

East Gippsland Strategic Tourism Plan 2006 – 2011

Part B: Strategies & Implementation Plans



This report has been supported by the following organisations



TABLE OF CONTENTS

Executive Summary.....3

Objective 1. Marketing & Brand7

 1.1 Marketing.....8

 1.2 Brand..... 10

Objective 2. Infrastructure.....11

Objective 3. Product & Industry Development..... 19

Objective 4. Management.....27

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GLOSSARY OF TERMS

ABS	Australian Bureau of Statistics	NP	National Park
BRPA	Bemm River Progress Association	NPWS	New South Wales Parks & Wildlife Service
BTA	Business & Tourism Association	NVS	National Visitor Survey
CFL	Conventional Family Life	OBTA	Orbost Business & Tourism Association
CVEP	Country Victoria Events Program	PBTA	Paynesville Business & Tourism Association
DIIRD	Department of Industry Innovation Research & Development	PV	Parks Victoria
DGI	Destination Gippsland Inc	RAPS	Regional Awareness & Perceptions Survey
DSE	Department of Sustainability & Environment	RDV	Regional Development Victoria (part of DIIRD)
EGCMA	East Gippsland Catchment Management Authority	RTA	NSW Roads & Traffic Authority
EGRBTA	East Gippsland Regional Business & Tourism Association	SA	Socially Aware
EGS	East Gippsland Shire	SMCD	Sydney Melbourne Coastal Drive
GAR	Great Alpine Road	SWOT	Strengths Weaknesses Opportunities Threats
GCB	Gippsland Coastal Board (Gippsland Lakes and Coasts Regional Coastal Board)	TAB	Tourism Advisory Board
GP	Gippsland Ports	TAFE	Technical & Further Education
GSTP	Gippsland Sustainable Tourism Project	TAV	Tourism Alliance Victoria
IVS	National Visitor Survey	TFL	Traditional Family Life
LEBTA	Lakes Entrance Business & Tourism Association	The Plan	East Gippsland Shire Strategic Tourism Plan
LEFCOL	Lakes Entrance Fishing Cooperative Limited	TSTA	Tri State Touring Alliance Inc.
MBTA	Metung Business & Tourism Association	TVic	Tourism Victoria
		VA	Visible Achievers
		YO	Young Optimists

Executive Summary

This Plan is a highly integrated tourism strategy that covers the East Gippsland Shire for the five years 2006 to 2011. The following sections details 96 specific strategies and associated actions. The Plan also provides direction and detail for maximising alignment and partnerships with over 30 groups/organisations within and outside East Gippsland. This Plan integrates with the plans and policies of these groups and organisations such as the *Gippsland Regional Tourism Development Plan 2006 Review* and the Shire Council's policies and plans to provide a high level of efficiency and effectiveness in the development of sustainable tourism.¹

The Plan objective is to generate increased visitation, yield, length of stay and visitor dispersal (geographic and seasonal) driven by strong industry leadership and commitment from across the region.

The vision for tourism is that:

"The East Gippsland region will be increasingly recognised amongst targeted domestic and international market segments as a highly appealing visitor destination. The recognition will be based on its competitive advantages in natural attributes, water-based activities, supporting infrastructure and a strong culture of providing excellent customer service. Tourism will create sustainable growth and be a major contributor to East Gippsland's economy".

Domestic overnight visitor numbers to Gippsland have shown modest growth over the past six years of around 1% pa, although this average masks some wide fluctuations in the yearly figures.² More recently we are seeing major domestic market competitive pressures including a shift to short breaks and budget air travel.

National visitor arrivals data indicates that international visitor numbers are growing by 4–6% pa³, a figure that is believed to reasonably reflect the inbound visitor growth being experienced in Sydney–Melbourne touring and supported by the planned Tri-State strategy to stimulate Sydney–Melbourne touring.

Tourism provides about 1,287 jobs or 7.9% of employment in the Shire.⁴

¹ World Tourism Organisation definition of sustainable tourism - "tourism which meets the needs of the present tourists and host regions while protecting and enhancing opportunity for the future".

² See Part A, Table 3: East Gippsland visitor data, 1999 – 2005.

³ Source: Visitors by Country of Residence 2005. Tourism Australia. From ABS Overseas Arrivals and Departures, 3401.0.

The supply side of tourism is notable for the dominance of public lands across the Shire (76% of all land, managed by Parks Victoria and the Department of Sustainability and Environment) and the associated forests, lakes, rivers and coastline on which the settlement and related tourism activity is concentrated.

East Gippsland has been subject to a history of changing tourism plans, marketing and brand strategies and associated structures.⁵ Attracting adequate resources for public land and coastal infrastructure, maintenance and development is a major challenge for the community, government and the tourism industry.

There is agreement across the Shire that the time is right to implement a long term plan for tourism that will improve industry and government productivity in tourism leading to sustainable tourism growth. This Plan will work because it reflects an agreed coordinated approach to the new circumstances and a high level of commitment to its implementation from the key tourism stakeholders in East Gippsland.

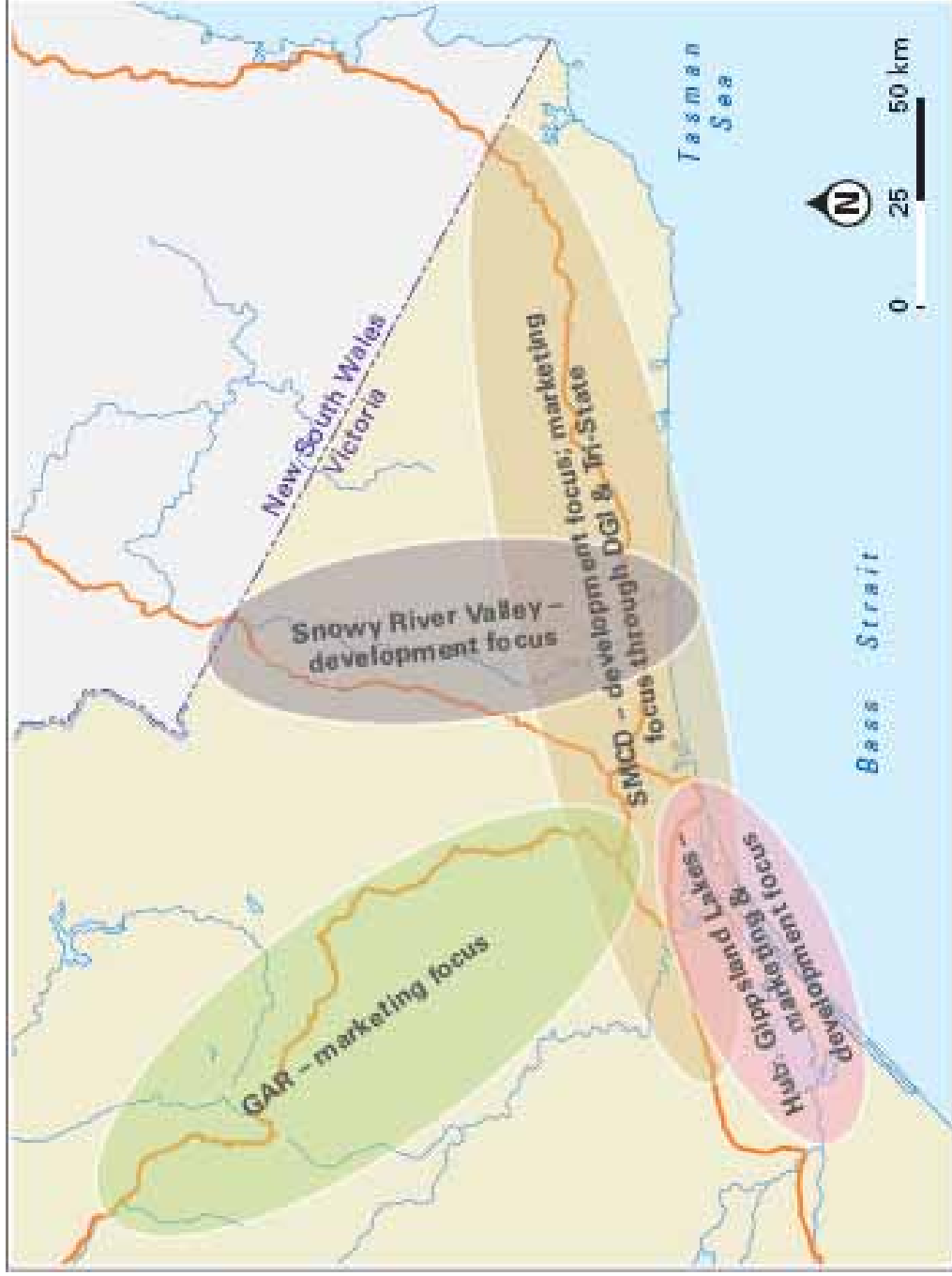
The Plan is structured around a hub and spoke approach which, from analysis, best fits the market and product realities of East Gippsland.

