





Acknowledgments

The process brought together representatives from all stakeholder groups that benefit from the visitor economy; local government, state government agencies, industry and the community to develop a plan. This Plan seeks to identify the challenges and opportunities facing the area and to establish achievable affordable priorities that if delivered would increase the area's competitiveness.

Specifically we would like to thank the individuals that participated in the plan development and ongoing implementation:

FACILITATOR

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DESTINATION ACTION PLAN LEADERSHIP GROUP *(known as Spring Bay Tourism Group)*

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Introduction

Key to this process is the recognition that visitors to the region are attracted by the destinations and experiences we offer and therefore the development, management and promotion of the unique attributes of each area within the region is vital to the success of the entire region.

The Destination Action Plan for Spring Bay identifies the priority strategies and actions that, if implemented, will enhance the competitiveness of the area as a primary visitor destination within the region.

The Plan has been prepared with input from business and community representatives who considered and reached consensus on the opportunities and challenges facing Spring Bay and agreed the key priorities and actions that would make a positive difference to the growth and sustainability of the Spring Bay visitor economy and experience.



The visitor economy

Tasmania's East Coast is the 6th most tourism dependent region in Australia.
Source: Tourism Research Australia.

Recent visitation figures to the State, demonstrate that there is double-digit growth to the region and this has been going on for three consecutive years.

GROWTH IN TOURISM 2013-2016

Interstate/International		Tasmanians	
Tasmania:	+ 19.62% (1,033,508)	Tasmania:	+ 11% (1,266,000 overnight trips)
East Coast:	+ 33.22% (352,675)	East Coast:	+ 16% (209,000 overnight trips)

Reference of current additional Plan
Maria Island Eco Tourism Plan

Objectives

The common objectives for tourism are:

1. To increase visitor numbers = Yield
2. To increase visitor length of stay = Yield
3. To increase visitor expenditure = Yield
4. To increase visitor dispersal (geographically and seasonally)
5. To increase visitor satisfaction.

All of these objectives are important for the destination with particular focus on maximising visitor expenditure, seasonal dispersal and satisfaction.



- ***Maria Island***
- Pristine beaches
- Environment/nature
- Great wine
- Free parking
- Walks – Cliff Top Walk, Wielangta Forest Walk, Convict Road/Probation Station, Pelican Walk
- Marina

- Accommodation
- Year round moderate climate
- Close to airports/capital city
- Flora and fauna
- Affordable real estate
- Highly visible historic assets
- ***Great Eastern Drive***



Our challenges

- **Poor service**
- Orford access
- Community understanding and valuing the visitor economy
- **Maria Island ferry (resolved!)**
- Lack of population growth/demographics
- Lack of sense of arrival to Triabunna (**resolved!**)
- **Dearth of Industry Leaders (resolved!)**
- Industry participation, engagement and support (**in progress**)
- Resources – Development /Marketing/Management
- Perception of weather
- Catering for Asian markets
- Succession (Age)
- Environmental degradation/climate change
- Professional in all services
- Support/development of the Arts
- Parks & Wildlife resources – focus on maintenance/tourism development



Our opportunities

- **Development and Marketing of Maria Island (under way)**
- **Delivering the catalyst projects – e.g. Solis, Spring Bay Mill (Spring Bay Mill under way)**
- **5 star toilets (Loo with a view)/laundries/showers/info**
- Welcoming signage – first impressions at Triabunna
- Community engagement and co-operation
- Maximise Government support
- Product development linking activities – mountain bike trails, wine trails, etc.
- **Leadership – advocacy/vision/planning**
- **Gateway to Great Eastern Drive**
- Triabunna harbour and waterfront (council/others)
- Unique culture – history/arts/innovation
- Attract population – baby boomers/families/new business
- Development of food and beverage – including accessibility (Pop – up vendors)
- Facilities upgrade
- **Wielangta Road development (under way)**
- Quality scale accommodation
- **Ferry terminal – Visitor Experience Centre (Council)**
- Large estates – accommodation/activities/heritage
- Consolidate multi interests – content (e.g. use East Coast tourism website)
- UBER – transport options
- Budget accommodation



DIAGNOSTIC RATING

Industry research has established that the following factors are present in successful destinations that are achieving the objectives on page 4. The workshop participants considered these factors relative to Spring Bay reaching consensus on the priority strategies and actions. A focus on continuous improvement of all these factors will contribute to the competitive growth and sustainability of the visitor economy of Spring Bay.

