



# GLENELG TOURISM STRATEGY

GLENELG SHIRE COUNCIL | 25 MAY 2015

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### **Document Information**

Filename	Glenelg Tourism Strategy Draft Report 29.4.15.docx
Last Saved	27 May 2015 4:52 PM
Last Printed	26 May 2015
File Size	2,114 kb

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## 6. KEY STRATEGIC INITIATIVES

DIRECTION	ACTIONS	LEAD RESPONSIBILITY	COMMENCEMENT YEAR	COST	POTENTIAL FUNDING SOURCES
<b>DESTINATION MARKETING</b>					
<b>DIRECTION 1: UNDERTAKE BRAND DEVELOPMENT FOR GLENELG'S KEY DESTINATIONS</b>	<p>Establish a brand advisory committee</p> <p>Establish a brief for brand development</p> <p>Appoint an experienced brand consultant to review and/or re-establish destination based branding drawing on the strengths of each destination/sub-region</p> <p>Improve alignment of GSC tourism strategic work with the work being undertaken by Great Ocean Road Tourism in brand development for its destinations (see Direction 2)</p>	Economic Development and Tourism	Year One	\$25K	<p>Glenelg Shire Council</p> <p>Regional Development Victoria (RDV)</p> <p>LTAs</p> <p>Local BDAs</p> <p>Key Tourism Product</p>
<b>DIRECTION 2: GLENELG SHIRE TO WORK WITH SURROUNDING RTOS TO PROMOTE ITS DESTINATIONS TO KEY EXTERNAL MARKETS</b>	<p>Continue to promote and advertise Nelson and Surrounds with Limestone Coast</p> <p>Improve alignment of GSC tourism strategic work with that of Great Ocean Road Regional Tourism and leverage off Great Ocean Road marketing activities (destination marketing)</p> <p>Cross pollination of promotion and marketing of Casterton with the Grampians region and Hamilton</p>	Economic Development and Tourism	Year One	\$100K per annum	Glenelg Shire Council

DIRECTION	ACTIONS	LEAD RESPONSIBILITY	COMMENCEMENT YEAR	COST	POTENTIAL FUNDING SOURCES
<b>DIRECTION 6: RENEW GLENELG SHIRE'S DIGITAL PRESENCE AND CROSS POLLINATE WITH GREAT OCEAN ROAD ONLINE DIGITAL PRESENCE (INCREASED TOUCH-POINTS AND ROUTES OF ENTRY TO GSC TOURISM INFORMATION)</b>	<p>Appoint a specialist digital design consultant to develop a fresh and innovative web based tourism marketing portal. This will incorporate all shire-wide destinations.</p> <p>New portal to cross pollinate with the web based resources of Great Ocean Road Regional Tourism. Establishment of hyperlinks to create new multi-faceted destination focused website link</p> <p>Incorporate existing digital marketing product (YouTube)</p>	Economic Development and Tourism	Year One	\$75K	Glenelg Shire Council Great Ocean Road Regional Tourism Tourism Victoria
<b>DIRECTION 7: ESTABLISH AND PROMOTE SOCIAL MEDIA PRESENCE</b>	<p>Establish a social media program, protocols and benchmarks</p> <p>Allow for more dynamic and up-to-date information to be made available to web site audiences through social media (maintains freshness of information)</p> <p>Maximize use of existing social media for tourism marketing (Facebook/Twitter)</p> <p>Cross pollination of links with existing externally managed sites (e.g. I Love Portland, Casterton Kelpie Association, Portland Cable Trams)</p>	Economic Development and Tourism	Year One	\$10K	Glenelg Shire Council
<b>DIRECTION 5: UNDERTAKE A BRAND REFRESHMENT/DEVELOPMENT AND MARKETING STRATEGY FOR GREAT SOUTH WEST WALK</b>	<p>Establish a working group comprising GSWW members, Parks Victoria and Glenelg Shire</p> <p>Appoint a consultant to undertake a marketing and brand development strategy to align with any outcomes from the Barwon South West Trails Strategy work</p> <p>Collaborate with GSWW to establish a new high quality website with cross pollination links to all GSC web based tourism marketing touch points</p>	GSWW	Year Two	\$50K	Parks Victoria RDV Glenelg Shire GSWW Community Groups

