



PORT FAIRY

DESTINATION ACTION PLAN 2019 - 2021
AUGUST 2019



Australian Government

BUILDING OUR FUTURE



GREAT OCEAN ROAD
REGIONAL TOURISM LIMITED

INTRODUCTION

The visitor economy is driven by all visitors, not just leisure tourists, attracted to destinations and experiences which meet their interests and needs.

The Great Ocean Road Region is a collective of destinations and experiences of international and national significance attracting over 6 million visitors per annum, forecast for strong growth but is challenged by relatively low levels of visitor spend and dispersal.

The Strategic Master Plan for the Visitor Economy of the Great Ocean Road 2015-25 provides the strategic direction to address the challenges and opportunities to maximise the economic, social, environmental and cultural benefits from this vibrant global growth industry.

However, to successfully capture the benefits of the visitor economy, the destinations across the region need to also plan and take action.

To facilitate this Great Ocean Road Regional Tourism Ltd has implemented a Destination Action Planning process that engages local representatives from

all stakeholder groups that benefit from the visitor economy; local government, state government agencies, industry and the community. This group considered and prioritised affordable and achievable actions, which if acted on with local collaborative leadership, will maximise the value of the visitor economy to the destination and in turn benefit the region.

An important consideration is to understand the scope, scale and impact of the region's visitor economy market to inform the preparation and implementation of this Destination Action Plan for Port Fairy.

This Plan identifies strategic actionable priorities for the next three years and will be progressively reviewed and renewed. The Plan will also provide direct input to the strategic plans for the region.

Specifically, we would like to thank the individuals that participated in the plan development process:

DESTINATION ACTION PLAN LEADERSHIP GROUP

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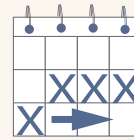
EXECUTIVE SUMMARY

This Destination Action Plan sets out the vision and aspirations for the visitor economy of Port Fairy over the next three to five years.

Top priorities

1. Strengthen Port Fairy Tourism Association to ensure a strong and sustainable local voice to drive cooperation and positive outcomes from the visitor economy of Port Fairy.
2. Develop and maintain infrastructure, product and experiences to match visitor demand, improve seasonal and geographic dispersal and to complement the brand positioning of Port Fairy. Drawing on iconic landscapes, sites and buildings to embed the rich history and stories into our narrative, new products and experience development.
3. Build visitor servicing tools to support a whole of community, connected approach to, growing length of stay, dispersal and visitor satisfaction.
4. Foster a sustainable and environmentally conscious approach to growing the visitor economy.

OBJECTIVES



Increase length
of stay



Increase
satisfaction



Increase
expenditure



Increase
dispersal —
geographical,
seasonal and
mid-week



Industry &
community
engagement

This plan for Port Fairy also focuses on:

1. Supporting development and investment in new and diverse product experiences that supports seasonal dispersal and overnight stays.
2. Preserving the historic assets and stories that distinguish Port Fairy and region.
3. Balancing growth to ensure congruence with community values, sustainability and retention of our village feel.
4. Developing and maintaining a year-round calendar of events.
5. Promoting industry and organisation collaboration, connections and alliances.



OUR VISION

Port Fairy is a leading destination in conscious travel with a deep and demonstrable appreciation of its rich history celebrated today in contemporary ways. Year-round events embrace both visitors and locals in activities that celebrate the values of the community, its stories, the natural environment and local artisans.

It is a perfect place to unwind and enjoy the simple pleasures however there are plenty of things to see and do for those who want to fill their days with activities and Port Fairy provides a hub for those visiting the Great Ocean Road and the World Heritage listed Budj Bim landscape. Those who visit leave with life-long memories and an enriched wellbeing.

The Port Fairy visitor economy is understood and appreciated by the Port Fairy community for an holistic approach to balancing community values with economic growth.

