



Jess Bonde | Montezuma Falls, West Coast

REGIONAL TOURISM STRATEGY

2021-2022



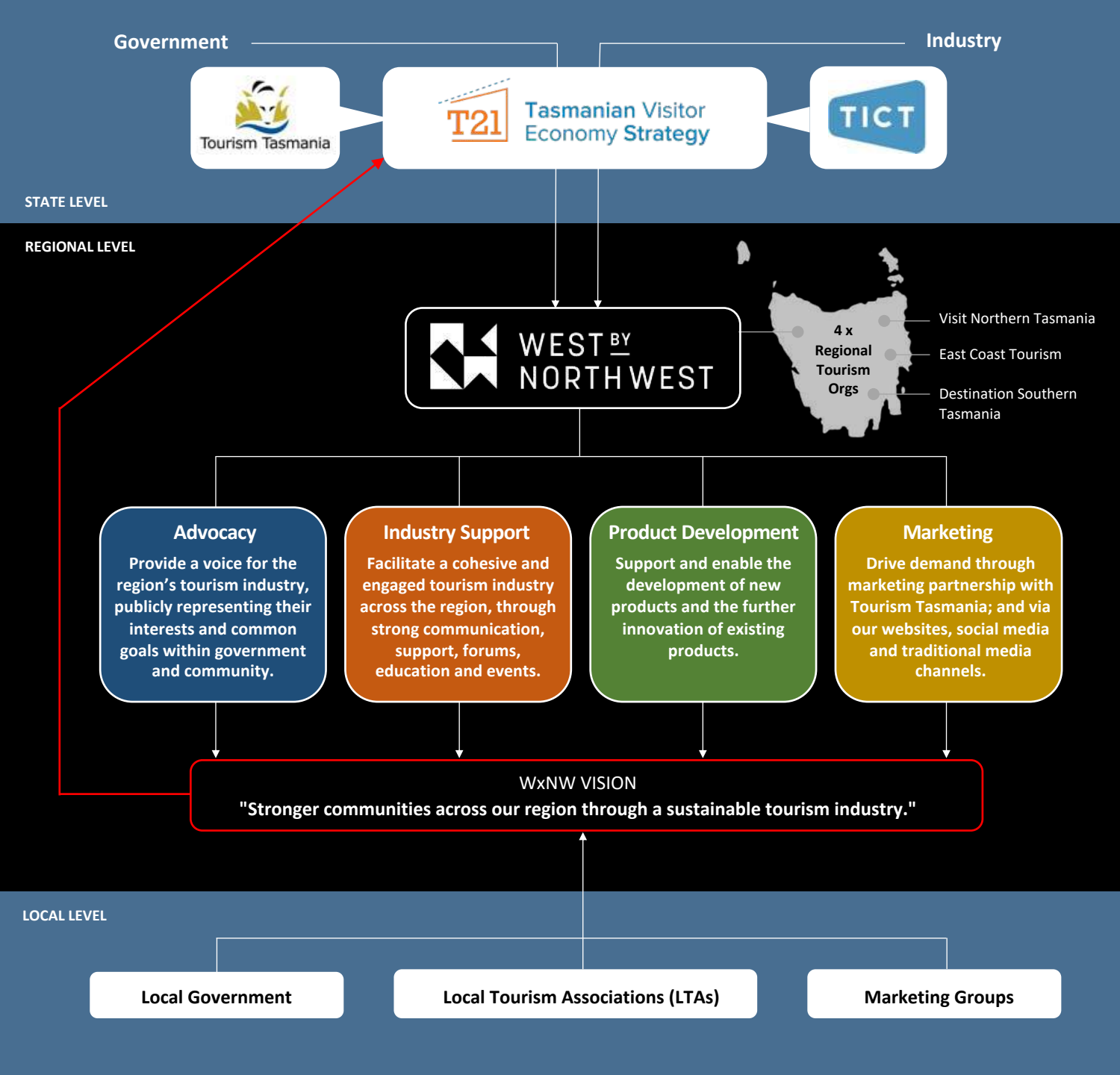
Brodie Weeding, The Advocate | Mapali Dawn Gathering, Burnie

West by North West acknowledges the ancient history of the Tasmanian Aboriginal people as the First People of lutruwita/Tasmania and honours the Tasmanian Aboriginal Community, men and women, past and present. We thank them for caring for the land, sea and waterways that we showcase and celebrate as a tourism industry; and where we all now live, work and play.

