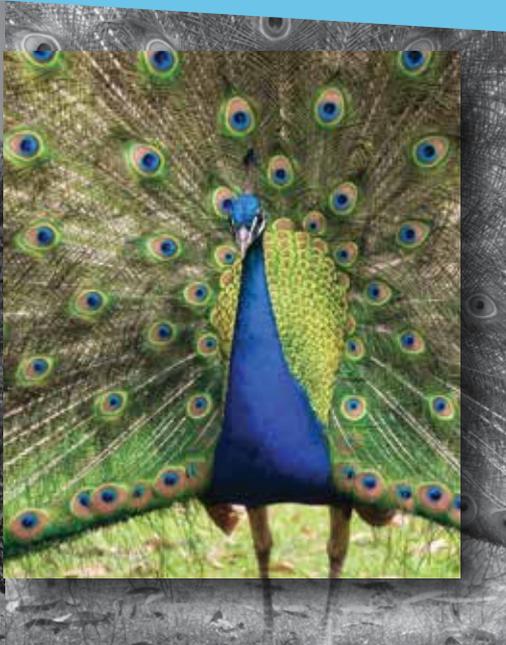


# TOURISM PLAN

2018 - 2022

Outlining the City of Launceston's role in growing and servicing the visitor economy.



AN INITIATIVE OF



City of  
**LAUNCESTON**





# TABLE OF CONTENTS

MESSAGE FROM THE MAYOR OF THE CITY OF LAUNCESTON	4
PURPOSE	6
DEFINITIONS	6
AUDIENCE	6
VISION	6
GUIDING STRATEGIES	8
STRATEGIC OBJECTIVES	10
CONTEXT	20
ROLES AND RESPONSIBILITIES	22
ACHIEVING OUTCOMES	24
REVIEW AND REPORTING	24
IMPLEMENTATION PLAN	26

# MESSAGE FROM THE MAYOR OF THE CITY OF LAUNCESTON



Tasmania is on the cusp of an exciting time. The visitor economy is one of the largest contributors to our economy, set to grow 3.9% per annum over the next 10 years.

But the visitor of today is not the same as the visitor of old. They are not coming to Launceston or Tasmania to take the perfect photo for the wall at home - they are coming to make an emotional connection based on interest, experience and authenticity, and instantly share with the world. We shouldn't view visitors as tourists; we should embrace them as 'temporary locals', and be prepared to share with them the things that make Launceston the place we love to live in.

At the City of Launceston, we are refocusing our efforts on developing the relationship between our locals and our temporary locals to guide us towards a future where hosts and guests share the experience of our place. Our partners will continue to focus on attracting visitors, marketing our strengths, promoting our city brand and ensuring we equipped to plan for, and maintain adequate infrastructure.

Why live in or visit Launceston? The third-oldest city in Australia, Launceston has a classic and sophisticated style all of its own, that shines in contrast to most modern cities. It is charming, boutique, friendly, and like the confluence it was founded upon, rests at the junction of nature and society; a city address with a country heartbeat. We celebrate four distinctive seasons, the sun shines a lot, Launceston boasts striking built heritage, a vibrant cultural and arts scene, a myriad of parks and gardens, not to mention it is walkable, easy to navigate and safe.

We embark on this journey with the vision of creating a sustainable and long term plan for our destination, we will work closely with and engage our partners and locals; both permanent and temporary to showcase Launceston as the dynamic and liveable city it is.



# PURPOSE

“ The aim of this Tourism Plan is to set a clear direction on Council’s role in growing and servicing the visitor economy and map how we intend to partner with our stakeholders to deliver engaging and meaningful visitor experiences.

While local government does have a role to play in economic development, and tourism is one of our top three industries, it is not Council’s role to grow visitation nor is it to market Launceston to our national and international audiences - this is the role of our partner agencies.

Council’s role is to provide a superior visitor experience, and meaningful ways to connect to the local experience when our ‘temporary locals’ are in Launceston. All of our assets and all of the experiences we enjoy as locals living in Launceston is what we want our visitors to experience.

This Tourism Plan will help Council and its residents understand that the destination experience isn’t just limited to the temporary locals, it is important to locals too. And that they have a role to play in hosting, welcoming and servicing our temporary locals.

