





Acknowledgments

The development of the Wynyard Destination Action Plan has been facilitated by the Cradle Coast Authority (CCA) in partnership with the Department of State Growth (DSG).

This Destination Action Plan (DAP) will focus on the coastal precinct of the Waratah Wynyard Council (WWC) area and include the towns of Wynyard, Somerset, Boat Harbour and Sisters Beach. A Destination Action Plan will be completed for Waratah and the Waratah Wynyard hinterland. This Destination Action Plan will be referred to as the Wynyard Destination Action Plan.

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

Specifically we would like to thank the people who participated in the plan development process:

Facilitator

Wayne Kayler-Thomson

Wynyard Destination Action Plan Working Group

Cyndi Hillier	Rachael Hogge	Greg Irwin	Kent Wylie
Justin McErlain	Nick Charles	Jason Butterfield	Deb Mainwaring
Chris Symonds	Suzie Rowe	Robby Walsh	David Roberts-Thomson
Russell Lewis	Tracey Bradley	Narelle Woodhouse	

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Visitor

Industry & Community

Local Tourism Organisations/
Local Government

Regional Tourism
Organisations

State & Federal
Governments

Introduction

The Cradle Coast Authority in partnership with the Department of State Growth is completing a series of Destination Action Plans for a number of Tasmanian destinations including Tasmania's Waratah Wynyard Council area.

The Destination Action Plans are an implementation initiative of the Tasmanian Visitor Economy Strategy 2015-2020 (T21) Priority 4: 'Building capability, capacity and community'.

This Plan will provide support for the Murchison Plan (2016).

A core strategy is to recognise that visitors to the Cradle Coast Region are primarily attracted to destinations and experiences. Therefore the development, marketing and management of the region's destinations, i.e. Wynyard, are pivotal to the success of the whole region.

This Destination Action Plan for Wynyard identifies priority strategies and actions which if implemented over three years will enhance the competitiveness of Wynyard as a primary visitor destination of the region.

The Plan has been prepared by a facilitated workshop process involving business and community representatives who considered and reached consensus on tourism development, marketing and management opportunities and challenges. The group then identified and agreed on the key priorities and actions that would make a positive difference to the growth and sustainability of the Wynyard visitor economy and experience.

A key principle of Destination Action Planning is to give primary consideration to the fact that visitors are attracted to destinations and experiences, which are delivered by the community and industry. The delivery of the visitor experience is collaboratively supported and facilitated by community, business and government organisations.



Objectives

The common objectives for tourism are:

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



The visitor economy

Wynyard, the heart of Tasmania's beautiful North West, is renowned for the spectacular display of tulips at Table Cape that showcases a local festival, 'Bloomin' Tulips' held each October.

But there is a lot more to Wynyard than Tulips. The area referred to as Wynyard within this DAP includes the coastal towns and villages of Wynyard, Somerset, Boat Harbour and Sisters Beach, all of which overlook Tasmania's North West Coast and Bass Strait.

Nature and wilderness is a key to the Wynyard Experiences, Table Cape, Fossil Bluff, Boat Harbour and Sisters Beach examples of these products.

The Wonders of Wynyard is the showpiece of the Wynyard Tourism Industry – the centre home to the Ransley Veteran Car Collection, Art Gallery and Visitor Information Centre.

The Burnie Airport located within the Wynyard municipality, confusing as this may sound, is one of the key access points for the North West Coast. This Airport is serviced by Regional Express Airlines, Free Spirit and Sharp Airlines, linking Wynyard to Melbourne and King Island. Weekend trips to the North West from Sydney and Melbourne through these airports has great potential.

Wynyard is an entry point to Tasmania's far North West and to the Tarkine, which generates significant numbers of visitors who may drive through or past Wynyard. One of the priorities for the Wynyard community is to develop and promote this to the visitor market as a reason to visit, to enjoy and to stay in Wynyard.

Strategic Plans to be taken into consideration:

- Foreshore Development Master Plan
- Waratah Wynyard Council Tourism Development Plan
- Open Space Sport & Recreational Plan (Waratah Wynyard Council and Circular Head Council)
- T21
- North West Coastal Pathway Plan
- Cradle Coast Destination Management Plan.