I AM PORT FAIRY
Great Ocean Road

THE PORT FAIRY PRODUCT

Rich history

1. Geological history – volcanic landscape
2. Indigenous history – adaption of landscape, aquaculture, agriculture and trade on country
3. European settlement – Maritime history, whaling, development of industries, Heritage buildings and museum

Events

Cafes and restaurants – growing artisan produce

The Arts and creative

Natural landscape

Walking and riding trails



OUR VALUES



A person wearing a blue jacket and a black cap stands in a lush, moss-covered forest. The ground is covered in thick green moss, and large tree trunks are visible in the background. The scene is brightly lit, suggesting sunlight filtering through the trees.

OUR CHALLENGES

1. Ensure and support sustainable tourism.
2. Collaboration with other towns and events – across the region.
3. Sustainability – including impact of climate change.
4. Maintain village feel and history.
5. Financial sustainability – sustainable growth of business and events including skilled workforce.
6. Competing markets/destinations- wide consumer choice.
7. A balanced approach; events and visitors, retaining community atmosphere.
8. Realising the potential of Indigenous tourism.
9. Build local advocacy – destination/visitor information ambassadors.
10. Business participation in local organisations.
11. Understanding of local governance, roles and bodies.
12. Promote a compelling and consistent Port Fairy brand.
13. Management of Visitation including Driver Safety and safe access to the region.
14. Industry and community 'owning' the tourism industry – governance, education and communications (sell how it all comes together.)

A woman with long dark hair in a ponytail, wearing a dark jacket, stands on a wooden walkway overlooking a coastal landscape. The scene is bathed in the warm, golden light of a sunset. In the background, the ocean stretches to the horizon with waves breaking against a rocky shore. A large, dark rock formation juts out into the water. The sky is a mix of soft pinks, oranges, and blues.

OPPORTUNITIES

1. Leverage recognition of iconic landscapes and stories to create 'Heritage' region.
2. Create a program to support sustainability and development of volunteers; succession planning, volunteer support groups/forums and mentoring, promote volunteerism and community connectedness.
3. Formalise approach to foster a greater level of collaboration and cohesion between community organisations, events and businesses.
4. To leave a legacy as leaders in a sustainable approach and demonstrate this in initiatives across all sectors.
5. Operator and destination cross-promotion.
6. Develop and distribute Itineraries and self guided tours to link product and promote increased length of stay.
7. Develop new product and experiences; connecting Indigenous experiences, personalised tours, facilitate 'instagrammable' moments.
8. Develop digital platform to include bookable experiences.

SUCCESS FACTORS– DIAGNOSTIC RATING

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

CHARACTERISTICS	*RATING 2015	*RATING 2019	CHANGE
1. Strong local organisations focused on their core role of visitor servicing	7	6.9	↓
2. Strong regional organisations focused on their core role of regional marketing and development	5	7.1	↑
3. Local Government support	4.9	7.2	↑
4. Strong, consistent and effective leadership by individuals or organisations	8	7.9	↓
5. Strategic planning for the region with economic, social, environmental and cultural objectives supported by local destination plans	5	7.2	↑
6. Consistent visitor service excellence	3.8	7.5	↑
7. Research driven cooperative marketing	5	6.3	↑
8. A breadth and depth of tourism infrastructure, experiences and events matched to market demand	6.7	7.3	↑
9. Risk management plans in place	5	5.9	↑
10. Supportive communities which understand the value of tourism.	6.5	7.4	↑

*Ratings are on a scale from 0-10

ACTION PLAN IMPLEMENTATION

The following Action Plan outlines priorities and actions as a guide for Port Fairy stakeholders to collaboratively and cooperatively implement the Plan.

