

TOURISM NOOSA MEMBERSHIP DISCUSSION PAPER 2021-2022

PROPOSAL FOR BOARD DISCUSSION

1. Nominate Board members to participate in working group to determine membership structure recommendation to the Board.
2. Note this paper as background and proposals for the 2021-2022 membership year.
3. Retain and grow membership in 2021-2022 (noting that this approach is different to the Measure of Success on the Destination Noosa Strategy 2020-2023)
 - Tourism Support Members - retain 70% and increase 10% during 2021-2022 year
 - Tourism Members - retain 80% and increase 10% during 2021-2022 year

TOURISM NOOSA MEMBERSHIP STRATEGY DRAFT 2021-2022

VISION

Through excellence in membership management, Tourism Noosa will provide members with services to enhance delivery of exceptional, on-brand experiences which provide economic benefit and value for our members and our community.

GOAL

1. Generate and enhance membership engagement with our members.
2. Actively listen to our members to add value to their membership and be at the forefront of changes and opportunities.
3. An engaged Membership Manager who communicates with the membership to build strong relationships and level of satisfaction.
4. Provide a platform for the development of a strong tourism community that works together and ensure a high standard of quality and service to visitors to Noosa.

STRATEGY

- Offer cost-effective membership across multiple industries with value-added products and services, including co-operative marketing opportunities.
- Use data to inform members of effective marketing and to assist them with forward planning, product design and trend analysis.
- Drive the Noosa brand by providing members with brand-aligned marketing tools and templates.
- Facilitate partnerships to promote the development of packaging to enhance the visitor experience.
- Connect members to expert networks, resources and ongoing training programs.
- Work with members to improve the online visitor experience to encourage and enable bookings.
- Provide an award-winning Visitor Information Centre to support and promote member products and be a source of all tourism-related information for the Noosa region.

SITUATIONAL ANALYSIS AND BENCHMARKING

The increase in membership this year sees Tourism Noosa as the largest tourism membership organisation in Queensland. With our paid membership program in the previous year, Tourism Noosa was the second largest.

Current levels of tourism membership in other organisations compared to Tourism Noosa:

	Members	Population	%
Tourism Noosa	908	55,873	1.63
Visit Sunshine Coast	683	333,436	0.2
Gold Coast	600	669,226	0.089
Tourism North Queensland	536	279,948	0.19
Tourism Whitsundays	308	35,000	0.88
Port Douglas & Daintree Tourism	171	12,000	1.43

Source: Researched information from Tourism Port Douglas - Daintree, Visit Sunshine Coast, Tourism Whitsundays, Destination Gold Coast

COMPARISONS WITH OTHER TOURISM REGIONS

(Local and Regional Tourism Organisations – LTOs/RTOs)

Membership criteria:

- The LTO/RTOs in the comparison table do not have written membership criteria but follow a Code of Conduct, similar to Tourism Noosa's.
- Member applications are approved by a Board of Directors, based on individual circumstances.

Membership offerings and structure

All researched RTO/LTOs offer similar membership benefits as Tourism Noosa, set out in different structures.

LTO/LTO	Structures	Price range
Visit Sunshine Coast	Tourism Essential, Trade and Leisure, Business Events Premium	\$240 - \$880
Tourism Port Douglas - Daintree	Silver, Gold, Platinum, Supporter, Douglas Rate Payers	Free - \$1540
Tourism Whitsundays	Affiliate, Community Groups, Tourism Supporter, Business Membership, Essential Tourism Membership, Premium Tourism Membership, Ultimate Tourism Membership	\$99 - \$25,000
Destination Gold Coast	Supporter, Restaurant, Associate, Tourism - \$210 - \$570. Business Events - Digital, Bronze, Silver, Gold	\$100 - \$5000

TOURISM NOOSA MEMBERSHIP BACKGROUND

Tourism is the single largest contributor to the economy in Noosa, generating about \$1.2 billion in revenue each year (year ending December 2019), and creating around 4,300 full time jobs. It stands to reason that all businesses in the Noosa region, regardless of the industry sector, can benefit from tourism in Noosa.