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This tourism strategy has been developed by *West by North West* (WxNW), in collaboration with our region’s tourism industry. Many have contributed to its creation, building on our previous strategy and laddering clearly and powerfully into the statewide *T21 Visitor Economy Strategy*. And now, as our region’s tourism industry evolves with the opportunities before it, so too should this strategy; an ever-growing document, genuinely owned and led by the people it serves.

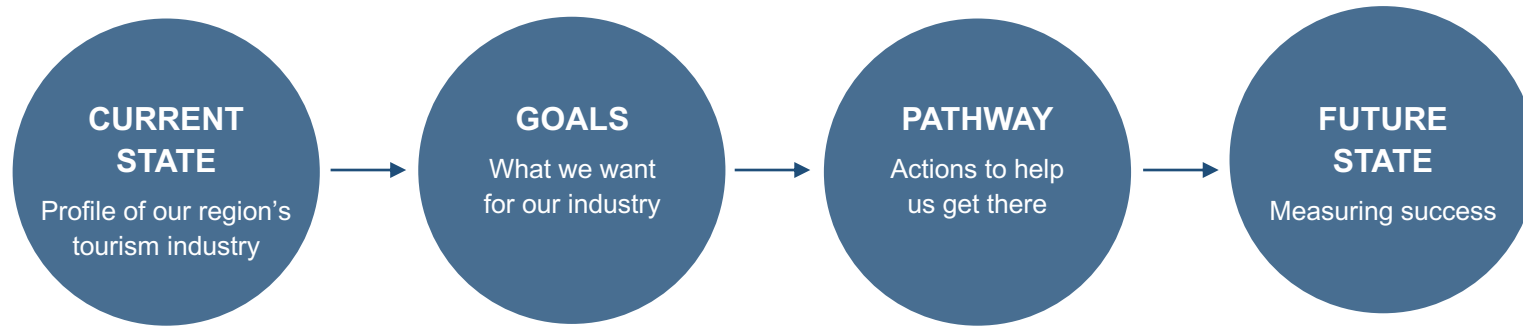




OUR ROLE IN TOURISM

- Everything we do feeds into the [T21 Visitor Economy Strategy](#), which exists as part of the T21 partnership between industry and government (represented by Tourism Tasmania and TICT).
- The T21 partnership spans beyond these two partners to create a central framework for Tasmania's **visitor economy network** including State Growth, Parks + Wildlife, Regional Tourism Organisations, Brand Tasmania, Events Tasmania, Office of the Coordinator General and more.
- WxNW is one of four **regional tourism organisations (RTOs)**, each funded by the Tasmanian government to work with both government *and* industry at regional level.
- At WxNW, our work is viewed through **4 x strategic pillars**, that shape our day-to-day operations and regional objectives.
- RTOs are only small organisations, but work closely with other teams across the region including:
 - Local Government:** visitor information centres, local events, infrastructure, signage, marketing, etc.
 - Local Tourism Associations (LTAs):** primarily marketing and industry support.
 - Marketing Groups:** The *Tasting Trail*, for example.
- As per this diagram, T21 influences tourism strategy at a regional and local level; which in turn feeds back into T21 to inform the continued evolution of Tasmania's overall tourism strategy.

REGIONAL STRATEGY



“Strategy is a fancy word for coming up with a long-term plan and putting it into action.” *Ellie Pidot*

This **SWOT Analysis** is intended to cover the primary factors for our region. It cannot, of course, be considered exhaustive, but hopefully paints a useful picture of the key strengths, weaknesses, opportunities and strengths that face our tourism industry in the coming year(s).

