.com>, website accessed 15 August 2016

¹⁴ Tourism Tasmania, <http://www.tourismtasmania.com.au>, website accessed 15 August 2016

¹⁵ Tasmanian Government (2015), 'Tasmanian Visitor Economy Strategy 2015-2020', website accessed 19 August 2016

¹⁶ Tasmanian Government, Department of State Growth (2016), [Tasmanian Visitor Engagement Strategy 2016](#), Website accessed 2 September 2016

Events Strategy 2015-2020

The Tasmanian Government Events Strategy 2015-2020 supports the creation of new events to help meet the target of 1.5 million visitors to Tasmania by 2020. It aims to become the boutique events capital of Australia, promoting Tasmania as a business events destination; highlighting the social and economic value of events that promote cultural, sporting and artistic pursuits; and to enrich Tasmania's keen sense of community¹⁷.

Parks 21

Parks and Wildlife Service and the Tasmanian tourism industry, represented by the Tourism Industry Council Tasmania (TICT), has identified a shared long-term goal to facilitate and enhance tourism activity and the overall visitor experience in Tasmania's national parks and reserves. Parks 21, the Joint Strategic Action Plan identifies three strategic objectives: enhanced tourism focus; sustainable experience delivery; and enterprise and economic activity¹⁸.

The Population Growth Strategy 2015

The Tasmanian Government has set a target to grow the population to 650,000 people by 2050 to drive economic growth, create jobs and improve the standard of living for all Tasmanians. The Population Growth Strategy 2015 outlines the approach to growing our population and builds on the State's existing investment in initiatives to grow jobs and the economy¹⁹. 50 actions are identified in three key areas: job creation and workforce development; migration; and liveability.

REGIONAL AND SUB-REGIONAL LEVELS

The Cradle Coast Authority DMO is the regional tourism organisation for the North West and West Coast of Tasmania responsible for implementing strategies to ensure that the region maximises its tourism potential. The Authority is guided by the Cradle Coast Tourism Executive creating local, regional and state partnerships. A Service Agreement also exists with Tourism Tasmania to deliver strategies and programs at regional and local levels²⁰. The Cradle Coast Authority developed the 'where will the stories take you' regional tourism brand.

The Cradle Coast Authority is developing the Cradle Coast Futures Plan that will provide the strategic direction to create sustainable economic development for the North West and West Coast of Tasmania. It is a networked approach, aiming to 'lift the living standards of everyone in our region by improving the productivity and competitiveness of our regional economy'.

¹⁷ Tasmanian Government (2015), '[Tasmanian Government Events Strategy 2015-2020](#)', website accessed 2 September 2016

¹⁸ Parks and Wildlife Service Tasmania, '[Parks 21](#)', refer above note 8

¹⁹ Department of State Growth, '[Tasmania's Population Strategy](#)', website accessed 2 September 2016

²⁰ Cradle Coast Authority, <http://www.cradlecoast.com>, website accessed 15 August 2016

LOCAL LEVEL

The Council's place marketing actions need to compliment and work within the broader national, State and regional context. However, it is also important to position and differentiate the Central Coast as a destination because we have our own strong sense of identity. The Council identified the following through the Strategic Plan 2014-2024²¹ community engagement process:

A Vision for Central Coast

Central Coast – Living our potential

We are a vibrant, thriving community that continues to draw inspiration and opportunities from its natural beauty, land and people and connected by a powerful sense of belonging to our place.

The Central Coast has the second highest population of any LGA in the region. The Central Coast has substantial manufacturing, service and agricultural sectors. There is an above-average reliance on employment in the manufacturing industry, accounting for 12.11% of employment in 2011²². The participation rate in 2011 was a relatively low 58.5% compared to the Australian rate of 61.4% in 2011. The Central Coast also has low levels of educational attainment.

²¹ Central Coast Council, '[Central Coast Strategic Plan 2014-2024](#)', Tasmania, pp. 6-8

²² Australian Bureau of Statistics, '[Selected Labour Force, Education and Migration Characteristics \(LGA\)](#)' (2011)

COAST TO CANYON BRAND REVIEW

The 2017 Coast to Canyon Brand Pyramid

As part of the Coast to Canyon Brand Review, the 2006 Coast to Canyon Brand Pyramid was reviewed to ensure that the Central Coast's distinct and appealing characteristics were still being reflected by the brand a decade after its development. Figure 4 illustrates the 2017 Coast to Canyon Brand Pyramid.

The Review was conducted in a Workshop of 27 stakeholders and community members. Analysis of Workshop outputs found that many of the Brand Pyramid's elements remained consistent with the 2006 model. There were two notable sentiment shifts. Firstly, the 'community' was found to be the primary reason for living high quality of life in the Central Coast. Secondly, there was a greater emphasis on the Central Coast's 'natural environment and resources'.

Figure 4: 2017 Coast to Canyon Brand Pyramid



In addition to the review of the Coast to Canyon Brand Pyramid that highlighted the Central Coast's defining characteristics of 'community' and 'natural environment and resources', the Coast to Canyon Review also found that:

- . Difficulties had been encountered using the place brand including: ease of access; understanding of application; and not being considered for use; and
- . The place brand needed strengthening with consensus for two elements: the need for a place definer such as Tasmania or Central Coast included in the logo; and that there was a lack of an engaging and representative slogan.

Findings from the Review informed revisions to the Coast to Canyon brand logo and new slogan development. These concept designs were focus tested and the broader community consulted. Feedback was incorporated, revisions to the brand design were made and further comments were sought. Figure 5 illustrates the place brand logo and slogan.

Figure 5: Coast to Canyon Place Brand



CAPITAL BRANDS

In the past, place brands have been used almost exclusively by the tourism industry. The revised Coast to Canyon place brand and slogan recognises and responds to the fact that we build our reputations in many ways and from many industry sectors and groups. This is the rationale behind the developing the Coast to Canyon Brand as a capital brand.

A capital brand is like an umbrella brand. For example, a company such as Macbook or Nivea have a lot of products but they focus on promoting their capital brand rather than the many individual products. This aims to embed the capital brand in the mind of the consumer. To improve leveraging from the Coast to Canyon place brand, the Council has developed a Capital Brand Framework (the Framework) to assist us to attract, for example: shoppers; visitors; businesses; investors; or families to relocate and live here.

THE CAPITAL BRAND FRAMEWORK

The Framework illustrated in Figure 6 includes the industry sectors and groups in our community that Workshop participants identified, see Attachment 2. The Framework shows how the Coast to Canyon place brand identity is at the heart of all marketing and promotional activities and this will ensure an aligned and consistent approach to using the place brand and slogan (tagline) across industry sectors and groups. This strategy aims to further embed the Coast to Canyon brand in the Central Coast community and create a greater reach and use for our promotions, marketing activities and communications.

For a capital brand to work the tagline must do several things:

- . It must speak to those it represents to build community confidence and pride;
- . It must deliver an honest and authentic promise of what will be found to the audiences it seeks to engage with; and
- . It must have a strong and consistent message that speaks to both inward and outward facing markets.

Figure 6: The Coast to Canyon Capital Brand Framework



Based on the Framework, Figure 7 provides an advertising example of how the Coast to Canyon place brand can be used to consistently target specific audiences using the 'great natured place' slogan and 'it's in our nature' message. Further examples are provided in Attachment 4.

