



GREAT OCEAN ROAD REGIONAL TOURISM BOARD
STRATEGIC BUSINESS PLAN 2019-2022



GREAT OCEAN ROAD
REGIONAL TOURISM LIMITED

INTRODUCTION

WHERE WE ARE AT...

2019/20 heralds the seventh year of partnering with State and Local Government, industry and community in the delivery of a regional tourism Board for the Great Ocean Road region. With five years of operation, we are now starting to see strong results from having a collaborative partnership.

- Over \$700m in private sector investment is in planning,
- \$108m of State and Federal funding has been secured for implementation of Stage 2 of the Shipwreck Coast Masterplan;
- \$153m for Great Ocean Road maintenance
- The 12 Apostles Precinct Plan is scheduled for completion in September 2019.
- Parks Victoria have scoped and are scheduled to undertake Stage 1 works from May 2019
- The Budj Bim Masterplan has State Government funding secured and is in the final stage of their World Heritage Listing Bid;
- Tower Hill Master Planning has commenced; and
- A number of masterplans and precincts plans are evolving — Memorial Arch, Point Grey, Apollo Bay Wharf etc.

and we have achieved:

- The GOR Action Plan and Authority (an advocacy priority); and
- 58/76 actions identified in the Strategic Master Plan the Visitor economy of the Great Ocean Road 2015-2025 are either completed or in progress.

INTRODUCTION

CONTINUED

GORRT's strong advocacy program is assisting in driving the agenda and it is critical to continue to lead the visitor economy narrative and strengthen and maintain key messages about:

- The value of the visitor economy
- The importance of supply-side public and private sector investment to change consumer behaviour
- The importance of managing visitor growth and curating the visitor journey
- The need to focus on yield not numbers
- The length of time and investment required to change consumer behaviour
- The importance of developing solutions for the 'system' that is the Great Ocean Road region and
- The need to address the short term challenges without losing site of the long term vision.

The positive momentum has not come without raising the focus on some of the challenges and negative aspects of tourism. The impact on the lifestyle of communities, where the ageing, poorly maintained and inadequate infrastructure is failing, has heightened angst in some sections of the community and is fuelling a vocal anti-tourism sentiment. Conversations about the visitor economy continue to highlight the inadequacy of:

- Waste management
- Parking
- Road safety
- Road condition
- Congestion;
- Digital connectivity; and
- The capacity of communities, local emergency services and systems to service the growing visitor market.

INTRODUCTION

CONTINUED

GORRT has been at the forefront of providing the evidence base to support building the case for investment in the visitor economy. Supporting the need for both public and private investment and small and large scale product development. The public and private sector investment pipeline demonstrates the region is on the cusp of significant change. Critical to realising the benefits of this change is continuing to champion and facilitate a cohesive and collaborative regional approach.

From a demand side the region continues to benefit from significant growth in international visitation from key markets including the growth markets of China and India but even double-digit growth in international overnight visitation is significantly overshadowed by even stronger growth in international day trip visitation. Digital disruption is changing domestic visitation and the region needs new supply-side product to maintain its attractiveness and competitiveness with other key regions and interstate destinations. Growing small product to stimulate some of the key subsets of the Lifestyle leader — ie. food and wine life stylers and enriched wellbeing is critical to growing length of stay, dispersal and spend from domestic visitation. Key to building the region's competitiveness is growing industry participation and engagement. Digital disruption and strong demand has grown the number of tourism businesses within the region but has resulted in a nett decline in the number of operators actively participating and financially supporting not only GORRT but the marketing of their product and destination to grow awareness domestically.

WHAT DOES THIS MEAN...

Leading the narrative and driving the advocacy agenda is even more critical now. The challenges are heard, solutions are in their infancy but delivering changed behaviour is not going to come from a single solution but the sum of the moving parts. The GOR Authority will facilitate driving collaboration even further but we cannot lose momentum whilst the strategic framework, legislation and funding support is built. We need to continue to play a strong advocacy role. With a greater understanding of the incubation period for both public and private projects we need to ensure the Strategic Master Plan review identifies the next wave of priorities and manages short term solutions that continue to drive towards the long term vision of the region.

Driving an even stronger evidence base will be a critical investment in the next phase of our growth. We need to delve deeper into the data and uncover the stories behind the numbers to grow investment confidence, innovative product development to service future markets, increase our competitiveness and drive more targeted and effective marketing.

Our marketing must continue to advance the region's digital platform and digital capability to ensure our content driven strategy is reaching consumers when and how they need it. We have to continue to innovate and explore new ways to engage and service visitors in region. We need to continue to build content assets and leverage these through strategic partnerships. This will be in vain and cannot be achieved without increasing industry engagement and investment. We need to invest in growing sales and activating more preferred partners. We need to drive our local tourism and trader partner organisations and Local government partners to work harder with us to recruit industry participation and reinforce the strength of cooperative investment in growing the visitor economy.

INTRODUCTION

CONTINUED

Support for expediting the delivery of public and private sector projects that support the long term sustainability of the visitor economy is a priority and crucial to mitigate against reputation damage. GORRT has the opportunity to provide a leading role not just in driving the review and renewal of the Strategic Master Plan to the Visitor Economy of the Great Ocean Road 2015-2025 but completing and commencing implementation of the strategic planning projects we have been completing over the last three years:

- The Future of Visitor Servicing;
- Aboriginal Product Development Strategy;
- GOR Signage Strategy; and
- Workforce Planning.

Finally, we need to support our industry to grow their product, their capability and their profitability to maintain investment in delivering a quality and sustainable visitor experience. Industry development programs must be hands on, effective and relevant and we need to explore new modes of delivery to maximise penetration and learnings.

The next three years is pivotal for both the region and GORRT and 2019-2020 will be a year to strengthen the framework and foundations to support the growing visitor economy.

THE ORGANISATION

THE BOARD

Great Ocean Road Regional Tourism is a Company Limited by Guarantee. The Board is comprised of 13 Directors, 6 Local government appointed Directors, 5 skills based Directors and 2 Independent Directors. Directors are appointed for three year terms.

