Break O’Day Tourism Development Strategy
2012–2017
We would like to acknowledge all those who participated in the development of Break O’Day Tourism Development Strategy through the consultation process; representatives from State and Local Government, stakeholder organisations, individual tourism operators in the BODC region and members of the community.

Specifically we would like to acknowledge the input from the Break O’Day Council and the Tourism Advisory Committee.

Break O’Day Council – Des Jennings and Chris Hughes

The Tourism Advisory Committee:
- Cllr Reon Johns
- Mayor Sarah Schmerl
- Peter Troode
- Rocky Carosi
- Lyndall Healy
- Mary Knowles
- Chris Dewar
- Colin Lester
- Lisieux Afeaki
(together with Des Jennings and Chris Hughes).

Images used within this document are supplied courtesy of the Break O’Day Council, Peter Troode, Roz MacAllan and Adam Saddler.

Design layout by Springford East Publishing & Design

Thank you for your interest and your valuable contributions to this project.

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Introduction

Break O’Day is one of the most diverse municipalities in Tasmania, best encapsulated in the Council’s tagline, ‘from the mountains to the sea’. It has natural wilderness, long stretches of pristine coastline, a relaxed lifestyle, first-class fishing and a mild climate. With an area of 3,809 square kilometres, Break O’Day is one of the largest local government areas in Tasmania and has a population of approximately 6,000. Break O’Day includes the township of St Helens (population 1,800) which is the administrative centre of the municipality and Tasmania’s largest fishing port. The principal industries in the municipality are tourism, mining, forestry, agriculture, fishing and aquaculture.

The municipality’s major entry point is through the Greater Esk region – the ‘Valleys of Adventure’. The region is surrounded by the Ben Lomond and Douglas Apsley National Parks, magnificent waterfalls, forest walks, prolific wildlife and scenic farmland intersected by beautiful, gin-clear rivers and streams. In contrast, townships like Mathinna and Fingal at the region’s northern end, are known for their mining history – and their spectacular views of Stacks Bluff and the Ben Lomond mountain range.

As the Esk Highway winds its way through St Marys Pass, a breathtaking, coastal vista suddenly appears and a pastoral landscape blends into the blue waters and white sand for which the East Coast is well known. The small, seaside settlements of Scamander and Beaumaris lead the way to St Helens – ‘Tasmania’s game fishing capital’ and gateway to the magnificent and internationally-acclaimed, Bay of Fires.

The marked differences in the history and topography of this area may be viewed as both an opportunity and a challenge from a tourism perspective. Clearly, local government boundaries were established for other reasons, but they often result in a seemingly disparate collection of visitor experiences without a strong and consistent brand.

The following Tourism Development Strategy will provide the framework through which the municipality’s tourism industry can effectively address its current issues and provide a blueprint for the future.
Tourism Strategy Context

Tourism is considered critical to the future of the region and with the population more than doubling during the summer holiday season, it requires strategic consideration. However, tourism at a local level must be viewed within a broader context and based on an understanding of the significant issues affecting the industry in Tasmania and elsewhere. Many issues that impact on travel, relate to events that occur well beyond the host communities.

It is widely acknowledged that the tourism industry is under considerable pressure Australia-wide, with a slowing Tasmanian market reflecting the situation in other States and Territories. Regional dispersal is also declining and the effect is already being felt in local economies across Tasmania. There is a fresh urgency to address our competitive position in an environment that is highly volatile.

The Tasmanian tourism industry is in a state of flux as significant structural changes occur at a State and regional level. Given the Regional Tourism Review (Tourism Tasmania/KPMG 2010), Tourism Tasmania’s recent shift to an industry-led, regional tourism model, and the impending establishment of several new Regional Tourism Organisations (RTOs), including the East Coast, it is timely that the Break O’Day Council (BODC) seeks to advance a tourism strategy in consultation with the community and stakeholders. Similarly the Launceston Strategic Tourism Plan and the Dorset Tourism Strategy are currently under development and both have the capacity to influence visitation to the Break O’Day (BOD) municipality.

Locally, a recently revitalised tourism sub-group formed under the St. Helens Chamber of Commerce and an increasingly active Greater Esk Tourism Association, suggest an engaged and participatory way forward for industry development and support.

