

East Coast Tasmania POSITIVE IMPACT TOURISM PLAN PROJECT SCOPING REPORT

OCTOBER 2022



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ACKNOWLEDGMENT

The Tasmanian tourism industry acknowledges the Tasmanian Aboriginal people and their enduring custodianship of lutruwita / Tasmania. We honour 40,000 years of uninterrupted care, protection and belonging to these islands, before the invasion and colonisation of European settlement. As a tourism industry that welcomes visitors to these lands, we acknowledge our responsibility to represent to our visitors Tasmania's deep and complex history, fully, respectfully and truthfully. We acknowledge the Aboriginal people who continue to care for this country today. We pay our respects to their elders, past and present. We honour their stories, songs, art, and culture, and their aspirations for the future of their people and these lands. We respectfully ask that tourism be a part of that future.

PHOTO CREDITS

Cover: Tayla Jayne Images



TABLE OF CONTENTS

Introduction	4
Consultations	15
Desktop Review	19
Recommendations and Roadmap	23
Appendix 1	32
Appendix 2	59
Appendix 3	60
Appendix 4	62
Appendix 5	66



1. INTRODUCTION

1.1 PURPOSE

This project aims to deliver a project scope and development roadmap for the proposed East Coast Positive Impact Tourism Plan (ECPIT). A plan that creates the framework for responsible future tourism growth – a key initiative within the East Coast Destination Management Plan 2022-2025 (DMP).

1.2 BACKGROUND

To deliver on the expectations of communities, industry and visitors, a multi-year tourism strategy and decision-making framework must be prepared to meet the requirements associated with anticipated visitor growth.

This paper breaks down the tourism landscape into demand and supply so as to explore the proposed scope of work. Demand generation is concerned with attracting new visitors through place branding and communication programs. Demand-based decision-making frameworks, assets and initiatives are based with the East Coast Tasmania Tourism Regional Tourism Organisation (RTO) and their partnerships with Tourism Tasmania, Tourism Australia and the tourism industry. The demand scope for this project includes place branding and excludes marketing assets and tactical communication programs.

Tourism supply is concerned with delivery of the brand promise through holiday experiences and moments, and is considered within the scope for this project. Primary stakeholders include the tourism industry, Department of State Growth, Parks and Wildlife, Glamorgan Spring Bay Council, Break O' Day Council and MAST.

1.3 DRIVERS FOR CHANGE

This project is centered around two primary drivers for change identified by East Coast Tasmania Tourism (ECTT):

1. The need to engage local communities and First Nations people in the vision and solution

The tourism industry use Destination Management Plans (DMP) to detail strategy, plans and priorities for the tourism industry across a region. While it is recognised that the activation of elements within the DMPs through local DAP groups involve granular community engagement, the DMP itself is prepared by the tourism industry and regional stakeholders (including Tasmania's Parks and Wildlife Service and Councils) but lacks contribution and ownership from the communities whom are recognised as a critical element within the visitor experience. While no data exists to measure community sentiment or specific



concerns, consultations throughout this project have raised concerns about the impacts of future tourism growth across various aspects of the community and visitor experience. Issues raised include the lack of parking, impacts on walking trails and natural assets, limited engagement about Aboriginal heritage and cultural landscape values, the availability of workforce and the training of new employees to tourism, services and utilities infrastructure stress, and the impacts on affordable housing availability for purchase and rent. While these impact conversations are relatively recent in Tasmania, there are examples globally of negative impact as the travel market expands year on year. This work recognises the threat of growing tourism numbers in the coming years and the critical role of the community in co-designing solutions.

2. The need to shape destination and visitor experiences from a united voice

Supply based decision-making frameworks reside within the individual organisations responsible for land and infrastructure management such as Parks and Wildlife (PWS), Marine and Safety Tasmania (MAST), Glamorgan Spring Bay Council (GSBC) and Break O' Day Council (BODC). While the decision making and activation of supply-based programs reside within these region-based organisations, the visitor is attracted to, and experiences the East Coast as a single destination without borders or boundaries – they are responding to a singular East Coast brand promise and expectation. This project aims to break down the silos and strengthen the collaboration between the tourism community, PWS and Councils to act under one vision, shared values and guiding principles.

In summary, this scoping work and development pathway:

1. Addresses the threats associated with tourism growth and the need for community involvement in the design and management of visitor experiences
2. Identifies the lack of a singular place brand and decision making framework that the tourism industry, Councils and PWS can embrace to unite the East Coast Tasmania Tourism vision and experience
3. Evolves the tourism planning approach to a more united and connected process to deliver positive impacts for community, culture and conservation alongside the visitor economy.

Based on the above insights, the project name has been changed from the East Coast Master Plan to the East Coast Positive Impact Tourism Plan (ECPIP). The ECPIP will embrace community engagement and adopt the values and principles of 'regenerative tourism' (or a similar notion) explored within this paper.



1.4 CHALLENGES ON TASMANIA'S EAST COAST

The East Coast is feeling pressure from growing visitor numbers with strains evident on core infrastructure, nature places, workforce shortages, training of employees and community lifestyle. The following captures a high level view of today's pressures along the East Coast drawn from consultations with stakeholders and industry:

- The lack of housing is perhaps the single largest and immediate pressure point facing the tourism industry today. Both the lack of housing availability and the cost to purchase or rent is leaving businesses unable to cater for existing demand, let alone future forecast demand
- The Great Eastern Drive is a cornerstone of the East Coast experience and is under disrepair and undeveloped in terms of passing lanes and stops
- National Parks and iconic natural destinations are under pressure from growing visitor numbers. Care for the environment, wildlife and track maintenance, lookouts, parking and amenities are just a few elements feeling stress from growing visitation
- Some community members are feeling disconnected with place through a lack of parking, access to local restaurants, overcrowding on walking tracks and the general crowding of some destinations during peak periods
- Stress is rising from unfit roads and a lack of accommodation, services and facilities to cater for the growing caravan and camping sector. Introduction of the new Spirit of Tasmania with 40% increased carry capacity in 2024/24 will increase this stress
- Some towns and communities are struggling to cater to service increased visitor numbers with existing services and utilities such as waste, water and sewerage. Coles Bay is perhaps the lead example today¹
- Availability of the tourism workforce and the training of the new tourism workforce are both causing operator stress and in some bases limiting operating hours and services²

This report is not suggesting these tourism activities are not sustainable or desired. It is recognising a gap within the existing tourism planning approach which lacks community engagement and a more collaborate approach between stakeholders.

¹ <https://www.abc.net.au/news/2020-10-11/sewage-issues-for-freycinet-national-park-tasmania/12751106>

² <https://www.abc.net.au/radio/programs/worldtoday/workforce-shortages-hurting-tasmania-s-tourism-industry/101395486>



1.5 ECPIP DMP STRATEGIC ALIGNMENT

Strong alignment exists between the goals of this ECPIP and both Council Strategic Plans, as detailed in Appendix 1. The following details a more specific alignment with the East Coast DMP.

EAST COAST TASMANIA TOURISM - DESTINATION MANAGEMENT PLAN (2022-2025)

The following content has been extracted from the East Coast DMP to explore how the DMP informs the ECPIP. Elements that specifically align with the proposed ECPIP are highlighted using bold text.

EAST COAST TASMANIA TOURISM - VISION

Tasmania's East Coast will be the premier destination in a great tourism state. Our region will enjoy the highest levels of digital and business connection and take innovative approaches to the challenge of housing the workforce of the future. Our communities will value our tourism industry and the role we play in supporting its success. Our organisation will have a clear role in the Tasmanian tourism ecosystem, with sustainable funding and a reputation for understanding our industry and having a big impact on the ground. We will be Tasmania's best regional tourism organisation, supporting tourism businesses that are happier, healthier and celebrated.

GOALS

- Establish new and strengthen existing relationships, and instigate collaboration with local government, state agencies, community groups and businesses.
- Engage deeply and frequently with tourism operators and provide second-to-none support through training, communication and the provision of opportunities for connection and mentoring.
- Create a fresh brand and undertake marketing strategies across all platforms to position the East Coast as the premier destination in a great tourism state.
- Develop the diversity and quality of experiences and information available to visitors by facilitating industry experience development and investment, particularly for Aboriginal cultural experiences, to guide innovative opportunities that embrace positive impact tourism, and do so alongside our government partners.
- Work to encourage investment and attract sustainable, eco-friendly and high-end developments and experiences; ensuring the visitor footprint is minimal.
- Build a compelling case to live, work and invest on the East Coast.



GUIDING PRINCIPALS

The Guiding Principles are intended to provide a guide to decision-making across both supply and demand initiatives. This includes governance, product and experience development, marketing and the design and delivery of events, among other things. The guiding principles, which are all equally important, are:

- **CORE SUSTAINABILITY:** Social, environmental, cultural and economic wellbeing
- **POSITIVE IMPACT AND SUSTAINABLE GROWTH:** Where growth in tourism leads to positive outcomes across the sustainability pillars
- **UNITING AND ENRICHING COMMUNITIES:** Our regions are linked through journeys, experiences, stories and information
- **INSTILLING PRIDE IN THE COMMUNITY:** We are proud to show what we have and how we live
- **SURPRISING AND MAGICAL, DISCOVERY, HIDDEN GEMS:** A journey across our regions can be serendipitous and quirky
- **EMBRACING GUESTS:** Our hospitality is second to none in welcoming visitors
- **INNOVATIVE:** We are brave and will try to create new experiences and services
- **AUTHENTIC EXPERIENCES:** All visitor interactions with Tasmania are real and interactive.



STRATEGIC PRIORITIES

- STRATEGIC PRIORITY 1: Encourage social, environmental, cultural and economic wellbeing through the visitor economy.
- STRATEGIC PRIORITY 2: Strengthen the East Coast appeal as a destination all year round.
- STRATEGIC PRIORITY 3: Embrace and pursue effective partnerships and collaboration.
- STRATEGIC PRIORITY 4: Invest in experience development to deepen the visitor offering.
- STRATEGIC PRIORITY 5: Explore opportunities for, and barriers to, investment in positive impact tourism infrastructure.
- STRATEGIC PRIORITY 6: Industry Development for business capacity and capability building to create innovative industry partnerships.

As highlighted above, the East Coast DMP provides clear direction through its vision, goals, guiding principles and strategic priorities around the need for positive impact tourism initiatives. The DMP identifies critical connections with the community, stated as 'uniting and enriching our communities' and 'instilling pride in the community.' The DMP states the importance of collaboration with land and infrastructure managers to deliver 'investment in positive impact tourism infrastructure'. The DMP references 'core sustainability', 'sustainable growth and positive impact tourism', and 'social, cultural and economic wellbeing' as strategic priorities.

Two strategic priorities within the DMP that directly align with the objectives of the ECPIP project are:

STRATEGIC PRIORITY 1

ENCOURAGE SOCIAL, ENVIRONMENTAL, CULTURAL AND ECONOMIC WELLBEING THROUGH THE VISITOR ECONOMY, ACHIEVED THROUGH:

- 1.1 State to agree on a target and strategy for delivering a carbon-positive region with short-term initiatives for the use of paper bags, no single-use plastics, and installation of electric vehicle chargers in towns
- 1.2 Engage the community in tourism planning and capacity building through inclusion in regional famils to better understand the visitor economy and invite input into new initiatives
- 1.3 Provide strong advocacy for the accreditation programmes available to tourism operators



1.4 Encourage tourism operators to incorporate a purpose brand element into their business to allow for regeneration programmes that will provide mutual benefit to the operator and the broader community

STRATEGIC PRIORITY 3

EMBRACE AND PURSUE EFFECTIVE PARTNERSHIPS AND COLLABORATION INCLUDING:

3.1 Leverage the Freycinet Aboriginal story telling project to broaden awareness of the region's cultural stories

3.2 Determine optimal approach to the region's visitor servicing

3.3 Encourage local communities to be ambassadors for the experiences on offer in the region

3.4 RTOs to collaborate and share knowledge and experiences.

These strategic priorities are directly aligned to this proposed project and can be described as a 'regenerative' approach to tourism planning. This approach within Tasmania is more recently referred to as 'positive impact' tourism and has been adopted as the descriptions for this work – East Coast Positive Impact Tourism Plan (ECPIP).



1.6 POSITIVE IMPACT - WHAT IS REGENERATIVE TOURISM?

The term 'regenerative tourism' is a relatively new concept and has evolved from the sustainable tourism movement. A New York Times article in 2020 titled "Move Over, Sustainable Travel. Regenerative Travel Has Arrived" states:

"Sustainable tourism is sort of a low bar. At the end of the day, it's just not making a mess of the place," said Jonathon Day, an associate professor focused on sustainable tourism at Purdue University. "Regenerative tourism says, let's make it better for future generations."³

The term, regenerative tourism, has been used within this scoping work to help define a new way of thinking and planning for the east coast of Tasmania. While regenerative tourism has been used to unpack the project approach and scope, any number of stated terms could be used to define the right approach for the east coast.

Tasmania has already commenced its path towards regenerative tourism planning with a project on Flinders Island facilitated by Designing Tourism. The program titled 'The Islander Way' is a 2-year project, which commenced in September 2021, that aims to co-design the future of tourism with, and for the Flinders Island community, using regenerative tourism principles. The following overview of regenerative tourism has been directly extracted from the Designing Tourism website to share an overview of regenerative tourism at work⁴.

Regenerative tourism, at its simplest, seeks to ensure travel and tourism delivers a net positive benefit to people, places and nature, and that it supports the long-term renewal and flourishing of our social-ecological systems. To regenerate is to renew, restore and create the conditions for all life to thrive.

Regenerative tourism shifts away from the traditional approach where tourism is done to communities and nature. Instead, tourism is co-designed with and for communities and nature from the bottom up. In the process, business benefits by building deeper connections and respect for the essence of the special places on which tourism is based. Regeneration becomes the objective, not profit, growth and extraction of resources.