- Hub – Gippsland Lakes and its associated communities.
- Spokes:
 - The Princes Highway, reflecting marketing commitment to the Sydney Melbourne Coastal Drive and including the coastal towns
 - The Great Alpine Road, reflecting its status as one of Victoria's great drives
 - The Snowy River Valley, showcasing the investment in returning environmental flows to the Snowy River.

⁴ Source: *Victorian Tourism Employment Atlas 2005*. Tourism & Transport Forum. Employment data is based on August 2002 census figures and should be regarded as a 'reasonable estimate' rather than accurate to the last job.

⁵ See Part A, Attachment 1: Summaries of Relevant Reports & Studies which highlights the range of tourism plans post 1988 that have resulted in limited implementation of recommended strategies.

Table 1: Hub and spoke focus for East Gippsland



This Plan has four pillars for sustainable growth: marketing and brand; infrastructure; product and industry development; and management.

1. Marketing and brand:

Firstly, with a concentration on building short term promotional activity that includes:

- a comprehensive website by the end of 2006
- cooperative promotions including a brochure and print advertising
- public relations and familiarisations and participation in Destination Gippsland Inc marketing activity
- The development of an integrated marketing plan by the East Gippsland Business and Tourism Association supported by East Gippsland Shire is another key short term high priority activity.

Secondly, a 'pendulum swing' with the positioning of East Gippsland from nature to accessible nature⁶ reflected in the multi-million dollar annual investments in waterside infrastructure and facilities that are occurring around the Gippsland Lakes.⁷

2. Infrastructure: Development of tourism related infrastructure to enhance the showcasing of nature; boating, water and touring infrastructure including signage and interpretation, conference facilities, cultural heritage and the impact of restored flows to the Snowy River.

3. Product and industry development: Development of products of existing and potential market strength such as touring, cycling, motor bike, boating and water related activities; soft nature based experiences including walking and wildlife viewing; seafood, food and wine, arts/culture and heritage including indigenous tourism; conventions/meetings and events. Industry will develop greater cohesion and unity of purpose through participation in the Plan including professional development activities and business awards; cooperative marketing activities and the Plan review and ongoing development process.

⁶ 'Accessible nature' relates to the proximity of nature-based experiences that can be viewed from the car while travelling or readily accessed, eg short walks, lookouts, waterside dining. It is an important ingredient for holiday enjoyment amongst mainstream visitors. TVic indicates 85% of the 'nature based tourism' market is seeking a 'soft' nature based experience which is often part of a larger holiday experience. East Gippsland is also attractive to the 15% seeking 'hard' nature based experiences (those wanting to 'immerse' themselves in nature) and it is not proposed that this segment be neglected in this Plan. TVic define nature based tourism 'as any type of tourism that relies on experiences directly related to the natural environment'.

TVic state there are six types of nature based tourism: ecotourism which includes bushwalking and wildlife viewing; adventure tourism (4W/D'ing, ski touring etc); 3S (sea, sand and sun) activities in a marine environment; extractive tourism (fishing, fossicking, gold panning); native wildlife parks/gardens and nature retreats.

⁷ See Part A, Attachment 2: Shire Data on Current Infrastructure. The value of development approvals for residential and tourist related infrastructure in East Gippsland concentrated on the Gippsland Lakes is approximately \$25m.

4. Structure, management and resources: This Plan adopts an integrated approach to tourism development that encourages ongoing integration with current and emerging tourism related planning. The Plan will deliver steady growth in tourism investment as a result of growing trust, cooperation and coordination, with measurable results flowing from the Plan for all stakeholders – public, private and community. In turn, this growth will encourage a transition from a tourism strategy driven by Council and the Tourism Advisory Board to a Plan led by the East Gippsland Regional Business and Tourism Association, with increasing industry investment and active participation by all tiers of government. A crucial prerequisite to the EGRBTA taking a greater role in tourism management will be adequate ongoing resourcing linked to industry and government investment in EGRBTA planned activities.

Execution of the Plan through the hub and spoke and four pillars approaches will deliver a highly appealing visitor experience based on understanding consumer needs and East Gippsland's most competitive advantages.

In a complex, competitive and dynamic environment this Plan should be subject to annual and major three year reviews. Furthermore as new opportunities arise from time to time they should be assessed against the strategic parameters of this Plan.

Objective 1. Marketing & Brand

Short term (12 months) – roll-out brochure, website development, press advertising to increase the region's presence in regional markets and in Canberra and strengthen cooperative alliances with GAR, SMCD, DGI. Develop brand and integrated marketing plan.

⁸ See Part A, Table 3: East Gippsland visitor data, 1999–2005.

⁹ Source: Visitors by Country of Residence 2005. Tourism Australia, From ABS Overseas Arrivals and Departures, 3401.0.

¹⁰ Source: *Victorian Tourism Employment Atlas 2005*. Tourism & Transport Forum. Employment data is based on August 2002 census figures and should be regarded as a 'reasonable estimate' rather than accurate to the last job.

¹¹ See Part A, Attachment 1: Summaries of Relevant Reports & Studies which highlights the range of tourism plans post 1988 that have resulted in limited implementation of recommended strategies.

¹² 'Accessible nature' relates to the proximity of nature-based experiences that can be viewed from the car while travelling or readily accessed, eg short walks, lookouts. It is an important ingredient for holiday enjoyment amongst mainstream visitors. The nature experience includes water, particularly beaches, trees, seeing/hearing animals in their natural environment, and being able to see stars at night.

¹³ See Part A, Attachment 2: Shire Data on Current Infrastructure. The value of development approvals for residential and tourist related infrastructure in East Gippsland concentrated on the Gippsland Lakes is approximately \$25m.

Medium term (2-3 years) – expanding market mix, eg build visiting journalists’ program, PR activities, targeted media advertising into lifestyle magazines focusing on ‘comfortable nature’, further developing electronic marketing activities and website presence. Infrastructure improvements evident. Develop events and conferencing marketing. Seasonal seafood calendar of activities.

Long term (4-5 years) – build marketing of Lakes to Mallacoota and Snowy River drive experiences aligned with new infrastructure developments. Continue to expand cooperative marketing and marketing alliances.

