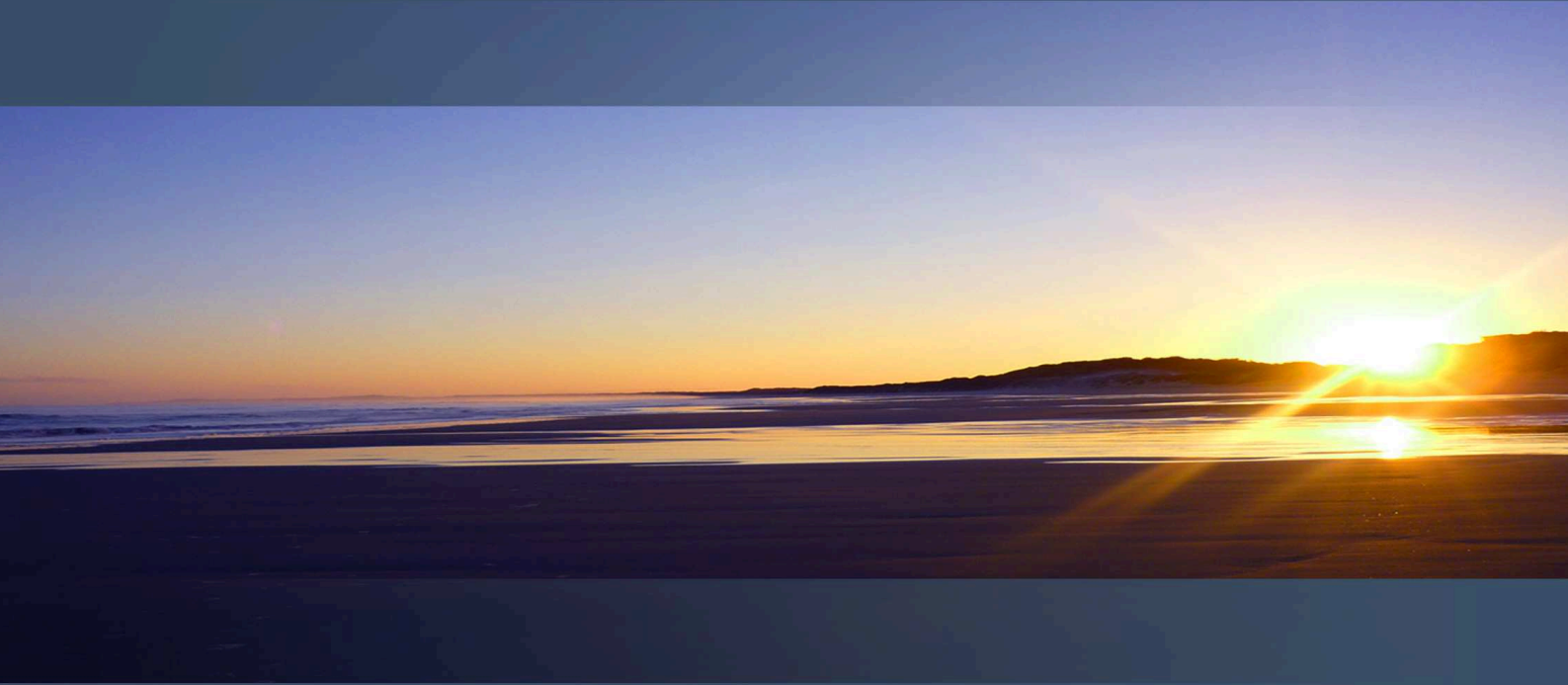


Dorset Tourism Strategy

DORSET COUNCIL AND TOURISM TASMANIA

DECEMBER 2011



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GLOSSARY

ABS	Australian Bureau of Statistics
IVS	International Visitor Survey
LTA	Local Tourism Association
NBN	National Broadband Network
NETT	North East Tourism Tasmania
NTD	Northern Tasmania Development
NVS	National Visitor Survey
RTO	Regional Tourism Organisation
T21	Tasmanian Government and Tasmanian Tourism Industry Joint Strategic Plan 2010-2013
TRA	Tourism Research Australia
TVS	Tasmanian Visitor Survey
VIC	Visitor Information Centre

STRATEGY RESPONSIBILITIES:

CD&S	Community Development and Services, Dorset Council
CS	Corporate Services, Dorset Council
DC	Dorset Council
DCM	Dorset Council Mayor
D&ES	Development and Environment Services, Dorset Council
GM	General Manager, Dorset Council
MRG	Mountain Bike Reference Group
MTB	Mountain bike
NETT	North East Tasmania Tourism
SD	Sustainable Development, Dorset Council
VIC	Scottsdale VIC coordinator and volunteers
W&I	Works and Infrastructure, Dorset Council

EXECUTIVE SUMMARY

INTRODUCTION

The Dorset Council is seeking a consultant to prepare the 2011-2016 Dorset Tourism Strategy: tourism is an industry sector identified for support and development in the Dorset Council Strategic Plan 2008-2012. The purpose of the Dorset Tourism Strategy is to inform and guide the development of tourism in the region, and ensure that the maximum benefit is extracted from tourism opportunities.

The directions for the growth of tourism in the municipality have been developed through the following processes:

- Strategic Document Review;
- Tourism Market Assessment;
- Tourism Product Assessment;
- Experience Audit.

In addition, consultation with Council, the local community, local industry, regional economic development bodies, other Councils in the region and Tourism Tasmania has been undertaken to inform and support the processes listed above.

The outcomes of these processes and analysis of the key findings is included in the Dorset Tourism Issues and Opportunities Paper, and form the basis of the recommendations included here.

BACKGROUND

STRATEGIC DOCUMENT REVIEW

The review of Council, Regional and State Government strategies relating to tourism provides insight into the economic factors in the region, as well as opportunities for development.

The Tasmanian Government strategies highlight the importance of tourism to the State's economy, particularly with the growth of the industry over the recent past and the reduction in forestry. The reduction in forestry is one of the main drivers for tourism development in regional Tasmania, including Dorset. The strategies identify Dorset's nature based assets, local produce and adventure tourism as opportunities in the region.

TOURISM MARKET ASSESSMENT

The analysis of tourism related data provides insight into the current state of tourism in the region, the experiences that may drive increased visitation and also aspects of the industry that may need improving to support growth.

Key findings of this assessment include:

- Total visitation to Dorset has been relatively stagnant since 2005;
- Tourists are drawn to the regions around Dorset, although many pass through Scottsdale and Derby without stopping;

- Data from the Scottsdale VIC indicates that there is a significant difference between summer and winter visitation in the area, this is supported by further analysis of Tourism Tasmania statistics;
- The activities on offer in Dorset meet the demands of the international experience seeker market, identified as a key focus by Tourism Tasmania; and,
- The use of the internet for tourist information and bookings is increasing.

TOURISM PRODUCT ASSESSMENT

The Tourism Product Assessment was developed through desk-top research, consultation with council and industry, and the results of the internet survey provided to the Dorset community. Its purpose is to identify what is currently being offered to tourists in the municipality and what are the product and infrastructure development opportunities when cross referenced to the tourism market preferences.

The Tourism Product Assessment indicates that:

- Natural attractions featured prominently in the product assessment, indicating an opportunity for Dorset as nature based activities are frequently undertaken by visitors to the State;
- The development of walks less than 2 hours in duration, particularly in Scottsdale and Derby, may encourage more drivers to stop in these towns;
- Opportunities are presented by developing product for the cycling and trout fishing markets;
- There is a shortage of medium to high quality restaurants and accommodation in the region, particularly if Barnboughle Dunes and Lost Farm are viewed as stand-alone entities that would primarily only service golfing market.
- Investment in infrastructure to support tourism is required to strengthen existing tourism assets.

EXPERIENCE AUDIT

Experiences are a key concept in the contemporary marketing and development literature on tourism. The term relates to the mix of products within a defined boundary that combine in a unique way to provide the visitor with something they regard as unique.

The Council, industry and community consultation processes indicate that the key existing experiences on offer in Dorset include nature based experiences, heritage, the beaches, and golf.

The audit of experiences available in Dorset undertaken via internet research indicates that there are experiences on offer that have little or no web based presence, in particular nature based activities.

STRATEGIC DIRECTIONS

Six strategic directions have been identified for developing tourism in Dorset. The key rationale for these directions is summarised below, and strategies and actions are included within the body of the document.

DIRECTION 1 : INCREASE VISITATION AND YIELD BY DEVELOPING DORSET'S ATTRACTIONS AND EXPERIENCES

The market research undertaken as part of this project identified that there is a number of visitors entering Dorset, or visiting attractions that are located just outside the municipality. This provides an opportunity to increase the number of visitors, the visitor nights and expenditure in Dorset by developing tourism products that align with key tourism market segments.

The North East Rail Trail is the most significant of these opportunities. Other strategies to promote recognition of Dorset are to use events to draw visitors to the region, and to develop a regional brand. In addition, strategies for tourism development in Scottsdale and the Legerwood-Ringarooma region are included; other destinations within Dorset are dealt with in more detail in specific Directions.

Opportunities for the development of tourism products fall broadly into the following categories:

NATURE BASED ATTRACTIONS

Nature based attractions are a significant element of tourism in Tasmania. Also, Tourism Tasmania data indicates that bushwalks of less than 2 hours duration are one of the most frequently undertaken activities by visitors to the State. Dorset has many natural attractions that can be developed as short walk destinations, including Mt. Stronach, Cuckoo Falls, Ralph's Falls, the new Bridport walking track, and Mt. Paris Dam.

ADVENTURE TOURISM

Dorset's forests are predominantly managed by Forestry Tasmania rather than being within reserves. This provides the opportunity to develop the municipality as a place for adventure activities, including fishing, marine activities, hiking trails for motor biking and four wheel driving.

LOCAL PRODUCE

The visitor directed local product offer is limited to Bridestowe Estate Lavender Farm, even though the region has a reputation for high quality agricultural product. Other produce related tourism offers in the region, such as the Tamar Valley wineries, and the Pyengana and Yondover cheese producers, were frequently referred to in the consultation process, indicating demand for local produce offers in Dorset.

HISTORY AND HERITAGE

The notable history and heritage of the region is related to the tin mining that took place in the Derby and Branxholm region, and is centred on the Tin Centre in Derby. Other sites in this region that are related to mining include the Briesis water race, Mt. Paris Dam, the Anchor Stampers, Settler's Hut at Branxholm, and the museum in Derby. These attractions should be developed to support the creation of visitor destinations with a variety of attractions to support increased length of visitor stay.

HOSPITALITY AND ACCOMMODATION

The tourism product audit identified a shortfall in accommodation and hospitality offerings, particularly at the quality end of the market. This opportunity is mainly concentrated on Bridport, to service the increased visitation emanating from the golf course developments, and to encourage visitors to the Tamar Valley Wine

Route to travel on to finish their journey in the town. This opportunity is covered in detail in Direction 4: Bridport will be a focus for tourism investment.

DIRECTION 2: BUILD RECOGNITION OF DORSET AS A GREAT PLACE TO VISIT

A significant finding of the research and consultation processes undertaken to inform the development of these strategies is the low level of understanding of what Dorset has to offer as a tourism destination. Data collected by Tourism Tasmania indicates that the internet is becoming an increasingly important source of information and bookings for visitors. These two pieces of information lead to one of the most critical recommendations of this report, that Council lead the development and maintenance of a website highlighting the key attributes of the municipality, and providing important information and bookings access for prospective visitors.

Case studies in tourism development indicate that regional approaches to tourism marketing are not as successful as those that focus on distinct destinations. The audits of tourism product and experiences in Dorset, as well as the opportunities for growth, lead to the identification of five destinations to develop specific marketing and development plans for. The destinations are Scottsdale, Bridport, Derby and Branxholm, the Far North East and Legerwood-Ringarooma. As Bridport, Derby and the Far North East present the most significant opportunities for growth as tourism destinations, they are covered in detail within their own Directions.

DIRECTION 3: DERBY WILL BECOME THE PREMIER DESTINATION FOR MOUNTAIN BIKE TOURISM IN TASMANIA

Towns such as Forrest in Victoria and Melrose in South Australia have become successful tourism destinations, with new enterprises and investment, on the basis of developing themselves as mountain biking destinations. Although there has been at least five reports written on opportunities for mountain bike tourism in Tasmania, and the north east in particular, no town has positioned themselves as the premier destination. Derby already has a mountain biking profile through the Blue Dragon Challenge annual event, and members of the mountain biking community believe that there is the basis for very high quality track development in the region. This is also an opportunity for Branxholm, 7km from Derby.

To make the most of this opportunity, it is critical that Derby is developed and promoted as a priority, to ensure that no other location in the State takes this position. Other factors that will contribute to success include engaging the local community, establishing a reference group to ensure that development meets the expectations of mountain bike tourists, and raising the profile of Derby through mountain bike specific marketing.

The development of Derby as a tourism destination through mountain biking would also be facilitated through supporting activities in the township, including bushwalks, the tin mining heritage, hospitality and accommodation.

