

# DEVONPORT CITY COUNCIL

TOURISM STRATEGY | 2022-2025





***West by North West Regional Tourism (WxNW) and the Devonport City Council (DCC) acknowledge the ancient history of the Tasmanian Aboriginal people as the First People of lutruwita/Tasmania and we honour the Tasmanian Aboriginal Community, men and women, past and present. We thank them for caring for the land, sea and waterways that we showcase and celebrate as a tourism industry; and where we all now live, work and play.***

This tourism strategy has been developed in partnership between WxNW and the DCC; and in collaboration with our region's tourism industry. Many have contributed directly via workshop or consultation, or indirectly by contributing to previous strategies which have informed this one.

Importantly, this local strategy ladders clearly and powerfully into the regional strategy, which in turn forms part of the statewide T21 Visitor Economy Strategy. And now, as Devonport's tourism industry evolves with the opportunities before it, so too should this strategy – an ever-growing document, owned and led by the people it serves. It provides a 3-year strategic horizon, with actions and KPIs to be reviewed annually.

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Government

Industry

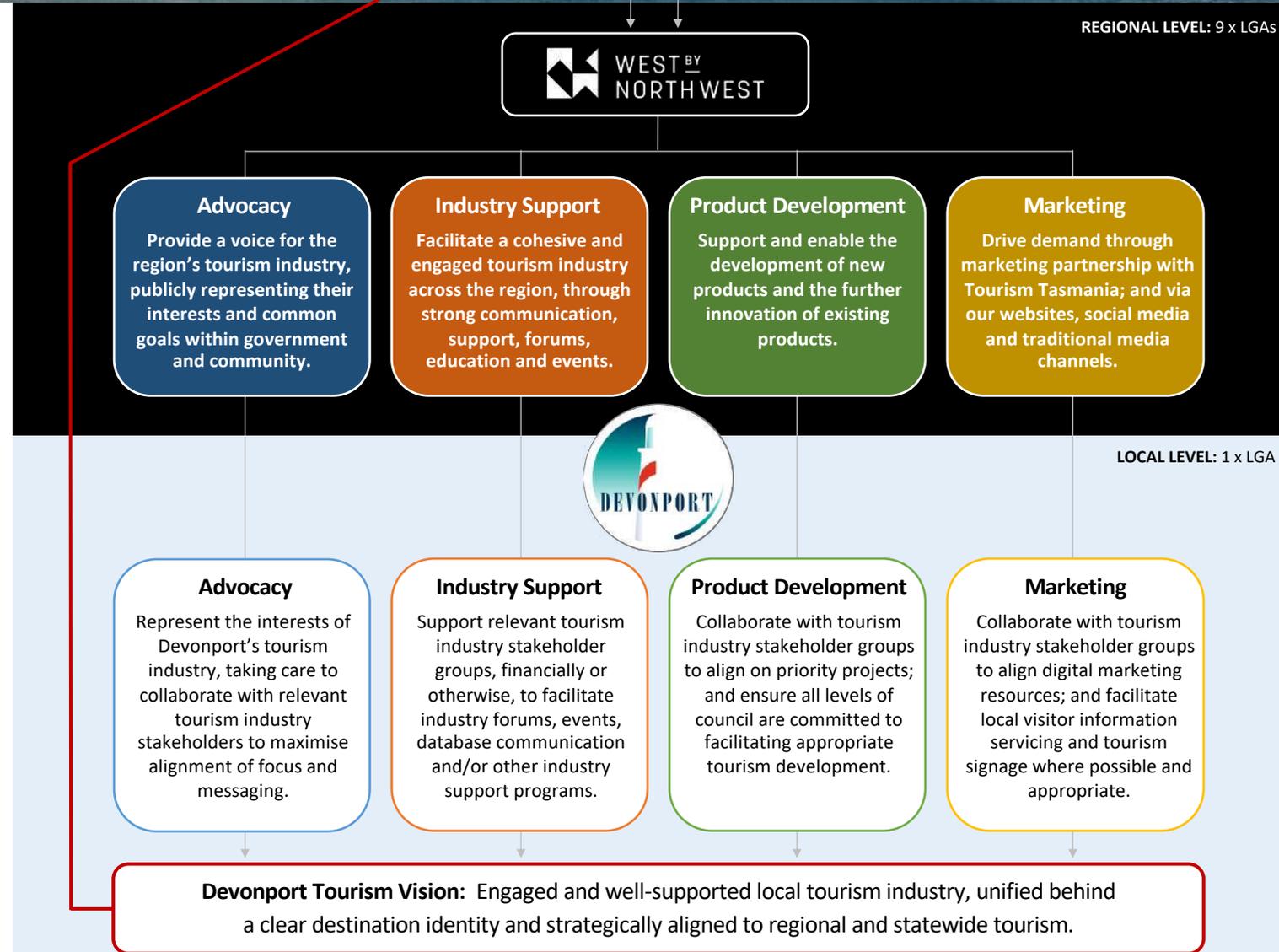


STATE LEVEL: 29 x LGAs

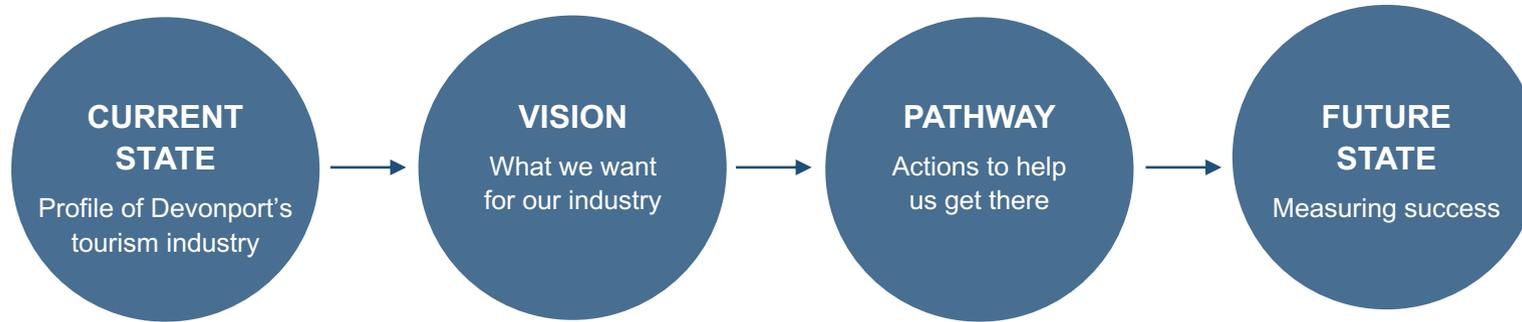
REGIONAL LEVEL: 9 x LGAs