This assessment provides a guide and benchmark to assess improvement over time. Sustainably successful destinations normally self rate over 7 in most factors.

Success factors

Characteristics	Rating	Comments
1. Strong local tourism organisations focused on their core role of visitor servicing.	3.73	Continuous strengthening required.
2. Strong regional tourism organisations focused on their core role of regional marketing and development.	7.73	Maintain communication.
3. Local Government support.	7.40	Maintain support.
4. Strong, consistent and effective leadership by individuals or organisations.	3.13	Requires attention and support.
5. Strategic planning for the region with economic, social, environmental and cultural objectives supported by local destination plans.	5.0	In progress.
6. Consistent visitor service excellence.	3.13	Priority attention required.
7. Research driven cooperative marketing.	3.93	Continuous development and communication.
8. A breadth and depth of tourism infrastructure, experiences and events matched to market demand.	4.53	Infrastructure and product development required.
9. Risk management plans in place.	0	To be addressed.
10. Supportive communities which understand the value of tourism.	3.80	Requires attention.

Action Plan implementation

The following Action Plan outlines priorities and actions as a guide to collaboratively and cooperatively implement the Plan.

The Action Plan links to the following Priority groups:

1. Priorities that the DAP Leadership Group will drive (Priorities 4 and 6)
2. Priorities to which the DAP Leadership Group will contribute (Priorities 1 and 2)
3. Priorities that the DAP Leadership Group will monitor (Priorities 3 and 5).

Priorities that will be contributed to or monitored by the DAP Leadership Group are considered vital, but beyond the capacity of the leadership to implement. The Leadership Group will add value to these projects wherever possible.





DRIVE: DAP Leadership Group Actions

1. PROVIDE LEADERSHIP WITHIN THE SPRING BAY TOURISM INDUSTRY

Links with Actions 6.1-6

The DAP Leadership Group will be known as the Spring Bay Tourism Group, and is a collegial working group that:

- Drives positive change in the region
- Develops and coordinates initiatives within the local tourism industry
- Advocates for the local tourism industry
- Acts a reference and resource group to local industry, government and other organisations
- Generates/identifies/actions project opportunities as they arise.

2. FAMILIARISATION PROGRAM – KNOWING SPRING BAY

Links with Actions 1.3, 4.3, 4.4, 4.6, 6.1, 6.3, 6.4, 6.6

Driven by the need to improve visitor service and build a cohesive local industry, a monthly program of business familiarisations will be rolled out. Based on a successful model from the Rutherglen wine region (Vic), Knowing Spring Bay provides a social and accessible platform for local operators to understand each others' businesses/ experiences, share current industry insights and positively affect the service culture of the Spring Bay region.

3. VISITOR SURVEY

Links with Actions 4.1, 4.2, 4.3, 4.4, 4.6, 6.3, 6.6

Models will be explored to gather knowledge on the visitor experience, providing local operators with a bank of knowledge around visitation. In addition to face-to-face or online surveys, this may also include a Trip Advisor audit and use of existing knowledge.

4. NATURAL AND CULTURAL ASSETS AUDIT: & REJUVENATION

Links with Actions 1.3, 1.5, 4.3, 6.3

The audit is the first step activating historic and cultural assets in the Spring Bay region, which link to the Maria Island story. Rejuvenating these assets has the potential to add value to the Maria experience on the 'mainland' side, and increase length of stay.