DIRECTION 4: BRIDPORT WILL BE A FOCUS FOR TOURISM INVESTMENT

Bridport is located between some tourist attractions that draw high yielding visitors, such as Lost Farm, Barnbogle Dunes, The Tamar Valley Wine Route, and Bridestowe Estate with its increasing international visitation. These regional attractions, plus its seaside position, indicate that Bridport can attract development and investment, particularly at the higher quality end of the market.

To facilitate investment, it is important for Council to undertake a structure planning exercise, to identify development opportunities within the town, particularly for the provision of quality hospitality and

accommodation. The structure plan should feed into investment prospectuses that highlight the opportunities in the town, and the development sites, that are presented to major investors in tourism, accommodation and property development.

DIRECTION 5: PROMOTE THE FAR NORTH EAST AS AN ESCAPE TO NATURE

The Far North East's natural assets, unique location, and lack of development lead to the opportunity to market the region as an opportunity to escape. By making a virtue of the minimal infrastructure of the region, visitors that are looking for this type of experience can be targeted, as well as alerting those intending on visiting as to what is required.

Council's role in promoting this region within the municipality is to work with Parks and Wildlife to identify, map and sign key sites in the region, and to ensure that this initiative is given the best chance of success by appropriate marketing.

DIRECTION 6: SUPPORT THE DEVELOPMENT OF THE DORSET TOURISM INDUSTRY

Tourism Tasmania is currently transitioning to a new structure, consisting of four Regional Tourism Organisations responsible for collaborative marketing, projects and development of tourism. Dorset will be one of seven municipalities within the Launceston, Tamar and the North RTO. As these RTOs are to be industry led, it is critical for the advancement of tourism in Dorset that the local tourism association, North East Tasmania Tourism (NETT) is supported by council in order for the municipality to make the most of the new tourism governance structure.

To support the development of tourism in Dorset, it is important that Council employ a permanent full time tourism officer, to implement this strategy and provide support to NETT in its regional marketing activities. Council should also enlist NETT to deliver aspects of this tourism strategy in exchange for the support offered through the tourism officer position.

Other roles for Council in facilitating the development of the tourism industry are to collaborate with other councils in the region, particularly Break O'Day due to shared interests but different RTOs, and to promote the provision of hospitality training within the municipality.

PRIORITY STRATEGIES

The full list of 25 strategies and 86 actions, with recommended responsibilities, estimates of resources, key performances indicators and priorities is included as an appendix to this document. The strategies that are considered to have the greatest impact on tourism in the region, and should be implemented as the most immediate priorities are highlighted in red in the body of the document, and rationales for their prioritisation are included below.

1. STRATEGY 1: DEVELOP THE NORTH EAST RAIL TRAIL

Evidence from the development of rail trails in other locations within Australia suggest a significant economic benefit from the development of a high quality rail trail, which has the potential to draw new visitor groups to the area.

The rail trail will link a number of the potential tourist towns, whilst providing one of the most scenic rail trails in Australia. There is a significant amount of support from the community and other stakeholders in this project.

2. STRATEGY 9: DEVELOP AND MAINTAIN A WEBSITE DEDICATED TO PROMOTING DORSET TOURISM

The internet is rapidly becoming the dominant source of visitor information and method for making bookings. It also provides prospective visitors the opportunity to research their trips in advance. Dorset must develop and maintain a high quality web site that contains information on the key attractions and destinations in the region if tourism is to grow.

3. STRATEGY 12: FORM A MTB REFERENCE GROUP TO GUIDE TRACK PLANNING AND INVESTMENT

If the opportunity to establish Derby as a mountain biking hub is to be fully realised, development and promotion needs to occur before any other town in Tasmania. To ensure that the development meets the needs of the mountain biking community, has input from Forestry Tasmania, and that marketing of the region is appropriate to the target market, a reference group should be formed to plan and inform the development immediately.

4. STRATEGY 16: IDENTIFY LAND PARCELS SUITABLE FOR DEVELOPMENT IN BRIDPORT

Bridport is a seaside town, surrounded by prominent and high yield tourist attractions: Barnbougle Dunes, Lost Farm and the Tamar Valley Wine Route. The two golf courses do not have the accommodation capacity to house all golfers during the peak season, and operators have noticed the change in their patronage, which is expected to increase as Lost Farm was not fully operational during the 2010-11 summer. It is important that if a developer is looking to invest in the town, Council can provide advice on the most likely sites, and that at a time when visitation is increasing that Council is in a position to promote the opportunities to potential investors.

5. STRATEGY 22: PROVIDE ONGOING RESOURCES AND SUPPORT TO NETT

As tourism in Tasmania moves to a regional governance structure based on industry led Regional Tourism Organisations, Dorset must have a tourism association that can represent the needs of its industry and that is resourced to implement key strategic and marketing initiatives. Three of the issues identified with North East Tasmania Tourism are that it does not have access to resources, the benefits it provides to members are not apparent and there is not enough tourism businesses, particularly those that are larger than owner/operator, in Dorset to support a effective association.

Council's employing of a full time tourism officer to support NETT in delivering the objectives of this strategy, and to assist more broadly in the development of tourism in the region, NETT's effectiveness in representing Dorset to the RTO and in the tourism market place can be greatly improved. This support should also result in a greater membership base for NETT, and with further growth in the local tourism industry, the association can work towards greater self-sufficiency over the five year period of this strategy.

1. INTRODUCTION

1.1. PROJECT OVERVIEW

The Dorset Council has engaged Urban Enterprise to prepare the 2011-2016 Dorset Tourism Strategy: tourism is an industry sector identified for development in the Dorset Council Strategic Plan 2008-2012.

The purpose of the Dorset Tourism Strategy is to inform and guide the development of tourism in the Council, and ensure that the maximum benefit is extracted from the tourism opportunities in the region. Two existing strategies will provide direction and context for the Dorset Tourism Strategy, Dorset Council's Strategic Plan 2008-2012, and Tourism Tasmania's Tourism 21 Joint Plan 2011-2013.

The key elements to be included in the Tourism Strategy are:

- Strategic direction;
- Brand positioning;
- Market analysis, including core appeals, target markets, and demand potential;
- Identifying product gaps and opportunities;
- Identification of possible sites for visitation;
- Governance, including establishing clear roles and responsibilities for all stakeholders; and
- Key challenges, impediments and implications for broader regional development.

This document is supported by the findings included in the Dorset Tourism - Issues and Opportunities paper, also prepared by Urban Enterprise.

1.2. REGIONAL OVERVIEW

Dorset is located in the north east of Tasmania, as shown in Figure 1. Scottsdale is the region's service centre, and is the location of the Dorset Council offices. The two largest population centres in Dorset are Scottsdale with 1,966 people and Bridport with 1,327. Other towns within the Shire include Derby, Branxholm, Winnaleah, Ringarooma, Legerwood, Gladstone, Herrick, Tomahawk and Pioneer.

The total population of the Council was 7,001 in 2006¹. Preliminary population projections undertaken by the Tasmanian Government indicate that the Dorset population will decline: the projection is -0.4% to -0.9% per year from 2006 to 2031, for a total of 5,801 to 6,636 residents².

¹ ABS: 2006 Census Quick Stats.

² Preliminary Population Projections: Tasmania and Local Government Areas Consultation Paper 2008
<http://www.dcac.tas.gov.au/PDFs/Population-projections-info.pdf>

FIGURE 1 DORSET COUNCIL LOCATION



Source: Dorset Council.

The major economic strengths of the region have traditionally been forestry and agriculture, as shown in the top five industries of employment at the 2006 census, included in Table 1. In addition to the recent Tasmanian Government Intergovernmental Agreement to reduce forestry, recent closures of sawmills and vegetable processing plants in the region, these industries are not expected to continue to provide similar levels of employment in the future.

TABLE 1 DORSET INDUSTRY OF EMPLOYMENT 2006

Industry	No. Employed	%Employed Persons over 15 years of age
Log Sawmilling and Timber Dressing	287	10.0%
Sheep, Beef Cattle and Grain Farming	201	7.0%
Dairy Cattle Farming	193	6.7%
School Education	137	4.8%
Road Freight Transport	131	4.5%

Source: ABS: 2006 Census Quick Stats.

1.3. CONSULTATION

The development of this strategy has been informed by consultation with the Council, the local tourism industry, key tourism stakeholders, and the local community. The consultation procedures employed were:

- A community survey
- Tourism industry focus group meetings in Bridport and Scottsdale;
- A workshop with Dorset Council; and,

- Individual meetings with representatives of local industry, Dorset EDG, Northern Tasmania Development, adjoining Councils, Tourism Tasmania, Scottsdale VIC and members of NETT³.

The results of the community survey are included as an appendix to the Dorset Tourism Issues and Opportunities Paper.

³ Some of these meetings were via telephone.

2. BACKGROUND

2.1. INTRODUCTION

This section provides a summary of the key findings of the Dorset Tourism Strategy Issues and Opportunities Paper, including the review of strategic documents, assessment of the tourism market, and the product and experience audits.

2.2. STRATEGIC DOCUMENT REVIEW

2.2.1. INTRODUCTION

The purpose of this section is to ensure that the Dorset Tourism Strategy is both informed by and responds to the strategies of the Council, State Government, and regional development and tourism organisations.

The documents reviewed for this strategy included:

- Dorset Council Strategic Plan 2008-2012;
- North East Tasmania Tourism Strategic Plan 2009-2014;
- North East Tasmania Priority Initiatives Paper - 2011;
- Northern Tasmania Regional Strategic Plan - 2030 and Beyond: Discussion Paper;
- Northern Tasmania Development: Food Tourism in the Northern Region;
- Northern Tasmania Development: Arts and Heritage Tourism Experiences in Northern Tasmania;
- Regional Development Australia - Tasmania Regional Plan 2010-2015;
- Tourism 21: The Tasmanian Government & Tasmanian Tourism Industry Joint Strategic Business Plan 2011-2013; and
- Tasmanian Economic Development Plan - Tourism Sector Profile And Summary;

The following section presents a summary of these strategic documents.

2.2.2. DORSET STRATEGIES

The Council's strategic plan provides support for the management and development of the foreshore, arts and cultural events, and for the environment. In addition, the plan supports the Council's leadership role in tourism within the municipality, both within and external to the region.

The North East Tasmania Tourism (NETT) strategic plan provides a broad range of goals to develop tourism in the region, including marketing, research, governance, and product development. The major issue with the NETT strategic plan has been the lack of resources to implement it.

2.2.3. REGIONAL STRATEGIES

The regional strategies developed, or in development for the North East of Tasmania are generally in a response to the decline in forestry. Tourism is identified as an industry that may provide economic stimulus to the region. Of note is the view expressed in the *Northern Tasmania Regional Strategic Plan - 2030 and Beyond: Discussion Paper* that “compelling transformational ideas” are required.

Northern Tasmania Development has produced two papers discussing tourism opportunities in the region, on Food and Arts and Culture. Food related tourism, an area for development in Dorset, may be currently hampered by the lack of a coordinated approach, poor marketing of existing experiences and a lack of current food tourism offering. The Arts and Culture paper highlights the potential to create products in this area.

Work undertaken in the region to identify initiative with regional economic and social benefits, provides support for the development of tracks and trails for walking and riding in the region.

2.2.4. TASMANIAN GOVERNMENT

The two Tasmanian Government strategies relating to tourism indicate the growth of the industry over the past 15 years, and the need for the growth to continue. The Tasmanian Government and Tasmanian Tourism Industry Joint Strategic Plan, Tourism 21, indicates that Dorset is well placed to take advantages of the brand elements identified; natural and cultural environments, pristine landscapes and a relaxed pace of life, as well as the initiative to increase regional tourism.

The Tasmanian Economic Development Plan identifies issues that may impact on Dorset, including reduced visitor dispersal to the regions, lack of infrastructure, and poor on-line presence. On a positive note, Dorset is well placed to take advantage of the marketing initiatives focusing on regional areas, the targeting of experience seekers, and online development opportunities.

2.3. TOURISM MARKET ASSESSMENT

2.3.1. INTRODUCTION

Insight into the visitation to Dorset, the surrounding region, and Tasmania was provided by three sets of survey data, the National Visitor Survey, the International Visitor Survey and the Tasmanian Visitor Survey. This data is supported by analysis of research undertaken by Tourism Tasmania, particularly into motivations for holidays to the State.

The analysis undertaken includes visitor numbers, activities, key markets, tourism information sources, and statistics compiled by the Scottsdale Visitor Information Centre (VIC).

2.3.2. KEY FINDINGS

The total number of visitors to Dorset Council has remained at approximately 150,000 since 2005, with two thirds of these trips being daytrips. International visitation has been less than 1% of total visitation to the region for the past decade.

There are two factors highlighted by the regional visitation estimates:

- The visitors to Scottsdale and Derby predominantly pass through without stopping, and

- There are a significant number of tourists going to municipalities adjoining Dorset, such as Launceston and Break O'Day.

These suggest that there are visitors in the region that are not aware of the tourism product in Dorset, and that if the right product is developed and appropriately marketed it has the potential to draw patronage.