³ <https://www.nytimes.com/2020/08/27/travel/travel-future-coronavirus-sustainable.html>

⁴ <https://www.islanderway.co/about-the-project>



CORE VALUES OF REGENERATIVE TOURISM

The following core values, as presented by Designing Tourism⁵, are designed to guide the regenerative tourism journey:

1. **BALANCE.** Place-based, environment-centered and community-led.

We put people and nature at the centre of the process based on the belief that a local economy that is connected to the source of its uniqueness will flourish.

2. **MULTI-FACING.** Co-designed with and for all.

We co-design with, not for, the diversity of community interests in balance. Instead of drop-in drop-out consultants, a deeply engaged approach to community consultation is adopted, which taps into the creativity and ingenuity of local communities.

3. **COLLABORATIVE.** Collaborative, connected and courageous.

The current challenges can't be solved by adopting the same paradigm and practices that created the problems in the first place. Courageous, collaborative leadership often involves taking risks, challenging assumptions and choosing a constructive approach.

4. **RESPECT.** Respect for the story of place, identity and belonging.

The Islander Way speaks volumes about the extraordinary strength and resilience of the community, and the innovation needed to create the desired change.

5. **HOLISTIC.** A holistic systems approach.

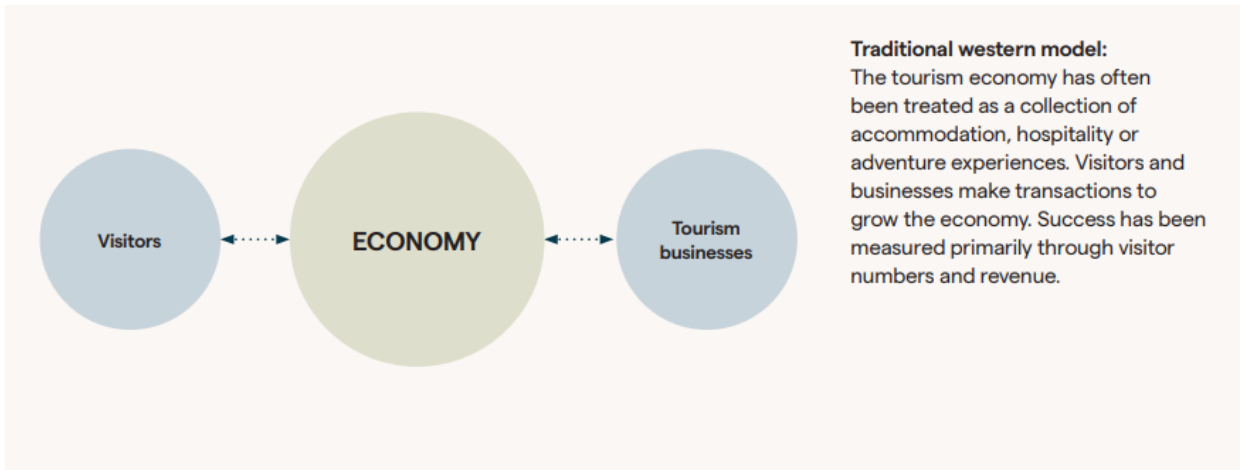
We cannot deal with tourism in isolation. Tourism must be dealt with as part of a larger interconnected system of issues and challenges in an increasingly volatile, uncertain, complex, and at times, ambiguous world where communities and places hold special meaning.

⁵ <https://www.islanderway.co/regenerative-tourism>



Traditional v Regenerative Models Compared

The following diagrams show the difference between a more traditional tourism planning model and the regenerative tourism planning model. This comparison has been extracted from Destination Queenstown, Lake Wanaka Tourism and Queenstown Lakes District Council (QLDC) whom have partnered to develop a destination management plan for the district, focused on regenerative tourism by 2030⁶.



For the purpose of this work the term 'regenerative tourism' has been substituted with 'positive impact tourism'.

⁶ <https://www.queenstownnz.co.nz/regenerative-tourism-2030>



1.7 PROJECT APPROACH

A positive impact approach to tourism is recommended as the best pathway towards achieving a resilient tourism industry that the local community, tourism industry and primary stakeholders can embrace, collaborate and co-design. A positive impact visitor economy gives back more than it takes, a principle adopted by leading places and tourism destinations internationally. Tasmania's East Coast resident and tourism communities can work together to rethink how the visitor economy can deliver social, cultural, economic and environmental benefits to the East Coast region. Underpinning this outcome is the desire to provide exceptional and sustainable visitor experiences.

The ECPIP project would place the East Coast on a journey towards positive impact tourism by 2030. There are four key strategic priorities to the ECPIP:

1. Enrich communities and enhance the visitor experience
2. Foster an environmentally positive visitor economy
3. Build business resilience, capability and productivity
4. Collaborate to enable a positive impact visitor economy.

The proposed ECPIP provides the vision and pathway to ensure that tourism remains a positive force for the economy, people, culture and nature. With this plan in place, the region can better prepare for managing the continued and increasing effects of visitor growth and redirect priorities towards achieving a net-positive impact on the region.



2. CONSULTATIONS

2.1 SUMMARY

The following presents a summary of consultations with the tourism industry, Glamorgan Spring Bay Council, Break O' Day Council, and Parks and Wildlife Tasmania to inform the scoping and approach for this project:

Negative impact from tourism is real, and here:

- Visitor growth forecasts to Tasmania and the East Coast are strong, and the conversation around visitor impact is alive and very real. This project recognises the need to address the threats of growing visitor numbers now. The demand for Tasmania is increasing, and the new Spirit of Tasmania ships planned to enter operation in 2024 and 2025 will continue to grow visitor numbers to Tasmania and the East Coast. Visitor growth places pressure on destination communities, workforce, housing, environments, assets and infrastructure. This project will recognise the pressure points and detail a collaborative approach across the East Coast with the community, the tourism industry, Councils and PWS at the table.

A lighthouse project of Placemaking:

- T21 - The Visitor Economy Strategy for Tasmania is progressing into its next planning phase to deliver the T30 Strategy and Plan. An opportunity exists for the East Coast to lead Tasmania's move into a more community-centered and positive impact approach to tourism planning. The ECPIP could be a pilot project for T30 and lead the way in this new tourism planning environment.

Community-centered planning:

- A vital element of the Tasmanian visitor experience is the opportunity for visitors to engage with locals. Consultations noted that community sentiment is changing in some towns, with the effects of visitor growth negatively impacting the lives of locals. This project recognises the need to bring community closer to the tourism planning process and design. For example, the impacts of increased visitor numbers in Freycinet National Park have caused a split within the Coles Bay community, with some residents sharing their concerns about visitor growth and specifically the Freycinet Master Plan. While community is engaged through DMP activation through local DAP groups, the community was not represented in the DMP planning process itself, and the gap between industry and community will likely grow unless a new approach to planning is adopted. Engaging with Councillors whom have close and face-to-face conversations with community are noted as a strong source to measure such sentiment in partnership with existing Council Community Engagement Programs⁷

⁷ <https://www.bodc.tas.gov.au/wp-content/uploads/2022/09/Community-Engagement-STRATEGY.pdf>



Partnerships with First Nations People:

- Work with First Nations people to better understand cultural connections to country and to empower new visitor experiences.

Collaboration and unity:

The collaborative nature of the ECPIP with community, tourism industry, land, infrastructure and marine managers is essential to progress towards a more unified and holistic approach to tourism planning.

Clarity on the priority customer:

- Absolute clarity on whom we seek to attract to Tasmania's East Coast. The right fit traveller and how we can design the East Coast visitor experience to meet this need in harmony with our values and vision around positive impact tourism
- Similar clarity should also be captured on the type of investors aligned with the East Coast vision and plan.

A decision-making framework:

- A critical output from this work will be the delivery of a decision-making framework to assist the various land and infrastructure managers along the east coast in assessing tourism opportunities within a holistic view
- Conduct an assessment of past, present and proposed projects through the new positive impact plan and decision-making framework
- The process would identify new or emerging needs not captured within existing or proposed plans.

Empower future funding initiatives:

- The lack of funding is critical for all land and infrastructure managers in Tasmania and on the East Coast. A Positive Impact Tourism Plan should empower and support local government, PWS and the private sector to prepare business cases and become more successful in funding requests based around positive impact projects
- The rate payer to visitor ratio explored in 4.7 details the gap between the number of local residents and the number of visitors to the region. Lack of funding to cope with visitor growth is recognised as a significant issue to be addressed.

Environmental sustainability:

- The opportunity exists for the East Coast to take a leadership role in sustainable tourism for Tasmania. Consultations raised cruise ship policy around size and access; broad



opportunities for circular economy partnerships and operations including agri-tourism; visitor experiences that enable an enhancement of environment through conservation; and philanthropic opportunities to support threatened species.

Staff and community:

- The Plan needs to recognise the importance of tourism employees and their place in east coast communities. Address the lack of affordable housing; essential services such as childcare and medical to support a tourism workforce; the need to engage young people in tourism through education and workforce development; building a connected tribe of tourism employees across the coast.

Growing the off-season:

- The ECPIP should focus on visitation attractions during lower visitation periods in consultation with local businesses where the destination holds a capacity to service those visitors.

Relieving pressure Points:

- Lack of affordable staff housing is a critical and immediate issue for the East Coast tourism industry
- Poor quality and safety of main roads and facilities along the Great Eastern Drive journey
- Lack of services, poor road conditions and facilities to service the existing and growing caravans and camping traveller and cyclists
- The East Coast is positioned around food and beverage but is inconsistent in its delivery. Investment in agri-tourism and food tourism, events opportunity
- Lack of sustainable public transport on the East Coast
- Inadequate capacity for sewerage treatment at Coles Bay
- Poor telecommunications coverage
- Lack of quality and capacity of visitor accommodation in some locations
- Availability of skilled workforce and the task of training new unskilled employees.

Opportunity

- Leading the agri-tourism experience
- Renewable energy



- Embracing the scenery, weather and terrain advantages to lead in walking experiences
- Aboriginal tourism experiences
- Focus on deeper immersion and high yield visitors and the experiences they desire = fewer visitors spending more + contribution towards a sustainable community
- Continue to focus on positive impact events during slower seasons
- Explore the creation of new destinations to help manage visitor dispersal, removing some pressure from hero National Parks
- More timely visitor data to paint a more accurate picture of visitor nuances to better understanding the exact nature of the visitor growth impacts on destinations and attractions.

2.2 IMPLICATIONS

The consultations have supported the needs and strategies identified within the East Coast DMP (references in section 1. Strategic Alignment). These inputs have been embraced in the recommendations and roadmap detailed in Section 4.



3. DESKTOP REVIEW

A desktop analysis of relevant publications, including research, strategies and plans, has delivered:

- A catalogue of past work relevant to the ECPIP (Appendix 1)
- A summary of priorities, investments and projects relevant to tourism, including shared elements between different East Coast destinations
- Gap analysis to identify work required for completion of the ECPIP.

3.1 CHANGING VISITOR EXPECTATIONS

In April 2022 Booking.com release their study titled 'Climate, Community and Choice: Booking.com Reveals the Trends Shaping Sustainable Travel for Australians in 2022'. The Study is the most extensive sustainable travel research from Booking.com to date and highlights increasing Australian desire to make more mindful and conscious choices across the entire travel experience. Key findings reported were:

- 73% of Australian travellers confirm that sustainable travel is important to them, with 50% saying that recent news about climate change has influenced them to make more sustainable travel choices
- Over a quarter of Aussies (26%) say they opted to travel to a destination closer to home over the last 12 months to reduce their carbon footprint
- More than 100,000 properties globally are now being recognised for their sustainability efforts with a Travel Sustainable badge on Booking.com

In search of more sustainable stays

Awareness and visibility of sustainable stays continues, with 30% of Australian travellers confirming they have seen a sustainable accommodation on an online travel site over the past year and 27% indicating they actively look for information on the sustainability efforts of a property before booking. Of the 37% of Aussie travellers who have actually stayed in a sustainable accommodation over the past year, the reasons for selecting one vary:

- 37% said they chose it to help reduce their impact on the environment
- 28% wanted to have a more locally relevant experience
- 30% believe sustainable properties treat the community better

⁸ <https://news.booking.com/en-au/climate-community-and-choice-bookingcom-reveals-the-trends-shaping-sustainable-travel-for-australians-in-2022/>



While 70% of Australian travellers intend to stay in a sustainable property at least once in the coming year, there is still more to do to make more sustainable stay options easier to find for everyone. Nearly a quarter (25%) said they still didn't know how to find sustainable accommodation. Which further underlines the importance of making this sustainability information transparent and understandable for a broad audience of travellers.

Alternative destinations and timing

There is consensus amongst travellers on wanting to avoid busy and over-visited destinations, with a third (30%) saying that they chose to travel outside of peak season and a quarter (25%) choosing to go to a less popular travel destination over the last 12 months to avoid overcrowding. When thinking about future trips 37% said they'd be willing to exclusively travel outside of peak season to avoid overcrowding, and 60% revealed that they would avoid popular tourist destinations and attractions to ensure a more even dispersal of the impact and benefits of their visit.

Connection to culture and local communities

A regenerative philosophy is influencing decision-making, with 57% of travellers saying they want to leave the places they visit better than when they arrived and two-thirds (63%) wanting to have experiences that are representative of the local culture. One in four (24%) would be willing to pay more for travel activities to ensure they are giving back to local communities.

While this report recognises the above study is one view and reference, the increasing demand for a more positive impact approach to travel is growing year on year.

3.2 CLIMATE CHANGE AND OTHER ENVIRONMENTAL PRESSURES

There are several important issues at the national and global levels. Climate change, concerns about water and air quality, carbon costs, and decarbonisation are all issues that will continue to shape local life and the tourism industry in particular. Tourism relies on travel by air and road – two significant sources of carbon emissions. Tourism activity can also add localised stresses to the environment and local infrastructure, especially during busy visitation periods.