As these changes - and their repercussions - begin to take effect, the BOD Tourism Development Strategy will ensure that the municipality is well positioned to take immediate advantage of new opportunities based on agreed, strategic priorities and an Action Plan.
Tourism Strategy Context
continued

The Break O’Day Tourism Development Strategy was developed within a national and State policy context. Specifically the Strategy is aligned to the National Long-Term Tourism Strategy (NLTTS), including Tourism 2020, the State’s Economic Development Plan and Tourism Tasmania’s Strategic Plan 2010–2013.

National Long-Term Tourism Strategy

The purpose of the NLTTS is to increase the supply and quality of the Australian tourism product and make the industry more resilient and competitive. The NLTTS’s first implementation phase has involved a coordinated national approach to identify the weaknesses in the industry’s supply-side through nine working groups, established under the Australian Standing Committee on Tourism.

This phase has delivered:

- A policy framework better able to address barriers to industry growth
- An operating environment for industry more conducive to growth;
- Practical assistance for individual businesses.

The NLTTS specifically identifies nine strategies; the following four are directly aligned to the BODC Tourism Development Strategy:

- Excellence in product and service delivery
- Strengthening our competitiveness with industry and product development
- Responding to challenges
- Labour and skills development.

The purpose of the BOD Tourism Development Strategy is:

- To identify clear and achievable strategies to establish the Break O’Day Council area as a key visitor destination and business investment centre
- To recognise the economic benefits of tourism and its inter-relationships with the community’s sense of place and environmental values.

Source: MMP brief, p. 8

As Tasmania moves into a climate of economic uncertainty, it becomes even more important that Break O’Day municipality is well positioned to encourage growth and ensure the sustainability of tourism in the region.
Tourism Strategy Context

Tourism 2020

Tourism 2020 marks a further milestone in Australian tourism policy. It represents an integration of the long term focus, research and collaboration commenced under the National Long-Term Tourism Strategy with the growth aspirations of the 2020 Tourism Industry Potential report.

The updated Tourism 2020 has six strategic areas. These new strategic areas build on the day-to-day work undertaken by industry and across government in building the tourism brand, converting demand into visitation, developing tourism product, and contributing towards a more globally competitive tourism industry. The six strategic areas are:

1. Grow demand from Asia
2. Build competitive digital capability
3. Encourage investment and implement the regulatory reform agenda
4. Ensure tourism transport environment supports growth
5. Increase supply of labour, skills and Indigenous participation
6. Build industry resilience, productivity and quality.

The BODC Tourism Development Strategy and the initial Action Plan strongly aligns with strategic areas 3, 5 and 6 above.

Improved quality, product choice, skills and infrastructure will maximise and sustain economic value from Australia’s natural advantages as a tourism destination.

Source: Tourism 2020, Department of Energy, Resources and Tourism and Tourism Australia, 2011
Tourism Strategy Context

continued

**Tasmanian Economic Development Plan**

The Tasmanian Economic Development Plan (EDP) released in 2011, clearly identifies tourism as a key component to grow the Tasmanian economy. The EDP acknowledges the importance of tourism to the State and its significant contribution to income generation, employment and investment, particularly in regional areas.

The EDP tourism objectives are in the following areas: infrastructure; skills; business enabling environment; investment attraction and facilitation; trade promotion; and business development services.

Integrated within the EDP is the Tourism Tasmania’s Strategic Plan 2010–2013. Tourism Tasmania has evolved its goals, priorities and strategies to consolidate a more integrated approach to working with partners and stakeholders. The five goals identified are:

1. Maximise Tasmania’s tourism potential
2. Drive demand for Tasmania
3. Foster the supply of tourism products and experiences to drive success into the future
4. Enhance industry’s competitive position with market-leading research and analysis
5. Be a highly effective organisation.

The BODC Tourism Development Strategy strongly aligns with the current State strategies that relate to tourism. These key strategies must be consulted as part of the development of future action plans, to ensure an appropriate context and framework for the decision-making process.
The Strategy will also form an integral part of the proposed Municipal Management Plan (MMP) which is the centerpiece for a new Partnership Agreement between the Council and the State Government (May 2011).