STRENGTHS

Some of the world's purest air + rain
International visitor icons inc. Cradle Mountain + Stanley
World's equal-highest rated wilderness world heritage area
Strong agricultural district – *Tasmania's food-bowl*
Cradle to Coast Tasting Trail
Some of the world's best golf courses
Access: 3 x airports, Spirit of Tas + established cruise ship port
Passionate arts community
New world-class MTB trails

WEAKNESSES

Geographic isolation makes travel time a potential barrier
Cost of inbound access via air + sea, compared to LTN + HOB
Not enough truly unique and world-class tourism offerings (critical mass)
Market perception that we are somehow *less cultured*
Fragmented region (geographically, 9 councils, LTAs, etc.)
Cluttered marketing (many websites, brochures, groups, etc.)

OPPORTUNITIES

Geographic isolation more appealing in post-covid context
Public investment in *Cradle Master-Plan, Next Iconic Walk*, etc.
Public investment in MTB + walks infrastructure across the region
Improved storytelling of the region's rich indigenous heritage
Grow status of adventure tourism (west), agritourism (NW) and golf (KI)
Tourism Tasmania's aspiration to be world-class touring destination
Tourism Tasmania's new approach to marketing the 'off-season'
Grow conference + event visitation, leveraging 'newness' of *paranaple*
Increased capacity of new Spirit ferries
Leverage new renewables projects to tell story of region's eco-pursuits

THREATS

Reduced tourism offering due to COVID-related business closures
Ongoing economic instability caused by COVID recovery
Increased domestic competition until international travel resumes
Traditionally low demand over winter + shoulder seasons
The cost of inbound access remains high, or increases
Failure to attract skilled tourism + hospitality workers
Failure to improve clustered approach to marketing across region
Visual impact of renewables projects (i.e. Marinus) on landscape
Ability for large renewables projects to deplete tourism workforce supply

SUPPLY

Approx. 840 tourism businesses operate across the region in the form of accommodation (45%), attractions (19%), tours, transport, events, dining + info services. This does not include Airbnb, which fluctuates around 1,600 listings. There are two airports, one cruise port and the TT-Line ferry port.

DEMAND

Pre-covid, our region welcomed over 500,000 visitors annually (38% of all visitors to Tasmania), equating to 2mil visitor nights (19% of all Tasmanian visitor nights) and generating \$462mil into the regional economy.

STRUCTURE

9 x Local Councils	Population
West Coast Council	4,167
Circular Head Council	8,066
King Island Council	1,612
Waratah-Wynyard Council	13,800
Burnie City Council	19,348
Central Coast Council	21,904
Devonport City Council	25,415
Latrobe Council	11,329
Kentish Council	6,324
Total Region	111,965

Local Tourism Associations

Destination West Coast
Circular Head Tourism Inc.
King Island Tourism Inc.
Business North West | Tourism
Caves to Canyon Tourist Association
Waratah Tourism Association

Visitor Information Centres

Yellow i	White i	
- Devonport	- Shearwater	- Cradle Mountain
- Sheffield	- Latrobe	- Penguin
- Ulverstone	- Currie	- Stanley
- Wynyard		
- Strahan		

Our goals are viewed as a 3-5 year horizon, but in fact they reflect the priorities identified by our region's tourism industry over many years to date. These goals are categorised against our strategic pillars, to ensure they are aligned with our purpose as an RTO. We have also created goals (or visions) for each of our three sub-regions. Although it would be convenient to treat these sub-regions together as one destination with a single vision, [a market study we conducted in 2020](#) revealed that visitors view these three sub-regions as distinct destinations with unique characteristics.

REGIONAL GOALS / VISION

Advocacy: Our communities understand and appreciate the value of tourism – sharing the best parts of living in the region with our visitors through stories, experiences and great service.

Industry Support: Our industry is engaged and cohesive, growing with the opportunities before it and focused on delivering quality experiences aligned to the region's strengths.

Product Development: With many new and exciting tourism offerings, our region is no longer seen as 'a long way from Hobart', but instead a destination that must be visited to experience the best of Tasmania.