## DCC'S ROLE IN TOURISM

- The **T21 partnership** between industry and government is the only one of its kind in Australia and creates a central framework for Tasmania's visitor economy network, incorporating government and non-government bodies.
- With the [T21 Visitor Economy Strategy](#) setting tourism direction at State level, and WxNW facilitating that strategy at regional level, **DCC should align to T21** where possible, to maximise results for the greater Devonport tourism industry.
- WxNW use **four strategic pillars**, that govern their management of tourism in the region. DCC should view their role in tourism via those same four pillars, noting their role under each pillar is likely to be **less onerous, more facilitative and potentially financial**.
- Using these four pillars is not just for alignment and ease of **translation between local and regional level**, but also because these pillars broadly encompass the considerations for a prosperous tourism industry.
- As per this diagram, T21 influences tourism strategy at a regional and local level; creating a local vision that circles back into T21, informing the continued evolution of Tasmania's overall visitor economy strategy.



## DEVONPORT TOURISM STRATEGY



**“Strategy is a fancy word for coming up with a long-term plan and putting it into action.”**

*Ellie Pidot*



This **SWOT Analysis** is not an exhaustive list, but hopefully paints a useful picture of the key strengths, weaknesses, opportunities and strengths that face Devonport's tourism industry in the coming year(s).