Figure 7: Advertising Example - Friendliness



This ad example shows how the Coast to Canyon's, 'Great natured place' slogan, with the 'It's in our nature' message can speak to a variety of audiences. It can be used to promote our welcoming community to: visitors; tourists; local business; event holders; and community members, whilst underpinning our connection to the 'great nature' of the Central Coast.

APPROACH

The Plan has been developed with engagement and reference to a number of community conversations and Workshops. It is the culmination of a learning journey where each step informed and guided the next. Stakeholders were engaged in processes that enabled all perspectives to be heard and understood.

Those engaged included representatives from: the Council; representative associations; local businesses; peak bodies; local community groups; service clubs and local residents.

The following specific events and activities have helped build the understanding, direction and development of the Plan:

Date	Activity	Who Involved	No involved
13 Jul 2016 & 10 Aug 2016	Central Coast Destination Action Plan - workshops	Stakeholders and community members	16
13 Sep – 27 Oct 2016	Place Marketing Framework	Council business unit staff	78
14 Dec 2016	Reinvigorating the Coast to Canyon Brand Workshop	Stakeholders and community members	29
TBC	Place Marketing Brand – Focus Testing	Stakeholders, community members and Council staff	40

DYNAMIC AND COLLECTIVE

This Plan is not just for the Council to deliver on. Many stakeholders, associations, businesses and community groups are already working on activities and actions that are making a positive difference to place marketing in the Central Coast.

The Plan is the roadmap to follow to achieve the vision and preferred future around this issue. Everyone can play a role and thus the energy and resources of our collective efforts can be harnessed.

The Plan will evolve and respond according to needs and opportunities. It is therefore, perpetual in nature and delivered through collective community efforts. This is part of the Council's approach where we build relationships; make productive use of our networks and work collaboratively to tackle shared issues.

VISION

WILLING AND ABLE

- . Place marketing is supported and actively promoted in our community; and
- . Whatever we are doing or wherever we are, there is visible link to our place brand or its values.

LOCAL BUSINESSES

- . Our industry sectors and community groups position marketing and promotional activities/communications to the place brand to maximise marketing power by leveraging from the brand; and
- . We work together, share knowledge and provide referrals to local businesses for the benefit of all in our community.

OUR IDENTITY

- . We socialise and enjoy a variety of unique identities and experiences in our communities; and
- . Our vibrant, thriving and genuine communities are visible and admired by both visitors and investors.

GUIDING PRINCIPLES

The following principles will guide the work and approaches of the Council, stakeholders and community groups towards achieving positive change for place marketing in the Central Coast. The first four guide the Council's SPF, with the fifth specific to the Plan.

MAKING A DIFFERENCE

- . Transforming the systems and relationships to produce social impact and better community outcomes;
- . Aligning practices, delivery systems and culture with the Central Coast vision; and
- . Taking action.

INNOVATION

- . Using the Plan to align effort across policy and service domains;
- . Identifying improved and new ways of working; and
- . Providing inspiration and incentives to encourage innovation to achieve agreed outcomes.

COLLABORATION

- . Working together to achieve positive outcomes;
- . Using a shared vision and purpose;
- . Building on existing assets/strengths;
- . Developing broad coalitions to identify and resolve key challenges; and
- . Developing service agreements, partnerships and other effective collaborative models.

LEARNING

- . Developing knowledge, skills and attitudes as a foundation to change;
- . Starting with young people while empathising lifelong learning;
- . Integrating learning and education into all approaches; and
- . Raising awareness through social marketing and cross-promotion.

A FOCUS ON PLACE MARKETING

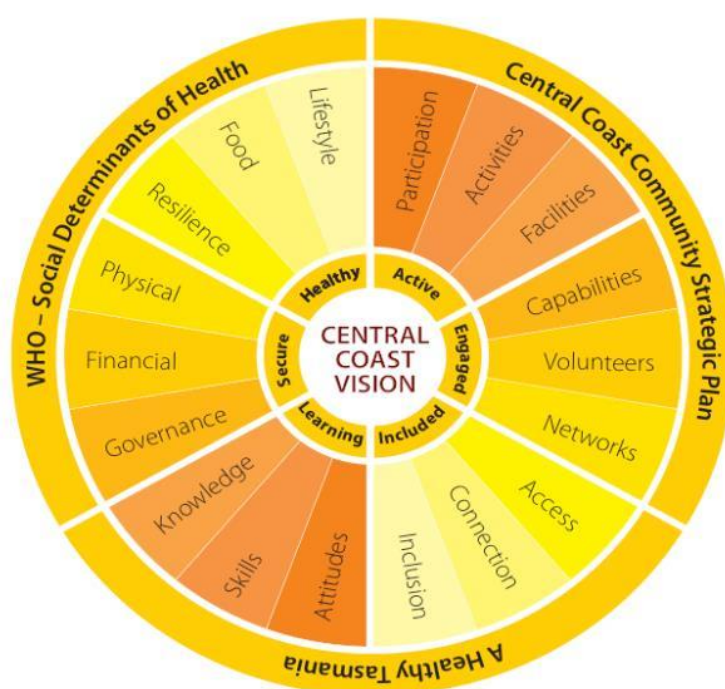
- . Industry sectors and community groups position themselves to leverage from the place marketing brand;
- . Working together on relevant strategies to make a difference;
- . Aligning actions with local place values and identities; and
- . Doing with, not doing for.

FUTURE DIRECTIONS AND STRATEGIC OUTCOMES

SOCIAL PLANNING FRAMEWORK MODEL

The SPF places the Central Coast community vision at the center. The SPF model illustrated in Figure 8 links SPF priority areas (future directions) with dimensions of the Council's Strategic Plan 2014-2024, World Health Organisation social determinants of health and the State Government's Healthy Tasmania Plan to place-based needs.

Figure 8: Social Planning Framework Model



FUTURE DIRECTIONS

The Action Plan identifies actions and related tasks that the Council will be able to undertake within the three roles of provider, facilitator and advocate. These actions aim to achieve the associated strategic outcome. Actions are categorised under the four future directions identified by the SPF to make a difference for the Central Coast: active; engaged; included and learning.

Active

Opportunities and facilities to gather and participate in recreational activities and cultural experiences.

Engaged

Capabilities and networks to volunteer our time and skills and engage in decisions that affect us.

Included

Connectivity and inclusivity for our communities to access services, shops, education, work and play.

Learning

The knowledge, skills and commitment to learning needed to participate fully in society and reach our potential.

STRATEGIC OUTCOMES

Identifying strategic outcomes and indicators to measure enables evaluation of the Plan's implementation and whether a positive difference is being made for the community. The strategic outcomes are:

1. Enhancing place identity
2. Building inclusive communities
3. Using design of the public realm to create competitive advantage
4. Fostering community involvement, collaboration and networks
5. Supporting local entrepreneurs and businesses
6. Bringing education and business together
7. Developing investment opportunities

TIMINGS

Short-term	One year
Medium-term	One to three years
Long-term	One to five years (+)

KNOWING IF ANYONE IS BETTER OFF

The Council will take a Results Based Accountability (RBA) approach to measuring the performance of the Plan. This approach starts with the end 'results' desired for a community or population group and then identifies the indicators, which can be measured to quantify the achievement of desired results.