Our collective strengths

- Dramatic coastlines
- Great farms and cafes
- Pristine beaches with White Sands – not crowded
- Great local produce
- Flat ground/green/wet
- Only operational lighthouse which can be climbed in Tasmania (13 in Australia you can climb)
- Access/proximity of locations
- Boat Harbour/Sisters Beach – swimming and walking
- Cycling
- Sailing
- Lobster Ponds Haven
- National Park – Anniversary Bay
- Stunning landscapes
- Scenic drives
- History and heritage
- Lookout
- Tulip festival – Table Cape
- Fossil Bluff
- Wonders of Wynyard – world class cars display
- Wharf for fishing
- Tracks for exercise.



Our vision

What could the destination look like in 2026?

- More backpackers and younger travellers in the region
- Developed shared Coastal Pathway networks
- Packages – day packs with lunch, walks, tailored to the visitor
- Gateway to the North-West (King Island and Cradle – airport access)
- Foreshore playground – attraction
- 'Wynyard is easy to love' – easy to do business with, easy to get around, consistent service no matter where you go and easy to come back to
- Christmas Markets – European style
- Coopetition – businesses collaborating to increase and improve visitor experiences
- Quirky regional festivals
- Businesses open
- Satisfaction rating of 99%
- Town which embraces and supports visitors
- Sailing centre of excellence
- Family friendly - events (sailing, canoe, bikes)
- Open spaces
- Calendar of events – evenly spaced out throughout the year
- Attraction of events? New events
- Identify and manage access for visitors – golf/tennis
- Visitor excellence
- World-class tourist destination – world-class piece of infrastructure to become a magnet - hotel with a function centre, spa, café, restaurants, boutique experiences, produce
- Agri-experiences – paddock to plate and visitor access
- Embracing gardens and beauty within
- Adventurous options – planning and sporadic options
- More opportunities to taste produce and connect with community
- Rivers and ocean access/feature
- Shopping excellence – indoors
- World class – best practice service excellence
- Accommodation variety
- Rail Trail developed between Wynyard and Circular Head
- Arts Centre and market experiences
- Sporting facilities
- Free recreational activities
- Flower 'power' – gardens and growers
- Antique/retro shopping which is now trendy – bric a brac
- Personalised experiences offered to visitors (community members involved)
- Table cape and river to become a landmark
- Unmetered parking.