Data provided by the Scottsdale VIC highlights the seasonal nature of tourism in Dorset. Almost half of the VIC's customers come from January through to March, and just over 10% in the winter quarter.

The Tourism Tasmania Motivations Research found that the two Tasmanian experiences with the highest appeal are its coastal nature and wilderness, and wilderness was found to be the most likely to change tourist's intentions: wilderness and the coast are both prominent attributes of Dorset. The data on activities undertaken in Tasmania also support proposed tourism initiatives in the region, including nature based, and food and produce.

The internet is becoming increasingly important as both a source of tourist information and a preferred method for booking accommodation and activities. Between 2007-08 and 2010-11, the use of online only travel providers increased by 25%, while travel agents declined by 14%.

The experience seeker market is seen as a key sector tourism in Tasmania: in 2010, 54% of all visitors to the state were identified as experience seekers, and their average length of stay in the state was 19.3 days and average expenditure was 3 times that for the rest of the country. While in Tasmania, experience seekers were significantly more likely to go bushwalking and go to the beach than in other states, further highlighting opportunities for Dorset.

Golf is an emerging visitor attractor in the municipality, particularly since the introduction of the second course outside of Bridport, Lost Farm. The Tasmanian Visitor Survey found that golfing visitors to the state had increased by 26% on the previous year, and that on average they spent 37% more than the average of all visitors, although due to the Tourism Tasmania collection method those coming. Although there are golf courses in Bridport, Scottsdale, Ringarooma and Moorina, as 9 hole courses with limited access to non-members they have limited appeal to golf orientated tourists. Other activities that appeal to golfers include restaurants, sightseeing, nature and wineries.

2.4. TOURISM PRODUCT ASSESSMENT

2.4.1. INTRODUCTION

The purpose of the Tourism Product Assessment is to identify the current composition of the Dorset tourism industry, and how it aligns with the outcomes of the Tourism Market Assessment included in 2.3 of this report.

The inventory of tourism product offered in Dorset has been developed through desk-top research, the consultation with council and industry, and the results of the internet survey provided to the Dorset community. The key tourism products are shown on the map in Figure 2.

2.4.2. KEY FINDINGS

The majority of tourism products in Dorset are related to the municipalities' nature based assets, with over 40% of the products falling into this category.

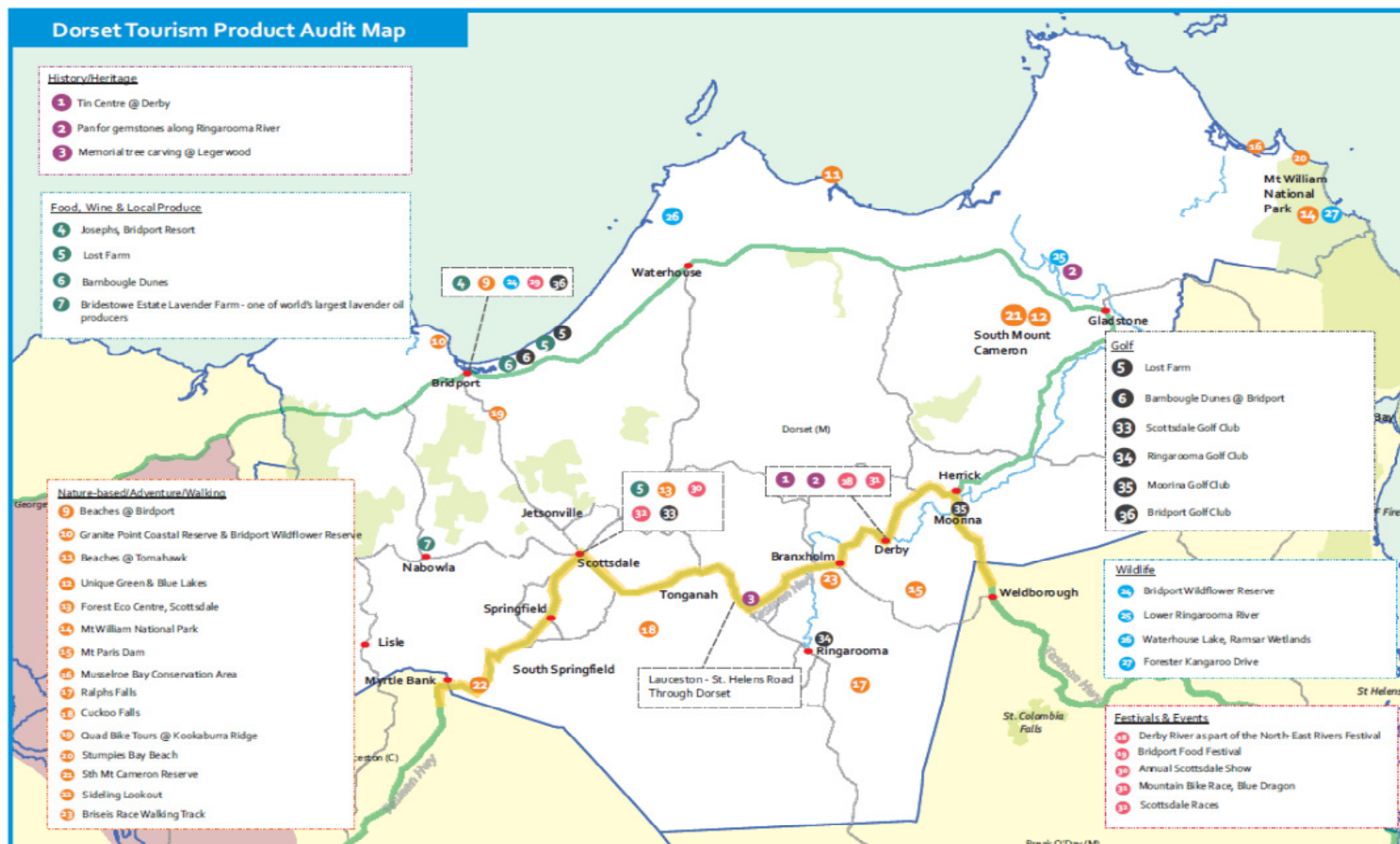
There is a noticeable shortage of Food, Wine and Local produce providers in the region, with the only local produce provider being Bridestowe Estate Lavender Farm. There is also a shortage of destination dining, or restaurants in Dorset, with only one identified in the product audit that it is not attached to a golf course.

The region has a shortage of accommodation, most notably large accommodation of medium to high quality; with Lost Farm and Barnbougles being responsible for most of the accommodation of this type. 2006 Census data suggests that there are a significant proportion of houses in the coastal townships of Bridport, Tomahawk and Musselroe Bay regions that are holiday houses.

The comparison of the Tourism Product Assessment and the Tourism Market Assessment indicates the following:

- Broadly, the products on offer in Dorset meet the demand for nature based activities in Tasmania, particularly if they are supported by improved infrastructure;
- The development of walks less than 2 hours, particularly in Scottsdale and Derby, may encourage more drivers to stop in these towns;
- Opportunities are presented by developing product for the cycling and trout fishing markets.
- There is a shortage of medium to high quality restaurants and accommodation in the region, particularly if Barnbougles Dunes and Lost Farm are viewed as stand-alone entities that do not necessarily service the non-golfing market.

FIGURE 2 DORSET TOURISM PRODUCT MAP



2.5. EXPERIENCE AUDIT

2.5.1. INTRODUCTION

The term Tourist Experience is used in a number of marketing and development plans. It is seen as key in tourism destination and brand development, and informs all aspects of marketing and product development.

An experience needs to have geographical boundaries to be marketable. Geographical and government boundaries and borders do not have to be strictly adhered to; rather experience locations can change to adapt to new tourism products and experiences. An example of this would be the Australia Alps, although it is not bounded by state lines or any other geographical areas, it has a clear and varied product and as a result is marketable.

A Tourism Experience is generally made up of a number of different product types for example, a food and wine experience combined with a wildlife experience in a natural area. These can be tailored towards an individual or group. This will ensure that the visitor perceives their experience as unique, a key component in creating a Tourism Experience. Tourism Australia generally refers to natural experiences when talking about a 'tourist experience' however cultural experiences are also seen as an avenue for a Tourism Experience as the visitor is able to forge a connection with the local people. Tourism Australia provides a toolkit for businesses looking to develop experiences, titled *Boosting Your Bottom Line*⁴.

To identify the key experiences on offer in Dorset, information gathered via industry workshops, the community survey and desktop research will be analysed. This will provide insight into visitor and resident perceptions, and whether the information available to tourists reflects these strengths.

2.5.2. KEY FINDINGS

The community survey, consultation with Council and industry, and the research undertaken by Urban Enterprise has highlighted that broadly, nature based experiences, golf and the beaches are the prominent experiences on offer in Dorset. This aligns with the outcomes of the Product and Market Assessments undertaken in sections 2.3 and 2.4.

The audit highlighted the disconnection between the region's marketing presence, particularly on the internet, and what is available to tourists. This is an important consideration as it creates expectations in the market place that may not be fulfilled while in Dorset.

⁴http://www.tourism.australia.com/en-au/industry/toolkits_5576.aspx

3. DIRECTION 1 : INCREASE VISITATION AND YIELD BY DEVELOPING DORSET'S ATTRACTIONS AND EXPERIENCES

3.1. RATIONALE

3.1.1. OVERVIEW

In order to extract greater benefit from visitors to the region, a range of products should be developed, including nature based, adventure, local produce and heritage offerings. The regional attractors include the golf courses at Bridport, Bridestowe Estate Lavender Farm, those driving between Launceston and St. Helens. The data in Table 2 indicates both the number of visitors in the region, and the high percentage of people who pass through Scottsdale and Derby that do not stop.

The intent of this direction is to increase the number of travellers stopping within the municipality as well as increasing visitor nights and expenditure of those already intending to visit the region: .

TABLE 2 NORTH EAST TASMANIA – VISITORS BY LOCATION

Location	Average No. Visitors April 2007 - March 2011				%Visitors April 2007 - March 2011		
	Passed Through	Stopped and Looked Around but did not Stay Overnight	Stayed Overnight	Total Visitors	Passed Through	Stopped and Looked Around but did not Stay Overnight	Stayed Overnight
Scottsdale	57,025	48,325	11,675	117,025	49%	41%	10%
Bridport	21,775	23,075	17,825	62,675	35%	37%	28%
Derby	46,500	21,175	1,675	69,350	67%	31%	2%
George Town	28,450	48,300	11,425	88,175	32%	55%	13%
Bicheno	43,575	66,600	69,600	179,775	24%	37%	39%
St Helens	30,725	55,875	69,400	156,000	20%	36%	44%
Launceston City	36,825	94,050	303,000	433,875	8%	22%	70%

Source: Tourism Tasmania - Tourism Visitor Survey

It is important to consider the destinations within Dorset, sections 3.1.8 and 3.1.9 deal specifically with Scottsdale and the Legerwood - Ringarooma region, while the unique opportunities presented by Derby, Bridport and the Far North East are addressed within their own directions.

3.1.2. NORTH EAST RAIL TRAIL

The Sustainable Tourism Research CRC's paper *Cycle Tourism in Australia: an investigation into its size and scope*⁵ provides an indication of the economic benefits of other rail trails in Australia.

⁵Faulks, Ritchie and Fluker, 2007 - <http://www.crctourism.com.au/>

Studies into the economic benefits of rail trail developments and cycling tourism provide support for the development of the North East Rail Trail. In 2005, it was estimated that the Mundi Biddi Trail in Western Australia was receiving approximately 42,000 visitors per year and generating annual revenue of \$5 million, and the Murray to Mountains Rail Trail in Victoria was generating an estimated \$2 million per year. The North East Working Group Priority Initiatives Paper rated the development of the rail trail between Tonganah and Herrick as the second most beneficial project in the region, based on economic, social and environmental criteria. The paper estimated the cost of development at \$850,000, and that the project can be commenced immediately. Inspiring Places, a consulting firm, have been appointed to begin planning the trail between Tonganah and Herrick.

The North East Rail Trail also compliments the development of Derby as a mountain biking hub, by providing additional cycling options in the region. In addition, the Rail Trail will provide a cycling link between Derby and Branxholm, which has existing accommodation to support the an increase in cycle tourism.

3.1.3. NATURE BASED ATTRACTIONS

The natural attractions of Dorset are one of the municipality's key tourism assets, and those with the most potential to attract tourists should be developed and promoted. Criteria to consider when determining priorities in the development of natural attractions include:

- Visitor appeal;
- Proximity to major roads through Dorset;
- Accessibility of the site;
- Signage and other infrastructure required;
- Likelihood of community support for maintaining visitor attractions;
- Economic benefits for the Dorset community.

Of note is that bushwalks of under two hours duration is one of the most frequent activities undertaken by tourists in Tasmania, with approximately a quarter of all visitors completing one of these short walks⁶. Short walks that lead to natural attractions, such as Mt. Paris Dam, Ralph's Falls, Mt. Cuckoo Falls and Mt Stronach that can be signed from the Tasman Highway should be prioritised, along with those that support the Directions for promoting Derby and Bridport as the region's significant tourist destinations.

