

Central Coast Council Destination Action Plan

Enhancing Destinations
... it's in our nature

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PURPOSE

The purpose of the Central Coast Council Destination Action Plan (the Plan) is to develop strategies and actions to sustainably grow the Central Coast visitor economy and experience and to develop tasks and indicators for Council specific actions.

BACKGROUND

In partnership with the Department of State Growth, the Cradle Coast Authority (CCA) prepared a series of Destination Action Plans for Tasmanian destinations, including Central Coast. The Destination Action Plan (DAP) identified a series of actions to enhance competitiveness of Central Coast as a primary visitor destination in the Cradle Coast region.

Facilitated by Wayne Kayler-Thomson, DAP workshops brought together business, community and Government representatives. Stakeholders considered Central Coast strengths as well challenges and opportunities for tourism development, marketing and management. Workshop participants identified and prioritised actions that when implemented collectively, could make a positive difference to the growth and sustainability of the Central Coast visitor economy and experience.

A Leadership Group for the DAP has been established made up of representatives from all stakeholder groups that benefit from the visitor economy including the Council, State Government, agencies, industry and the community. Framed in the local context, the Central Coast Council Destination Action Plan aims to build on the DAP and identify specific and measurable tasks for actions of Council responsibility.

INTRODUCTION

Destinations need to differentiate their products and develop partnerships between the public and private sector locally in order to coordinate delivery. Taking advantage of new technologies and the internet also enables destinations to enhance their competitiveness by increasing their visibility, reducing costs and enhancing local cooperation. Regional destination marketing must lead to the optimisation of tourism impacts and the achievement of the strategic objectives for all stakeholders.

The Plan can contribute to creating long-term resilience and competitive advantage for the Central Coast visitor economy for the benefit of all. Specific strategies and actions are needed for areas of Council responsibility and leadership is required to guide local destination development. Measures are needed to monitor performance and outcomes of the Plan. The Plan seeks to sustainably grow the Central Coast visitor economy and promote the distinctiveness of our places and people in order to build resilience and competitive advantage for Central Coast tourism related sectors.

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

- . Central Coast Destination Action Plan Workshops (CCA);
- . DAP Leadership Group meetings.

There are a number of documents that provide strategic justification of the Plan to guide the Council and community to develop destinations, build on our product development and marketing and enhance the distinctiveness of our places and people. The Plan is underpinned by a number of strategic documents including:

- . Central Coast Destination Action Plan (CCA) 2017;
- . Leven Canyon/Leven Valley Master Plan 2018;
- . Central Coast Cycle Strategy 2014-2019;
- . Central Coast Place Marketing Plan 2017;
- . Cradle Coast Marketing Plan (CCA) 2018;
- . Central Coast Visitor Accommodation Strategy 2018; and
- . Tourism Accommodation Supply Analysis: North West Tasmania (Office of the Coordinator General) 2017.

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

The Plan seeks to encourage more people to want to stay in the Central Coast destination and identify with our places and people in order to improve and create long-term resilience for our visitor economy. Increasing the competitive advantage of the destination in attracting visitors to our area can positively influence overnight stays and demand for related services. In order to positively influence demand for Central Coast tourism related infrastructure and services we need to work together to collectively build on and market our distinctly 'Great Natured Place'.

CENTRAL COAST VISITOR ECONOMY

The visitor economy is made up of many industry sectors, including visitor accommodation, hospitality, transport, cultural and recreational services, and retail. The economic benefits of visitors to Central Coast flows across these industry sectors and between regions of Tasmania.

The tourism industry has been characterised by increasing competition. Destination management has emerged as an effective methodology to help tourism organisations in their effort to intensify marketing activities¹. Importantly, the wide variety of organisations involved and the complexity of tourism products has rendered the coordination and cooperation among them a critical success factor. The CCA as a destination management

¹ Ritchie, J.R., and Crouch, G. I., (2010), 'A model of destination competitiveness/sustainability', Brazilian Public Administration Review (RAP) 44(5), CAB International, pp. 1049-1066

organisation is the umbrella organisation incorporating all stakeholder and has a crucial role in fostering the development of local tourism systems².

Alternative tourists are characterised by intellectual curiosity, self-confidence, openness to new experiences and respect for other cultures. Also described as 'adventurers', they are risk takers who prefer to explore offbeat places perceived to be more authentic than 'tourist destinations'³. The CCA Marketing Plan identified visitors to our region as displaying characteristics of alternative tourists.