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<b>DIRECTION 3: GLENELG SHIRE TO WORK WITH ESTABLISHED TOURING ROUTES AND TOUR COMPANIES TO ENSURE ITS DESTINATIONS ARE PROMOTED TO THE TOURING MARKET</b>	<p>Participate in the Great Southern Touring Route (GSTR)</p> <p>Participate in the Melbourne Adelaide Touring Route (MATR)</p> <p>Promote the benefits of Great Southern Touring Route and Melbourne Adelaide Touring Route to local tourism operators</p> <p>Alignment to existing strategic marketing work in place to ensure duplication is avoided and consistency of message is delivered</p>	Economic Development and Tourism	Year Two		Glenelg Shire Council Tourism Operators
<b>DIRECTION 4: ESTABLISH A NEW NATIONAL PARK BRAND IN THE GLENELG SHIRE'S SOUTH WEST TO STRENGTHEN THE APPEAL OF THE NATURE BASED ICONS OF THE AREA</b>	<p>Establish a Working Group comprising of Parks Victoria, GSWW and Council</p> <p>Alignment of GSC branding with Parks Victoria to maximise brand exposure for the cluster of National Parks in South West Victoria</p>	Parks Victoria	Year Two	\$50K	Parks Victoria Tourism Victoria RDV Glenelg Shire
<b>DESTINATION DEVELOPMENT</b>					
<b>DIRECTION 8: UNDERTAKE A DETAILED STRUCTURE PLAN AND URBAN DESIGN FRAMEWORK FOR PORTLAND CBD</b>	<p>Seek RDV Funding Assistance</p> <p>Establish a brief for a CBD Structure Plan</p> <p>Appoint an experienced and qualified consultancy to undertake a CBD Structure Plan with a tourism focus</p> <p>Establish a steering committee to oversee the project</p>	Glenelg Shire Council Strategic Planning Unit	Year Two/Three	\$180K	RDV
<b>DIRECTION 9: ESTABLISH A REGIME OF PLACE MAKING INITIATIVES FOR PORTLAND</b>	<p>Investigate potential funding sources to support a place making position for Portland (RDV etc.)</p> <p>Undertake discussions with PTA about establishing a dual admin, marketing and place making position</p>	Economic Development and Tourism	Year Three + Ongoing	\$90K per annum	Glenelg Shire Council PTA RDV

DIRECTION	ACTIONS	LEAD RESPONSIBILITY	COMMENCEMENT YEAR	COST	POTENTIAL FUNDING SOURCES
<b>DIRECTION 10: CONTINUE TO SUPPORT THE GUNDITJMARA IN ESTABLISHING AN INTERNATIONALLY READY CULTURAL TOURISM ATTRACTION</b>	Continue to work with and support the Gunditjmara in assisting with the long term process of establishing the Budj Bim Heritage Precinct	Economic Development and Tourism	Ongoing (long term process)	N/A	N/A
<b>DIRECTION 11: ESTABLISH A NOMINATED INLAND TOUR UTILISING SEALED BACKROADS THAT LINK GLENELG'S VILLAGES</b>	Establish a working group comprised of Glenelg's villages to encourage development of tourism identity and product availability/development  Identification of existing tourism product/experience which is unique to individual towns  Establish a route that includes scenic backroads that links through the inland villages  Develop a brand, collateral and online presence for the villages tour	Economic Development and Tourism	Year Two	\$20K	Glenelg Shire Council Tourism Providers RDV
<b>DIRECTION 12: ADVOCATE FOR IMPROVEMENTS TO GLENELG RIVER PARKLAND</b>	Advocate for improvements to Glenelg River Parkland.	Glenelg Hopkins Catchment Management Authority	Align timeframes to the GHCMA	\$15K	GHCMA RDV
<b>DIRECTION 13: INVESTIGATE AND PROMOTE NATURE BASED TOURISM OPPORTUNITIES IN GLENELG SHIRE</b>	Economic Development Unit to work with investors and Council Strategic Planners to remove barriers to investment and promote opportunities through Council media	Economic Development and Tourism	Year Three But in conjunction with Portland Land Strategy projects	As Required	Glenelg Shire Council
<b>DIRECTION 14: PREPARE AN ACCOMMODATION INVESTMENT PROSPECTUS</b>	Appoint a consultant to prepare a high quality graphic presentation of accommodation investment opportunities to be promoted to investors  Incorporate economic data from 'Monitor' (Direction 23) together with existing economic data from established sources	Economic Development and Tourism	Year Three+	\$15K	Glenelg Shire Council RDV