## Definitions

Tourism is one of the top three industries contributing to Launceston’s economy.

Temporary locals :- Previously known as tourists or visitors, our temporary locals are coming to Launceston because they appreciate our friendly locals, our nature and our heritage, our food and wine. Basically, they want to experience what it is like to live here.

Community based tourism: - This is a form of sustainable tourism that allows visitors to connect closely with the communities they visit. This very closely aligns to the concept of temporary locals.

## Audience

This Tourism Plan has been developed for the Council of the City of Launceston, City of Launceston staff working in Tourism and Events, the community, and our tourism industry partners and stakeholders.

# VISION

“ Over the next four years, Launceston will contribute to growing the visitor economy with enhanced visitor experiences, supporting infrastructure and good governance.

To support this vision, we will strive towards seven overarching outcomes:

1. *Our community appreciates the value of the visitor economy and embraces our temporary locals, enhancing the visitor experience and extending our reputation of “friendly locals”*
2. *Provision of high quality visitor services and an established, dynamic, supported city brand*
3. *An increased number of sporting, cultural and business events are attracted to the Launceston region through City of Launceston working closely with a range of partners*
4. *An ample range of accommodation options available for the visitor, to enable greater choice and the potential to increase length of stay*
5. *Encourage and attract public and private sector investment in tourism products, services and infrastructure to increase the appeal of Launceston and the region, and assist in growing the regional tourism market*
6. *Our local tourism businesses are resilient and sustainable - prepared to match seasonality and be flexible when Launceston hosts large scale events*
7. *Launceston Airport hosts more incoming flights, from more destinations, and is considered a primary and appealing entry point to Tasmania.*

To achieve these, Council can actively deliver on some of these actions and work with our partner agencies to facilitate delivery or advocate to higher organisations for the remaining.



# GUIDING STRATEGIES

“ The City of Launceston is one of many organisations passionate about developing, supporting and growing the tourism industry in Tasmania; specifically the Launceston region.

Strategies that inform this Tourism Plan include:

- *T21 - Tourism Tasmania Visitor Economy Strategy 2015-2020 (currently under review)*
- *Tourism Northern Tasmania Destination Management Plan*
- *Launceston Destination Action Plan 2016-2018*
- *Access 2020 - Tourism Tasmania Five Year Air and Sea Access Strategy (out to 2020)*
- *Tasmania's Visitor Engagement Blueprint*
- *City of Launceston Events Strategy 2016-2019*





# STRATEGIC OBJECTIVES



To achieve our vision, we strive toward;

- a future where hosts and guests positively share the experience of our place
- ensuring there are enough places for temporary locals to stay
- a diverse and abundant suite of events for locals and temporary locals to enjoy
- ensuring there is easily accessible, up to date, comprehensive information
- a move from direct marketing to enabling and equipping our partners with the what they need to promote Launceston on the global stage

In a future where these objectives are realised, we would achieve the following outcomes:





## 1. Outcome

**Launceston has a dynamic, authentic city brand of place. Our community appreciates the value of the visitor economy and embraces our temporary locals, enhancing the visitor experience and extending our reputation as “friendly locals”.**

*What can Council do to contribute to this?*

- Promote the consistent use of the city brand and messaging
- Communicate the benefits of tourism to our economy
- Promote the “what’s in it for me” to community members
- Encourage the community to attract visiting friends and relatives and provide services and information that equip them to host well