Alternative tourists are FITs (free and individual travellers) who avoid high volume package tour arrangements and instead travel as individuals or in small groups, often remaining in a destination for an extended period of time. They often travel in the off-season seeking destinations with fewer tourists. FIT visitors typically originate from a diverse array of countries, since the mass marketing systems that skew conventional mass markets to one or two dominant sources are not in place.

Information and communication technology plays a key part in assisting operations with important functions both in networking of local organisations and in promoting destination brands and products on a global market⁴. The internet has obviously affected these activities strongly. While traditional print media still plays an important role, many activities from traditional media have been transferred to the internet.

Tourism is a key lever to influence demand for visitor experiences and associated commercial activities in Central Coast. Marketing efforts across domains should be strategically aligned and targeted. Proactive government action is needed to coordinate the range of businesses involved in the visitor economy and support and encourage destination development in order to realise economic opportunities.

STRATEGIC CONTEXT

People are increasingly mobile and travel across the globe seeking new experiences and holiday or business destinations. United Nations World Tourism Organisation (UNWTO) research on growth tourism markets indicates that visitors are searching for more genuine and authentic experiences, combined with outdoor activities to stimulate both mind and body. The global interest in the environment has also increased the desire of visitors to experience outdoor attractions, and the aspiration for a healthier lifestyle has encouraged visitors to seek more active experiences while travelling⁵.

² Bruhalis, D., (2000), 'Marketing the competitive destination of the future', *Tourism Management*, 22(1), pp. 97-116

³ Plog, S., (1998), 'Why destination preservation makes economic sense', *Global Tourism*, 2nd edn, pp.251-266

⁴ Ritchie, J.R., and Crouch, G. I., (2010), see note 1

⁵ UNWTO website, 'Capacity Building Workshop, Adventure Tourism', accessed 6 June 2017
<http://themis.unwto.org/event/application-unwto-capacity-building-workshop-adventure-tourism-understanding-and-developing-sa>

NATIONAL LEVEL

Tourism 2020 is Australia's national strategy for the tourism industry. It identifies the potential for the industry to grow nominal overnight visitor expenditure from \$70b in 2009 to between \$115b and \$140b by 2020⁶. The strategies to achieve these targets are: encouraging investment, implementing regulatory reform, such as reducing compliance costs and removing barriers and facilitating new tourism infrastructure projects.

STATE LEVEL

There are a number of Tasmanian strategy documents that relate to the tourism (or the visitor economy), which is a key lever to positively influence the Central Coast visitor economy. Collective local efforts need to compliment work by neighbouring councils, the broader region and the State. State strategies are outlined below.

Visitor Economy Strategy 2015-2020 (T21)

The Tasmanian Government and the Tasmanian tourism industry, represented by the Tourism Industry Council Tasmania (TICT), set a target to increase visitor numbers to 1.5m by 2020 to grow employment in tourism industries. Actions in the Tasmanian Visitor Economy Strategy 2015-2020 (T21) focus on four strategic priorities: generate more demand for travel to Tasmania; grow Tasmania's air and sea access capacity; invest in quality visitor infrastructure; and build capability, capacity and community⁷.

Events Strategy 2015-2020

The Tasmanian Government Events Strategy 2015-2020 supports the creation of new events to help meet the target of 1.5m visitors to Tasmania by 2020. It aims to become the boutique events capital of Australia, promoting Tasmania as a business events destination; highlighting the social and economic value of events that promote cultural, sporting and artistic pursuits; and to enrich Tasmania's keen sense of community⁸.

Parks 21

Parks and Wildlife Service and the Tasmanian tourism industry, represented by the TICT, have identified a shared long-term goal to facilitate and enhance tourism activity and the overall visitor experience in Tasmania's national parks and reserves. Parks 21, the Joint Strategic Action Plan, identifies three strategic objectives: enhanced tourism focus; sustainable experience delivery; and enterprise and economic activity⁹.

⁶ Tourism Australia (2011) 'Tourism 2020', www.tourism.australia.com/content/dam/assets/document/1/6/w/u/3/2002107.pdf, accessed 2 February 2018

⁷ Tasmanian Government (2015), 'Tasmanian Visitor Economy Strategy 2015-2020', website accessed 2 March 2018

⁸ Tasmanian Government (2015), 'Tasmanian Government Events Strategy 2015-2020', website accessed 9 April 2018

⁹ Parks and Wildlife Service Tasmania (2014), 'Parks 21', <http://www.parks.tas.gov.au/file.aspx?id=38967>, website accessed 19 August 2017

Engagement Strategy 2016

The Tasmanian Government Engagement Strategy 2016 emphasises that high-quality visitor engagement plays a critical role in enhancing the overall visitor experience. The three priority actions for implementation are: reimagining our Visitor Information Centres; reviewing directional and wayfinding signage; and reviewing gateways (air and sea ports). Other priority actions include: digital strategy and collateral; drive journeys; and destination/experience advocacy¹⁰.