### STRENGTHS

Significant new tourism projects  
 Access ports (TT-Line and airport)  
 Proximity to agritourism district  
 The river foreshore and Mersey Bluff  
 Devonport Regional Gallery  
 Significant conference facility  
 Premium sporting facilities

### WEAKNESSES

Lack of unity/cohesion in local tourism industry  
 Skill gaps in delivery of premium tourism experience  
 Lack of clarity around destination identity  
 Current lack of visitor infrastructure  
 Current shortage of compelling visitor attraction(s)  
 Operating hours of tourism/hospitality businesses  
 Price of airfares in/out of Devonport airport

### OPPORTUNITIES

Cycling infrastructure, to activate coastal pathway experience  
 Refinement of destination identity  
 Harness local sentiment and appetite for tourism growth  
 New Spirit ferries with additional vehicle capacity  
 Improve visitor infrastructure, particularly relating to RVs  
 Aboriginal Tourism, inc. Tiagarra  
 Improved arrival experience for guests disembarking the Spirit

### THREATS

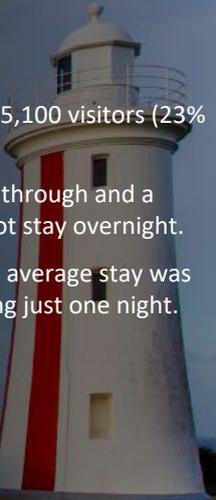
Greater tourism progress in other parts of Tasmania  
 Continued shortage of genuinely compelling attractions  
 Failure to overcome labor/skills shortage  
 Failure to identify and deliver clear destination identity  
 Lack of government support of tourism growth

### SUPPLY

- Devonport covers 116 square kms, from Don River in the West to the airport in the east and south to Spreyton - with an est. population of 25,747.
- Visitor access is strong, with one airport locally (approx. 33,100 visitor arrivals per year), two more airports within 110km and the Spirit of Tasmania delivering approx. 15 0,000 visitors each year.
- Approx. 110 tourism businesses operate across the local area in the form of accommodation (33%), attractions, tours, transport, events, dining + info services. This does not include Airbnb, which fluctuates around 75 listings for the local area. Total beds is currently unknown.
- A brand new 187 room hotel will launch on the Devonport waterfront in 2022.
- There many small event venues (50-150 pax), plus a larger 400-delegate conference facility, *paranapple*.

### DEMAND

- **In 2019**, Devonport welcomed 305,100 visitors (23% of all visitors to Tasmania).
- Of those visitors, 110,700 passed through and a further 87,700 stopped but did not stay overnight.
- Of the 106,000 overnight visitors, average stay was 3.6 nights with around 50% staying just one night.



The **VISION** is an overarching end-state, describing what we want to be; whereas the **GOAL** is a tangible, actionable and specific outcome; time-bound (3yrs) and measurable via the KPI. It's also useful to have a vision for each strategic pillar to provide focus and alignment of purpose – particularly when considered against the regional and statewide approach.

**VISION:** Engaged and well-supported local tourism industry, unified behind a clear destination identity and strategically aligned to regional and statewide tourism.

**GOAL:** More visitors to spend at least one night in Devonport, after disembarking the Spirit or before reboarding.

**KPI:** 5% increase in Devonport visitor nights vs. pre-COVID | from 386,000 (YE 2019) to 405,300 per year | extra 19,300 nights @ \$232 per night average = \$4.48 million

2025



### LOCAL VISION by strategic pillar

**Advocacy:** The Devonport community understands and appreciates the value of tourism – sharing the best parts of Devonport with our visitors through stories, experiences and great service.

**Industry Support:** The Devonport tourism industry is engaged, cohesive and proactive, collectively focused on *agreed* opportunities that align to our strengths.

**Product Development:** With several new and exciting tourism offerings, and visitor-focused public amenities, Devonport is no longer seen as a transit point, but a destination in its own right.

**Marketing:** Devonport's approach to destination marketing is powerfully aligned to the regional and state approach, with digital platforms (websites, social media, etc.) speaking the same language, sharing consistent information and focusing more on the *visitor lens* than local/municipal boundaries.



### REGIONAL VISION by strategic pillar

**Advocacy:** Our communities understand and appreciate the value of tourism – sharing the best parts of living in the region with our visitors through stories, experiences and great service.

**Industry Support:** Our industry is engaged and cohesive, growing with the opportunities before it and focused on delivering quality experiences aligned to the region's strengths.

**Product Development:** With many new and exciting tourism offerings, our region is no longer seen as 'a long way from Hobart', but instead a destination that must be visited to experience the best of Tasmania.