A measure of how well a program, agency or service system is working involves three types of interlocking measures shown below:

1. How much did we do?
2. How well did we do it?
3. Is anyone better off?

Performance Measures

	Quantity	Quality
Effort	How much service did we deliver?	How well did we deliver it?
Effect	How much change/effect did we produce?	What quality of change/effect did we produce?

ACTION PLAN

Active – Future Direction 1					SPF Priority Area	
Strategic Outcome	SPF Dimension	Action	Related Task	Council Role	Timings	Resources
Enhancing place identity	Activities	Place marketing brand	Revise the Coast to Canyon brand and develop new slogan	Provider	Complete	Community engagement
	Activities	Built and natural environment	Investigate feasibility for further development of the Leven Canyon as unique tourism experience	Provider	Short-term	Council collateral
	Activities	Well-being and liveability	Review the Central Coast Cycling Strategy	Provider	Medium-term	Policy
	Activities	Place marketing brand	Update place marketing suite of documents including Coast to Canyon Style Guide	Provider	Complete	Council collateral
	Activities	Place marketing brand	Integrate the Coast to Canyon 'it's in our nature' message in the Events Calendar	Provider	Short-term	Council collateral
	Activities	Destination management	Review the Events Brand Style Guide	Provider	Short-term	Council collateral
	Activities	Destination management	Develop a social media campaign to promote and embed the events brand in the community	Provider	Short-term	Council collateral
	Activities	Destination management	Organise and build on the Council's existing photo library	Provider	Short-term	Council collateral
	Activities	Destination management	Review the Visitor Interpretation Strategy	Provider	In progress	Policy

Active – Future Direction 1				SPF Priority Area		
Strategic Outcome	SPF Dimension	Action	Related Task	Council Role	Timings	Resources
	Activities	Destination management	Develop initiatives/activities to further embed the events brand in the community	Provider	Short-term	Council collateral
	Connection	Economic development	Lobby regional peak body to develop a Regional Liveability Strategy	Advocate	Medium-term	Policy
	Facilities	Well-being and liveability	Develop a business case for a local arts hub	Provider	Long-term	Policy
	Facilities	Well-being and liveability	Investigate feasibility to develop an astronomy hub	Provider	In progress	Policy
	Participation	Place marketing Brand	Review the Coast to Canyon brand	Facilitator	Complete	Community engagement
Using design of the public realm to create competitive advantage	Activities	Local and regional visitor services management	Plan to create new/unique visitor experiences	Provider	In progress	Community engagement
	Facilities	Built and natural environment	Re-branding Council owned/managed facilities/amenities with the place brand	Provider	Long-term	Budget estimates
	Facilities	Destination management	Review/Identify development opportunities for the Penguin Railway Station	Provider	Medium-term	Council collateral
	Facilities	Events	Investigate procurement of a marquee to increase the capacity of the Gnomon Pavilion and opportunities to host business events	Provider	Short-term	Council collateral

Active – Future Direction 1				SPF Priority Area		
Strategic Outcome	SPF Dimension	Action	Related Task	Council Role	Timings	Resources
	Facilities	Destination management	Review the location of Visitor Information Centers (VIC's) infrastructure as well as the role/purpose	Provider	Medium-term	Policy
	Facilities	Built and natural environment	Integrate the place marketing brand in Dial Regional Sports Complex Development plans	Provider	Short-term	Council collateral
	Facilities	Built and natural environment	Integrate the place marketing brand in implementation of the Ulverstone Civic Centre review findings	Provider	Short-term	Council collateral
	Facilities	Digital marketing	Create a highly visual digital display space at VIC's to promote the area as a great place to live, visit and invest	Provider	Medium-term	Budget estimates
	Facilities	Well-being and liveability	Review use and identify new visitor experiences for parks	Provider	Short-term	Council collateral
Fostering community involvement, collaboration and networks	Participation	Communications and engagement	Establish a Youth Leaders Development program	Provider	Medium-term	Policy
Supporting local entrepreneurs and businesses	Facilities	Place marketing brand	Update business packs (brochures): A place to live, visit; and A place to invest	Provider	Short-term	Council collateral
	Facilities	Built and natural environment	Support further development of the Central Coast Mountain Bike Club	Facilitator	In progress	Strategic alliances
	Participation	Events	Pursue the small convention market	Advocate	Long-term	Strategic alliances

Engaged – Future Direction 2				SPF Priority Area		
Strategic Outcome	SPF Dimension	Action	Related Task	Council Role	Timings	Resources
Building inclusive communities	Capabilities	Events	Continue to engage with community to achieve local arts and cultural outcomes	Facilitator	In progress	Community engagement
	Capabilities	Events	Develop strategies to leverage from the Regional Events Strategy	Provider	Long-term	Council
Using design of the public realm to create competitive advantage	Networks	Local and regional visitor services management	Review involvement in the Cradle Coast Tasting Trail	Provider	Short-term	Council collateral
Fostering community involvement, collaboration and networks	Networks	Local and regional visitor services management	Support the Central Coast Tourism Association	Facilitator	In progress	Strategic alliances
	Networks	Local and regional visitor services management	Develop/strengthen strategic partnerships and networks to create a community of practice	Facilitator	Long-term	Strategic alliances
	Networks	Communication and engagement	Facilitate an annual forum to engage with stakeholders around place marketing	Facilitator	Short-term	Community engagement
	Volunteers	Local and regional visitor services management	Develop a Central Coast Volunteer Strategy	Facilitator	In progress	Policy
	Volunteers	Local and regional visitor services management	Develop/support training initiatives/programs in customer service to enhance capacity and capability in our volunteers and business operators	Provider	Medium-term	Council collateral

Engaged – Future Direction 2				SPF Priority Area		
Strategic Outcome	SPF Dimension	Action	Related Task	Council Role	Timings	Resources
Fostering community involvement, collaboration and networks	Capabilities	Communication and engagement	Identify and support existing and emerging community leaders and brand champions	Facilitator	Medium-term	Community engagement
Supporting local entrepreneurs and businesses	Networks	Economic development	Cross promote local tourism businesses	Facilitator	Short-term	Council collateral
	Networks	Economic development	Lobby peak regional body to establish a Devonport and Cradle Country Cooperative Marketing Agreement	Advocate	Long-term	Council collateral
	Networks	Communications and engagement	Lobby the Cradle Coast Authority to cross promote councils digital marketing	Advocate	Medium-term	Strategic alliances
	Networks	Communication and engagement	Support business and community to exchange information exchange and collaborate	Facilitator	Long-term	Community engagement
	Capabilities	Economic development	Support business development and investment opportunities, particularly for new/niche opportunities	Provider	Long-term	Strategic alliances
Developing investment opportunities	Networks	Economic development	Lobby the Cradle Coast Authority for sub-regional relationships, delegations and trade shows and cross promote trade	Provider	Long-term	Strategic alliances
	Networks	Economic development	Engage and leverage from the Regional Futures Plan	Advocate	Long-term	Policy

Engaged – Future Direction 2				SPF Priority Area		
Strategic Outcome	SPF Dimension	Action	Related Task	Council Role	Timings	Resources
	Capabilities	Economic development	Encourage and support investment and value creation in recognised growth markets	Facilitator	Medium-term	Council collateral