Marketing: Our region's approach to destination marketing is powerfully aligned, with digital platforms (websites, social media, etc.) speaking the same language, sharing consistent information and focusing more on the visitor journey perspective than local/municipal boundaries.

WEST COAST

To be recognised as Tasmania's wilderness adventure-tourism hub, with experiences ranging from soft to hard adventure experiences delivered by a professional and passionate local tourism industry.

NORTH WEST

To be Australia's preeminent agritourism destination, embracing, celebrating and sharing our rich agriculture and iconic wilderness; as a truly *unified* region of passionate tourism professionals.

KING ISLAND

To be a genuine bucket-list destination for those seeking indulgent escapes from the modern world; and for golfers seeking the *holy grail* – all delivered as a well coordinated on-island visitor experience.

The **T21 Visitor Economy Strategy** also identifies a list of state-level goals under its [Covid Recovery Action Plan](#), many of which WxNW and the other RTOs are responsible for supporting.

These goals are categorised against four T21 priorities, which align perfectly with our own regional goals as demonstrated below.

T21 PRIORITIES x 4

1. Rebuilding Visitation

Through these regional goals, we will rebuild visitation to surpass pre-covid levels.

2. Supporting our People

Through our pillars of *Industry Support* and *Product Development*, we will facilitate the growth and advancement of people and businesses within our region's industry.

3. Restoring Access

Although access is more directly affected at state-level, we will prepare for the return of cruise tourism and the new TT-Line ferries.

4. Shaping our Future

Pursuing opportunities including carbon neutrality, indigenous and inclusive tourism and enhanced adventure and agritourism offerings.



ADVOCACY

We provide a voice for the region's tourism industry, publicly representing their interests and common goals within government and community.

We also advocate back the other way, providing a voice for government on tourism matters, to our region's tourism industry and our local communities.

Acknowledging TICT as the *state level* advocate for the tourism industry, the RTO will work closely with TICT to advocate *specifically on behalf of its region*. However, unlike TICT, our advocacy cannot extend to political lobbying, as we are a government funded organization and therefore must remain apolitical.

What we WILL do

- Reflect regional sentiment on state level projects
- Seek action on access issues (air, sea, roads)
- If TICT is lobbying, consult to provide regional context
- Support emergency response comms to tourism industry
- Represent industry via media + community forums
- Provide letters of support, where appropriate
- Present to all 9 local councils annually
- Influence community mindset towards tourism, thereby attracting staff, investors and entrepreneurs.

What we WON'T do

- Political lobbying (this is the role of TICT)
- Unreasonably favour one LGA over others
- Provide letters of support to all who ask
- Publicly comment on matters unrelated to tourism

Function | LEADERSHIP

PRIORITY ACTIONS* | 2021-2022

- **Covid Recovery:** Communicate regional industry needs to state government; and keep industry abreast of covid-related decisions/developments.
- **Skills and Training:** Support T21 to attract and develop talent into our region's tourism industry.
- **Climate Change:** Support the work of T21 in our pursuit of carbon neutral status; and help navigate a pathway for our region's tourism industry to prosper alongside appropriate renewables projects.
- **Indigenous Tourism:** Engage with our region's indigenous groups to better understand the appetite for developing indigenous tourism.
- **Inclusive Tourism:** Work with government and industry to grow awareness of inclusive tourism.
- **Visitor Engagement Model:** Support T21 in developing a contemporary model of visitor engagement, from marketing and booking, to on-ground experiences inc. visitor info. servicing.
- **Restoring Access:** Advocate for the reestablishment of air and sea access for visitors into Tasmania.
- **Major Projects:** Provide a voice for our region's industry through the *Cradle Mountain Master Plan*, *Next Iconic Walk* and *TT-Line* projects.

INDUSTRY SUPPORT

We facilitate a cohesive and engaged tourism industry across the region through:

Strong communication: maintaining regular, transparent communication with all stakeholders at regional and state level across a range of formats/channels including face-to-face, eNewsletters, social media, meetings and presentations; and

Forums + Events: curating of a calendar of tourism industry events throughout the year including consultation, education, networking and socialising.