MEMBERSHIP BENEFITS

Existing benefits with base membership

Marketing

- Opportunity to be involved in Tourism Noosa's strategic marketing program including visitor brochures and maps, co-operative advertisements, website, and digital marketing opportunities.
- Opportunity to be featured in our consumer e-newsletters sent to a targeted database of about 20,000 people across Australia and internationally.
- Access to participate in our Adventure Noosa Group and receive discounted membership with Adventure Queensland.
- Access to the Tourism Noosa image gallery.
- Participation in the Media Hosting Program.
- Access to online resources including brand-aligned marketing tools and templates.
- Access to the 'Member of Tourism Noosa' logo and membership sticker for display in their business or related collateral.
- Free listing in Festive Season and School Holiday Guides where appropriate.
- Opportunity to list in Supporters of Tourism directory available through Member Resources on visitnoosa.com.au
- Receive online bookings through the Bookeasy platform on visitnoosa.com.au.
- Presence on visitnoosa.com.au which is the call to action for our digital and print marketing and co-operative advertising opportunities, including free offers.
- Hinterland businesses have the opportunity to be included in our Noosa Country Drive program which promotes hinterland experiences.

Training and networking events

- Invitations to attend regular networking events and the opportunity to host an event.
- Opportunity to join subsidised member training sessions on a range of topics to help improve business and product offering.
- Participation in Tourism Noosa's training programs, Welcome to Noosa and Noosa Eco Check at subsidised rates.
- Opportunity to participate in sustainability initiatives including Trees for Tourism.
- Access to Plastic Free Noosa program and guidance to receive accreditation.
- Bookeasy booking platform and one-on-one mentoring.
- Industry sectors – Noosa Hinterland/Country and New Member sessions with Tourism Noosa.
- Specialised member video snippets shared on social media (Marty's Moments)

EXISTING BENEFITS WITH BASE MEMBERSHIP CONT.

Visitor Information Centre

- Participation in the Visitor Information Centre business-to-consumer concierge service.
- Opportunity to present product/businesses to volunteers and staff at a Visitor Information Centre Buzz Night.
- Opportunity to display brochure in Visitor Information Centre (additional cost).
- Opportunity for product to be booked through the Travel Desk
- Access to digital advertising in the centre, displayed from 9am – 10pm daily
- Opportunity to be part of the activation calendar through the VIC
- Having a presence on one of Australia's most popular and highly visible high streets (Hastings Street)

Communication

- Opportunity to stay up-to-date with local, state and national industry news through the fortnightly members e-newsletter, The Noosa Edition.

- Receive fortnightly CEO Update email.
- Features in the weekly newsletter, This Week in Noosa.
- Features in the fortnightly member-to-member newsletter, Member Connect.
- Voting rights at the Tourism Noosa AGM.

Other resources

Visitor research: Members can access data from our new visitor data dashboard which provides current and forward-looking visitor and accommodation statistics, with information on occupancy, average daily rates, visitor mobility through the region, forward bookings, and more. Members will benefit by being able to incorporate the data into their suite of evidence to inform their marketing and business planning. It complements the existing Tourism Research Australia quarterly visitor and spend data that is available to members which is directly benchmarked against past performance, regional, state, and national results.

Market research: Market research trends are provided in our marketing prospectus to help inform members' decisions about co-operative marketing opportunities and other activity.

Add-on opportunities

Members can choose a membership package to suit their requirements and budget with several add-on opportunities.

Co-operative marketing opportunities	Prices are advised within each campaign
Brochure display in Visitor Information Centre	From \$150 per year
Business Events Noosa	For product in the Business Events industry – representation and support in the BE activity program including famils, campaigns, collateral and website
Trade distribution	For trade-ready commissionable products – includes representation, support and education programs, collateral, famils and roadshow
Digital advertising in Visitor Information Centre	From \$140 per month
Website advertising opportunities	From \$200 per month. These will be part of the new website once finalised
Adventure/Youth Cluster	For sector product representation in Tourism Noosa activity
Noosa Country Drive	Involved in website, map and Hinterland projects
Marketing opportunities	Tailor-made marketing packages Suite of marketing options in the Marketing Opportunities Guide

COMMISSIONS, BOOKINGS, TRAVEL CENTRE AND ONLINE

- One-stop shop with qualified, unbiased information.
- Standard low commissions at 11% for accommodation and 15% for tours/experiences. Common commission rates within the tourism industry across Australia are from 10%-15% for a standard Visitor Centre and up to 30% for inbound and wholesale travel agents.
- Members have indicated they prefer a booking from Tourism Noosa as the commission rate is lower, and commission is reinvested into the local industry.
- Commissions are only paid when a booking is made, so it is a reward for performance.
- By paying commissions to agents, a tourism operator immediately opens up thousands of potential additional sales outlets and distribution channels – in this case, Visitor Information Centres. These additional sources can provide operators with more bookings and revenue. Operators on Bookeasy can be booked by all Visitor Centres Australia-wide.
- Paying commissions is a cost for distributing your product to more people (marketing budget).