- | | | | |
|--------------------------------|-----------------------|---------------------|---|
| ▪ Wayne Kayler-Thomson (Chair) | Independent | ▪ Simon Illingworth | Councillor Corangamite Shire Council |
| ▪ John Maher (Deputy Chair) | Independent | ▪ Andrew Paton | Director City Growth Warrnambool City Council |
| ▪ Clive Goldsworthy | Independent | ▪ Bill Milliard | CEO Moyne Shire Council |
| ▪ Dean Newell | RACV Torquay | ▪ Anita Rank | Mayor Councillor Glenelg Shire Council |
| ▪ Sharon Bradshaw | Forrest Brewing | ▪ Vacancy | Skills based position |
| ▪ Sam Lucas | Warrnambool Bus Lines | ▪ Intern | Jayden Bath – Minter Ellison |
| ▪ Keith Baillie | CEO Surf Coast Shire | ▪ Company Secretary | Clinton Fraser – Davidsons |
| ▪ Peter Brown | CEO Colac Otway Shire | | |

FINANCE AND RISK COMMITTEE

- John Maher (Chair)
- Clive Goldsworthy
- Wayne Kayler-Thomson (Chair)
- Dean Newell
- Liz Price

THE ORGANISATION

CONTINUED

THE TEAM

The GORRT Team includes the equivalent of 5 FTE's. The GORRT Team work from a virtual office and have a desk at the Warrnambool City Council Visitor Economy office located at Flagstaff Hill.

GORRT also contracts professional services to deliver bookkeeping, financial management, annual audit and the company secretary role.



GORRT'S VALUES

1. COLLABORATION AND ENGAGEMENT

Fostering collaboration and engagement with, and between, our stakeholders is critical to the development of a healthy, cohesive and responsible tourism industry that delivers outstanding visitor experiences.

2. TAKING RESPONSIBILITY

We understand that our actions have impacts upon other people and the environment. We take responsibility for our behaviours, actions and achievements when:

- Working with stakeholders
- Communicating to visitors
- Providing commercial services
- Making decisions that impact on the environment

3. DEMOCRATIC LEADERSHIP

Our leadership style reflects the acknowledgement that our role is to facilitate responsible and sustainable visitor economy development in the region, rather than to dictate how it should be done.

4. TEAMWORK

A culture of teamwork is essential for strong, productive relationships within GORRT, and with stakeholders.

5. FINANCIAL WELL-BEING

Being commercially viable as a regional tourism organisation and supporting the profitability of local businesses is essential to the sustainability of the tourism destination, and desirable in terms of enjoying good quality of life.

6. FLEXIBILITY AND ADAPTABILITY

To survive in a comparatively unpredictable, rapidly changing industry with a diverse range of stakeholders, we need to be willing to change, and responsive to change.

7. AUTHENTICITY AND REALISM

In order to be genuinely collaborative and build successful partnerships with the tourism industry and communities, we need to be authentic in the way we relate to others and realistic in our expectations.

8. INCLUSIVENESS AND ACCEPTANCE OF DIVERSITY

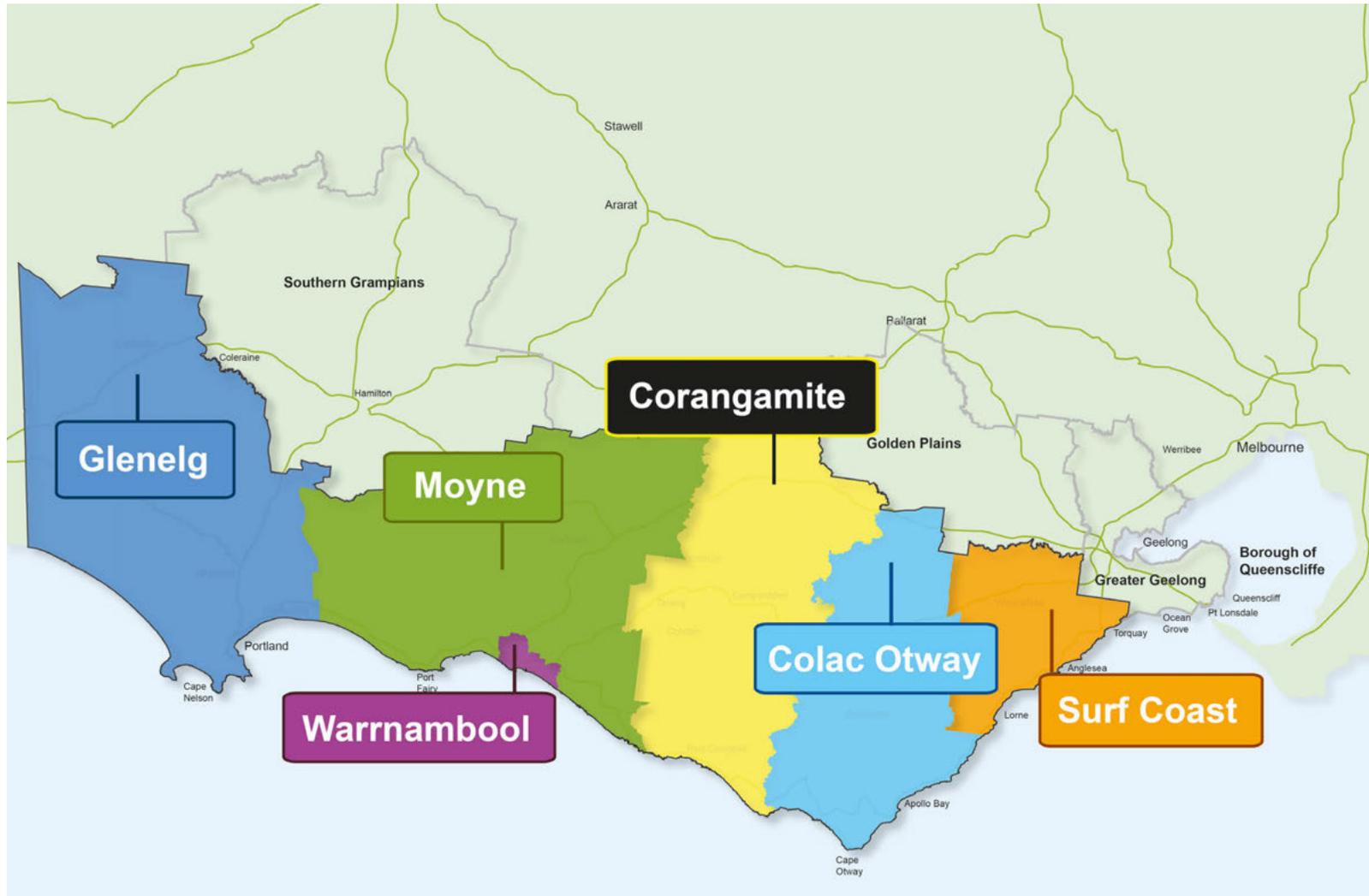
We consciously include and respond to the needs of a diverse range of stakeholders and visitors to the region.

9. AGENTS FOR CHANGE

Our role gives us the opportunity to work towards improving the regions social, economic, spiritual and environmental health.