Included – Future Direction 3				SPF Priority Area		
Strategic Outcome	SPF Dimension	Action	Related Task	Council Role	Timings	Resources
Enhancing place identity	Inclusion	Events	Review the Central Coast Events Strategy to integrate and define the utility of the events brand	Provider	Short-term	Policy
	Access	Place marketing brand	Review directional signage for towns and attractions to increase visitor numbers	Provider	Medium-term	Council collateral
	Access	Built and natural environment	Investigate improved road connections to Cradle Mountain	Provider	Long-term	Council collateral
	Connection	Place marketing brand	Develop brochures based on the capital brand framework using the 'it's in our nature' message	Provider	Short-term	Council collateral
	Connection	Destination management	Develop Council strategies to build on the Central Coast Destination Action Plan: Towards 2020	Provider	Short-term	Policy
	Connection	Built and natural environment	Review Central Coast Community Plans	Provider	Long-term	Policy
	Connection	Built and natural environment	Implement the actions in the Ulverstone, Penguin and Forth Urban Design Guidelines	Provider	In progress	Council collateral
	Connection	Digital marketing	Review and redevelop the Coast to Canyon website	Provider	Complete	Council collateral
	Connection	Digital marketing	Review the Coast to Canyon Facebook Page	Provider	Short-term	Council collateral

Included – Future Direction 3				SPF Priority Area		
Strategic Outcome	SPF Dimension	Action	Related Task	Council Role	Timings	Resources
Enhancing place identity	Connection	Digital marketing	Update Coast to Canyon digital platforms and printed media to reflect brand changes	Provider	Short-term	Council collateral
	Connection	Digital marketing	Investigate new online place marketing tools/functionality	Provider	Medium-term	Council collateral
Building inclusive communities	Inclusion	Well-being and liveability	Continue development of the Central Coast Social Plan	Provider	In progress	Policy
	Inclusion	Well-being and liveability	Review the Central Coast Positive Ageing Strategy	Provider	In progress	Policy
	Inclusion	Well-being and liveability	Review the Central Coast Youth Strategy	Provider	In progress	Policy
	Inclusion	Well-being and liveability	Develop a Central Coast Disability Strategy	Provider	Short-term	Policy
	Access	Build and natural environment	Identify new experiences to enhance the Shared Pathway Network	Facilitator	In progress	Council collateral
	Access	Built and natural environment	Develop a range of promotional activities to encourage greater use of walking routes	Provider	In progress	Council collateral
Using design of the public realm to create competitive advantage	Connection	Built and natural environment	Review use and identify opportunities for cultural spaces and the public realm	Provider	In progress	Council collateral
Fostering community involvement, collaboration and networks	Connection	Digital marketing	Develop seasonal brochures using the 'it's in our nature message'	Provider	Short-term	Council collateral

Included – Future Direction 3				SPF Priority Area		
Strategic Outcome	SPF Dimension	Action	Related Task	Council Role	Timings	Resources
Supporting local entrepreneurs and businesses	Connection	Events/economic development	Support local events that bring life to central business districts	Provider	In progress	Council collateral

Learning – Future Direction 4				SPF Priority Area		
Strategic Outcome	SPF Dimension	Action	Related Task	Council Role	Timings	Resources
Enhancing place identity	Knowledge	Place marketing brand	Include question/s in the Council's Community Survey to evaluate place marketing efforts	Provider	Medium-term	Policy
	Skills	Place marketing brand	Build capacity of key staff in developing place marketing/promotion activities	Provider	Short-term	Council collateral
Fostering community involvement, collaboration and networks	Skills	Communication and engagement	Train key Council staff in contemporary communication and engagement techniques	Provider	In progress	Council collateral
	Skills	Communications and engagement	Build resources in the communication and engagement intranet toolkit for Council staff	Provider	Complete	Council collateral
	Networks	Communications and engagement	Develop capacity in key Council staff for community-led development approaches	Provider	Medium-term	Council collateral
	Attitudes	Digital marketing	Develop a monthly social media campaign using the 'it's in our nature' message	Provider	Short-term	Council collateral
Supporting local entrepreneurs and businesses	Knowledge	Economic development	Work collaboratively to improve community capability and innovation enterprise	Facilitator	Long-term	Community engagement
	Skills	Place marketing brand	Support local businesses to review their online presence and position to the place marketing brand	Facilitator	Medium-term	Council collateral

Learning – Future Direction 4				SPF Priority Area		
Strategic Outcome	SPF Dimension	Action	Related Task	Council Role	Timings	Resources
	Skills	Digital marketing	Promote the Digital Ready on-line training available on the Council's website and Facebook page	Provider	In progress	Community engagement
Bringing education and business together	Knowledge	Economic development	Support ongoing development of Switch (Cradle Coast Innovation)	Provider	In progress	Strategic alliances
	Knowledge	Economic development	Build stronger links between business, TAFE and UTAS	Advocate	In progress	Strategic alliances
	Skills	Economic development	Support the establishment of mentorships/internships to support local business	Advocate	Long-term	Strategic alliances
	Skills	Economic development	Support/investigate new intermediate labor market programs/initiatives	Facilitator	Medium-term	Strategic alliances
	Skills	Economic development	Work collaboratively to develop business improvement activities designed to strengthen businesses through advice/training for managers and employees	Facilitator	Long-term	Strategic alliances
Developing investment opportunities	Knowledge	Economic development	Provide targeted support and critical strategic information for locally owned growth businesses in growth markets	Facilitator	Medium-term	Council collateral

MEASUREMENT

Strategic Outcome	How much did we do?	How well did we do it?	Is anyone better off?
Enhancing place identity	<ul style="list-style-type: none"> # of social media posts applying the 'It's in our nature' message # of Community Survey questions 	<ul style="list-style-type: none"> # of Council owned/managed assets displaying the place brand Gap analysis of Community Survey question/s 	% of the population volunteering their time ²³
Building inclusive communities	# of community initiatives/programs developed/supported	# of community stakeholders engaged	# of new community leaders/champions developed
Using design of the public realm to create competitive advantage	# of local businesses leveraging from the place marketing brand	# of cross promotional activities	% increase in visitation to the Central Coast
Fostering community involvement, collaboration and networks	# of networking opportunities created	# of businesses working collectively to increase economies of scale	# of businesses referring clientele
Supporting local entrepreneurs and businesses	# of referrals Switch	# of cross promotional activities	# of services provided by Switch
Bringing education and business together	# of education and training opportunities supported	# of social media posts promoting educational opportunities	% increase in education attainment of Year 10 or above
Developing investment opportunities	# of promotional initiatives/activities	# of new business start-ups	% increase in workforce participation

²³ Indications of community identity and image can be measured by the community's level of co-operation and social cohesion. Wong, C., 2002, 'Developing Indicators to Inform Local Economic Development in England', Urban Studies, Vol 39 (10), pp. 1833-1863

CONTACTS

If you would like more information or want to share what you are doing please contact:

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ATTACHMENT 1

Reinvigorating the 'Coast to Canyon' Tourism Brand

Background Paper

Workshop held Wednesday, 14 December 2016

Between 9.30am and 2.30pm



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THE CONTEXT

A place brand establishes the distinctiveness of the area and its special qualities. A place brand is based on a framework that extends beyond logos or slogans, including:

- . Identifying our strengths and gets to the heart of what makes us who and what we are;
- . Enabling us to be far more focused, purposeful and effective in the way we communicate in areas that are important to us;
- . Giving us a sense of local identity;
- . Helping our community feel more recognised for its strengths and contributions;
- . Providing a valuable tool to help market our destination to create a presence in tourism and other sectors that are important to us; and
- . Reinforcing our consistency with the State's and region's strengths while building on the Central Coast's significant differences from others in regional Tasmania.