3.3 KEY PRIORITIES, INVESTMENTS AND PROJECTS

The East Coast DMP identifies the following priority opportunities:

1. Better promotion of the temperate year-round weather and the East Coast as the outdoor all-seasons destination for Tasmania with experiences that enable visitors to embrace the sea, the forest, the dark sky and the produce year-round.



2. Leading Tasmania in becoming a carbon neutral and responsible tourism destination, including targets such as becoming a 'plastics free' destination
3. Improving the infrastructure and experiences of the Great Eastern Drive journey to encourage people to slow down and make a journey of it.
4. Strengthening awareness of the exceptional national parks that are the gems of the East Coast.
5. Greater recognition and improved interpretation of the rich Aboriginal history and stories of the East Coast, as a core part of the visitor experience.
6. Promoting the experiences of small communities, living like a local and encouraging the community to be ambassadors for the region.

The following summarises priority opportunities contained within key tourism strategies and plans between Glamorgan Spring Bay Council, Break O' Day Council and Parks and Wildlife (Appendix 1). This list of aligned intent is designed to show the cross-over of opportunities within the East Coast region:

- Supporting arts and culture / meeting the makers within East Coast communities
- Preparing for the growth in caravan and RV tourism
- Promote ongoing tourism whilst acknowledging and protecting the values of the natural environment and National Parks
- Focusing on shaping an all-year visitor economy, taking pressures off-peak visitation periods and supporting communities through lower visitation times
- Embracing positive impact tourism as an overarching way of planning and living
- Further investment in the Great Eastern Drive journey infrastructure and experience
- Challenges for business and community around housing for staff and new residents seeking to move into the regions
- Embracing the following experiences:
 - Walking tourism
 - MTB tourism
 - Aboriginal experiences
 - Agri-tourism



- Eco-tourism
- Events tourism (to grow shoulder period and to support the growth of hero brand experiences above)
- The attraction of eco / sustainable visitor accommodation
- Marine management and enhanced accessibility
- Town planning to enhance community and visitor experiences
- Air access and infrastructure

The details of specific projects by title can be viewed in Appendix 1.

3.4 GAP ANALYSIS

The primary gaps identified within this project are not gaps in terms of specific strategies and plans but are all connected to i) the lack of community engagement in the present DMP and previous planning processes. It is noted that community are engaged by the local DAP groups through strategy activation but not engaged in the DMP strategic planning process and ii) a somewhat disconnected approach between land and infrastructure managers. The ECPIP would require the following approach within the methodology:

- Engagement with residents of the towns and communities along the East Coast
- Engagement with the Aboriginal communities
- A unified decision-making framework for tourism strategic planning endorsed by Councils and PWS
- Quantified measures of resident sentiment towards tourism. Discussions with local Councillors along with both Council Community Engagement Programs⁹ have been identified as key sources to gather such sentiment towards the visitor economy.

⁹ <https://www.bodc.tas.gov.au/wp-content/uploads/2022/09/Community-Engagement-STRATEGY.pdf>



4. RECOMMENDATIONS & ROADMAP

The following recommendations and roadmap have been informed by the document review, consultations and studies of best practice tourism planning. The following material on approach, methodology and planning frameworks are not the IP of Evolve Tourism or unique to this work. They have been extracted from various referenced sources to unpack and detail the positive impact approach to planning. The RFP for ECPIP consultants would focus on the situation, outputs and outcomes with consultants asked to respond with their own recommend approach and method to deliver a Positive Impact Tourism Plan on Tasmania's East Coast.

4.1 STAKEHOLDERS

The following stakeholder list will inform the project:

- East Coast resident community
- East Coast tourism community
- Nations People
- Break O' Day Council
- Glamorgan Spring Bay Council
- Parks and Wildlife
- Brand Tasmania
- ECTT Board
- Tourism Industry Council Tasmania (TICT)
- Tasmanian Hotels Association (THA)
- Tourism Tasmania
- State Growth; T21 / T30
- Member of the Chambers
- Destination Action Plans (DAP) Groups



4.2 ECPIP DELIVERABLES

The ECPIP would act as the lighthouse project for Tasmania, building on insights from the Islander Way on Flinders Island¹⁰ and identifying the priority investments and initiatives for tourism supported by the community and tourism industry based on the principles of positive impact tourism.

The proposed ECPIP seeks to deliver:

Priority Customers

- Profiles and personas of East Coast priority visitors. A consumer study would identify travellers that are closely aligned with the destination we seek to produce

Community Engagement

- A detailed view of community sentiment towards tourism which could be gathered through discussions with local Councillors and through existing channels within Council Community Engagement Programs¹¹
- Insights into tourism projects and programs supported by the community
- Tourism initiatives supported by the community that may not be on the radar today

Placemaking Strategy

- Place Purpose
 - What do we wish for our place?
 - What is our shared purpose?
- Place Making
 - Who is this place authentically?
 - What does this place want to become?
- Place Keeping
 - What does our place need?
 - And how can tourism help serve that purpose?
- Place Sharing
 - What are the authentic stories of this place and its people?

¹⁰<https://www.islanderway.co>

¹¹<https://www.bodc.tas.gov.au/wp-content/uploads/2022/09/Community-Engagement-STRATEGY.pdf>



- Decision Making Framework
 - A tourism decision-making framework for investors, Councils and PWS that embraces the Placemaking Strategy and the principles of positive impact tourism
- Priority Projects
 - Alignment of past, existing or future planned projects as assessed through the new decision-making framework
 - Identification of new projects and investments, supported by the community and aligned with positive impact tourism principles
 - A community-centered and prioritised plan for positive impact investments for the East Coast of Tasmania

4.3 PROJECT METHODOLOGY

The following presents a proposed methodology to support the project outcomes:

1. Project Initiation			
1.1 Stakeholder Engagement	1.2 Project Plan	1.3 Communications Plan	
ffl			
2. Community Consultations			
2.1 Forums	2.2 Interviews	2.3 Survey	
ffl			
3. Discovery and Insights			
3.1 Inputs Review		3.2 Customer Segmentation Study	
ffl			
4. Place Planning			
4.1 Place-Purpose	4.2 Place-Making	4.3 Place-Keeping	4.4 Place-Sharing
ffl			
5. Decision Making Framework			
5.1 Framework Design	5.2 Validation	5.3 Final	
ffl			
6. Priority Projects			
6.1 Project Identification	6.2 Prioritise	6.3 Development Roadmap	
ffl			
7. Finalisation and Activation			
7.1 Presentation, Feedback and Refinement	7.2 Final Plan Endorsements	7.3 Project Steering Group	



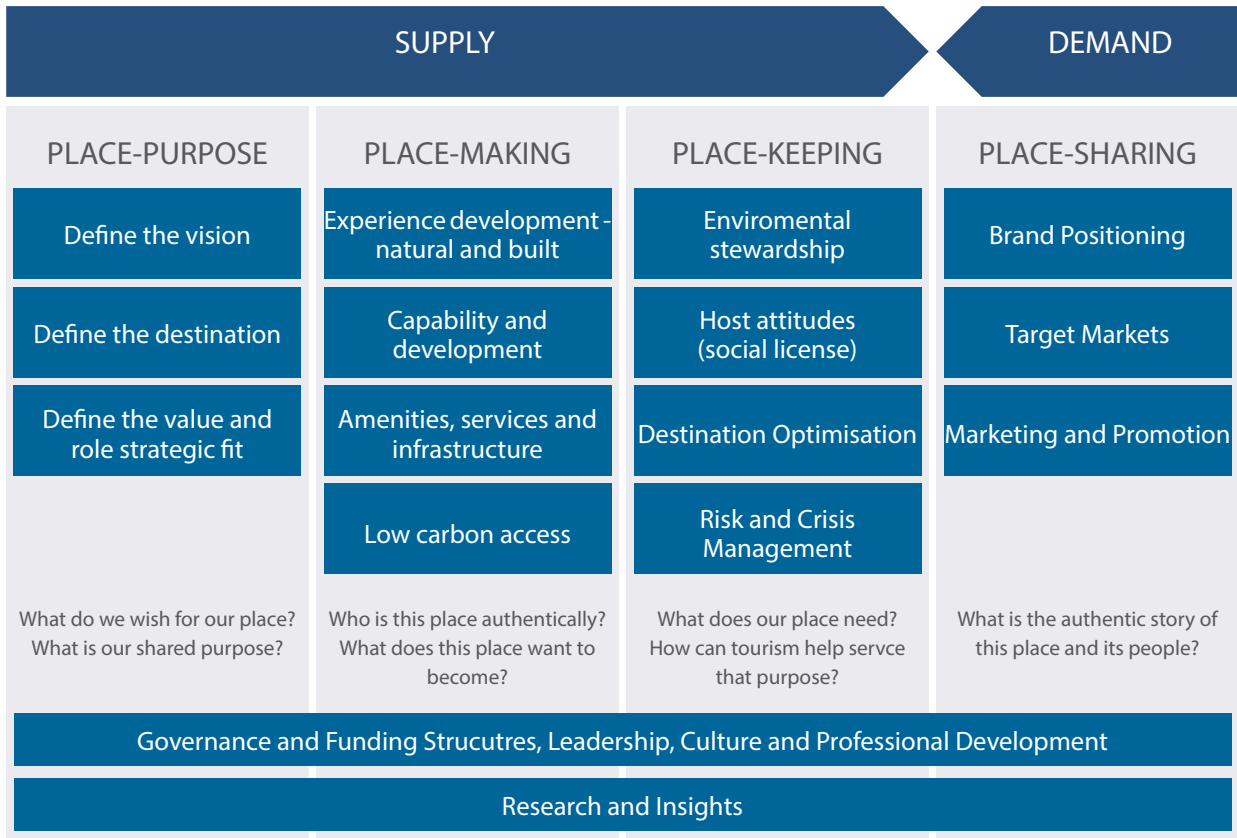
4.4 ECPIP PLACE PLANNING MODEL

The following shares a potential destination management model for the ECPIP successfully deployed at the Bay of Plenty in NZ through the firm Miles Partnerships¹².



4.5 ECPIP PLACE PLANNING FRAMEWORK

The following shares a potential destination management framework for the ECPIP successfully deployed at the Bay of Plenty in NZ through the firm Miles Partnerships¹³.





While the Model and the Framework have been supplied to provide an organised view of potential works, each consultant within the RFP would respond with their unique approach.

4.6 COMMUNITY ENGAGEMENT

Tourism takes place in and cannot be separated from the community. It is crucial to understand what the people of Tasmania's East Coast want from the visitor economy (resident profiles in Appendix 5). This ECPIP process is designed to be community-driven from the start. Community engagement sessions are recommended at the following physical locations and through online channels allowing East Coast residents the opportunity to engage in the project:

- Triabunna
- Swansea
- Coles Bay
- Bicheno
- St Marys
- St Helens
- Binalong Bay (Bay of Fires)

A community, industry and stakeholder engagement plan with specific expertise in indigenous engagement and experience development would be required to inform / underpin the ECPIP.

¹² https://www.bayofplentynz.com/assets/Tourism-Bay-of-Plenty-Tourism-with-Purpose_compressed.pdf

¹³ https://www.bayofplentynz.com/assets/Tourism-Bay-of-Plenty-Tourism-with-Purpose_compressed.pdf



The following approach is an example only to explore an ECPIP community engagement program in greater detail:





4.7 GOVERNANCE

4.7.1 PROJECT LEADERSHIP

A Steering Group would guide the ECPIP with senior representatives from East Coast Tasmania Tourism, Break O' Day Council, Glamorgan Spring Bay Council, Parks and Wildlife, along with input from select community groups, Aboriginal communities, Chambers and Local Tourism Organisations as the process progresses. The process could be peer-reviewed and guided by a Business Advisory Group comprising experienced business leaders with various relationships with the visitor economy to provide different perspectives. The ECPIP process should be facilitated by experienced sustainability and impact consulting company, an expert on positive impact tourism.

4.7.2 ECPIP CONTINUITY

This ECPIP would be reviewed and updated every 3 years as part of developing and negotiating the three year Service/Funding Agreement with the partner Councils. This enables the partners to learn, revise the plan, and improve alignment between the activities and priorities of the Councils and the ECTT. The timing allows reviews of this plan shape the content of the Service Agreement and Performance Indicators.

The initial ECPIP could be an output of the T30 Visitor Economy Plan, a formal partnership between the State Government, TTAS, TICT and PWS.

4.8 METRICS

Effective tourism strategy and management require useful, reliable and consistent data. Otherwise, management of the visitor economy tends to be reactive instead of proactive. Angela Nagy, CEO, Green Step Solutions & Sustainable Tourism 2030¹⁴ generated a series of metrics grouped into four main categories: community, culture, economy, and ecology. Many of the metrics blurred the boundaries of the categories, driving home the interconnectedness of positive impact tourism strategies. These are presented as examples only and the ECPIP project would determine the most appropriate metrics as a project output:

Community:

- Any economic development, specifically in tourism, that generates community wellbeing
- % of tourism revenue funnelled into infrastructure development and community services
- % of community members who self-identify as experiencing loneliness (how well are we building community?)

¹⁴https://issuu.com/impactnational/docs/2020_impact_proceedings_paper/s/11148362



Culture:

- % of staff buy-in to the goal of regeneration
- # of local walking trails and human-powered transport options
- % of employees that are Indigenous, local, female
- Satisfaction of residents with the tourism industry
- % of residents that perceive tourism to align with local values and culture

Economy:

- # of SMEs per capita
- % of businesses with eco certifications and/or sustainability audits
- % of products and food being imported for tourism
- % of tourism staff trained in regeneration, in professional development
- % of tourism staff making a living wage for the area.