REGIONAL/SUB-REGIONAL LEVELS

The CCA is the regional tourism organisation for the North West and West Coasts of Tasmania representing nine member councils and is responsible for implementing strategies to ensure that the region maximises its tourism potential. CCA is guided by the Cradle Coast Tourism Executive creating local, regional and state partnerships. A Service Agreement also exists with Tourism Tasmania to deliver strategies and programs at regional level¹¹.

CCA has recently released a Cradle Coast Marketing Plan and is developing a Regional Events, Festivals and Arts Strategy. The Marketing Plan outlines regional strengths, challenges and opportunities and discusses the region's most profitable and ideal customers¹². The Marketing Plan identifies marketing guiding principles, areas of emphasis and strategic priority areas. The Regional Events, Festivals and Arts Strategy seeks to work with stakeholders and create a calendar of high-quality, innovative, diverse events and festivals for the region, with an emphasis on securing events during the winter off-season.

Cradle Mountain Experience Master Plan

The Cradle Mountain Experience Master Plan project aims to improve visitor experience and ensure Cradle Mountain retains its reputation as a premier Tasmanian destination. In June 2017, the State Government committed \$21.8m in the 2017/18 budget to progress implementation of the Master Plan's improved visitor amenities. Key features of the upgrades include the construction of a new visitor centre, commercial services hub and village precinct, and a new viewing shelter and viewing platform at Dove Lake as well as a plan for improved transportation within the Tasmanian Wilderness World Heritage Area. Visitation has been growing at Cradle Mountain in recent years and the upgrades may attract even more tourists, with visitor expenditure flowing through the regional economy.

Cradle Country Marketing Group

A partnership agreement exists between Central Coast, Kentish, Latrobe and Devonport City councils to work collectively in order to maximise competitive advantage opportunities for the Mersey-Leven catchment area. The Cradle Country Marketing Group is steered by a number of stakeholders. The group collaborates on strategic, sustainable and mutually beneficial tourism initiatives, priorities and opportunities.

¹⁰ Tasmanian Government, Department of State Growth (2016), Tasmanian Visitor Engagement Strategy 2016, Website accessed 18 March 2018

¹¹ CCA, <http://www.cradlecoast.com>, website accessed 15 February 2018

¹² Contact the CCA for information and data

Living City Master Plan - Devonport

Nearby, the city of Devonport (around 25 minutes drive north east of Ulverstone) has developed an urban renewal project aiming to create new retail, business/service and waterfront precincts that emphasis tourism, arts, food and services. This Living City project is a four-staged development, and market testing has commenced for development of the hotel component. According to the Office of the Coordinator General studies, if completed the hotel will provide an additional 150 visitor beds, which in the short-term (one to five years) exceeds the projected demand for Devonport by approximately 50 beds¹³. While this hotel would significantly lift the regional supply of available visitor accommodation in the 3.5-4 star type, the Living City Master Plan project also has potential to attract visitors and positively contribute to regional tourism.

LOCAL LEVEL

The Central Coast Council Local Government Area is recognised for its central geographical position within the North West of Tasmania with a total of 199,000 visitors in 2016¹⁴. The positioning makes Central Coast an ideal location for visitors to base themselves for overnight stays while enjoying day trips to enjoy all that the North West has to offer. This also applies to trips to the hinterland of the Central Coast including Gunns Plains and the Leven Canyon which is acknowledged as a strength of the local tourism industry based on the natural products and experiences of the hinterland.

The Council's actions to influence the tourism industry need to compliment and work within the broader national, state and regional contexts. However, it is also important to differentiate Central Coast as a destination by building on and enhancing our distinctive places and sense of community identity. The Council identified the following vision through the Strategic Plan 2014-2024¹⁵ community engagement process and several related Council plans and strategies are outlined below.