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

HIGH within the first year

MEDIUM two to three years

LOW within three years

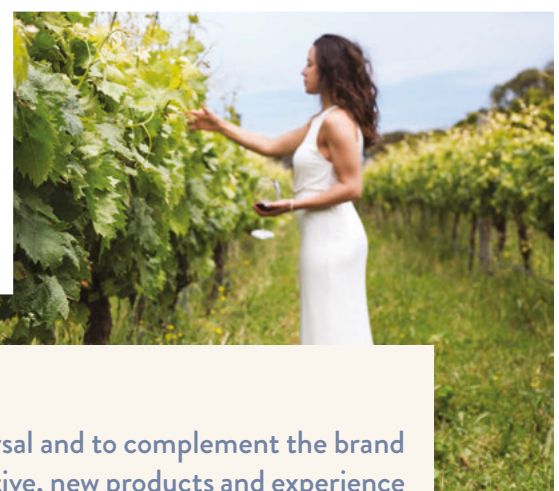
This Action Plan is designed to be dynamic and progress of implementation of the Plan should be reviewed annually.



PRIORITY 1

Strengthen Port Fairy Tourism Association to ensure a strong and sustainable local voice to drive cooperation and positive outcomes from the visitor economy of Port Fairy.

ACTIONS	RESPONSIBILITIES	PRIORITIES
1. Strengthen cooperation and participation between Industry, community groups, GORRT & the PFTA <ul style="list-style-type: none"> a. Develop a communication plan to facilitate greater sharing of information <ul style="list-style-type: none"> i. Develop a PFTA web page and regular industry updates via social media and other digital platforms b. Work collaboratively to develop a sales strategy to grow industry participation and engagement <ul style="list-style-type: none"> i. Develop an annual prospectus ii. Develop a new partner welcome kit iii. Deliver quarterly industry networking sessions. 	GORRT/PFTA	High
2. Investigate funding and grant programs to support implementation of the Port Fairy Destination Action Plan and priorities <ul style="list-style-type: none"> a. Advocate for a dedicated resource to support the PFTA and grow industry engagement & connectedness. 	GORRT/PFTA	High – Ongoing
3. Build stronger connections between the PFTA and training and education providers <ul style="list-style-type: none"> a. Collaborate with training organisations – Deakin, South West Tafe to offer internships and opportunities for work experience b. Business development support and training opportunities. 	PTA/Council	High
4. Foster a greater level of collaboration and cohesiveness between GORRT, Council, local community & business groups, events and businesses to share learnings, support volunteerism and sustainability <ul style="list-style-type: none"> a. Seek feasibility to create a directory, support forum/community hub to foster cross-organisation or event learnings and resources b. Develop programs and opportunities to support businesses and events with industry and professional development including: marketing, social media, budgeting, grants, volunteer management, committee management c. Develop programs and opportunities to support & reward volunteers to grow a sustainable volunteer base. 	GORRT/PFTA/Council	High



PRIORITY 2

Develop and maintain infrastructure, product & experiences to match visitor demand, improve seasonal and geographic dispersal and to complement the brand positioning of Port Fairy. Drawing on iconic landscapes, sites and buildings to embed the rich history and stories into our narrative, new products and experience development.

ACTIONS	RESPONSIBILITIES	PRIORITIES
1. Support the sustainable development of Budj Bim Cultural landscape and associated visitor experiences led by traditional owners.	All stakeholders	High
2. Support development and implementation of Tower Hill Master Plan and embrace enhancement of the site as a key regional product including improving connections to Warrnambool – Port Fairy Rail Trail and the road entry treatment.	PFTA	High
3. Develop new products, experiences and events aligned to the Port Fairy brand eg. events, food and wine, walks and trails.	MSC PFTA, GORRT	Medium – High
4. Develop and review itineraries and product experiences to encourage extended stays.	VIC, GORRT – marketing sub-committee	Medium – High
5. Maintain active involvement and influence in the Moyne Shire Council Economic Development Strategy <ul style="list-style-type: none"> a. Ensure recognition of the visitor economy outcomes are identified b. Advocate for prioritisation and funding commitments for economic development strategy to be delivered. 	PFTA	Ongoing
6. Support enhancement of visitor amenity and experience, including way finding, at key natural attractions for e.g. Griffith Island, Battery Hill, the Wharf precinct, East Beach etc.	Council/PFTA	Ongoing



PRIORITY 3

Build visitor servicing tools to support a whole of community, connected approach to, growing length of stay, dispersal and visitor satisfaction.