Ecology:

- % of local habitats that are sequestering carbon
- % of energy from decentralized, renewable sources
- Measuring carrying capacity, and whether we are staying within it
- % of buildings with urban agriculture on the roof (esp. tourism buildings)
- % of total land mass in Parks and Protected Areas
- % of land managed by Indigenous communities

An alternative metric that could be considered by the ECTT is to become an UN WTO Observatory. A network of sustainable tourism destinations monitoring sustainable tourism development.

More information on this program is available here: <https://www.unwto.org/sustainable-development/unwto-international-network-of-sustainable-tourism-observatories>



4.9 RECOMMENDATIONS

This scoping work recommends:

1. In principle, adopting a regenerative approach to tourism planning on Tasmania's East Coast referred to as 'positive impact' tourism planning and initiatives.
2. Structure the ECPIP to deliver a Place Brand and prioritised view of tourism initiatives and directions supported by the community and stakeholders.
3. Validating the positive impact approach for acceptance with Councils, Parks and Wildlife, tourism associations, interest groups and identified community members across the East Coast.
4. Investing in a series of ongoing metrics to measure progress towards a positive impact destination.
5. A review of the funding model, considering the high ratio of visitors to residents and the subsequent impacts on the destination being under funded.
6. Establishing a governance structure that includes community members local Councils, PWS and representatives from T30, and the tourism industry.
7. Activating the East Coast Positive Impact Tourism Plan through a pilot partnership within the T30 Visitor Economy Plan.



5. APPENDIX 1 - DESKTOP REVIEW IN DETAIL

ECPIP STRATEGIC ALIGNMENT

THE TOURISM 21 VISITOR ECONOMY ACTION PLAN 2020-2022 (T21)

The Tourism 21 Visitor Economy Action Plan 2020-2022 (T21) is the overarching state-wide document developed in collaboration with the Tourism Industry Council of Tasmania (TICT), setting the goals and priorities for tourism in Tasmania as a pathway to tourism recovery for the state.

Key Goals T21

- Restore the value of visitor spending in Tasmania to \$2.5 billion by the end of 2022
- Grow the value of tourism to regions by increasing visitor spend
- Generate more jobs for Tasmanians

Aligned to T21, the DMPs will equally inform the future vision and strategy for the visitor economy of Tasmania, determine strategic priorities for each region, and direct the collective investment in regional tourism to maximise desired outcomes.

T21 was informed by pandemic impacts, previous Destination Management Plans, Destination Action Plans as well as aspirations from the initial consultation with stakeholders to inform a future Tourism 2030 strategy. The DMPs responds to these aspirations that are to:

1. Grow visitation to Tasmania that is economically, environmentally and socially sustainable
2. Grow yield and sustainable visitation numbers
3. Grow visitation in Tasmania by Tasmanians including awareness of product on offer
4. Putting our regional towns and destinations at the heart of the visitor experience
5. Support Tasmanian Aboriginal people in the sharing of their culture and history
6. Illustrate responsible stewardship for our protected areas



- 7. Tell the Tasmanian story and celebrate who we are
- 8. Support the evolution of profitable and sustainable businesses
- 9. Foster diversity and the next generation of industry leaders.

This proposed ECPIP aligns with items 1,2,4,5,6,7,8,9.

GLAMORGAN SPRING BAY COUNCIL STRATEGIC PLAN 2020-29¹⁵

The following draws on aspects of the 10 year plan that relates to the future of tourism in the region. Comment has been made to establish the direct connection with tourism development.

The community workshops at Bicheno, Swansea, Coles Bay and Orford highlighted some consistent themes for what people value most about Glamorgan Spring Bay and particularly the:

GSBC Strategic Plan 2020-2029 - Themes	Positive Impacts Tourism Alignment
Protection of the natural environment, scenic beauty, wildlife and coastlines	✓
Vibrant, inclusive and resourceful communities	✓
Relaxed lifestyle and pace of life where people feel safe and secure	✓
Rich history and heritage of the region – including our Aboriginal history	✓

Participants identified a range of opportunities and challenges including:

GSBC Strategic Plan 2020-2029 - Challenges and Opportunities	Positive Impacts Tourism Alignment
Developing and maintaining infrastructure and services (e.g. roads, bridges, water and health) for high visitor numbers on a low ratepayer base	✓
Managing tourism and visitation so that it enhances and celebrates the fundamental values of our region – including encouraging longer stays and extending the tourism season	✓
Encouraging meaningful employment around the year to attract and keep young families	✓

¹⁵ <https://gsbc.tas.gov.au/wp-content/uploads/2020/05/GSBC-10-year-Strategic-Plan-2020-2029-1.pdf>



GSBC Strategic Plan 2020-2029 - Challenges and Opportunities	Positive Impacts Tourism Alignment
Celebrating, valuing and protecting the unique, precious qualities of Glamorgan Spring Bay	✓
Maintaining vibrant, flourishing residential communities including families and young people	✓
Council working closely with communities in identifying and addressing what matters locally	✓
Anticipating and managing the impact of climate change and the impact on agriculture, water supply and coastlines	✓

The proposed scope of work would support the following primary functions and activities of Council as detailed in the Plan:

GSBC Strategic Plan 2020-2029 - Primary Functions	Positive Impacts Tourism Alignment
Planning and creating recreational spaces and facilities. Making it easier for us to live active, healthy lives both physically and mentally	✓
Encouraging the local community to make the most of its own strengths, resources and skills. We can achieve so much more by working together in genuine partnership	✓
Advocating for the region with State and Federal Government and other key stakeholders in pursuing our plans and priorities and fulfilling our role. Council will actively influence and lobby other tiers of government to perform their roles	✓
Encouraging investment from individuals and businesses in development that fits with the values and character of our region. The region's success depends on the initiative and energy of individuals and businesses who want to make the experience of visiting and living in Glamorgan Spring Bay even better	✓
Protecting the environmental values and amenity of the east coast. Our extraordinary natural values are precious and fragile and we will protect them for our own and future generations	✓



The proposed future work would align with and support the following vision:

GSBC Strategic Plan 2020-2029 - Vision	Positive Impacts Tourism Alignment
The region's precious visual values (including our magnificent landscapes and seascapes) will be maintained and enhanced.	✓
Our economy will be robust and diverse, providing local employment throughout the year.	✓
We will see steady growth in the permanent population and residential housing	✓
Infrastructure for which we are responsible will be provided and maintained to high, safe standards.	✓
The East Coast will continue to be an attractive destination for visitors from inside and outside Tasmania.	✓

This work would also align with the following GSP Guiding Principles:

GSBC Strategic Plan 2020-2029 - Vision	Positive Impacts Tourism Alignment
Balance economic and tourism growth with preserving our lifestyle, celebrating our rich history and protecting the region's unique and precious characteristics	✓
Reinforce and draw on the strengths of our communities at both a local and regional level	✓
Attract and welcome people of all backgrounds, cultures and ages to live in our region	✓
Take an East Coast perspective but also acknowledge the differing needs and priorities of each town or area	✓
Draw on the knowledge and expertise of local people and communities in shaping and delivering our initiatives and plans - listening to and taking account of ideas and feedback from residents, businesses and ratepayers	✓
Ensure that our current expenditure and ongoing commitments fall within our means so that rates can be maintained at a manageable and affordable level	✓
Communicate and explain Council's decisions and reasons in an open and timely manner	✓



BREAK O’ DAY STRATEGIC PLAN 2017-2027¹⁶

The following material is a direct extract from the Break O’ Day Strategic Plan 2017-2027.

VISION

A naturally beautiful environment that speaks to our heart. A diverse and thriving community; a place of opportunity. A place where everyone feels safe, welcome and connected.

The following shares goals and strategies around Community:

BODC Strategic Plan 2017-2027 - Community	Positive Impacts Tourism Alignment
Goal: To strengthen our sense of community and lifestyle through opportunities for people to connect and feel valued	✓
Create an informed and involved community by developing channels of communication	✓
Build community capacity by creating opportunities for involvement or enjoyment that enable people to share their skills and knowledge	✓
Foster and support leadership within the community to share the responsibility for securing the future we desire	✓
Foster a range of community facilities and programs which strengthen the capacity, wellbeing and cultural identity of our community	✓
Key areas of focus	
Events and Activities: Create a culture of volunteering and support to enable vibrant and sustainable events, activities and community groups	✓
Volunteering: Build community sustainability and inclusion through a culture of volunteering and support within our community	✓
Wellbeing: Support and enhance community wellbeing through shared understandings, and opportunities for people to get involved, connect, build on strengths, and feel a sense of belonging in Break O’Day	✓

¹⁶https://www.bodc.tas.gov.au/wp-content/uploads/2018/06/BOD_StrategicPlan_final-2022.pdf



The following shares goals and strategies around Economy:

BODC Strategic Plan 2017-2027 - Economy	Positive Impacts Tourism Alignment
Goal: To foster innovation and develop vibrant and growing local economies which offer opportunities for employment and development of businesses across a range of industry sectors	✓
Develop and highlight opportunities which exist and can be realised in a manner that respects the natural environment and lifestyle of the BOD area	✓
Provision of relevant training and skills development programs to create a workforce for the future that meets the changing needs of business	✓
Create a positive brand which draws on the attractiveness of the area and lifestyle to entice people and businesses' to live and work in BODC	✓
Foster a range of community facilities and programs which strengthen the capacity, wellbeing and cultural identity of our community	✓
Support and encourage innovation and growth in the economy through local leadership; infrastructure provision; support services and customer focused service delivery	✓
Key areas of focus	
Opportunities: Identify and realise opportunities that develop and support the Break O'Day economy in a sustainable manner	✓
Population: Monitor changes in an ageing population in order to understand and address challenges and opportunities this creates	✓
Housing: Develop an understanding of housing needs; advocate for and facilitate the construction of a range of housing solutions	✓
Brand: Understand and communicate the unique characteristics and differences of our communities and the Break O'Day area to foster a sense of pride and authenticity	✓



The following shares goals and strategies around Environment:

BODC Strategic Plan 2017-2027 - Environment	Positive Impacts Tourism Alignment
Goal: To balance our use of the natural environment to ensure that it is available for future generations to enjoy as we do.	✓
Ensure the necessary regulations and information is in place to enable appropriate use and address inappropriate actions.	✓
Increase the community’s awareness of the natural environment; the pressures it faces; and actions we can take to sustain it and what it provides.	✓
Undertake and support activities which restore, protect and access the natural environment which enables us to care for, celebrate and enjoy it.	✓
Recognise and alleviate the issues and risks to the environment from our use, and the risk to us from a changing environment.(For example flood and fire.)	✓
Key areas of focus	
Land and Water Management: Develop and implement strategies and activities that prevent land degradation and improve water quality within our rivers, estuaries and coastal areas.	✓
Appropriate Development: Encourage sensible and sustainable development through sound land use planning, building and design.	✓
Climate Change: Understand, address and evaluate the challenges of climate change in Break O’Day and develop and implement mitigation strategies.	✓



The following shares goals and strategies around Infrastructure:

BODC Strategic Plan 2017-2027 - Infrastructure	Positive Impacts Tourism Alignment
Goal: To provide quality infrastructure which enhances the liveability and viability of our communities for residents and visitors	✓
Be proactive infrastructure managers by anticipating and responding to the growing and changing needs of the community and the area	✓
Work with stakeholders to ensure the community can access the infrastructure necessary to maintain their lifestyle	✓
Develop and maintain infrastructure assets in line with affordable long-term strategies	✓
Key areas of focus	
Towns: Create townships that are vibrant and welcoming through improvements to infrastructure such as, streetscapes, parking, safety and signage.	✓
Waste Management: Provide access to affordable services and facilities that foster a circular economy approach to Waste Management.	✓
Roads and Streets: Develop a well maintained road network that recognises the changing demands and requirements of residents and visitors.	✓
Community Facilities: Provide community facilities that encourage participation and supports the lifestyle of residents and growing visitor numbers.	✓
Recreational Facilities: Support an outdoor, active and healthy lifestyle for residents and visitors through a range of recreational facilities including walking trails, bike trails and other identified infrastructure.	✓



The following shares goals and strategies around Services:

BODC Strategic Plan 2017-2027 - Services	Positive Impacts Tourism Alignment
Goal: To have access to quality services that are responsive to the changing needs of the community and lead to improved health, education and employment outcomes	✓
Improve accessibility to a range of quality services and programs by advocating and pursuing for local delivery	✓
Work collaboratively to ensure services and service providers are coordinated and meeting the actual and changing needs of the community	✓
Ensure Council services support the betterment of the community while balancing statutory requirements with community and customer needs	✓
Recognise and alleviate the issues and risks to the environment from our use, and the risk to us from a changing environment.(For example flood and fire.)	✓
Key areas of focus	
Health and Mental Health: Improve health and mental health outcomes by ensuring programs reflect community needs and are accessible and inclusive	✓
Education Skills and Training: Improve employment pathways and outcomes and greater personal development through delivery of programs locally which meet the needs of Industry and the community	
Youth: Understand the needs of Break O'Day young people to better support and advocate for them	✓
Access and Inclusion: Foster a culture of inclusion within our community by facilitating equitable access to opportunities, information and services	✓



BREAK O’ DAY TOURISM STRATEGY 2011-2017¹⁷

The following tables shows alignment of the ECPIP with the Break O’ Day Tourism Strategy 2011-2017:

BODC Strategic Plan 2017-2027 - Infrastructure	Positive Impacts Tourism Alignment
Goal: To develop a strong, vibrant, collaborative and sustainable tourism industry	✓
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	✓
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	✓

¹⁷ https://www.bodc.tas.gov.au/wp-content/uploads/2018/06/BOD_StrategicPlan_final-2022.pdf



STRATEGIC INPUTS CATALOGUE

The following tables summarises additional strategies and plans for consideration within the ECPIP project:

STATE GOVERNMENT

Title and Publication Date	Description	Links
Tourism Tasmania Corporate Plan 2021-2024	The Tourism Tasmania Corporate Plan 2021 – 2024 recognises our role as a demand generator and brand leader in Tasmania’s visitor economy. It also outlines the Agency’s role in leading and influencing the development of policy and planning for a future visitor economy	https://www.tourismtasmania.com.au/contentassets/4274531b9d3c4fdeb6db2146c79b054a/tourism-tasmania-corporate-plan-june-2021-2024.pdf
Tasmania Brand Strategy and Guidelines (includes customer segments)	The guidelines will provide insights into our market segments and explain why the anti-ordinary is so appealing to them. We share our colour palette, tone of voice and photographic guidelines, with the hope you will complement our brand through leveraging your version of 'air'	https://www.tourismtasmania.com.au/siteassets/migrated-documents/brand-guidelines-industry-20212.pdf
Brand Tasmania Strategic Plan 2019-2024	Brand Tasmania is responsible for taking a best practice approach to ensure the Tasmanian brand is strengthened locally, nationally and internationally, and is promoted as a key asset of the Tasmanian community	https://www.tourismtasmania.com.au/siteassets/migrated-documents/brand-guidelines-industry-20212.pdf



EAST COAST TASMANIA TOURISM STRATEGIES AND PLANS

Title and Publication Date	Description	Links
<p>East Coast Destination Management Plan 2022-2027</p>	<p>The peak destination planning document for Tasmania’s East Coast. The DMP aligns with the State governments peak strategy titled T21 The Visitor Economy (soon to be T30)</p>	<p>Not public</p>
	<p>Better promotion of the temperate year-round weather and the East Coast as the outdoor all-seasons destination for Tasmania with experiences that enable visitors to embrace the sea, the forest, the dark sky and the produce year-round</p>	
	<p>Leading Tasmania in becoming a carbon neutral and responsible tourism destination including targets such as becoming a ‘plastics free’ destination</p>	
	<p>Improving the infrastructure and experiences of the Great Eastern Drive journey to encourage people to slow down and make a journey of it</p>	
	<p>Strengthening awareness of the exceptional national parks that are the gems of the East Coast.</p>	
	<p>Greater recognition and improved interpretation of the rich Aboriginal history and stories of the East Coast, as a core part of the visitor experience</p>	
	<p>Promoting the experiences of small communities, living like a local and encouraging the community to be ambassadors for the region</p>	



EAST COAST TASMANIA TOURISM STRATEGIES AND PLANS

Title and Publication Date	Description	Links
East Coast Destination Management Plan 2022-2027	Promoting the experiences of small communities, living like a local and encouraging the community to be ambassadors for the region	Not public
East Coast Tasmania Regional Priority Projects 2022-2025	<p>Collated in order of priority, our Regional Priority Projects as identified by key stakeholders of the region through our Destination Management Plan (DMP) process in 2021</p> <p>The lack of housing or accommodation for staff within tourism and hospitality businesses is a chief concern for the tourism industry on the East Coast</p> <p>Construction of a cycle / walk (multi-purpose) pathway along the Great Eastern Drive would provide a new cycling / walking experience and also an alternative travel option for the East Coast</p> <p>Grant program for tourism and hospitality industry businesses to implement innovative solutions towards the circular economy</p>	https://treasury.gov.au/sites/default/files/2022-03/258735_east_coast_tasmania_tourism.pdf
East Coast Wine Industry Action Plan Destination Action Plan 2017–2020 December	<p>As a pilot program, the Department of State Growth has funded the development of a regional wine industry action plan for the East Coast under the guidance of Wine Tasmania and the East Coast Regional Tourism Organisation (ECTT).</p> <p>The industry will work together under a new banner – East Coast Wine Trail Association.</p>	https://gsbc.tas.gov.au/wp-content/uploads/2019/10/East-Coast-Wine-Industry-DAP-online-180423.pdf



EAST COAST TASMANIA TOURISM STRATEGIES AND PLANS

Title and Publication Date	Description	Links
Planning for Sustainable Tourism on Tasmania's East Coast 2015	Sustainable Tourism Options Report June 2014	https://www.bodc.tas.gov.au/wp-content/uploads/2018/06/140613_east-coast-tourism_component-1.pdf
	East Coast Tasmania Trail Feasibility Assessment January 2015	https://www.bodc.tas.gov.au/wp-content/uploads/2018/06/14344_040215_east-coast-tasmania-trail_feasibility-assessment_final.pdf
	Preliminary Biodiversity and Heritage Evaluation February 2015	https://www.bodc.tas.gov.au/wp-content/uploads/2018/06/141121_PSTTEC_Component-2-Final-Ver-B.pdf
	Sustainable Tourism Plan February 2015	https://www.bodc.tas.gov.au/wp-content/uploads/2018/06/East-Coast-Tasmania-Sustainable-Tourism-Plan-Component-3-Assembled-Report-Ver-D.pdf
	<ul style="list-style-type: none"> • Evening out the seasonality of visitation so that businesses are viable throughout the year • More things for visitors to do and more commercial accommodation options including charging for existing camp sites • Whilst the Bay of Fires is a well-known icon of the region, there is almost no commercial accommodation in the area north of Binalong Bay, despite there being several settlements • In a region with a small population but large numbers of visitors, funding for infrastructure is a significant issue. In some cases, charging visitors will be required. This will require development of different types of camp- site, with charges depending on the level of service provided 	



EAST COAST TASMANIA TOURISM STRATEGIES AND PLANS

Title and Publication Date	Description	Links
<p>Planning for Sustainable Tourism on Tasmania's East Coast 2015</p>	<ul style="list-style-type: none"> • Sealed roads in the northern part of the study area will encourage more hire car drivers • Safe boat access to St Georges Bay is required to maintain both the commercial fishing fleet and recreational boating at St Helens and the attendant activities that they support • Recreational walking is a competitive advantage for Tasmania, and the East Coast has several iconic walks for high paying customers. However, most walkers are not well catered for north of Freycinet. There is a significant opportunity to develop walking tracks that would constitute a major coastal walk. Such a walk would be a step-on step-off walk that would encourage visitors to return time and again • The String of Pearls scenario aims to link the key towns and intermediate destinations of the region to create a regional experience trail. It will use the mechanism of a new East Coast Trail to significantly expand the provision of places to stay and things to do at suitable destinations along the coast. The scenario envisages development of the key hubs as in the previous scenario with appropriate development of smaller intermediate locations in order to create adequate accommodation 	



EAST COAST TASMANIA TOURISM STRATEGIES AND PLANS

Title and Publication Date	Description	Links
Parks 21 (2014)	Parks 21 is a strategic action plan developed by the Tasmanian tourism industry represented by the Tourism Industry Council Tasmania (TICT) and the Crown in Right of Tasmania as represented by the Tasmania Parks Wildlife Service (PWS). Parks 21 aims to facilitate environmental, social and economic sustainable tourism activity and enhance the visitor experience in Tasmania's national parks and reserves, through a mutually-beneficial, cooperative memorandum of understanding between government and industry	https://parks.tas.gov.au/Documents/p21%20pdf.pdf
East Coast Marine Infrastructure Strategy 14 March 2013	This Strategy aims to deliver a regional approach to provision of and investment in a practical, economic, and efficient network of marine infrastructure and supporting land facilities to address the identified needs of recreational and commercial users	https://www.bodc.tas.gov.au/wp-content/uploads/2018/06/14-5372-East-Coast-Marine-Infrastructure-Strategy-Final-Report.pdf

GLAMORGAN SPRING BAY COUNCIL PLANS

Title and Publication Date	Description	Links
GSB Priority Strategic Projects 2022	The purpose of our prospectus is to share more about our municipality with our funding partners, to highlight that Glamorgan Spring Bay is an attractive area for investment, and to make future planning and delivery of vital community projects a smoother and more efficient process. Projects recommended here proceed from councils Ten Year Strategic Plan 2020-2029.	https://gsbc.tas.gov.au/wp-content/uploads/2016/09/Project-Prospectus-February-2022.pdf-FINAL.pdf



GLAMORGAN SPRING BAY COUNCIL PLANS

Title and Publication Date	Description	Links
GSBC Priority Strategic Projects 2022	<ul style="list-style-type: none"> • Triabunna Tomorrow • Glamorgan Spring Bay Walking & Cycling Strategy • Wielangta Forest Reserve Mountain Bike Trails • Bicheno Urban Design Strategy • Bicheno The Gulch Stage 2 • Orford Foreshore Masterplan • Orford Rivulet Levy and Walking Trail 	https://gsbc.tas.gov.au/wp-content/uploads/2016/09/Project-Prospectus-February-2022.pdf-FINAL.pdf
Maria Island Ecotourism Development Feasibility Study	The Maria Island Ecotourism Development Feasibility Study identifies priority actions which will support ecotourism tourism growth. It is directed towards renewing focus on the island, assisting the region strengthen its appeal to visitors and clearly differentiating it from its competitors	http://gsbc.tas.gov.au/wp-content/uploads/2016/06/Maria-Island-Ecotourism-Development-Feasibility-Study.pdf
Triabunna Orford Maria Island (TOMI) Visitor Plan January 2011	The purpose of the project is to “deliver a best-practice visitor plan for the Triabunna Orford Maria Island (TOMI) area.	http://gsbc.tas.gov.au/wp-content/uploads/2016/06/TRIABUNNA_-_ORFORD_MARIA_ISLAND__VISITOR_PLAN.pdf
Freycinet Peninsula Destination Action Plan 2017–2020 June 2017	These Plans 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.	https://gsbc.tas.gov.au/wp-content/uploads/2019/10/Freycinet-DAP-170626-.pdf
Swansea Destination Action Plan 2018-2020 April 2018		https://gsbc.tas.gov.au/wp-content/uploads/2019/10/Swansea-DAP-final-April.pdf



GLAMORGAN SPRING BAY COUNCIL PLANS

Title and Publication Date	Description	Links
Spring Bay Destination Action Plan 2016-2019 September 2017	These Plans 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	http://gsbc.tas.gov.au/wp-content/uploads/2018/02/SPRING-BAY-DAP-171030.pdf
Bicheno Destination Action Plan 2017-2019 August 2017		http://gsbc.tas.gov.au/wp-content/uploads/2018/04/Bicheno-DAP-August-2017.pdf
Orford Foreshore Master Plan Draft Report March 2022	The Orford Foreshore master plan provides the opportunity for developing strong policy guidance and to resolve the identified issues at these sites in a sustainable manner through well-considered master planning.	https://gsbc.tas.gov.au/wp-content/uploads/2016/09/220325-Draft-Orford-Foreshore-Master-Plan.rs_.pdf
Swansea Mainstreet Redevelopment Plan	Urban planning for re-development of the Swansea Main Street	https://gsbc.tas.gov.au/wp-content/uploads/2016/09/Swansea-Main-Street-Redevelopment-Concept-Design.jpg
Proposed Bicheno Gulch Plan	Located near the famous Gulch Fish and Chips and close to the Lobster Shack. Overlooking the stunning Gulch and Governor Island Marine Reserve.	https://gsbc.tas.gov.au/wp-content/uploads/2016/09/Bicheno-Gulch-Foreshore-and-Esplanade-Proposed-Upgrade.pdf
Bicheno Triangle Redevelopment Project	The design package for the Bicheno Triangle Redevelopment submitted with the Development Application has been prepared with consideration of community feedback and compliance with the Accessibility Audit Report.	https://gsbc.tas.gov.au/wp-content/uploads/2016/09/220120_Bicheno-Triangle-Project-B.pdf
Triabunna Wharf and Marina Precinct Expansion Plan April 2018	Due to the economic and social success of the Triabunna Wharf and Marina Precinct, and the ongoing demand for additional commercial and marina berths as well as the long-term needs of the Maria Island ferry, a long-term master plan has been prepared	https://gsbc.tas.gov.au/wp-content/uploads/2016/09/GSBC-Harbour-Master-Plan.pdf



GLAMORGAN SPRING BAY COUNCIL PLANS

Title and Publication Date	Description	Links
Triabunna Tomorrow Urban Design Study December 2014	Triabunna Tomorrow is about rethinking and redefining the town's built environment to assist with developing the town as the gateway to Maria Island and the economic benefits of encouraging visitors to stop and spend some time exploring and discovering Triabunna.	http://gsbc.tas.gov.au/wp-content/uploads/2017/06/Triabunna-Urban-Design-Study-Report_-GBAU_-121214_-FINAL_-WEB-VERSION.pdf

BREAK O'DAY COUNCIL PLANS

Title and Publication Date	Description	Links
Municipal Management Plan 2016	<ul style="list-style-type: none"> • Provide an appropriate level of infrastructure for residents and visitors to the area, including road assets. • Promote ongoing tourism, whilst acknowledging and protecting the values of the natural environment. • Achieve Council's vision for its townships and surrounding areas in the built form. • Promote townships which are desirable and liveable and create a sense of community. • Encourage economic growth and future prosperity. 	https://www.bodc.tas.gov.au/wp-content/uploads/2018/06/FINAL.BOD_MMP_6.6.16.pdf