It is also important to identify beaches in the municipality that can be accessed by visitors. Much of the beach access in the municipality is either privately owned, or is managed by Parks and Wildlife, and it is important for the council to continue working with them on managing and promoting beach access and activities.

Initially, the key sites for these activities need to be identified, access and infrastructure maintained and/or provided, and signage installed. Once the product is ready for visitation, then these natural attractions should be prominently promoted on the marketing materials prepared for the region.

⁶Source: Tasmanian Visitor Survey

3.1.4. ADVENTURE TOURISM

In addition to the cycle and mountain biking opportunities in Dorset, other adventure activities should be explored to increase visitation to the municipality. As the majority of Dorset's forests are not within State or National Parks, there are less restrictions on the activities that can take place. Fishing is one aspect of adventure tourism that may attract tourists to the region, due to the high quality marine and fresh water angling on offer. Other opportunities include marine activities, hiking trails for motor biking and four wheel driving. Further investigation and consultation with the rock climbing and abseiling communities may also identify opportunities to develop these adventure activities as well.

The process for making the most of the adventure opportunities is the same as that proposed for the nature based products.

3.1.5. LOCAL PRODUCE

Although Dorset has rich and diverse agriculture industry, including dairy, beef, lamb, fruit and vegetables, it has not capitalised on this agriculture to drive tourism in the region. Outside of the Bridestowe Estate Lavender Farm and the recently established winery at Winnaleah, there appears to be very little in the way of value-added or farm gate produce offered in Dorset. In terms of the regional tourist market, quality local produce could attract visitation from those entering Dorset for golf, and provide reason for those travelling through the region to stop, particularly if located on the major routes through the municipality.

Council can play a role in supporting entrepreneurship from within Dorset's agricultural sector through developing information and business incubation for interested members of the farming community. Developments can also be supported through assistance with signage, and the inclusion of developing businesses on the main Dorset tourism websites.

The product development area within Tourism Tasmania offers a Food Experience Workshop, which provides insight into the development of food and beverage experiences in local communities.

3.1.6. HISTORY AND HERITAGE

The Tin Centre in Derby provides a focal point for the region's tin mining history, and the Trail of the Tin Dragon. The region was home to the Briesis Mine, at one stage the largest tin mine in the southern hemisphere, smaller mines throughout the Ringarooma River area, and a sizeable Chinese mining community, which is represented by the Settler's Hut interpretation centre in Branhholm. The mining came to an end in the 1940s and 1950s, and many remaining industrial sites in the area provide bushwalking destinations, including Mount Paris Dam, Anchor Stampers, and the Briesis Water Race Walk.

Tasmania's history is a significant drawcard for the state, which means that Dorset is competing in a mature market for visitors in this sector. Detailed analysis of places visited available through the Tasmanian Visitor Survey indicates that over 60% of those indicating that they visited historic sites visited Port Arthur; the next highest visitation was the Tasmanian Museum & Art Gallery, which attracts only 10% of visitors⁷. This indicates that although history and heritage is significant for Tasmania, there may be a limited visitor appeal to other heritage attractions. For this reason,

⁷ TVS Table 6: Total Tasmanian Attractions Visited or Stayed Overnight, 2007-2010

the region's history and heritage should be seen as a contributing factor to longer and repeat visitation to the area rather than a primary attractor.

3.1.7. HOSPITALITY AND ACCOMMODATION

The product audit undertaken to support the development of this strategy highlights the shortages in accommodation and restaurants in the region. Outside of the Vue at Bridport Resort, and the clubhouses at Barnboughle Dunes and Lost Farm⁸, there is not a restaurant in the municipality, and there is not a sizeable accommodation provider of 3 ½ stars or higher. As Bridport is the most likely location for this type of development, strategies relating to this are included in Direction 6.

Consultation with the local community indicates that many of the areas cafes and takeaway food establishments in the region are not providing for tourists as they are typically closed at times when tourists may be looking for food. There is a role for Council in promoting the coordination of opening hours within the key tourism towns, to ensure that food is available to tourists across weekends and during the evenings.

There is opportunity for smaller towns to deliver further boutique accommodation including self-contained and B&B/guest houses.

3.1.8. SCOTTSDALE

Scottsdale as the region's service centre, is home to the VIC, and is surrounded by some of the most agriculturally productive land in the municipality. As a service centre and the largest town between Launceston and St. Helens on the Tasman Highway, Scottsdale tourism businesses should be encouraged to be open on weekends. Consideration should also be given to improving the town's streetscape to take advantage of the views of the green countryside, the heritage buildings, as well as planting rhododendrons to add to the areas reputation for high quality gardens.

Even though it is at the centre of a highly productive agricultural region, Scottsdale does not currently offer tourists any local produce. The development of farm gate experiences in the surrounding region, in a co-op or market within the town itself, a food route, and value add produce in the Scottsdale region could drive increased visitation. Although this is somewhat left up to entrepreneurial initiative of the local farming community, Council can continue to seek funding for the business incubator in Scottsdale, to promote the development of value-add products in the region.

There are several community markets operating in the municipality, every two months in Ringarooma and Lietinna, and monthly within Derby. Although these may be important for these communities, there may be greater benefits for the municipality holding and promoting one monthly market in Scottsdale, as the scheduling will be recurrent, it is within an hour's drive of Launceston, and will provide support for the development of a local produce sector based in the town.

In addition to becoming a hub for local produce, there are numerous nature based attractors surrounding Scottsdale, including Mt. Stronach, Cuckoo Falls, and the North East Park. The

⁸ The clubhouses will primarily provide for golfers, and it is expected that there will not be much capacity for other tourists during the peak seasons.

proposed mountain bike trail linking Cuckoo Falls and Mount Scott should be considered as a future opportunity to support the development of Derby as a mountain bike hub.

There was much discussion about whether the Tasman Highway, the winding route from Launceston to Scottsdale via the Sideling suggested by Google Maps is a deterrent to visitors entering Dorset. The alternate and easier driving route is via the Lilydale and Golconda Roads. The Sideling is included as a stage on the Targa Tasmania, which supports the opportunity to promote this route as a driving experience, while those towing caravans or more conservative drivers should be encouraged to take the alternate route.

3.1.9. LEGERWOOD-RINGAROOMA

The Legerwood-Ringarooma area is a lush and fertile agricultural region, with picturesque touring on undulating country roads such as Legerwood Lane, and the heritage attraction of the tree carvings. A major attractor to the region is Ralph's Falls, which is listed in the Parks and Wildlife Service's 60 Great Short Walks. Legerwood is already a stopping point for tour buses between Launceston and St. Helens, which could be promoted to support the development of cafes in the town.

The region may attract touring cyclists if the North East Rail Trail is progressed, and also if Derby becomes identified as a mountain biking destination.

3.2. STRATEGIES AND ACTIONS

Strategy/Action		Responsibility	KPI	Priority
Strategy 1 Develop the North East Rail Trail				Year 1
Action 1	Develop a submission for the second round of Regional Development Australia Funding, based on the Inspiring Places report ⁹ .	CD&S, D&ES, W&I	NE Rail Trail funding in place for the project to commence	Year 1
Action 2	Make submissions to other sources of government funds, including TQUAL and future rounds of Innovation and Investment.	CD&S, D&ES, W&I		Year 1
Action 3	Provide regular updates to engender community support for the development.	CD&S	Twice yearly updates	Year 1-3
Action 4	Invest in the trail - ensure that essential infrastructure, such as toilets, showers and drinking water, is provided at key locations on the trail.	W&I	Essential services in place	Year 3
Strategy 2 Develop and promote nature based tourism attractions				Year 1
Action 5	Identify 3-4 natural attractions in the Council which should be prioritised for investment.	CD&S, D&ES, W&I	Priorities for development and promotion agreed	Year 1

⁹ Council are already pursuing other funding options for this development – even if successful prior to the opening of RDAF round 2, further funding could be sort to support this initiative

Strategy/Action		Responsibility	KPI	Priority
Action 6	Work with Parks and Wildlife to identify areas for beach access, and specify what activities are allowed at these locations.	CD&S, D&ES, W&I	Access information published on internet	Year 1
Action 7	Ensure that natural attractions are accessible, are well signed, and have appropriate supporting infrastructure.	D&ES, W&I	Access to sites available	Year 2
Action 8	Promote these attractions via a motivational tourism websites, following development.	CD&S	Information on website	Year 2-3
Strategy 3	Coordinate opening times of local cafes and food providers to ensure that at least one is open during weekends and for evening meals throughout the year			Year 1
Action 9	Write to food service providers in Bridport, Derby and Scottsdale to promote the need for at least one provider to be open across meal times, on weekends and during the off peak seasons.	CD&S	Annual food provision agreements in place	Year 1
Action 10	Meet with the providers in each town to negotiate a timetable that meets the needs of tourists and the local businesses.	CD&S		Year 1
Action 11	Use the Dorset tourism website to publicise when and where tourists can dine.	CD&S	Information on website	Year 2
Strategy 4	Develop Scottsdale as a regional touring and local produce hub			Year 1
Action 12	Work with the local Chamber of Commerce to promote the benefits of tourism and encourage local traders to open weekends.	CD&S, SD	Increased weekend business hours	Year 1
Action 13	Work with Forestry Tas and Parks and Wildlife to ensure that the key natural attractions in proximity to Scottsdale are well signed and remain accessible to tourists.	W&I, D&ES	Access to attractions maintained	Year 1
Action 14	Promote the Tasman Highway route to Scottsdale via the Sideling as a touring experience.	CD&S	Increased touring visitors (TVS data)	Year 2
Action 15	Negotiate with the organisers of regional farmers markets to collaborate on regular markets in Scottsdale.	GM, CD&S	Monthly Scottsdale market held	Year 2
Action 16	Undertake streetscape works in Scottsdale to improve the amenity and appeal to tourists, and make the most of the views to the surrounding hillsides.	W&I, D&ES	Scottsdale street improvements complete	Year 2
Action 17	Promote the opportunity to attract a local produce wholesaler to establish a retail outlet in Scottsdale.	CD&S, D&ES	Attraction of business	Year 3
Action 18	Work with the local Chamber of Commerce to promote the benefits of tourism and encourage local traders to open weekends.	CD&S, SD	Increased weekend business hours	Year 1
Strategy 5	Promote adventure based activities			Year 2
Action 19	Work with the local community, Parks and Wildlife and Forestry Tas to identify key sites for fishing, hiking, trail bike riding and 4wd activities.	CD&S, D&ES, W&I	Priority locations for adventure activities identified	Year 2

Strategy/Action		Responsibility	KPI	Priority
Action 20	Ensure that these key sites are accessible and well signed.	W&I	Access to sites available and signed	Year 3
Action 21	Develop adventure themed pages for the Dorset tourism website, highlighting key locations, and what can be expected on arrival. Also provide downloadable maps for visitor use.	CD&S	Information and maps available on the website	Year 3
Action 22	Make use of the Visiting Journalist Program to promote awareness of the adventure activities on offer in the region.	CD&S	At least 1 article in national publication	Year 4-5
Strategy 6	Work with local farmers to develop value added and farm-gate produce			Year 2
Action 23	Continue to work towards providing access to a commercial kitchen for the purposes of product development.	D&ES	Access provided	Year 1
Action 24	Organise a Tourism Tasmania Food Experience Workshop for Scottsdale.	CD&S	At least one additional local produce offer within 2 years	Year 2
Action 25	Promote the value of farm-gate and value added produce through organising a tour of successful operators in other areas of Tasmania.	CD&S		Year 2
Action 26	Support farm-gate initiatives through signage and inclusion on the Dorset tourism website.	W&I	As required	Year 3-5
Action 27	Develop a low food miles accreditation program for local business which encourages the use and promotion of local produce in the municipality's hospitality industry, to support the development of a local produce industry.	CD&S	As required	Year 3-5
Strategy 7	Support tourism development through the promotion of the key heritage sites in the region			Year 3
Action 28	Ensure that the access to heritage sites is maintained and that they are properly signed from the main roads through the municipality	W&I	Access maintained	Year 3
Action 29	Develop a series of interpretive heritage walks with the Derby Tin Centre as a hub	CD&S, D&ES	Walks mapped and signed	Year 3-5
Strategy 8	Promote Legerwood and Ringarooma as an area for touring			Year 3
Action 30	Develop a section of the website that promotes the attractions of Legerwood and Ringarooma	CD&S, NETT	Increasing website stats.	Year 3
Action 31	Promote the Legerwood Memorial Trees and railway reserve to tour buses companies as an ideal place to stop between Launceston and St. Helens	CD&S, NETT	Increased coach stops	Year 3
Action 32	Undertake a planning assessment of Legerwood to determine what strategies can be implemented to develop a stronger commercial hub adjacent to the tree carvings in order to maximise this asset.	D&ES	Commercial development extended in town	Year 3

4. DIRECTION 2: BUILD RECOGNITION OF DORSET AS A GREAT PLACE TO VISIT

4.1. RATIONALE

A common observation from the tourism industry workshops and individual consultation was that a major issue with tourism in Dorset was the limited knowledge about what the region has to offer. In addition, two responses from the community survey indicated that visitors to the region do not ask to do anything while they are in the region as they do not know what it has to offer.