*Strategic priorities*

1. Develop a city brand of place
2. Deliver a “Value of Tourism” plan to the local community



## 2. Outcome

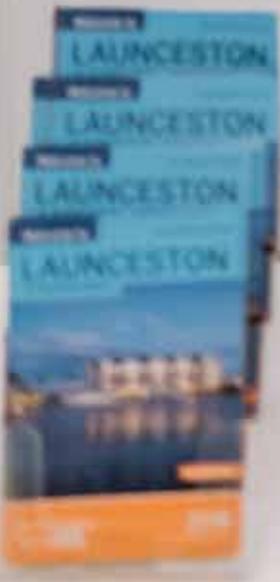
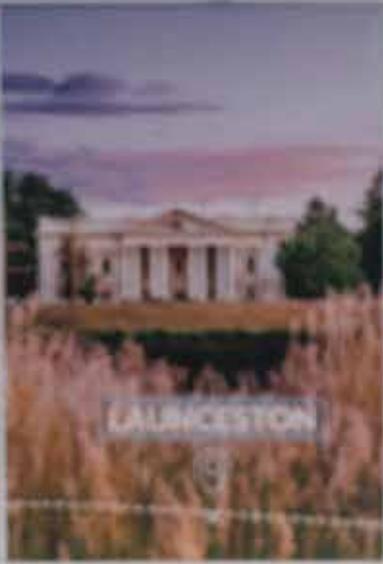
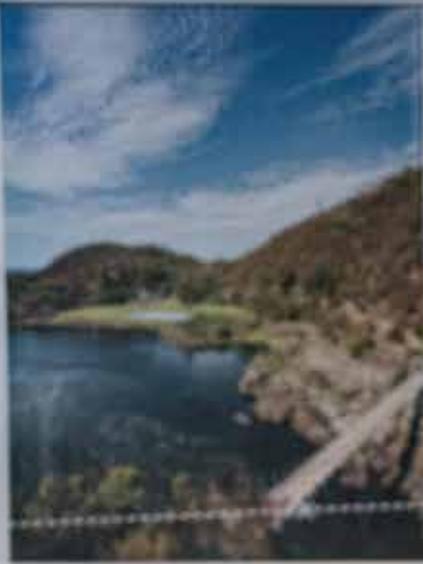
**Provision of high quality visitor services, and a diverse range of pathways to showcase Launceston.**

*What can Council do to contribute to this?*

- Identify and pursue localised visitor information marketing
- Facilitate a hospitable and personalised welcome
- Provide opportunities for temporary locals to connect with authentic local experiences
- Consistent and accessible signage and wayfinding throughout the city
- Ensure information is easily available, inclusive, comprehensive and up to date
- Visitor Information Centre provides a high level of service
- Council contributes to meaningful and consistent digital content

*Strategic priorities*

1. Align with Tasmania Visitor Engagement Strategy
2. Collaborate with industry stakeholders on the Launceston Destination Action Plan
3. Ensure our visitor services are in the best location to serve locals and temporary locals
4. Provide visitor information using the most contemporary mediums available



### 3. Outcome

**An increased number of sporting, cultural and business events are attracted to the Launceston region, and improved social and economic benefits achieved from events through City of Launceston working closely with a range of partners.**

*What can Council do to contribute to this?*

- Review relevance of Conference Incentive Funding Program and explore alternative options for Council support
- Special Events Sponsorship program
- Partnership with Tourism Northern Tasmania on the Cool Season Strategy
- Partnership with Business Events Tasmania in attracting unique events to Launceston

*Strategic priorities*

1. Increase ROI across the events portfolio
2. Advocate for a dedicated exhibition space
3. Increase activation and advocate for improvements to key sporting and cultural infrastructure
4. Increase occupancy across key event periods



### 4. Outcome

**An ample range of accommodation options available enabling greater choice and the potential to increase length of stay.**

*What can Council do to contribute to this?*

- Advocate for a wide variety of accommodation options, including Air BnB and free camping
- Continue to provide free camping options and increased services
- Advocate for Caravan park development/enhancement

*Strategic priorities*

1. Maintain camping options such as Myrtle Park for visitors and residents alike
2. Continue to support development of new hotels
3. Contribute to wide review of AirBnB proposed regulations



## 5. Outcome

**Encourage and attract public and private sector investment in tourism products, services and infrastructure to increase the appeal of Launceston and the region, and assist in growing the regional tourism market.**

*What can Council do to contribute to this?*

- Investment Attraction Strategy
- Re-purpose stagnate existing infrastructure e.g. Rail trail
- Partner with Tourism Northern Tasmania to identify gaps and opportunities

*Strategic priorities*

1. Align with TNT Destination Action Plan
2. Partner with NTDC and RDA for potential investment and State Government support



## 6. Outcome

**Our local tourism businesses are responsive and resilient - prepared to match seasonality and be flexible when Launceston hosts large scale events.**