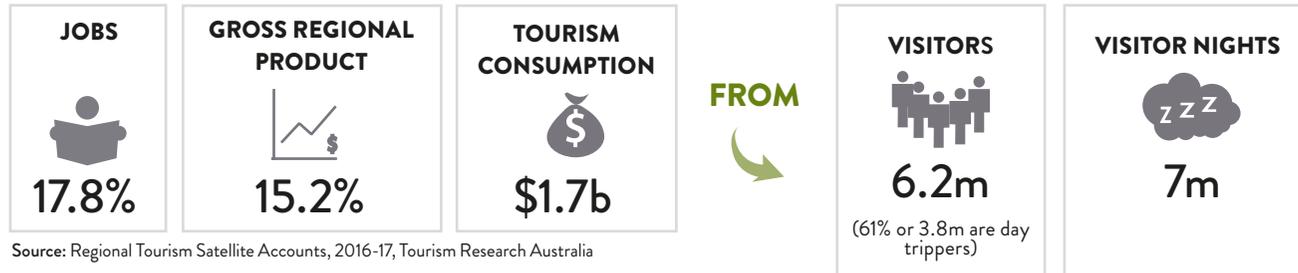
THE REGION

The Great Ocean Road region spans the six Local Government areas of Surf Coast, Colac Otway, Corangamite, Moyne, Warrnambool and Glenelg.



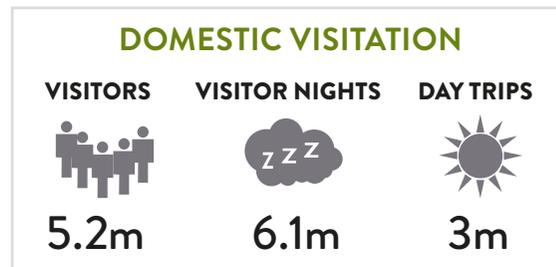
THE CURRENT STATE

REGIONAL PERFORMANCE



Source: Regional Tourism Satellite Accounts, 2016-17, Tourism Research Australia

Source: National Visitor Survey and International Visitor Survey, YE Mar 18, TRA



THE CURRENT STATE

CONTINUED

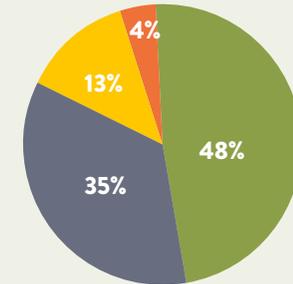
TARGET MARKETS

The domestic market represents 83% of all visitors to the great Ocean Road region and 85% of visitor nights.

- Melbourne is the largest source market for Great Ocean Road representing 60.5% of visitors and 57% of visitor nights followed by Regional Victoria representing 28.4% of visitors and 30.1% of nights.
- Interstate visitation represents 11.1% of visitors and 12.8% of nights with NSW being the largest interstate market at 5% of visitors and 5.6% of nights. Interstate visitation YE Dec 18 is significantly down on YE Dec 17 25.6% on visitors and 33.7% on nights.
- International visitation represents 17% of visitors and 15% of nights. Mainland China is the largest international overnight market representing 16.8% of all overnight visitors followed by United Kingdom (12.3%), Germany (8.7%) and USA (7.8%).

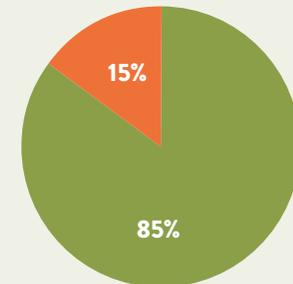
VISITORS BY VISIT TYPE

- Domestic day trips
- Domestic overnight visitors
- International day trip visitors
- International overnight visitors



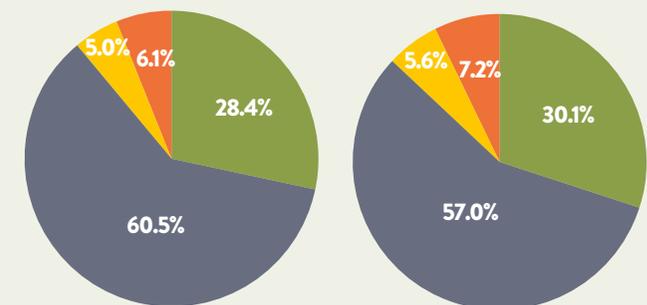
VISITOR NIGHTS BY MARKET

- Domestic nights
- International nights



VISITORS BY SOURCE

- Regional Victoria
- Melbourne plus
- NSW
- Other interstate



THE CURRENT STATE

CONTINUED

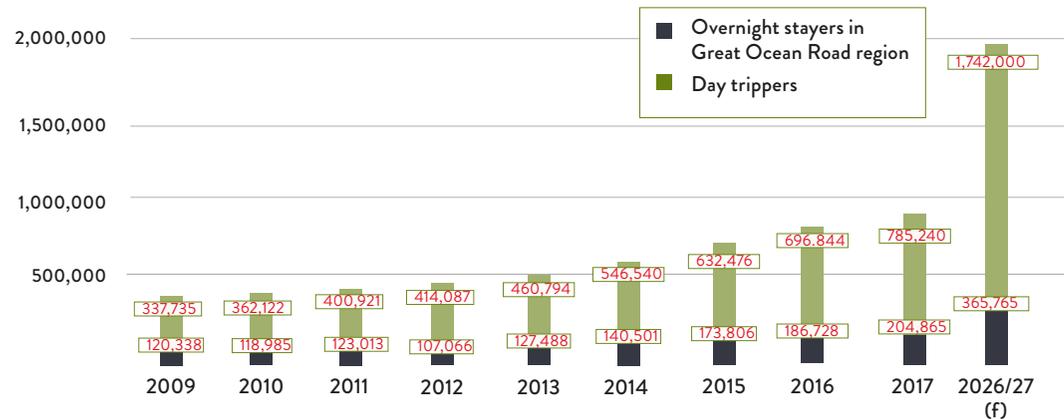
THE GROWING DAYTRIP MARKET

The Great Ocean Road region receives over 3 million domestic daytrip and over 785,000 international daytrip visitors per annum. Approaching 4 million daytrip visitors annually has exacerbated the ailing and failing infrastructure and the negative impacts of this is being felt by communities leading to an increased anti-tourism sentiment.

MARKET GROWTH OVER THE LAST 5 YEARS

- Demand for the Great Ocean Road is growing above previous forecasts.
- Domestic day trip visitation YE Dec 18 is 12.6% up on YE Dec 14 however YE Dec 18 represents no change in market share of regional Victoria trips and a slight decline (0.9%) on share of regional Victoria trips in comparison to YE Dec 14
- Domestic overnight visitation YE Dec 18 is 24.6% up on YE Dec 14 and
- Domestic nights YE Dec 18 is 12.6% up on YE Dec 14
- International visitation YE Dec 18 is 54.9% up on YE Dec 14; and
- International nights YE Dec 18 is 63.4% up on YE Dec 14.