This work is carried out in close partnership with Tourism Tasmania, TICT, our counterpart RTOs and various other bodies.

What we WILL do

- Industry consultation (inc. T21 strategy, covid response)
- Facilitate liaison between government (state/local) and industry.
- Operator site visits to assist, advise, educate and connect.
- Facilitate operator presentations to Tourism Tasmania.
- Activity relating to charity and social awareness.
- Host events for education, discussion and social/networking.
- Communicate opportunities for grants and/or other funding.

What we WON'T do

- Provide unlimited training and support to one operator or municipality.

Function | **SUPPLY-SIDE**

PRIORITY ACTIONS* | 2021-2022

- **Industry Events:** Deliver a calendar of forums and events that respond to the needs of industry (i.e. covid recovery, experience delivery, skills and training, inclusive tourism, digital literacy, indigenous tourism, Tasting Trail, etc.)
- **Regional Tourism Data:** Create a tool providing live and comprehensive data on the supply and demand side of our region's tourism industry – available via the WxNW website.
- **Famil Program:** Develop a program whereby tourism operators and other stakeholders can experience tourism product ('familis') across our region to improve product awareness.
- **LTAs:** Actively contribute to each of our LTAs, in whatever shape or form, to support the execution of their local tourism objectives. There *may* even be scope to support the development of a new/expanded LTA for greater Devonport area.
- **Council Strategies:** Compile a list of separate council strategies with tourism elements (inc. walking, MTB and heritage), then facilitate cross-regional discussion to identify opportunities for collaboration and to mitigate duplication.

PRODUCT DEVELOPMENT

We support and enable the development of new products and/or the innovation and reinvestment in existing products.

Tourism product refers to any private sector business or public infrastructure that services the visitor economy, including accommodation providers, tour operators, public signage, events and trails.

We support **new or expanding** tourism developments (private and public) through consultation, advocacy, industry liaison, strategic planning, media/marketing support and by connecting developments with available support services, tools, data, grants or education programs.

What we WILL do

- Identification of new product opportunities for the region (indigenous, agritourism and luxury).
- Advice + facilitation for new product development.
- Support upgrade of public infrastructure (signage and tracks).
- Support the growth/enhancement of strategically important 'cornerstone' products for the region.
- Improve environmental credentials of new/existing products.

What we WON'T do

- Invest, fund or offer any financial support to new or existing products.

Function | **SUPPLY-SIDE**

PRIORITY ACTIONS* | 2021-2022

- **Project FNW:** Gaps analysis, concept development and demand/feasibility study on new product capable of significantly growing regional visitation.
- **Don River Railway:** Support completion of feasibility study on new experience concept.
- **West Coast Adventure Tourism:** Grow adventure product on WC, with active support for Confluence Experience, expanded MTB, 4WD and more.
- **Agritourism:** Regional participation in Opening the Gate program, to grow new agritourism products.
- **King Island Companion:** Development of a digital compendium for visitors to King Island, that also interacts with physical elements on-ground.
- **Table Cape Lightshow Experience:** Support management of this project, funded through *Austrade Regional Tourism Recovery* fund.
- **Wild Mersey Skyrider:** Support management of this project, funded through *Austrade Regional Tourism Recovery* fund.
- **Visitor Events:** Drive the development of several new visitor-facing events inc. *Tasting Trail*, *Table Cape*, *Forage Festival* and the *Cool Climate Classic*.

PRIORITY ACTIONS* | 2021-2022

MARKETING

We are not resourced to perform in the awareness phase of the Marketing Funnel*. Instead, we support Tourism Tasmania in creating **awareness of our region** in the visitor market, then provide compelling research tools encouraging conversion, visitation and dispersal.