*What can Council do to contribute to this?*

- Work in conjunction with partner agencies and operators to plan sustainably, not rely on boom and bust
- Embrace and leverage off the disruption
- Work with local training providers to ensure tourism industry workers understand the visitor economy
- Work with Chamber of Commerce/Cityprom to activate opening of complementary businesses during peak season and before and after large scale events

*Strategic priorities*

1. Collaborate on programs to assist small business operators in
  - a. delivering excellence in service
  - b. creating an environment where hospitality is considered a career
2. More businesses open around in peak season and big events



## 7. Outcome

**Launceston Airport hosts more incoming flights, from more destinations, and is considered a primary and appealing entry point to Tasmania.**

*What can Council do to contribute to this?*

- Inform Airport planning with latest development information
- Contribute to land use and transport planning between the airport and the city

*Strategic priorities*

1. Provide regular updates to the Airport Board on city planning
2. Partner with Northern Midlands Council on land use and transport planning for the corridor between the airport and Launceston city
3. Partner with TNT to advocate for greater diversity and frequency of incoming flights





# CONTEXT - YE JUNE 2018

- \$604 million contributed to the Northern Tasmania region, accounting for nearly 7830 jobs,
- 29.3% of total visitors to Tasmania arrived via Launceston Airport
- 26% of all visitors to Tasmania travelled with the main purpose of visiting friends and relatives
- Launceston welcomed 572,300 visitors and 435,178 stayed at least one night
- 33% of total visitors to Tasmania stayed at least one night in Launceston city
- Average length of stay in Launceston was 2.4 nights - 'Tasmania' generally is still perceived as a short stay destination
- Number of hotels - 38 establishments, with 1803 rooms and 5,089 bed spaces
- 535 Air BnBs with 1706 beds

## Launceston's competitive advantage

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Natural Environment - parks and gardens / Cataract Gorge</li> <li>• Intact Built Heritage</li> <li>• Quality wine, craft beverages, distilled wines</li> <li>• Fresh, locally grown accessible produce</li> <li>• Proximity to mainland/ease of access</li> <li>• Events</li> </ul>	<ul style="list-style-type: none"> <li>• Hard to get to know - lack of brand; perceived as a gateway city not a destination in its own right</li> <li>• Consistency of quality service</li> <li>• Lack of collaboration - multiple local governments across region</li> <li>• Conservative residents</li> <li>• Small economies of scale</li> </ul>
Threats	Opportunities
<ul style="list-style-type: none"> <li>• Regional dispersal - capital city is continually reinforced as the primary destination</li> <li>• Lack of confidence in the economy/investment</li> </ul>	<ul style="list-style-type: none"> <li>• Further development of arts and culture activities and events in the cool season</li> <li>• Retain Hawthorn's AFL investment in the city</li> <li>• Visiting friends and relatives, especially with UTAS campus relocation</li> <li>• Improved information and methods to meet visitor needs and expectations</li> <li>• Attract investment in a wider range of accommodation offerings</li> </ul>

## Launceston's partners and their role in partnership with City of Launceston

- Tourism Northern Tasmania (TNT)
- Tourism Tasmania (TT)
- Events Tasmania
- Business Events Tasmania (BET)
- Brand Tasmania

## Neighbouring councils:

- o West Tamar
- o Meander Valley
- o Dorset
- o Northern Midlands
- o George Town
- Launceston Tamar Valley Tourism Association (LTVTA)



# ROLES AND RESPONSIBILITIES



What is Council's role in tourism?

- Council operates the Launceston Visitor Information Centre, a booking and information centre open 7 days a week
- Council works in collaboration with Tourism Northern Tasmania to maintain the northern consumer facing website, to provide locals and temporary locals with the information necessary to get the most out of living in Launceston, plan a trip for themselves or visiting friends and relatives
- Council contributes significant funds to the regional tourism operator Tourism Northern Tasmania
- Council contributes funding to the peak organisation for the business events sector in Tasmania

The City of Launceston is one of many organisations passionate about developing the tourism industry in Tasmania, and specifically the Greater Launceston region.