INTERNATIONAL DAY TRIP VISITATION TO GREAT OCEAN ROAD REGION IS SET TO GROW BY NEARLY 1 MILLION ANNUAL VISITORS BY 2026/27



Source: International Visitor Survey and TRA Online

FORECAST GROWTH

Visitor growth is tracking ahead of projections and is predicted to continue to grow with a 37% increase in visitors and 32% increase in nights by 2026/27. Of greatest concern is the forecast increase in daytrip visitors 51% increase in total daytrip visitation driven by a forecast 121% increase in international daytrip visitation. These numbers highlight the importance of changing current visitor behaviour and growing international overnight visitation but also possibly mask growing concerns in domestic visitation and maintaining the region's competitiveness and attractiveness to the core Melbourne market.

FORECAST VISITOR GROWTH 2017-2026/27



FORECAST INTERNATIONAL VISITOR GROWTH 2017-2026/27



Source: These forecasts are prepared by Decisive Consulting, using the updated TRA national and regional Victoria visitor night forecasts from August 2017.

THE CURRENT STATE

CONTINUED

CHALLENGES AND OPPORTUNITIES OF THE REGION

CHALLENGES	OPPORTUNITIES
The need to change consumer behavior – grow yield not numbers.	Visitor servicing to drive satisfaction and change behavior
Growing international daytrip market.	Being at the forefront of a clear and consistent narrative
Ageing and failing infrastructure.	Increasing community engagement, awareness and support
Growing community focus on the negative impacts of the visitor economy.	Implementation of GOR Action Plan and Authority
Funding model – increasing business participation, engagement and support, finding a way to engage with free riders.	Level of Private sector investment in new and existing product
Meeting visitor demand expectations from growth markets (e.g. China).	Level of public investment in the SCMP and GOR
Visitor management – visitor growth, congestion, safety, servicing.	Strong growing digital platform
Data and Data quality – timely and accurate, level of granularity to inform strategic decision making.	Brand framework, imagery and assets to underpin
Workforce challenges – access, capacity, affordable housing, transport.	Changing visitor mix – FIT's
Role, Value and resourcing of local tourism and trader organisations.	Level of collaboration and consistency across the region
Growing GORRT Funding model/revenue base.	SMP and DAP framework – strong foundation to build on
Ensuring aspirations for the Authority are realised – balance between economic development and environment protection.	Implementation of strategies in progress <ul style="list-style-type: none"> ▪ Workforce planning ▪ Aboriginal product development ▪ Future of visitor servicing
Negative media in core market of Melbourne	Centenary of construction of the GOR

VISION FOR THE REGION

VISION

The Great Ocean Road region will be Australia's foremost sustainable tourism region providing outstanding seamless visitor experiences to drive yield and dispersal growth. Its community and Stakeholders' value the contribution of tourism to the economic, environmental, social and cultural health of its destinations and the region.

MISSION

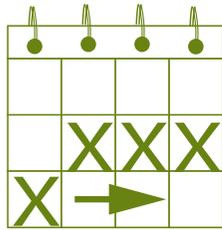
To facilitate a cooperative, regional, visitor centric approach to growing a more sustainable and vibrant visitor economy for the Great Ocean Road region.



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.



Increase length of stay



Increase expenditure

OBJECTIVES

1. To increase visitor yield (length of stay and expenditure)
2. To increase visitor dispersal (geographically and seasonally)
3. To increase visitor satisfaction
4. To increase business and community participation, engagement and support for the visitor economy



Increase dispersal – geographical, seasonal and mid-week



Increase satisfaction

KEY STRATEGIC PRIORITIES

The region’s key priorities remain:

PRIORITIES	ACTIONS
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 and 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.

MAJOR INFRASTRUCTURE PRIORITIES

The Strategic Master Plan to the Visitor Economy of the Great Ocean Road 2015-2025 highlighted the need for some \$1b of public and private infrastructure investment over the life of the Plan. The ageing and failing of public infrastructure from under investment in maintenance and renewal over the past 20 years exacerbated by significant growth in visitor numbers has resulted in a large number of public infrastructure projects being prioritised at both State and Local government over the past three years. Significant money has been invested however with the exception of GOR maintenance most funding to date has been in strategic planning and not implementation.



PUBLIC SECTOR INFRASTRUCTURE PRIORITY PROJECTS

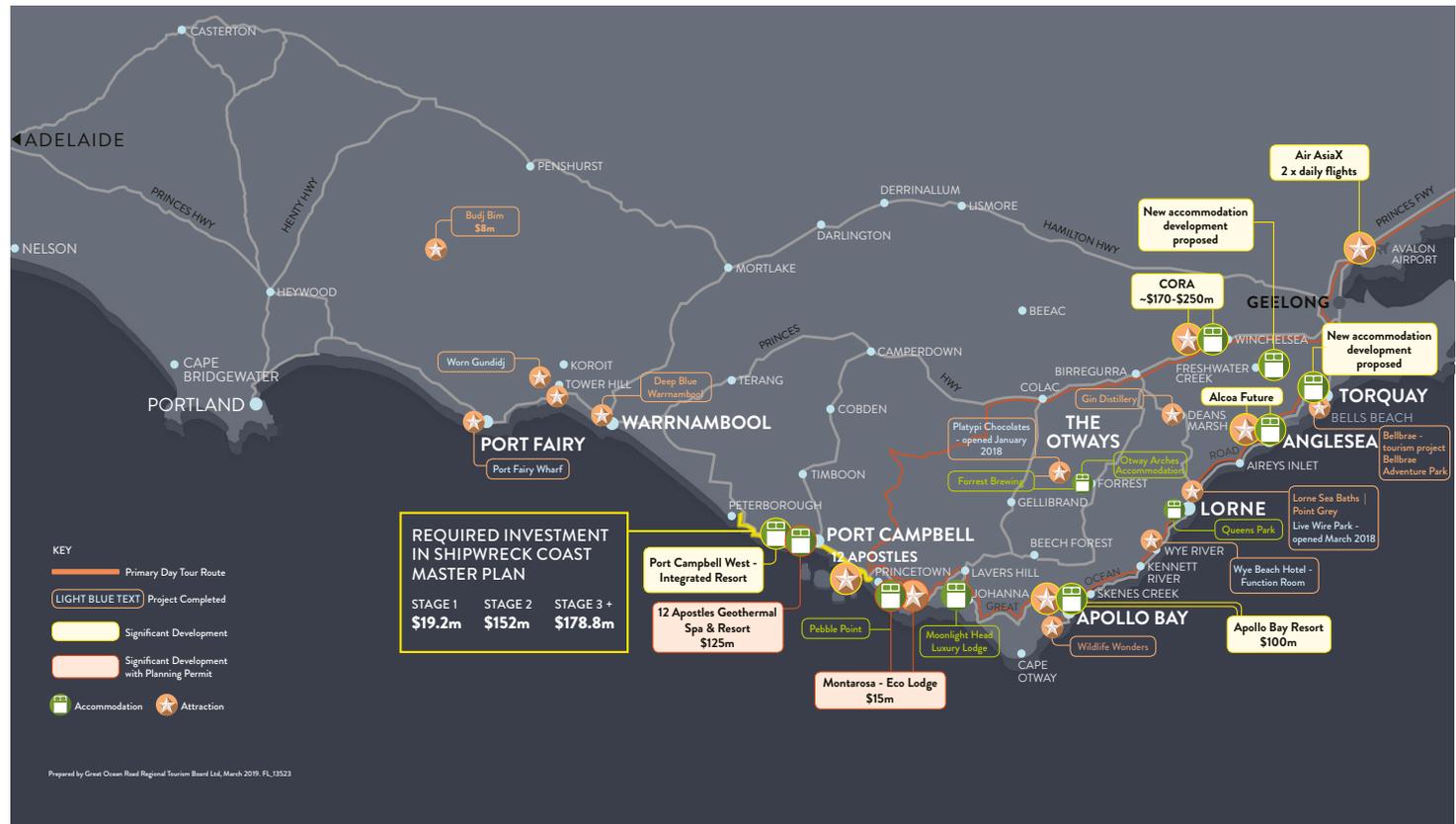
- Great Ocean Road maintenance and Renewal (\$153m funded — ongoing funding required)
- Shipwreck Coast Masterplan — Stage 1 (9.8m) and Stage 2 (\$108m) including 12 Apostles Precinct Planning
- Great Ocean Road Memorial Arch
- Kennett River
- Lorne — Point Grey
- Lorne — Queen's Park
- Apollo Bay Harbour redevelopment (\$12m under city deal)
- Apollo Bay Infrastructure Plan
- Budj Bim Master Plan implementation and World Heritage Listing
- Tower Hill Master Plan
- Flagstaff Hill Maritime Village — Future focus
- Torquay Gateway Project
- 12 Apostles Water and Sewerage project — strategy funded, implementation pending
- Apollo Bay, Kennett River, Wye River Transport and Parking strategy
- Forrest Mountain Bike Strategy Implementation Plan
- Great Ocean Walk completion
- Surf Coast Walk feasibility
- Apollo Bay- Skenes Creek Discovery Trail (\$5m funding under City Deal)
- Longer distance walking trails Apollo Bay to Torquay (Feasibility funded)
- Waste Water project for Forrest
- Colac Lake Foreshore Masterplan (accommodation attraction).