The MMP may include other related and complementary elements – eg. an Urban Design Framework, an Economic Development Strategy, a (St Helens) Airstrip Feasibility Study, an Arts and Cultural Strategy, Community Infrastructure and Design Guidelines and a Coast Park Concept Plan (PWS). The MMP will be developed in late 2012.

For the Strategy to achieve success in both its development and implementation, the Council has identified three key areas that it should address:

- Partnership with industry
- Community support
- Innovation.

It is also acknowledged that the Council has a major role in this process. It will need to develop effective, resilient alliances and partnerships with the industry to create ownership of the Strategy, and support for its direction and implementation. This will be required at a local, regional and State level.

The BODC acknowledges the importance of tourism to the region in its Strategic Plan 2011–2015, particularly as an economic enabler.

**BODC Strategic Plan 2011–2015**

The Strategic Plan identifies five key goal areas and the strategies for each goal provide more detail about what is to be achieved, including performance measures. The goal areas identified are as follows:

1. Community building
2. Environment and planning
3. Leadership and governance
4. Economic development
5. Asset management.
Within the goal area of Economic Development, tourism is addressed through the following Strategy, activities and measures of success.

Ultimately, the approach has led to the key deliverable, a BOD Tourism Development Strategy that represents best practice destination management planning, is inclusive of industry and community views, incorporates relevant data and provides a practical, achievable and highly relevant plan for action.

1. Project initiation
2. Review and research
3. Consultation.

1. Project initiation

A Tourism Advisory Committee, consisting of representatives from the Council, Greater Esk Tourism Association and the tourism sub-group of the St Helens Chamber of Commerce, was established to guide the development of the Strategy. This group was actively engaged at the project initiation meeting and throughout the Strategy’s progression. The Advisory Committee guided the project through input into the methodology, timelines, reporting procedures, research material collation and the identification of key stakeholders.

2. Review and research

A review and research stage was undertaken to ensure the Tourism Development Strategy provides confidence to existing tourism industry stakeholders, potential investors, local communities and the Council, as well as being integrated with broader regional and State development and policies.

A suite of relevant documentation was reviewed and assessed; stage two also included analysis of existing data, visitation, broader issues and impacts, together with significant trends and opportunities in Tasmanian tourism applicable to the municipality. It also informed the consultation stage as well as the overall development of the Strategy.

The ‘review and research’ phase is summarised in an accompanying background document. (See Supporting documentation 1: Review & Research)
3. Consultation

The industry and community consultation for the development of the BOD Tourism Development Strategy was undertaken through the following methods:

- Regular Tourism Advisory Committee meetings
- Community meetings at St Helens and St Marys
- Face-to-face interviews with State Government agencies, regional authorities and key stakeholders, including tourism operators in the municipality
- An industry/community survey distributed to over 350 recipients

A full consultation report is provided an accompanying background document. (See Supporting documentation 2: Consultation)
Current Tourism Environment

Nationally, research suggests that some key trends are impacting on the tourism industry:

- The high value of the Australian dollar is encouraging more outbound travel, which is also perceived as better value for money
- The growth of low cost carriers into and from South East Asia
- Increasing fuel costs are impacting severely on the airline industry
- A lack of consumer confidence due to economic uncertainty
- Changing travel patterns where consumers are choosing major population centres, rather than regional areas
- Australians are accumulating annual leave, rather than using it
- Tighter fiscal policies from the State and Federal Government
- Continuing pressure on discretionary expenditure driven by the retail sector.

In general terms, international visitation has weakened and the domestic market – the largest holiday segment - has slowed considerably.

One of the most important shifts in leisure travel is related to the recent increase in outbound air capacity to Asia, where Australians can now enjoy ‘shorter, cheaper, closer’ destinations. While some tourism operators tend to view other local businesses as their competition, in reality, it is more likely to be an affordable 5-star resort in Bali, packaged with Jetstar. The attractiveness of outbound Asian travel has been underscored by Qantas’ recent announcement of a new airline to cater for this market.