A Vision for Central Coast

Central Coast – Living our Potential

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

Central Coast Place Marketing Plan 2017

The Central Coast Place Marketing Plan 2017 identifies ways to stay in tune with consumer and travel trends and create a point of differentiation for Central Coast to compete as a destination in crowded marketplaces, including the visitor economy. Place marketing aims to communicate selective images of specific geographical localities or areas to a target audience. "Coast to Canyon" is the tourism place brand for Central Coast and is shown in Figure 1. The Coast to Canyon "Great Natured Place" brand has a strategic capital framework and marketing positioning. The "...it's in our nature" message has been designed to target various audiences such as visitors, new business or locals¹⁶.

¹³ Office of the Coordinator General, (2017), 'Tourism Accommodation Supply Analysis: North West Tasmania',

¹⁴ Tourism Research Australia website, (2016), 'Local Government area profiles – Central Coast, Tasmania', http://tra.gov.au/Tourism_in_Local_Government_Areas_2016/LGA_Profiles/index.html, accessed 11 April 2018

¹⁵ Central Coast Council, 'Central Coast Strategic Plan 2014-2024', Tasmania, pp. 6-8

¹⁶ Central Coast Place Marketing Plan, (2017), <http://www.centralcoast.tas.gov.au/wp->



Figure 1: Coast to Canyon Tourism Place Brand

Central Coast Visitor Accommodation Strategy 2018

The Central Coast Visitor Accommodation Strategy seeks to underpin and provide a resource to develop a Central Coast Investment Prospectus (Prospectus). The Prospectus of accommodation development opportunities aims to showcase the distinctiveness and opportunities in Central Coast to prospective developers and operators of related commercial activities.

Leven Canyon/Leven Valley Master Plan 2018

The Council developed a framework to guide strategic decision making, sustainable development and use of the Leven Valley area including the Leven Canyon. Strategies and initiatives were mapped by a Working Group as part of the Leven Canyon Review. This Review considered the values, pressures/challenges and opportunities for the Leven Valley in a balanced and place-based approach that integrates perspectives of residents and key stakeholders. The Review’s collective and whole-of-place approach enabled strengths and opportunities to be explored and helped to ensure the Master Plan identified appropriate strategic directions and potential initiatives to guide future developments.

RATIONALE – THE PRESENT SITUATION

Key metrics for Central Coast in 2016¹⁷

Metric	Total
Visitors	199,000
Nights ¹⁸	228,000
Average stay (nights)	4
Average spend per day	\$38
Average spend per trip	\$193

content/uploads/2016/11/Place-Marketing-Plan_FINAL-May-2017.pdf

¹⁷ Tourism Research Australia website, (2016), ‘Local Government area profiles – Central Coast, Tasmania’, http://tra.gov.au/Tourism_in_Local_Government_Areas_2016/LGA_Profiles/index.html, accessed 11 April 2018

¹⁸ Excludes domestic day visitors, who did not stay a night in their trip to the Central Coast

Average spend per night	\$117
Visitors to Tasmania	8,509,000
Nights spent in Tasmania	13,878,000
Average stay (nights)	5
Spend in Tasmania	\$3,081
Visitor accommodation	
Providers ¹⁹	43
Airbnb listings ²⁰	35
Metric	Central Coast percentages of total visitors to Tasmania
Visitors	<ul style="list-style-type: none"> . 0.9% of international visitors . 2.2% of domestic overnight visitors . 2.5% of domestic day visitors . 2.3% of total visitors to Tasmania
Nights	<ul style="list-style-type: none"> . 0.8% of international visitors . 1.9% of domestic overnight visitors . 1.6% of total visitors to Tasmania
Average stay (nights)	<ul style="list-style-type: none"> . Slightly under half the rate of international visitors . Slightly under half the rate of domestic visitors. . 4 nights; compared to 6 night average for Tasmania
Spend	<ul style="list-style-type: none"> . 0.3% of international visitors . 1.3% of domestic overnight visitors . 1.8% of domestic day visitors . 1.2% of total visitor spend in Tasmania
Tourism Businesses	Number
Non-employing	67
1 to 4 employees	51
5 to 19 employees	45
20 or more	3
Total	175

¹⁹ Central Coast Council Ulverstone Visitor Information Centre, (2017)

²⁰ Office of the Coordinator General, as at December 2016. The Central Coast Council Tourism Product Register Infrastructure Audit identified 40 listings in 2018, excluding visitor accommodation providers

STRENGTHS, OPPORTUNITIES & CHALLENGES

Stakeholder engagement undertaken for the DAP in 2016 identified strength, opportunities and challenges for Central Coast destinations and destination planning. These strengths, opportunities and challenges inform DAP strategies and actions.