ACTIONS	RESPONSIBILITIES	PRIORITIES
<ol style="list-style-type: none"> Continue to develop tools to support visitors in all stages of their journey, including: <ol style="list-style-type: none"> Develop more online itineraries to appeal to different types of travellers – integrate delivery with new technology – alpaca integration, QR codes Foster partnerships to enable development of bookable products and experiences ('shopping cart') Update and implement PFTA marketing plan. 	MSC, GORRT, PFTA	Medium – Ongoing
<ol style="list-style-type: none"> Support development and implementation of a Visitor Servicing strategy including strategically linking to the regional and statewide visitor servicing strategy <ol style="list-style-type: none"> Foster the volunteer program, recognising their value to promote recruitment and retention <ol style="list-style-type: none"> Continue to evolve and build on success of the 'Product Showcase' Continue to link to the regional VIC Ambassador program Promote recognition of the importance of visitor servicing at every touch point for the visitor. 	MSC, GORRT, PFTA	High – in Progress
<ol style="list-style-type: none"> Support Regional signage strategy and support destination-based implementation for Moyne Shire <ol style="list-style-type: none"> Develop a style guide and implementation plan to establish a hierarchical approach to signage and guide visitors to key destinations, products & experiences. 	MSC, GORRT, PFTA	High – in Progress



PRIORITY 4

Foster a sustainable and environmentally conscious approach to growing the visitor economy.

ACTIONS	RESPONSIBILITIES	PRIORITIES
1. Advocate for sustainable, environmentally focussed initiatives.	Individual businesses Moyne Shire Community and community organisations	Low
2. Build on and then leverage competitive market position of being environmentally sustainable by including in promotional activity and messaging.	PFTA/Council/GORRT	Medium

THE VISITOR ECONOMY

Visitation to the Great Ocean Road
year ending June 2019

TOTAL VISITATION

VISITORS



7.4m*

VISITOR
NIGHTS



8.0m

VISITOR
EXPENDITURE



\$1.5b

DAY TRIP
VISITORS



4.5m

* Includes International Day Trips

DOMESTIC VISITATION

OVERNIGHT TRAVEL

VISITORS



2.6m

VISITOR
NIGHTS



7.0m

TOURISM
CONSUMPTION



\$987m

DAYTRIP TRAVEL

DAY
TRIPS



3.7m

TOURISM
CONSUMPTION



\$362m

INTERNATIONAL VISITATION

OVERNIGHT TRAVEL

VISITORS



251.4k

VISITOR
NIGHTS



976.6k

DAYTRIP TRAVEL

DAY
TRIPS



785k

TOURISM
CONSUMPTION



\$109m

Source: National Visitor Survey & International Visitor Survey, YE June 19, TRA.