All indicators suggest Australia’s tourism industry is still underperforming when compared to its potential, and compared to other Australian industries. Furthermore, key measures suggest possible further falls in tourism productivity... primarily based on lower tourism revenue.

Source: State of the Industry 2011, p.32
Dept. of Resources, Energy & Tourism & Tourism Australia

Image courtesy of Roz MacAllan
Tasmania has been performing better than its mainland counterparts. The State's most significant market – interstate visitors – has remained steady, although the latest data is less optimistic with regard to holiday visitors and there is no room for complacency. There is a concerted push for our competitors to increase expenditure and actively look for differentiation.

The issue of regional dispersal is of concern Australia-wide. While some areas around Tasmania are reporting a downturn, recent TVS data indicates that the average length of stay is around 9.0 nights, which suggests that our island remains a touring destination. Visitor travel patterns are not evenly spread around the State, however Northern Tasmania is performing relatively well. The State's extraordinarily high repeat visitation of 76% (interstate) augers well for outlying areas and any additional travel on the Spirit of Tasmania may prove a positive, as Spirit passengers tend to stay longer. Both Jetstar and Virgin Blue are increasing capacity into Northern Tasmania for the summer season.

Note: The increase in repeat visitation corresponds with an 11% increase in the VFR market.

The North East Trail provides another road to St Helens and surrounds. It is one of Tasmania's less popular touring routes. Visitation has been relatively static in recent years, although there has been a healthy increase in the total number of holiday nights spent on the Trail since 2008. Barnbougle and Lost Farm are major attractors but their impact on travel to Break O'Day is unknown.
Current Tourism Environment
continued

Break O’Day municipality

The East Coast is one of the State’s most popular visitor destinations, however its impact on St Helens and surrounding areas is unknown. There are multiple entry and exit points throughout the region and it’s currently impossible to determine specific travel patterns. While Tasmanians are particularly attracted to East Coast beaches, fishing and water sports, there are many choices along the way. On the positive side, recent interstate research supports the view that coastal experiences are a significant motivator for potential mainland visitors to Tasmania.

The North East Trail provides another road into the BOD municipality. It is one of Tasmania’s less popular touring routes. Visitation has been relatively static in recent years, although there has been a healthy increase in the total number of holiday nights spent on the Trail since 2008. Barnbougle and Lost Farm are major attractors and a revitalized Trail of the Tin Dragon offers good potential, but none of these experiences are measurable in terms of their ability to drive visitors further afield.

Generally, there is a scarcity of visitor data which is specific to the Break O’Day area. St Helens is the only township included in the Tasmanian Visitor Survey; the Parks and Wildlife Service has limited data regarding the relevant National Parks and camping sites and there is no information regarding visitation through the Esk Valley. It is imperative that local tourism operators collect and share visitor data and trends to build a richer, more effective market profile for the area.

The table and graph included on this page provide some indicative information regarding visitation.

<table>
<thead>
<tr>
<th>YTD</th>
<th>Total visitors</th>
<th>Overnight visitors</th>
<th>Total nights</th>
<th>Average stay</th>
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<tbody>
<tr>
<td>March 2008</td>
<td>139,400</td>
<td>56,200</td>
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<td>March 2009</td>
<td>148,300</td>
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<tr>
<td>March 2010</td>
<td>145,400</td>
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<td>123,700</td>
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<td>March 2011</td>
<td>137,900</td>
<td>64,500</td>
<td>148,000</td>
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Source: TVS

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Source: BODC

Note: 2011-2012 (July & August figures only available)
The Strategy

Structure

Best practice Destination Management Planning (DMP) has guided the development of the Strategy.

DMP has emerged nationally and internationally as a management system that provides the tools to produce a sustainable and competitive visitor destination. It is organised around defined visitor destinations, each with its own natural and unique tourism assets and specific management, development and marketing needs. It is represented in the diagram opposite.

Both the Strategy and the accompanying Action Plan reflect DMP approach. The Action Plan is aligned to the Council’s budget cycle, which will enable the Council and industry to review, update and ensure the relevancy of the forward planned activities. It is envisaged that this will occur annually, in the last quarter of the financial year.

It is also anticipated that the structure of the Strategy will allow the proposed East Coast RTO to adopt and integrate its direction and actions into a broader regional approach.