4.1.1. THE INTERNET

The internet is becoming an increasingly important source of tourism information, and making bookings prior to arrival, as shown in Table 3.

TABLE 3 TASMANIAN TOURIST INFORMATION SOURCES – PRE-ARRIVAL

	July 2010 - June 2011	%Increase 2007-08 to 2010-11	%Visitors
Websites with Tasmanian travel information	367,400	6%	41%
Airline	345,300	15%	39%
Word of mouth	305,300	7%	34%
No other information used prior	258,400	10%	29%
Travel/guide books	176,400	-23%	20%
Online only travel provider	171,700	18%	19%
Brochures	159,600	-26%	18%
Travel Agent	159,100	-14%	18%
Tasmanian tourism operator	132,800	6%	15%
Some other provider	109,600	2%	12%
TT-Line	100,600	15%	11%
Magazines	47,100	-24%	5%
Email/e-newsletters	45,100	-21%	5%
Some other	34,900	-27%	4%
Motoring Club (e.g. RACV, RACQ, NRMA, etc.)	30,000	-26%	3%
Television	24,800	-19%	3%
Newspapers	23,200	-24%	3%
No Response	13,100	-25%	1%
Radio	2,300	-39%	0%
Total Visitors 14+ (S1)	895,400		

Source: Tasmanian Visitor Survey

The main source of information available to tourists interested in Dorset is NETT's website¹⁰. The substantial issue with the NETT website has been the lack of resources available for its maintenance and content development, leading to out of date and incorrect information. It is also important to ensure that the aspects of Dorset promoted on the NETT and Discover Tasmania websites reflect the key attractors in the region.

The information included in a series of handouts available at the Scottsdale VIC, including information on walks and waterfalls, local history, touring routes through the district, and accommodation in the area are not available on the internet, prior to tourists reaching the region and while making decisions on what to do while on holiday.

There has been a marked increase in the use of the internet by tourists to make bookings as shown in Table 4, The Scottsdale VIC does not have an online accommodation service, and there is little on offer in Dorset on key booking sites such as Wotif and Stayz. The Launceston Tamar Valley VIC runs the accommodation booking service on a commission basis. Tourism Tasmania recently announced that the Discover Tasmania website¹¹ will provide links directly to tourism operators' nominated booking and payment websites: this is in place of the old system whereby the operator had to use a specific booking system.

TABLE 4 TASMANIAN VISITORS – METHOD OF BOOKING

	July 2010 - June 2011	%Increase 2007-08 to 2010-11	%Visitors
Travel Agent	139,600	-14%	16%
Airline	313,900	8%	35%
TT Line (Spirit of Tasmania)	85,000	19%	9%
Motoring Club (eg. RACV, RACQ, NRMA, etc.)	13,900	-26%	2%
Online only travel provider (e.g. Zuji.com.au, Wotif.com)	154,000	25%	17%
Tasmanian tourism Operator (e.g. hotel hire car, attraction, etc.)	138,500	4%	15%
Some other	131,200	2%	15%
No bookings made prior	141,000	14%	16%
No Response	84,000	-7%	9%
Total Visitors 14+ (S1)	895,400		

Source: Tasmanian Visitor Survey

Many of the natural attractions within Dorset can only be accessed by dirt or gravel roads, although they are made, and identified on maps. Desktop research indicates that at least Avis, Hertz and Thrifty offer 4wd rental vehicles that may be driven on graded gravel or metalled roads. Information regarding which areas require a rental 4wd to be accessed, and which companies provide appropriate vehicles should be included on visitor information web-sites, alerting visitors to the requirements prior to arrival.

When developing the website devoted to tourism in Dorset, it should:

- Be organised to reflect the destinations within Dorset as discussed in section 4.1.3, Destinations;

¹⁰<http://www.northeasttasmania.com.au/>

¹¹<http://www.discovertasmania.com/>

- Provide information on themes within the region as they develop, including:
 - Mountain Biking and Cycling;
 - Beaches;
 - Walking tracks;
 - Fishing;
 - Regional History; and,
 - Local Produce.
- Be motivational and informative;
- Do not refer to anything that is not accessible by tourists, or what they need if they want to access it (i.e.: hire a 4wd);
- Provide information on access, expected time of travel to and from the attractions, and any special requirements or equipment needed;
- Provide the opportunity or links to make bookings for accommodation and attractions;
- Provide links to other regions, in exchange for being linked from their sites; and,
- Redirect links from other websites to the new version.

It is recommended that this website, owned by Council, would be seen as a replacement for the site operated NETT, and that site should be taken down once the new site is on line¹². The information for visitors on the Council's website should also be relocated to the new site.

Operators in the region should be encouraged to develop websites, and increase their internet presence. The Australian Tourism Data Warehouse provides the Tourism e-Kit to help businesses reap the most benefit from the internet¹³.

4.1.2. EVENTS

Events were highlighted in the consultation process, due to their role in attracting new visitors to a region, and also attracting visitors during off-peak times. Opportunities for events in Dorset identified in the consultation process included extending existing events and developing new events.

One of the significant benefits of events is that they can build awareness of a destination, and attract visitors that may not have considered Dorset. Also, by developing events during the winter months, the impact of the high degree of seasonality in Dorset can be mitigated. Dorset did not host an event as part of the 2011 Lumina festival, which has been specifically developed to promote winter in Tasmania¹⁴, the Scottsdale Art Fair, held in June, may be marketed through the Lumina umbrella.

Scottsdale currently hosts one of the few remaining country race meets in Tasmania, and as a twilight meeting it provides an opportunity to attract overnight visitation to the town. Further regional benefit could be derived from the meeting by using it as a show case for local produce, which is proposed for 2012 to tie in with Year of the Farmer.

¹² NETT website: <http://www.northeasttasmania.com.au/>

¹³ http://www.atdw.com.au/tourism_e_kit.asp - this is free of charge

¹⁴ <http://www.tourismtasmania.com.au/marketing/national/lumina>

Another existing event that is currently attracting visitors to Dorset is the Blue Dragon Mountain Bike Challenge, based in Derby. The challenge is currently capped at 400 competitors, and approximately 150 supporters also attend the event. The success of this event, and by capping the entrants at 400, indicates that there may be demand for more mountain biking events to be held in the region. Also, the surf lifesaving events held at Bridport may also act as attractors to the beaches in the region.

Other outdoor adventure races should be considered and would suit the areas well, given the number of fire trails and tracks already existing in the forests. There are a number of organisations which operate adventure races such as Outdoor Race Australia. The recent expansion of the North East Rivers Festival and the Derby River Derby may be used as a basis for the introduction of adventure based events that give the region a national exposure. The development of the Bridport Surf Lifesaving Club, and the Bridport Splash, also provides the possibility of increasing the recognition of the area through outdoor events.

Events Tasmania¹⁵ provides funding and support for the development of events within the State, which should be considered by Scottsdale when trying to attract new events or grow existing ones in the region.

4.1.3. DESTINATIONS

It is important to consider Dorset as a series of tourism destinations, which offer different experiences that appeal to different demographics: this position is based on both inputs from the local tourism industry, and from case studies in tourism development. The five regions within Dorset are based on the Tourism Product map, Figure 2 in this document, and are:

- Scottsdale
- Derby
- Bridport
- Legerwood-Ringarooma
- The Far North East

The Tourism Tasmania's Regional Tourism Initiative supports the marketing of destinations than regions, stating that the "progression to a regional tourism model will encourage the showcasing of specific areas, attractions, products and experiences that make up the unique personalities of Tasmania"¹⁶. The creation of distinct destinations also fits into the concept of experiences; as experiences need to have boundaries to be marketable.

When Tourism Victoria reviewed its regionally based marketing campaign to inform its 2002-2006 strategic plan, it found that its regional marketing was not working and that destinations had more recognition in the marketplace¹⁷. The next phase of marketing within Victoria focused on the highlights within the state, and was successful in growing the industry. It is important for Dorset to consider the specific destinations within the municipality, and prioritise the destinations that are most likely to benefit from market exposure.

The distinct destinations are an important aspect for marketing the region, and should inform the websites and literature used to promote Dorset. The most significant destination development

¹⁵ <http://www.eventstasmania.com/>

¹⁶ Tourism Tasmania: A new approach to regional tourism: Frequently Asked Questions, pg.2

¹⁷ Victoria's tourism Industry Strategic Plan 2002-2006

opportunities are for Derby and Bridport, and are discussed in detail in the following Directions. Strategies and discussion for the other destinations, Scottsdale, and Legerwood - Ringarooma are included here.

4.1.4. THE DORSET BRAND

The Council is looking to extend its development of a tourism strategy through the creation of a brand for Dorset, with goals including making the region identifiable as both a tourist destination and a provider of high quality agricultural product.

Dorset's readily identifiable strengths include its nature-based assets, the quality of its agricultural produce and the already iconic golf courses: the issue for brand development is ensuring that the brand captures the elements of these features of Dorset that meet the market demand, and also differentiate the region from the other nature based and gourmet produce regions in Tasmania, and further afield.

The lack of iconic destinations in Dorset, outside of the golf courses and Bridestowe Estate, indicate that more benefit may be drawn from a regional branding process in the medium to longer term. This time frame provides the Council time, and the option to redirect the budget allocation, to facilitate the development of these regional strengths and develop an understanding of what can provide the municipality with the greatest presence in the tourism market.

4.2. STRATEGIES AND ACTIONS

Strategy/ Action		Responsibility	KPI	Priority
Strategy 9	Develop and maintain a website dedicated to promoting Dorset tourism			Year 1
Action 33	Apply for NBN implementation funding to develop a tourism website for the municipality	D&ES	Funding received	Year 1
Action 34	Transfer Scottsdale VIC information to digital formats, including maps and photos	VIC	All visitor information transferred	Year 1
Action 35	Ensure tourism businesses are aware of the Tourism e-Kit, to increase the number of tourism businesses with websites, and provide links to and from the Dorset tourism site.	NETT	Increased number of links to and from Dorset site	Year 2
Action 36	Negotiate with key regional attractors to provide links to the Dorset tourism website, incl. Bridestowe, Barnbougle, Lost Farm etc, plus links exchanged with NTD councils	CD&S	Increased number of links to and from Dorset site	Year 2
Action 37	Review and recommend an online bookings system for use by Dorset accommodation providers (Launceston, Tourism Tasmania etc) when scale of operators increases to make it a viable proposition.	CD&S	Accom bookings from Scottsdale VIC	Year 3-5

Strategy/ Action		Responsibility	KPI	Priority
Action 38	Provide training to VIC volunteers on the online booking system and basic computer functions.	CS	Increased volunteer online booking capability	Year 3-5
Action 39	Use web analytics to monitor and review the number of hits to the Dorset tourism web page	CD&S, VIC	Increasing number of hits on the Dorset tourism website	Year 2-5
Strategy 10 Attract and develop events to promote visitation and regional awareness				Year 1
Action 40	Support the North East Pacing Club, NETT and the Chamber of Commerce to develop the twilight race meeting as a regional showcase, to continue on from the Year of The Farmer activities proposed for 2012.	CD&S, NETT	Increased visitors to the Races	Year 2
Action 41	Seek support from Events Tasmania to attract outdoor adventure events to the region, that support the development of Dorset as a centre for these activities	CD&S, NETT	At least 1 event held	Year 3
Action 42	Meet with community groups and organisers of existing events in the municipality to determine how greater visitation could be realised.	CD&S, NETT	Meetings held	Year 2
Action 43	Promote the Scottsdale Art Fair as a Lumina Festival event in 2012.	CD&S, NETT	Inclusion in Lumina program	Year 1
Strategy 11 Develop marketing material focusing on the destinations within Dorset				Year 2
Action 44	Create taglines that define what each of the destinations has to offer (eg: Far North East, escape to nature)	CD&S, NETT	Tagline for each destination agreed on	Year 2
Action 45	Develop web pages for each destination, to provide the main structure for the overall Council tourism website	CD&S, NETT	Website developed	Year 2
Action 46	Have brochures for each destination in key VICs and tourism locations	CD&S, NETT	Brochures printed and distributed	Year 2

5. DIRECTION 3: DERBY WILL BECOME THE PREMIER DESTINATION FOR MOUNTAIN BIKE TOURISM IN TASMANIA

5.1. RATIONALE

5.1.1. THE MOUNTAIN BIKING OPPORTUNITY

The development of Derby as a hub for mountain biking presents a significant opportunity for Dorset. Towns such as Forrest in Victoria and Melrose in South Australia have become centres for mountain biking, and have benefitted from increased visitation and investment¹⁸. Consultation with members of the mountain biking community highlighted the opportunity for Derby: it is home to some of the best tracks in the state, and no other town has established itself as the prime mountain biking location in Tasmania. The opportunity to develop mountain biking was also seen as a development priority by some respondents to the community survey.

