



Destination **GIPPSLAND**

Towards 2030 **Gippsland Destination Management Plan**

Updated February 2022



This report, the Gippsland Destination Management Plan Updated February 2022 was prepared by TRC Tourism for Destination Gippsland.

ACKNOWLEDGEMENT OF COUNTRY

Destination Gippsland acknowledges the Gunaikurnai, Bunurong and Wurundjeri as the traditional custodians of the land where we meet and work and pays respect to their Elders; past, present and future for they hold the memories, traditions, culture and hopes of Aboriginal and Torres Strait Islander people of Australia.

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Gippsland is powerful country,

*home to First Nations people including
Gunaikurnai, Bunurong and Wurundjeri nations.*

*A place of natural beauty, First Nations and
colonial heritage, emerging creative industries, a
place of provenance, and of towns undergoing
dramatic transformation.*

Executive Summary

The Gippsland Destination Management Plan (DMP) update 2021-2030 seeks to build on the significant work that has been achieved since the release of the 2019 DMP.

This DMP develops a path forward for rebuilding the visitor economy following the disruptions of the intervening period. The plan will be a catalyst for continuing the drive towards a revitalised and resilient visitor economy and communities in Gippsland.

Tourism recovery and maximising the growth potential of the visitor economy will require a collaborative approach between Government, industry, the education sector, First Nations Australians, and the community. Partnerships and sustainability are a strong theme that underpin all strategic priorities.

In the context of this plan, the region's vision, **Gippsland's natural beauty, outstanding experiences and life changing moments inspire the world to visit** will be delivered through a series of projects that will fill gaps in the supply of visitor experiences and be attractive to investment to underpin growth. The projects provide strategic direction for leadership, demand marketing, events, product, infrastructure investment and crisis recovery to ensure the region is well placed to deliver on its brand and the vision.

To achieve Gippsland's vision and strategic priorities, this DMP is guided by a set of principles, those being:

- inclusive,
- sustainable,
- resilient,
- compelling,
- committed to excellence and
- engaging.

Note: Gippsland managed by Destination Gippsland, does not include Phillip Island and San Remo which are managed by the Destination Phillip Island Regional Tourism Board. The visitor economy in Gippsland is supported by these two Regional Tourism Boards.

These guiding principles will assist in building a sustainable and growing visitor economy with a focus on achieving 2030 expenditure, nights, and jobs growth targets:

2030: \$1.79 billion	2030: 10.6 million nights	2030: 16,800 jobs
Annual visitor expenditure	Annual number of visitor nights	Jobs created by tourism spend

Target projections for Gippsland in 2030 have increased due to regional tourism growth post Covid-19, which indicates stronger growth from 2022 onwards for domestic travel. This growth outlook produces a higher increase in visitor expenditure (an increase of 17.6% on the previous target) for the region.

With many projects and actions underway, and while always keeping an eye on future growth opportunities, the focus of the next several years must be on continuing to implement the funded plans and actions to ensure the future visitor economy is strong.

1. Introduction

Gippsland is powerful country, home to the First Nations peoples including Gunaikurnai, Bunurong and Wurundjeri nations. A place of natural beauty, First Nations, and colonial heritage, emerging creative industries, a place of provenance and of towns undergoing dramatic transformation. A place of untapped potential and blessed with natural resources.

The Gippsland Destination Management Plan (DMP) update 2021-2030 seeks to build on the significant work that has been achieved since the release of the 2019 DMP. This DMP update develops a path forward for rebuilding the visitor economy following the disruptions of the intervening period. The plan will be a catalyst for continuing the drive towards a revitalised and resilient visitor economy and communities in Gippsland.

Through the lens of changing industry conditions (multiple impacts of bushfires, floods, and Covid-19), the State Visitor Economy Recovery and Reform Plan, Gippsland Aboriginal Economic Development Strategy, along with regional and local strategies, the updated DMP considers the changed social, environmental, cultural, and economic circumstances that have shifted visitor expectations and increased competition, particularly in the domestic interstate and intrastate markets.

The update provides an outline for projects that can fill gaps in the supply of visitor experiences and be attractive to investment to underpin growth. It provides strategic direction for leadership, demand marketing, events, product, infrastructure investment and crisis recovery to ensure the region is well placed to deliver on its brand.

Tourism recovery and maximising the growth potential of the visitor economy will require a collaborative approach between Government, industry, the education sector, First Nations Australians, and the community. Partnerships are a strong theme that underpin all strategic priorities.

Success for Gippsland will continue to see

- Collaborative partnerships at all levels within industry, government and community that deliver the strategic priorities to meet growth targets
- A portfolio of hero experiences that are aligned to visitor expectations and experience themes, that position Gippsland in the domestic and future international markets for ongoing growth and yield expansion
- Infrastructure and product development investment to boost the supply side and deliver on visitor expectations in nature-based tourism, events, regional produce, and the creative industries.
- First Nations co-design of tourism experiences aligned to the Aboriginal Economic Development Strategy Gippsland
- Vibrant and supportive local communities who see tourism as part of everyone's business
- Regenerative natural environments
- Inclusive visitor economy that sees industry development as part of normal business and that can be resilient to shocks and natural events such as fires and floods
- Proactive resilience planning and disaster management activities within the visitor economy.

The challenge is to create high value experiences, and develop industry skills, opportunities and packaging that encourage new visitors to travel to the region, extend their length of stay and build shoulder season opportunities. Attracting higher yielding aspirational markets, as well as maintaining existing markets and encouraging greater intrastate visitors, will be critical if Gippsland is going to increase its market share of tourism in Victoria as measured by visitor spending and yield. Increasing this demand will have a flow-on impact in enticing a higher quality of accommodation to be developed within the region. To do this, unifying the Gippsland industry and community behind a single vision is critical.

The plan is ambitious, responds to current and forecast conditions, and provides flexibility and investment opportunities to deliver the greatest potential to create benefits for the Gippsland community and visitor economy.

Refreshing the plan

The success of the inaugural Gippsland DMP in 2019, that received State funding through Gippsland Regional Partnerships has been widely accepted. This updated document, does not replace the original DMP, but aims to update and build upon the priorities and actions for the region.

A lot has changed within Gippsland, Victoria, Australia and globally since 2019 Gippsland DMP was prepared. First and foremost, have been the impacts of the global pandemic caused by the COVID- 19 virus. Governments in Australia have closed borders to protect people's health but consequently, the visitor economy of Gippsland and elsewhere has been severely impacted.

The pandemic came on top of the impacts of the East Gippsland bushfires in late 2019, early 2020.

Government recognises the visitor economy as a critical industry within the context of State recovery and have been active in funding projects that would provide a stimulus. Many of the projects listed in the 2019 DMP have progressed from concept to planning or feasibility - and many more have led to builds and developments.

To refresh the 2019 DMP, an analysis of the market was undertaken, including: documenting the changed travel trends expected to occur over the next decade; Local and State Governments along with industry executives were interviewed; and the DG Board workshopped the opportunities and applied its market and regional knowledge. Overlaying the above is a shared desire for First Nations Traditional Owners of Gippsland to co-design their future in the sector and in managing country.

This updated DMP represents a balance between developing further growth and delivering funded projects over the next 5-10 years. Assuming success in many of the areas, the future for the sector in Gippsland will be very positive.

Guiding principles

To achieve Gippsland's vision and strategic priorities, this DMP is guided by a set of principles.

Inclusive	encouraging businesses and attractions to be more accessible, inclusive, and appealing, to offer the same opportunities to all
Sustainable	building our visitor economy by thinking and acting in ways to better ourselves, our communities, and our region. Ensuring long term sustainable management of natural and cultural assets incorporating sustainable tourism principles
Resilient	ensuring plans are in place to adapt and respond to the risks and opportunities associated with climate, crisis and changing markets
Compelling	to grow the visitor economy market share, spend and yield in Gippsland
Commitment to excellence	strengthen assets by lifting product price and quality and aim for excellence in servicing standards to remain competitive
Engaging	connect with and inspire the community to build understanding about the importance of tourism to the economy. Work collaboratively as a region, across jurisdictions to grow tourism

Map of Gippsland





2. Visitor Economy Snapshot

Tourism is an economic driver, generating jobs and contributing lifestyle benefits to communities across Gippsland.

Jobs generated

In 2019-20 (pre significant Covid - 19 pandemic impacts), visitor expenditure generated 16,036 jobs for people employed in the tourism industry (direct and indirect jobs), which represents 12.6% of the region's total employment.¹

In the year ending Jun 21, the Greater Gippsland region generated:²

- 5.489 million domestic visitors (down 27.1% from YE Jun 19)
- 7.232 million domestic nights (down 4.7% from YE Jun 19)
- \$1.281 billion total domestic expenditure (down 0.4% on YE Jun 19).