Sustainable Regional Tourism Destination Framework

Sustainable Destination Management

The pursuit of strategies and practices that facilitate balanced, sustainable administration and management of the destination.

- Research and insight
- Communication and networking
- Performance monitoring & evaluation
- Community engagement.

Sustainable Destination Development

The pursuit of a type, style and level of tourism that contributes to the social, cultural, political and environmental sustainability of a place to live, to work.

- Public infrastructure services/ facilities
- Investment attraction
- Destination development planning
- Product experience development
- Workforce and skill development
- Visitor information provision
- Quality service delivery.

Sustainable Destination Marketing

The promotion of tourism both within and outside a destination to attract and influence appropriate visitors.

- Brand development and image
- Promotion and advertising - international, interstate, intrastate.

Source: KPMG Destination Management Overview 2010
Vision

The goal of the BOD Tourism Development Strategy is to provide a coordinated, collaborative and sustainable approach to tourism that maximises the economic, social, cultural and environmental benefits whilst maintaining the uniqueness of people and place.
Goals

The BOD Tourism Development Strategy will unite all stakeholders in an agreed common vision for tourism. The Strategy provides a framework for the strategic goals that will underpin a successful tourism industry in the municipality:

- **Management**
  To provide leadership through open and transparent governance

- **Development**
  To develop a strong, vibrant, collaborative and sustainable tourism industry

- **Marketing**
  To maintain market share for the region and increase yield.
Key Strategic Enablers

To achieve the vision, the following 'enablers' underpin the development of the Strategy and its associated priorities and actions. Strategic enablers are identified as key areas that will need to be in place to ensure the sustainable growth of the tourism industry. It must be noted that some of the identified enablers are currently lacking in the municipality's tourism environment and therefore have been incorporated in the Action Plan for development.

<table>
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<tr>
<th>Strategic Enabler</th>
<th>Rationale</th>
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<tr>
<td>Access - road, sea and air</td>
<td>Access is critical to the region and the maintenance of access routes, both directly and indirectly through lobbying access/infrastructure owners to ensure year-round visitation, must be addressed by all tourism stakeholders. In the case of natural events that result in the closure of access points, a quick response to tourism markets is essential.</td>
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<td>Strategic alliances</td>
<td>Recognising that tourism is one of the region's economic drivers, greater cooperation is needed between Council, St Helens Chamber of Commerce tourism sub-group, Greater Esk Tourism, relevant RTOs and the State Government (Tourism Tasmania) to leverage respective development and promotional activities. Formalisation of these alliances is a logical first step.</td>
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| Positive community | • Develop a 'host community' attitude that supports tourism through:  
  – promotion of a greater awareness of the economic, social, cultural and environmental values and benefits of tourism  
  – the preservation of local lifestyles and values  
  – infrastructure development that meets the needs of local residents whilst supporting tourism growth. |
| Infrastructure and investment policy and planning | • Encourage an environmentally and socially sustainable approach to the development of the destination that ensures:  
  – the protection and preservation of natural resources  
  – tourism development that enhances the area's competitive advantages, that is distinctive, market-led and builds on the region's existing strengths  
  – the region's brand is protected. |
| Events Development Strategy | A broader events strategy, including community, tourism and non-tourism businesses, is needed to increase visitation, build community pride and potentially attract investment and economic return. An events strategy will identify hero events, funding mechanisms, coordination processes and priority actions. |
| Brand development | The tourism industry should lead the development of a holistic brand story and authentic identity for the region. This brand is essential in creating new and positive messages to secure visitation, investment and a stronger workforce. |
In keeping with the sustainable regional tourism destination framework, the following strategic priorities have been identified and activities to achieve them are articulated in the Action Plan.

**Destination Management**

**Strategic Priority** — develop an integrated approach to tourism governance that is transparent and inclusive of Council, industry and other strategic partners.

**Destination Development**

**Strategic Priority** — ensure that development activities support the brand and encourage the growth of the tourism sector whilst protecting the local lifestyle and values, and the natural and built environment.