BREAK O'DAY COUNCIL PLANS

Title and Publication Date	Description	Links
Economic Development Strategy Break O'Day Council Municipal Management Plan August 2013	This report provides an economic development strategy for Break O'Day LGA. It outlines major indicators and trends and identifies key issues for the region and for future economic development.	https://www.bodc.tas.gov.au/wp-content/uploads/2018/06/Final.BOD_.MMP_.Eco-Dev-Strategy.pdf
Coastal Plan Break O'Day Council Municipal Management Plan October 2015	This Coastal Plan contains a written, visual and mapped analysis of coastal areas within Break O'Day Council Area and identifies areas for protection and utilisation. From this analysis, an Action Plan has been devised which informs how the future use and management of the coastline should be prioritised.	https://www.bodc.tas.gov.au/wp-content/uploads/2018/06/FINALV2.BOD_.Coastal-Plan.Feb-2015.pdf
St Helens and Surrounds Structure Plan April 2013	Break O'Day Council and the Department of Economic Development, Tourism and the Arts have engaged Urbis to prepare a Structure Plan for St Helens and its surrounds	https://www.bodc.tas.gov.au/wp-content/uploads/2018/06/St-Helens-and-Surrounds-Structure-Plan-Endorsed.pdf
Airstrip Feasibility Study Break O'Day Council Municipal Management Plan December 2013	Aurecon was commissioned as a sub-consultant to TCG Planning in November 2012 to undertake a desk top Technical Planning and Facility Upgrade Report for St Helens Aerodrome.	https://www.bodc.tas.gov.au/wp-content/uploads/2018/06/Final.BOD_.MMP_.St-Helens-Aero-Assess-Report-1.pdf
Arts & Cultural Strategy Break O'Day Council Municipal Management Plan June 2014	Break O'Day Council has commissioned the preparation of this Arts and Cultural Strategy to seek to strengthen this identity of the community by identifying ways to better connect the community and coordinate cultural development.	https://www.bodc.tas.gov.au/wp-content/uploads/2018/06/FINAL-BOD.MMP_.Arts-Cultural-Strategy.June-14.pdf



BREAK O'DAY COUNCIL PLANS

Title and Publication Date	Description	Links
BODC Community Engagement Strategy 2021-2022	This Plan is prepared by DODC to increase the involvement of community in the activities and decisions of Council. To make sure community feel included in decision-making and make sure Council decisions reflect the views and feelings of the community.	https://www.bodc.tas.gov.au/wp-content/uploads/2022/09/Community-Engagement-STRATEGY.pdf
Binalong Bay Foreshore Master Plan 2014	The Break O'Day Council engaged WAX Design and Infraplan to develop a strategic and long term planning direction for the Binalong Bay Foreshore exploring the existing influences created by community needs, tourism demands and the resulting pressures on unique landscapes and environments along the foreshore.	https://www.bodc.tas.gov.au/wp-content/uploads/2018/06/Binalong-Bay-Foreshore-Master-Plan-FINAL.pdf
Break O'Day 2022 Election Priorities	<p>The following projects were identified as priority projects during the 2022 Federal Election:</p> <p>Georges Bay Multi-User Foreshore Track- Parnella Linkage The extension of the Georges Bay Multi-User Track will see the completion of a project the community has wanted Council to deliver for more than 30 years. Not only will the construction of this missing link provide connectivity for the townships of Akaroa and Steiglitz to the main town of St Helens, it will provide a scenic walk way for visitors and locals alike that showcases our area's unique scenery.</p> <p>Swimcart Beach to Binalong Bay – Multi-User Track The Bay of Fires is one of Tasmania's most popular tourism destination sites offering internationally acclaimed, beaches, free camping, a range of recreational activities, and the Bay of Fires Mountain Bike Trail. Break O'Day Council would like to construct a shared use, dual direction trail from Swimcart Beach in the Bay of Fires to the township of Binalong Bay.</p>	



BREAK O'DAY COUNCIL PLANS

Title and Publication Date	Description	Links
Break O'Day 2022 Election Priorities	<p>The proposed trail would be approximately 4.5km and would provide significant benefits to both the local community and the visitor economy. The trail would connect Swimcart Beach and Binalong Bay passing through scenic landscapes with environmental and cultural values.</p> <p>St Helens to Binalong Bay – Multi-User Trail</p> <p>Break O'Day Council would like to construct a shared, dual direction trail from the township of St Helens to the township of Binalong Bay. This trail would foster walkability and connectivity between the two towns as well as provide a safe, off road connection for cyclists. The proposed trail would be an extension of St Helens' Georges Bay Multi-User track which starts/ends on the St Helens foreshore. The proposed trail would connect to this trail and then follow the Binalong Bay Road reservation until connecting with the footpath in the township of Binalong Bay. This project will provide a connection between the two residential townships, allow riders and walkers a safe space to travel between the townships as well as provide additional, visitor infrastructure for Binalong Bay, a popular intrastate, interstate and international holiday destination.</p>	

Other strategies and plans for BODC can be found at <https://www.bodc.tas.gov.au/council/council-strategies-plans-and-documents>



LOCAL TOURISM STRATEGIES

The following Break O’ Day Tourism Strategy is due for renewal in 2023. Glamorgan Spring Bay do not have an active plan.

BREAK O’ DAY TOURISM STRATEGY 2011-2017¹⁸

The following shares actions for Destination Development contained within the 2012-2017 Plan:

	Activities	Timing	Measures of Success	Responsibility
Ensure a well resourced and effectively managed Visitor Information Centre (VIC) positioned in an optimal location	<ul style="list-style-type: none"> Develop a VIC business plan, including recommendation for re-location Explore the establishment and appointment of a VIC coordinator Develop an industry awareness program for VIC volunteers particularly to build local knowledge of visitor experiences 	Within 12 months	<ul style="list-style-type: none"> Business plan completed and adopted Necessity for a VIC coordinator assessed Awareness program completed and adopted 	BODC
Investigate opportunities for seasonal events	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> An events criteria and evaluation process An Events Support Program ie. budget allocations, funding mechanisms and selection process Need for an events coordinator Partnership development/sponsorship Analysis of potential economic impacts and others regarding new and existing events Mobile event staging equipment Overall sustainability issues Volunteer engagement and acknowledgement 	Within 12 months	<ul style="list-style-type: none"> 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 	BODC/SHCC/GET



BREAK O’ DAY TOURISM STRATEGY 2011-2017¹⁸

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

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



PARKS AND WILDLIFE TASMANIA

The PWS website contains 18 relevant plans and policies as follows:

Title and Publication Date	Description	Links
Douglas-Apsley National Park Management Plan 1993	The Park is located between Bicheno and St Marys and protects the last large untouched area of dry sclerophyll forest along the east coast of Tasmania and one of the few Tasmanian habitats of the rare fish, the Australian grayling	https://parks.tas.gov.au/Documents/Douglas-Apsley_National_Park_Management_Plan_19.pdf
Freycinet Master Plan 2019 July 22	Approximately 300,000 people visit the Freycinet National Park per year, hoping to experience what makes the place so special. The Wineglass Bay lookout and track in the Freycinet National Park is the major attraction, giving visitors an opportunity to experience what Tasmania does best: its natural environment.	https://parks.tas.gov.au/Documents/Freycinet%20Master%20Plan_2019%20July%2022_electronic%20version.pdf
Freycinet National Park, Wye River State Reserve Management Plans 2016	This Plan alters the Freycinet National Park, Wye River State Reserve Management Plans 2000 and 2016 by removing the provision that restricts an increase in accommodation beyond the existing capacity on the Freycinet Lodge lease	https://parks.tas.gov.au/Documents/Freycinet_NP_Management_Plan_2016.pdf
Maria Island Management Plan 1998	Maria Island lies off the south-east coast of Tasmania. It has an area of about 11,550 ha, includes a marine area of 1,878 ha (with four known shipwrecks) and has remnant buildings of the first convict period in Tasmania.	https://parks.tas.gov.au/Documents/mariaplanpdf.pdf
Moulting Lagoon Game Reserve Management Plan 2003	Moulting Lagoon Game Reserve is one of ten Ramsar sites (wetlands of international significance) listed in Tasmania and the third Australian listed site.	https://parks.tas.gov.au/Documents/moultinglagoonpdf.pdf
Flying advice for the Freycinet Peninsula and Moulting Lagoon 2021	This FNA makes recommendations for pilots operating in the vicinity of Freycinet National Park, Coles Bay Conservation Area, Moulting Lagoon Game Reserve and Apsley Marshes so that they can avoid disturbing wildlife and contribute toward maintaining visitor enjoyment	https://parks.tas.gov.au/Documents/PWS_Fly_Neighbourly_Advice_18_Freycinet_Peninsula.pdf



PARKS AND WILDLIFE TASMANIA

The PWS website contains 18 relevant plans and policies as follows:

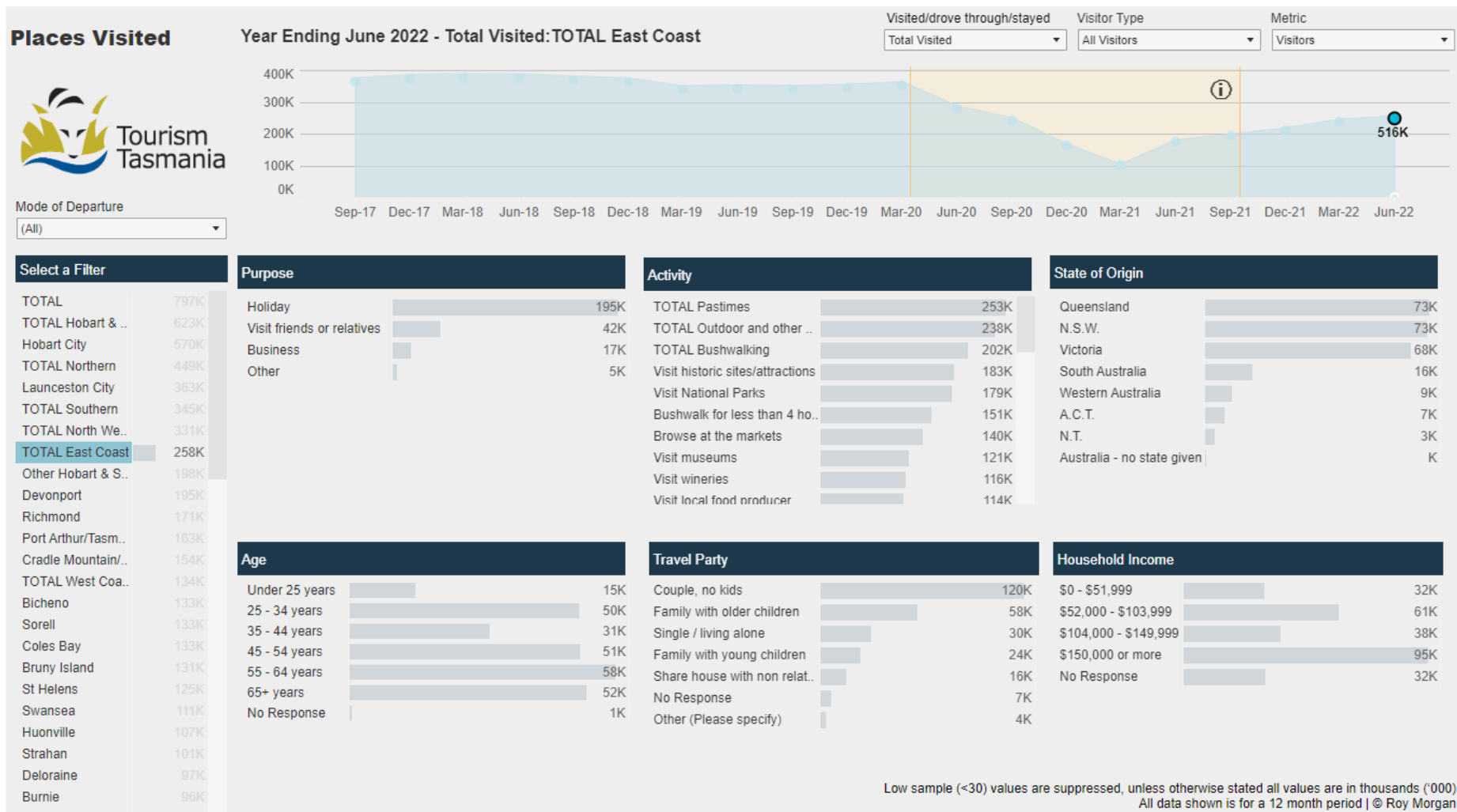
Title and Publication Date	Description	Links
Tasmanian Reserve Management Code of Practice 2003	The Tasmanian Reserve Management Code of Practice is a commitment under the Tasmanian Regional Forest Agreement (RFA), to develop and implement a code of practice to cover all environmental practices in reserves	https://parks.tas.gov.au/Documents/Tasmanian_Reserve_Management_Code_of_Practice_2003.pdf
Walking Track Classification Policy 2004	Track classification schemes are management frameworks for specifying the levels and standards of development and infrastructure that are appropriate on walking tracks	https://parks.tas.gov.au/Documents/Walking_Track_Classification_Policy_.pdf

In addition – the plans that are in progress or in the pipeline are:

- Bay of Fires Master Plan- not yet commenced - timing and funding tbc
- Maria Island National Park and Iles des Phoques Nature Reserve Management Plan and the Darlington Site Plan Review – status ‘In Progress’ – conclusion date tbc
- Freycinet Gateway Project – status in progress – end date tbc
- State-wide Camping Review Project – Status – project initiation to be commenced - end Date June 2022 tbc

APPENDIX 2 - EAST COAST VISITOR DATA

The following tables provides visitation data to Tasmania's East Coast from the Tasmanian Visitor Survey managed by Tourism Tasmania¹⁹:



¹⁹ <http://www.tvsanalyser.com.au>



APPENDIX 3 - BUDGET DISCUSSIONS

RESIDENT TO VISITOR RATIO

The following discussion explores the ratio of residents to interstate and international (overnight and day trips) visitors to the East Coast vs Greater Hobart and the subsequent impact on regional funding.