Overnight travel – domestic

Overnight trips to Greater Gippsland were impacted as source markets in Melbourne and other areas including NSW were offset by travel intrastate from other regional areas.

- The Greater Gippsland region received 2.133 million overnight visitors - down by 21.2% on YE Jun 19
- Visitors stayed over 7.232 million nights in the region – down 4.7% on YE Jun 19.

Spend

- Overnight visitors spent \$918 million in Greater Gippsland – an increase of 9.7% on YE Jun 19
- Visitors spent \$127 per night – an increase of 14.3% on YE Jun 19.

Market share

- The overnight sector represented 38.9% all domestic visitors to Greater Gippsland. The overnight sector contributed 71.7% of total domestic spend in the region.
- Greater Gippsland received 14.7% of visitors and 18.1% of nights in regional Victoria.

Daytrip travel – domestic

These trips are in part generated from Melbourne in the western parts of Gippsland. These were significantly impacted because of the Melbourne lock down and the pandemic public health response.

- The Greater Gippsland region received 3.356 million daytrip visitors - down by 30.6% on YE Jun 19.

Spend

- Daytrip visitors spent \$363 million in Greater Gippsland – down by 10.2% on YE Jun 19
- Visitors spent \$108 per visitor - up by 20.4% on YE Jun 19.

Market share

- The daytrip sector represented 61.1% all domestic visitors to Greater Gippsland. The daytrip sector contributed 28.3% of total domestic spend in the region
- Greater Gippsland received 13.9% of daytrips to Victoria.

International

International visitation has effectively ceased due to the national border closures as a public health response to the COVID pandemic.

- Greater Gippsland received 18,000 international overnight visitors (Compared to YE Dec 19 with 93,000)³
- In YE Dec 19, there were 831,000 international visitor nights, generating \$51 million in visitor spending. (Note YE Jun 21 figures are not publishable).

¹ Report provided: NVS and Regional, YE Jun 21, Tourism Research Australia

² Report provided: Domestic travel to the Greater Gippsland region and its sub-regions: National Visitor Survey, YE Jun 21, Tourism Research Australia

³ Report provided: International Travel Results for Selected Destinations. International Visitor Survey (IVS), YE Dec 20, Tourism Research Australia
Noting that Phillip Island tourism figures are not included

Purpose, origin and seasonality⁴

Purpose of travel and length of stay

- Holiday (52.2%) was the largest purpose for visitors to Greater Gippsland. 'Visiting friends and relatives (VFR)' (28.9%) was the 2nd largest purpose, followed by 'business' (14.6%)
- Visitors stayed on average 3.2 nights.

Origin

- Melbourne tourism region was Greater Gippsland's largest source market. Melbourne tourism region contributed 50.7% of visitors and 50.2% of nights in the region
- Regional Victoria contributed 44.0% of visitors and 43.2% of nights in Greater Gippsland.
- Interstate contributed 5.3% of visitors and 6.6% of nights in Greater Gippsland.

Seasonality

- January (21.5%) was the most popular month for visitors to return from their trip to Greater Gippsland. December (13.1%) was the 2nd most popular month to return from the trip, followed by November (11.9%).

⁴ Report provided: Greater Gippsland domestic travel snapshot YE Dec 20



3. Moving to the Future

The period since the 2019 plan was completed has been one of disruption, but along with change has come opportunity.

Markets have changed and travel trends have seen travel dominated by safer destinations offering relaxed accommodation in a family friendly environment that suits the smaller groups travelling. The return of the road trip has been evidenced by the anecdotal news from the caravan and RV industry that there is a 15 month wait on the delivery of new vehicles.

The changes present opportunities and Gippsland is well placed to capture those. Demand has increased for nature-based products and open space and these align to the strengths of the region, as does the desire to see provenance front and centre in food, beverage and creative arts.

While the bushfires and pandemic have hurt many private industry operators, the inflow of government assistance and capital will provide strong development opportunities.

What has been achieved to date?

A considerable number of the recommendations from the 2019 Destination Management Plan have either been completed, have begun, have been funded or are in the planning phase. The success of the plan has been evidenced by the ability to respond to the opportunities for funding that have emerged post bushfire and pandemic.

Business cases and feasibility studies have been undertaken for the Central Gippsland 'G7' Mountain Bike project, the Baw Baw Epic Adventure Ride, and the Gippsland Lakes Aquatic Trail.

Funding commitment for the Wilsons Prom Revitalisation Project has been achieved, the Metung Hot Springs is nearing completion, and sections of the Gippsland Odyssey Trail have been completed.

The new Gippsland brand, 'All Kinds of Wonder' is in use throughout the region, supported by the State Government. The Gippsland Regional Events Fund has been established and feasibility work is underway on the Croajingolong Coastal Wilderness Walk and the Wilsons Promontory Circuit Track.

Gippsland Regional Events Strategy 2020-2025 has been completed and has attracted funding of \$750k for implementation of phase 1 for Immediate Economic Recovery.

Tourism recovery

Understanding the way tourism might recover can provide important guidance for strategy formation, business planning and destination marketing. For many years Australia and Gippsland's tourism industry were a rapidly growing and increasingly important part of the national economy.

The economic contribution of tourism to Greater Gippsland reached a high point in 2018/19, then bushfires and the Covid-19 pandemic brought a sudden change to this strong economic narrative.

The following is based Tourism Research Australia (TRA) modelling, released in December 2021⁵:

Domestic

Overall, tourism losses since the start of the pandemic (March 2020 to June 2021) have totalled \$101.7 billion in Australia.

Domestic tourism, which accounts for a large majority of the total visitor economy, has been severely affected by the pandemic. However, the recovery is already underway in the domestic sector and is expected to continue in 2022. Domestic visitation is forecast to return to around its pre-pandemic level in 2022-23, then surpass that previous peak in 2023-24.

TRA indicates that Victoria will recover the slowest (of all States and Territories) and it is anticipated that VFR travel will return first, followed by holiday travel (5 months later) and business travel (a further 2 months later).

International

The closure of Australia's border from March 2020 to February 2022 brought international travel to a standstill. With the return to international arrivals imminent, there are uncertainties about how this will affect tourism over the short term. These include: a risk of further outbreaks, travellers' concerns around safety and health and the availability of long-haul international flights.

⁵ Tourism Research Australia, Dec 2021 Domestic Tourism Forecasts

Trends

This reset brought by the global pandemic will shift travel habits toward more socially conscious and eco-conscious practices.

The conscious traveller - travellers will consider how their travel choice will impact the environment and local economy seeking unique experiences and memories without leaving a footprint.

Social distance and wellness travel on the rise – where people will choose more isolated or remote areas to travel along with experiences that cater to wellness, health, and overall well-being.

Contactless technology will play a key role in boosting travel confidence – from mobile apps to contactless check-in and payments.

Target market re-focus

In the short-term Gippsland will focus on the domestic intrastate market with offerings for trips out of Melbourne. This will be followed by longer trip options for domestic interstate markets, and then international markets.

Current challenges

- Skills and staff shortages, linked to poor customer experiences peak season
- Reduced industry capacity to contribute financially
- More resources needed to fund brand campaigns in future
- Delayed implementation of Regional Tourism Review recommendations
- Increased competition from interstate when borders open, and international destinations in the next 2-3 years
- Uncertainty as to what is open (especially in terms of walking trails, etc) in East Gippsland after the fires
- Lack of consumer confidence to visit Victoria
- Shortage of tourism accommodation
- Shortage of tourism/hospitality training and traineeships in the region
- Perception of Gippsland as a summer destination based around the lakes and coast. Less awareness of winter or shoulder season activities apart from Mount Baw Baw.