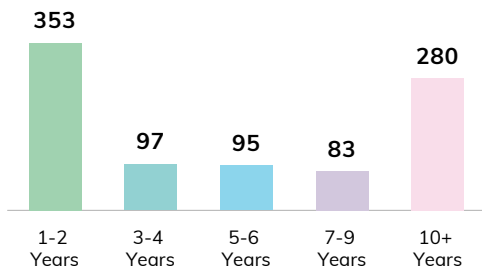
BACKGROUND TO COVID 2020 MEMBERSHIP FEE WAIVER FOR TOURISM NOOSA

Throughout the onset and development of travel restrictions associated with COVID-19, Tourism Noosa actively supported the tourism industry to best cope with the challenges of operating a tourism business. In order to best serve the tourism community, we continued to offer full support but waived the cost of base membership for the 2010-2021 financial year.

This provided members with access to support, but without the burden of costs to do so. This initiative, as well as the general popularity of Tourism Noosa membership, led to significant increases in membership numbers. We received considerably more membership applications than expected, increasing from 558 members as of December 2019 to 908 as of January 2021 – a 65% increase. This increase in membership now sees Tourism Noosa as the largest tourism membership organisation in Queensland.

ENGAGED MEMBERSHIP

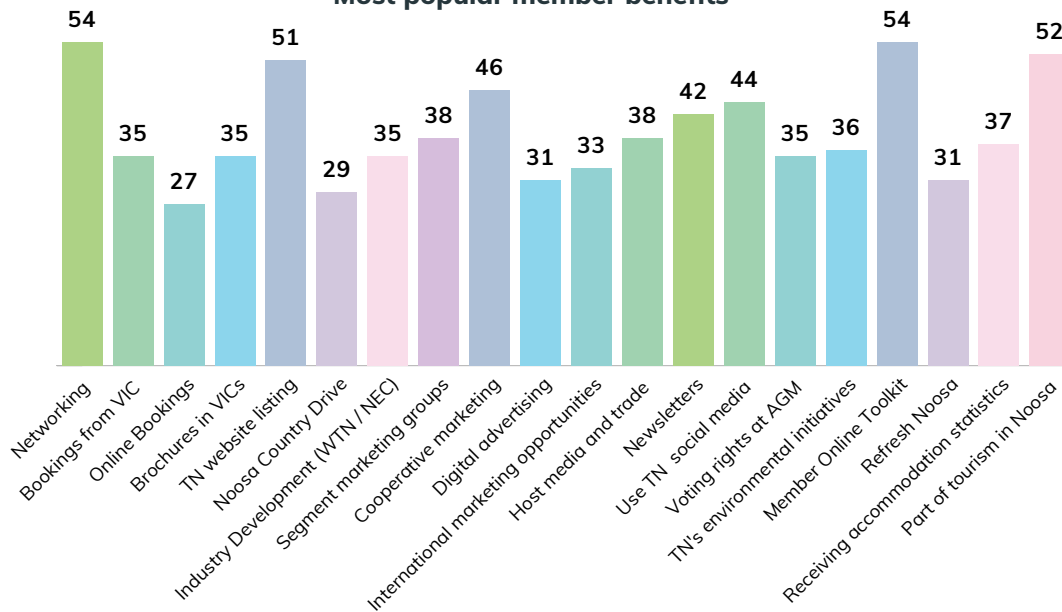
Years of Membership with TN



Tourism Noosa has enjoyed a highly engaged membership with 50% of our members having retained their membership for 5+ years.

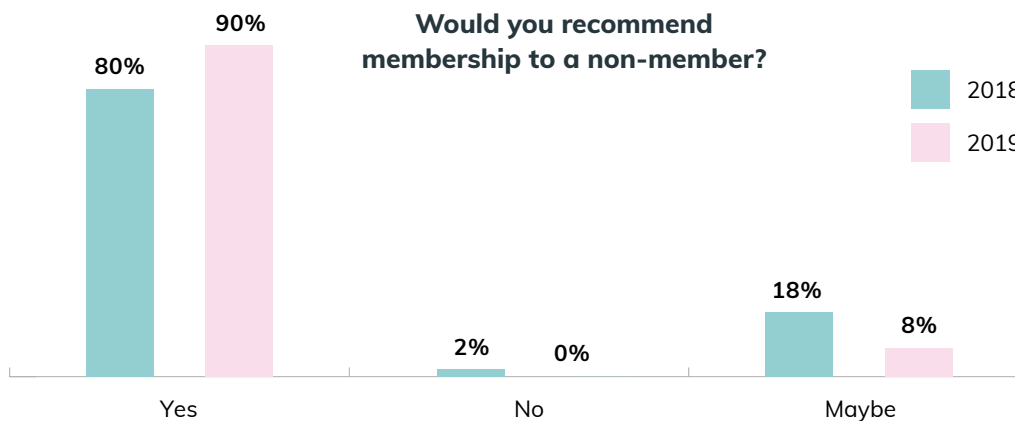
Tourism Noosa members are surveyed each year to assess their satisfaction and expectations. Networking opportunities and the member online toolkit were the most popular benefits each year, closely followed by being part of the industry, and visitnoosa website listings.