At least 4 reports have already been prepared that highlight the opportunities for developing mountain biking as a tourism activity in Tasmania, and specifically in the north east in the state. With the amount of reporting and investigation into the opportunities for mountain bike tourism in Tasmania, it is important to begin developing and promoting Derby immediately, as other towns in the state will be considering this opportunity. Being first is vital, and will provide Derby with a better chance of obtaining government grants, a greater market presence and more likelihood of private investment.

The Tourism Tasmania prepared Mountain Bike Tourism Market Profile finds that it is a growing activity on an international scale¹⁹, and that local sales of mountain bikes have been increasing. The report found that experiences mountain bikers were after the following:

- They are willing to travel for unique experiences;
- They expect a relatively high level of trail infrastructure and services at mountain bike destinations;
- They access information through the internet and word of mouth; and,
- They look for technical challenges, spectacular scenery, local culture, and accessibility.

The Mountain Bike Tourism Potential in Northern Tasmania report found that the development around Derby and the Blue Tier was the best short term development option in the study region. Derby already hosts the Blue Dragon Mountain Bike Challenge, which brings 400 competitors plus 150 support crew to the town every January and February, and provides initial awareness of the town as a destination in the mountain bike market. Other mountain bike events could be staged in the region to increase recognition of Derby as the key location for this activity in Tasmania.

¹⁸ Forrest - <http://www.rideforrest.com.au/> Melrose: <http://otesports.com.au/>

¹⁹ Mountain Bike Tourism – Market Profile for Tasmania, Tourism Tasmania 2008.

In summary, these strategies indicate that to be successful in driving visitation to the Derby region it is important that an iconic experience, with quality trails and supporting infrastructure such as food and accommodation is on offer. Examples within Dorset of how an iconic product supported by quality infrastructure can drive visitation are Bridestowe Estate, Barnboughle Dunes and Lost Farm; although the development within Derby may not be of the same scale, these successes provide an example of what is required to draw visitors in a niche market.

Although other areas within Dorset may provide opportunities for mountain biking, it is essential to concentrate the development around Derby. This will create a destination, with a variety of experiences on offer from a central point, and attract tourism.

Research into mountain bike destination development²⁰ found the most important factors in being successful include:

- Build great trails;
- Provide supporting facilities;
- Effective signage;
- Appropriate web presence;
- Support from local community and business, particularly bike shops; and
- Free maps of the riding areas.

This indicates that an important factor in the development of Derby as a mountain biking destination will be forming a reference group, which includes tour operators, accommodation providers, event organisers, local riders, Council, the Derby community and Forestry Tasmania. Tourism Tasmania's Product Development team and Northern Tasmania Development may also provide input to the group on the basis of their recent research into this aspect of tourism. The group would be primarily responsible for planning and leading track and infrastructure development, and may also provide guidance on how to best market Derby as a destination for mountain biking.

There are resources available to assist in the development of cycle tourism destination, including the Cycling Resource Centre²¹, and free seminars run by Tourism Tasmania's Product Development team to inform communities on how to become a bicycle friendly destination. Also, the success of Melrose and Forrest as mountain biking destinations has relied on contributions from the local community, particularly in track building and maintenance.

5.1.2. SUPPORTING INITIATIVES

It is also important to develop other tourism products to support Derby as a tourism destination. Derby and Branxholm are approximately 7kms apart, and share a connection through the history of tin mining in the area; further connections may be made through the development of the rail trail into a cycle tourism facility. Branxholm supports the development in Derby, as it has accommodation, such as the Tin Dragon Cottages, Cloverlea Gardens and the camping ground, hotels, a cafe recently opened in the town and offers the opportunity to explore the history of the Chinese miners in the region.

²⁰ Mountain Bike Tourism Potential in Northern Tasmania – Attachment G: Lessons Learned from Successful MTB Destinations

²¹http://www.cyclingresourcecentre.org.au/page/recreation_cycle_tourism

Development may also include more walking routes in and around Derby, particularly of less than 2 hours in length. The Tasmanian Visitor Survey indicates that these shorter walks are the most popular, and will be short enough to encourage travellers between Launceston and St. Helens to stop. These walks should highlight the town's mining heritage, and if possible depart from the Tin Centre, to promote it as a hub within the historic township, and increase visitation to the Centre.

The appeal and marketing of Derby's history may be enhanced by heritage listing, preserving and highlighting the extensive remaining weatherboard structures in the town. In addition, a township Urban Design Framework would assist in identifying specific tourism development sites, streetscape improvements and trail networks around the town which would create a high quality heritage destination similar to some of the well-developed goldfields towns in Victoria such as Yackandandah.

Further support for the development of Derby a mountain biking destination should be garnered through the Directions 2 and 3, related to product development and promotion.

5.2. STRATEGIES AND ACTIONS

Strategy/ Action		Responsibility	KPI	Priority
Strategy 12 Form a MTB Reference Group to guide track planning and investment				Year 1
Action 47	Invite key MTB stakeholders, community members, Council representatives and Forestry Tas to join the reference group.	DCM, CD&S	Reference group formed	Year 1
Action 48	Identify priorities for track development in the Derby region.	MRG	At least 15 trails identified and prioritised	Year 1
Action 49	Make recommendations on additional infrastructure to be provided in Derby and Branhholm to support MTB tourism (eg: showers, drinking water).	MRG, W&I	Prioritised list of additional infrastructure developed	Year 1
Action 50	Coordinate the funding proposals for the development of MTB track eg: RDAF, TQUAL, TIIF	MRG, W&I	Funding submissions developed	Year 1
Action 51	Provide advice on track construction techniques, resources and builders.	MRG	N/A	Year 2
Action 52	Provide advice on key marketing avenues for Derby as a MTB destination.	MRG	N/A	Year 2
Strategy 13 Develop community support and understanding of the benefits that MTB can provide Derby				Year 1
Action 53	Organise a seminar on Cycle Friendly Tourism by Tourism Tasmania's Product Development team.	CD&S	Seminar held	Year 1
Action 54	Meet with the Lions Club of North East Tasmania, and other groups active in the Derby region to develop support for track development.	MRG, CD&S	Commitments to provide support for development	Year 1
Action 55	Provide community updates on the development of trails, and offer the opportunity for volunteers to assist in track building.	MRG, CD&S	2 updates per year	Year 1-3
Strategy 14 Promote Derby as a MTB destination through MTB marketing channels				Year 2

Strategy/ Action		Responsibility	KPI	Priority
Action 56	Promote Derby as a MTB destination through the key internet sites.	MRG, CD&S	Increased hits on the Derby MTB website	Year 2
Action 57	Make use of Tourism Tasmania's Visiting Journalist Program to promote Derby in specialist publications	MRG, CD&S	Increased Derby visitation (TVS data)	Year 3
Action 58	Target marketing to Mountain Bike clubs in Tasmania and on the mainland.	MRG, CD&S		Year 3
Action 59	Attract national MTB events to Derby.	CD&S	1 additional event held at Derby	Year 3-5
Strategy 15 Develop supporting tourism product in Derby				Year 3
Action 60	Undertake a heritage study in Derby to support heritage protection.	D&ES	Application submitted by 2015	Year 3
Action 61	Develop short walks to key heritage and natural sites, leaving from the centre of Derby.	D&ES, W&I	Walk maps and signage in place	Year 3
Action 62	Develop an Urban Design Framework for the town, to identify sites that could accommodate tourism development in Derby, to ensure that investment opportunities can be realised.	D&ES	UDF Complete	Year 4

6. DIRECTION 4: BRIDPORT WILL BE A FOCUS FOR TOURISM INVESTMENT

6.1. RATIONALE

Bridport has numerous advantages for development as a premier tourist destination in Tasmania, including the beaches, wildflower reserve, the golf courses, and its proximity to the Tamar Valley Wine Route. The nearest point on the wine route, Piper's Brook, is approximately 25kms from Bridport. Also, Bridport is the only town of over 500 people facing Bass Strait to the east of the Tamar River²², and is just over an hour's drive from Launceston.

Some attendees at the industry workshop in Bridport indicated that there had been an increase in accommodation business in the town since the opening of Barnbougle Dunes, and then the second course, Lost Farm. It was also noted that the accommodation market had changed as a result of the golfing tourists, with a larger interstate contingent. One notable development in the town's accommodation offer is the selling of the villas at Bridport Resort, with the possibility of reducing the number of beds on offer in the town.

Both the golfers and Tamar Valley wine tourists would be attracted to a fresh seafood retail outlet and cafe in Bridport, particularly one that takes advantage of the seaside location. The proposal to provide a recreational pier in the town may also appeal to tourists, and the inclusion of a seafood outlet in its construction would enhance its appeal.

There has been community resistance to development in Bridport, an example being the proposed marina and land subdivision not being realised partially due to community opposition. Other issues to contend with in development within Bridport include environmental considerations and the capacity of the town's infrastructure to support development.

Council has a role in facilitating tourism investment in Bridport, through identifying development sites that make the most of the town's seaside location and also minimise the risks of community and/or government opposition. The council should then develop an investment prospectus to take to the development community to provide the best chance of tourism investment occurring in Bridport.

6.2. STRATEGIES AND ACTIONS

Strategy/ Action		Responsibility	KPI	Priority
Strategy 16	Identify land parcels suitable for development in Bridport			Year 1
Action 63	Develop a town Structure Plan to identify key sites for tourism development within Bridport.	D&ES	Key development sites identified	Year 1
Action 64	Audit existing infrastructure capacity within the town to identify any constraints to investment.	W&I	Limits to development established	Year 1

²² ABS 2006 Census population: Lulworth – 161, Low Head – 474, Bridport – 1,327

Strategy/ Action		Responsibility	KPI	Priority
Strategy 17	Communicate the benefits of development to the Bridport Community			Year 1
Action 65	Hold community meetings to discuss the benefits of development and tourism, including employment opportunities, increasing property values and increased business for the town's retailers.	CD&S, D&ES	Meeting held	Year 1-2
Strategy 18	Define the key development opportunities within Bridport			Year 2
Action 66	Define the types of development that may be successful in Bridport through discussions with Bridport Innovations, local real estate agents, Dorset EDG, and NTD.	CD&S, D&ES	Development opportunities identified	Year 2
Strategy 19	Promote opportunities for development in Bridport through an investment prospectus			Year 2
Action 67	Prepare an investment prospectus highlighting the key sites and opportunities for tourism investment in Bridport.	CD&S	Brochure developed for presentation to development community	Year 2
Action 68	Organise meetings with developers to present opportunities for tourism within Bridport.	GM, CD&S	Meetings held with major development and tourism industry businesses	Year 2

7. DIRECTION 5: PROMOTE THE FAR NORTH EAST AS AN ESCAPE TO NATURE

7.1. RATIONALE

The Far North East is a broad area, including Waterhouse, Tomahawk, Musselroe Bay, Gladstone and the Mt. William National Park. The natural attractions, beaches, wildlife, lack of development, and isolation given its relative proximity to Launceston provide the basis for promoting the area as a chance to escape.

The significant part of the appeal of this region is its natural attractions, and its uniqueness within Tasmania: it provides a completely different experience to the west coast wilderness. Natural assets that should be promoted as key experiences in the Far North East include:

- Musselroe and Musselroe Bay;
- Stumpy's Bay;
- Mt. William National Park and the Forester Kangaroo Drive;
- Waterhouse and Petal Point;
- Mt. Cameron;
- Cape Portland;
- Ringarooma River, and;
- Pioneer and Blue Lakes.

This area should also capitalise on adventure tourism, such as fishing, trail biking, gem fossicking, hiking, climbing and water-based activities such as snorkelling, canoeing and boating. To make the most of adventure possibilities, Council needs to liaise with Parks and Wildlife and Forestry Tasmania to map out areas so that these activities can take place, and also with local community members familiar with the area to identify the best locations for these activities.

Part of the appeal of the Far North East is its lack of development: it is only accessible by dirt roads, and there is approximately 14kms of unsealed road between Gladstone and Tomahawk. There is a shop at both Tomahawk and Gladstone, and Gladstone also has a Hotel. If this area is to be promoted as a destination the need for 4wd hire has to be made clear, and efforts made to ensure the roads are of a quality to meet the rental companies' requirements. Also, Council may look into reciprocal arrangements with specialised 4wd campervan hire companies, which may include cross promotion²³. An important aspect of this direction is to make the most of the current infrastructure provision in the area, and by highlighting this as part of the appeal, making potential visitors aware of what to expect.

The townships in this region are restricted in their development opportunities due to the investment required; they do not have reticulated sewerage, there is limited suitable land surrounding the settlements, and the road access is at times difficult. The major opportunities for

²³ An example: http://launcestoncampervanhire.com.au/4wd_campers_campervan_hire_launceston.html

development in the Far North East are Eco Lodges, and also outdoor education campuses of private schools.

To promote the Far North East as a destination, emphasis should be placed on getting articles on the area in specialist camping and adventure publications and websites, to attract visitors looking for the types of experiences on offer in this destination. Putting a small film clip of the wildlife at dusk on the Forester Drive may also lead to increased visitation, by highlighting the quality of the experience on offer.