Sustainable development goals

While this DMP Update has a structured goal of increasing the economic benefits of the visitor economy, it cannot do this in isolation of the broader question of sustainability. A sustainable visitor economy is a goal to which all partners and contributors to the industry should strive. There is an opportunity to build back from the bushfires with a regenerative mindset that links to our guiding principles. To support recovery and deliver on Gippsland's vision, the industry and community can contribute towards the United Nations Sustainable Development Goals (SDG)⁶

Principles	DG & Stakeholder Commitment	Sustainable Development Goals
Inclusive	<p>Encouraging businesses and attractions to be more accessible, inclusive, and appealing, to offer the same opportunities to all</p> <ul style="list-style-type: none"> DG and stakeholders will encourage and promote inclusiveness in its actions and encourage it in the industry it represents - with the view to providing opportunities for direct and indirect jobs for youth, women, and those with special needs. DG and stakeholders will strive to ensure tourism is an effective means for economic integration and diversification by engaging local communities and all stakeholders in its development. Tourism can contribute to urban renewal and rural development by giving people the opportunity to prosper in their place of origin e.g., the Aboriginal Economic Development Strategy for Gippsland seeks to provide self-determination for the region's First Nations people. 	 
Sustainable	<p>Building our visitor economy by thinking and acting in ways to better ourselves, our communities, and our worlds. Ensuring long term sustainable management of natural and cultural assets incorporating sustainable tourism principles</p> <ul style="list-style-type: none"> DG and stakeholders will support investments in clean energy sources to promote regeneration and preserve cultural and natural heritage. DG and stakeholders will support the sustainable management of fragile zones, (not only in conserving and preserving biodiversity, but also in generating revenue) e.g., the integration of tourism with land management in places such as Omeo and Mount Baw Baw is ongoing. 	     
Resilient	<p>Ensuring plans are in place to adapt and respond to the risks and opportunities associated with climate, crisis and changing markets</p> <ul style="list-style-type: none"> DG and stakeholders will ensure planning is in place to respond to changes and mitigate seasonal variations in tourism through the creation of year-round experiences. DG and stakeholders are committed to providing work opportunities in tourism, and policies that favour better diversification through tourism value chains enhancing tourism's positive socio-economic impacts. 	
Compelling	<p>To grow the visitor economy market share, spend and yield in Gippsland</p> <ul style="list-style-type: none"> DG and stakeholders are committed to ensuring visitor economy success through industry innovation and partnerships that benefit the whole community and focus not just on the numbers but spend and yield. 	 
Excellence	<p>Strengthen assets by lifting product price and quality and aim for excellence in servicing standards to remain competitive</p> <ul style="list-style-type: none"> DG and stakeholders will advocate to improve and develop good public and private infrastructure, combined with making them more sustainable, innovative and resource efficient. 	 
Engage	<p>Connect with and inspire the community to build understanding about the importance of tourism to the economy. Work collaboratively as a region, across jurisdictions to grow tourism</p> <ul style="list-style-type: none"> DG and stakeholders will commit to strengthening private/public partnerships and engage multiple stakeholders – international, national, regional and local – to work together to achieve the SDGs and inspire community support. 	

⁶ <https://www.un.org/sustainabledevelopment/>

4. 2030 Outcomes

Building a sustainable and growing visitor economy with a focus on expenditure, nights, and jobs (revised October 2021)

Target projections for Greater Gippsland in 2030 have increased because of regional tourism growth following the initial Covid-19 pandemic waves, which indicates stronger growth from 2022 onwards for domestic travel. This growth outlook produces a higher increase in visitor expenditure (an increase of 17.6% on the previous target) for the region. These figures respond to the industry downturn, are built on markets recovering and growth returning through to 2030.

2030: \$1.79 billion	2030: 10.6 million nights	2030: 16,800 jobs
Annual visitor expenditure	Annual number of visitor nights	Jobs created by tourism spend

In detail

Goal	Measure	2030 Outcomes
Increased destination awareness	Growth in target market and intention to visit	Growth in target markets
Increased overnight visitation	Number of visitor nights	7.2 million to 10.6 million nights
Increased visitor expenditure	Value of regional expenditure	\$1.2 billion to \$1.8 billion
Increased length of stay for domestic visitors	Average number of nights	2.6 to 3.7 nights
Increased dispersal (throughout Gippsland & across all months)	Visitor nights throughout the region	10.6 million nights (target)
Increased number of tourism jobs	Number of jobs created by tourism spend	14,600 to 18,200 tourism jobs

Note: forecasting provided by MCA Consultants Oct 2021

Achieving the targets:

Covid -19 and travel restrictions have halted the growth in the visitor market that Greater Gippsland achieved to year ended June 2019.

Between 2019 and 2021, Greater Gippsland lost around 500,000 overnight visitors and 1.2 million day visitors.

To achieve the 2030 targets, the region needs an increase in overnight visitation by 2% in 2022; and then increase overnight visitors by an average of 3.5% per year between 2023 to 2030. Day visitors need to increase by 1% and 2.5% per year in these periods.

At the same time average stays need to be increased from 2.6 nights to 3.4 nights in 2022 and 3.7 nights in the 2023-30 period.

5. Experience Pillars and Priority Projects



Experience pillars

Experiences that are quintessentially Gippsland provide a strong competitive advantage over other destinations. Experiences and priority projects are categorised within each of five positioning pillars that underpin the Gippsland brand story.

These pillars carry forward from the 2019 DMP and are unchanged.

Integral to all the experience pillars are the stories and experiences of First Nations Australians. The Aboriginal Economic Development Strategy for Gippsland documents the way in which First Nations people seek to develop and integrate businesses into the sector, and co-design the outcomes involving country.

Priority experiences and projects

Experiences differentiate tourism businesses and destinations around the world. These unique offerings can expand the ways travellers engage with people, places, and cultures. Gippsland's experiences show the world what the tourism regional brand is all about. Identifying exceptional experiences strengthens the tourism offering, will lift visitor expenditure and stay, and improve the resilience and adaptive capacity of the Gippsland region.

Priority projects, aligned to the experience pillars, are separated into:

- *Immediate hero experiences* are projects that can start (or have already been started) right now, and that contribute significantly to the region's experience suite
- *Emerging experiences* are usually where there is further planning and/or improved delivery required where many can also start now. They generally support the region's positioning and together with the Immediate hero experiences – give the required depth of experience offer for each pillar.





World Class Natural Sanctuary

Immediate hero experiences



Wilsons Promontory

Wilsons Promontory National Park is one of the stunning natural assets of Gippsland. Developing and implementing the Prom Revitalisation Project concept and improving visitor experiences through the Master Plan, are vital for delivering superior visitor experiences whilst protecting and enhancing Gippsland's natural environment. This includes offering commissionable product that is available for travel trade.

Further capitalising on the opportunity for the development of ecotourism and cultural tourism opportunities outside the National Park boundary (GLaWAC accommodation and cultural experience project) that augment the experience being developed within the park.



Buchan Caves

The Buchan Caves has been a popular visitor destination for many years, however ongoing funding is required to implement the Masterplan to ensure the visitor precinct and natural areas exceed the needs of emerging markets - this includes new eco-pod accommodation that would be commissionable and available for travel trade.



Cape Conran

Cape Conran is part of a First Nations cultural landscape with wild oceans beaches, camping and wildlife. Ongoing funding would ensure the implementation of the Masterplan that would feature new accommodation experiences and commissionable product, as well as a revamped camping experiences and an improved boat ramp providing ocean access.



Baw Baw Alpine Activation

Baw Baw presents opportunities in both the green and white seasons. The green season experience is based on family alpine adventures and outdoor active pursuits such as walking, cycling, mountain biking and photography – needed is support for the sealing of the South Face Road and implementation of the Village Masterplan.

Emerging experiences



Tarra Bulga, Brataualung Country

Tarra-Bulga National Park is highly significant to Gunaikurnai Traditional Owners due to its remarkable First Nations cultural heritage. Undertaking and implementation of a Masterplan will ensure the park's values are enriched while offering an exceptional visitor learning experience. This includes the opportunity for a Gunaikurnai cultural centre.



Yallock Bullock, Bunurong Country

Advocate and support the 45km walking and cycle trail (which includes the George Bass Coastal Walk) in the Yallock-Bulluk Marine & Coastal Park. It will link San Remo through to, including sections of trail along the beaches between Kilcunda and Cape Paterson. The trail will travel past or near a broad range of existing private accommodation offerings. The model to be implemented must be based on the European village to village model to ensure the yield and private activation opportunities are capitalised upon.



Dark Skies Experience

Visitors are increasingly seeking dark sky oases to experience awe – and Gippsland contains many remote locations where dark sky tourism could flourish. Investigate opportunities for this, as when combined with astronomy activities and First Nation Australian's knowledge, tourists can enjoy learning about our place in the Universe. Complete stage 1 project and consider further sites in stage 2.



Agnes Falls

Site development at Agnes Falls the highest waterfall in Victoria, including improved viewing areas and accessible day trip facilities.





Lakes, Rivers & Coastal Paradise

Immediate hero experiences



Victorian Recreational Fishing Tourism Plan and the Victorian Recreational Boating Strategy

Implementing the Victorian Recreational Fishing Tourism Plan and the Victorian Recreational Boating Strategy (including supporting infrastructure) will increase awareness of Gippsland's current fishing attractions of Bass, Swordfish, and lake fishing, and support healthy and sustainable fisheries. Additionally, it will continue to position Gippsland as the State's premier recreational boating destination with Estuaries, Rivers, Reservoirs and Lakes all accessible to boating.