Most popular member benefits



MEMBER SATISFACTION

The annual Tourism Noosa membership survey* asks members whether they would recommend membership of Tourism Noosa to a non-member.

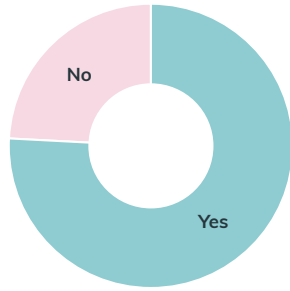


*The survey was not conducted in 2020 due to COVID-19. It will be resumed in 2021.

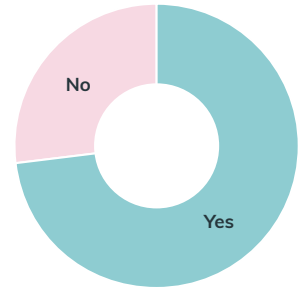
MEMBERSHIP PULSE SURVEYS

In 2020, we commenced a series of short Membership Pulse Surveys. Results included:

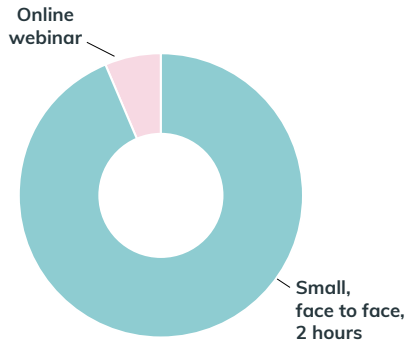
Would you like TN to develop cluster groups for regular catch-ups (i.e. accommodation)?



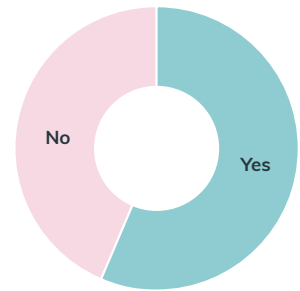
Would you like to see a breakfast event instead of networking event twice a year?



How would you prefer us to deliver training in the future, given that COVID-safe practices will be required?



Do you think monthly networking events are effective for your business?



CALENDAR OF EVENTS

Tourism Noosa plays a key role in bringing the industry together. We do this through networking, training, information, events and member updates. During these events we get insights into how TN can assist members while showcasing our commitment to the promotion of Noosa and development of sustainable tourism within our region to members.

	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
New Member Morning Tea											
Membership Feedback Survey											
Member Moments - 2 posts per week											
Networking Night											
Networking Breakfast											
Networking Lunch											
1 Hour Tourism Noosa Update prior to event											
One on One - Members Health Check											
Social Media Member Training											
Noosa Hinterland Roadshow											
Conversations with Membership Sector Group											
Welcome to Noosa Workshop											
Noosa Eco Check Workshop											
Product and Packaging Operators Workshop											
Wedding Cluster Group support meetings											
Connect members to networks, resources and training programs											

DESCRIPTION OF EVENTS

Networking nights

Traditionally held on the last Wednesday of the month, attracting 150-200 members. Hosted at a different venue each month, providing venues the opportunity to showcase their services to the industry. The host provides the first drink and nibbles for members, 5.30pm -7.30pm.

Networking breakfasts and lunches

The first breakfast in November 2020 was very well received, with 90 members attending. The meal was subsidised by Tourism Noosa, with a small charge to members. A marketing and Tourism Noosa update was presented throughout the event.

1-hour session prior to networking night and updates through other networking events

Traditionally held to launch a campaign, marketing update and attended by 40-50 members. This is an opportunity for members to be updated by marketing and industry.

New member morning teas

Every 2nd month for 1.5 hours – a welcome and introduction to new members and presentation of the benefits of membership and how we can work together for the best outcome. Opportunity for new members to network with each other and meet the TN team.