In effect, a place brand is a fundamental tool that is the starting point for strategic decision making. The place brand is the vehicle through which locals, visitors, investors and others can relate to the area's distinct and appealing characteristics. It is also a way to ensure that the Central Coast stays true to its values. At the same time, it builds on community strengths, social values and local identity.

Place marketing benefits the broader community as much as it benefits investors, developers and property owners. Place marketing is the conscious use of marketing to communicate selective images of specific geographical areas to a target audience. Place marketing builds community spirit, and can give investors and businesses the confidence to innovate and enhance the places in the Central Coast that we love.

THE CHANGE NEED

THE COAST TO CANYON BRAND

The 'Coast to Canyon – a place of plenty' place brand was developed in collaboration with the Central Coast community and endorsed by the Central Coast Council (the Council) in late 2006. The Coast to Canyon place brand illustrated in Figure 1 is aligned with the State tourism brand, 'Tasmania - Go behind the scenery' as well as the regional brand, 'Tasmania's North West - Where will the stories take you?'.



Figure 1: Primary Coast to Canyon Logo

REINVIGORATING THE COAST TO CANYON BRAND

A place brand is the vehicle through which locals, visitors, investors and others can relate to the area's distinct and appealing characteristics. The Coast to Canyon place brand incorporates our community; civic life; economy; and lifestyle to effectively market and promote the Central Coast area.

The Coast to Canyon brand should create an authentic, visual image of a promise of what a person will experience when visiting or associating with Central Coast as a destination. This workshop presents an opportunity to collectively review our 2006 understanding the culture, qualities and wisdom of our community and ways to communicate and deliver a shared vision.

It is important for all destinations to review and if needed, reinvest in their place brand to stay in tune with consumer and travel trends and to consider ways to differentiate themselves in crowded global marketplaces.

THE VISITOR ECONOMY

The visitor economy is a significant component of Tasmania's overall economy. While tourism is a volatile sector, since the introduction of budget airlines and two Spirit of Tasmania ferries, Tasmania continues to experience increasing visitor numbers. For the year ending June 2016:

- . There were 1.17 million visitors, up 2% from 1.15% for the year ending 2015;
- . Total nights spent by visitors in the state increased by 5% to 10.20 million;
- . Visitor expenditure increased by 9% to \$2.05 billion; and
- . The number of interstate visitors to Tasmania increased by 1% to 997,800 from 988,000 for the year ending 2015.

Tourism Tasmania identifies the following reasons for visiting Tasmania:

- . Visiting friends and relatives;
- . To see wilderness/wildlife and natural scenery;
- . To self-drive/tour around;
- . To do business or work;
- . Visit iconic destinations, such as Cradle Mountain; and
- . To attend sport and recreation events.

CENTRAL COAST VISITATION

Table 1 – Key Tourism Metrics 2014

	International	Domestic Overnight	Domestic Day	Total
Central Coast				
Visitors ('000)	2	47	112	161
Nights ('000)	19	220	-	239
Average stay (nights)	10	5	-	5
Spend (\$m)	1	19	11	31
Average spend per trip (\$)	492	403	91	193
Average spend per night (\$)	44	85	-	84
Average spend (commercial accommodation) per night (\$)	np	130	-	np
Tasmania				
Visitors ('000)	177	2,223	4,669	7,069
Nights ('000)	3,179	9,340	-	12,519
Average stay (nights)	18	4	-	5
Spend (\$)	262	1,791	517	2,570

Table 2 - Central Coast's percentages relative to Tasmania

Metric	Central Coast percentages relative to Tasmania
Visitors	<ul style="list-style-type: none"> 1.1% - international visitors 2.1% - domestic overnight visitors 5.2% - domestic day visitors 2.3% - total visitors to Tasmania
Nights	<ul style="list-style-type: none"> 0.6% - international visitors 2.4% - domestic overnight visitors 1.9% - total visitors to Tasmania
Average stay (nights)	<ul style="list-style-type: none"> Slightly under half the rate of international visitors Slightly over half the rate of domestic visitors 5 nights; comparable to total Tasmania average
Spend	<ul style="list-style-type: none"> 2.6% -international visitors 1.1% - domestic overnight visitors 5.1% -domestic day visitors 1.2% - total visitors to Tasmania

Tourism Research Australia, Tasmanian Visitor Survey (2014).

'np' the estimate is unreliable and cannot be published;

'-' data not available.

The 2014 Tourism Visitor Survey data indicates that the Central Coast visitor market segment is predominantly domestic visitors, anecdotally from leisure tourists visiting friends and relatives. Expenditure from domestic day visitors is the most lucrative segment for the Central Coast. Notably, the average length of stay in the Central Coast is five days, which is the State average.

INDUSTRY TRENDS

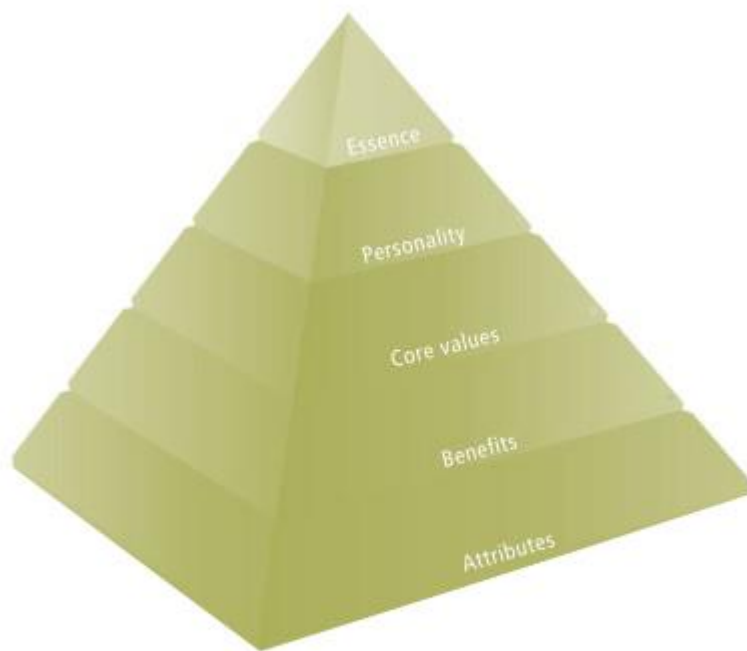
On a global scale, the World Tourism Organisation identifies cycling and nature based tourism as the two significant growth tourism markets. Both are forms of adventure tourism. An increasing number of adventure tourists are embarking on travel to cycle, either road based, mountain biking or participating in cycling events. Nature based tourism includes activities such as bushwalking, kayaking, cruising or alternative accommodation such as 'glamping' (upmarket camping).

Tourism Tasmania identify food and wine related tourism is a growth market on a State scale. Tasmania's high-quality produce is recognised globally. Culinary tourism focuses on the search for and enjoyment of prepared food and drink - visitors seek out unique and memorable eating and drinking experiences. Agri-tourism includes experiences around local produce including agriculture and aquaculture such as farmers' markets.

THE BRAND PYRAMID MODEL

The process used to develop the Coast to Canyon brand in 2006 was based on Brand Pyramid methodology. Figure 2 illustrates the Brand Pyramid and defines the Brand Pyramid elements. Local business and community representatives were engaged and development of the brand of the drew on the knowledge and understanding of those who have the greatest affinity for the area and the strongest connections with its strengths – those who live and work here. This is the same methodology and process that the place brand review will apply at this workshop.