STRENGTHS	OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> . Beautiful scenery . Central/close – scale and accessibility - hub . Remote but homely . Variety of natural areas . Food – produce of paddock to plate . Clean and safe . Mild weather . Wildlife – unique . Variety/diversity . Arts community . Slow pace in a fast world but the opportunity to speed up . Unspoiled – visually beautiful . Adventure tourism opportunities . Proximity . Largest war memorial collective in the country . Leven Canyon . Cycling . Waterfalls . Kayaking . Mountain biking . Caves and Wildlife Park . Fishing – inland and coastal . Access to ports (sea and air) . European style to planning – villages and cities. 	<ul style="list-style-type: none"> . Dial Regional Sports Complex . Tassie Devil Experience . Science Centre Hub in Ulverstone – Federal funding . Shared Coastal Pathway – physical pathway and the marketing of the product . Sculpture by the sea – outdoor art gallery . “Foodie focused” holidays . Dial Range – multi experience and soft adventure . Penguin to Cradle Trail – cycling and walking – Leven Canyon . Foster engagement with community . Mentoring and education – schools, colleges, short courses . Identify/engage/employ tourism ambassador . Communicate value of tourism to community . Place marketing . Penguin Tours . Accommodation . Passenger train along NW . Sports hall of fame . Advocate for communication services development . Leverage off other products and experiences in surrounding areas . Winter events in the North West . Calendar of events . New accommodation styles – e.g. glamping, tree hammocks, nature based. 	<ul style="list-style-type: none"> . Opening hours . Resourcing . Quality of service and experience . Liability challenges, insurance and cover . Attract investment for infrastructure and product investment and new ideas . Innovation . Increase range of accommodation . Leadership – somebody to communicate value of tourism . Collaboration in promoting together . Creating and developing aligned strategic plans . Increase Chamber of Commerce role in tourism development . Training and skills of the workforce . Land use and building/ planning – (green and red tape) . Interlinked cycle paths . Increased product offerings . Access to cheaper flights and international access to our ports . Over-regulation . Need for a consistent regional narrative – linking the disparate elements . No dedicated marketing coordinator to oversee the brand . Lack of hinterland

STRENGTHS	OPPORTUNITIES	CHALLENGES
	<ul style="list-style-type: none"> . Attract new residents/contributors . Encouraging leadership (local community and business) to drive tourism development . Develop linked experience cluster – adventure activities and services, coast to canyon . Build and strengthen local tourism groups. 	<ul style="list-style-type: none"> . attraction . Information and research . Development of integrated packages . Funding for promotion and industry development . Apathy - local community . Local council support (uneven across the North-West) . Poor maps . Access and loops to Hinterland . Small town mentality . Lack of developer interest . No iconic attraction . Naysayers . Improving first impressions . Mobile and network coverage.

APPROACH

Adopting a development approach to create an authentic experience for visitors can positively influence visitor numbers by enhancing the distinctive sense of Central Coast places, people and products. This Plan is not just for the Council to deliver on. Many stakeholders, associations and businesses are already working on activities and actions that are making a positive difference to influencing the visitor economy and attract new tourism development and investment in Central Coast.

The Plan is the roadmap to follow to positively influence our vision and preferred future around this issue. Everyone can play a role and thus, the energy and resources of our collective efforts can be harnessed. This is part of the Council’s destination management approach where we build relationships; make productive use of our networks; and work collaboratively to tackle shared issues.

Working together with tourism operators, State Government Departments, agencies and the Central Coast community to develop capacity and foster a collaborative culture assists with mobilising community action, which can lead to identification of new, innovative and sustainable place-based solutions. Supporting collaborative environments can also facilitate design of visitor experiences, customer service and visitor management. This may lead to creating long-term resilience for Central Coast's visitor economy.

Consortia - A Network Approach

The visitor economy in several European countries employs the concept of 'consortia', a network approach to compensate for the disadvantages associated with small size. A consortium is a group of stakeholders (often between 10 and 20) that pools member resources to pursue integrated marketing and product development strategies. The Coast to Canyon Tourism Association is comprised of a number of local tourism related representatives and local stakeholders and is an example of the approach. Consortia more effectively represents the interests of members and provides access to relevant information and financing. Ideally, a consortium creates efficient economies of scale without compromising the autonomy and character of the individual businesses and can be increasingly used for tourism efforts in Central Coast²¹.

VISION

WILLING AND ABLE

- . Central Coast destination development is supported by all in our community;
- . Our places, people and products are actively promoted by all; and
- . Whatever we are doing or wherever we are, there is visible link to the Coast to Canyon place brand or its values.