**Marketing:** Our region's approach to destination marketing is powerfully aligned, with digital platforms (websites, social media, etc.) speaking the same language, sharing consistent information and focusing more on the visitor journey perspective than local/municipal boundaries.



### STATEWIDE PRIORITIES

Although these T21 priorities relate to the current Action Plan due to expire in June 2022, they align perfectly with our own local and regional goals, encompassing our strategic pillars:

- 1. Rebuilding Visitation**  
A particular focus on demand generation (**Marketing**).
- 2. Supporting our People**  
Through **Industry Support** and **Product Development**, we will facilitate the growth and advancement of people and businesses within the tourism industry.
- 3. Restoring Access**  
Although access is more directly affected at state-level, we can contribute at local and regional level via **Advocacy**.
- 4. Shaping our Future**  
Pursuing opportunities including carbon neutrality, indigenous and inclusive tourism and enhanced adventure and agritourism offerings – encompassing all pillars.

## ADVOCACY

Represent the interests of Devonport's tourism industry, taking care to collaborate with relevant tourism industry stakeholders to maximise alignment of focus and messaging.

#### What we **WILL** do

- Reflect local sentiment on regional and state projects.
- Seek/facilitate action on access issues (air, sea, roads).
- Proactively engage with WxNW to create alignment of advocacy.
- Letters of support for WxNW and local tourism body(s) where appropriate.
- Shape positive community mindset towards tourism, thereby helping to attract workforce and investment.

#### What we **WON'T** do

- Unreasonably favour one individual tourism operator/business over others.
- Unreasonably favour one local tourism body over others (i.e. equitable representation of Chamber, LTA, etc.)
- Make substantial representations on behalf of Devonport's (or the region's) tourism industry, without prior consultation with relevant tourism industry stakeholders.

#### Priority Actions | 2022-2025

1. **Public Funding:** Engage on state and federal government funding decisions relating to Devonport tourism projects, including but not limited to *the Sound + Light Show*, *Don River Railway*, *Home Hill* and the *TT-Line terminal*.
2. **Skills and Training:** Support WxNW and T21 to attract and develop talent into Devonport's arts and tourism industry.
3. **Aboriginal Tourism:** Engage with Devonport's Aboriginal community to understand and support Aboriginal tourism development.

## INDUSTRY SUPPORT

Support relevant tourism industry stakeholder groups, financially or otherwise, to facilitate industry forums, events, database communication and/or other industry support programs.

#### What we **WILL** do

- Support local tourism industry forums and events through advertising, venue support, council presenters, etc.
- Facilitate liaison between WxNW and industry, through referrals, etc.
- Tourism operator site visits to assist, advise, educate and connect.
- Help communicate opportunities for grants and/or other funding.
- Financial and/or in-kind contribution to local tourism body(s).

#### What we **WON'T** do

- Independently host tourism forums and events, in isolation from WxNW and/or local tourism industry groups.
- Unlimited tourism operator site visits (must be a clear + reasonable purpose).
- Provide unlimited contributions to local tourism body(s).
- Unreasonably provide funding to an individual tourism operator/business.

#### Priority Actions | 2022-2025

4. **Council Staff:** Review the need for tourism industry support capacity on council staff.
5. **Local Tourism Association:** Facilitate the development or enhancement of a local tourism body for greater Devonport, whether via the Chamber or otherwise.
6. **Regional Tourism Forums + Events:** Support WxNW in hosting Regional Tourism forums and events, at parnaple or other.

## PRODUCT DEVELOPMENT

Collaborate with tourism industry stakeholder groups to align on priority projects; and ensure all levels of council are committed to facilitating appropriate tourism development.

**What we WILL do**

- Consult with tourism industry stakeholder groups to identify new tourism opportunities for Devonport.
- Upgrade and maintain visitor-facing council infrastructure (signage, parking, walking tracks, etc.).
- Support, guide and educate businesses on development, planning and the permit process.
- Letters of support for operators seeking development funding.

**What we WON'T do**

- Prioritise tourism developments which do not align with agreed priorities (via consultation with stakeholder groups).
- Allocate disproportionate budget to upgrade and maintenance of visitor-facing council infrastructure.
- Provide planning support (as already provided by third parties) or circumvent planning guidelines.
- Provide letters of support to all who ask (genuine tourism potential is required).