MAJOR INFRASTRUCTURE PRIORITIES

CONTINUED

PRIVATE SECTOR INFRASTRUCTURE PRIORITY PROJECTS

- Anglesea Alcoa – Eden project
- Eco Lodge and Activity hub (planning permit)
- 12 Apostles Geothermal Spa & Resort (planning permit)
- Australian Tourism Trust – multi-site resorts; Apollo Bay, Moonlight Head, Port Campbell West, Portland
- Cape Otway Road Australia
- Wildlife Wonders – Marengo
- Forrest Brewing Expansion
- Pebble Point accommodation
- Deep Blue Spa Development – Warrnambool
- Port Campbell West – Integrated resort
- Torquay Tourist park
- Hotel Development – Colac
- Gin distillery, Deans Marsh
- Brewery – Torquay



BRAND

REGIONAL BRAND

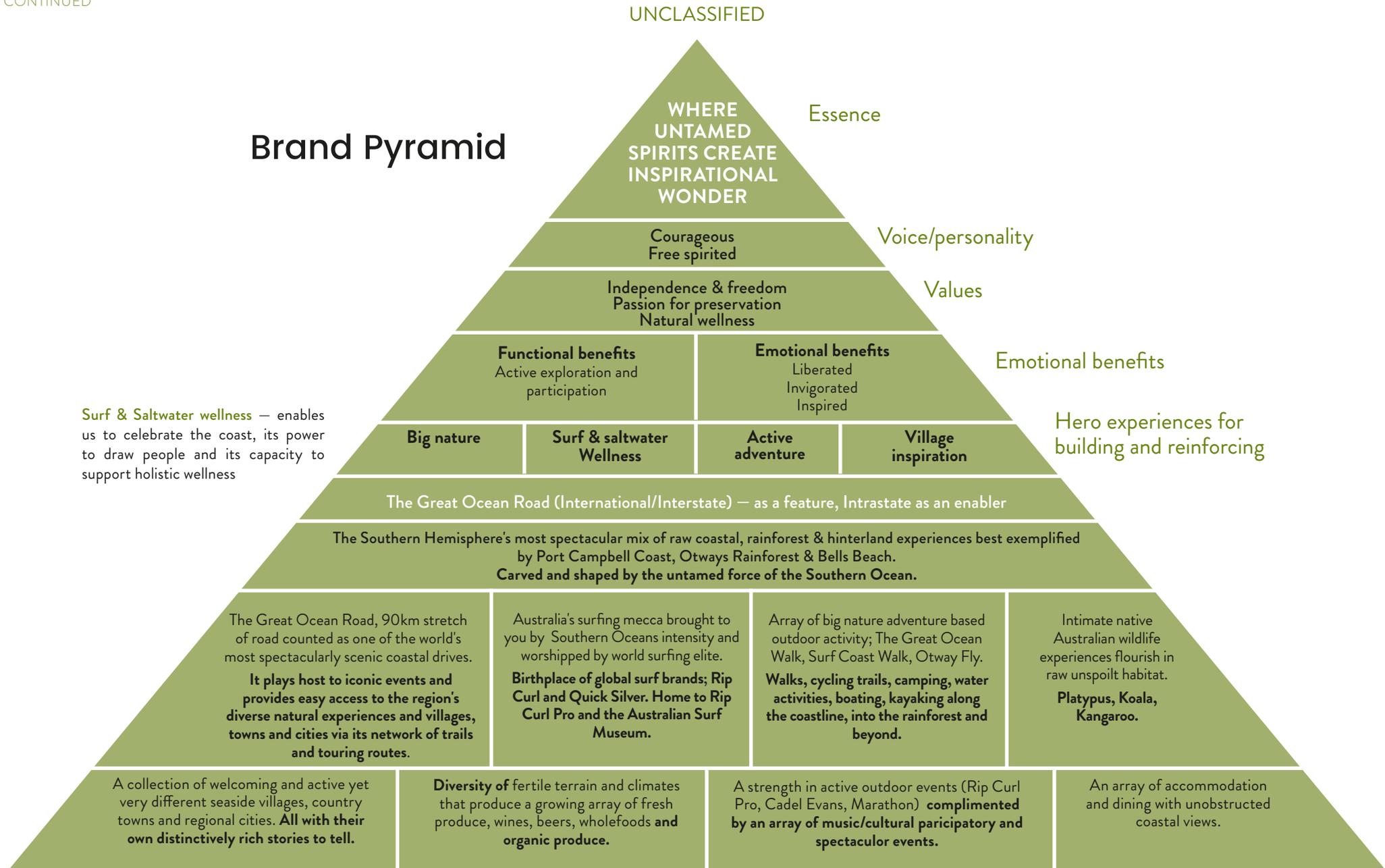
The Great Ocean Road region brand essence '*Where untamed spirits create inspirational wonder*' facilitates a shift from focusing on the road and the rocks to focusing on Big Nature as the region's greatest strength. Big nature delivered through the magic and majesty of the Southern Ocean and the coast line it has sculptured, the big waves of Bell's Beach, the tall trees and waterfalls of the Great Otway National park, the lakes and craters of the Volcanic Plains, Big tuna, whales, wildlife and rich agriculture.