**Destination Marketing**

**Strategic Priority** — develop a consumer-led approach to marketing that will also focus, engage and leverage the resources and efforts of the tourism industry and maximise the conversion of intent and interest to visitation.
## Action Plan Summary

### Goals

**Management**

**Governance /leadership**

To provide leadership through open and transparent governance

- Form stronger and more effective industry and stakeholder partnerships
- Maintain all year round visitor access to the municipality
- Undertake an emergency communication plan
- Introduce tourism awareness and education program
- Provide industry communication and support
- Strengthen quality visitor experiences.

**Development**

**Industry/destination development**

To develop a strong, vibrant, collaborative and sustainable tourism industry

- Ensure a well resourced and effectively managed Visitor Information Centre (VIC) positioned in an optimal location
- Investigate opportunities for seasonal events
- Create an Infrastructure Development Plan and Investment Prospectus
- Enhance visitor experiences
- Establish authentic ‘green’ credentials
- Improve traffic management in St Helens
- Undertake a caravan and RV impact study
- Maintain awareness of potential National Park development.

**Marketing**

**Visitation**

To maintain market share for the region and increase yield

- Build a comprehensive and integrated approach to marketing of the region
- Enrich local tourism data
- Establish East Coast brand.
Action Plan

The Action Plan reflects the inputs from consultation with Council, community and key stakeholders, together with the knowledge gleaned in the course of the Strategy development. As noted earlier, the Action Plan has been designed for review on a regular basis and therefore it doesn’t represent a definitive list. It reflects the Strategic Priorities, the need for some ‘quick wins’, stakeholder capacity and a realistic understanding of available resources.

The initial timeframe for this Action Plan is 18 months, and thereafter it should be reviewed annually.
### Strategy  Destination Management

**Strategic Priority** – develop an integrated approach to tourism governance that is transparent and inclusive of Council, industry and other strategic partners.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Timing</th>
<th>Measures of Success</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>Form stronger and more effective industry and stakeholder partnerships</td>
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<tr>
<td><strong>East Coast Regional Tourism Organisation</strong> Establish a Business Plan and partnership agreement prepared and signed by all parties</td>
<td>Within 2 months</td>
<td>Formal East Coast regional tourism partnership initiated and associated State level agreements in place</td>
<td>Tourism Tasmania/BODC/GSBC</td>
</tr>
<tr>
<td><strong>Local Tourism Partnerships</strong> Draft a tripartite agreement with St Helens Chamber of Commerce tourism subgroup, Greater Esk Tourism and Council Formalise Tourism Advisory Committee to become an official committee of Council</td>
<td>Within 2 months</td>
<td>Formal Council/industry agreement with roles and responsibilities clearly defined</td>
<td>BODC/SHCC/GET</td>
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<tr>
<td>Maintain all year round visitor access to the municipality</td>
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<tr>
<td><strong>Local Tourism Partnerships</strong> Plan and develop a local connector to the East Coast that supports/strengthens economic growth and tourism, social inclusion, and meets climate change challenges Develop a strong business case with a ‘quadruple’ bottom line (social, environmental, economic and financial) for the preferred East Coast access scenario to lobby for support from State and Federal Government Continue to lobby State Government on the importance of road access through St Marys Pass to tourism and other industries</td>
<td>Within 12 months</td>
<td>Business case prepared supporting the preferred East Coast access scenario A robust and safe East Coast access route, funded and constructed All lobbying opportunities taken by Council</td>
<td>BODC</td>
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<td>Ongoing</td>
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## Strategy  Destination Management  continued

**Strategic Priority** – develop an integrated approach to tourism governance that is transparent and inclusive of Council, industry and other strategic partners.