CONTRIBUTE: DAP Leadership Group Actions

5. MARIA ISLAND STEERING COMMITTEE MEMBERSHIP

Links with Actions 1.1-5

6. SUPPORT THE RE-DEVELOPMENT OF THE MARINA PRECINCT IN TRIABUNNA

Links with Actions 2.1, 2.2, 4.6

7. WORK WITH EAST COAST TOURISM AND GLAMORGAN SPRING BAY COUNCIL ON IMPROVING ACCESS, VISITOR INFORMATION AND SIGNAGE INTO ORFORD AND TRIABUNNA

Links with Actions 1.3, 2.2, 4.5

8. WORK WITH EAST COAST TOURISM AND INDUSTRY TO IMPROVE DAY VISITATION FROM HOBART

Links with Actions 1.1, 1.5, 4.3, 4.5, 6.3



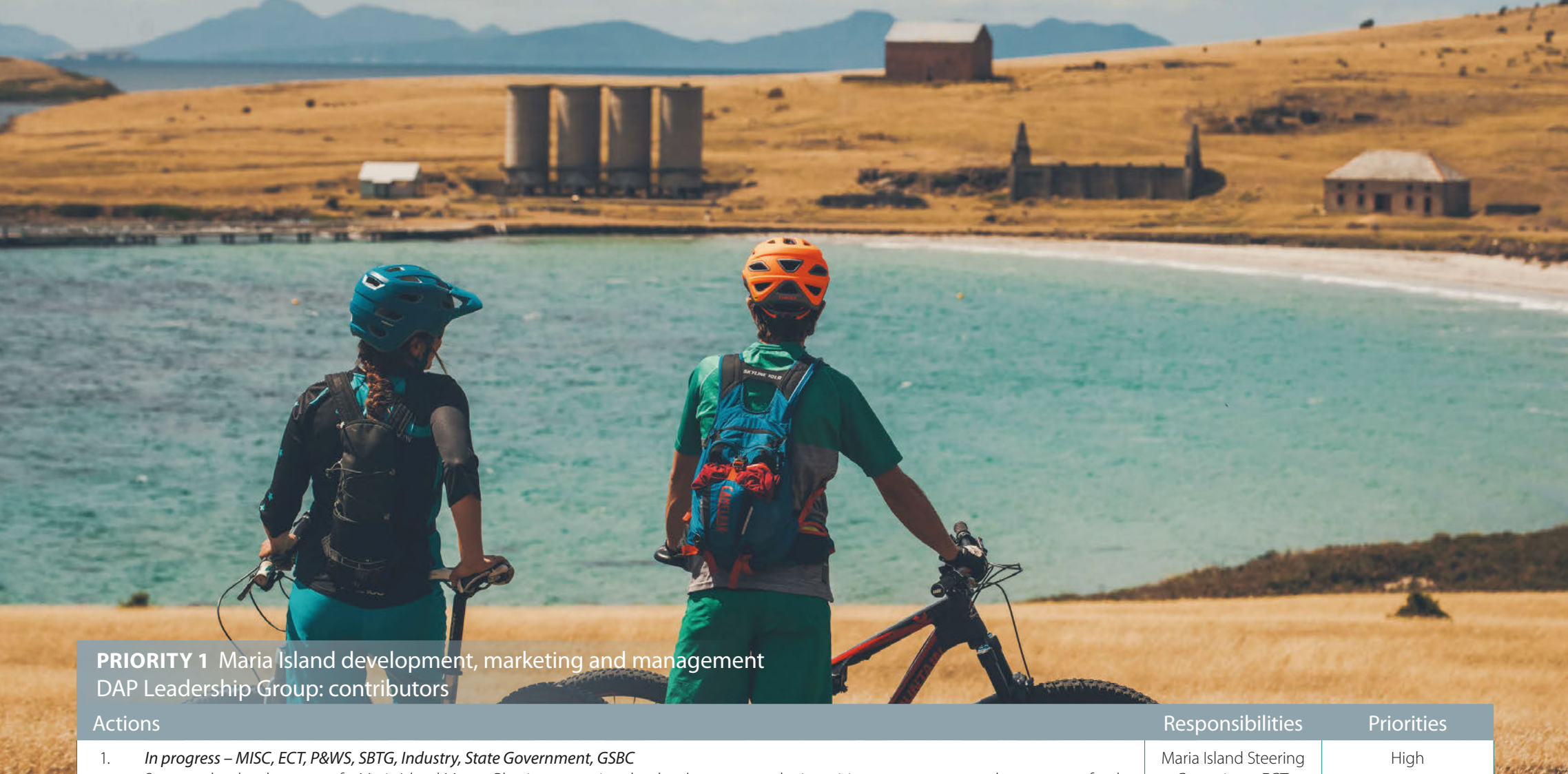
MONITOR: DAP Leadership Group Actions

9. SUPPORT THE DEVELOPMENT OF WIELANGTA ROAD AND CONTINUE SUPPORT FOR THE GREAT EASTERN DRIVE

Links with Actions 5.1-3

10. SUPPORT THE DEVELOPMENT OF “GAME CHANGER” PROJECTS, INCLUDING SOLIS, SPRING BAY MILL, EAST COASTER

Links with Actions 3.1-3



PRIORITY 1 Maria Island development, marketing and management
DAP Leadership Group: contributors

Actions

1. ***In progress – MISC, ECT, P&WS, SBTG, Industry, State Government, GSBC***
Support the development of a Maria Island Master Plan incorporating the development, marketing, visitor management and governance for the short, medium and long term. Encourage participation by key stakeholders and the industry. Consideration to be given to:
 - An audit of current visitor services and experiences to identify urgent needs and opportunities for improvement
 - Infrastructure maintenance, renewal and development
 - Visitor amenities
 - Visitor experience development
 - Market demand and visitor expectations
 - Community engagement
 - Industry development opportunities
 - A shared Maria Island vision
 - Management and governance options
 - Environment protection and interpretation
 - Cultural heritage interpretation
 - Outdoor active soft adventure activities and services
 - Access and services
 - Tour operator services
 - Triabunna marina development (refer to Priority 2).

Responsibilities

Maria Island Steering Committee, ECT, P&WS., GSBC, State and Government agencies, SBTG