THIS KEY STRENGTH IS SUPPORTED BY THE 4 EXPERIENCE PILLARS:

Active Adventure, Surf and Salt Water Wellness, Village Inspiration and Curated Culture

- **Active Adventure** — shifts the narrative from a passive visit to the region to a more immerse active visit. To explore the beauty of our landscape you need to immerse yourself and be active.
- **Village Inspiration** — celebrating the unique features and attributes that define the character of the towns and villages that make up our region.
- **Curated Culture** — celebrates the entrepreneurs and artisans of all crafts that call the GOR home. Inspired by the landscapes and its bounty they help define a sense of provenance and shape the character of our individual towns and villages.
- **Surf and Saltwater Wellness** — enables us to celebrate the coast, its power to draw people and its capacity to support holistic wellness.

Brand Pyramid



BRAND

CONTINUED

THE GREAT OCEAN ROAD MASTER BRAND

Provides a regional framework that also supports the creation of identities for the individual areas, towns and villages. This enables and empowers Stakeholders to amplify the message at both a regional and destination sub-brand level and ensures the destination sub brands support regional messaging.

The destination brand framework is delivered through the *I AM* campaign:

- I AM* Torquay
- I AM* Apollo Bay
- I AM* Warrnambool
- I AM* Anglesea
- I AM* Otways
- I AM* Port Fairy
- I AM* Lorne
- I AM* 12 Apostles Coast and Hinterland
- I AM* Portland



MARKETING

KEY ISSUES

- **Poor yield, dispersal and length of stay** — more than 50% of visitation to the region occurs as daytrips. This emphasis on day trips, coupled with the primary visitor activities of going to the beach and general sightseeing has resulted in poor yield for the region, and a disproportionate level of coastal visitation.
- **Visitor dissatisfaction such as crowding at key visitor nodes** — in peak periods, high visitation to key destinations such as Torquay, Lorne and Apollo Bay, and primary attractions such as the Great Ocean Road Memorial Arch, Gibson Steps and the Twelve Apostles, exceeds the capacity of facilities, businesses and services to efficiently manage or service demand. This negatively impacts on the quality of the visitor experience, diminishes opportunities to grow yield and encourage longer length of stay, and provides a significant risk to repeat visitation and reputation management.
- **Lack of knowledge of the breadth and depth of product offering** — research highlights that visitors' knowledge of the region is often quite narrow and at times nostalgic. It is critical to focus on increasing visitors' knowledge of the region's product and experiences at the point of trip planning to support a shift from intent to take a day trip to planning for an extended stay.
- **High seasonality product offering in low season** — to build off-peak visitation, it is critical to focus on extending and enhancing seasonal product offerings. Key destinations do not have sufficient product open and operating in non-peak periods. Consumer perception is that there is limited things to do, especially during inclement weather or at night.
- **Lack of industry-funded co-operative marketing** — the strength of current visitation, especially in key destinations, and the absence of a regional body for over 5 years, has reduced the industry's contribution to the marketing of the region and/or destinations. This lack of investment in marketing limits the capacity to change consumer perceptions and behaviour.

STRATEGIC FOCUS

Storytelling makes up the essence of the *I AM* Great Ocean Road brand. Building emotional connection through storytelling and a visual content focused strategy that integrates all marketing and promotional tools and drives traffic to our web platform. That aligns with our marketing objective of increasing length of stay, spend, dispersal (geographical and seasonal) and visitor satisfaction.

Our focus is on:

- Delivering strong and engaging digital content to grow audiences across all platforms
- Increased cross-platform integration, stronger audience engagement and facilitate conversion
- Stimulate off-peak visitation — highlighting the breadth of our product offer
- Partner with Visit Victoria to maximise opportunities for integration with the *Your Happy Space* campaign
- Evolve and continuously improve our digital offering

WORKING WITH VISIT VICTORIA

- GORRT identifies with Visit Victoria's primary target audience
- GORRT seeks to maximise opportunities to partner with Visit Victoria through:
 - Updating content in the Hero product spreadsheet
 - Supporting the PR team with ideas
 - Support for Media famils
 - Collaboration in social media
 - Drive operator participation on ATDW
 - Growing industry participation in providing deals on VisitVictoria.com
 - Sharing content and assets.



STRATEGIC PLANNING

STRATEGY

Facilitate a research driven, visitor focused, collaborative approach to growing a sustainable and vibrant visitor economy

ACTIONS	MEASURES	PRIORITY
<p>Build and evolve the framework to facilitate industry and community engagement in the development, implementation and review of Destination Action Plans.</p> <p>Review and update Destination Action Plans for Warrnambool, Portland, Otways, Anglesea, Port Fairy, Lorne, Aireys Inlet, 12 Apostles Coast & Hinterland and Torquay.</p> <p>Develop a Destination Action Plan for Colac.</p>	<ul style="list-style-type: none"> ▪ Develop and distribute key visitor data to Stakeholders ▪ Revised Plans completed by May 2020 ▪ Develop a dashboard to monitor the region's performance and track trends ▪ Monitor visitor sentiment and perception 	YEAR 1
<p>Provide input to the State Government and regional tourism review — specifically to encourage investment attraction/ statutory planning reform, resourcing and whole of Government support and engagement in reform.</p>	<ul style="list-style-type: none"> ▪ Review outcomes recognise GORRT input 	YEAR 1
<p>Work with the LTO's to explore development of a regional funding submission to seek implementation of priority DAP activities through GORRT.</p>	<ul style="list-style-type: none"> ▪ Funding submission supported agreed and supported by LTO partners ▪ Funding achieved 	YEAR 2
<p>Update, continually improve and review the Strategic Master Plan to the Visitor economy of the GOR. Additional work to include:</p> <ul style="list-style-type: none"> ▪ In-depth analysis of visitation patterns and trends ▪ Demand and supply forecast ▪ Customer profiling ▪ Customer journey mapping ▪ Product gap analysis 	<ul style="list-style-type: none"> ▪ 2015-2025 Plan updated ▪ New plan released 2020/21 	YEAR 1
<p>Develop and continue to evolve a regional research program, to foster an evidenced based decision making framework including data and analysis on:</p> <ul style="list-style-type: none"> ▪ Visitation ▪ Economic impact ▪ Forecasts and trends ▪ Consumer sentiment ▪ Investment ▪ Customer journey ▪ Customer segmentation ▪ Employment. 	<ul style="list-style-type: none"> ▪ Research reports and Research dashboard developed ▪ Reports actively sought and used by Stakeholders. 	YEAR 1
<p>Support the development and implementation of the new Great Ocean Road Authority/GOR Action Plan</p> <ul style="list-style-type: none"> ▪ Ensure consistent narrative of the importance of growing the return from the visitor economy ▪ Facilitate recognition of the importance of a vibrant and sustainable visitor economy ▪ Support and facilitate industry engagement in consultation. 	<ul style="list-style-type: none"> ▪ Participation of Chair in Interim Task Force ▪ Participation of GM in Strategic Framework 	YEAR 1

