

ACTION PLAN

2021-2022



ACKNOWLEDGEMENT OF COUNTRY

We acknowledge Geelong and The Bellarine is Wadawurrung country.

We welcome visitors to our region, a place we acknowledge has been cared for by the Wadawurrung people of the Kulin Nation for thousands of years.

The environment is a key reason visitors choose this destination. Traditional Owners sharing the beauty and joy of these lands and waterways is a privilege, one we repay with respect for their country, Elders and people.



"Forging a path to a

BRIGHTER FUTURE"



Business planning has never been more important than during the pandemic. Even if plans have had to be adjusted, 'pivoted' and constantly revisited, the fact we have them means we're making those changes from a well informed and considered perspective. The planning process is about assessing options, weighing up information, making decisions – all critical skills in the uncertain state we've lived in since COVID began.

Our four-year Corporate Plan will take us through to 2025 and provides the framework for us to deliver a nimble and responsive Annual Action Plan. The activities outlined here address issues we know the industry is facing – workforce, wellbeing and confidence. It will stimulate promotion and provide direct support to tourism industry businesses through this recovery phase.

We are well positioned to invest in the support and re-energising of our industry. We have more than 800 engaged businesses involved in our membership program. We've achieved significant grant funding for a range of development and promotional programs, and we've been able to carry forward some existing funds to continue activities that are still very much needed. The 2021/22 Action Plan has a record projects budget of \$2.5 million.

It has been a privilege to stand alongside the industry during these toughest of times and help businesses navigate uncertainty and advocate for vital assistance. Our work has only been possible thanks to the resourcing and encouragement from our municipal partners: City of Greater Geelong, Borough of Queenscliffe and Golden Plains Shire as well as the state through Visit Victoria and the Department of Jobs, Precincts and Regions.

Highlights of the Action Plan include a comprehensive Destination Masterplan, a significant piece of work to set the region up for future success. There will be a continued focus on delivering brand marketing activities targeting the domestic short break market and visiting friends and relatives, as well as broadened and strengthened focus on supporting the industry and the people who work in it.

We approach the challenge of COVID recovery with a sense of resolve and relative confidence that we have the resources, the support, the product and the people to see our visitor economy build back strong.