Priorities

High



PRIORITY 1 CONT.

Actions	Responsibilities	Priorities
2. Identify projects from the Master Plan process which will improve the visitor experience and which can be immediately progressed.		
3. Concurrently, audit the infrastructure, visitor amenities and services (accommodation, attractions and services) of Spring Bay to identify gaps relative to market demand and visitor expectations. Identify immediate needs for maintenance, renewal and short term development.		
4. Visit other similar coastal, nature and cultural destinations to identify opportunities for improvement of the visitor experience.		
5. In collaboration with East Coast Tourism, prepare a strategic marketing plan for Maria Island to be included in the Master Plan. Consider: <ul style="list-style-type: none">▪ Demand and target market analysis▪ Positioning and brand implementation▪ Product and experiences strengths/signature experiences▪ Competitive pricing▪ Promotion (Co-op with ECT)▪ Distribution.		



PRIORITY 2 DEVELOP THE TRIABUNNA MARINA PRECINCT AS AN INTEGRATED VISITOR EXPERIENCE AND SERVICE CENTRE

DAP Leadership Group: contributors

Actions

Responsibilities

Priorities

1. *In progress – GSBC, ECT, Industry*

Prepare a management plan to develop the marina precinct as a must visit destination of the Great Eastern Drive (GED) and an integrated visitor experience and service centre, incorporating:

- Visitor Information Centre (redeveloped taking account of the Tasmania Visitor Engagement project outcomes)
- Great Eastern Drive interpretation
- Maria Island visitor information and interpretation signing
- Pop up hospitality services
- Tour operator hub
- Playground (create as an attraction in itself – visit other contemporary examples for ideas)
- Facilities for pleasure yacht, boating and fishing visitors
- Retail services
- Arts installations (sculpture pieces) and community arts facility
- Pop up events space
- Seasonal produce market.