DEVELOPMENT – INFRASTRUCTURE

STRATEGY

Maximise the return from the visitor economy through the identification and support of critical infrastructure

ACTIONS	MEASURES	PRIORITY
<p>Provide advice and expertise to Government on public infrastructure projects within the region including:</p> <ul style="list-style-type: none"> Development and implementation of 12 Apostles Precinct Plan Budj Bim Master Plan implementation Development and implementation of Tower Hill Master Plan Development and implementation of GOR upgrades and maintenance. 	<ul style="list-style-type: none"> Participation on Project Reference Groups valued and relevant 	YEAR 1
<p>Advocate for prioritisation of maintenance and renewal of existing product and infrastructure.</p>	<ul style="list-style-type: none"> Investment outcomes 	YEAR 1
<p>Advocate for and support new infrastructure development that is consistent with the goals and objectives of increasing length of stay, yield, dispersal and satisfaction, defined and/or aligned to the Destination Plans.</p>	<ul style="list-style-type: none"> Investment outcomes 	YEAR 1
<p>Develop and implement an annual advocacy program that supports implementation of the Strategic Master Plan for the region and underpins Local government advocacy agendas.</p>	<ul style="list-style-type: none"> Positive progress and outcomes 	YEAR 1
<p>Support Local government and private sector submissions for funding aligned to DAPs or Strategic Master Plan.</p>	<ul style="list-style-type: none"> Investment outcomes 	YEAR 1
<p>Support VicRoads building the economic case for investment in key roads to support changing customer journeys to grow the return from the visitor economy:</p> <ul style="list-style-type: none"> Great Ocean Road M1 Apollo Bay/Forrest Road Alternate inland routes. 	<ul style="list-style-type: none"> Outcomes support implementation of the Great Ocean Road Strategic Master Plan to the Visitor economy. 	YEAR 1

DEVELOPMENT — PRODUCT

STRATEGY

Enrich the visitor experience by supporting the growth and development of new and existing product, services and experiences

ACTIONS	MEASURES	PRIORITY
Facilitate and seek funding to underpin implementation of regional strategic plans and projects including: <ul style="list-style-type: none"> ▪ Future of Visitor Servicing ▪ Aboriginal Product Development ▪ Workforce Planning ▪ GOR Signage Strategy. 	<ul style="list-style-type: none"> ▪ Project funding secured ▪ Implementation commences 	YEAR 2
Facilitate the development and implementation of private sector investment through: <ul style="list-style-type: none"> ▪ Research ▪ Advocacy ▪ Professional guidance ▪ Access to Government experts and Stakeholders ▪ Identification and access to funding sources ▪ Support industry and community engagement. 	<ul style="list-style-type: none"> ▪ GORRT recognised by Government and Private sector as a conduit valued advisor and facilitator 	YEAR 1
Foster product development opportunities identified in the DAPs or Strategic Master Plan Programs.	<ul style="list-style-type: none"> ▪ Annual program of workshops, developed, implemented and taken up by industry 	YEAR 2
Utilise brand architecture to foster innovation in product and experience development.	<ul style="list-style-type: none"> ▪ Progress report to the Board accepted. 	YEAR 1

DEVELOPMENT – INDUSTRY

STRATEGY

Grow industry capability and professionalism

ACTIONS	MEASURES	PRIORITY
Improve the supply and quality of the visitor experience through industry training and development.	<ul style="list-style-type: none"> Grow the number of operators participating in GORRT programs 	YEAR 2
Facilitate ongoing role of Leadership groups to oversight implementation and review of Destination Action Plans.	<ul style="list-style-type: none"> Establishment and delivery of annual priorities Annual review of Plan 	YEAR 1
Review the role, function and resourcing of local organisations to increase capability and sustainability (Action 68).	<ul style="list-style-type: none"> Discussion paper and strategy approved by the Board 	YEAR 2
Strengthen local tourism and trader networks through professional development and mentoring of their leaders.	<ul style="list-style-type: none"> Program developed and implemented 	YEAR 3
Partner with Local government and tourism and trader organisations to implement an industry development program to improve: <ul style="list-style-type: none"> Visitor servicing Cultural awareness Accessibility Business engagement; and Business performance. 	<ul style="list-style-type: none"> Annual program of workshops, developed, implemented and taken up by industry. 	YEAR 1

MANAGEMENT – INDUSTRY & COMMUNITY

STRATEGY

Foster a collaborative regional framework to support the active participation of industry and community in growing the return from the visitor economy

ACTIONS	MEASURES	PRIORITY
Encourage operator and Stakeholders to invest in and promote accessible tourism facilities (Action 29).	<ul style="list-style-type: none"> ▪ Accessibility incorporated into marketing and industry Development programs 	YEAR 2
Facilitate opportunities for GORRT and/or destination input into visitor economy management issues.	<ul style="list-style-type: none"> ▪ Reports to Board ▪ Representation on key projects ▪ Industry communication and engagement 	YEAR 1
Develop and implement a Stakeholder communication program that optimises industry engagement, participation and investment (Action 75).	<ul style="list-style-type: none"> ▪ Industry reach ▪ Industry engagement ▪ Conversion to industry partners 	YEAR 1
Maintain and implement a crisis preparation, response and recovery plan that is integrated with emergency management services, State and Local government.	<ul style="list-style-type: none"> ▪ Develop and facilitate programs to educate and assist stakeholders to prepare for crisis response and recovery 	YEAR 1
Grow industry participation and engagement in GORRT.	<ul style="list-style-type: none"> ▪ Increase number of operators participating in the GORRT program ▪ Increase number of operators participating in the Preferred Partner program ▪ Increase quantity and range of products, services and experiences participating in GORRT programs 	YEAR 1