7.2. STRATEGIES AND ACTIONS

Strategy/ Action		Responsibility	KPI	Priority
Strategy 20 Identify, map and sign key tourism locations within the Far North East				Year 1
Action 69	Work with Parks and Wildlife and members of the local community to identify key sites for camping and activities in the North East	CD&S, NETT	Key information enabling tourism promotion in place	Year 1
Action 70	Develop tourist maps of the area, highlighting the experiences available.	CD&S		Year 2
Action 71	Develop information on 4wd hire requirements for visitors, and identify which roads meet the policies of the hire companies, and negotiate agreements to cross promote.	CD&S, W&I		Year 2
Action 72	Ensure all key sites identified are adequately signed	W&I	Signage in place	Year2
Strategy 21 Promote the Far North East				Year 2
Action 73	Develop a website that promotes the Far North East experience	CD&S, NETT	Website online	Year 2
Action 74	Develop and distribute collateral promoting tourism and activities on offer in the region	CD&S, NETT	Pamphlets in place	Year 2
Action 75	Promote the region through the articles in specialist adventure publications	NETT	At least 1 article	Year 3
Action 76	Review success of marketing through the TVS data on visits to Mt. William National Park	CD&S	Annual increase in visitor numbers	Year 3-5

8. DIRECTION 6: SUPPORT THE DEVELOPMENT OF THE DORSET TOURISM INDUSTRY

8.1. RATIONALE

Dorset Council's Strategic Plan 2008-2012 states that Council will encourage and support the development of the tourism industry within the municipality²⁴. An important aspect of this initiative is to ensure that the local tourism association, North East Tasmania Tourism (NETT), is in a position to adequately represent the region as Tourism Tasmania transitions to a Regional Tourism Organisation model.

A significant recommendation included here is that Dorset needs to employ a permanent full time tourism officer, whose role would be to implement this strategic plan in conjunction with NETT, as well as provide support for NETT's broader marketing initiatives. In return for providing this resource to NETT, Council's expectation is that they would take responsibility for delivering part of this strategic plan. This position should be guaranteed for a 5 year period, the duration of this strategy, and also to provide surety to NETT in undertaking long term initiatives. It is also possible that by providing an ongoing Council resource to implement NETT's initiatives, that the local industry may see more benefits from membership, and the support base for the organisation would increase.

In addition, Council also has a role in facilitating regional co-operation and providing opportunities for improving the service provided by the municipality's tourism providers. It is also important to review the progress of tourism in Dorset after four years, when there has been enough time for development to occur, and early enough to inform the development of the following strategy.

8.1.1. LOCAL AND REGIONAL TOURISM ORGANISATIONS

NETT is a member based local tourism organisation, with volunteers taking responsibility for NETT's activities. Funding is based on memberships, and Council provide in-kind support through the Scottsdale VIC Co-ordinator, who is also NETT secretary. Industry perceptions on NETT indicate that the value of membership is not apparent, and from within NETT they attribute this to the large amount of their work being undertaken outside the municipality, such as attending trade fairs in Hobart.

NETT's vision is to "unify the community behind the plan to place North East Tasmania among the favourite tourist destinations for Tasmanians and to further build its tourism profile both nationally and internationally". The main issue for NETT is the lack of resources to achieve such an ambitious vision, particularly as the industry in Dorset is typified by owner-operator establishments that generally will not have the resources to support and grow a strong LTA, both in terms of staff time and finance.

The critical point of this discussion is that the tourism industry in Dorset does not have enough businesses, particularly of medium scale and larger, to support the initiatives of NETT in building the local industry. It is crucial for tourism development in Dorset to have strong industry

²⁴Strategy 4 – Sustainable Development

representation as Tourism Tasmania moves towards the Regional Tourism Organisation model. This provides the basis for a recommendation that Council provide ongoing support for NETT as an important factor in developing tourism in the municipality. In return for this additional support from Council, there would be an expectation that NETT align their activities with the Council's tourism strategy. It will be important for Council and North East Tourism to work collaboratively on industry development including networking, training and improved information and motivational material for visitors.

8.1.2. REGIONAL COLLABORATION

Dorset is boarded by the Break O'Day, George Town and Launceston City Council's, and is also home to the Flinders Island ferry service. Under the Regional Tourism Initiative, Dorset, Launceston, George Town and Flinders Island will be part of the Launceston and the North Regional Tourism Organisation (RTO), while Break O'Day is in the East Coast.

Key sites on the Trail of the Tin Dragon are in Break O'Day and Launceston as well as Dorset, indicating some need for continuing collaboration between these councils as the full experience is opened and launched. It is also important to maintain links with Break O'Day, as one of the key attractors to Dorset is its location between Launceston and the St. Helens and Bay of Fires region, particularly as the two Councils will be represented by different RTOs.

The consultation with the various stakeholders in tourism in the region indicated that further benefit could be drawn from regional collaboration if it extended to more areas than just marketing. Joint product development initiatives by the Councils, particularly in the areas around the Blue Tier, and the Bridport and Tamar Valley area, were highlighted as an example of the initiatives that may result.

8.1.3. SERVICE STANDARDS

The standard of service provided by businesses within Dorset was a concern frequently raised in the consultation process. Also, some operators noted it was difficult to find suitable staff for their businesses in the region. The Dorset Economic Development Group is developing a proposal to deliver some hospitality training at the Trade Training Centre in Scottsdale, and efforts have been made by Council to offer customer service training. These initiatives need to be supported further, as a positive customer experience is an essential component of tourism experiences.

8.2. STRATEGIES AND ACTIONS

Strategy/ Action		Responsibility	KPI	Priority
Strategy 22 Provide ongoing resources and support to NETT				Year 1
Action 77	Develop a MOU between NETT and Council, identifying the aspects of this strategy to be implemented by NETT in return for the resources supplied by Council	DC, GM, CD&S, NETT	MOU in place during 2012	Year 1
Action 78	Employ a council tourism officer within Council to implement this strategy, and work with NETT on regional tourism initiatives	CD&S	Tourism officer employed	Year 1

Strategy/ Action		Responsibility	KPI	Priority
Action 79	Develop and distribute a tourism industry communiqué outlining the new strategic goals of NETT, the additional resources provided by Council and need to have strong industry representation within the new RTO. The purpose is to drive increased membership and participation in NETT.	CD&S,NETT	Increased membership of NETT by end of 2012	Year 1
Action 80	Hold regular meetings between Council and NETT to monitor the development of the RTO, and the implications and opportunities for Dorset arising from the process.	CD&S, NETT	Dorset tourism recognised within the RTO	Year 1
Strategy 23	Continue to facilitate increased training and professional development opportunities for those working within the Dorset tourism industry			Year 1
Action 81	Work with Dorset EDG, significant local tourism operators and NETT to identify the training needs of the local industry.	CD&S, NETT	Training needs assessment complete	Year 1
Action 82	Facilitate the introduction of hospitality and customer service training opportunities within the municipality.	CD&S, NETT	Hospitality training readily available in Dorset	Year 2-5
Strategy 24	Instigate a regular meeting with Break O'Day tourism stakeholders			Year 2
Action 83	Meet annually with the Break O'Day Council tourism manager, the LTA and NETT to discuss opportunities for collaboration in marketing, product development and other forms of collaboration between the municipalities.	CD&S, NETT	Collaborative marketing and development projects in place.	Year 2
Strategy 25	Review the progress made by the Dorset tourism industry			Year 4
Action 84	Undertake a Dorset tourism industry survey, to compare with the results of the 2011 survey included in the Issues and Opportunities paper.	NETT	Survey Completed	Year 4
Action 85	Monitor TVS data on visitation to the region.	NETT	Annual report to Council	Year 3-5
Action 86	Identify how the industry has changed after 4 years, and provide input into the development of the 2016-21 tourism strategy for Dorset.	NETT	Rec's to Council early 2016	Year 5
Action 87	Undertake a study which determines the economic impact of tourism	CD&S	Economic Impact Assessment complete in time to inform next strategy	Year 5

APPENDIX A SUMMARY OF STRATEGIES AND ACTIONS

DIRECTION 1 : INCREASE VISITATION AND YIELD BY DEVELOPING DORSET'S ATTRACTIONS AND EXPERIENCES

Strategy/Action		Responsibility	KPI	Priority	Resources
Strategy 1 Develop the North East Rail Trail				Year 1	
Action 1	Develop a submission for the second round of Regional Development Australia Funding, based on the Inspiring Places report.	CD&S, D&ES, W&I	NE Rail Trail funding in place for the project to commence	Year 1	\$10K
Action 2	Make submissions to other sources of government funds, including TQUAL and future rounds of Innovation and Investment.	CD&S, D&ES, W&I		Year 1	In kind
Action 3	Provide regular updates to engender community support for the development.	CD&S	Twice yearly updates	Year 1-3	In kind
Action 4	Invest in the trail - ensuring that essential infrastructure, such as toilets, showers and drinking water, is provided at key locations on the trail.	W&I	Essential services in place	Year 3	\$1 Million+
Strategy 2 Develop and promote nature based tourism attractions				Year 1	
Action 5	Identify 3-4 natural attractions in the Council which should be prioritised for investment.	CD&S, D&ES, W&I	Priorities for development and promotion agreed	Year 1	In kind
Action 6	Work with Parks and Wildlife to identify areas for beach access, and specify what activities are allowed at these locations.	CD&S, D&ES, W&I	Access information published on internet	Year 1	In kind
Action 7	Ensure that natural attractions are accessible, are well signed, and have appropriate supporting infrastructure.	D&ES, W&I	Access to sites available	Year 2	N/A
Action 8	Promote these attractions via a motivational tourism website, following investment.	CD&S	Information on website	Year 2-3	See website

Strategy/Action		Responsibility	KPI	Priority	Resources
Strategy 3	Coordinate opening times of local cafes and food providers to ensure that at least one is open during weekends and for evening meals throughout the year			Year 1	
Action 9	Write to food service providers in Bridport, Derby and Scottsdale to promote the need for at least one provider to be open across meal times, on weekends and during the off peak seasons.	CD&S	Annual food provision agreements in place	Year 1	In kind
Action 10	Meet with the providers in each town to negotiate a timetable that meets the needs of tourists and the local businesses.	CD&S		Year 1	In kind
Action 11	Use the Dorset tourism website to publicise when and where tourists can dine.	CD&S	Information on website	Year 2	See website
Strategy 4	Develop Scottsdale as a regional touring and local produce hub			Year 1	
Action 12	Work with the local Chamber of Commerce to promote the benefits of tourism and encourage local traders to open weekends.	CD&S, SD	Increased weekend business hours	Year 1	In kind
Action 13	Work with Forestry Tas and Parks and Wildlife to ensure that the key natural attractions in proximity to Scottsdale are well signed and remain accessible to tourists.	W&I, D&ES	Access to attractions maintained	Year 1	In kind
Action 14	Promote the Tasman Highway route to Scottsdale via the Sideling as a touring experience through various channels.	CD&S	Increased touring visitors (TVS data)	Year 2	See website
Action 15	Negotiate with the organisers of regional farmers markets to collaborate on regular markets in Scottsdale.	GM, CD&S	Monthly Scottsdale market held	Year 2	In kind
Action 16	Undertake streetscape works in Scottsdale to improve the amenity and appeal to tourists, and make the most of the views to the surrounding hillsides.	W&I, D&ES	Scottsdale street improvements complete	Year 2	\$200K
Action 17	Promote the opportunity to attract a local produce wholesaler to establish a retail outlet in Scottsdale.	CD&S, D&ES	Attraction of business	Year 3	\$2K
Action 18	Work with the local Chamber of Commerce to promote the benefits of tourism and encourage local traders to open weekends.	CD&S, SD	Increased weekend business hours	Year 1	In kind
Strategy 5	Promote adventure based activities			Year 2	
Action 19	Work with the local community, Parks and Wildlife and Forestry Tas to identify key sites for fishing, hiking, trail bike riding and 4wd activities.	CD&S, D&ES, W&I	Priority locations for adventure activities identified	Year 2	In kind

Strategy/Action		Responsibility	KPI	Priority	Resources
Action 20	Ensure that these key sites are accessible and well signed.	W&I	Access to sites available and signed	Year 3	N/A
Action 21	Develop adventure themed pages for the Dorset tourism website, highlighting key locations, and what can be expected on arrival. Also provide downloadable maps for tourist use.	CD&S	Information and maps available on the website	Year 3	See website
Action 22	Make use of the Visiting Journalist Program to promote awareness of the adventure activities on offer in the region.	CD&S	At least 1 article in national publication	Year 4-5	In kind
Strategy 6 Work with local farmers to develop value added and farm-gate produce				Year 2	
Action 23	Continue to work towards providing access to a commercial kitchen for the purposes of product development.	D&ES	Access provided	Year 1	N/A
Action 24	Organise a Tourism Tasmania Food Experience Workshop for Scottsdale.	CD&S	At least one additional local produce offer within 2 years	Year 2	\$10K
Action 25	Promote the value of farm-gate and value added produce through organising a tour of successful operators in other areas of Tasmania.	CD&S		Year 2	\$5K
Action 26	Support farm-gate initiatives through signage and inclusion on the Dorset tourism website.	W&I	As required	Year 3-5	N/A
Action 27	Develop a low food miles accreditation program for local business which encourages the use and promotion of local produce in the municipality's hospitality industry, to support the development of a local produce industry.	CD&S	As required	Year 3-5	\$5K
Strategy 7 Support tourism development through the promotion of the key heritage sites in the region				Year 3	
Action 28	Ensure that the access to heritage sites is maintained and that they are properly signed from the main roads through the municipality.	W&I	Access maintained	Year 3	N/A
Action 29	Develop a series of interpretive heritage walks with the Derby Tin Centre as a hub.	CD&S, D&ES	Walks mapped and signed	Year 3-5	\$15K
Strategy 8 Promote Legerwood and Ringarooma as an area for touring				Year 3	
Action 30	Develop an section of the website that promotes the attractions of Legerwood and Ringarooma.	CD&S, NETT	Increasing website stats.	Year 3	See website
Action 31	Promote the Legerwood Memorial Trees and railway reserve to tour buses companies as an ideal place to stop between Launceston and St. Helens.	CD&S, NETT	Increased coach stops	Year 3	In kind