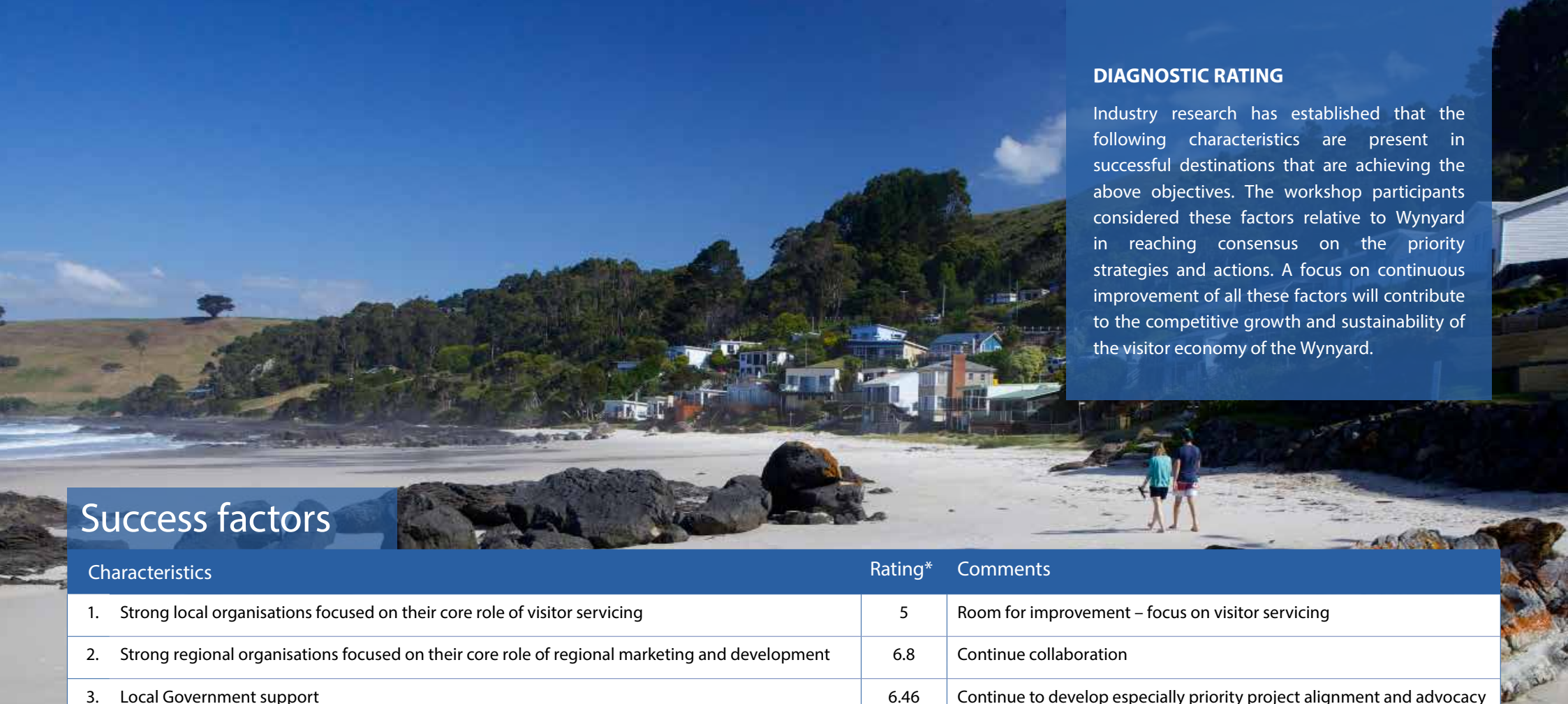
Our challenges

- Shortage of skilled staff and staff
- Tourism and Hospitality as a viable career option – changing perceptions of the industry
- Perception of destination
- Lack of premier playground that caters for all abilities
- Tourism committee not representative of community
- Lack of linkages to our produce strengths in the region
- North-West competitiveness (visitor numbers)
- Inconsistent visitor servicing – opening hours
- Understanding the tourism visitor experience, their needs, the target markets we want and what they want
- Lack of monitoring the visitor feedback for the destination
- Lack of community involvement
- Flight fares – cost of flying into Wynyard
- Services diminished (risk)
- Finishing planned projects e.g. Coastal Pathway
- Financial support/resources/lobbying and assistance
- Whole of destination experience connections
- Lack of accommodation options which reduce the appeal of the destination and overnight stay – current strong drive through
- Understanding as a community what 'World Class Service' actually entails
- Lack of collaboration between tourism offerings (competitors as opposed to cooptition)
- Improve management of existing spaces and places
- Community leaders not pushing hard enough for the area
- Public transport/tour operators
- Local industry leadership
- Neighbouring community engagement.



Our opportunities

- Opening Hours – more competition for business
- All-inclusive playground for families
- Finish more planned sections of the shared use Coastal Pathway
- Community/business skills training
- Planning for the future – to succeed – implementation of plans
- Knowledge library – North-West visitor information – local and accessible
- Tourism Hub to explore the north-west region
- Community and philanthropic means to fund infrastructure
- Major Events Development – adventure & sport
- Industry to create partnerships with community groups
- Calendar of events – community events
- What is Wynyard – Online presence – google? Online engagement? Facebook?
- Use community, council and tourism bodies for supporting gardens as a product/experience
- Package the destination
- Opportunity to work with neighbouring communities
- Visitor servicing excellence – virtual and reality
- Night market and cultural activities
- Local produce undercover market (with a foreshore link)
- Sustainable economic growth – next growth
- Training visitor services volunteers – sales and destination ambassadors
- Accessible seaside town offering sailing and high quality tourism experience
- Funding – business cases for product development
- Rail trail from Wynyard to Circular Head
- Increase visitor expenditure through target market attraction (golfing market)
- Airport servicing North West and King Island – lower fares
- Table Cape – promotion as icon
- Risk/disaster response plan
- Accommodation providers to collaborate with airlines.