**Priority Actions | 2022-2025**

- 7. Planning:** Review ways in which DCC can offer improved support for tourism developments during planning and permit approvals.
- 8. Tourism Asset Review:** Identify business assets that are controlled by DCC and/or subject to a DCC lease; and that are also critical to the local visitor experience, then review to ensure they are optimised.
- 9. Priority Projects:** Consult with WxNW, T21 and local tourism body(s) to formalise future priority tourism developments, beyond 2023.

## MARKETING

Collaborate with tourism industry stakeholder groups to align digital marketing resources; and facilitate local visitor information servicing and tourism signage where possible and appropriate.

**What we WILL do**

- Support WxNW and Tourism Tasmania with local content.
- Manage/support local destination website(s) and social media, inc. VisitDevonport and NorthWestTas.
- Ensure all marketing is aligned to an agreed and *customer-focused* destination identity for Devonport.
- Support development and maintenance of Devonport destination identity (brand).

**What we WON'T do**

- New websites and/or brands for Devonport, that fail to complement the regional and state marketing approach.
- Undertake/support tourism advertising, in isolation from WxNW and/or other relevant tourism industry groups.

**Priority Actions | 2022-2025**

- 10. Devonport Identity:** Facilitate development and/or agreement on a visitor-facing destination identity (USP) that leverages and complements the regional and state identity, then roll out across council assets.
- 11. Destination Website(s):** Review future of *VisitDevonport.com.au* and other local sites, in light of T21 Visitor Engagement project.
- 12. Content Review:** Explore opportunities to share council-owned visual content with WxNW and TTas.

## STRATEGY ON A PAGE

PILLAR	DEVONPORT TOURISM VISION: Engaged and well-supported local tourism industry, unified behind a clear destination identity and strategically aligned to regional and statewide tourism.	12 x PRIORITY ACTIONS Jun 22 – Jun 25	T21 ALIGNMENT			PROPOSED BUDGET \$25,000	MEASUREMENT Action completed by <insert date>	NOTES
			Rebuilding Visitation	Supporting Our People	Shaping Our Future			
VISION BY PILLAR								
Advocacy	Represent the interests of Devonport's tourism industry, collaborating with WxNW, the local tourism body(s) and other relevant stakeholders to maximise alignment of tourism messaging.	Public Funding	✓			\$0	This pillar is unique, in that Advocacy doesn't necessarily require budget and is often required across all pillars.	
		Skills and Training		✓		\$0		
		Aboriginal Tourism			✓	\$0		
Industry Support	Support WxNW and/or the local tourism body(s), financially or otherwise, to facilitate industry forums, events, database communication and/or other industry support programs.	Council Staff		✓		\$0	This may be supplemented by further in-kind support offered by DCC to the local tourism industry.	
		Local Tourism Assoc.		✓		\$1,500		
		Reg. Tourism Forum		✓		\$1,000		
Product Development	Collaborate with WxNW and local tourism body(s) to align on priority projects; and ensure council are committed to helping developers overcome planning hurdles where possible and appropriate.	Planning	✓			\$0	The priority is refining council's approach to product development, before identifying specific projects.	
		Tourism Asset Review	✓			\$0		
		Priority Projects			✓	\$0		
Marketing	Collaborate with WxNW and/or the local tourism body(s) to align digital marketing resources; and facilitate local visitor information servicing and tourism signage where possible and appropriate.	Devonport Identity	✓			\$20,000	There is significant scope within this pillar for greater collaboration at state and regional level.	
		Destination Website(s)	✓			\$2,500		
		Content Review	✓			\$0		
5% increase in Devonport visitor nights from 2019								



## RECOMMENDED NEXT STEPS

1. Review the list of priority actions and schedule a time to address each, in collaboration with WxNW where appropriate.
2. Much discussion has begun about the need for a more unified/productive local tourism stakeholder group. WxNW recommend that DCC and WxNW jointly support the formation of such a group – the first gathering for which has already taken place.
3. WxNW recommend that DCC review their own destination identity (brand), through the eyes of the visitor. With support from WxNW, Brand Tasmania, Tourism Tasmania and a local creative agency where appropriate and available. Budget allowed for this should be around \$20k, to facilitate creative agency deliverables and any new content generation.



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COMPLETED MAY 2022