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<th>Timing</th>
<th>Measures of Success</th>
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<tr>
<td>Undertake an emergency communication plan</td>
<td>Document a rapid response communication/ emergency plan that clearly identifies the roles and responsibilities of industry and Council to communicate around the State and elsewhere that in case of road closures, floods etc., the region is still open and accessible from different entry points</td>
<td>Within 3 months</td>
<td>Plan completed Effective and timely communication and information provided to all stakeholders and broader tourism information available on the access status of the region Impacts on visitation minimised</td>
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<td>Introduce tourism awareness and education program</td>
<td>Develop a tourism awareness and education program focusing on the benefits of tourism to the region, its positive effect on other non-tourism specific businesses and the importance of becoming a visitor-friendly host community</td>
<td>Within 6 months</td>
<td>Program in place and being delivered Heightened appreciation and understanding throughout the community and business sector of the importance of tourism, including visitor needs and expectations</td>
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<td>Provide industry communication and support</td>
<td>Tourism Tasmania to brief key BODC stakeholders on the agency’s and industry’s new structures and the impacts on roles and responsibilities in tourism Actively engage with the newly-established East Coast RTO to communicate and incorporate BOD tourism issues, ideas and priorities</td>
<td>Within 3 months Within 12-18 months</td>
<td>Tourism Tasmania briefing completed Greater understanding of roles and responsibilities of the governing agencies and bodies within tourism</td>
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<td>Strengthen quality visitor experiences</td>
<td>Use market research to develop resources for businesses to identify and provide high quality visitor services</td>
<td>Ongoing</td>
<td>Increased visitor satisfaction and extended stays resulting in higher yield</td>
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### Strategy  Destination Development

**Strategic Priority** – ensure that development activities support the brand and encourage the growth of the tourism sector, whilst protecting the local lifestyle and values, and the natural and built environment.

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<thead>
<tr>
<th>Activities</th>
<th>Timing</th>
<th>Measures of Success</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure a well resourced and effectively managed Visitor Information Centre (VIC) positioned in an optimal location</td>
<td>Within 12 months</td>
<td>Business plan completed and adopted, Necessity for a VIC coordinator assessed, Awareness program completed and adopted</td>
<td>BODC</td>
</tr>
<tr>
<td>Investigate opportunities for seasonal events</td>
<td>Within 12 months</td>
<td>A vibrant and diverse events program that connects, engages and enriches the community and promotes visitation in the shoulder and winter seasons, Funding allocated and processes in place for selection, Enhanced sustainability of events</td>
<td>BODC/SHCC/GET</td>
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<tr>
<td>Develop a VIC business plan, including recommendation for relocation</td>
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<tr>
<td>Explore the establishment and appointment of a VIC coordinator</td>
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<tr>
<td>Develop an industry awareness program for VIC volunteers particularly to build local knowledge of visitor experiences</td>
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<tr>
<td>Develop an events strategy that highlights community celebrations that will also appeal to visitors and build on the local asset base. The events strategy may include:</td>
<td>Within 12 months</td>
<td>A vibrant and diverse events program that connects, engages and enriches the community and promotes visitation in the shoulder and winter seasons, Funding allocated and processes in place for selection, Enhanced sustainability of events</td>
<td>BODC/SHCC/GET</td>
</tr>
<tr>
<td>• An events criteria and evaluation process</td>
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<tr>
<td>• An Events Support Program ie. budget allocations, funding mechanisms and selection process</td>
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<tr>
<td>• Need for an events coordinator</td>
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<tr>
<td>• Partnership development/sponsorship</td>
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<tr>
<td>• Analysis of potential economic impacts and others regarding new and existing events</td>
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<tr>
<td>• Mobile event staging equipment</td>
<td></td>
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<tr>
<td>• Overall sustainability issues</td>
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<tr>
<td>Volunteer engagement and acknowledgement</td>
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</tbody>
</table>
Strategy  Destination Development continued