DIAGNOSTIC RATING

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

Success factors

Characteristics	Rating*	Comments
1. Strong local organisations focused on their core role of visitor servicing	5	Room for improvement – focus on visitor servicing
2. Strong regional organisations focused on their core role of regional marketing and development	6.8	Continue collaboration
3. Local Government support	6.46	Continue to develop especially priority project alignment and advocacy
4. Strong, consistent and effective leadership by individuals or organisations	4.54	Need to encourage
5. Strategic planning for the region with the economic, social, environmental and cultural objectives supported by local destination plans	5	In progress
6. Consistent visitor service excellence	4.46	Opportunity to develop a competitive advantage
7. Research driven cooperative marketing	4.85	Cooperative with Cradle Coast Tourism
8. A breadth and depth of tourism infrastructure, experiences and events matched to market demand	4.69	Need to develop
9. Risk management plans in place	5.15	Action required
10. Supportive communities which understand the value of tourism.	6.31	Ongoing focus

*Rating
10 is excellent, 1 is poor and 5 is considered satisfactory.



Action Plan implementation

The following Action Plan outlines priorities and actions as a guide for Stakeholders to collaboratively and cooperatively implement the Plan. To facilitate this, an Implementation Leadership Group of representatives will be formed. While the Plan identifies primary organisational responsibilities and in many cases joint responsibility, it is reasonable to expect that the Implementation Leadership Group will consider and review this progressively. One key consideration will be the availability and securing of resources to progress the implementation of the Plan in a timely manner. It may also be appropriate and necessary to involve other organisations and to seek funding for specific projects.

The Plan does not commit any organisation to the actions proposed but is a guide to pursuing priorities and actions which will make a positive difference to the achievement of the tourism objectives noted above.

The priority actions have been assigned a KPI priority rating as a guide. These ratings are:

- HIGH within the first year
- MEDIUM within one to two years
- LOW within three years

Progress of implementation of the Plan will be reviewed annually by the Cradle Coast Authority in consultation with the Implementation Leadership Group. This may result in a revision and updating of the Plan. Regardless, a new plan will be prepared in three years.

Relevant organisations and community representatives will be invited to form an Implementation Steering Group that will be responsible for overseeing the implementation of priority actions and develop specific projects. Interested individual industry and community representatives will be encouraged to also participate.

- Waratah Wynyard Council (WWC)
- Waratah Wynyard Tourism – Wynyard & Surrounds Local Tourism Network
- Cradle Coast Authority (CCA)
- Tasmanian Government and Departments (engaged as required)
- Commonwealth Government (engaged as required)
- Parks and Wildlife Services (PWS)
- Department of State Growth (DSG)
- Land Management Agencies
- Skills Tasmania
- Coordinator General
- Local schools
- Markets
- Beacon Foundation
- BighArt
- Individual businesses
- Service Clubs
- Related businesses organisations
- Burnie Chamber of Commerce (BCC)
- Government Business Agencies
- Burnie Airport Group (BAG)
- Tasmanian Hospitality Association (THA)
- Tourism Industry Council Tasmania (TICT)
- Volunteering Tasmania
- Neighbouring councils
- Regional Airline services – Rex, Sharp, Free Spirit.



Priority actions

The following priority strategic actions will be progressed by the Implementation Steering Group which will engage with relevant organisations or project partners as required.