Council needs to work effectively with partner organisations and stakeholders to fully deliver on the strategic objectives of this Plan. For each action within the strategic objectives;

*Council can have a LEAD role, where;*

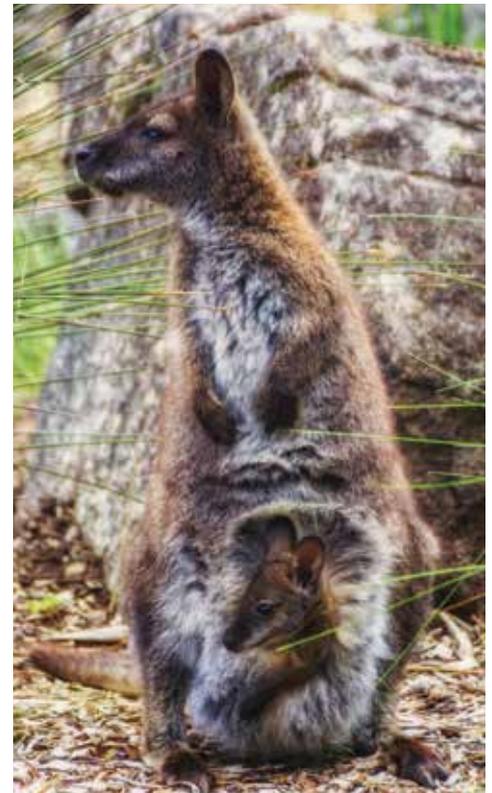
- City of Launceston is responsible for delivery of the action
- City of Launceston can allocate budget to this action/item

*Council can have a FACILITATOR role, where;*

- City of Launceston collaborates with partner agencies on the delivery of the action

*Council can have an ADVOCATE role, where;*

- City of Launceston advocates to other levels of government, or agencies for the delivery of an action
- City of Launceston may be responsible for delivery of a business case to support the action, but will not be ultimately responsible for its implementation





# ACHIEVING OUTCOMES



In order to achieve the seven outcomes, a four year implementation plan has been developed. Following a review, the City of Launceston Events Strategy Implementation Plan will be incorporated into the Tourism Plan Implementation Plan given many of the actions contribute to the outcomes sought by this plan.

# REVIEW AND REPORTING



An annual report on the status of actions within the Implementation Plan will be produced at the end of each financial year.

The Tourism Plan itself will next be reviewed in January 2022, for launch of a new Implementation Plan in July 2022.