We help to drive tourism demand for our region through:

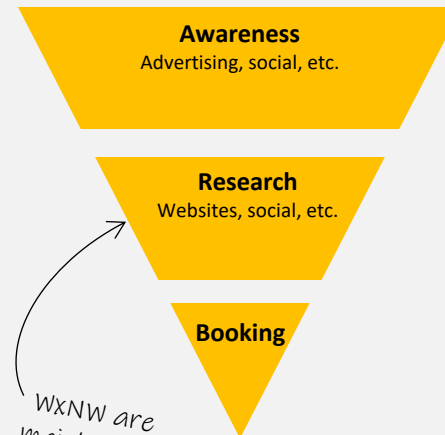
Strategic marketing partnership with Tourism Tasmania, whereby we collaborate on content, advise on visitor experiences and optimize our region's representation in Tourism Tasmania's marketing campaigns in the awareness phase*;

Marketing coordination with state and regional stakeholders to avoid duplication of effort/resource across all phases*;

Destination websites and social media for the region; and

Public Relations where appropriate, to generate media coverage for the region's tourism offerings (*awareness phase*).

*VISITOR JOURNEY | Marketing Funnel



What we WILL do

- Content creation (image, video, written).
- Facilitate media + visiting journalists/influencers.
- Manage/support destination websites and social platforms for North West, King Island, West Coast and the Tasting Trail.
- Ensure all marketing communication is aligned to an agreed and customer-focused destination identity for each sub-region.

What we WON'T do

- Bespoke marketing strategies for operators.
- Support one operator over others in the region.
- Unreasonably favour one LGA over others.

Function | DEMAND-SIDE

- **Content Generation:** Work with Tourism Tasmania, LTAs and local councils to identify any content gaps in our visual library then manage the creation of content to address those gaps.
- **MTB Collaboration:** Ensure our various MTB trails across the region are leveraging one another to demonstrate our critical mass of world-class trails.
- **New Websites:** With four new websites developed in 2021 (West Coast MTB, North West, King Island and Tasting Trail), work to drive traffic to these sites via Tourism Tasmania campaigns and our own work in PR and social media.
- **Tasting Trail:** Develop and deploy a marketing strategy to dramatically grow awareness of the Tasting Trail via Tourism Tasmania partnership and a dedicated PR and social media push.
[Review overall Tasting Trail strategy here](#)
- **Golf Tourism:** Work with Tourism Tasmania and the King Island tourism industry to grow awareness of King Island as a bucket-list destination for golfers. *There is also opportunity to enhance awareness of the Devonport Country Club and leverage Barnboughe Dunes and Lost Farm for itinerary-based golf holidays.*

Our future state, as measured at Year End October 2022 (YE Oct 22), will be reported against four Key Performance Indicators:

KPI #1

≥10 positive tourism projects/outcomes through government advocacy by YE Oct 22.

KPI #2

Industry satisfaction score of ≥70% by YE Oct 22 (WxNW Industry Survey).

KPI #3

≥5 new tourism products launched in the region by YE Oct 22.

KPI #4

Net increase in visitor nights for our region by YE Jun 22 (TVS + NVS Report).
In Oct 22, the most recent available data will be from YE Jun 22

“However beautiful the strategy, you should occasionally look at the results.” *Sir Winston Churchill*

Over the next 3-5 years, our region's tourism industry will have an even deeper understanding of their patch as a *destination* through the eyes of visitors.

They will focus on the attributes of our region that set us apart as a destination; and leverage those attributes in marketing, product development and experience delivery.

They will collaborate behind a common **destination narrative** that tells the story of their region *to visitors*; and that narrative will guide future tourism strategies for our region.

WEST COAST TAS

You know Tasmania. You know quiet walks and rolling fields. You know art and wine and scenic drives. But you don't know this place. You don't know what exists beyond the range of mobile signal, where the weather changes minute to minute. Where paths have to be made instead of followed. Where the trees have endured for 10 thousand years. You don't know the Tasmania that demands you exist on the terms of the land. But you will know it soon. You'll encounter the raw, the untamed and the untouched. You'll come face-to-face with the powerfully, eternally, undeniably wild. And once convenience and excess have been stripped away, you'll discover true nature... and *your* true nature.

All it takes is a short trip outside your comfort zone.