1. Visitor servicing excellence
2. Infrastructure, product and experience development
 - Table Cape
 - Coastal Pathway
 - Major events
 - Premier playground
 - Gardens/experience
3. Skills and staffing development
4. Marketing
5. Leadership and resourcing
 - Resourcing
 - Community/industry partnerships
 - Funding business cases

PRIORITY 1

Visitor service excellence

Actions	Possible partners and project participants	Priorities
1. Establish and regularly repeat a visitor satisfaction intercept survey: <ul style="list-style-type: none"> Consider relevant visitor 'touch points' Publish the data Establish a benchmark and targets for continuous improvement Incorporate digital/online review data Consider results relevant to target market expectations Visitor Centre review. 	Wonders of Wynyard	Medium
2. Consider the outcomes of the state wide visitor engagement project and adopt relevant recommendations, possibly as a pilot destination if appropriate.	CCA, DSG, WWC	High
3. Establish an ongoing training and education program on visitor service excellence aimed inclusively at all business and the community: <ul style="list-style-type: none"> Consider the THA and TICT programs Consider the Victoria 'Tourism Excellence' modules and business tips for ideas Provide a range of delivery and engagement mediums such as online tools, webinars, short seminars, guest speakers Appoint 'Destination Ambassadors' with a role to champion the visitor economy, the destination and experiences and to promote service excellence. 	THA, TICT, CCA, BEC	High
4. Establish a 'local Famils' program to increase awareness and knowledge of visitor experiences and services. Involve all business, VIC volunteers, schools and community groups.	BCCI, Wonders of Wynyard	Low
5. Establish a schools based program to encourage awareness of the local visitor economy, promote industry work experience opportunities, career and job opportunities and visitor service principles and values. Consider involving students in DAP projects.	Smith Family, Work Inspiration, WWC, Schools	Medium
6. Consider the establishment of an ongoing visitor service excellence recognition program: <ul style="list-style-type: none"> Volunteer, employee and business of the month award Feature successful awardees in local media. 	BCCI	Low
7. Hold regular business networking events to announce and celebrate awardees and feature service excellence, case studies and guest speakers.	BCCI, Wonders of Wynyard	Med



PRIORITY 2

Infrastructure, product and experience development

Actions	Possible partners and project participants	Priorities
<p>1. Undertake an audit of visitor infrastructure (including accommodation), products, services and experiences to identify needs for maintenance, renewal and development opportunities matched to market demand. Concentrate on understanding market needs and consider:</p> <ul style="list-style-type: none"> Public visitor assets and amenities Table Cape development (site interpretation, lookout and related visitor infrastructure development) Premier playground that caters for all abilities Garden experiences Local produce including markets Nature based experiences Tracks and trails Agriculture & farm based experiences. 	Tourism Tasmania, WWC, CCA	HIGH (ongoing)
<p>2. Identify priorities and prepare business cases and an advocacy plan to source funding and support required to progress. Consider quick win opportunities for affordable and achievable improvements and progressive development. (Refer to Priority 5).</p>	WWC, CCA, Office of the coordinator general	Medium (ongoing)
<p>3. Establish an events strategy. Consider:</p> <ul style="list-style-type: none"> Development of existing community events Tulips and gardens Winter events Sport events Children's events Arts and culture including music Year round calendar Unique rather than 'me too' events. 	WWC, CCA, Events Tasmania, Arts Tasmania	Medium (ongoing)
<p>4. Leverage the North West Coastal Pathway Master Plan as a shared pathway experience</p> <ul style="list-style-type: none"> Complete current works Consider uniqueness features and 'story telling' Align with event opportunities Link with gardens experiences Develop short and long walk and ride experiences Develop Rail Trail between Wynyard and Circular Head Cycling Experience Strategy (adventure and recreational riders). 	WWC, CCA	HIGH (ongoing)



PRIORITY 3

Skills and staffing development

Actions	Possible partners and project participants	Priorities
1. Undertake a business survey to identify skills and staffing needs. This includes incorporating all businesses that sit within the visitor economy, even if they do not consider themselves 'tourism industry.'	TasTAFE, UTas, THA, TICT, CCA, Wonders of Wynyard	High
2. Research and consider the availability of national, state and regional grant and support programs including consultation with organisations such as TICT, THA and Skills Tasmania.	TICT, THA, Skills Tasmania, WWC, CCA	High
3. Research how other destinations and industries have or are addressing skill and staffing needs. Collaborate with neighbouring destinations.	To be determined	Medium
4. Engage with schools to promote the visitor economy, career and job opportunities and work experience opportunities.	To be determined	Medium
5. Consider how to engage time available retirees and displaced or part time/casual workers from other industries. This may include work experience and training.	To be determined	Medium
6. Investigate business training opportunities for SMEs. (e.g. Networking events)	BEC, WWC, CCA	Medium