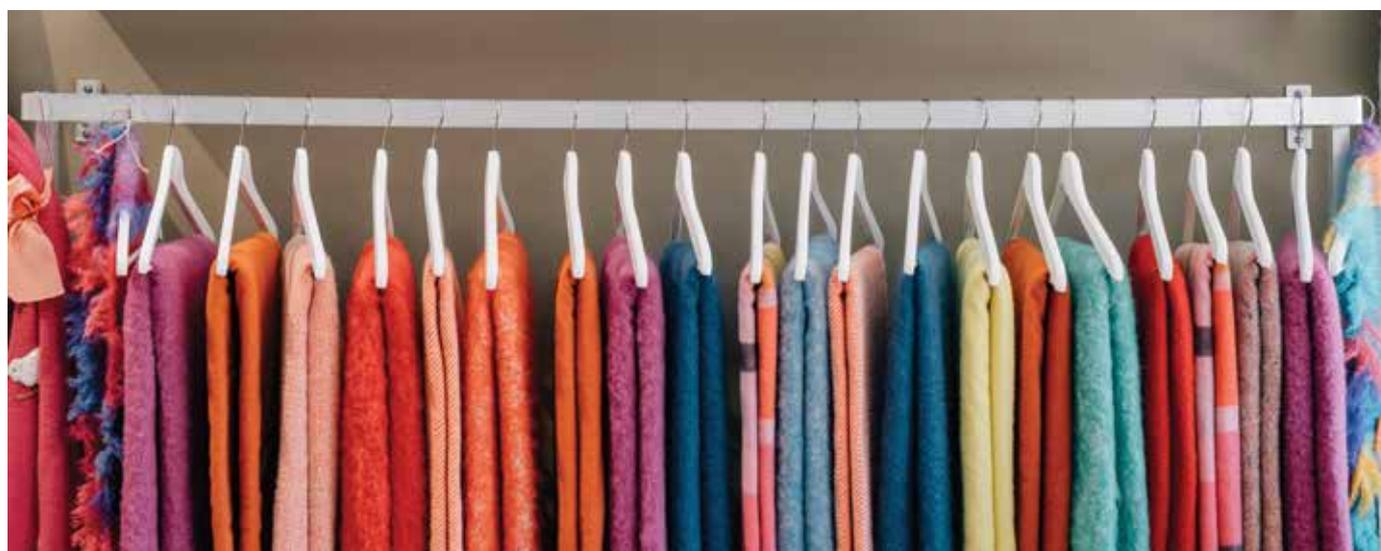
# IMPLEMENTATION PLAN

This outlines the actions Council will undertake over the next four years to deliver the outcomes of the strategic objectives

## 1. Outcome:

*Our community appreciates the value of the visitor economy and embraces our temporary locals, enhancing the visitor experience and extending our reputation of “friendly locals”.*

Action	Council role	Partner agencies	Measure	Timeframe
Develop a 'brand of place' that is engaging and showcases Launceston to locals and temporary locals	Lead	TNT Neighbouring Councils Brand Tasmania	Project Plan developed Research and stakeholder engagement undertaken Implementation Plan developed	December 2019
Develop brand 'Storybook' and complementary digital resources for industry to leverage the brand values and encourage consistent on-brand messaging - airport, taxi/Uber, retailers, hospitality	Lead	TNT Cityprom	Storybook developed and digital resources created	January 2020
Deliver a “Value of Tourism/Community Based Tourism” plan to the local community	Lead	TNT	Define the value of tourism to Launceston Establish a working group to develop this Develop a communications plan to market this	July 2020
Develop a resource that equips locals to showcase Launceston to Visiting Friends and Relatives including identification of multilingual resources	Lead	Migrant Resource Centre Community Centres State Growth UTAS	Partner with Migrant Resource Centre/Community centres and UTAS to understand the desirable attractions Prepare a toolkit of local secrets Continue to work with education sector and community centres to showcase local attractions to students	July 2020





## 2. Outcome:

*Provision of high quality visitor services and assets, and diverse pathways to showcase Launceston.*

Action	Council role	Partner agencies	Measure	Timeframe
Amalgamate Destination Launceston website with regional TNT website to ensure a seamless experience from city throughout the region	Lead Facilitator	TNT	A integrated regional consumer facing website with trip planning functionality, and integrated booking capability launched	December 2018
Establish Heritage Interpretation Trail	Lead	TNT	Heritage Trail developed with printed and digital consumer marketing resources	June 2020
Leverage the increase in Chinese visitation	Lead Facilitate	TNT Cityprom	China Host Program	June 2020
Produce consistent and accessible visitor information maps and signage	Lead	TNT	Integration of maps across the region Adequate appropriately placed VIC directional signage	Ongoing
Implement service standards for VIC	Lead	TVIN	Implement revised standards aligned to customer service standard and organisation values	Google and TripAdvisor reviews are rated 4.5 stars 90% of the time
Undertake feasibility study into the best location for Launceston Visitor Information Centre	Lead		Market research into best practice visitor centres Cost/benefit analysis of satellite centres in peak season	June 2020
Support BET by booking tours and experiences for conference delegates and providing appropriate printed collateral	Lead	BET	VIC is positioned to manage tour bookings and maintains printed collateral	Ongoing
Make available visitor information resources for sharing economy businesses i.e. AirBNB and Uber.	Lead Facilitator	TNT TT	Develop a suite of flexible resources	Ongoing
Undertake an audit of banner infrastructure and assess it's purpose in conveying information to locals and temporary locals	Lead		Audit report	July 2020
Ensure all visitor information marketing collateral (printed and digital) is contemporary	Lead		Review of all current advertising and marketing for VIC	Ongoing
Communicate to locals and temporary locals about events and experiences	Lead	TNT	Comprehensive events listing website / database	Ongoing

### 3. Outcome:

*An increased number of sporting, cultural and business events are attracted to the Launceston region, and improved social and economic benefits achieved from events through City of Launceston working closely with a range of partners.*