Noosa Hinterland Roadshow

Meet with 4 village groups and present the latest TN updates, membership benefits, marketing opportunities and industry updates, and an opportunity to encourage communities to become involved with Noosa Country Drive.

Conversations with sector groups

(e.g. Accommodation manager meet-ups)

Groups from each sector meet to discuss TN membership benefits and relevant opportunities available to the sector.

Member training

Specialised training sessions for members covering topics in response to member surveys and Health Checks feedback. Surveys indicate that members prefer these in small face-to-face groups. Offered to members at an affordable cost (subsidised by TN).

Welcome to Noosa sessions

Developed by TN with an aim at revitalising the quality service culture in the Noosa region by providing a program focused on customer service and Noosa-specific content. The Welcome to Noosa program provides basic information about Noosa, why our region is so special, the history of Noosa, key things to do in Noosa, information on the different villages that make up Noosa and more. It also provides information on who our customers are, where they come from plus some great customer service tips and information on workplace health and safety.

Welcome to Noosa workshops are available to school groups, member business and recently, to 40 bus drivers for the Free Holiday Bus.

Noosa Eco Check

Noosa Eco Check is a training program to assist businesses in implementing environmentally friendly business practices that will also support Noosa in becoming a truly sustainable and eco-friendly destination.

Noosa Eco Check is now offered to members, community groups, schools as a group workshop – by arrangement or in sessions held every second month.

Tourism Noosa Members Health Check

One-on-one meetings with members using a check list as a guide to better understand the member's business, requirements and how TN can add value.

Opportunity to showcase the Members Toolkit and explain the information they have access to. Update members on marketing opportunities, digital and other forms of advertising and campaigns.

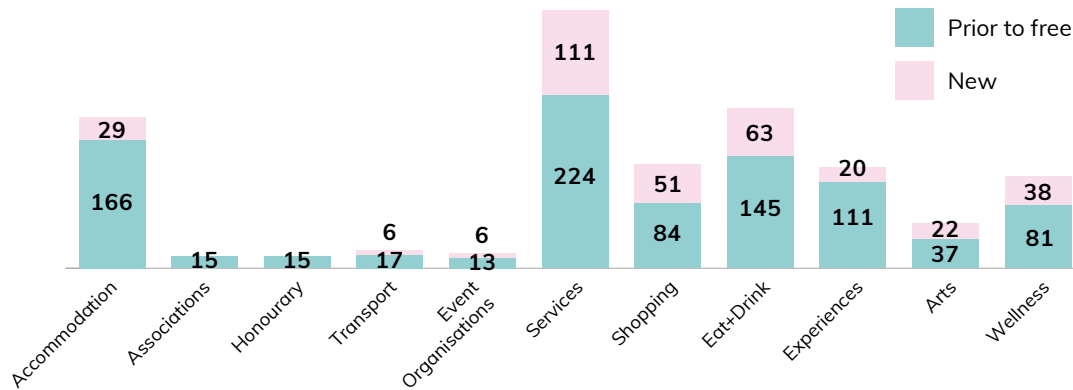
Member Moments

Introducing Members through a short 20-30 second video to our Tourism Noosa Facebook Page and Volunteer Facebook group. Posted twice a week.

WHO ARE OUR MEMBERS?

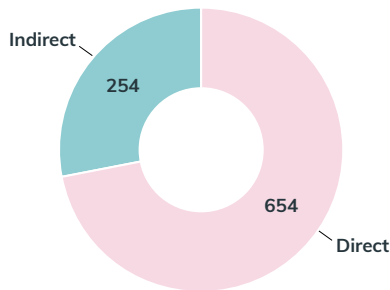
Services include tourism support businesses such as training organisations, trades, legal representatives, digital suppliers, graphic designers, consultants, maintenance and businesses that support or provide a service to a visitor-facing tourism operator.

Who are our members 2020-2021



TOURISM (DIRECT) VS SERVICES (INDIRECT) MEMBERS

Tourism versus Services members 2020-2021

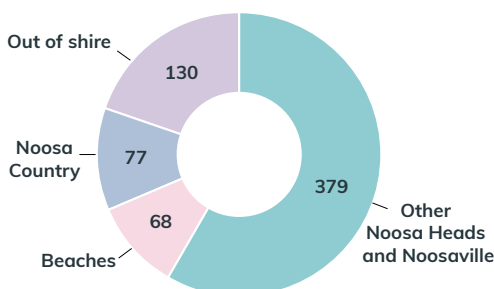


- Tourism Services members are **28%** of our membership.
- Cross promotion between all businesses – holistic and sustainable community and partnership benefits for all – **‘buy local’** attitude.
- These services are **required** by other tourism businesses e.g. plumbers, photographers, pest control, real estates, etc.
- **Social benefits** for new members who are new to town.
- These members are good **ambassadors/advocates** for the region – introducing new tourism-related business to TN.
- Enables a network of **trusted contacts** for all tourism providers.
- Creates a sense of **tourism community**.