Gabo Island

Ongoing funding to deliver improved commissionable experiences including additional accommodation, and improved access arrangements on Gabo Island will showcase to the world this remarkable natural sanctuary.

Emerging experiences



Marine Eco Tours

Focus on attracting business operators to further develop and introduce marine eco tours (such as Pennicott) at Gabo Island, Gippsland Lakes, Corner Inlet, and other suitable locations in the region including using innovative business investment attraction tools.



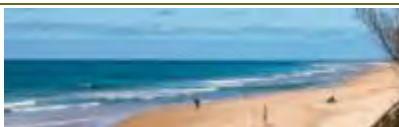
World Class Infrastructure

Gippsland is well positioned to grow its marine tourism offer through improved infrastructure, access, and services to support its marine experiences including piers, jetties, parking, boat washes and boat ramps. Improve the small-town marine access including Port Welshpool, Port Albert and Port Franklin, in addition to continuing to grow the Port of Sale as a Gippsland Lakes hub.



Bullock Island

Working with the Lakes Entrance Fisherman's Co-op and the Shire of East Gippsland and Gippsland Ports, continue to develop Bullock Island as a Marine precinct including the Fisherman's Coop café and direct to consumer trade opportunities.



Ninety Mile Beach

This is one of the most natural and unspoilt beaches in the world, with offerings of beach activities and abundant marine life. With limited infrastructure along this coastline, it's a true natural sanctuary.





Paddock and Ocean Produce

Immediate hero experiences



Food and Drink Tourism Strategy.

Gippsland's meandering roads are dotted with farm gates, cellar doors, and farmers' markets. The implementation of a new food and drink tourism strategy would help to prioritise actions, expand/develop products and ensure linkages to cycling and walking trails.



Distillery and brewery cluster

Gippsland has the enviable opportunity to bring together current (and new) distillery and brewery businesses to work together on marketing their experiences – to develop a Distillery and Brewery Trail similar to those in Scotland. Encourage the development of more infrastructure experiences and investment to strengthen offering. Encourage the sector to take on provenance as a key part of the Gippsland Cluster, each telling the story of its place and people.



Winery and cellar door cluster

The region is crammed with wineries and cellar doors that would benefit from experience development and joint marketing, including promoting their sustainability credentials. Encourage the development of more infrastructure experiences and investment to strengthen offering.

Continue to work with Wine Victoria on the Branding and marketing of the Pinot Coast which includes the famous wineries of Gippsland



Gippsland Trusted Provenance

Working with Food and Fibre Gippsland, build more awareness of the Gippsland brand and the region, by showcasing Gippsland producers, introducing the people behind the world-class produce and share stories of provenance.

Emerging experiences



Gippsland seafood cluster

Gippsland seafood is renowned across the State, and bringing together the stories of Lakes Entrance, Mallacoota, Corner Inlet and Nooramunga will enable a more focussed marketing effort with businesses working together.



Destination restaurant

Advocate for and support the develop a destination restaurant (in East Gippsland and/or South Gippsland) in conjunction with suitable investors, with planning and design support with possible public/private partnership.

Work with the current and emerging chef's hatted restaurants.



Epicurean events

Incorporate into the Gippsland events calendar (within the Regional Events Strategy) a suite of epicurean events that are linked to provenance, food, and drink. Consider an umbrella Gippsland wide event focussed on provenance.





Inspired Adventure

Immediate hero experiences



Gippsland Lakes Aquatic Trail

Working with GLaWAC establish and begin operation of the Gippsland Lakes Aquatic Trail. Encouraging immersion in nature, the four-day, three-night journey takes in Gippsland's magnificent nature experiences – funding is need for trail development and advocacy, and private sector partners for accommodation and delivery.



Dinosaur Trail

Supporting the implementation of the Bass Coast Dinosaur Trail Masterplan will bring a new and unique tourism offering for Gippsland - providing the region with a world-class visitor experience at six identified sites along the coast.



Great Victorian Bathing Trail

Support government and investors in the development of the Great Victorian Bathing Trail, specifically support private and government investment in Metung Hot Springs and Nunduk (and Phillip Island Hot Springs).



Croajingolong Wilderness Coast Walk

Support and implement the feasibility study and source funding for trail development and private sector partnerships for accommodation (and delivery) for the iconic 2-4 day coastal walk experience from Cape Conran to Point Hicks.

Immediate hero experiences



Wilsons Promontory Circuit Track

Support the feasibility study and its implementation in a revised Wilsons Promontory Circuit Track product, similar to 3 Capes (Tasmania) with walker lodges and private sector investment / partners that would become one of Australia's great walks.



Gippsland Odyssey Trail

Support for bundling the existing main rail trails (including the Great Southern Rail Trail) and multi-use trails in Gippsland will over time provide a strong offering that can be packaged into sections or sold as a multi-day trail. Experience development and private sector opportunities will be encouraged that bring the trail to life.



Omeo Adventure Hub

Implementation, ongoing development, and promotion of Omeo as a nationally recognised alpine and high-country adventure hub (including white water rafting, horse riding, 4WD) with the highlight being the Omeo Mountain Bike Hub feeding directly into the town centre and links to the Great Alpine Road touring opportunities.



Emerging experiences



Central Gippsland 'G7' Mountain Bike Hub

Develop and activate the central Gippsland Mountain Bike Hub centred on Haunted Hills and the Latrobe Valley with other parks in nearby areas forming a collective mountain bike offering. Continued investment will see a significant visitor offer for mountain biking beyond the individual park's attributes. Market the experience with a view to keeping people in the Latrobe Valley longer to experience all the parks.



Rokeby to Noojee Trail Extension

Advocacy and support to improve and extend the existing Rokeby to Neerim trail to create a link to some of Baw Baw's key historic tourism destinations including the historically significant Noojee Trestle Bridge, the tallest remaining wooden railway bridge in Victoria as well as the historic township of Noojee.



Latrobe Valley

Develop the Latrobe Valley (Baw Baw, Latrobe, and Wellington) as a modern regional sporting and event hub of national significance. Support for the proposed adventure precinct with white water rafting, motor sport and the Haunted Hills Mountain Bike Park.



Baw Baw Epic Adventure Ride

Advocacy and support for funding to enable epic trail development, to support growth of the visitor economy and enhance wildlife corridors. This trail could potentially change the game for riding in Gippsland and could use many existing trails.

Emerging experiences



The Timber Trail (Tall Trees Ride)

Invest in planning and implementation of the bespoke trail for mountain biking in the forested foothills of West Gippsland close to the timber towns of Noojee, Neerim and Powelltown (outside Gippsland). The product provides an outstanding link between the Yarra Valley and West Gippsland.



Traditional owner led experiences

Support GLaWAC and others to develop visitor experiences across Gippsland including cultural and eco-tourism products at the Port of Sale, Forestec Hub (tie it in with the Bataluk Trail), dark sky experiences and signage / interpretation strategy.



Niche Adventures

Gippsland has significant opportunity to attract smaller niche operators based on the outstanding land, air (Latrobe Regional Airport, West Sale, Bairnsdale and smaller airfields) and water assets. Building a base of adventure operators continues to position Gippsland. Advocate and support the investment in operators that offer high quality experiences that might include but not be limited to cycling, abseiling, rafting, etc.



Baw Baw Alpine Resort

As the only true alpine resort in Gippsland with accommodation and lifts – continue to develop the adventure-based activities at Baw Baw. Infrastructure and experience development will support continued all season use and activity including a chair lift for all season adventure.





Vibrant Local Communities

Immediate hero experiences



Public Art Development

Ongoing experience development and promotion of public art as a tourism driver. Transforming villages into a living piece of artwork (e.g., murals at Yarram) can increase the appeal of villages and encourage longer stays within the region and encourage more travellers on short trips from Melbourne includes public street art, murals, and rail trail experiences.



Activation of towns on 'hero' trails

Improve the activation of towns with strong potential for growth - including Toora and Port Welshpool, Walhalla and Erica, Bruthen, and Omeo.



Performing Arts

Continue to grow the arts-based economy in Gippsland including touring performing arts events / business events and continue to build event capacity and improve infrastructure for the visitor economy.

Emerging experiences



Sydney-Melbourne Touring Route

Support ongoing experience development, place making in towns and marketing the current variety of experiences, attractions, and accommodation that international visitors will enjoy along this touring route (including side routes), encouraging longer stays as guests explore more of the region.



Village clusters as drive journeys

Support the development of drive journeys based around village clusters and capitalise on the unique towns of Gippsland and all they have to offer with a focus on placemaking, experience development and promotion.



Great Alpine Road

Partner with Tourism North East RTB to grow its experiences and increase promotion of the route and it's visitor offer.