DIRECTION	ACTIONS	LEAD RESPONSIBILITY	COMMENCEMENT YEAR	COST	POTENTIAL FUNDING SOURCES
<b>DIRECTION 15: COMMENCE AN AWARENESS PROGRAM FOR LOCAL DINING ESTABLISHMENTS TO SUPPORT FRESH AND LOCAL PRODUCE</b>	<p>Assist with the establishment of a Local Producer Program</p> <p>Investigate opportunities to improve local supply chain of dairy, animal proteins and horticulture</p> <p>Investigate channels for improved marketing/advertisement of local/seasonal consumption</p>	Economic Development and Tourism	Year Two & Ongoing	\$10K	<p>Glenelg Shire Council</p> <p>Local producers</p> <p>Supply chain participants</p> <p>Local end user groups</p>
<b>DIRECTION 16: UNDERTAKE A SEAFOOD GASTRONOMY STRATEGY</b>	<p>Appoint a qualified and experienced consultant to investigate the barriers to seafood usage within the region</p> <p>Development of strategies with industry bodies and end users to assist in the removal of barriers and grow local seafood consumption</p> <p>Align marketing opportunities with Great Ocean Road Tourism - destination marketing strategies</p>	Economic Development and Tourism/ Great Ocean Road Tourism	Year Two & Ongoing	\$30K	<p>Glenelg Shire</p> <p>Great Ocean Road Tourism</p> <p>RDV</p> <p>Seafood Industry</p>
<b>DIRECTION 17: UNDERTAKE A SIGNAGE REVIEW AND STRATEGY</b>	<p>Audit of tourism signage across the Shire</p> <p>Prepare a brief for a Signage Strategy</p> <p>Appoint a consultant to provide advice on signage improvement</p>	Economic Development and Tourism	Year Two+	\$50K	<p>Glenelg Shire Council</p> <p>Vic Roads</p>
<b>DIRECTION 18: CONTINUE TO WORK WITH PRIVATE TOUR OPERATORS TO ESTABLISH IN THE PORT FACILITY</b>	<p>Promote opportunities for potential tour businesses to locate/use port facilities</p> <p>Continue the dialogue with existing tour companies who may be interested in establishing in the Port</p> <p>Continue dialogue/promotion with Cruise Ship operators to champion Portland as a 'Destination of Choice'</p>	Economic Development and Tourism	Ongoing	N/A	N/A
<b>INDUSTRY AND GOVERNANCE</b>					
<b>DIRECTION 19: REVIEW THE ROLE OF VISITOR INFORMATION SERVICES PERSONNEL</b>	<p>Review the role of current visitor information services staff with the aim to increase the scope of staff roles.</p> <p>Ensure all VIC staff have a sound understanding of the Glenelg Shire product offering and cross pollination between centers is maximised</p>	Economic Development and Tourism	Year One	Internal	Glenelg Shire Council

DIRECTION	ACTIONS	LEAD RESPONSIBILITY	COMMENCEMENT YEAR	COST	POTENTIAL FUNDING SOURCES
<b>DIRECTION 20: ESTABLISH A TOURISM ADVISORY GROUP INCLUDING REPRESENTATIVES FROM EACH OF THE SHIRE'S KEY DESTINATIONS</b>	<p>Seek expressions of interest from each of the LTAs or Business Development Associations for members to form a Glenelg Tourism Advisory Group</p> <p>Hold quarterly meetings with advisory group. Use as a marketing tool and a channel to report on progress of GSC tourism strategy and deliverables. Use as a sounding board for strategic ideas and seeking input where required</p> <p>Clear strategic purpose - NOT to be used as a channel for individual wish lists</p>	Economic Development and Tourism	Year One	Internal	Glenelg Shire Council
<b>DIRECTION 21: UNDERTAKE AN ANNUAL TOURISM INDUSTRY AND RETAIL NETWORKING NIGHT</b>	<p>Establish a tourism and retail networking night which keeps all of the tourism industry informed about what is occurring in the region. This night will also be used to promote and gain buy in marketing initiatives and showcase Glenelg's product</p> <p>Present the Tourism Strategy at the Industry Networking Event</p>	Economic Development and Tourism	Year One	\$5K	Glenelg Shire Council
<b>DIRECTION 22: UNDERTAKE ONGOING MONITORING OF THE INDUSTRY USING PRIMARY AND SECONDARY RESOURCES INCLUDING MONITOR AND TRA DATA</b>	<p>Implement and continue to utilize the Monitor program to track business performance across the Glenelg Shire</p> <p>Present findings from Monitor at industry briefings and maintain records to support and promote strategic business development and new tourism activities</p> <p>Establish a program of reporting on other secondary tourism indicators from Tourism Research Australia</p>	Economic Development and Tourism	Year One & Ongoing	\$10K	Glenelg Shire Council