Action	Council role	Partner agencies	Measure	Timeframe
Promote the city brand through stakeholder and partner marketing	Lead	TNT BET Events Tasmania	Activation and place making initiatives aligned	Ongoing
Contribute to ROI across the events portfolio	Lead	Events Tasmania BET	Monitor event sponsorship program to ensure best practice outcomes are maintained	Ongoing
Increased use of key sporting and cultural infrastructure Advocate for improvements to key sporting and cultural infrastructure Advocate for an increased occupancy across key event periods	Facilitate Advocate Advocate	TNT Events Tasmania	Activation and place making initiatives aligned	Ongoing
Review conference incentive policy and consider alternative forms of Council support for business and sporting events	Lead	Business Events Tasmania	Conference Incentive Policy reviewed with advice from BET	June 2020
Commit resources to assist with hosting Special Olympics in 2020 (youth component of event) and the major event in 2022	Lead Facilitate Advocate	TNT Dept State Growth	As per agreement with Special Olympics Agreement	Ongoing
Facilitate Cool Season Strategy events	Facilitate	TNT	Well attended, on-budget event program	Ongoing





#### 4. Outcome:

*An ample range of accommodation options available enabling greater choice and the potential to increase length of stay.*

Action	Council role	Partner agencies	Measure	Timeframe
Maintain camping options such as Myrtle Park for visitors and residents alike	Lead		Work with new governance model to advocate improved outcomes	September 2018
Identify and promote existing and future free camping options within the municipality	Lead		Increased patronage of free camping	Ongoing
Consider options for caravan park development and enhancement	Facilitate	TNT Caravan and Motorhome Club of Australia (CMCA)	Identify potential opportunities for new or developed caravan parks	Ongoing
Continue to support development of new hotels	Lead	TNT	Increase in new development applications	Ongoing
Undertake an audit of short stay accommodation offerings	Lead	TNT	Audit completed by June 2020	June 2020
Provide adequate electric car recharging points in public points around the city for our temporary locals	Lead		Provision of sufficient electric car recharging points in public car parks	June 2020



## 5. Outcome:

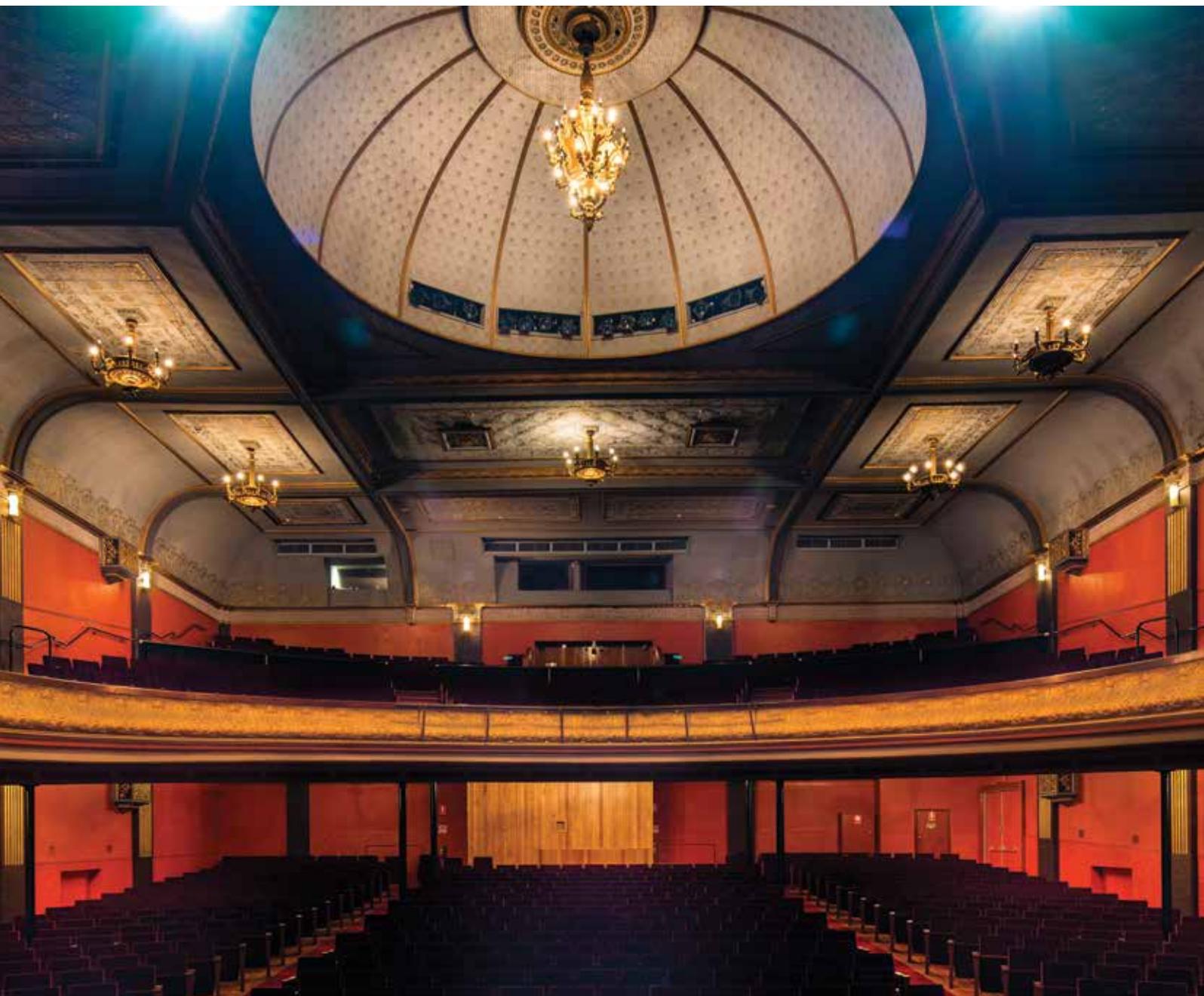
*Encourage and attract public and private sector investment in tourism products, services and infrastructure to increase the appeal of Launceston and the region, and assist in growing the regional tourism market.*