LOCAL BUSINESSES

- . We work together, share knowledge and provide referrals to local businesses for the benefit of all in our community;
- . Our industry sectors and community groups collaborate and network, aiming to create consortiums and increase economies of scale; and
- . We put ourselves under the microscope to see what we can enhance or build on in order to improve visitor experiences.

OUR IDENTITY

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

²¹ For example, the Cartwheel cooperative in southwestern England has 200 member vacation farms in 2,000 (or about 5% of all farms in the region). It is an interesting example of a large consortium that engages in innovative practices such as the provision of local food supplies to visitors and the utilisation of rural development grants from the European Union.

visitors and investors; and

- Our destinations and experiences are connected and supported by high quality social and physical infrastructure.

GUIDING PRINCIPLES

The following principles will guide the work and approaches of the Council and stakeholders towards achieving positive change for the Central Coast visitor economy. The first four guide the Council's Social Planning Framework, with the fifth specific to the Plan.

MAKING A DIFFERENCE

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

INNOVATION

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

COLLABORATION

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

LEARNING

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

A FOCUS ON DESTINATION DEVELOPMENT

- Meeting the needs of current consumers and attracting consumers of the future;
- Working together on relevant strategies to enhance and connect local attractions, experiences and products;
- Engaging with stakeholders to better facilitate delivery of unique and exceptional visitor destinations and experiences;

- . Supporting growth and improved quality of commercial operations, visitor experiences and products; and
- . Doing with, not doing for.

CONTACTS

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

Heidi Willard
STRATEGY & POLICY OFFICER

FUTURE DIRECTIONS AND STRATEGIC OUTCOMES

SOCIAL PLANNING FRAMEWORK MODEL

The Social Planning Framework (SPF) places the Central Coast community vision at the centre. The SPF model illustrated in Figure 2 links SPF priority areas (future directions) with dimensions of the Council’s Strategic Plan 2014-2024, World Health Organisation Social Determinants of Health and the State Government’s Healthy Tasmania Plan to local place-based needs.

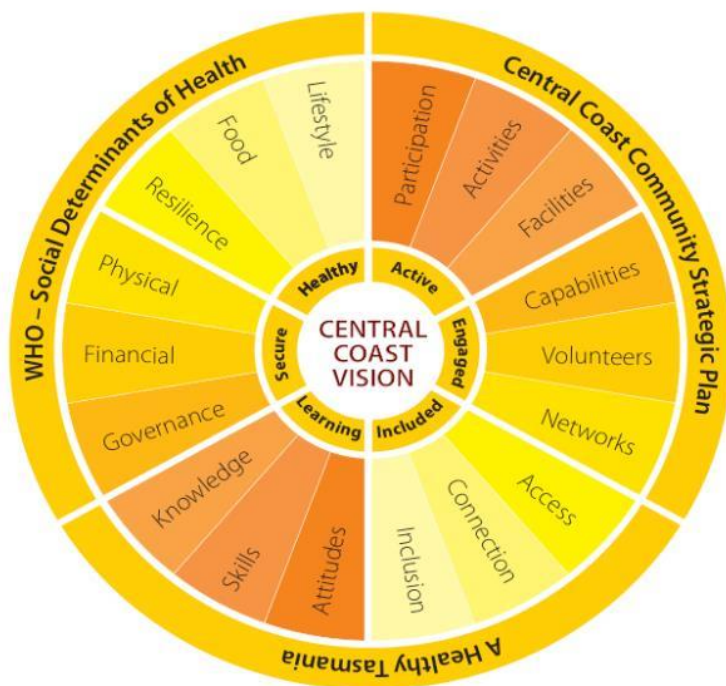


Figure 2: Social Planning Framework Model

FUTURE DIRECTIONS

The Action Plan identifies actions and related tasks that the Council will be able to undertake within the three roles of provider, facilitator and advocate. These actions aim to achieve the associated strategic outcome. Strategic Outcomes have been designed to align with priority areas identified by the DAP.

Actions are categorised under the three future directions identified by the SPF to make a difference for the Central Coast: active, engaged and included:

Active

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

Engaged

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

Included

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

STRATEGIC OUTCOMES

Identifying strategic outcomes and indicators to measure enables evaluation of the Plan’s implementation and whether a positive difference is being made for the community. The below strategic outcomes identified by research and the local community are aligned to DAP Priority Areas in order to reduce duplication and improve effectiveness.