1.1 Marketing

OBJECTIVE 1.1 MARKETING

STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
Create a nationally competitive web presence for the region.	<ul style="list-style-type: none"> Scope & develop a high quality destination marketing website that is fully sustainable with strong industry ownership & integration with DGI, TVic & PV websites/databases & booking systems. Include as part of the process a one day workshop including industry groups, key stakeholders, & TVic web manager to scope all options. 	All	In progress	High Year 1 Ongoing	Development costs \$25k+ & ongoing management costs	EGS \$25k Industry \$5k See also TVic strategy to develop state-wide booking facility	EGS EGRBTA RDV
Develop an integrated suite of cooperative promotions.	<ul style="list-style-type: none"> Provide a range of integrated cooperative promotional opportunities including an East Gippsland destination brochure, print advertising in regional press, in-market consumer & VIC promotions (Cross reference with web, marketing partner & VIC strategies). 	All touring & mono destination markets	EGRBTA brochure in place	High Year 1 Ongoing	Total \$100k	Industry \$66k TVic \$21.5k DGI \$5k EGS \$7.5k See also Provincial Victoria Growth Fund	EGRBTA, EGS, PV, DSE
Develop touring information.	<ul style="list-style-type: none"> Develop an integrated suite of low unit cost destination & touring collateral for in-region visitor use & web download with a low cost co-op buy-in. Update the <i>Seven Great Drives DL</i> with ½ & 1 day trips radiating out from Lakes’ destinations. 	All touring & mono destination markets	New & updated projects	High Year 2 & Yr 4 High Year 2		EGS, DSE, PV, industry	EGRBTA All local BTA's EGS, PV EGRBTA

OBJECTIVE 1.1 MARKETING

STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
Strengthen partnership marketing (conditional on change in EGS policy).	<ul style="list-style-type: none"> Provide tourism & wider industry with a coordinated suite of partnership marketing opportunities: DGI brochure & tactical advertising; GAR, SMCD & Tri-State touring opportunities. Strengthen GAR promotions linked to 2006/07 TVic funding. 	All	In progress	High Year 1 Ongoing	\$25k Omeo BTA-TVic budget	Industry \$20k EGS \$5k TVic	EGRBTA EGS (GAR including Omeo & Bruthen BTA's)
Increase the marketing focus on key nature assets on public lands.	<ul style="list-style-type: none"> Consistent with land managers concentration of resources on limited priority sites, increase the marketing of these sites including Buchan Caves, Cape Conran, Croajingolong around Mallacoota & Alpine National Park. Build the marketing value through leveraging off East Gippsland, DGI, SMCD & GAR cooperative marketing. 	All		High Year 1 Ongoing	TBA	PV, Sponsorship See also Provincial Victoria Growth Fund	PV DSE EGRBTA EGS
Build awareness of the region through Public Relations.	<ul style="list-style-type: none"> Provide regular tourism information to Melbourne, regional & in-region press & support marketing partners PR including TVic, DGI, SMCD & GAR. Intermediate term consider in-market (Melb) professional PR firm (or joint with DGI). 	All	In progress	High Year 1 Ongoing	EGS – in-kind \$25k +	EGS – in-kind Cooperative industry	EGS EGRBTA EGRBTA contract
Build awareness, distribution & sales through familiarisations.	<ul style="list-style-type: none"> Support marketing partners as above with trade & journalists familiarisations. 	All	in progress	High Year 1 Ongoing	\$17k	EGS \$2k Industry \$15k in-kind PV in-kind	EGS EGRBTA PV
Create & manage a high quality film library reflective of the brand attributes & key marketing assets.	<ul style="list-style-type: none"> Review, update & catalogue with a focus on the new brand including accessible nature images including aerial images, waterside dining including seafood, wildlife & scenic viewing & nature side quality accommodation. 	All	In progress	Medium Year 2 Update every second year	\$10k & management cost	EGS \$10k (Utilise existing images from real estate agents, key operators, PV & local media)	EGS EGRBTA Contract out tasks PV
Develop an integrated marketing plan	<ul style="list-style-type: none"> Relevant stakeholders collaborate on the development of an integrated marketing plan 	All	New	Short term High priority	TBA	TBA	EGRBTA, EGS, all relevant stakeholders

1.2 Brand

OBJECTIVE 1.2 BRAND							
STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
Develop a destination brand that drives sustainable growth.	<ul style="list-style-type: none"> ▪ Engage a creative brand agency to refine the brand, including strengthening the connection with quality services & a certain level of style & sophistication. ▪ Launch new creative & style guide as a key outcome of the TAB in partnership with EGRBTA. 	All	In progress	HIGHEST PRIORITY Immediate Sept 2006 earliest	\$35k	EGS \$30k Industry via EGRBTA \$5k See also Provincial Victoria Growth Fund including 'raising awareness of unique provincial experiences'	TAB
Research to establish benchmark for brand awareness	<ul style="list-style-type: none"> ▪ Liaise with TVic to establish agreed benchmark consumer awareness of East Gippsland brand linked to RAPS. 	All	New	High short term	NA	NA	EGS

Objective 2. Infrastructure

Short term (12 months) – Focus on activating the priorities as outlined and as bundled investment support opportunities. The opportunity for show casing the impact of restored water flows to the Snowy River is a priority for bundling Snowy River Valley infrastructure projects. Maximise strategy and planning alignment to – and leverage from National, State, regional land local plans including *Moving Forward*, *DIIRD/DSE Tourism Task Group*, Department of Victorian Communities and Destination Gippsland Inc.

Medium term (2-3 years) – Continue infrastructure roll-out as per the Plan with a review of priorities including new opportunities at the end of year three.

Long term (4-5 years) – Subject to review continue with focused infrastructure development approach based on the hub and spokes strategy.

OBJECTIVE 2. INFRASTRUCTURE							
STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
GIPPSLAND LAKES							
Develop Jemmys Point lookout, Lakes Entrance, on former Gippsland Ports beacon site to investigate creation of lookout & interpretation of Gippsland Lakes & entrance.	<ul style="list-style-type: none"> Ensure master plan developed that fully reflects tourism needs. Assist passage of planning approval through Council. 	Important for all inbound & domestic visitor segments: short breaks, SMCD etc	Underway	Medium term high priority		potential sources including Provincial Victoria Infrastructure Development funding	DSE, EGS
Develop East Gippsland as Victoria's year round boating capital.	<ul style="list-style-type: none"> All key stakeholders to work together to develop appropriate infrastructure on the Gippsland Lakes. 	Day trips, short breaks, mono destination long stays, SMCD	Ongoing	Ongoing high priority	TBA	Regional Development Infrastructure Fund, Marine Safety Victoria, EGS	GPIA ³ , DSE, PV, EGS, GCB
Facilitate development of moorings to address shortage.	<ul style="list-style-type: none"> Develop &/or support plans to accommodate increased mooring capacity in Lakes Entrance including North Arm & Cunningham Arm. 	High yield boating segment		Short/medium term high priority		Private	GP, DIIRD, DSE, EGS, GCB
Investigate Bullock Island, Lakes Entrance as high attraction site including	<ul style="list-style-type: none"> EGS preparing Master Plan for western section as part of Urban Design Framework. 	Important for all inbound & domestic visitor	Ongoing	Medium term high priority	TBA	Private investment, DSE	DSE, GCB, GP, LEFCOL, EGS
						<ul style="list-style-type: none"> See above 	