**Strategic Priority** – ensure that development activities support the brand and encourage the growth of the tourism sector whilst protecting the local lifestyle and values, and the natural and built environment.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Timing</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Create an infrastructure Development Plan and Investment Prospectus</td>
<td>Within 12 months</td>
<td>Improved and integrated investment attraction and asset management procedures</td>
<td>BODC</td>
</tr>
<tr>
<td>Undertake an audit and needs analysis of tourism infrastructure within the municipality and prepare brief</td>
<td></td>
<td>Prospectus developed and put into market place</td>
<td></td>
</tr>
<tr>
<td>Analyse recommendations and identify projects and funding for further development</td>
<td></td>
<td>Investment realised</td>
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<tr>
<td>Include product and experience audit to identify potential gap in the existing infrastructure</td>
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<tr>
<td>Develop investment prospectus</td>
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<tr>
<td></td>
<td>Within 18 months</td>
<td></td>
<td></td>
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<tr>
<td>Enhance visitor experiences</td>
<td></td>
<td>New experiences to promote extended stays and increased yield</td>
<td>BODC/FT</td>
</tr>
<tr>
<td>Completion of the St Helens boardwalk</td>
<td>Within 12-18 months</td>
<td>Year-round access to nature-based attractions</td>
<td></td>
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<tr>
<td>Identify funding sources to complete the boardwalk to the first jetty on St Helens Point Road</td>
<td>Within 18 months</td>
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<tr>
<td>Capitalise on existing nature-based assets, eg. trails, walks, waterfall tracks and drives and explore the development needs and promotional opportunities</td>
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<tr>
<td>Ensure access roads into the Blue Tier are maintained and open all year round as this is a critical for visitation</td>
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</tbody>
</table>
**Strategy**

**Destination Development** continued

**Strategic Priority** – ensure that development activities support the brand and encourage the growth of the tourism sector whilst protecting the local lifestyle and values, and the natural and built environment.

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>Establish authentic ‘green’ credentials</td>
<td>Within 18 months</td>
<td>Positioning the municipality as a leader in environmental sustainability</td>
<td>BODC</td>
</tr>
<tr>
<td>Identify existing or planned projects that will enhance the environmental reputation of the destination</td>
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<tr>
<td>Identify support/programs /accreditation/ funding which can be acquired to ensure implementation of projects</td>
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<tr>
<td>Improve traffic management in St Helens</td>
<td>Within 12-18 months</td>
<td>Improved traffic access and visitor/ pedestrian safety</td>
<td>BODC/DIER</td>
</tr>
<tr>
<td>Consult with local businesses and DIER on the logistics of implementing such a management program</td>
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<tr>
<td>Develop a ‘visitor-friendly’ Traffic Management Plan</td>
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<tr>
<td>Undertake a caravan and RV impact study</td>
<td>TBA</td>
<td>Analysis completed, information disseminated and recommendations endorsed</td>
<td>ECRTO</td>
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<tr>
<td>Undertake a comprehensive analysis of the positive and negative impacts of ‘free camping’</td>
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<td>on the municipality and in a broader regional context</td>
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<tr>
<td>Maintain awareness of potential National Park development</td>
<td>Ongoing</td>
<td>All stakeholders progressively informed</td>
<td>BODC</td>
</tr>
<tr>
<td>Maintain a watching brief on the potential development of the BODC and BOF National Parks</td>
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</table>
### Strategy: Destination Marketing

**Strategic Priority** – develop a consumer-led approach to marketing that will also focus, engage and leverage the resources and efforts of the tourism industry and maximise the conversion of intent and interest to visitation.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Build a comprehensive and integrated approach to marketing of the region</strong>&lt;br&gt;Note: It is envisaged the ECRTO will also undertake significant marketing</td>
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</tbody>
</table>
| Develop a marketing plan that embraces both social and traditional media and is driven by brand. The Marketing Plan should consider various activities including:  
  - Market analysis  
  - Travel shows  
  - Niche marketing including ‘responsible tourism’, intrastate breaks and group travel  
  - Nature-based tourism  
  - Promotional materials  
  - Media and public relations | Completed by July 2012 | Marketing Plan in place and implementation underway | SHCC/GET/BODC |
| **Enrich local tourism data**                                 |                 |                                                          |                              |
| Establish a range of data collection sources, and collate, analyse and disseminate learnings. This may include:  
  - A regular, locally-based visitor survey conducted by operators and the Visitor Centre  
  - In-house data from industry operators  
  - Lobby Tourism Tasmania for greater coverage of BOD in TVS | Ongoing         | Data collection sources established, collated, analysed and information disseminated to industry | SHCC/GET/BODC |
| **Establish East Coast brand**                                |                 |                                                          |                              |
| Working with the newly established East Coast RTO as the lead, develop a brand position for the East Coast region | On commencement of ECRTO | Key attributes of the BOD region are included in the regional brand | East Coast RTO/ SHCC/GET/BODC |

Note: Future activities are to be explored in the annual review of the Action Plan.