VISITOR MANAGEMENT

STRATEGY

Actively support the development and implementation of strategies to mitigate and ameliorate the negative impacts of the visitor economy

ACTION	MEASURES	PRIORITY
Support development of strategic and tactical solutions to current visitor management issues – road safety, waste management, parking.	<ul style="list-style-type: none"> ▪ Solutions and programs developed in partnership with regional Stakeholders and reported to and endorsed by the Board 	YEAR 1
Instigate the establishment of a Community and Environment Development Fund to support ameliorating the negative impacts of tourism.	<ul style="list-style-type: none"> ▪ Fund established and Fundraising Plan commenced 	YEAR 1
Actively participate in the regional emergency Management framework and support dissemination of information to industry and visitors.	<ul style="list-style-type: none"> ▪ Participation is valued and supports regional programs and objectives. 	YEAR 1

MARKETING

STRATEGY

Build the Great Ocean Road brand to inspire and inform new and existing audiences

ACTIONS	MEASURES	PRIORITY
Deliver a content marketing strategy that supports the regional pillars of Big Nature, Active Adventure, Surf & Saltwater Wellness and Curated Culture.	<ul style="list-style-type: none"> Metrics established and monitored. Quarterly marketing activity report provided to Stakeholders 	ONGOING
Develop creative assets and tools to integrate brand within Stakeholder marketing and communications for the amplification of key messaging.	<ul style="list-style-type: none"> Operator take up/implementation of tools 	YEAR 2
Develop tactical campaigns to grow consumer engagement and support stakeholder participation emphasis on off peak visitation.	<ul style="list-style-type: none"> Campaign measurement — consumer reach and engagement Industry participation 	YEAR 1
Develop strategic partnerships with key events and businesses to leverage the region's marketing and promotional investment.	<ul style="list-style-type: none"> 3-5 partnership established 	YEAR 1
Support GSTR as the vehicle to manage international marketing.	<ul style="list-style-type: none"> Grow industry participation GOR coverage through international partners Increased recognition of multi-night stays in the GOR region on itineraries Increase level of reporting of activity to Stakeholders 	YEAR 1
Continue to develop and foster an integrated approach to the delivery of inspiration and information to meet visitor needs.	<ul style="list-style-type: none"> Partnerships with LGA, LTO and industry partners 	YEAR 1
Evolve, implement and monitor an industry engagement and investment model.	<ul style="list-style-type: none"> Industry take up of business services Active participation in programs 	ONGOING
Partner with Visit Victoria to leverage and support their National and international activity especially the intrastate campaign activation 'Your Happy Space'.	<ul style="list-style-type: none"> Level of exposure and engagement achieved through Visit Victoria campaign — reported to Board and Stakeholders through newsletters, marketing reports and corporate digital channels 	YEAR 1
Work in partnership with Parks Victoria to promote PV assets and the region's Big Nature and active adventure experiences including GOW.	<ul style="list-style-type: none"> GOW campaign developed and implemented Report to Board on outcomes achieved 	YEAR 1
Leverage the celebration of the Centenary of the GOR through the Pop Up Cinema installation to grow domestic visitation.	<ul style="list-style-type: none"> Project delivered to budget and on time 	YEAR 1
Review and refresh GORRT digital platform to maximise consumer engagement. Increase capacity to curate and personalise a visitor experience.	<ul style="list-style-type: none"> Metrics established, monitored and reported to Stakeholders through quarterly marketing reports. 	YEAR 1
Foster operator networking through the preferred partner program to create new product opportunities.	<ul style="list-style-type: none"> Number of preferred partners Preferred partner participation in activity Preferred partner attendance at Networking events. 	YEAR 1

ADVOCACY

STRATEGY

Lead a clear and consistent narrative to champion regional priorities to drive a sustainable and vibrant visitor economy

ACTIONS	MEASURES	PRIORITY
Work with Stakeholders to identify destination and regional priorities and solutions.	<ul style="list-style-type: none"> Report to Board on progress and outcomes Develop an annual advocacy strategy for Board approval 	YEAR 1
Maintain an advocacy agenda that identifies impediments to building the region's competitiveness and meeting visitor economy objectives.	<ul style="list-style-type: none"> Implementation of annual advocacy strategy reported to Board 	YEAR 1
Create opportunities for stakeholders to benefit from Government funding programs aligned to the visitor economy objectives.	<ul style="list-style-type: none"> Report to Board on progress and outcomes Funding opportunities identified and support facilitated 	ONGOING
Maintain the profile of the visitor economy as a significant economic driver for the region to support Stakeholder investment in policies and programs to realise objectives of yield and dispersal.	<ul style="list-style-type: none"> Report to Board on progress and outcomes GOR visitor economy priorities recognised by State and Federal Government 	YEAR 1
Support public and private investment pipeline projects and prospective development priorities.	<ul style="list-style-type: none"> Growing pipeline of investment progressing to built form 	YEAR 1
Support development and implementation of the GOR Authority and Action Plan.	<ul style="list-style-type: none"> Implementation progressing satisfactorily Visitor economy challenges and opportunities incorporated effectively into Plan 	YEAR 1
Reform of statutory planning system and joined up Government support for Regional tourism.	<ul style="list-style-type: none"> GORRT participation in reviews and statewide projects and forums. 	YEAR 1

ORGANISATION REPUTATION & VIABILITY

STRATEGY

Grow GORRT reputation and diversify revenue base to ensure long term viability

ACTIONS	MEASURES	PRIORITY
Develop long term funding agreements with State and Local government Funding partners with agreed KPI's being implementation of GORRT Strategic Business Plan and Strategic Master Plan to the Visitor Economy.	<ul style="list-style-type: none"> 3 year agreements established Annual Stakeholder reports provided 	YEAR 1
Investigate financial models and opportunities to build GORRT's balanced financial independence and reduce reliance on State and Local government funding including exploration of 'visitor' funding opportunities, merchandise and commercial activities.	<ul style="list-style-type: none"> Strategy developed and endorsed by GORRT Board 	YEAR 2
Continue to evolve the GORRT delivery model to maximise implementation of strategies and minimise duplication of effort through key partners.	<ul style="list-style-type: none"> Develop a resourcing plan that maximises use of employees, contractors, Local government partnerships and local tourism and trader organisation partnerships 	YEAR 1
Actively participate in the regional tourism review and seek to secure long term funding and support for GOR and regional tourism.	<ul style="list-style-type: none"> Input and submission approved by the Board Positive outcomes achieved for GORRT Positive outcomes achieved for regional Victoria 	YEAR 1
Develop and review annually a communication plan to raise the profile of GORRT and to reinforce our role and achievements as a partner/collaborator to Stakeholders and the visitor economy community.	<ul style="list-style-type: none"> Communications Plan developed and implemented Stakeholder feedback. 	YEAR 1