OBJECTIVE 2. INFRASTRUCTURE							
STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
seafood industry.		segments: short breaks, SMCD etc				funding sources	
Lakes Entrance footbridge redevelopment.	<ul style="list-style-type: none"> Finalise planning & consultative processes. 	All	In planning/ consultation phase; EGS yet to approve	Medium term high priority	\$1.5m-\$2m	EGS	EGS
Floating stage for Entertainment on the Lakes. (See also product development)	<ul style="list-style-type: none"> Investigate community –BTA's interest in developing a floating stage for Gippsland Lakes events Subject to demand develop business case to support investment 	Boating segment, short & long stays, local community	Emerging in industry discussion	Medium term medium priority	TBA	Public/Private opportunity	Industry, LEBTA, PBTA, MBTA, EGS
Support development of family attractions	<ul style="list-style-type: none"> Encourage private sector investment in such infrastructure Develop a high standard access for all adventure playground Council working with LEBTA to plan playground 	Family markets including community	Ongoing		TBA	Private investment	Private sector, EGS
Lakes Entrance safe swimming beach in Cunningham Arm.	<ul style="list-style-type: none"> Support DSE study. Finalise plans for swim beach 	All	DSE undertaking study Works to be completed Dec 2006	Short term Medium priority Short term high priority	\$250k approx \$70k	EGS	EGS, LEBTA DSE, LEBTA, EGS
SYDNEY MELBOURNE COASTAL DRIVE & MALLACOOTA							
Develop an integrated suite of accessible nature experiences Lakes to the border. (see also signage infrastructure strategy and short walks recommendations)	<ul style="list-style-type: none"> Detailed audit, costing & prioritisation of sites such as: Benm River Rainforest Walk, Cann River as major driver rest area, Drummer Road Rainforest Walk, Genoa Peak Lookout, Youngs Creek 2WD project, Furnells & Chooof Track, Cape Conran, Nowa Nowa walk & Rail Trail 	Domestic & international touring segment, mono destination longer stays	New project	Short/medium term high priority	TBA Infrastructure costs TBA	Opportunity to bundle for funding <ul style="list-style-type: none"> Opportunities including Provincial Vic Growth Fund & RIDF 	PV, DSE, EGS, VicRoads

OBJECTIVE 2. INFRASTRUCTURE

STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
	<ul style="list-style-type: none"> Reference the Taboon Management Plan (DSE) Factor in Nowa Nowa/Bairnsdale major re route Develop & implement over 3 years 						
Mallacoota Bluewater Access upgrade.	Continue to progress	Commercial abalone & recreational & commercial fishing charter boating users	Underway	Short term high priority	TBA	RDV, EGS <ul style="list-style-type: none"> Opportunities including RIDF 	DSE, EGS, GCB, GP
Review Mallacoota Caravan Park to reflect contemporary park service & management standards.	<ul style="list-style-type: none"> Mallacoota Urban Design Framework will make recommendations. Consider expanded accommodation infrastructure as per Tourism Victoria <i>Concept Proposals</i> document Investigate private investment potential. 	SMCD, mono destinational visitors including Canberra & Sydney	New project	Medium term high priority	TBA	Public/Private opportunity <ul style="list-style-type: none"> See Provincial Victoria Growth Fund 	EGS, DSE, TVic
Mallacoota Pathways Project	<ul style="list-style-type: none"> Planning underway 	SMCD, mono destinational visitors, community	New project	Short/medium term High priority	Council funds committed for 2007/08		EGS, DSE
Capitalise on Point Hicks outstanding scenic, historic & natural attractions.	<ul style="list-style-type: none"> Repair & upgrade access road Subject to a detailed audit of the Croajingolong product including accessibility (see product development) develop Masterplan for lighthouse area to capitalise on high quality historic & environmental assets including whale & seal viewing 	Open up SMCD market	Ongoing	Short term High priority	Road TBA	PV	PV,
Development of one or more Eco Lodges in line with recommendations of	Continue to progress feasibility and approval assessment processes toward the	High yielding international & domestic market	New project	Long term high priority	Masterplan TBA	PV	PV
			New project	Medium term high priority	TBA	Public/Private opportunity <ul style="list-style-type: none"> See Provincial 	DIIRD/DSE PV, DSE, EGS

OBJECTIVE 2. INFRASTRUCTURE							
STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
the East Gippsland Icon Walks & Eco-tourism Infrastructure Study.	development of up to three small eco-lodges adjoining Snowy River National Park, Lake Tyers Forest Park and Errinundra National Park providing the basis for premium soft nature based tourism products.	segments				Victoria Growth Fund	
Continue to enhance visitor opportunities and experiences in the Cape Conran Coastal Park in line with the recently released Management Plan for the park.	<ul style="list-style-type: none"> ▪ Promotion & interpretation of indigenous cultural heritage in the park in accordance with the wishes of the Traditional Owners. ▪ Upgrade visitor facilities at key sites including West Cape, Yeerung River and Pearl Point. ▪ Improvements to Cape Conran camp & roofed accom facilities, improved boating access facilities & promotion of opportunities ▪ Complete graveling of Pearl Point Rd and provide on-site information on short walks and whale watching opportunities. 	Short break & long stay SA's, YO & TFL	Ongoing	Ongoing High priority	TBA	PV	PV
SNOWY RIVER VALLEY & BUCHAN							
Maintain Buchan Caves infrastructure.	<ul style="list-style-type: none"> ▪ Refurbish lighting in the Royal Cave & associated access & safety issues. 	Internationals & mono destination beach holiday market (non beach day)	Currently funded project	Short term high priority	TBA	PV	PV
Develop Tulloch Ard Road loop drive & scenic lookout.	<ul style="list-style-type: none"> ▪ Create a loop drive from Buchan to provide a more convenient & accessible Snowy River experience. ▪ Subject to planning & consultation, develop further short walks and a suitable Snowy River viewing opportunity along the Drive. 	Touring markets, mono destination visitor day trips	Project commenced	Short term high priority Mid term high priority	TBA	PV Opportunity for Fed/States support linked to showcasing Snowy environmental flows	PV, DSE, EGS, Industry

OBJECTIVE 2. INFRASTRUCTURE

STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
PS Curlip, Orbest	<ul style="list-style-type: none"> Continue to support community-based paddle steamer construction project. Progress planning towards development of river-based infrastructure 	SMCD domestic market, mono destination visitor day trips	Feasibility study completed	Short term high priority	Government funding approved	Seed capital to build - Opportunity for Fed/States support linked to showcasing Snowy environmental flows	Community project PV, DSE, Gippsland Ports
Develop the Man from Snowy River Adventure Drive to capture the spirit & adventure of the Man from Snowy River. (See also product development).	<ul style="list-style-type: none"> As a niche adventure drive product develop scoping study & strategy plan Consider level of integration & duplication with Snowy River Country Drive Encourage sealing of the Bonang Road to strengthen touring linked to Monaro and Snowy River 	Aligns with this plan's dispersion strategy & Snowy River valley development node	Support by community including local MLA	Intermediate term high priority	\$50k for scoping & strategy plan Implementation to be costed	RDV, LGA's Opportunity for Fed/States support linked to showcasing Snowy environmental flows	EGS, Towong, Tumarumba & Snowy River Shires, PV, NPWS (NSW), DSE
Sealing of Barry Way. <ul style="list-style-type: none"> Approx 73km of road is unsealed. 	<ul style="list-style-type: none"> Strengthen working relationship with Snowy River Shire Continue to lobby for sealing of the road Link with VicRoads Strategic Industry Road Plans 	Niche adventure drive & motor cycle markets & alternative Canberra access	Ongoing project	Long term medium priority	TBA	Shires <ul style="list-style-type: none"> Link with RIDF & VicRoads development of Strategic Industry Road Plans Opportunity for Fed/States support linked to showcasing Snowy environmental flows 	EGS, Snowy River Shire (NSW), VicRoads, PV, NPWS
Marlo-Frenchs Narrows walk & cliff top lookout	<ul style="list-style-type: none"> Establish project control group Progress planning, consultation and approvals 	Short break & long stay SA's, YO & TFL	Pre-feasibility stage	Intermediate term High Priority	TBA Note RIDF Provincial	Link with RIDF Small Towns Development Fund –	PV, DSE, EGS Community