Brett Ince
Executive Director



John Stevens
Chairperson



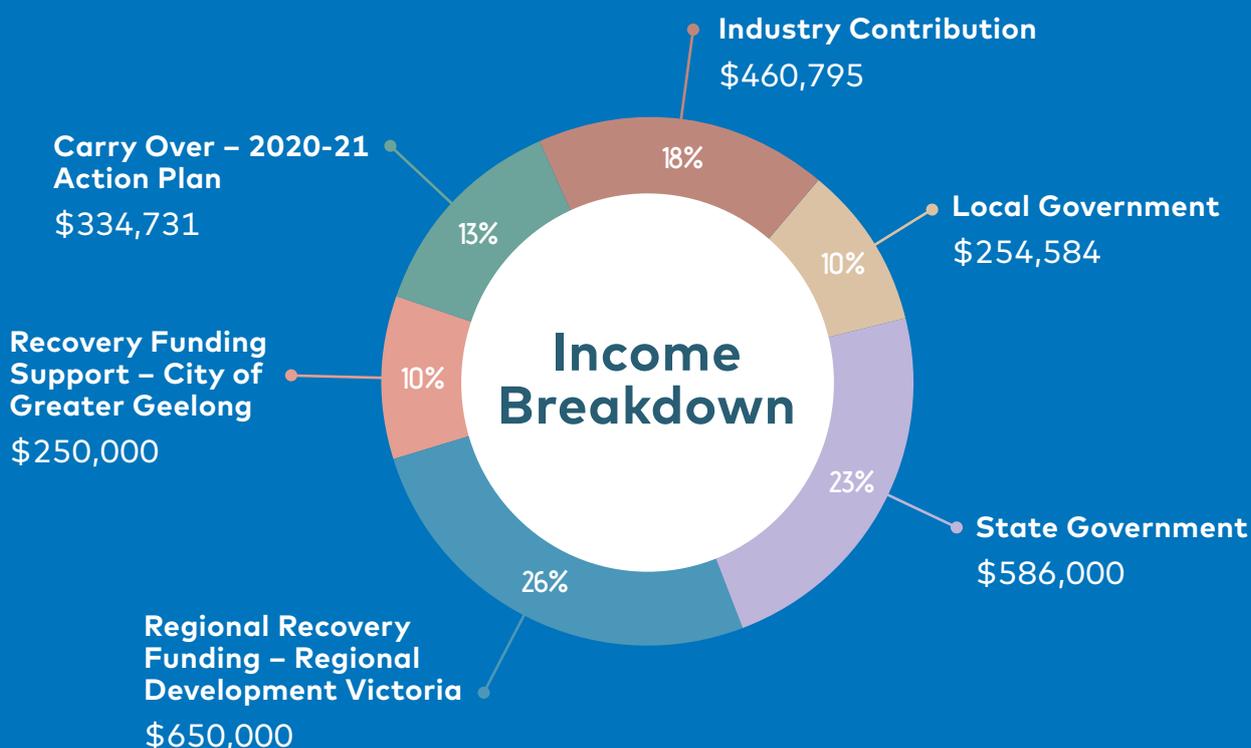
BUDGET 2021-22

Summary of Income - Tourism Greater Geelong and The Bellarine

Industry Contributions	\$460,795
Local Government	\$2,163,114
State Government	\$586,000
Regional Recovery Funding – Regional Development Victoria	\$650,000
Recovery Funding Support – City of Greater Geelong*	\$250,000
Carry Over - 2020-21 Action Plan	\$334,731
Total	\$4,444,640

Summary of Local Government Contributions 2021-2022

City of Greater Geelong ^1	\$2,382,030
> <i>Tourism Services</i>	\$1,313,421
> <i>Visitor Information Services</i>	\$366,159
> <i>Business Events Geelong</i>	\$452,450
> <i>Recovery Funding*</i>	\$250,000
Borough of Queenscliffe	\$23,172
> <i>Municipal Partnership</i>	\$21,172
> <i>Industry Development Program</i>	\$2,000
Golden Plains Shire	\$7,912
Total Local Government Contributions	\$2,413,114



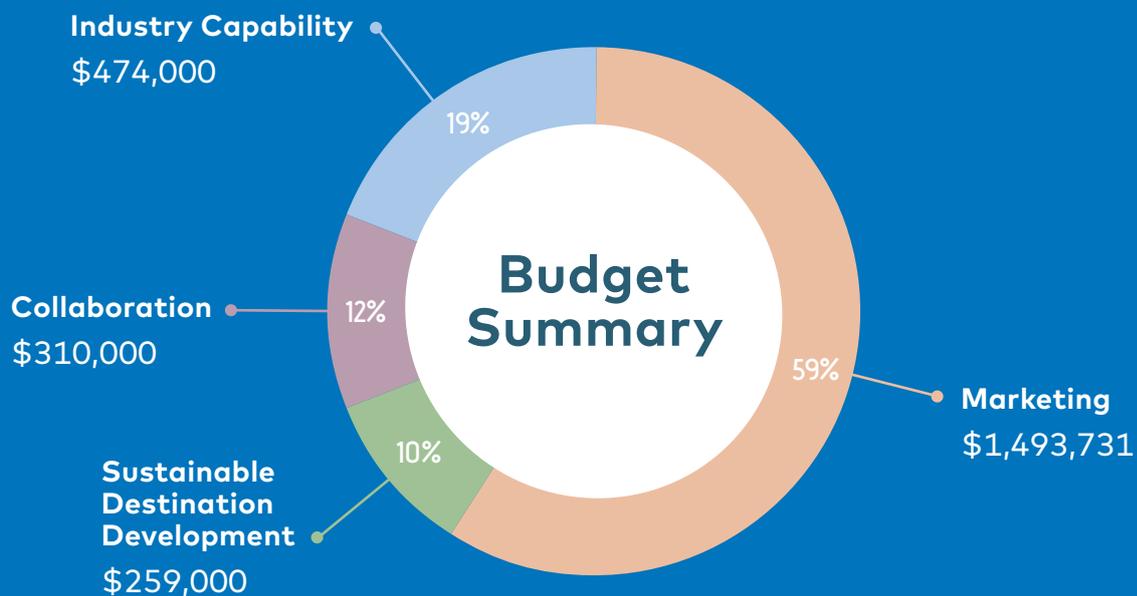


Action Plan Budget Summary

Strategic Pillar	Income	Expenditure	Net Result
Marketing	\$1,291,231	\$1,493,731	(\$202,500)
Sustainable Destination Development	\$200,000	\$259,000	(\$59,000)
Collaboration	\$686,879	\$310,000	\$376,879
Industry Capability	\$358,000	\$474,000	(\$116,000)
Total	\$2,536,110	\$2,536,731	(\$621)