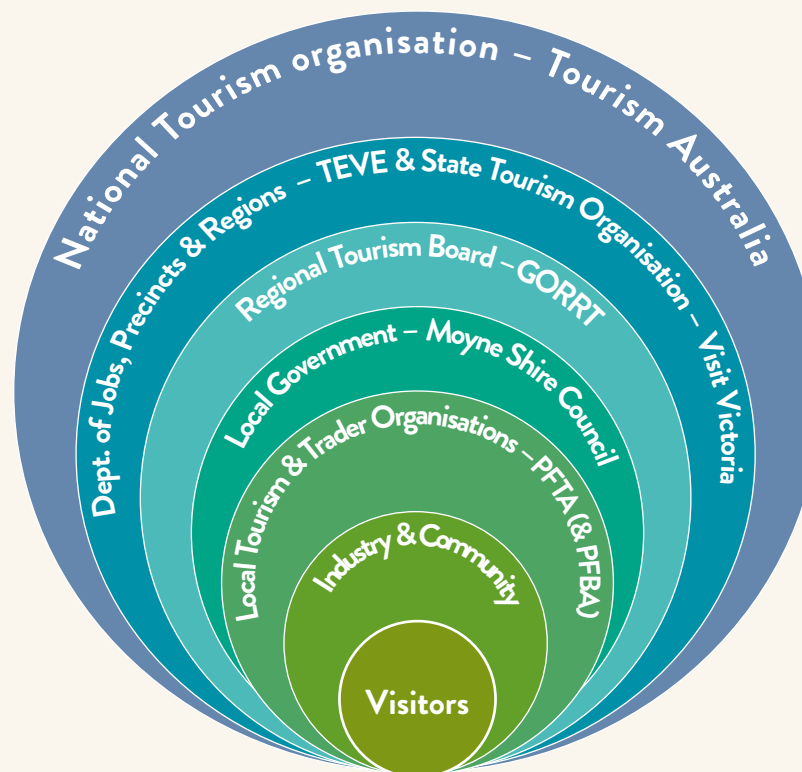
THE GREAT OCEAN ROAD

VISITOR ECONOMY LANDSCAPE

TOURISM AUSTRALIA
Market Australia to the world.

GORRT
Destination Management for the GOR region – Development, Management, Marketing, Advocacy.

LTO Local tourism organisation
<ul style="list-style-type: none"> Advocates for or providers of visitor information services Promotes the value of tourism to the local community Encourages excellence in visitor servicing Cooperates with regional tourism organisation for destination marketing and development Has an annual business/operational plan, linked to regional strategies.



VISITORS
Leisure visitors, business visitors, corporate visitors, visiting friends and family, events visitors.

DJPR – TEVE – State Strategy, research & policy
Visit Victoria – market Melbourne & Victoria, Nationally & Internationally.

LOCAL GOVERNMENT
<ul style="list-style-type: none"> Supports tourism sector in policies and strategic plans Provides visitor infrastructure, services and facilities.

INDUSTRY & COMMUNITY
Visitor servicing.

THE GREAT OCEAN ROAD

VISITOR ECONOMY LANDSCAPE CONT.

GREAT OCEAN ROAD REGIONAL TOURISM



KEY STRATEGIC PRIORITIES

Strategic planning	Facilitate a research driven, visitor focused, collaborative approach to growing a sustainable and vibrant visitor economy.
Advocacy	Lead a clear and consistent narrative to champion regional priorities to drive a sustainable and vibrant visitor economy.
Infrastructure development	Maximise the return from the visitor economy through the identification and support of critical infrastructure
Product development	Enrich the visitor experience by supporting the growth and development of new and existing products, services & experiences.
Industry development	Grow industry capability and professionalism.
Visitor management	Actively support the development and implementation of strategies to mitigate and ameliorate the negative impacts of the visitor economy.
Industry and community management	Foster a collaborative regional framework to support the active participation of industry and community in growing the return from the visitor economy.
Marketing	Build the Great Ocean Road brand to inspire and inform new and existing audiences.
Organisation reputation and viability	Grow GORRT reputation and diversify GORRT revenue base to ensure long term viability.