Figure 2: Brand Pyramid



ESSENCE STATEMENT

The heart of the brand summed up in a few words – what makes us truly distinctive.

PERSONALITY

Taking everything we are and describing it as a person. Brands work because we have relationships with them.

CORE VALUES

Describes our tone and style – what we believe in and stand for.

BENEFITS

Describes what visitors and locals get by being associated with us.

ATTRIBUTES

The physical (tangible) strengths. This workshop will expand the attribute element to include emotional (intangible) strengths. This is commonly used in Brand Pyramid methodology.

By reviewing the brand pyramid model, we can ensure the Coast to Canyon place brand reflects any changes in the way the community perceive ourselves. Reviewing the brand pyramid ensures changing community sentiments are incorporated, effectively keeping the information behind the brand current.

CAPITAL BRANDS

Capital Branding (also known as Umbrella or Family Branding) is a marketing practice involving the use of a single brand name and value proposition to promote, add value or increase sales of related products, services or experiences. If used well, it is an effective leveraging tool.

Capital Branding allows the grouping of relatable brands making them more identifiable and valuable by association. This maximises both the marketing investment and efforts. There is a warning though - these related brands must be of the same quality and standards. Use of the capital brand needs to be selective and carefully managed to protect the established reputation.

Think about Apple Inc. Apple adds new products, for example Macbook Pro and Apple Watch to their line. Consumers use previous information and experiences to make an initial judgement of the new product with the same or associated brand name. Apple focuses on promoting the Capital Brand, rather than a multitude of individual product brands. The individual product brands leverage the credibility, reliability, trust and reputation of the Capital.

WHAT WORKS TO DO BETTER

A strategic, consistent and holistic approach to place marketing is necessary to help refine the way we collectively perceive and present ourselves as a destination and leverage from the Coast to Canyon place brand. The place brand guides the tone, style and image of all communications and marketing activities in a consistent approach to promoting Central Coast as a destination.

A well-developed brand that is embraced and effectively leveraged off by stakeholders and the community can create competitive advantage in the way the Central Coast is positioned to attract investment and visitors in the crowded marketplaces of the global economy. Reviewing and reinvesting in the Coast to Canyon place brand is the process that the Central Coast can continue to build on our community strengths, social values and capacity and ensure it truly reflects who we are.

THE RELATIONSHIP BETWEEN MARKETING AND COMPETITIVE ADVANTAGE

In marketing, a place is considered as a product that can be 'shaped' to achieve its competitiveness. In marketing terms, the idea of 'a product' covers all manufactured/crafted goods/services, experiences, people, places, organisations, information and thoughts. This means everything that may possibly become a medium of exchange, an item of use or an article of consumption, and everything that may satisfy needs and desires, is a product.

Competitive advantage considers competitors and customers. The key to creating competitive advantage is to make the most of strengths that are different from the competitors; the point of differentiation.

Stakeholders have a crucial role in effectively leveraging off the Coast to Canyon brand to support the development of local tourism and economic development in the Central Coast. The aim is to attract the attention of potential investors and tourists, encourage them to invest or visit here and to create loyal (repeat) visitors.

The tourism sector is very crowded, resulting in increased competition as destinations compete to attract visitors. The wide variety of organisations and stakeholders involved as well as the complexity of tourism products means that coordination and cooperation is a critical success factor to effectively compete in the international tourism market to achieve the aim. The same can be said for export and local trade markets.

Information and communication technology (ICT) plays a key role with important functions both in networking of stakeholders and in marketing the place and commercial products globally. Obviously, the internet has affected these functions as well as many activities, for example traditional (mainly printed) media have been transferred to web-based media on the internet. Other digital platform examples include websites, social media and listing on booking portals.

Destinations need to differentiate their 'products' and develop partnerships between the public and private sector locally to co-ordinate delivery. Taking advantage of new technologies and the internet enables destinations to enhance their competitiveness by increasing their visibility, reducing costs and enhancing local co-operation. Place marketing should optimise local economic impacts and the achievement of the strategic objectives for all stakeholders.

INTEGRATION

The Central Coast Council's (the Council) vision is *A Connected Central Coast*. The development of a Central Coast Place Marketing Plan will integrate findings of the Coast to Canyon Review and identify a range of specific initiatives relating to the priorities arising from the Central Coast Social Planning Framework.

The Council's Strategic Plan 2014-2024 identified and is already addressing a number of key outcomes. The Plan is linked and contributes to the following Strategy and action:

Council Sustainability and Governance

4. Effective communication and engagement:
 - . Review the Coast to Canyon Brand.

WHAT IS COUNCIL'S ROLE?

Broadly speaking, the Council can provide three kinds of goods or services and play three roles. The three different types of goods and services are more fully described in Table 3.

Type of good	Council role		
	Provider	Facilitator	Advocate
Public goods			
Mixed goods			
Private goods			

- . The **provider** role includes regulatory activities. The Council provides the good or delivers the service because they are required by legislation to do so;
- . As a **facilitator**, the Council cooperates with other groups to help deliver a good or service. The facilitating actions can be large or small; and
- . As an **advocate** the Council speaks up, lobbies and supports a cause or issue.

Table 3: Local Government goods and services

Type of good	Characteristics	Funding Sources	Notes/Examples
Public Goods	<ul style="list-style-type: none"> Provided by government and could be described as core business; There is wide community benefit; Everyone has equal access; and Market failure exists for the provision of the service. 	<ul style="list-style-type: none"> Taxes; and Rates. 	<ul style="list-style-type: none"> Footpaths; Roads; Planning scheme; Regulatory activities; and Parkland (public land).
Mixed Goods	<ul style="list-style-type: none"> Provision can be shared between government and the private sector; It is discretionary for government; There is community demand for the service that can politically justify government involvement; Access is not necessarily equal for all; and Part market failure exists for the provision of the good or service. 	<ul style="list-style-type: none"> User charges; and Community Service Obligations (CSO) 	<ul style="list-style-type: none"> Public swimming pools; Sporting facilities; Museums; On street parking; Medical facilities; Livestock sale yards; Festivals and events; Recycling and landfill sites; A CSO is an allocation of funds by the Council from the general rate. It is a cross subsidy to make up operational shortfalls and the amount is a political decision; and If a service becomes self-sufficient the CSO could be removed. In that case, the mixed good usually moves to become a private good.
Private Goods	<ul style="list-style-type: none"> Provided by the private sector. No reason for government to be involved; Market forces set demand for the service; There is no market failure for the provision of the service or good; and Access is not equal to all. 	Prices.	<ul style="list-style-type: none"> If government is involved then revenues must be sufficient to fund the long-term needs of the business; Sometimes councils end up providing private goods as the transition from mixed good takes place. An example could be off street car parks or animal sale yards; and Once there is no market failure the asset should be sold and the funds reinvested in public goods.

There will be some actions in the Place Marketing Plan that the Council will be able to undertake within their three roles of provider, facilitator and advocate. However, the Council could not and should not do everything. What stakeholders need to decide are the things that they would like to tackle and the supporting role the Council might play.