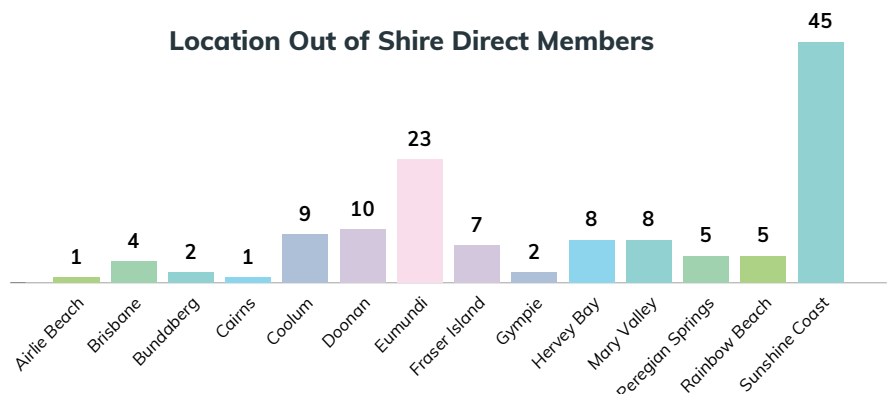
LOCATION OF TOURISM MEMBERS

Note: This does not include service members as many work remotely from different locations but all support tourism businesses in Noosa.

Location Direct Members



Location Out of Shire Direct Members



WHY WE HAVE OUT OF SHIRE MEMBERS

- **Add value** - Nearby attractions add value to visitors in Noosa and reinforce Noosa as a base for experiences (Australia Zoo, Ginger Factory, Fraser Island, Lady Elliot Island, Sea Life Mooloolaba etc.).
- **Revenue** potential in membership income.
- **Booking desk** potential commission revenue for Tourism Noosa and members.
- **Online bookings** potential commission revenue for Tourism Noosa and members.
- **Visitor Information Centre** presence, brochure display and activation opportunities.
- **Some members conduct business in Noosa although their business is based “out of shire”**, for example GT Print, based on the Sunshine Coast but do a lot of print work for our members; and HiRUM Software Solutions are based in Brisbane but most accommodation members use their service.
- **Visitnoosa.com.au** showcases a rich base of experiences for the region including Eumundi and Coolum.
- **Cross promotion** in other regions (Noosa to be top-of-mind elsewhere).
- **Maintain relationships** – sharing of ideas and initiatives with other regions.
- Businesses like to be a part of the **big picture** of the tourism industry and feel that the Tourism Noosa program exceeds other LTO and RTO organisations.

Estimated value of out of shire members based on 2019-20 membership structure:

\$57,700

Various initiatives and partnerships such as Noosa Country Drive and the Australia’s Nature Coast marketing partnership with Visit Sunshine Coast, Destination Gympie Region and Fraser Coast all help showcase our members from outside of the region.

OUT OF AREA MEMBERS IN OTHER ORGANISATIONS

- Tourism Port Douglas - Daintree and Visit Sunshine Coast do not differentiate between in and out-of-shire.
- Tourism Whitsundays has an out-of-shire membership for operators wanting to advertise in the VIC only: \$330 including a brochure display and Travel Desk bookings if product is on Bookeasy.
- Destination Gold Coast applies a 50% surcharge to all membership fees for businesses located outside the boundaries of City of Gold Coast (within a 40km zone of the city limits). Businesses located beyond a 40km zone of the City of Gold Coast are ineligible for membership.

MEMBERSHIP OPTIONS FOR DISCUSSION

Strategy: To offer cost-effective membership across multiple industries with value-added products and services, including co-operative marketing opportunities. The structure for membership in the past has been a membership fee with extra fee-for-service 'add-ons', giving members the flexibility of choosing a membership package to meet their requirements and budget.