OBJECTIVE 2. INFRASTRUCTURE							
STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
	<ul style="list-style-type: none"> Develop 4 km walk including lookout over Snowy River entrance, boardwalk sections and interpretation 				Pathways (\$8m over 4 years)	Provincial Pathways. Opportunity for Fed/States support linked to showcasing Snowy environmental flows	
Orbost – Marlo multi-use trail	<ul style="list-style-type: none"> Establish project working group Estimate of capital costs & likely demand linked to East Gippsland Bike Trail demand. 	Could generate significant community & visitor demand ex Orbost	Pre-feasibility stage	Intermediate term medium priority	TBA Note RIDF Provincial Pathways (\$8m over 4 years)	DSE, EGS <ul style="list-style-type: none"> Link with RIDF Small Towns Development Fund – Provincial Pathways. Opportunity for Fed/States support linked to showcasing Snowy environmental flows	DSE, EGS, EGCMA
GREAT ALPINE ROAD							
Develop GAR infrastructure with Bairnsdale as the starting point & Omeo as an overnight stay destination & en route towns	<ul style="list-style-type: none"> Implement Omeo destination plan including infrastructure development as per Omeo plan. Refer to recommendations in the ARUP study Oct 2000 Work with en route towns 	GAR touring market & mono destination (coastal) visitor day trips	Omeo project underway.	Short term high priority	\$265k Omeo BTA, TVic	State government (TVic) Omeo grant	Omeo BTA, DSE, PV, TVic, EGS
Build attraction of East Gippsland High Country Cultural Heritage.	<ul style="list-style-type: none"> Leverage off the developing High Country Cultural Heritage Interpretation Plan (see product 	GAR touring market & mono destination	High Country Cultural Heritage	Short term high priority	DSE – TBA	DSE	DSE, EGS, PV

OBJECTIVE 2. INFRASTRUCTURE							
STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
Develop scenic lookouts on GAR.	development) <ul style="list-style-type: none"> Support development of two new lookouts & upgrading of others along GAR to highlight E Gipps natural environment (see detailed infrastructure analysis Attachment 4) 	(coastal) visitor day trips GAR users	Interpretation Plan being developed New project	Intermediate term medium priority	TBA	EGS, VicRoads	EGS, DSE, PV, GAR, VicRoads
GENERAL							
East Gippsland Icon Walks & Eco-tourism Infrastructure Study – implementation of outcomes.	<ul style="list-style-type: none"> Support implementation of study key recommendations relating to: <ol style="list-style-type: none"> short walks marketing and development eco-lodge development Croajingolong Coastal walk 	Demand subject to assessment	Feasibility project near completion	Ongoing High priority	\$70k feasibility assessment stage See RIDF Provincial Pathways projects (\$8m over 4 years)	PV, DSE, EGS Opportunity to link with RIDF Provincial Pathways projects with short walks collateral	PV, DSE, EGS, T Vic, Community Industry
Develop Gippsland Hinterland All Wheel Drive Touring Route through the Gippsland Hinterland.	<ul style="list-style-type: none"> Support planning process & including communities with opportunity for promotion Integrate with GAR, Snowy River Drive & the proposed Man from Snowy River Drive. Assist with marketing, eg promote in 4WD magazines, if project proceeds Investigate commercial opportunity for tag-along tours. Ensure EGS, GAR & other collateral reflects AWD tour. 	Intra & interstate 4WD & all wheel drive markets	Planning underway.	Short term high priority	TBA See also above RIDF source	DSE & PV Opportunity to link with RIDF Provincial Pathways projects	DSE, PV EGS
Expand range of 4WD products	<ul style="list-style-type: none"> Completion of The Sisters 4WD Tour & associated products 	Intra & interstate 4WD & all wheel drive markets	In progress	Short term medium priority	DSE		DSE, PV
Facilitate development of large conference & events	<ul style="list-style-type: none"> Work with interested parties to ensure conference & events 	1. Short term: developers/	New project	Short term high priority	TBA	EGS	Private industry, EGS

OBJECTIVE 2. INFRASTRUCTURE

STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
facilities.	<ul style="list-style-type: none"> needs met. ▪ Demand scoping study to assist investment ▪ Continue efforts to attract smaller MICE activities. 	<ul style="list-style-type: none"> investors in facility. 2. Long term: conference etc organisers. 					
Shire tourism signage upgrade.	<ul style="list-style-type: none"> ▪ Instigate signage audit & cross reference with branding exercise & TVic state wide review of signposting. 	All markets including community	New project	Intermediate term high priority	TBA		EGS, VicRoads
Standing camps ▪ Developments at Buchan & Cape Conran underway with Summer 2006/07 completion.	<ul style="list-style-type: none"> ▪ Assist with PR launch & marketing campaign ▪ Ensure details are included in EGS print & website collateral 	Conran – Mono destination & SMCD, Buchan – GAR, SMCD & Short breaks	Underway	Short term high priority	PV		PV, EGS
Increase Forestech – Forest Discovery Centre visitor attraction	<ul style="list-style-type: none"> ▪ See product development [A4] 						
Provide infrastructure to support 'grey nomad' touring market	<ul style="list-style-type: none"> ▪ investigate feasibility of adding strategically placed drop points for black & grey waste at suitable public toilet facilities 	Touring, Traditional Family Life	New	Medium term High priority	TBA	TBA	EGS, DSE, VicRoads
Support Port of Bairnsdale development	<ul style="list-style-type: none"> ▪ Continue to support Port of Bairnsdale initiatives 	Tourism and community	Current	Ongoing	TBA	EGS, State & Fed govts	EGS & other relevant
Boat ramp, Tambo River at Swan Reach & possibly Bairnsdale	<ul style="list-style-type: none"> ▪ Progress possibility of construction of boat ramp facility on Tambo River at Swan Reach. 	Domestic boating/fishing markets.	New project	Medium term, low priority.	Marine Safety Vic	EGS state & federal governments,	EGS, DSE, local BTA, EGCMA

Objective 3. Product & Industry Development

Short term (12 months) – Build the region’s competitive seafood experience and the GAR product experience linked to Omeo BTA resource support; encourage public land projects that will lead to increased marketing of natural assets and develop a range of niche markets through events development and partnerships

Medium term (2-3 years) – Facilitate identified Gippsland Lakes product developments; Lakes destinations plans and icon walks product and motor bike and all wheel drive product. Major three year review of product development priorities in 2008/09.

Long term (4-5 years) – Subject to review, continue development aligned with core hub and spoke opportunities including wildlife viewing.