Night-time economy

Develop a night-time economy strategy for the Gippsland region including consideration of night-time impacts and benefits of evening events, town visioning and beautification projects.

6. Brand

The Gippsland brand, 'All Kinds of Wonder', provides a framework for the tourism industry to communicate a distinctive suite of experiences to create a strategic advantage over other destinations.

Destination Gippsland undertook a major review of the destination brand and delivered a new, refreshed brand in 2019. Based on research, the new brand platform has allowed the positioning of the region to be closely aligned to consumer expectation, shifting from 'nature only' to nature plus food, wine, culture and events.

Since the brand's launch, industry participation has been positive with cooperative marketing activity increasing year on year, and greater engagement from industry stakeholders, who are investing in the brand.

Based on 2021 research:⁷

- The general appeal of Gippsland has increased since the brand launch, with consumers indicating strong recall for Gippsland, particularly in the areas of natural beauty, quality food and wine and an understanding of the diversity of experiences
- Overall, 1 in 5 Melburnians tested attributed some form of action (discussing, planning or booking a trip to Gippsland) as a result of the brand marketing activity
- A Tourism Sentiment Index (TSI), or what consumers are saying online about Gippsland are higher than other regional competitor destinations across Victoria.⁸



⁷ Hall and Partners: Sentiment research for brand Gippsland, September 2021

⁸ TSI Live: 2021

7. Vision

*Gippsland's
natural beauty,
outstanding
experiences and
life changing
moments inspire
the world to visit.*



8. Strategic Priorities

In aiming to increase visitation, average length of stay, yield, customer satisfaction, and repeat/referral visitation for Gippsland throughout the year, the priorities are:

Strong leadership, structure, advocacy, governance and partners	<p>Collaborative and effective leadership, advocacy, and governance.</p> <p>Work with stakeholders (public, Government, Traditional Land Owners and community) to establish a holistic view of the Gippsland tourism ecology, and a coordinated future pathway.</p> <p>Gippsland must have a Regional Tourism Board that is a collaborative and effective leader that is aligned to the State Government's structure for Victorian regional tourism and meets the needs of its regional stakeholders. Further it must bring together industry and Local Government to deliver regional scale marketing, products, and industry development opportunities.</p>
Generate visitor demand (through marketing) and unite Gippsland under the All Kinds of Wonder brand	<p>Strengthen Gippsland's appeal as a destination through united brand awareness and co-ordinated marketing across the region.</p> <p>Driving growth in Gippsland requires all stakeholders to consistently use the brand and marketing strategy, that infuses the character of Gippsland, its people, products, experiences, and visitor services.</p>
New experiences and product pipeline	<p>Building a new pipeline of Gippsland experiences and products to encourage new and existing markets to visit, stay and spend.</p> <p>Gippsland requires new visitor experiences and supporting infrastructure to attract visitors; extend the length of stay of existing visitors and increase spend across all segments. These experiences need to be consistent with the brand and positioning for Gippsland and the experience themes.</p> <p>Integrating sustainable architecture into new and existing tourism projects and establishing benchmarks for Gippsland to guide new projects.</p>
Delivering a wonderland of events	<p>Invest in diverse and exciting regional events that align to experience pillars.</p> <p>Events attract large participant numbers that experience Gippsland and become advocates for future visitation – either by themselves and with their families, or through their own networks and contacts.</p>
Place making and enabling infrastructure investment	<p>Invest in place-making and basic enabling infrastructure (roads, digital, sewage etc.) to support the visitor economy.</p> <p>The way Gippsland invests in facilities and services that support visitors during their stay such as accommodation, roads, signage, walking tracks, lookouts, night-time activities all impact on their willingness to stay longer and spend. Place-making and infrastructure should also aim to provide improved liveability for residents.</p>
Meet contemporary visitor service needs	<p>Revitalise visitor servicing across the region.</p> <p>High quality visitor engagement plays a critical role in enhancing the overall visitor experience by creating a positive image of our region. We have a distinct opportunity to embrace the change that is required for visitor servicing and attract new markets through a new model of engagement.</p>
Industry development and growth	<p>Developing industry cohesiveness and skills including resilience and crisis recovery and effective planning.</p> <p>The visitor economy industry in Gippsland works in an environment where regular business interruptions occur through fires, floods, and other events. Collectively learning and adapting to the disruptions and understanding recovery will help business adapt.</p> <p>Integrating smart technology into new and existing tourism projects, providing a guide for innovative tourism, and establishing benchmarks for tourism data collection.</p> <p>Through DG and LGAs continuing to hold industry development workshops and looking to the future business growth opportunities, Gippsland can collectively grow and offer better service and improved yield.</p>



9. Infrastructure Priorities

Recovery

Complete fire and flood recovery across the eastern parts of Gippsland to get things repaired and open as a matter of priority. At the time of writing this revised DMP, significant parts of Gippsland remain closed 2 years after the fires. State and Local Government need to address this as a matter of priority.

High Value

Seek and advocate for the development of a high value traveller lodge/complex in nature (East Gippsland). Ideally it would capitalise on the Gippsland Lakes or Alpine area and become a lead product for attracting people to the region.

Visitor Facilities

- Parks Victoria estate – advocate for continued investment in upgrades and maintenance of visitor facilities. This provides benefits to place and people who live and visit the region’s outstanding parks and forests
- Improved caravanning and RV facilities across region to capitalise on the ongoing market shift to holidaying at home and exploring regional Victoria
- Signs and improved wayfinding for visitors to enjoy the region and find the attractions.

Urban Renewal

Investing in renewal of key urban and rural locations that continue to improve the liveability of the region, as well as making Gippsland a better place to visit.

Examples may include but not be limited to:

- Better long vehicle parking
- Excellence in design
- Inclusive and all access facilities
- Improved toilet facilities
- Improved public and open spaces.

Digital

Continue to develop digital infrastructure across the region to deliver what visitors need and assist with resident and emergency management requirements. IT issues such as black spots and Wi-Fi availability need to be improved.

Transport

A range of transport requirements would improve the visitor economy in Gippsland, in addition to creating a more liveable region. Focussing on visitor experience improvements and access to potential destinations in Gippsland, the following are deemed priorities:

- Seal the South Face Road improving access to Mount Baw Baw village
- Investigating regular air transport services from Gippsland to Melbourne, and beyond (e.g., NZ)
- Improving the connectivity of trains and buses including more services to Bairnsdale from Traralgon, and making them more bike friendly will add to the appeal of public transport for visitors to the region
- Investigate a network of vehicle charging stations for Melbourne tourists travelling into Gippsland by vehicle
- Continue to invest in ‘green’ transport options.



10. Enablers

Workforce

Work with the State Government and regional entities such as TAFE and Federation University to improve the availability, retention, and skills of the workforce, including accommodation issues. Work with DJPR on the workforce audit and skills profile recommendations being developed at the time of preparing this revised DMP.

Accommodation

Accommodation – advocate and encourage from good to better to improve existing motels and other stock.

Advocate for and support the development of at least one ‘eco-lodge’ in Gippsland ideally based on the Gippsland Lakes. The Gippsland Lakes has the drawing power, the land and activity nodes and the infrastructure to support this.

Investment

New delivery models of infrastructure and investment delivery are needed, along with investment in new sites - Wilsons Prom gateway and other identified sites. Continue to seek delivery of fire related infrastructure replacement and ongoing investment is required in building resilient infrastructure that aids in quicker recovery to climate induced disasters (fire and flood) and other risks.

Customer service

Continue to improve customer service standards and training. Implement in partnership with the Gippsland LGAs the review recommendations into visitor servicing.

Upskill Businesses

Upskilling businesses in accessibility and business resilience. Assist and support industry with development opportunities including marketing, use of ATDW website listings, packaging, visitor servicing and digital presence.

Partnerships

Partner with First Nations to support participation. Continue the partnership approach with Gippsland regional entities, State Government and Local Government with industry and community organisations. Continue to develop a One Gippsland culture acknowledging that success for Gippsland more broadly supports all regions, noting the recent successful collaboration with LGAs to create Events Gippsland.

Certification

Eco-certification – More travellers are seeking evidence of sustainable travel and eco certification is a key tool to deliver this and ensure sustainable business practices. East Gippsland LGA is working to become an eco-certified destination and expanding this principle across the region would be invaluable.

Experience development

Experience development and business support across arts, culture, heritage and agritourism sectors as outlined in this document – including delivery of the Immediate and Emerging Priority Experiences.



11. Action Plan

The Action Plan will be a living document subject to ongoing review. Monitoring, measurement, and reporting will be part of implementing the Action Plan.