Strategy/Action		Responsibility	KPI	Priority	Resources
Action 32	Undertake a planning assessment of Legerwood to determine what strategies can be implemented to develop a stronger commercial hub adjacent to the tree carvings in order to maximise this asset.	D&ES	Commercial development extended in town	Year 3	\$20K

DIRECTION 2: BUILD RECOGNITION OF DORSET AS A GREAT PLACE TO VISIT

Strategy/ Action		Responsibility	KPI	Priority	Resources
Strategy 9	Develop and maintain a website dedicated to promoting Dorset tourism			Year 1	
Action 33	Apply for NBN implementation funding to develop a tourism website for the municipality.	D&ES	Funding received	Year 1	\$40K
Action 34	Transfer Scottsdale VIC information to digital formats, including maps and photos.	VIC	All visitor information transferred	Year 1	In kind
Action 35	Ensure tourism businesses are aware of the Tourism e-Kit, to increase the number of tourism businesses with websites, and provide links to and from the Dorset tourism site.	NETT	Increased number of links to and from Dorset site	Year 2	In kind
Action 36	Negotiate with key regional attractors to provide links to the Dorset tourism website, incl. Bridestowe, Barnbogle, Lost Farm etc, plus links exchanged with NTD councils.	CD&S	Increased number of links to and from Dorset site	Year 2	In kind
Action 37	Review and recommend an online bookings system for use by Dorset accommodation providers (Launceston, Tourism Tasmania etc) when scale of operators increases to make it a viable proposition.	CD&S	Accom bookings from Scottsdale VIC	Year 3-5	\$15K
Action 38	Provide training to VIC volunteers on the online booking system and basic computer functions.	CS	Increased volunteer online booking capability	Year 2	In kind
Action 39	Use web analytics to monitor and review the number of hits to the Dorset tourism web page.	CD&S, VIC	Increasing number of hits on the Dorset tourism website	Year 2-5	In kind

Strategy/ Action		Responsibility	KPI	Priority	Resources
Strategy 10 Attract and develop events to promote visitation and regional awareness				Year 1	
Action 40	Support the North East Pacing Club, NETT and the Chamber of Commerce to develop the twilight race meeting as a regional showcase, to continue on from the Year of The Farmer activities proposed for 2012.	CD&S, NETT	Increased visitors to the Races	Year 2	\$5K
Action 41	Seek support from Events Tasmania to attract outdoor adventure events to the region that support the development of Dorset as a centre for these activities, including direct promotional material to event organisers.	CD&S, NETT	At least 1 event held	Year 3	\$10k
Action 42	Meet with community groups and organisers of existing events in the municipality to determine how greater visitation could be realised.	CD&S, NETT	Meetings held	Year 2	In kind
Action 43	Promote the Scottsdale Art Fair as a Lumina Festival event in 2012.	CD&S, NETT	Inclusion in Lumina program	Year 1	\$5K
Strategy 11 Develop marketing material focusing on the destinations within Dorset				Year 2	
Action 44	Create taglines that define what each of the destinations has to offer (eg: Far North East, escape to nature).	CD&S, NETT	Tagline for each destination agreed on	Year 2	See branding
Action 45	Develop web pages for each destination, to provide the main structure for the overall Council tourism website.	CD&S, NETT	Website developed	Year 2	See website
Action 46	Have brochures for each destination in key VICs and tourism locations.	CD&S, NETT	Brochures printed and distributed	Year 2	\$5K

DIRECTION 3: DERBY WILL BECOME THE PREMIER DESTINATION FOR MOUNTAIN BIKE TOURISM IN TASMANIA

Strategy/ Action		Responsibility	KPI	Priority	Resources
Strategy 12	Form a MTB Reference Group to guide track planning and investment			Year 1	
Action 47	Invite key MTB stakeholders, community members, Council representatives and Forestry Tas to join the reference group.	DCM, CD&S	Reference group formed	Year 1	In kind
Action 48	Identify priorities for track development in the Derby region	MRG	At least 15 trails identified and prioritised	Year 1	In kind
Action 49	Make recommendations on additional infrastructure to be provided in Derby and Branxholm to support MTB tourism (eg: showers, drinking water).	MRG, W&I	Prioritised list of additional infrastructure developed	Year 1	In kind
Action 50	Coordinate the funding proposals for the development of MTB track eg: RDAF, TQUAL, TIIF.	MRG, W&I	Funding submissions developed	Year 1	\$10K
Action 51	Provide advice on track construction techniques, resources and builders.	MRG	N/A	Year 2	In kind -
Action 52	Provide advice on key marketing avenues for Derby as a MTB destination.	MRG	N/A	Year 2	In kind
Strategy 13	Develop community support and understanding of the benefits that MTB can provide Derby			Year 1	
Action 53	Organise a seminar on Cycle Friendly Tourism by Tourism Tasmania's Product Development team.	CD&S	Seminar held	Year 1	In kind
Action 54	Meet with the Lions Club of North East Tasmania, and other groups active in the Derby region to develop support for track development.	MRG, CD&S	Commitments to provide support for development	Year 1	In kind
Action 55	Provide community updates on the development of trails, and offer the opportunity for volunteers to assist in track building.	MRG, CD&S	2 updates per year	Year 1-3	In kind
Strategy 14	Promote Derby as a MTB destination through MTB marketing channels			Year 2	
Action 56	Promote Derby as a MTB destination through the key internet sites.	MRG, CD&S	Increased hits on the Derby MTB website	Year 2	\$10
Action 57	Make use of Tourism Tasmania's Visiting Journalist Program to promote Derby in specialist publications.	MRG, CD&S	Increased Derby visitation (TVS data)	Year 3	In kind
Action 58	Target marketing to Mountain Bike clubs in Tasmania and on the mainland.	MRG, CD&S			In kind

Strategy/ Action		Responsibility	KPI	Priority	Resources
Action 59	Attract national MTB events to Derby.	CD&S	1 additional event held at Derby	Year 3-5	In kind
Strategy 15 Develop supporting tourism product in Derby				Year 3	
Action 60	Undertake a heritage study in Derby to support heritage protection.	D&ES	Application submitted by 2015	Year 3	\$25K
Action 61	Develop short walks to key heritage and natural sites, leaving from the centre of Derby.	D&ES, W&I	Walk maps and signage in place	Year 3	\$20k
Action 62	Develop an Urban Design Framework for the town, to identify sites that could accommodate tourism development in Derby, to ensure that investment opportunities can be realised.	D&ES	UDF Complete	Year 4	\$40K

DIRECTION 4: BRIDPORT WILL BE A FOCUS FOR TOURISM INVESTMENT

Strategy/ Action		Responsibility	KPI	Priority	Resources
Strategy 16	Identify land parcels suitable for development in Bridport			Year 1	
Action 63	Develop a town Structure Plan to identify key sites for tourism development within Bridport.	D&ES	Key development sites identified	Year 1	\$80K
Action 64	Audit existing infrastructure capacity within the town to identify any constraints to investment.	W&I	Limits to development established	Year 1	\$20K
Strategy 17	Communicate the benefits of development to the Bridport Community			Year 1	
Action 65	Hold community meetings to discuss the benefits of development and tourism, including employment opportunities, increasing property values and increased business for the town's retailers.	CD&S, D&ES	Meeting held	Year 1-2	In kind
Strategy 18	Define the key development opportunities within Bridport			Year 2	
Action 66	Define the types of development that may be successful in Bridport through discussions with Bridport Innovations, local real estate agents, Dorset EDG, and NTD.	CD&S, D&ES	Development opportunities identified	Year 2	In kind
Strategy 19	Promote opportunities for development in Bridport through an investment prospectus			Year 2	
Action 67	Prepare an investment prospectus highlighting the key sites and opportunities for tourism investment in Bridport.	CD&S	Brochure developed for presentation to development community	Year 2	\$10K
Action 68	Organise meetings with developers to present opportunities for tourism within Bridport.	GM, CD&S	Meetings held with major development and tourism industry businesses	Year 2	In kind

DIRECTION 5: PROMOTE THE FAR NORTH EAST AS AN ESCAPE TO NATURE

Strategy/ Action		Responsibility	KPI	Priority	Resources
Strategy 20	Identify, map and sign key tourism locations within the Far North East			Year 1	
Action 69	Work with Parks and Wildlife and members of the local community to identify key sites for camping and activities in the North East.	CD&S, NETT	Key information enabling tourism promotion in place	Year 1	In kind
Action 70	Develop tourist maps of the area, highlighting the experiences available.	CD&S		Year 2	\$10K
Action 71	Develop information on 4wd hire requirements for visitors, and identify which roads meet the policies of the hire companies, and negotiate agreements to cross promote.	CD&S, W&I		Year 2	In kind
Action 72	Ensure all key sites identified are adequately signed.	W&I	Signage in place	Year2	N/A
Strategy 21	Promote the Far North East			Year 2	
Action 73	Develop a website that promotes the Far North East experience.	CD&S, NETT	Website online	Year 2	See website
Action 74	Develop and distribute collateral promoting tourism and activities on offer in the region.	CD&S, NETT	Pamphlets in place	Year 2	\$10K
Action 75	Promote the region through the articles in specialist adventure publications.	NETT	At least 1 article	Year 3	In kind
Action 76	Review success of marketing through the TVS data on visits to Mt. William National Park.	CD&S	Annual increase in visitor numbers	Year 3-5	In kind

DIRECTION 6: SUPPORT THE DEVELOPMENT OF THE DORSET TOURISM INDUSTRY

Strategy/ Action		Responsibility	KPI	Priority	Resources
Strategy 22 Provide ongoing resources and support to NETT				Year 1	
Action 77	Develop a MOU between NETT and Council, identifying the aspects of this strategy to be implemented by NETT in return for the resources supplied by Council.	DC, GM, CD&S, NETT	MOU in place during 2012	Year 1	
Action 78	Employ a council tourism officer within Council to implement this strategy, and work with NETT on regional tourism initiatives.	CD&S	Tourism officer employed	Year 1	\$60K per annum
Action 79	Develop and distribute a tourism industry communiqué outlining the new strategic goals of NETT, the additional resources provided by Council and need to have strong industry representation within the new Regional Tourism Organisation. The purpose is to driving increased membership and participation in NETT.	CD&S,NETT	Increased membership of NETT by end of 2012	Year 1	In kind
Action 80	Hold regular meetings between Council and NETT to monitor the development of the RTO, and the implications and opportunities for Dorset arising from the process.	CD&S, NETT	Dorset tourism recognised within the RTO	Year 1	In kind
Strategy 23 Continue to facilitate increased training and professional development opportunities for those working within the Dorset tourism industry				Year 1	
Action 81	Work with Dorset EDG, significant local tourism operators and NETT to identify the training needs of the local industry.	CD&S, NETT	Training needs assessment complete	Year 1	In kind
Action 82	Facilitate the introduction of hospitality and customer service training opportunities within the municipality.	CD&S, NETT	Hospitality training readily available in Dorset	Year 2-5	\$15K
Strategy 24 Instigate a regular meeting with Break O'Day tourism stakeholders				Year 2	
Action 83	Meet annually with the Break O'Day Council tourism manager, the LTA and NETT to discuss opportunities for collaboration in marketing, product development and other forms of collaboration between the municipalities.	CD&S, NETT	Collaborative marketing and development projects in place.	Year 2	
Strategy 25 Review the progress made by the Dorset tourism industry				Year 4	
Action 84	Undertake a Dorset tourism industry survey, to compare with the results of the 2011 survey included in the Issues and Opportunities paper.	NETT	Survey Completed	Year 4	\$8K

Strategy/ Action		Responsibility	KPI	Priority	Resources
Action 85	Identify how the industry has changed after 4 years, and provide input into the development of the 2016-21 tourism strategy for Dorset.	NETT	Rec's to Council early 2016	Year 5	
Action 86	Monitor TVS data on visitation to the region.	NETT	Annual report to Council	Year 3-5	In kind
Action 87	Undertake a study which determines the economic impact of tourism.	CD&S	Economic Impact Assessment complete in time to inform next strategy	Year 5	\$12K