Action	Council role	Partner agencies	Measure	Timeframe
Contribute to the development of an Investment Attraction Strategy	Facilitate Advocate	RDA NTDC	Contributions made on time	Ongoing
Progress City of Launceston contributions to North-east rail trail	Lead Facilitate	TNT Dorset Council	Upgrade Lilydale Falls reserve and carpark to accommodate cyclists on future rail trail	June 2020
			Scope potential upgrades of Denison Gorge as an attraction along future rail trail	June 2020
			Manage development applications for rail trail business	When required
			Conduct economic development assessment of opportunities within Lilydale township to support rail and cycling aspects of future rail trail	June 2020
			Establish the 2 kilometre connection between the Lilydale Falls and Lilydale township	June 2020

## 6. Outcome:

*Our local tourism businesses are responsive and resilient - prepared to match seasonality and be flexible when Launceston hosts large scale events.*

Action	Council role	Partner agencies	Measure	Timeframe
Encourage event marketing leveraging to improve business participation	Facilitate	TNT Cityprom	Increased attendance at events and partner business	Ongoing
Contribute to work with local training providers to ensure tourism industry workers understand the visitor economy and recognise tourism as a career, not just interim employment	Facilitate	Drysdale / TasTafe Dept State Growth	Accept a minimum of 2 work experience/placement students each year and provide mentoring opportunities	Ongoing
Work with partner agencies to activate opening of complementary businesses before, during and after big events	Facilitate	TNT Cityprom Chamber of Commerce	New initiatives implemented through continued participation in Switch on the City and Cool Season Strategy working groups	Ongoing



## 7. Outcome:

*Launceston Airport hosts more incoming flights, from more destinations, and is considered a primary and appealing entry point to Tasmania.*

Action	Council role	Partner agencies	Measure	Timeframe
Provide updates to Airport Board on city planning	Lead		As required, present to Airport Board on investment in tourism businesses (including hotels) within City of Launceston	At least annually
Partner with Northern Midlands Council on land use and transport planning	Facilitator	Northern Midlands Council Launceston Airport	Consider precinct structure plans for Relbia/Breadalbane/Youngtown to capitalise on proximity to airport	Within the life of this plan
Partner with TNT to advocate for greater diversity of incoming flights	Advocate		Share city development information with TNT to couple with tourism data to advocate for greater diversity	Ongoing