PRIORITY 4 Marketing

Actions	Possible partners and project participants	Priorities
1. Identify target markets in collaboration with Cradle Coast Tourism and Tourism Tasmania. Gain an understanding of the interests and expectations of these target markets for experiences.	CCA, Tourism Tasmania, WWC, LTA	High (subject to prior 3 priorities)
2. Undertake a destination market positioning process to establish a refreshed, and differentiated unique brand proposition for the destination, matched to the demand of target markets.	LTA	High (subject to prior 3 priorities)
3. Communicate the market positioning and target markets to the industry and encourage business and community organisations to adopt the agreed positioning to support cooperative promotion.	LTA, CCA	High (subject to prior 3 priorities)
4. Review all digital/online websites relevant to the destination (organisations and business). <ul style="list-style-type: none"> Refresh or redevelop the primary destination website relevant to contemporary practice (e.g. mobile enabled, content currency) Encourage primary tourism operators to reflect the destination brand and link to the destination site/s Provide education, training and or mentoring to operators on how to maximise digital marketing. 	To be determined	High (subject to prior 3 priorities)
5. Research visitor review sites (e.g. Trip Advisor, Review Pro) and social media to determine what visitors are saying about the destination and experiences. <ul style="list-style-type: none"> Publish the information to the industry regularly Provide advice and training to operators on how to make best use of on line visitor reviews Establish a benchmark and targets to raise the quality of visitor digital review performance Establish a repository of market information and data to share with the industry and to assist destination marketing, development and management planning. This may include the local collection of accommodation occupancy and attraction and event visitation data. 	CCA, TICT, DSG	High (subject to prior 3 priorities)
6. Consider opportunities to develop packages of accommodation and experiences.	Wonders of Wynyard	Medium (subject to prior 3 priorities)

PRIORITY 5

Leadership and resourcing

Actions	Possible partners and project participants	Priorities
1. Establish a DAP Implementation Leadership Group or Steering Committee: <ul style="list-style-type: none"> ▪ Include representatives from Council, Waratah Wynyard Tourism Association, community groups and interested individuals – consider youth participation ▪ Consider an appropriate launch of the DAP ▪ Publicise the DAP ▪ Identify 2-3 initial actions as priority projects and apply sound project management practice to initiate and progress ▪ Engage with industry and community groups and individuals to facilitate action ▪ Regularly communicate progress. ▪ Review after 12 months and update the plan if required. 	LTA, WWC, CCA, Wynyard community and industry	HIGH
2. Identify priority visitor infrastructure, product, experience and industry development projects from the Destination Action Plan. Progressively prepare business cases and project plans for each priority project and identify potential funding and resourcing sources: <ul style="list-style-type: none"> ▪ National, state and local grant programs ▪ Public/private partnerships ▪ Crowd funding ▪ Engage with the Cradle Coast Authority and Waratah Wynyard Council to explore potential shared staff resourcing support and assistance. 	ILG, CCA, WWC, LTA	HIGH
3. Prepare an advocacy strategy to pursue priority projects at a local, state and national level as appropriate and to engage key stakeholders. Encourage alignment of priority development projects with Waratah Wynyard Council.	WWC, CCA	HIGH
4. Engage with the Department of State Growth and the Coordinator General for assistance with business case development and support to pursue priority projects.	DSG, Office of the coordinator general, WWC	HIGH
5. Engage with Cradle Coast Authority to investigate and develop leadership program to support current leadership and new upcoming leaders (re: management and staff).	CCA, LTA, WWC	HIGH
6. Develop a risk and disaster management and mitigation plan for the visitor economy aligned with the Council emergency management plan.	WWC	HIGH

* Priorities to be determined by leadership group based on skills and resources