- 1. **Improved quality of visitor servicing and experience;**
- 2. **Community-driven leadership and implementation;**
- 3. **Connected and high-quality infrastructure, products and offering; and**
- 4. **Increased marketing.**

TIMINGS

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

KNOWING IF ANYONE IS BETTER OFF

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

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

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

Performance Measures

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

ACTION PLAN

Active – Future Direction 1				SPF Priority Area		
Strategic Outcome	ID	SPF Dimension	Action	Council Role	Timings	Resources
Improved quality of visitor servicing and experience	1.1	Activities	Create guidelines and establish a monthly “5 Best Things in Central Coast” digital campaign that has a consistent marketing message targeting locals and visitors	Provider	Short-term	Council collateral
	1.2	Activities	Encourage investment and value-adding in recognised growth tourism markets, including adventure tourism and cycling	Provider	Long-term	Council collateral
	1.3	Facilities	Investigate funding sources to develop Upper Preston Falls to include safe, accessible visitor car parking and access to waterfall for low-mobility user groups	Provider	In progress	Council collateral
	1.4	Facilities	Investigate ways to modernise Visitor Information Centres, including technology platforms	Provider	Medium-term	Council collateral
	1.5	Facilities	Review the Ulverstone Cultural Precinct considering the feasibility of a new complex that integrates the Visitor Information Centre and other community facilities	Provider	In progress	Council collateral
Community-driven leadership and implementation	1.6	Activities	Participate in the development of a Dial Range Joint Recreation and Land Management Plan	Provider	Medium-term	Council collateral
	1.7	Participation	Install a ‘people counter’ at the Leven Canyon Reserve walking track entrance point	Provider	Short-term	Council collateral
	1.8	Participation	Identify a Leven Valley visitor target and indicators to measure	Provider	Short-term	Council collateral
Connected and high-quality infrastructure, products and offering	1.9	Activities	Investigate and support further sustainable development of the Leven Canyon Reserve	Provider	Short-term	Council collateral
	1.10	Activities	Investigate and support further tourism development in the Dial Range, south of Penguin	Provider	Short-term	Council collateral

Active – Future Direction 1				SPF Priority Area		
Strategic Outcome	ID	SPF Dimension	Action	Council Role	Timings	Resources
Increased marketing	1.11	Activities	Develop place marketing initiatives to improve identity and distinctiveness of places and alignment of stakeholders	Provider	Short-term	Council collateral
	1.12	Activities	Construct advantage through initiatives to enhance distinctiveness of places	Facilitator	Long-term	Council collateral
	1.13	Activities	In partnership with the CCA, review drive/cycle journey marketing strategies and develop marketing/promotional activities	Provider	Medium-term	Council collateral
	1.14	Activities	Update promotional material including brochures and visitor maps	Provider	Medium-term	Council collateral
	1.15	Activities	Develop new and innovative promotions/marketing campaigns	Provider	Short-term	Council collateral
	1.16	Activities	Market destinations locally to increase the value of assets to residents, raise local awareness and enhance vibrancy of places	Provider	Short-term	Council collateral

Engaged – Future Direction 2				SPF Priority Area		
Strategic Outcome	ID	SPF Dimension	Action	Council Role	Timings	Resources
Community-driven leadership and implementation	2.1	Capabilities	Work collaboratively with stakeholders to improve offerings of tourism-related attractions and experiences	Facilitator	Long-term	Community engagement
	2.2	Networks	Create and foster a collaborative tourism-related culture	Facilitator	Long-term	Community engagement
Connected and high-quality infrastructure, products and offerings	2.3	Networks	Investigate/develop a visitor accommodation provider consortia to improve economies of scale and assist with strategic marketing activities	Facilitator	Long-term	Community engagement
	2.4	Networks	Lobby Cradle Coast Authority (CCA) for development of a Liveable Region Strategy to positively influence tourism demand	Advocate	Long-term	Strategic alliances
Increased marketing	2.5	Capabilities	Review digital strategy/collateral and consider integrating a consortia approach into planned marketing	Provider	Medium-term	Policy
	2.6	Networks	Lobby CCA for increased strategic marketing of tourism-related products and experiences to key target audiences	Advocate	In progress	Strategic alliances