PURPOSE

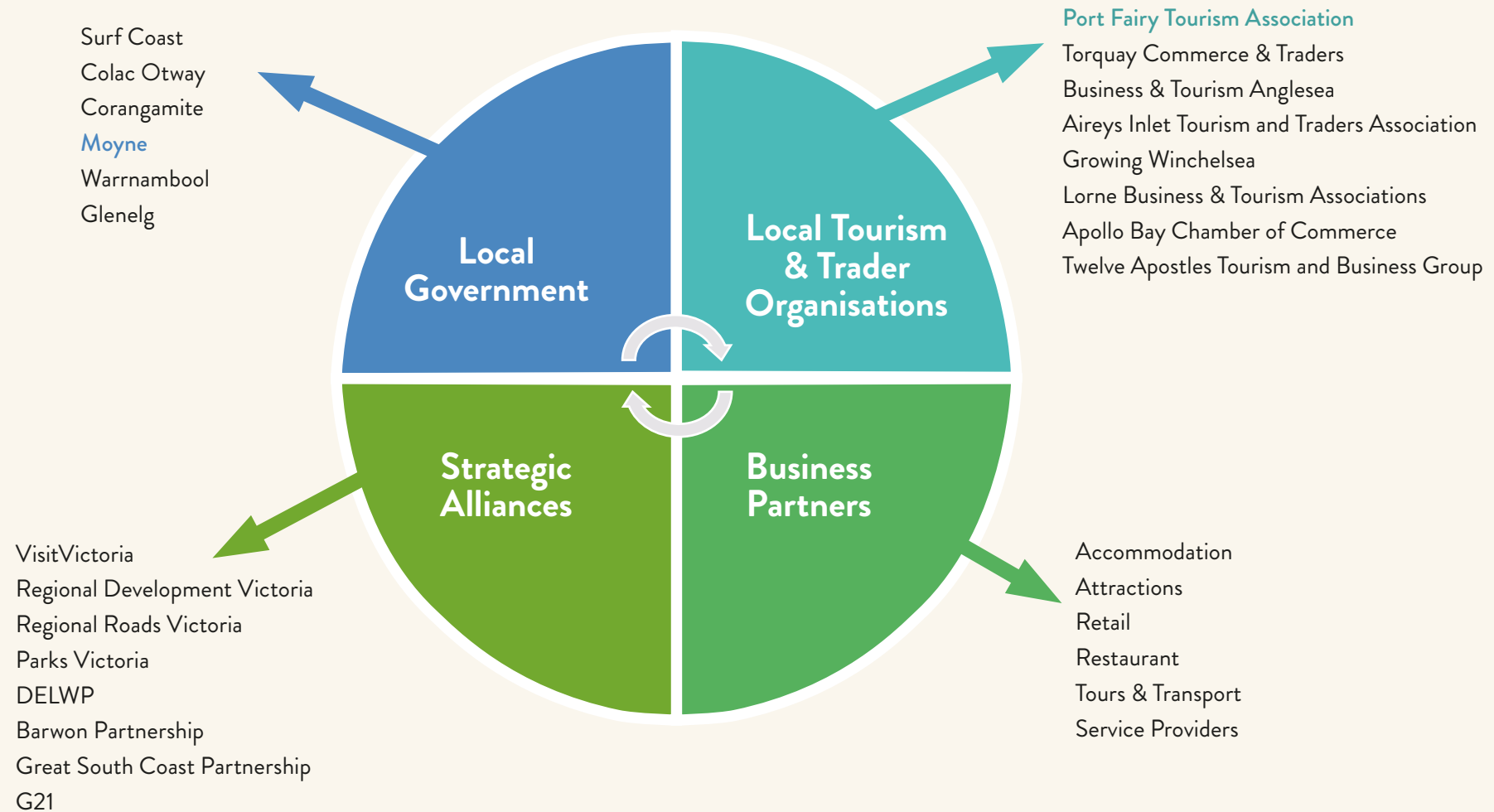
To facilitate, promote and advocate for a collaborative, strategic and sustainable approach to growing the visitor economy of the region.