OBJECTIVE 3. PRODUCT & INDUSTRY DEVELOPMENT

STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
GIPPSLAND LAKES Develop the seafood experience	<ul style="list-style-type: none"> ▪ Investigate seasonal seafood events, scallops, prawns, whiting etc. ▪ Encourage more direct to retail outlet distribution. ▪ Develop a seasonal seafood calendar for promotion especially in regional markets, eg Latrobe Valley & SE Melbourne. ▪ Encourage development of high quality seafood experiences. 	All	New project	Short term medium priority	TBA Public/private investment opportunities See Provincial Victoria Growth Fund including food & wine as part of \$11m over 4 years	Fishing industry, EGRBTA, LEBTA, EGS, CVEP (TAV) ▪ Opportunity from Provincial Victoria Growth Fund including food & wine.	Fishing industry, LEBTA, Food Wine Tourism Network, EGS
Regular boat service Paynesville – Metung – Lakes Entrance	<ul style="list-style-type: none"> ▪ Investigate private sector interest & possible funding sources to support establishment costs. 	All segments	New project	Long term low priority		Private sector To investigate	Industry, EGS
Entertainment on the Lakes (See also infrastructure)	<ul style="list-style-type: none"> ▪ Subject to business case develop water based events program. 	Boating segment, short & long stays, local community	Emerging in industry discussion	Medium term medium priority	TBA	Public/Private opportunity	Industry, LEBTA, PBTA, MBTA, EGS

OBJECTIVE 3. PRODUCT & INDUSTRY DEVELOPMENT

STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
SYDNEY MELBOURNE COASTAL DRIVE & MALLACOOTA							
Develop package of wildlife & flora viewing experiences.	<ul style="list-style-type: none"> Subject to assessment of opportunities within Croajingolong & Marine NP's & Sanctuaries (see Product Development – General) develop seasonal calendar and other promotions, location & access guide of wildlife viewing to feed into SMCD marketing. Including seals, whales & sea eagles & koalas on Raymond Is. 	SMCD market particularly inbound	New project – Category 3 project of Tourism Task Group (DIIRD & DSE)	Med-long term high priority	TBA	See opportunities within <i>Moving Forward</i>	PV, DSE, BTA's EGS
Work with towns along SMCD including coastal towns to further develop and market product	<ul style="list-style-type: none"> Integrate this strategy with other relevant strategies. 	All	Ongoing	Ongoing Medium/high priority	TBA	See opportunities within <i>Moving Forward</i>	EGS, BTA's, PV, DSE
Colquhoun State Forest & Forest Industries Interpretive Centre	<ul style="list-style-type: none"> Encourage Centre to extend visitor experience; value added timber products such as furniture & to provide interpretation of the centre & the forests industry. 	Touring & mono stay markets – TFL, SA, & education groups	Possible new project subject to consultation with TAFE	Short term low priority	TBA	TAFE, State or Federal programs	TAFE, DSE
GREAT ALPINE ROAD							
Develop Omeo & region product experiences as part of Destination Plan implementation	<ul style="list-style-type: none"> Facilitate development of bundled activity options, meet the locals, sample the produce etc. Further develop short tours ex Omeo. Include Omeo Historical Justice Precinct in tour packages. 	GAR market – SA, TFL	Ongoing. Possible inclusion in GSTP.	Short term medium priority	Part of \$265k program	Omeo BTA through TVic	Omeo BTA, DSE, PV, TVic, EGS

OBJECTIVE 3. PRODUCT & INDUSTRY DEVELOPMENT

STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
Development of one week GAR packages ex Melbourne	<ul style="list-style-type: none"> Work through GAR Committee & DGI to create marketable & commissionable one week GAR drive packages ex Melbourne. Ensure Omeo is centrally involved in accommodation & activity 'value add' packages for co-op promotions. Consider within Omeo BTA marketing program. 	GAR market – SA, TFL & also VA	New project	Short term high priority	TBA	Omeo BTA through TVic GAR &/or DGI Industry	GAR Committee, Omeo BTA, TVic, EGS
High County Cultural Heritage Interpretation Plan	<ul style="list-style-type: none"> Consider interpretative material on the role the Omeo region has played in delivering the high country cattle, mining, exploration & other components of cultural history. Link to GAR strategies. 	GAR travellers	State Government initiative linked to high country grazing decision	Short term high priority	DSE	From Cultural Heritage Interpretation Plan budget	DSE, Alpine Shire, EGS, Omeo BTA
SNOWY RIVER VALLEY							
The Man from Snowy River Adventure Drive (see also infrastructure development)	<ul style="list-style-type: none"> Subject to outcomes of strategic plan & implementation, develop touring product through the Snowy River Valley including packages & bundling of like experiences. 	Touring domestic & potentially inbound including backpacker market	Concept stage	Medium term high priority	TBA	LGA's Opportunity for Fed/States support linked to showcasing Snowy environmental flows	EGS, Towong, Tumbatumba & Snowy River Shires, PV, NPWS (NSW), DSE
GENERAL							
Encourage appropriate private investment for identified product development	<ul style="list-style-type: none"> Refer to East Gippsland Economic Development Strategic Plan 	All	Ongoing	Ongoing High priority	TBA	Private sector	EGS

OBJECTIVE 3. PRODUCT & INDUSTRY DEVELOPMENT

STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
Develop Destination Plans for lead destinations identified by Tourism Victoria.	<ul style="list-style-type: none"> Follow through with TVic commitment for Metung, Paynesville, Mallacoota & Lakes Entrance destination plan development & implementation (as identified in 2006 Review of the <i>Gippsland Regional Tourism Development Plan</i>). 	SA, VA, TFL, international (Lakes)	Part of 2002 – 2006 TVic plan	Medium term high priority	Est. \$30k - \$40k	TVic Local & or other State agency funding also usually required	TVic, local BTA's, EGS
Develop product associated with the key walks identified within the East Gippsland Icon Walks & Eco-tourism Infrastructure Study.	<ul style="list-style-type: none"> Subject to development commitment, develop walk-based product & packages capitalising on the region's icons (eg. as per the Great Ocean Walk). 	SA, VA, TFL Internationals	Awaiting outcomes from feasibility study & subsequent development	Medium term high priority	TBA	PV, DSE, EGS & industry – see also Provincial Victoria Growth Fund	EGS, EGRBTA, PV, DSE, industry, private investors
Increase awareness of Croajingolong National Park as a tourist destination	<ul style="list-style-type: none"> Encourage detailed audit of the product, including the level of accessibility prior to any focus on building awareness. Canvas opportunity to include the Alpine National Park in this process. 	NA	Action from the 2005 update of the <i>Gippsland Regional Tourism Development Plan</i> .	Short term high priority Medium term high priority	TBA	PV, TVic	PV, DSE
Investigate development sites for tourism including accommodation adjacent to National Parks.	<ul style="list-style-type: none"> Identify suitable areas including potential Eco lodge sites Consider suitable public land sites for nomination to DSE Contribute to Landbank 	NA	Underway	Short term high priority	TBA		DSE, PV, industry, EGS
Increase awareness of Marine National Parks & Marine Sanctuaries.	<ul style="list-style-type: none"> Encourage detailed assessment of the product, including the level of accessibility, prior to any focus on building awareness. 	Touring, Short & long stay – SA, YO, VA & TFL	Improved signage and brochuring is underway	Short term high priority Medium term medium	TBA	PV, TVic	PV, Industry

OBJECTIVE 3. PRODUCT & INDUSTRY DEVELOPMENT

STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
Improve commercial air access into East Gippsland.	<ul style="list-style-type: none"> ▪ Ninety Mile Beach, Cape Howe & Beware Reef Marine Sanctuary audits. ▪ Encourage industry to investigate feasibility of commercial flights & with group air tours such as Air Tours of Australia ▪ Investigate potential packages into Far East Gippsland using Merimbula Airport as a fly-in point 	VA, SA, business & meetings markets	Lakes Entrance has high quality airport infrastructure	Short term medium priority	NA	NA	Private sector, EGS
Conference & meetings sector	<ul style="list-style-type: none"> ▪ Investigate ways of coordinating development & marketing of this sector in East Gippsland. ▪ Subsequently ensure development of conference packages including accommodation, tours, transport, entertainment & meeting services. 	Conference & meetings sectors	Concept supported by industry	Short term medium priority	TBA	EGS	EGRBTA, EGS, industry
East Gippsland Rail Trail	<ul style="list-style-type: none"> ▪ Facilitate development of product, packages & events to stimulate demand. Eg. developing a family ride day event Nowa Nowa to the Snowy River (Orbost) with en route entertainment & food stalls. ▪ Support the centre through in-kind promotions & PR. ▪ Also assist the traditional owners through the BTA network to increase accomd sector support in particular in promoting the centre to their visitors. 	Local community, day trippers, short breaks markets – YO & SA	Rail trail in place but demand needs stimulating	Short term medium priority	Rail Trail committee, industry, EGS	EGS, industry, state & federal governments	Committees of management, local BTA's, EGS
Support development of Krowathunkaloon Keeping Place Gippsland as a lead Arts & Cultural experience & investigate other indigenous tourism opportunities	<ul style="list-style-type: none"> ▪ Support the centre through in-kind promotions & PR. ▪ Also assist the traditional owners through the BTA network to increase accomd sector support in particular in promoting the centre to their visitors. 	Touring & mono destination stay markets	Ongoing	Short term medium priority	In-kind	NA	EGS, Gippsland & East Gippsland Aboriginal Co-op Arts & Culture Strategic Advisory Board,