STRATEGIC PRIORITY 1

Strong leadership, advocacy, structure and partners

No.	STRATEGY	#	ACTIONS	TIMEFRAME	RESPONSIBILITY
1.1	Implement a revised structure and governance for tourism in Gippsland reflecting the State Government's Visitor Economy Recovery and Reform Roadmap.	1.1.1	Undertake an analysis of the Victorian Government's Visitor Economy Reform and Recovery Plan. In partnerships with the State Government and DG shareholders and partners, implement the review outcomes.	Short term	DG, TEVE, DJPR, One Gippsland, DPI, LGAs
1.2	Consolidate and build the partnerships and alignment between government and industry	1.2.1	Continue to assist current and future operators develop technical capacity and competencies, including through technical advice, research, and focused workshops. Pooling of resources or alignment of workshop offerings should be considered	Ongoing	DG, TEVE, DJPR, VV, DPI, LGAs
1.3	Develop and Implement Advocacy Priorities for Gippsland	1.3.1	Continue to support advocacy efforts on behalf of the tourism industry, businesses, and shareholders (LGA's)	Ongoing	DG, One Gippsland, LGAs

STRATEGIC PRIORITY 2

Generate visitor demand (through marketing) and unite Gippsland under the All Kinds of Wonder brand

No.	STRATEGY	#	ACTIONS	TIMEFRAME	RESPONSIBILITY
2.1	Appropriate funding model to support DG	2.1.1	Cooperative partnership for marketing with councils and VV		DG, VV, LGAs
2.2	Unite Gippsland under All Kinds of Wonder Brand	2.2.1	DG as the brand steward will have a leadership role in uniting councils/ RTAs		DG, LGAs, RTAs
2.3	Develop and implement targeted marketing campaigns and manage consumer communications	2.3.1	Develop content plan and campaigns for increased visitation in the low and shoulder seasons		DG
		2.3.2	Use research, trends, and insights to inform marketing strategy		DG
2.4	Support industry to embrace the positioning and brand through experience development training and mentoring.	2.4.1	Drive increased visitation in the low and shoulder seasons by implementing a training and mentoring program creating collaboration amongst operators to develop new experiences and products	Ongoing	DG
2.5	Develop commissionable product	2.5.1	Work to achieve more commissionable product that will be attractive to wholesalers packaging and selling experiences in the region including an industry training series	Ongoing	DG, industry, ITOs
2.6	Measure and evaluate the effectiveness of the new brand, positioning, and marketing activities.	2.6.1	Undertake and invest in research to determine the effectiveness of marketing activities in the short, medium, and long term	Ongoing	DG, One Gippsland

STRATEGIC PRIORITY 3

New experiences and product pipeline

No.	STRATEGY	#	ACTIONS	TIMEFRAME	RESPONSIBILITY
3.1	Investment in new and improved experiences that deliver on brand and positioning	3.1.1	Seek investment in the priority experiences	Short - medium term	DG, SARMB, Parks Victoria, LGAs and State Government
		3.1.2	Develop and undertake an Expression of Interest process for any identified tourism development sites or niche operators seeking access to areas	Short - medium term	DG and relevant consent authority
3.2	First Nations Tourism	3.2.1	Build enduring partnerships with First Nations organisations in Gippsland and Melbourne. Work with the Gunaikurnai Lands and Waters Aboriginal Corporation, Bunurong Land Council, Wurundjeri Woi Wurrung Cultural Heritage, and others as appropriate, to ensure the wishes and tourism potential for First Nations Australians are realised	Medium term	GLaWAC, BLC, WTC, DG
		3.2.2	Commit resources to capacity building and support the Aboriginal Economic Development Strategy	Medium term	GLaWAC with DG support. Access state and federal programs
		3.2.3	Provide an enriched visitor cultural experience through investing in the Bataluk Cultural Trail	Short - medium term	GLaWAC in support of LGAs
		3.2.4	Support the development of GLaWAC's Tourism and Cultural Development north of Wilsons Promontory - Gunya Yanakie Nanjet Brataualung	Short – medium term	GLaWAC, DG, SGSC, TEVE, DJPR
3.3	Creative Industries, Culture and Heritage	3.3.1	Grow the arts and events industry and culture within Gippsland through local initiatives and work with Councils. Seek to develop village hubs arts and industrial heritage, as appropriate in Local Destination Action Plans	Short-Medium term	DG, LGAs
		3.3.2	Seek to capitalise on the small but important market for history lovers in Gippsland including packaging history trails, destinations and building experiences with land managers such as Parks Victoria and Gunaikurnai, where appropriate	Medium term - ongoing	LGAs, DG, Land Managers

STRATEGIC PRIORITY 4

Delivering a wonderland of events

No.	STRATEGY	#	ACTIONS	TIMEFRAME	RESPONSIBILITY
4.1	Regional events strategy implementation	4.1.1	Focus on the implementation of the Gippsland Regional Events Strategy 2020-2025 that aims to position Gippsland to lead the way as a competitive regional and major events destination in Victoria and Australia with events that build a positive destination profile and enhance brand recognition – with a focus on the implementation of Events Gippsland and phase 1	Ongoing	Gippsland Events Working Group under leadership of DG
		4.1.2	Ensure responsible stewardship of Gippsland's natural assets and enhance the capability and sustainability of home-grown events	Ongoing	DG
		4.1.3	Secure funding for implementation of Phase 2: Putting the Foundations in Place (2022-2023)	Ongoing	DG
		4.1.4	Secure funding for implementation of Phase 3: Positioning ourselves for a sustainable future (2024-2025)	Ongoing	DG

STRATEGIC PRIORITY 5

Place making and infrastructure investment

No.	STRATEGY	#	ACTIONS	TIMEFRAME	RESPONSIBILITY
5.1	Investment in priority infrastructure across the region	5.1.1	Develop an investment guide for the region - listing key projects, available support and incentives and economic indicators - that can be used as a tool for attracting potential investors, particularly for accommodation	Short – medium term	DG, One Gippsland (in association with RDV), LGAs, SARMB, Invest Gippsland
		5.1.2	Identify incentives and resources that will be committed to support the investment attraction process (including staff resources)	Short – medium term	DG, One Gippsland, RDV, Invest Gippsland
		5.1.3	Develop and implement a network of ‘wayside stops’ on Sydney Melbourne touring route to capture and service the touring and travelling visitor market with the intent to direct visitors to tourism towns	Short-medium term	DG, One Gippsland, DoT, Vic Roads
		5.1.4	Continue to seek investment in alternative power sources, public transport and other base infrastructure that supports the shift to a carbon neutral visitor economy	Short to medium term	All partners
5.2	Plan and implement strategic improvements to the region’s destination hubs	5.2.1	A coordinated planning and investment framework for infrastructure that supports the visitor economy across Gippsland will provide a sustainable framework for growth and greater certainty to industry and investors about what is possible and appropriate in terms of future development	Medium term	DG, One Gippsland, RDV
		5.2.2	Undertake strategic planning and improvements to the most important destinations that include accessible infrastructure	Medium term	DG, One Gippsland
5.3	Investment attraction	5.3.1	Develop and undertake an Expression of Interest process for identified tourism development sites for private sector investment (such as priority experiences or other available opportunities) and distribute the documentation widely	Short term	DG, One Gippsland (in association with RDV), Invest Gippsland

No.	STRATEGY	#	ACTIONS	TIMEFRAME	RESPONSIBILITY
		5.3.2	Collaborate with State Government and LGAs to continue to remove barriers to private sector investment in tourism projects across Gippsland	Ongoing	DGL, LGAs
5.4	Encourage continual improvement in private sector offerings including accommodation and food	5.4.1	Undertake a strategic product review aimed at delivering improvements to established accommodation and experiences for existing and new markets. Review what additions and improvements need to be made to current stock	Medium term	DG
		5.4.2	Review what additions and improvements need to be made to current stock	Medium term	DG
5.5	Develop Local Destination Action Plans (DAP)	5.5.1	Local Government Areas to undertake local DAPs for the destination hubs identified in this plan, and other specific town and village clusters. DG coordinate and influence the actions ensuring alignment to the overall Gippsland priorities, brand and positioning, allowing for a consistent approach across the region	Short term	DG, LGAs
5.6	Plan and implement strategic improvements to the national parks, reserves and public lands	5.6.1	DG will advocate for incentives to encourage a broader range of commercial operators delivering nature based and adventure experiences in the region (e.g. small drive tours, tag along tours, walking, riding, white water etc). Link incentives to EcoTourism accreditation to help lift standards and visitor experience	Short term	Parks Victoria
		5.6.2	Identify sites suitable for adventure experiences (e.g., ziplines, rafting, climbing etc) and undertake necessary statutory approvals to encourage investment	Short – medium term	Parks Victoria, Gunaikurnai
		5.6.3	Implement a program of experience development workshops for current and emerging operators to develop more commercialised experiences and packages, including working with adjoining regions	Short term	DG