- East Coast resident population totalled 12,054 in 2021
 - Glamorgan Spring Bay population 2021 totalled 5118²⁰
 - Break O'Day population 2021 totalled 6,936²¹
- Visitation to the East Coast
 - 258,000 visitors as of June 2022²²
 - 391,000 visitors as of March 2018 (peak)
 - 500,000 visitors by 2030 (scenario only)
- Resident to visitor ratios:
 - 2022 ratio = 21.4 visitors for every resident
 - 2018 ratio = 32.4 visitors for every resident
 - 2030 scenario = 41.4 visitors for every resident

The following analysis of Hobart resident visitor ratio highlights the extreme pressure on Tasmania's East Coast:

- Greater Hobart population totals 251,047 in 2021²³
- Visitation to Greater Hobart:
 - 623,000 visitors as of June 2022²⁴
 - 1.6m visitors as of December 2019 (peak)
- Resident to visitor ratios:
 - 2022 ratio = 2.4 visitors for every resident
 - 2018 ratio = 6.3 visitors for every resident

²⁰ <https://profile.id.com.au/tasmania/population?WebId=220&BMID=10>

²¹ <https://profile.id.com.au/tasmania/population?WebId=100&BMID=10>

²² <http://www.tvsanalyser.com.au>

²³ <https://profile.id.com.au/australia/population-estimate?WebID=300>

²⁴ <http://www.tvsanalyser.com.au>



This discussion illustrates the challenges faced by the East Coast in providing the facilities and services required to support tourism and its role in protecting the natural and cultural values from tourism are vastly more significant than the States capital Hobart. This, in turn creates a somewhat unique challenge regarding how it funds the necessary investment.

For example, Freycinet National Park attracts 320,000 visitors per year with a projected growth to 600,000 within 10 years²⁵. The Park is #1 visited Park in Tasmania and has progressed from #4 to #2 in the past 2 years.

Funding mechanisms currently utilised to fund East Coast visitor requirements are primarily Council general rates and annual budgets for land managers like PWS. This funding mechanism will not efficiently and fairly fund the necessary facilities and services. Residents and local businesses would need to meet the cost of tourist-driven capacity out of all proportion with that met by ratepayers in Hobart.

In addition to the costs of hosting visitors along the East Coast, ratepayers will likely face substantially more costs in the future if Tasmania is to retain its status as an iconic tourist destination. These additional costs include:

- New or enhanced Council-funded facilities and services add to the quality of the tourist experience to maintain the East Coast place within a highly competitive, global tourism market.
- The ongoing costs of a more frequent refurbishment of public facilities, and protection of the natural environment and cultural values, to maintain a premium tourist experience.

The demands on the ratepayer base in Break O'Day and Glamorgan Spring Bay municipalities would be unrealistic and unaffordable. This leads to the risk of underinvestment in facilities and services, both directly and indirectly, as the natural and built environment feel the strain of increased visitor loadings. As the existing funding methods do not attribute to visitors the demands they place on facilities and services, the charges are likely to distort decisions by accommodation providers and tourists in ways that reduce economic welfare.

Failing to address these matters raises the prospect of the East Coast's reputation falling behind that of its peers and potentially harming the quality of visitor experience. Any decline in the reputation of Tasmania's East Coast could result in tourists electing to visit destinations other than Tasmania, resulting in loss of economic value to Tasmania.

²⁵ Freycinet Master Plan



APPENDIX 4 - RESIDENT PROFILES

The following ID Profiles share the make-up of Glamorgan Spring Bay Council areas:

Glamorgan Spring Bay Council area

Share Export

Population highlights

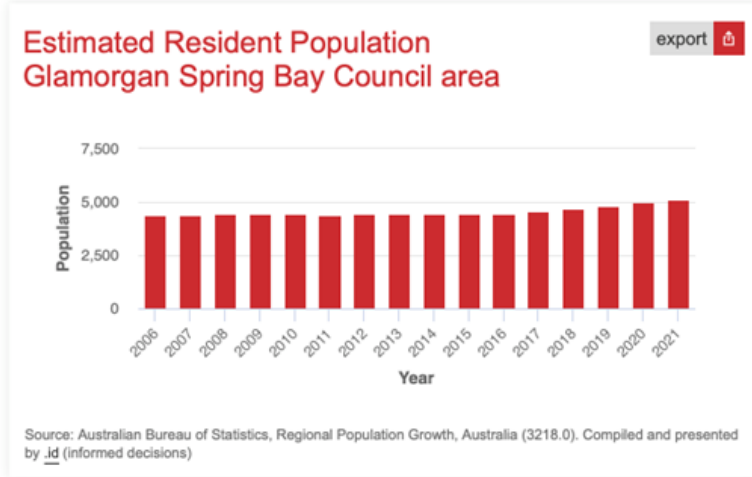
Area: Glamorgan Spring Bay reset

Population

5,118

ERP, 2021

▲ Grown by 94 from the previous year.



Some entries on this page have not yet been updated to 2021 data as the ABS is yet to release the relevant data. Each topic states the source year of the data. Remaining topics will be updated soon their data are released.

↔ No significant change since previous Census (less than +/-0.5%) ▲ Increased since previous Census ▼ Decreased since previous Census

<p>Median age 2021</p> <p>57 ▲ (1)</p> <table border="0"> <tr><td>Tasmania</td><td>42</td><td>↔</td></tr> <tr><td>Greater Hobart</td><td>39</td><td>▼</td></tr> <tr><td>Tasmania</td><td>42</td><td>↔</td></tr> </table>	Tasmania	42	↔	Greater Hobart	39	▼	Tasmania	42	↔	<p>Aboriginal and Torres Strait Islander population 2021</p> <p>4.4% ↔ (-0.4%)</p> <table border="0"> <tr><td>Tasmania</td><td>5.4%</td><td>▲</td></tr> <tr><td>Greater Hobart</td><td>4.5%</td><td>▲</td></tr> <tr><td>Tasmania</td><td>5.4%</td><td>▲</td></tr> </table>	Tasmania	5.4%	▲	Greater Hobart	4.5%	▲	Tasmania	5.4%	▲	<p>Couples with children 2021</p> <p>14% ↔ (-0.3%)</p> <table border="0"> <tr><td>Tasmania</td><td>24%</td><td>↔</td></tr> <tr><td>Greater Hobart</td><td>26%</td><td>↔</td></tr> <tr><td>Tasmania</td><td>24%</td><td>↔</td></tr> </table>	Tasmania	24%	↔	Greater Hobart	26%	↔	Tasmania	24%	↔
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<p>Older couples without children 2021</p> <p>20% ▲ (1.4%)</p> <table border="0"> <tr><td>Tasmania</td><td>12%</td><td>▲</td></tr> <tr><td>Greater Hobart</td><td>11%</td><td>▲</td></tr> <tr><td>Tasmania</td><td>12%</td><td>▲</td></tr> </table>	Tasmania	12%	▲	Greater Hobart	11%	▲	Tasmania	12%	▲	<p>Lone person households 2021</p> <p>28% ▼ (-1.6%)</p> <table border="0"> <tr><td>Tasmania</td><td>28%</td><td>↔</td></tr> <tr><td>Greater Hobart</td><td>27%</td><td>▼</td></tr> <tr><td>Tasmania</td><td>28%</td><td>↔</td></tr> </table>	Tasmania	28%	↔	Greater Hobart	27%	▼	Tasmania	28%	↔	<p>Medium and high density Housing 2021</p> <p>2% ↔ (0.2%)</p> <table border="0"> <tr><td>Tasmania</td><td>12%</td><td>↔</td></tr> <tr><td>Greater Hobart</td><td>15%</td><td>▼</td></tr> <tr><td>Tasmania</td><td>12%</td><td>↔</td></tr> </table>	Tasmania	12%	↔	Greater Hobart	15%	▼	Tasmania	12%	↔
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<p>Median weekly household income 2016</p> <p>\$863 ▲ (\$109)</p> <table> <tr><td>Tasmania</td><td>\$1,099 ▲</td></tr> <tr><td>Greater Hobart</td><td>\$1,232 ▲</td></tr> <tr><td>Tasmania</td><td>\$1,098 ▲</td></tr> </table>	Tasmania	\$1,099 ▲	Greater Hobart	\$1,232 ▲	Tasmania	\$1,098 ▲	<p>Median weekly mortgage repayment 2016</p> <p>\$243</p> <table> <tr><td>Tasmania</td><td>\$296 ▲</td></tr> <tr><td>Greater Hobart</td><td>\$321 ▲</td></tr> <tr><td>Tasmania</td><td>\$296 ▲</td></tr> </table>	Tasmania	\$296 ▲	Greater Hobart	\$321 ▲	Tasmania	\$296 ▲	<p>Median weekly rent 2016</p> <p>\$205</p> <table> <tr><td>Tasmania</td><td>\$239 ▲</td></tr> <tr><td>Greater Hobart</td><td>\$267 ▲</td></tr> <tr><td>Tasmania</td><td>\$239 ▲</td></tr> </table>	Tasmania	\$239 ▲	Greater Hobart	\$267 ▲	Tasmania	\$239 ▲
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<p>Households renting 2021</p> <p>21% ▲ (1.4%)</p> <table> <tr><td>Tasmania</td><td>26% ▲</td></tr> <tr><td>Greater Hobart</td><td>28% ▲</td></tr> <tr><td>Tasmania</td><td>26% ▲</td></tr> </table>	Tasmania	26% ▲	Greater Hobart	28% ▲	Tasmania	26% ▲	<p>Households with a mortgage 2021</p> <p>21% ▼ (-0.8%)</p> <table> <tr><td>Tasmania</td><td>32% ↔</td></tr> <tr><td>Greater Hobart</td><td>33% ↔</td></tr> <tr><td>Tasmania</td><td>32% ↔</td></tr> </table>	Tasmania	32% ↔	Greater Hobart	33% ↔	Tasmania	32% ↔	<p>Overseas born 2021</p> <p>15% ▲ (4.4%)</p> <table> <tr><td>Tasmania</td><td>15% ▲</td></tr> <tr><td>Greater Hobart</td><td>19% ▲</td></tr> <tr><td>Tasmania</td><td>15% ▲</td></tr> </table>	Tasmania	15% ▲	Greater Hobart	19% ▲	Tasmania	15% ▲
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Source: ABS, 2049.0 Estimating Homelessness, 2016



The following ID Profiles share the make-up of Break O' Day Council areas:

Break O'Day Council area

Share Export

Population highlights

Area: Break O'Day Council a reset

Population

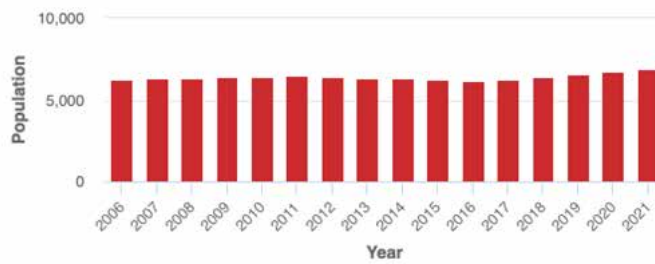
6,936

ERP, 2021

▲ Grown by 211 from the previous year.

Estimated Resident Population Break O'Day Council area

export



Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented by id (informed decisions)

Some entries on this page have not yet been updated to 2021 data as the ABS is yet to release the relevant data. Each topic states the source year of the data. Remaining topics will be updated soon their data are released.

↔ No significant change since previous Census (less than +/-0.5%) ▲ Increased since previous Census ▼ Decreased since previous Census

Median age 2021

56 ▲ (2)

Tasmania	42 ↔
Greater Hobart	39 ▼
Tasmania	42 ↔

Aboriginal and Torres Strait Islander population 2021

4.3% ▲ (0.5%)

Tasmania	5.4% ▲
Greater Hobart	4.5% ▲
Tasmania	5.4% ▲

Couples with children 2021

15% ▼ (-1.2%)

Tasmania	24% ↔
Greater Hobart	26% ↔
Tasmania	24% ↔

Older couples without children 2021

17% ▲ (1.4%)

Tasmania	12% ▲
Greater Hobart	11% ▲
Tasmania	12% ▲

Lone person households 2021

33% ↔ (0.1%)

Tasmania	28% ↔
Greater Hobart	27% ▼
Tasmania	28% ↔

Medium and high density Housing 2021

5% ▲ (2.5%)

Tasmania	12% ↔
Greater Hobart	15% ▼
Tasmania	12% ↔



<p>Median weekly household income 2016</p> <p>\$750 ▲ (\$94)</p> <table> <tr> <td>Tasmania</td> <td>\$1,099 ▲</td> </tr> <tr> <td>Greater Hobart</td> <td>\$1,232 ▲</td> </tr> <tr> <td>Tasmania</td> <td>\$1,098 ▲</td> </tr> </table>	Tasmania	\$1,099 ▲	Greater Hobart	\$1,232 ▲	Tasmania	\$1,098 ▲	<p>Median weekly mortgage repayment 2016</p> <p>\$206</p> <table> <tr> <td>Tasmania</td> <td>\$296 ▲</td> </tr> <tr> <td>Greater Hobart</td> <td>\$321 ▲</td> </tr> <tr> <td>Tasmania</td> <td>\$296 ▲</td> </tr> </table>	Tasmania	\$296 ▲	Greater Hobart	\$321 ▲	Tasmania	\$296 ▲	<p>Median weekly rent 2016</p> <p>\$204</p> <table> <tr> <td>Tasmania</td> <td>\$239 ▲</td> </tr> <tr> <td>Greater Hobart</td> <td>\$267 ▲</td> </tr> <tr> <td>Tasmania</td> <td>\$239 ▲</td> </tr> </table>	Tasmania	\$239 ▲	Greater Hobart	\$267 ▲	Tasmania	\$239 ▲
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<p>Households renting 2021</p> <p>19% ↔ (0.1%)</p> <table> <tr> <td>Tasmania</td> <td>26% ▲</td> </tr> <tr> <td>Greater Hobart</td> <td>28% ▲</td> </tr> <tr> <td>Tasmania</td> <td>26% ▲</td> </tr> </table>	Tasmania	26% ▲	Greater Hobart	28% ▲	Tasmania	26% ▲	<p>Households with a mortgage 2021</p> <p>21% ▼ (-1.5%)</p> <table> <tr> <td>Tasmania</td> <td>32% ↔</td> </tr> <tr> <td>Greater Hobart</td> <td>33% ↔</td> </tr> <tr> <td>Tasmania</td> <td>32% ↔</td> </tr> </table>	Tasmania	32% ↔	Greater Hobart	33% ↔	Tasmania	32% ↔	<p>Overseas born 2021</p> <p>13% ▲ (0.6%)</p> <table> <tr> <td>Tasmania</td> <td>15% ▲</td> </tr> <tr> <td>Greater Hobart</td> <td>19% ▲</td> </tr> <tr> <td>Tasmania</td> <td>15% ▲</td> </tr> </table>	Tasmania	15% ▲	Greater Hobart	19% ▲	Tasmania	15% ▲
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Source: ABS, 2049.0 Estimating Homelessness, 2016



APPENDIX 5 CASE STUDIES

METHOD: CASE STUDY ONE BAY OF PLENTY

https://www.bayofplentynz.com/assets/Tourism-Bay-of-Plenty-Tourism-with-Purpose_compressed.pdf

Tourism is a potent force with immense potential for good. At its best, travelling increases empathy, forges friendships between strangers and reveals a broader perspective. When designed with intention, a place's tourism industry can contribute to a higher purpose that supports residents and the natural environment.