Included – Future Direction 3						SPF Priority Area
Strategic Outcome	ID	SPF Dimension	Action	Council Role	Timings	Resources
Improved quality of visitor servicing and experience	3.1	Access	Lobby the CCA for provision of new local tourism-related programs, initiatives and services	Advocate	Long-term	Strategic alliance
	3.2	Access	Investigate options to bring access to Devils Elbow from the bridge at the Leven Canyon Floor Walk in accordance with class rating, Tasmanian Track Standards and Australian Standards	Facilitator	In progress	Strategic alliance
Community-driven leadership and implementation	3.3	Access	Develop an emergency management, mitigation and recovery plan for tourism destinations that is aligned with the Council's Emergency Management Plan	Provider	Medium-term	Council collateral
Connected and high-quality infrastructure, products and offering	3.4	Access	Identify experience gaps and opportunities for development of new or improved visitor infrastructure, products and services. Consider: <ul style="list-style-type: none"> . Trails – Central Coast Shared Pathway Network, Upper Preston Falls, Leven Canyon Reserve, mountain bike trails, Penguin to Cradle Trail, geo trails, arts and culture trails, and sculpture trails . Dial Range soft/hard adventure infrastructure . Investigate opportunities to upgrade/improve Penguin to Cradle Trail . Placemaking projects . Hinterland access and experiences . Local produce experiences, food culture and signature dining . Events development including community, sports, adventure, signature and winter . Niche accommodation such as glamping, nature-based, 3.5-4 star range types 	Provider	In progress	Council collateral/ Budget estimates/ Grant funding

Included – Future Direction 3						SPF Priority Area
Strategic Outcome	ID	SPF Dimension	Action	Council Role	Timings	Resources
Connected and high-quality infrastructure, products and offering	3.5	Connection	<p>Undertake an audit of visitor infrastructure (including accommodation), products, services and experiences to identify needs and opportunities for maintenance, renewal and development to meet market demand and deliver visitor satisfaction. Consider:</p> <ul style="list-style-type: none"> . Maintenance of public visitor assets and amenities including rubbish collection points and road surfaces . Improvements to interpretation of key visitor sites and features of interest . Wayfinding and directional signage . Drive tours and roadside maps . Tracks and trails . Accommodation range and standard . Food and hospitality (including local produce) . History and heritage ‘story-telling’ . Environmental interpretation and nature-based experiences . Arts and cultural attractions . Retail services . Leisure activities including local organisations . Events 	Provider	In progress	Community engagement/ Council collateral/ Budget estimates/ Grant funding
	3.6	Connection	<p>Identify priority projects and prepare project development proposals. Consider:</p> <ul style="list-style-type: none"> . Alignment with Central Coast Council Strategic Plan 2014-2024 . Consider feasibility and development of business cases . Investigate funding sources such as grants, public-private partnerships, crowd funding, philanthropy . Develop stakeholder/communication/risk management plans as needed 	Provider	Long-term	Community engagement/ Council collateral/ Budget estimates/ Grant funding

MEASUREMENT

Strategic Outcome	How much did we do?	How well did we do it?	Is anyone better off?
Improved quality of visitor servicing and experience	<ul style="list-style-type: none"> . # of capacity building activities initiated, i.e. training, workshops etc. . # of new/improved destination experiences. 	<ul style="list-style-type: none"> . # of stakeholders attending capacity building initiatives . # of stakeholders engaged. 	<ul style="list-style-type: none"> . % change in visitor numbers for Central Coast . # of new programs, initiatives and plans created.
Community-driven leadership and implementation	<ul style="list-style-type: none"> . # of Leadership Group meetings and stakeholders engaged . # of common objectives identified. 	<ul style="list-style-type: none"> . # of stakeholders engaged . # of stakeholder forums/ meetings/gatherings facilitated. 	<ul style="list-style-type: none"> . % change in average visitor length of stay in Central Coast . # of stakeholders networked in a consortia or similar model.
Connected and high-quality infrastructure, products and offering	<ul style="list-style-type: none"> . # audit/review findings and/or recommendations . # of integrated drive tours created. 	<ul style="list-style-type: none"> . # of grant funding applications . # of marketing activities promoting drive tours. 	<ul style="list-style-type: none"> . \$ value of grant funding secured . # of Coast to Canyon capital brand applications.
Increased integrated marketing	<ul style="list-style-type: none"> . # of targeted promotional initiatives/activities developed. 	<ul style="list-style-type: none"> . # of Coast to Canyon capital brand enquiries . # of stakeholders approached to join consortia marketing networks . # of meetings/ discussions with CCA. 	<ul style="list-style-type: none"> . % change in average visitor spend per trip to Central Coast . # of members in new consortia marketing networks.