This will be delivered through:

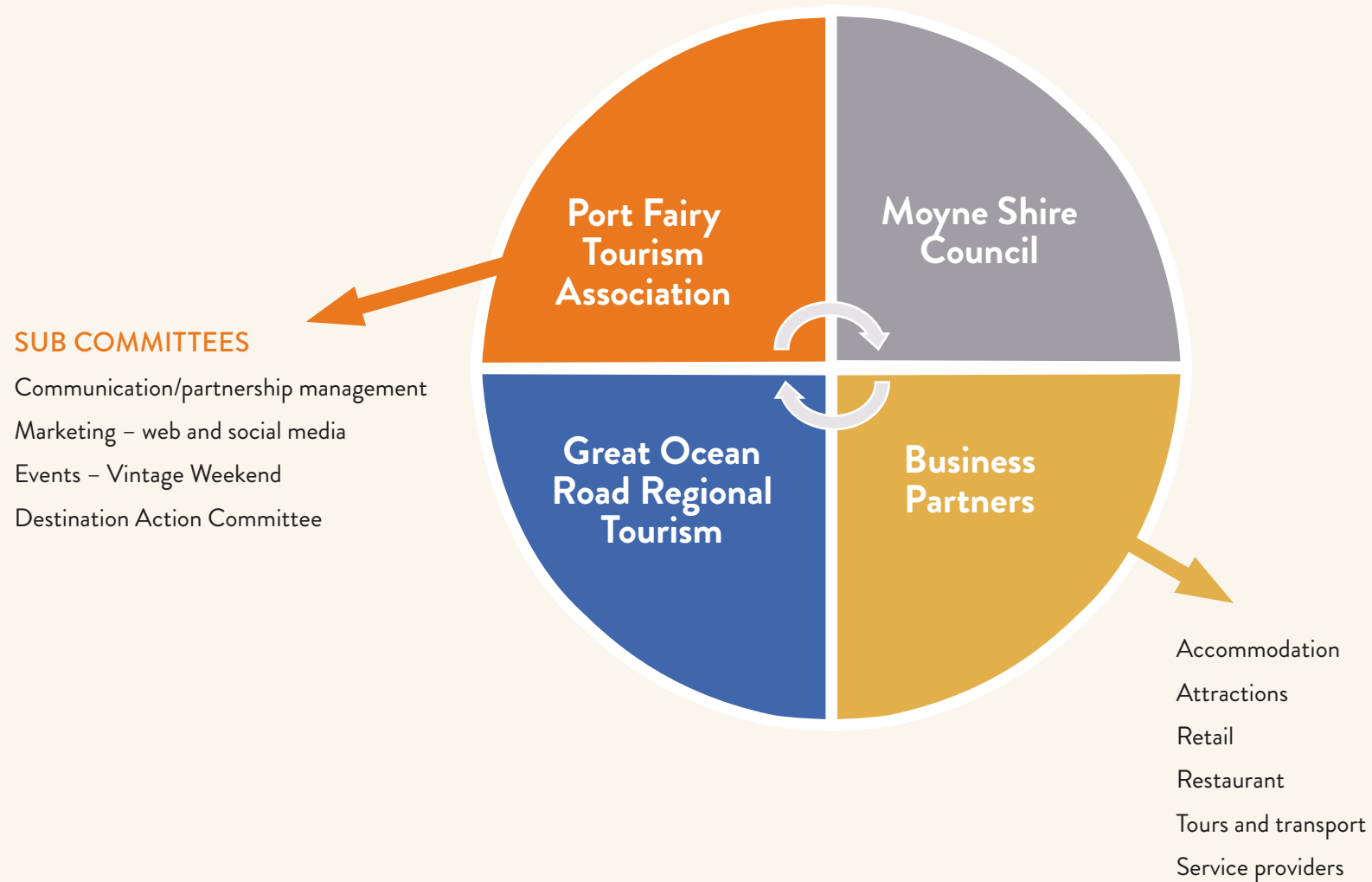
- Strategic Planning
- Development (product, infrastructure and industry)
- Marketing
- Management; and
- Advocacy.

THE COLLABORATIVE APPROACH

GREAT OCEAN ROAD REGION – THE PLAYERS



THE PORT FAIRY TOURISM LANDSCAPE



GREAT OCEAN ROAD VISITOR ECONOMY

PLANNING FRAMEWORK