	Option 1	Option 2	Option 3
Structure	Two levels of membership: Core tourism and Tourism services	Existing membership program	Tiered or Level membership packages

Option 1: Two levels of membership

LEVEL ONE	LEVEL TWO
<p>CORE TOURISM BUSINESSES MEMBERSHIP</p>	<p>TOURISM SERVICES MEMBERSHIP</p>
<p>This is for tourism businesses that have direct interaction with visitors to Noosa. This membership includes Accommodation, Experiences, Eat and Drink, Retail, Weddings and the Arts.</p> <p>It is of the utmost importance that our members buy-in to our website member listings so this level of membership will include a listing on www.visitnoosa.com.au</p> <p>This enables TN to promote the member across our entire digital space.</p> <p>This level of membership will have access to accommodation and visitor statistics reports, providing members with information and insights to inform their planning and marketing activities.</p>	<p>This is for businesses that support or provide a service to a visitor-facing tourism operator – support services wishing to gain exposure to and engage with tourism operators.</p> <p>Businesses may include training organisations, trades, legal representatives, digital suppliers, graphic designers, consultants, maintenance and others.</p> <p>This membership level will recognise that tourism services as members may not be directly in tourism, but value being part of the Noosa business ecosystem that supports the tourism industry.</p> <p>This level of membership will include a listing with a direct link in our Services to Tourism Directory in the Members Toolkit section of the website.</p>
<p>COST: \$295 + GST Including visitnoosa listing</p>	<p>COST: \$185 + GST</p>
<p>Add-on opportunities available</p>	

OPTION 1: TWO LEVELS OF MEMBERSHIP CONT.

We believe that a member’s presence on the Visit Noosa website is essential and will allow us to expose their product to local, state, national and international consumers. This also enables instant connection to engagement platforms such as Facebook, Instagram and blogs; digital service tools in the Visitor Information Centre; and bookings. Hence the new membership structure proposal will include a website listing (previously only offered as a paid add-on).

Pros	Cons
<ul style="list-style-type: none">• Inclusive of all businesses whether direct or non-direct tourism.• Core tourism business have a presence on visitnoosa website. Advantages for both TN and the member. TN needs good product on our consumer site to showcase our destination.• Encourage supporter members to be involved in the industry that don't require the extra add-ons.• Easy for members to know which membership is suitable for them and easy to understand the benefits.• Members can select a membership package to meet their requirements and budget.• Access to tailor-made marketing packages and suite of marketing options in the Marketing Opportunities Guide.• Easy for Tourism Noosa to administer.• Add-ons available	<ul style="list-style-type: none">• Out-of-shire Core Tourism Members may not see the value in presence on visitnoosa.com.au.• Initially additional workload to gather information for listings not already on site.

Option 2 - Existing membership program

User pays, add-on structure giving members the flexibility of choosing membership package to meet their requirement and budget and effectively build their own membership.

Membership Options	12 MONTHS Join between 1 July - 31 Dec 2019	6 MONTHS Join between 1 Jan - 30 June 2020
Joining Fee	\$50.00	\$92.50
Associate Member	\$50.00	\$50.00
DL Brochure Display	\$150.00	\$75.00
A4 Brochure Display	\$250.00	\$125.00
Listing on visitnoosa.com.au	\$275.00	\$137.50
Listing on Business Events.com.au	\$110.00	\$55.00
Listing on backpacknoosa.com.au	\$50.00	\$25.00
Listing on Noosa Country Drive	\$50.00	\$25.00

Pros	Cons
<ul style="list-style-type: none"> Includes all businesses whether direct or non-direct tourism. Encourage supporter members to be involved in the industry that don't require the extra add-ons. Members can select a membership package to meet their requirements and budget. Easy for businesses to understand. Easy for Tourism Noosa to administer. 	<ul style="list-style-type: none"> Option for members to not continue with presence on visitnoosa.com.au which is essential for Tourism Noosa to expose their product and engage in social media platforms. Number of website listings on visitnoosa.com.au will potentially reduce, diminishing the site's authority.

Option 3 - Tiered or Level membership packages

Packages offered in this option would consist of various combinations of the following:

POTENTIAL OPTIONS		
Basic	Retail	Student/Young Tourism
Standard	Restaurant	Professionals
Essentials	Associates	Ambassador of Tourism
Tourism Essentials	Bronze, Silver, Gold, Platinum	Partner of Tourism
Trade & Internationals	Personal membership	Partner of Business Events
Business Events	Business Packages (1, 2 and 3)	Champion of Tourism
Premium	Small to Medium Business	Small Business Supporters
Community/not for profit	Large Business	Business Premium
Friends of Tourism	Industry Leader	Business Growth
Supporters	Supporter of Tourism	Preferred Supplier

Each package would have inclusions such as relevant marketing, networking and training opportunities.