No.	STRATEGY	#	ACTIONS	TIMEFRAME	RESPONSIBILITY
		5.6.4	Advocate for the State Government's commitment to upgrade camping sites across Victoria and seek to deliver several prioritised campground upgrades at destinations complementary to this DMP's recommendations	Medium term	DG (in association with RDV)
		5.6.5	Work with Parks Victoria and State Government to assist investment in park accommodation as part of bushfire recovery	Short term	DG, Parks Victoria (in association with RDV)
5.7	Develop the night-time economy across Gippsland	5.7.1	Develop and implement a night-time economy strategy for the Gippsland region	Short term	DG, One Gippsland
		5.7.2	Include consideration of night-time impacts and benefits in town visioning and beautification projects	Short term	DG, One Gippsland (in association with RDV), LGAs
5.8	Review Touring Routes	5.8.1	Form an industry working group to determine the future of currently advertised drive touring routes to align them to Destination Hubs	Medium term	DG, LGAs

STRATEGIC PRIORITY 6

Meet contemporary visitor service needs

No.	STRATEGY	#	ACTIONS	TIMEFRAME	RESPONSIBILITY
6.1	Agree to a Visitor Information Servicing Strategy to balance the approach	6.1.1	This strategy should allocate resources to highest priority needs – this needs to adopt a multi-channel, visitor-centric approach to maximise the use of resources to achieve an increase in awareness of the destination within target markets. Implement the State-wide review of visitor servicing when released	Short term	One Gippsland. TEVE
6.2	Transition visitor information centres to Experience Gippsland centres	6.2.1	Review the provision of information services across Gippsland and reduce the number to strategically located experience centres in each of the destination hubs	Short term	DG, One Gippsland
6.3	Develop virtual VIC technology to support visitors that encourages them to stay longer and spend	6.3.1	Trial the use of a virtual VIC including a variety of digital maps and consider deployment of iBeacons in key locations across Gippsland	Short – medium term	DG, One Gippsland
6.4	Local content and best kept secrets – Gippsland Ambassadors and VFR program & marketing campaign	6.4.1	Develop an ambassador program at destination hubs during peak seasons. There are several options for Ambassadors: community, business, roaming seasonal volunteers and online social content	Medium term	DG, LGAs
		6.4.2	Develop a well-planned, promoted and branded strategic programme of open days, famils and activities across the region where locals are encouraged to participate and achieve greater awareness of the needs of visitors and opportunities to enhance their visit	Medium term	DG, LGAs
6.5	Grow Partnerships with the Education Sector	6.5.1	Develop partnerships with the Gippsland education sector to deliver fit for purpose staff with visitor economy service sector skills, and to position the workforce for the future.	Medium term	DG
		6.5.2	Partner with the education sector to support the adoption of Gippsland as a curriculum-based excursion destination of choice through the development of materials and support packages	Medium Term	DG

STRATEGIC PRIORITY 7

Industry development and growth

No.	STRATEGY	#	ACTIONS	TIMEFRAME	RESPONSIBILITY
7.1	Gippsland Tourism Conference and Tourism Forum	7.1.1	Continue to hold the Gippsland Tourism Conference and Tourism Forums focussing business and industry development across the priority areas	Annually	DG
7.2	State Government Industry Development	7.2.1	Roll out coordinated state-led industry development workshops in Gippsland in partnerships with the State Government and LGAs	Ongoing	DG, RDV
7.3	Communication	7.3.1	Continue to provide industry news direct to businesses through the DG website and monthly newsletter – with a focused section on business recovery opportunities in the short term	Short Term - Ongoing	DG
7.4	Experience development program	7.4.1	Continue to offer experience development programs to support industry in initiating new products that deliver on brand and experience pillars	Annually	DG
7.5	Future proofing	7.5.1	Future planning to enable businesses to respond to new and emerging pandemic requirements	Ongoing	DG, LGAs

Infrastructure priorities

No.	STRATEGY	#	ACTIONS	TIMEFRAME	RESPONSIBILITY
8.1	Recovery	8.1.1	Complete natural disaster recovery across the eastern parts of Gippsland to get assets and visitor sites repaired and open as a matter of priority	Short Term	LGAs and State Government agencies
8.2	High value	8.2.1	Seek and advocate for the development of a high value traveller lodge/complex in nature (East Gippsland)	Medium	DG and EGSC (including other LGAs as appropriate)
8.3	Visitor facilities	8.3.1	Parks Victoria estate – advocate for continued investment in upgrades and maintenance of accessible visitor facilities and assets	Short Term	Parks Victoria, DG
		8.3.2	Improved caravanning and RV facilities across region	Ongoing	LGAs, DoT, Vic Roads
		8.3.3	Urban renewal / the basics to improve function and amenity, and parking for long vehicles	Ongoing	LGAs
8.4	Digital	8.4.1	Continue to advocate for digital infrastructure improvements across the region to deliver what visitors need and assist with resident and emergency management requirements	Ongoing	EMV, Private companies, DG, State and Fed Govts, LGAs
8.5	Transport	8.5.1	Work with Vline and the Department of Transport to improve the ‘bike friendly’ nature of busses and trains aligned to increased trail use	Short Term	DG, DoT, Vline
		8.5.2	Continue to advocate for improved air transport services to Gippsland, including a third major airport in Southeast Melbourne	Ongoing	DoT, DJPR, DG
		8.5.3	Support Local Government in advocating for improved road access to important visitor destinations such as Mount Baw Baw through the South Face Road	Ongoing	DG, LGAs

Enablers

No.	STRATEGY	#	ACTIONS	TIMEFRAME	RESPONSIBILITY
9.1	Workforce	9.1.1	Work with the State Government and regional entities to improve the availability, retention, and skills of the workforce, including accommodation issue	Short Term	DLG, DJPR, LGAs
9.2	Accommodation	9.2.1	Accommodation - advocate and encourage from good to better to improve existing motels and other stock	Ongoing	DG
9.3	Customer service	9.3.1	Continue to improve customer service standards and training	Ongoing	DG, operators, BTAs, Chambers of Commerce
9.4	Upskill	9.4.1	Upskilling businesses to provide accessible facilities and assets, to improve the experience and cater to a growing market seeking accessible and inclusive facilities	Ongoing	DG, DJPR
9.5	Business development	9.5.1	Continued business development support	Ongoing	DG
9.6	Partnerships	9.6.1	Partnering with First Nations TO bodies and support/participation	Ongoing,	GLaWAC, DG, Other TO Groups including Bunurong
9.7	Certification	9.7.1	EcoDestination Certified Status – with East Gippsland as the pilot led by EGSC	Short-medium term	DG, Ecotourism Australia, EGSC
9.8	Experience development	9.8.1	Experience development and business support across arts, culture, heritage and agritourism sectors	Ongoing	DG
9.9	Communication	9.9.1	IT issues such as black spots and Wi-Fi availability need to be improved to provide visitors and residents with infrastructure they need	Ongoing	EMV, DG, DJPR

Experience Development - World Class Natural Sanctuary

No.	PRIORITIES	#	ACTIONS	TIMEFRAME	RESPONSIBILITY
10.1	Wilsons Promontory	10.1.1	Continuing to implement the Masterplan and supporting the Prom Sanctuary project are vital for delivering superior visitor experiences whilst protecting and enhancing Gippsland's natural environment. This includes offering commissionable product that is available for travel trade	Short term	Parks Vic, DG
		10.1.2	Capitalise on the opportunity for the development of ecotourism and cultural tourism opportunities outside the National Park boundary that augment the experience being developed within the park e.g., land purchased by GLaWAC at Wilsons Prom	Short term	Parks Vic, DG
10.2	Buchan Caves	10.2.1	Ongoing funding is required to implement the Masterplan to ensure the visitor precinct and natural areas exceed the needs of emerging markets - this includes new sustainable roofed accommodation that would be commissionable and available for travel trade	Short term	Parks Vic, DG
10.3	Cape Conran	10.3.1	Ongoing funding would ensure the implementation of the Masterplan that would feature new accommodation experiences and commissionable product as well as revamped camping experiences and an improved boat ramp providing ocean access	Short term	Parks Vic, DG
10.4	Baw Baw Activation	10.4.1	Support for the sealing of the South Face Road and implementation of the Village Masterplan	Short term	
10.5	Tarra Bulga, Brataualung Country	10.5.1	Undertaking and implementation a Masterplan will ensure the park's values are enriched while offering an exceptional visitor learning experience. This includes the opportunity for a Gunaikurnai cultural centre	Short term	Parks Vic, DG
10.6	Emerging: Yallock Bullock, Bunurong Country	10.6.1	Advocate and support the 45km walking and cycle trail (which includes the George Bass Coastal Walk) in the Yallock-Bulluk Marine and Coastal Park, ensuring yield and private activation opportunities are capitalised upon	Medium term	Parks Vic, DG
10.7	Emerging: Dark Skies Experience	10.7.1	Investigate opportunities for Dark Skies Experiences across Gippsland	Medium term	DG
10.8	Emerging: Agnes Falls	10.8.1	Support funding for site development at Agnes Falls the highest waterfall in Victoria, including improved viewing areas and accessible day trip facilities	Medium term	Parks Vic, DG