GSBC, ECT, SBTG, TCC,
Spring Bay Boat Club,
Spring Bay Maritime &
Discovery Centre,
Industry & community

High

2. Establish a signature ‘Start of the GED’ sculpture/signing photo point at Orford. Include wayside information and directional signing to the villages of Orford and Triabunna including the Triabunna/Maria Island marina precinct.



PRIORITY 3 SUPPORT THE DELIVERY OF 'GAME CHANGER' DEVELOPMENT PROJECTS

DAP Leadership Group: monitors

Actions

1. *In progress – industry, SBTG*
In collaboration with East Coast Tourism the Destination Action Plan Leadership Group to engage with the project developers to establish the status and support required to deliver 'game changer' projects.
 - Spring Bay Mill
 - Solis
 - Eastcoaster Resort
 - Marina Development (Tas Marine Construction).
2. Engage with the Department of State Growth to advocate for and support the projects as State priorities for accelerated completion.
3. Consider the impact and opportunities to link the projects with the Maria Island Master Plan and Triabunna Marina precinct proposal (refer to Priorities 1 and 2).

Responsibilities

GSBC, SBTG, Industry & 'Game Change' proponents, ECT, Government departments and agencies

Priorities

High



PRIORITY 4 DEVELOP SEAMLESS VISITOR SERVICE EXCELLENCE
DAP Leadership Group: drives

Actions

1. Establish a visitor satisfaction survey to capture and benchmark visitor experience, activities and satisfaction. Review regularly, publish results and identify and act on opportunities for improvement.
2. Increase the presence of the destination on Trip Advisor, monitor and respond to reviews.
3. Participate in the Tasmania visitor engagement project and consider the outcomes for implementation relative to Priority 2.
4. Encourage business participation in the THA customer engagement training program and TICT Quality Tourism Programs, possibly in cooperation with other East Coast destinations.
5. Improve visitor signage
6. Establish a community information program on the value of the VIC that the community can play in visitor satisfaction.

Responsibilities

SBTG, TICT,
Industry & community,
OTCC, ECT, GSBC

Priorities

High



PRIORITY 5 WIELANGTA ROAD DEVELOPMENT

DAP Leadership Group: monitors

Actions

1. In collaboration with East Coast Tasmania RTO, prepare a business case for the development of Wielangta Road as an extension to the Great Eastern Drive and touring route connection to Port Arthur.
2. Collaborate with Break O'Day Council, Glamorgan Spring Bay Council (GSBC), Dorset Council and the St Helens Destination Action Plan Leadership Group, to cooperatively share business cases and advocate for the further development of the Great Eastern Drive touring experience.
3. *In progress – ECT, State Growth, SBTG*
Engage with East Coast Tourism to support the development of a proposal for continued investment in maintenance and development of the Great Eastern Drive touring experience, including extension to both the south and north, as a project of continuing State significance.

Responsibilities

Department of State Growth, GSBC, ECT

Priorities

Medium



PRIORITY 6 IMPLEMENTATION LEADERSHIP

DAP Leadership Group: drives

Actions	Responsibilities	Priorities
1. <i>In progress – SBTG, ECT</i> Consider a formal launch event for the Destination Action Plan to engage and motivate industry stakeholders including the community.	SBTG, ECT, GSBC, P&W Government departments and agencies Engagement with Community and businesses	High
2. <i>Complete – SBTG</i> Establish a Destination Action Plan Leadership Group or Steering Committee.		
3. <i>Complete – SBTG</i> The group to identify 2-3 actions for action over the first year and apply sound project management process with support from East Coast Tourism.		
4. <i>In progress – SBTG</i> Implement a communication plan to keep all stakeholders informed of progress and to maintain engagement and momentum.		
5. <i>In progress – SBTG</i> Glamorgan Spring Bay Council (GSBC) to endorse the Plan and actively support and participate in the Implementation Leadership Group.		
6. <i>In progress – SBTG, ECT</i> Consider options to strengthen local business and community organisations core role focus on visitor servicing, industry and community engagement and cooperation with East Coast Tourism for marketing and development.		