Pros	Cons
<ul style="list-style-type: none"> Members can select a membership package to meet their requirements and budget. Members can commit and budget marketing dollar for the year in advance by selecting packages. Packages are inclusive of 'all businesses' in Noosa. Options for both direct and indirect businesses can be involved. 	<ul style="list-style-type: none"> Confusion for members in choosing the most suitable package. Educating members on new packages and inclusions. 50% of our members have retained their membership for 5+ years. If not all package inclusions relevant to the member it will be perceived as poor value. Business may be deterred because of higher rates for packages – majority of our membership are small businesses. Not all members continue to produce brochures (front-line tourism operators only) Confusion for business and staff over membership inclusion (user-pays system is easy to explain and sell). Additional administration workload for staff. Commitment to provide all inclusions on time and when relevant. Package inclusions may reduce buy-in for seasonal campaigns.

At least two of the destinations discussed are considering changing their structure to one similar to Tourism Noosa's, to encourage growth in membership numbers and to offer a membership affordable to all industry businesses.

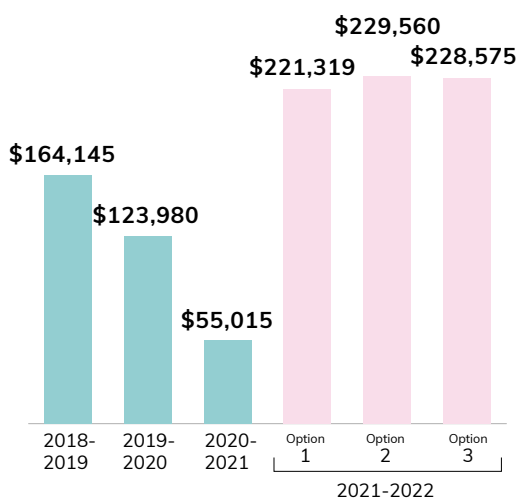
PROJECTION FOR MEMBERSHIP RENEWALS 2021-2022

By the Board adopting the proposed membership strategy, the projected figures for membership will show a decrease in membership once the membership fee is re-introduced, but the income derived will increase:

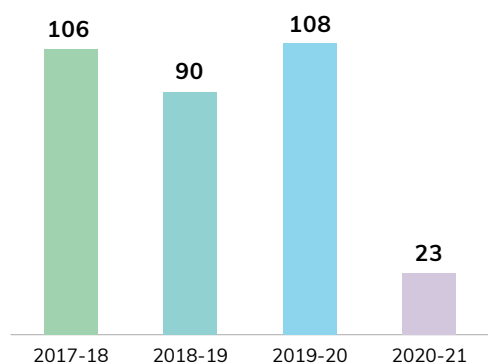
- **Tourism Members** – retain 80% and increase 10% during 2021-2022 year
- **Tourism Support Members** – retain 70% and increase 10% during 2021-2022 year



Membership income 2018-2022



Cancelled members each year *Please note, these projections are indicative only to help understand financial impact.



The graph (left) compares year-on-year, membership fee and visitnoosa fee income. The 2021-2022 projection is with the new structure after considering the above retention and growth projections.

Note: Each year 15-20% of members do not renew. 2020-2021 was different as the membership fee was waived.

However, members did not want to commit to paying for membership add-ons such as a listing on visitnoosa.com.au.

- **visitnoosa listings**
78 members removed from membership (21%)
- **Brochure display in VIC**
89 members removed from membership (34%)

The Board should note that the newly ratified Tourism Noosa Strategy, Measure for Success section addresses the requirement to continue to grow membership. The Board will need to consider revision of this measure as this is unlikely to happen once the membership fee is re-introduced, taking into account the ongoing COVID-19 environment, and once a more strategic approach to membership is taken. Suggestions for an updated Measure of Success could include:

DELETE: Increased member numbers and co-operative engagement

ADD: Increase membership engagement rate on participation in training, use of toolbox services and networking events.

RETAINING MEMBERSHIP

Our challenge now is, with limited resources internally, to realistically set goals for the retention of members for the next financial year and to ensure that we proceed with a strong focus on members that brings value to Tourism Noosa.

ROLE OF MEMBERSHIP MANAGER

Tourism Noosa employs one full time permanent staff member, Cathy Mitchell, to oversee the membership function. The role description is attached.

**Membership Manager
Position Description**

DOWNLOAD

Board to select a working group to finalise the proposal and take to the March Board meeting for approval.