Jess Bonde | Mount Farrell, West Coast
Words by For The People Creative Agency

NORTH WEST TASMANIA

We are Tasmania's most successful farmers, industrialists, entrepreneurs, and artists... but we don't make a fuss of it. Why? Because it's easy to create a beautiful dish with ingredients like this: world-heritage wilderness on one side, empty pristine beaches on the other, and Australia's richest agricultural soil spread between, creating a trail of fresh and unforgettable tastes. And to top it off, we have the cleanest air in the world. Yep, the world! Not bragging, just saying.

Grab the car and *just drive*. Explore! And don't worry about shutting the gate when you leave... we know you'll be back.

Jess Bonde | Barrington Vineyard, Kentish

KING ISLAND

King Island is a long table dinner with food, art, conversation and character unlike anywhere else. Why so different? Because we have to be. More creative, more honest, more challenging, more cooperative, more delicious and more fun. Our golf courses and boutique lodges, steak and triple brie, art centre and museum can't just be good – we have to make them extraordinary. Together.

Life here is just a little bit more... *life*. A wave from the steering wheel to every approaching vehicle is mandatory; car keys *always* stay in the car; the hotel concierge and the airport baggage handler are the same person; and we do have traffic lights... but only on a Wednesdays.

Kramer Photography | Cape Wickham, King Island

These narratives should be considered fluid, subject to ongoing review and development through destination growth and industry engagement.

PILLAR	GOAL	26 x PRIORITY ACTIONS 21/22	T21 ALIGNMENT				KPI (YE Oct 22)	NOTES
			Rebuilding Visitation	Supporting Our People	Shaping Our Future	Restoring Access		
Advocacy	Our communities understand and appreciate the value of tourism – sharing the best parts of living in the region with our visitors through stories, experiences and service.	Covid Recovery		✓			≥10 positive tourism projects/outcomes through government advocacy.	This pillar is unique, in that advocacy is often required across all other pillars. For example, we will advocate for government support of Don River Railway, for the interests of Tasting Trail members and for strong representation of the West Coast in marketing campaigns.
		Skills and Training		✓				
		Climate Change			✓			
		Indigenous Tourism			✓			
		Inclusive Tourism			✓			
		Visitor Engagement Model			✓			
		Restoring Access				✓		
		Major Projects	✓					
Industry Support	Our industry is engaged and cohesive, growing with the opportunities before it and focused on delivering quality experiences aligned to the region’s strengths.	Industry Events		✓			Industry satisfaction score of ≥70% (WxNW Industry Survey).	The nature of this pillar is somewhat reactive, insofar as we will offer industry support however we can, as required. However, these priority projects provide a framework to pursue our KPI.
		Regional Tourism Data		✓				
		Famil Program		✓				
		LTA’s		✓				
		Council Strategies		✓				
Product Development	With many new exciting tourist offerings, our region is no longer seen as ‘a long way from Hobart’, but instead a destination that must be visited to experience the best of Tasmania.	Project FNW	✓				≥5 new tourism products launched in the region.	Although this should not be viewed as an exhaustive list of product development projects we will support, they will be our priorities. There is a variety of other projects we will actively support (i.e. Devonport Sound + Light Show, King Island Cultural Centre and a range of other council and/or private development projects), but not all can be included in our priority list.
		Don River Railway	✓					
		WC Adventure Tourism	✓					
		Agritourism	✓					
		King Island Companion	✓					
		Table Cape Lightshow Experience	✓					
		Wild Mersey Skyrider	✓					
		Visitor Events	✓					
Marketing	Our region’s approach to destination marketing is powerfully aligned, with digital platforms (websites, social media, etc.) speaking the same language, sharing consistent information and focused more on the visitor journey perspective than local/municipal boundaries.	Content Generation	✓				Net increase in visitor nights for our region (TVS + NVS Report).	The continued impact of Covid-19 on our industry may influence this priority list, as we respond to changing market dynamics.
		MTB Collaboration	✓					
		New Websites	✓					
		Tasting Trail	✓					
		Golf Tourism	✓					
Most actions within this strategy will require collaboration with other bodies in the Tasmanian visitor economy network.								



Tom Wootton

Chief Executive Officer

tom@wxnw.com.au

0428 134 083