OBJECTIVE 3. PRODUCT & INDUSTRY DEVELOPMENT

STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
Signature event	<ul style="list-style-type: none"> Investigate opportunity for signature event. 	Short break & long stay mono destination markets	Coordination of existing events	Short term medium priority		CVEP (TAV), TVic events program, state & federal govts, EGS	EGS, BTA's
Niche events	<ul style="list-style-type: none"> Facilitate development of events with strong community support to assist development into ultimate flagship events. Establish event development criteria aligned with flagship potential that enables priority Council & other sponsor support. (Existing guidelines relate to community events) Maximise publicity and promotion from one off events such as the Fairy Cave Discovery Centenary and the May 2007 Australian Cave & Karst Management Assoc. conference at Buchan. 	Niche	Possible extension of existing Council community grants program	Short term medium priority	TBA	EGS, possible additional support from CVEP (TAV), TVic events program, industry, community groups	BTA's EGS, DSE, industry PV
Cross regional motor bike touring	<ul style="list-style-type: none"> Investigate possibility of an Australian Alpine Communities approach to product development (including safety) & marketing to motor bike groups. 	Niche	Individual community & Shire activity already in place	Medium term medium priority	TBA	Shires & industry groups, VicRoads, RTA Opportunity under Aust Tourism Development Program	EGRBTA, Local BTA'S EGS, neighbouring Shires, VicRoads, TAC, RTA (NSW)
Gippsland Hinterland All Wheel Drive touring product	<ul style="list-style-type: none"> Support development of project. 	Niche	Preliminary Planning commenced	Medium term medium priority	T Vic	DSE See also <i>Moving Forward</i> programs	DSE, PV, EGS, industry

OBJECTIVE 3. PRODUCT & INDUSTRY DEVELOPMENT

STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
Major arts /culture event or conference	<ul style="list-style-type: none"> Support research of major arts/cultural event or conference with a view to building recognition in this area. 	Short breaks markets & or conference market - SA, VA & YO	Links to draft Arts & Culture Strategy recommendations (policy area 3)	Medium term high priority	TBA	EGS	Arts & Culture Strategic Advisory Board EGS, TAB
Regional food & wine	<ul style="list-style-type: none"> Encourage integration between the East Gippsland Food Wine Tourism Network & the Gippsland Food & Wine Tourism Group. Investigate mechanisms to achieve greater in-region distribution & sale of local food & wine. Identify opportunities for further development of food & wine tourism product, eg Feast on East annual event & through quality restaurants. Investigate possible opportunities in opening up the interpretation of the Lindenow vegetable industry. 	Short breaks, touring markets – SA,VA, YO, TFL	Emerging activities through Food Wine Tourism Network The Gippsland Food & Wine Tourism Group is working with DGI although this group is not representative of E Gipps.	Short term medium priority	TBA	Opportunities linked to Provincial Victoria Growth Fund	Food Wine Tourism Network, EGS, producers,
INDUSTRY DEVELOPMENT							
Raise awareness of the value of tourism & engagement & participation among businesses & consumers.	<ul style="list-style-type: none"> Ensure EGS input & involvement in roll-out of communication strategy to be developed by Tourism Victoria. 	EGS communities & business	On TVic agenda	Short term medium priority	In-kind		TVic, TAV, DGI, EGS
Support the provision of service excellence in high standards of visitor services, visitor satisfaction & the requirements of high	<ul style="list-style-type: none"> Hold a series of workshops for operators on the importance of high standards of visitor services, visitor satisfaction & the requirements of high 	Industry operators	On TVic agenda (see Gippsland Regional Development Plan	Intermediate term medium priority	TBA	TVic, industry	TVic, EGRBTA, PV

OBJECTIVE 3. PRODUCT & INDUSTRY DEVELOPMENT

STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	WHO
yielding markets.	<ul style="list-style-type: none"> yielding markets. ▪ Involvement in the roll-out of <i>TVic Quality Tourism Strategy</i>. ▪ Link to tourism & business awards. 						
Industry development seminar series	<ul style="list-style-type: none"> ▪ Arrange ongoing series of seminars, eg inbound, eco certification, marketing. 	Industry operators	Ongoing	Medium term medium priority	TBA	Opportunity through State & Federal govt programs	EGS, TAB, EGRBTA, local BTA's
Business & tourism awards	<ul style="list-style-type: none"> ▪ Develop business & tourism awards in consultation with EGRBTAA. 	Industry operators	Underway	Short term medium priority	TBA	EGS, EGRBTA, industry	EGRBTA, EGS
Integration of food & wine industry groups to provide leadership & to integrate marketing strategies at the local & regional levels (See also product development)	<ul style="list-style-type: none"> ▪ Develop a common vision for the food & wine tourism segment across the region. ▪ Encourage networking & activities to raise standards linked to Professionalism & Excellence Strategy. 	Food/seafood producers, food processors, wine producers, food/wine retailers, cafes/restaurants	New project, building on initial work of Wine Tourism Network	Short term medium priority	TBA	TBA	EGS, East Gippsland Food Wine Tourism Network, Wellington Shire TAB, EGRBTA,
Industry leadership	<ul style="list-style-type: none"> ▪ Encourage emerging tourism & business leaders as per <i>Gipps Regional Tourism Development Plan</i> & consideration of a Leader's Group modelled on the north East Leader's Group. 	Emerging leaders in the region	New project & links to <i>Gippsland Regional Tourism Development Plan</i> .	Medium term high priority	TBA	Potentially Provincial Victoria Growth fund: \$11m over 4 years including. tourism leadership	EGRBTA, EGS, TAV

Objective 4. Management

Short term (12 months) – Get implementation happening through Council's commitment to support external marketing and using the special rate to increase investment in Plan strategies. Manage the coordination and communication roles to ensure momentum grows across both industry and government sectors. Continue to strengthen the industry structural foundations of tourism through the regional and local BTA's taking on more responsibility. Conduct first annual Plan review.

Medium term (2-3 years) – EGRBTA take increasing responsibility for marketing implementation. Continue to increase investment in Plan strategies through strengthening relationships with government funding agencies, private investors and stakeholder investment in the cooperative prospectus. Conduct a review of the Visitor Information Centre Network and move to simplify the tourism structure possibly folding the TAB into EGRBTA. Conduct a major review of the Plan and adjust as needed.

Long term (4-5 years) – Continue to focus on the need to productively manage this Plan (with corresponding resources) as momentum continues to build.