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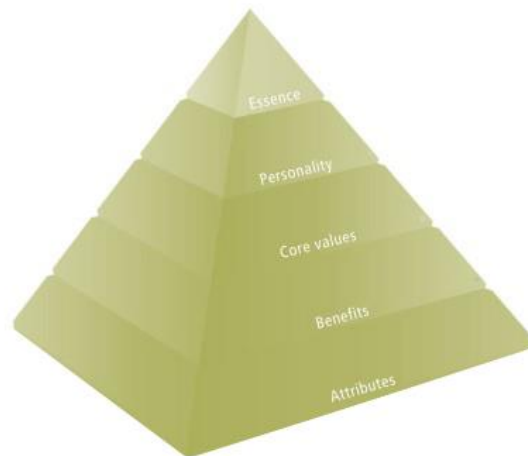
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ATTACHMENT 2

REINVIGORATING THE COAST TO CANYON BRAND

APPROVED WORKSHOP OUTPUTS

Workshop held on Wednesday, 14 December 2016



THE BRAND PYRAMID

Attributes

- | | |
|--|---|
| . Family opportunity and experiences | . Industries |
| . Lifestyle – living in | . Resilience |
| . Stunning mix of landscapes | . Families |
| . Accessible/immediate | . Cleanliness |
| . Scenery/vistas | . Relaxed pace of life |
| . Natural beauty | . No visible poverty |
| . Café/food culture | . No traffic congestion |
| . Appropriate development | . Civic pride |
| . Safety | . Personal achievers |
| . Security of services | . Activities for all ages |
| . Welcoming communities | . Rich history i.e. rail |
| . Vibrant communities | . Cenotaph/parks |
| . Diversity of natural resources – rivers, beaches and mountains | . Commemoration |
| . Quality of life | . Friendly people |
| . Community energy | . Down to earth people |
| . Adventure tourism | . Proximity/accessibility to beaches, mountains towns |
| . Entrepreneurs | . CBD's – village atmosphere |
| . Beautiful views | . Training |
| . Gardens | . Hospital |
| . Nature walks | . Farmland |
| . Shared pathway | . Seasonal, temperate climate |



Reinvigorating the Coast to Canyon Brand Workshop
Unedited Outputs
Held on Wednesday, 14 December 2016

Functional Benefits

- | | |
|-----------------------------------|-----------------------------------|
| . Short distance to travel | . Approachable Councilors |
| . Quality of sport and recreation | . Road network and low congestion |
| . Livability | . Central location |
| . Weather/climate | . Vibrant cultural life |
| . Environmental enablers | . Fresh air/low pollution |
| . Good schools | . Job opportunities |
| . Safe communities | . Wide range of sports facilities |
| . Music scene/events | . Accessibility to services |
| . Positive Council | . Volunteer organisations |

Emotional Benefits

- | | |
|-------------------------------------|------------------------------|
| . Safety – likeminded neighbours | . Proud |
| . Peace | . Family loyalty to the area |
| . Serenity | . Quality produce |
| . Supportive networks | . Relaxing |
| . Community pride | . Looking out for each other |
| . Sense of belonging | . Welcoming communities |
| . Inclusiveness | . Friendliness |
| . Secure | . Objective engagement |
| . Giving back/doing the right thing | . (interpersonal) |
| . Resilience | . Euphoria/uplifting |
| . Happiness (visible) | . Not racist or sexist |
| . Stress free | . Neighbourly |
| . Health and wellbeing | . Grateful |
| . Inspired | . Easy to feel at home |
| . Connected | |

Core Values

- | | |
|------------------------------------|------------------------------------|
| . Family | . Natural environment (protection) |
| . Community support | . Livability – human rights |
| . The people | . Clean environment |
| . The natural environment | . Penguin |
| . Remembrance | . Quality of life |
| . Lifestyle | . Community inclusion |
| . Connection with clubs | . Honesty |
| . Accessibility | . Integrity |
| . Supporting health and well-being | . Embracing the past/future |
| . Clean | . Environment |
| . Friendly | . Sense of belonging |
| . Affordability | . People and places |
| . Wharf Precinct | . Pride |



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- . Flora and fauna
- . Produce
- . Appropriate economic development
- . Freedom
- . Care
- . Connectivity
- . Sport and physical development
- . Sharing and caring
- . Generosity of spirit



Personality

- . Strong, warm middle aged female whose welcoming, energised (passionate), thoughtful and understated
- . Middle aged, hardworking farmer whose involved in some community activity
- . Middle aged resident whose involved in the community
- . Friendly retired female, waspy, Anglo-Saxon, mid-range education, conservative, strong sense of community and volunteering
- . Passionate, energetic, objective, empathetic, informed and knowledgeable
- . Eloquent and confident
- . 'Salt of the earth', retired, helpful and enjoying the outdoors and gardening
- . Objective and knowledgeable
- . Enthusiastic resident aged 35-50, laid back, positive outlook, friendly, sharing experiences
- . Semi-active outdoors oriented female 50-60 years old, high school educated, conservative and a volunteer
- . Generous, caring, friendly, considerate, sports-loving and conservative
- . Kind, fair, humorous, outdoor and 'down to earth'
- . Positive, open and energetic
- . Beautiful, fresh, alive, family orientated, someone you want to be around, a worker who enjoys recreation, proud, loved, respected, welcoming, encouraging and supportive
- . Older, salt of the earth story teller
- . Fit, energetic, enjoys fishing, swimming and camping, 'down to earth', easy going
- . Female over 60 years old, well educated, early retired, community minded, still interested in learning, volunteer, creates art and craft, enjoys a few drinks of wine with friends and cooking with local produce
- . Over 50 years old, enjoys the outdoors and 'has a go'
- . Friendly, proud of successful, inquisitive and a listener
- . Dependable, open, honest, tolerant, generous and a gardener
- . Community-minded, laconic, humorous, fit, interested, informed, open-minded and friendly
- . Outgoing, volunteer and middle-classed
- . Open, energetic and passionate
- . Outgoing, involved in the community and who has an overall view
- . Healthy, valuing the outdoors, family oriented, moderately aspirational, mid-range education, involved in a club (volunteer) and welcoming
- . Outgoing, welcoming, engaging, friendly, enthusiastic, knowledge of farms and communities



Essence

- . Friendly, all embracing community located in a world class environment with extensive recreational and social facilities
- . Picturesque, clam and safe place to visit and live
- . Central Coast is a collection of vibrant communities wherein we offer a warm land of friendship. She has unsurpassable natural beauty that is accessible to all
- . A wealthy, naturally beautiful place whose people feel included, supported and enjoy a wide variety of lifestyle options
- . Beautiful, great, friendly, safe place to live, work and play
- . Quiet, natural beauty and great produce with conservative communities that are respectful of others
- . Beautiful environment, friendly people, quality of life, efficient services, great sense of community and good food
- . Conservative, compact, beautiful; a true community
- . Down to earth, kind, tolerant, fair and majestic
- . Warmth, commerce, spirit, work/recreational balance, great municipal areas and services and healthy debate on future progress
- . Naturally stunning, accessible, conservative yet caring and inclusive; bursting with promise and possibility
- . A community of opportunity and a life of contentment and satisfaction
- . Culture rich, beauty rich; powerful
- . Paradise on earth
- . Enjoyable home life and work environment with friendly people and lots of great attributes
- . Welcoming, including, engaging, encouraging, listening and partnering
- . Great place to live
- . Diverse, stunning and sporting. Sense of community pride with great food and wine
- . A family experience that will take you above and beyond – river, coast, caves to canyon
- . A well located, beautiful place – it's successful, welcoming and adventurous
- . Enjoyable, 'normal' and rewarding
- . The people, community, lifestyle and a sense of belonging in the whole community