Everyone is a part of the environment, and they must respect it. This idea, signals a holistic approach to life and travel that is gaining popularity around the world. In the Bay of Plenty, where mountains, beaches, volcanoes and trees feel larger than life, visitors gain a true sense of connection to the earth. However, tourism must be carefully balanced.

What's better than a visitor? A responsible visitor. Over the past decade, many places on Earth have begun to support responsible, sustainable forms of tourism. The next step is to move toward the even larger concept of regenerative tourism. This means not only preserving and sustaining this region's natural beauty, but more importantly, embracing the challenge of restoring and healing everything that has suffered and regenerating all that has been depleted or threatened.

SHARING OUR LOVE FOR THE BAY OF PLENTY WITH THE WORLD

Tourism helps our region flourish. It regenerates (not extracts) to help make our region a better place over time. Visitors are welcomed on our terms and the experience transforms them, as they respectfully share our place as we know it to authentically be. That unique visitor experience transforms their souls, and they take with them a piece of Te Moananui ā Toi's / the Coastal Bay of Plenty's history and culture, as well as indelible impression of our people and place.

ONE: UNDERSTANDING TOURISM'S RELATIONSHIP TO PLACE

ABC has coordinated community-driven research into this region's identity, or Place DNA™. The word "DNA" was chosen to illustrate the fact that regenerative tourism requires people to think of a place as a living system.

The DNA research project contains a thorough assessment of site and place, including systems of culture, economy, geography, climate, humanity and ecology. This in-depth research describes how people (including both visitors and residents) perceive this place and where there are gaps in understanding. By filling the gaps, the region and its people can evolve together.



ABC also co-developed a storytelling framework, together with resident input from workshops throughout the region and the help of big data analysis. The framework uses the power of storytelling to articulate the essence of this place, how it fits in the world and what the role of those who inhabit it can be as they collaborate in its evolution.

TWO: DEVELOPING TOURISM IN HARMONY WITH PLACE

After completing the research, Tāpoi Te Moananui ā Toi / Tourism Bay of Plenty (TBOP) created a systemic and integrated destination development plan called Te Hā Tāpoi / The Love of Tourism. The plan outlines new design and development processes that aim to bring visitors into harmony with the Bay of Plenty's larger pattern and identity.

Harmony between visitation and place increases tourism's value. When residents and visitors act in cooperation with the land and ecosystems, they lower the environmental costs of tourism while maintaining or even improving ecosystem health. To encourage the most valuable type of tourism, TBOP re-evaluated its visitation goals. Instead of attracting as many visitors as possible, TBOP designed a process to attract the right visitors - those who add economic, environmental, social and symbolic value to this community. Their experiences in Te Moananui ā Toi / the Coastal Bay of Plenty will transform their relationship with planet Earth and all forms of life. When it comes to attracting the right kind of visitors, inspiring them is more effective than targeting people with unwanted ads. This approach demands a new way of segmentation: the passionate interests of the people come first.

Research into these passions (called passionography) revealed the attitudes, behaviour, needs and desires of potential visitors. TBOP then measured the quality of the visitor experience, which helped to define the main themes that act as guiding stars for development and to improve communication that aligns with this region's core truths.

To provide truly transformational visitor experiences, the Bay of Plenty cannot be represented by a single place. Instead, the entire region benefits by uniting through its common stories.

THREE: UNDERSTAND TOURISM'S RELATIONSHIP TO PLACE

Regenerative tourism requires a culture of co-evolution — a holistic approach that involves much more than a revenue model. For example, the destination experience needs to connect with Māori cultural values in order to flourish. Tāpoi Te Moananui ā Toi / Tourism Bay of Plenty has created a new role within the organisation called Kaihautā — Māori Economy.

It is an economic development position that works in partnership with the Māori community. The holistic approach also led to selecting niche audiences who love nature and respect local culture and traditions. The chosen niches are Outdoor Adventurers, Cultural Explorers and Surf and Beach Lovers. Eco-Travellers is the fourth, overarching niche that explicitly addresses the environment and a desire for nature to flourish.



People across the region continue to co-evolve. That is why TBOP has co-created and shared its development strategy with local residents.

The next steps are to develop niches by establishing and leading working groups with locals, to deliver transformational and memorable experiences with the help of stakeholders, to monitor and prioritise residents' attitudes towards tourism and to advocate for a more sustainable kind of tourism.

As a result, the development of the overall tourism experience will happen in collaboration with tourism operators and passionate locals. TBOP has conducted additional research and created a plan to help connect with residents. The plan contains a list of tangible actions that need to be done for both vertical development (building out the niche experience for passionate communities) and horizontal development (building out the overall experience with the local community).

TBOP will also take symbolic actions that express the region's identity. The actions will be designed as tangible expressions of the love and pride that residents feel, and they will resonate with visitors. The community will need to use its collective communication expertise to bridge the gaps between what residents know about this place and what the world (does not) know(s).

PORT PHILLIP VICTORIA - PLACEMAKING ACTION PLAN 2018 TO 2021

https://www.portphillip.vic.gov.au/media/zm1kbnqn/placemaking_action_plan_-_v3-min.pdf

THE APPROACH

Placemaking is an action learning process that enables all parts of the community and Council to work together to create great places.

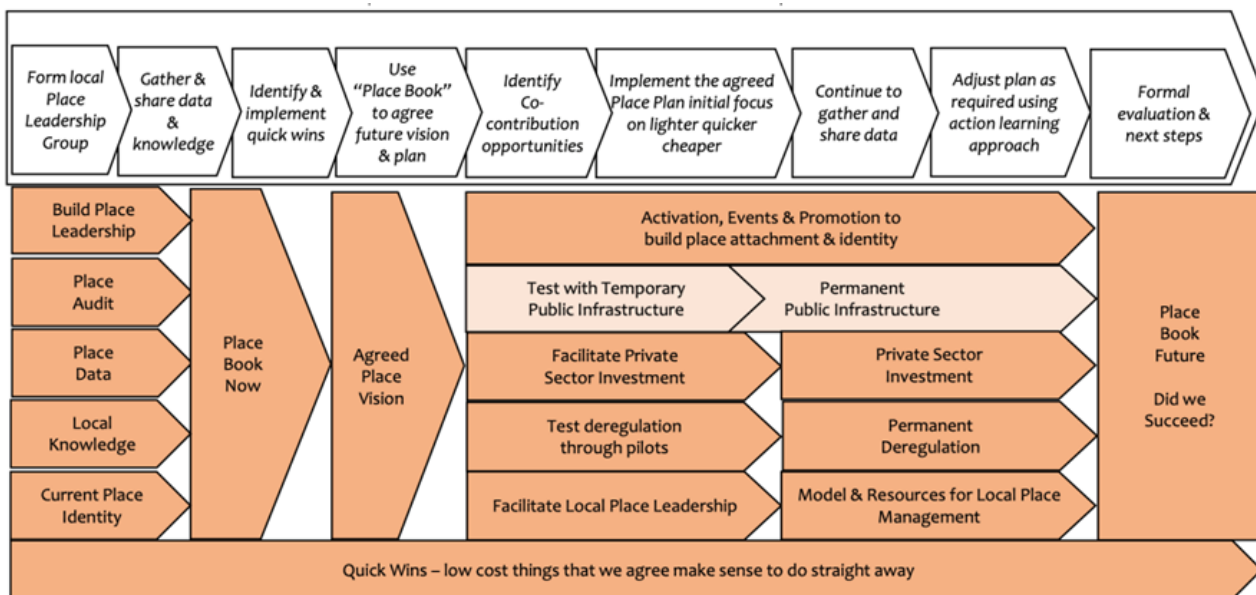
The process is based on the philosophy that those who use a place are often in the best position to know what a place should look and feel like and should have input into the way places are planned, funding is allocated and services are provided.

This means looking at, listening to and asking questions of the people who live, work and play in a district or place to discover their needs and aspirations and developing and implementing solutions as well as resolving conflicts over the use of public space together.

The process seeks to answer three (3) key questions:-

1. What has been the identity, history and importance/value of the place in the past?
2. What is the current identity and value of the place to different place users?
3. What is the desired future identity of the place that meets the needs of most place users

and how can place users work together to create or curate this desired identity?



PROCESS: THE PLACE BOOK

Why is this place important?

- In terms of the destination? (Economic, Social, Cultural, Environmental, Political)
- In terms of its identity, environment, history and heritage?
- In terms of its location within the coast and connection to other places?
- For other reasons?

What is the value?

- To the coast
- Over time? (Past vs Present)
- To the people who use it? (Financial, Emotional, Cultural, Social, Spiritual)
- To the people who have invested in it? (Financial, Emotional, Cultural, Social, Spiritual)
- What is the current vision/goals for the Place?(Political, Administrative, Business, Community)

How is the coast used and how are people attached to it?

- How is the coast used now at different times of the day and night? How has the use of the place changed over time? (Past and present)
- How is the place programmed or activated (informally, formally, not at all)?
- How is the place designed to support current use?
- How strong is the Place Identity? What is its reputation?



Who

- Who are the place users? When do they use it? What for? (Informal, Events, Markets)
- Who governs the place? Who are the champions?
- Who has a stake in the place? (External and Internal)
- Who else could contribute? (External & Internal)
- Who is not involved that needs to be?

What with?

- What resources are used to manage and maintain the place?
- What are the place assets (if any) that can produce revenue?
- What is the mix of private assets and/or businesses that occupy or adjoin the public space?
- What resources are used to activate and market the place?
- What are the policy levers available? Do they enable or constrain?
- What other Council programs or projects could contribute?

How well (Place capital data and trends)

- What is the current Place Capital? (Economic, Social, Cultural, Environmental, & Physical)
- Data analytics

PROCESS: PLACE PLAN

Why? (the case for change)

- Why is this place important to Tasmania?
- Why is it urgent or important that we act now? (Economic, Social, Cultural, Environmental, Political)
- Why is this urgent or important for stakeholders ?

What is the future value?

- What is the agreed Place Vision?
- What is its future identity?
- What are the agreed goals for the Place?
- What is the future value from the place for:
 - The City and city community
 - Place users



- Stakeholders
- Businesses
- Land and property owners

Who

- Who will be the future place users? Why?
- Who do we need to get involved and how do we do this?
- Who are not there now?
- Who can we encourage to be “champions”? How?
- Who can co -contribute? How? (External & Internal)
- Who (from the community) could be involved in leading the place in the future?

How?

- How do we strengthen place attachment and the Place Identity ? (Activation, capital works, events, markets, private sector investment etc.)
- How can we increase demand, usage and activation? (Informally, formally, at different times of the week, day & night)
- How do we market the place and communicate about it?

With what?

- What Council resources do we need to implement this plan ?
- What can we do to leverage revenue from the place assets to fund this?
- What would encourage co-contribution from others?
- What resources do we need to activate and market the place?
- What are the changes to Council policy and regulation that would help?
- What is the contribution we need from other Council programs or projects?

How well?

- How will implementation of the Place Plan be tracked?
- What will be the measure of success?
- How will this information be shared?

A “PLACE” is socially defined by the people who use it, experience it, attach to it and identify with it as their place.”



Attachment 1 - Glossary

- Place – an area within a city that has been socially defined by the people who use it, experience it, attach to it and identify with it as their place.
- Place Audit – an observational study at different times of the day, night and week, about how a place is used and what it looks and feels like, often used to identify quick wins as well as longer term issues that require resolution.
- Place Book – a process that is used to help develop the Place Plan. It is a process that helps gather all of what we currently know about a place from a range of perspectives.
- Place Capital – the social, cultural, economic, environmental and physical value of a place to place users, the community and the city
- Place Data – point in time data, from a range of sources, that provides insight into the social, cultural, economic, environmental and physical health of a place.
- Place Identity – how place users identify with the place leading to a social and cultural definition of the place that makes it unique from other places, in the perception of place users.
- Place Attachment – the strength of personal attachment place users have for the place.
- Place Leadership Group – an external group that meets to develop the place identity / vision and place plan and oversees the implementation of these activities. The group may include a mixture of local residents, property owners, business owners, community organisations and groups.
- Place Plan – a Plan that has been developed by the Place Leadership Group which describes the place identity, place vision and key actions in the short, medium and longer-term to achieve these aspirations.
- Place Solutions Group – an internal group of officers from Departments right across the Council that meets regularly to develop and implement solutions to issues or ideas that are raised by the Place Leadership Group and or through the place audit and planning process.
- Place Users – all the people that use a place, for example visitors, residents, workers, business owners, property owners and students.
- Place Vision – aspirations that the Place Leadership Group have for the future look, feel and experiences that can be had at the place.
- Placemaking - an action learning process that enables all parts of the community and Council to work together to create great places.