OBJECTIVE 4. MANAGEMENT							
STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	RESPONSIBILITY
Evolve Council's Tourism Policy to allow for its investment in external marketing.	<ul style="list-style-type: none"> Change EGS policy to include external marketing to provide Council with an important management lever to more effectively stimulate tourism industry cooperation & growth. 	NA	New	Short term high priority	TBA		EGS
Increase Council's investment in tourism through the commercial & industrial rate.	<ul style="list-style-type: none"> Increase the commercial & industrial rate of 5% that raised \$80k in 2004/05 to 10%. 	NA	Ongoing	Short term high priority	TBA	Commercial & industrial properties	EGS
Review Council's functions in tourism as reflected in the Council tourism policy.	<ul style="list-style-type: none"> Consider transferring some areas of Council responsibility for tourism information & stakeholder liaison across to industry. 	NA	Ongoing	High priority long term	NA		EGS, EGRBTA
Conduct a major review of the Visitor Information Centre network including the role of Council.	<ul style="list-style-type: none"> Carefully analyse the results of current management changes leading to a more commercial operation. Conduct a significant review of the Visitor Centres network including the role of Council 2008/09. 	NA	Ongoing	Short term High priority Medium term High priority	NA		EGS
		NA	New	High priority	NA	EGS	EGS

OBJECTIVE 4. MANAGEMENT							
STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	RESPONSIBILITY
Review the roles & structure of the TAB & EGRBTA.	<ul style="list-style-type: none"> Evaluate the potential to simplify the management structures including the TAB & EGRBTA. 	NA	New	Long term High priority	NA	NA	EGS, TAB, EGRBTA
Review Council's management of caravan parks with a view to increasing revenue back into tourism.	<ul style="list-style-type: none"> A review of Council's management of caravan parks is underway. Improve management of Council's three caravan parks. 	NA	Current	Short term Low priority	NA	NA	EGS DSE
EGRBTA take responsibility for the marketing component of the East Gippsland Tourism Plan.	<ul style="list-style-type: none"> EGRBTA gradually build an integrated cooperative Marketing Plan – on behalf of all stakeholders in the tourism industry including Council & land managers identified in Council's policy. Incorporate the annual EGRBTA Marketing Plan within the annually updated East Gippsland Tourism Plan. Develop an annual member's cooperative marketing prospectus. Develop an MOU for service delivery with Council.¹⁴ Gradually build the BTA membership base & the cost of membership based on an expanding benefits package. 	NA	New	High priority Commencing 2007	TBA Note: EGS budgets are approved on yearly basis	Industry, EGS	EGRBTA EGS PV
Local BTA's play a key role in the management & development of the East Gippsland Tourism Plan.	<ul style="list-style-type: none"> Formalise six monthly feedback from the BTA's against agreed KPI's. Conduct an annual meeting (late Feb) inviting all BTA members to refine strategy for the coming financial year. (See also strategy to conduct major review of this plan) 	NA	New	High priority Ongoing	NA	NA	Local BTA's EGRBTA EGS
Use this Plan's hub & spoke strategy to strengthen local level	<ul style="list-style-type: none"> From the four (overlapping) communities of interest (GAR, Snowy River Valley, SMCD & Gippsland Lakes) form Tourism Action Groups 	NA	New	Short term Medium priority	TBA	Possible <i>Moving Forward</i>	Local BTA's EGRBTA EGS

¹⁴ See for example the MOU between Mildura Council and the Tourism Association.

OBJECTIVE 4. MANAGEMENT							
STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	RESPONSIBILITY
BTA & sub-regional BTA's cooperation.	<p>based on the successful Towong Shire model to assist in Plan implementation.</p> <ul style="list-style-type: none"> Facilitate the development of one Tourism Action Group as a demonstration project as a priority, eg BTA's committed to SMCD form a Tourism Action Group to work with the government agencies to audit & prioritise 'accessible nature' development opportunities along the Princes Highway (see also Infrastructure Section) 					program support	
Review the role of the Economic Development/ Tourism Coordinator as EGRBTA increases its leadership & delivery function.	<ul style="list-style-type: none"> Seek to spread the load from the Economic Development/Tourism Coordinator over time to the EGRBTA as resources increase to deliver its strategies. 	NA	New	Medium term High priority	NA	NA	EGS
Participate in Tourism Alliance Victoria's periodic 'Tourism Health Check' to provide benchmarking against other Councils.	<ul style="list-style-type: none"> To assist in monitoring & benchmarking the Shire's tourism management activities take part in TAV's periodic 'Tourism Health Check'. The report focuses on six indicators for sustainable management of tourism by local government. 	NA	New	Short term Medium priority	NA	EGS	EGS
Strengthen land managers' commitment to tourism development.	<ul style="list-style-type: none"> Maintain land manager presence on TAB. Encourage land manager participation in EGRBTA. Encourage land managers to participate in local BTA Tourism Action Groups. 	NA		Short term high priority	NA	NA	EGRBTA, EGS, PV, DSE
Ensure tourism industry involvement in natural disaster recovery planning.	<ul style="list-style-type: none"> Ensure liaison between the tourism industry and land managers occurs in crisis recovery planning to protect the interests of the tourism industry. 	NA	New	Medium term High priority	NA	NA	DSE,PV, GP, EGCMA, EGS
Commit to a planned & regular measurement of this Plan & communication of outputs from the Plan.	<ul style="list-style-type: none"> Regularly & formally measure plan progress including an annual review (see also BTA opportunities) & communicate Plan outputs. Increase resources allowing for regular communication including email bulletins, local papers & face-to-face meetings including those to 	NA	commenced	Ongoing high priority	\$15k In-kind support from TAB,	EGS	EGS All stakeholders

OBJECTIVE 4. MANAGEMENT							
STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	RESPONSIBILITY
Actively pursue additional resources for tourism from sources including government programs & grants & from industry.	<p>keep the Plan aligned will all stakeholder groups.</p> <ul style="list-style-type: none"> ▪ Seek support for tourism through programs including: <ul style="list-style-type: none"> » <i>Moving forward</i> – a \$502m package of Victorian State government programs over four years. » TVic marketing programs, most usually directed via DGI. » <i>Australian Tourism Development Program</i> – a \$12m annual Federal program for regional tourism most supportive of cross regional applications. » Regional Partnerships Program through the E Gipps Area Consultative Committee. » Marine Safety Victoria. » Industry sponsorship & investment. 	NA	Ongoing	Medium priority	EGRBTA, EGS NA	Human resource implications	EGS All stakeholders
Actively support and utilise the role of the General Manager Gippsland Tourism.	<ul style="list-style-type: none"> ▪ Support & leverage off the Council's investment in this position. ▪ Improve integration with TVic strategy & increase the benefits from a strong relationship with TVic through the position. 	current	Commenced 2006	High priority Currently two year contact	\$10k pa over three years	EGS	EGS EGRBTA TAB
Conduct a <i>Coastal Summer Census</i>	<ul style="list-style-type: none"> ▪ Scope and cost the implementation of a coastal summer census to increase community knowledge of visitor pressures on the coast in peak summer periods & use as a valuable research planning tool for tourism. 	All	New	Medium term Medium priority	TBA	TBA	GCB, key stakeholders
Conduct a major review of the Plan.	<ul style="list-style-type: none"> ▪ Conduct annual review of Plan and adjust in light of changing circumstances & plans of associated groups/agencies ▪ In February 2009 conduct a major Plan review & development seminar as part of the major Plan review process. ▪ Actively involve all stakeholders including BTA members, public land managers & water/ports authorities. 	NA	New	Annual High priority Medium term High priority	TBA	EGS, EGRBTA, key stakeholders	EGS, EGRBTA, key stakeholders

OBJECTIVE 4. MANAGEMENT							
STRATEGY	ACTIONS	TARGET MARKETS	STATUS	PRIORITY & TIMING	BUDGET	POTENTIAL FUNDS SOURCE	RESPONSIBILITY
	<ul style="list-style-type: none"> Include a review of the Council structure as it impacts on tourism associated with the evolving role of the EGRBTA & the review of Council's role in Visitor Information Centre management as per a previously mentioned strategy. 						