SECTORS OR GROUPS THAT COULD USE THE PLACE BRAND AS WELL AS BRAND USAGE

Sector or Group	How the brand might be used and what would be the message/benefit
<i>E.g. Real Estate</i>	<i>To identify the location of new property - Lots of houses here at Coast to Canyon</i>

Group Work Activity – Five Groups

Sector or Group	How the brand might be used and what would be the message/benefit
Tourism	<ul style="list-style-type: none"> . Lots to do . Fresh air . Climate . Water . Family/user-friendly . Pristine . Business opportunities . Strong Local Tourism Association
Agriculture	<ul style="list-style-type: none"> . Fresh food . Jobs . Accessible . Visible quality . Climate . Biosecurity
Retirees	<ul style="list-style-type: none"> . Safe . Community activities . Aged care facilities . Health services . Climate . Parking . Library . Service Tasmania . Lots of doctors



Sector or Group	How the brand might be used and what would be the message/benefit
Tourism	Promote area and involvement in areas activities, e.g. tourism app, branded road signs, cruise ships - “Exciting, adventurous and relaxing”
Agriculture	Promote value of agriculture, e.g. good food and local brands - “Clean, green, quality and great climate”
Events	Lots of facilities – promote this as an events area, e.g. good roads, open spaces, accommodation, food and beverage - “Well located and resourced for your event”

Sector or Group	How the brand might be used and what would be the message/benefit
Cycle tourism	<ul style="list-style-type: none"> . Road/lycra . Mountain/adventure . Coastal pathway
Events	<ul style="list-style-type: none"> . Sporting and convention’s (Masters, Dial etc.) . Venues . ‘Can do’ Council
Migrants	<ul style="list-style-type: none"> . Lifestyle/livability . Affordable . Safe . Welcoming . Facilities . Climate . Beauty . Health . Sea change/tree change



Sector or Group	How the brand might be used and what would be the message/benefit
Rural	To identify produce grown in Central Coast - "Great quality food and wine 'fresh' from the producers!"
Sporting	Identifying facilities - "Local facilities of world class standard that has produced world class athletes" (i.e. Amy Cure etc.)
Art and craft producers	Identify local arts and crafts from Central Coast made in the area - "Quality artisans and their creations"

Sector or Group	How the brand might be used and what would be the message/benefit
Tourism	Central location – 20 minutes and you're there e.g. variety of activities and attractions, natural beauty... "1 hour from everywhere"
Sports	<ul style="list-style-type: none"> . Accessible to all . Modern facilities . Variety of sports available . Many high achievers
Retail	<ul style="list-style-type: none"> . Range of shops . Free WI-FI . Free parking . Friendly natives



WHAT ARE THE OPPORTUNITIES AROUND MARKETING?

Group Work Activity – Five Groups

Marketing Opportunity	
Traditional Approach	Logo/label creation with local artisans, resident groups. These [logos/labels] are affixed to items/goods that are locally: <ul style="list-style-type: none"> . Grown . Made . produced
Unusual Approach	Tourist engagement. I.e. Penguin's 'Paint Break' – murals on breakwater with hidden characters to find. On return to the Information Centre correct answers = local business benefit <ul style="list-style-type: none"> - Could be a 'Coast to Canyon' adventure 'find them...'

Marketing Opportunity	
Traditional Approach	<ul style="list-style-type: none"> . Cross marketing . Council to promote local websites . Create local app. to promote
Unusual Method	Social media campaign – resources needed

Marketing Opportunity	
Traditional Approach	Online
Unusual Method	Promotional t-shirts e.g. for cycling - individual t-shirts 'ride' 'with' 'spirit' that when seen as a group, create a message

Marketing Opportunity	
Traditional Approach	<ul style="list-style-type: none"> . TV ads . Radio commercials . Printed e.g. Travelways
Unusual Method	<ul style="list-style-type: none"> . Catamaran to Stanley . Working with Circular Head tourism groups . 'Welcome' voucher books (mementoes) . Attending tourism expo's . Volunteers e.g. roving ambassadors



Marketing Opportunity	
Traditional Approach	Cooperative thought and budget
Unusual Method	Opportunity for virtual employment

WHAT HAVE BEEN THE DIFFICULTIES USING THE BRAND SO FAR?

Group Work Activity – Five Groups

Difficulty	<ul style="list-style-type: none"> To identify ourselves apart from [Central Coast] NSW The brand is too narrow – does it cover the whole region? What does it mean/sell? No emotional connection
Solution	Broaden the brand, e.g. Tasmania's Central Coast "Be Spoilt"

Difficulty	<ul style="list-style-type: none"> Lack of resources No 'brand champion' – promoter Brand doesn't identify 'where' (the location)
Solution	<ul style="list-style-type: none"> Update current logo! Inability in the past for operator use permission – need to rectify!

Difficulty	<ul style="list-style-type: none"> Not totally inclusive Non-consenting parties Cover for <u>all</u> attractions Restricted use
Solution	<ul style="list-style-type: none"> Needs to be eye catching Slogan?? (good one)

Difficulty	Clarity of message: <ul style="list-style-type: none"> Coast to Canyon poster More consultation with Local Tourism Association No slogan
Solution	<ul style="list-style-type: none"> More nuts and bolts Consultation Develop a slogan



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Difficulty	<ul style="list-style-type: none"> . “Wow” factor missing . Representative of the wider municipality
Solution	<ul style="list-style-type: none"> . Really grasp and be confident its exceptional . Catchy tag line (why? What’s beyond)

ATTACHMENT 3

COAST TO CANYON LOGO OPTIONS

Logo Developed in 2006



Concept Design - Logo 2



Concept Design - Logo 3



COAST TO CANYON SLOGAN OPTIONS

Slogan Developed in 2006 - Option 1

A place of plenty

Slogan Option 2

Great natured place

Slogan Option 3

Live what you love

ATTACHMENT 4

Advertising Examples



RAISING EXPLORERS - IT'S IN OUR NATURE

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coast to CANYON
tasmania
Great natured place

This ad example shows how the Coast to Canyon's, 'Great natured place' slogan, with the 'It's in our nature' message can convey what a fantastic place the Central Coast is to raise a family and how children can explore the outdoors and be connected to nature.



THE PERFECT SHORT BREAK
IT'S IN OUR NATURE

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This ad example shows how the Coast to Canyon's, 'Great natured place' slogan, with the 'It's in our nature' message can be used to speak to: visitors; tourists; RV holiday makers; as well as the local community about what a great place this is to take a short break. It also speaks to the relaxed character of our community and could be used to; promote holidaying in our own patch; our great service providers; and the warm welcome they extend to visitors.



**ENCOURAGING INNOVATION
IT'S IN OUR NATURE**

Apis ent harunt labor mo tem qui sum ex-
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cusa conse dolestest, quis acimilis sape um.



This ad example shows how the Coast to Canyon's, 'Great natured place' slogan, with the 'It's in our nature' message can speak to: business; investment; and learning. It also speaks to how the nature of our place provides the perfect environment for: innovation; thinking outside the square; and creativity; as well as how this connection to place provides the perfect environment to: grow leaders; innovators; and original thinking.