Experience Development - Lakes Rivers and Coastal Paradise

No.	PRIORITIES	#	ACTIONS	TIMEFRAME	RESPONSIBILITY
11.1	Victorian Recreational Fishing Tourism Plan and the Victorian Recreational Boating Strategy	11.1.1	Implementing the Victorian Recreational Fishing Tourism Plan and the Victorian Recreational Boating Strategy (including supporting infrastructure	Short term	VFA, DG, Gipps Ports, LGAs (where Committee of Management applies to Crown Land), DELWP
11.2	Gabo Island	11.2.1	Ongoing funding to deliver improved commissionable experiences including additional accommodation, and improved access arrangements	Short term	Parks Vic, DG
11.3	Emerging: Marine Eco Tours	11.3.1	Attract business operators to further develop and introduce marine eco tours	Medium term	Parks Vic, DG
11.4	Emerging: World Class Infrastructure	11.4.1	Focus on improved infrastructure, access, and services to support its marine experiences including piers, jetties, parking, boat washes and boat ramps	Medium term	Parks Vic, DG, DEWLP , Gippsland Ports, LGAs
11.5	Emerging: Bullock Island	11.5.1	Continue to develop Bullock Island as a Marine precinct including the Fisherman's Coop café and direct to consumer trade opportunities	Medium term	Parks Vic, DG, RDV, EGSC

Experience Development - Paddock and Ocean Produce

No.	PRIORITIES	#	ACTIONS	TIMEFRAME	RESPONSIBILITY
12.1	Distillery and brewery cluster	12.1.1	Encourage the development of more infrastructure experiences and investment to strengthen offering. Encourage the sector to take on provenance as a key part of the Gippsland Cluster	Short term	DG, operators, FFG
12.2	Winery and cellar door cluster	12.2.1	Encourage the development of more infrastructure experiences and investment to strengthen offering	Short term	DG, operators, RDV, LVA
		12.2.2	Continue to work with Wine Australia on the Branding and marketing of the Pinot Coast which includes the famous wineries of Gippsland such as Bass Phillip	Short term	DG, Wine Australia operators
12.3	Gippsland Trusted Provenance	12.3.1	The implementation of a new food tourism and provenance strategy would help to prioritise actions, expand/develop products, link to cycling/walking trails and increase awareness of the brand being developed by Food and Fibre Gippsland	Short term	DG, Food and Fibre Gippsland
12.4	Emerging: Gippsland seafood cluster	12.4.1	Bringing together the stories of Lakes Entrance, Mallacoota, Corner Inlet and Nooramunga will enable a more focussed marketing effort with businesses working together	Medium term	DG, operators, FFG
12.5	Emerging: Destination restaurant	12.5.1	Advocate for and support the develop a destination restaurant, in conjunction with suitable investors, with planning and design support with possible public/private partnership	Medium term	DG
		12.5.2	Work with the current and emerging restaurants of Gippsland including the hatted Sardine restaurant in Paynesville	Medium term	DG, operators
12.6	Emerging: Epicurean events	12.6.1	Incorporate into the Gippsland events calendar a suite of epicurean events that are linked to provenance, food, and drink. Consider an umbrella Gippsland wide event focussed on provenance	Medium term	DG, event coordinators
12.7	Marketing	12.7.1	Continue to support marketing of Gippsland's produce including the new 'Love Where it is Grown, Caught and Made' program	Medium Term	DG, LGAs, EGSC

Experience Development - Inspired Adventure

No.	PRIORITIES	#	ACTIONS	TIMEFRAME	RESPONSIBILITY
13.1	Gippsland Lakes Aquatic Trail	13.1.1	Working with GLaWAC establish and begin operation of the Gippsland Lakes Aquatic Trail - funding is need for trail development and private sector partners for accommodation and delivery	Short term	GLaWAC, DG, operators, Parks Vic, Gipps Ports, EGSC, WSC
13.2	Dinosaur Trail	13.2.1	Supporting the implementation of the Bass Coast Dinosaur Trail Masterplan	Short term	Bass Coast SC, DG
13.3	Great Victorian Bathing Trail	13.3.1	Support government and investors in the development of the Great Victorian Bathing Trail, specifically support private and government investment in Metung Hot Springs and Nunduk	Short term	Regeneration Projects, DG, operators
13.4	Wilderness Coast Walk	13.4.1	Support and implement the feasibility study and source funding for trail development and private sector partnerships for accommodation	Short term	Parks Vic, DG, operators
13.5	Wilsons Promontory Circuit Track'	13.5.1	Support the feasibility study and its implementation in a revised Wilsons Promontory Circuit Track' product	Short term	Parks Vic, DG, operators
13.6	Gippsland Odyssey Trail	13.6.1	Support for bundling the existing main rail trails (including the Great Southern Rail Trail, and East Gippsland Rail Trail), with experience development and private sector opportunities	Short term	LGAs, DG, operators
13.7	Omeo MTB Hub and Adventure Hub	13.7.1	Implementation, ongoing development, and promotion of Omeo as a nationally recognised MTB Hub and alpine and high-country adventure hub	Short term	DG, East Gippsland SC, operators
13.8	Emerging: Central Gippsland 'G7' Mountain Bike Hub	13.8.1	Develop and activate the central Gippsland Mountain Bike Hub centred on Haunted Hills and the Latrobe Valley	Medium term	DG, Councils, operators

No.	PRIORITIES	#	ACTIONS	TIMEFRAME	RESPONSIBILITY
13.9	Emerging: Baw Baw Epic Adventure Ride	13.9.1	Advocacy and support for funding to enable epic trail development, to support growth of the visitor economy and enhance wildlife corridors	Medium term	DG, Parks Vic, Councils, operators
13.10	Emerging: Latrobe Valley	13.10.1	Support for the proposed adventure precinct with white water rafting, motor sport and the Haunted Hills Mountain Bike Park	Medium term	Latrobe Council, DG
13.11	Emerging: The Timber Trail (Tall Trees Ride)	13.11.1	Invest in planning and implementation of the bespoke trail for mountain biking in the forested foothills of West Gippsland	Medium term	DG, Parks Vic
13.12	Emerging: Traditional owner led experiences	13.12.1	Support GLaWAC and others to develop visitor experiences across Gippsland including cultural and eco-tourism products	Medium term	GLaWAC, DG

Experience Development - Vibrant Local Communities

No.	PRIORITIES	#	ACTIONS	TIMEFRAME	RESPONSIBILITY
14.1	First Nations tourism opportunities	14.1.1	Support the Gippsland Aboriginal Economic Development Strategy and strengthen the partnerships between Traditional Land Owners, the Bunurong Land Owners and other TO groups	Short term	GLaWAC, Traditional Land Owners, DG
14.2	Public Art Development	14.2.1	Ongoing experience development and promotion of public art as a tourism driver, e.g., wall murals at Yarram	Short term	Councils, DG, operators
14.3	Activation of towns on 'hero' trails	14.3.1	Improve the activation of towns with strong potential for growth	Short term	Councils, DG
14.4	Performing Arts	14.4.1	Continue to grow the arts based economy in Gippsland including touring performing arts events / business events, and continue to build event capacity and improve infrastructure for the visitor economy	Short term	Councils, DG
14.5	Emerging: Sydney-Melbourne Touring Route	14.5.1	Support ongoing experience development and marketing the current variety of experiences, attractions and accommodation	Medium term	DG
14.6	Emerging: Village clusters as drive and cycle journeys	14.6.1	Support the development of drive and cycle journeys based around village clusters and capitalise on the unique towns of Gippsland	Medium term	DG, Councils, operators
14.7	Emerging: Great Alpine Road	14.7.1	Partner with Tourism North East RTB to grow experiences and increase promotion of the route	Medium term	DG, TNE
14.8	Emerging: Night-time economy	14.8.1	Develop a night-time economy strategy for the Gippsland region	Medium term	DG