Operations Snapshot

Administration and Support Services ^2	\$1,908,530	43%
Action Plan	\$2,536,110	57%
Total	\$4,444,640	100%



^{^1} \$223,500 of the \$2,382,030 allocated by the City of Greater Geelong supports marketing activities delivered by TGGB, Business Events Geelong and Geelong Visitor Information Services. This has been accounted for within the Action Plan budget and separated out.

^{^2} Investment from the City of Greater Geelong also addresses municipal tourism needs, with TGGB staff delivering a range of council tourism work including staff administration, management of visitor information services and business event initiatives.



INVESTING IN RECOVERY THROUGH PARTNERSHIPS

WE CAN'T REBUILD THE REGIONAL TOURISM INDUSTRY ALONE.

Collaboration is the key to this recovery period. We begin 2021/22 in a solid financial position after successfully attracting funding from local, state and federal governments for development and promotional programs that will underpin a positive year for the industry.

Our team will partner with our neighbours at Great Ocean Road Regional Tourism on a number of these projects to address shared issues and attract broader markets to the shared region, encouraging them to stay longer and spend more.



STATE GOVERNMENT

Business Events Attraction

\$400,000

In partnership with Great Ocean Road Regional Tourism

With a dedicated staff resource to manage the project, we will deliver an engaging program of promotional and incentivisation activity to secure conferences and corporate events for venues in Geelong, The Bellarine and the Great Ocean Road.

Brand Geelong

\$200,000

Partnership with City of Greater Geelong and leading Geelong institutions

Brand Geelong will deliver a concise and collaborative campaign to position Greater Geelong as a destination of choice for travellers, new residents, students, workforce and investors.

Interstate Marketing Campaign

\$450,000

Partnership with Great Ocean Road Regional Tourism

Geelong, The Bellarine and the Great Ocean Road will be highlighted in an innovative and tactical marketing campaign focusing on key interstate markets that are most accessible and likely to travel.

Workforce Attraction

\$400,000

Partnership with Great Ocean Road Regional Tourism

This program will seek to understand and find solutions for workforce attraction and retainment issues faced by the tourism sector that have been exacerbated by the pandemic.

Spirit of Tasmania Visitor Market Research

\$50,000

Partnership with Great Ocean Road Regional Tourism

This project will investigate and provide insights into Spirit of Tasmania passengers including demand, needs, profiles. It will identify

opportunities for tourism routes, collaborations and dispersal to maximise the positive impacts of the new Geelong base for the service.

Industry Strengthening

\$264,000

Partnership with The Gordon and Wadawurrung Traditional Owners Aboriginal Corporation

Funding will support a series of significant projects to develop the product and support the people in our regional industry. It will provide practical tools to increase capability to rebuild and enjoy a resilient visitor economy.

LOCAL GOVERNMENT

Balances carried forward from 2020/21

Business Event Attraction

\$155,000

Partnership with City of Greater Geelong

A procurement fund to provide direct incentives for conference organisers to host events in Geelong and The Bellarine, paid direct to local venues and suppliers.

Visiting Friends and Relatives Campaign

\$50,000

Partnership with City of Greater Geelong

Continue to work on marketing programs that leverage the opportunity for Geelong region residents to be advocates and hosts in growing visitation.

International Student Welfare

\$35,000

Partnership with City of Greater Geelong and local international education institutions

Address feelings of isolation among international students living and studying in Geelong during the COVID period by delivering programs that connect them with the community and help local build networks, skills and experiences.

MEASURES OF SUCCESS

Entering into a new era with fresh challenges, Tourism Greater Geelong and The Bellarine's four-year Corporate Plan centres our focus as a Regional Tourism Organisation on ensuring the visitor economy provides balanced benefit economically, socially and environmentally.

Our purpose is to build a resilient, sustainable & valued visitor economy that celebrates the character and identity of the region.

This Action Plan delivers on this vision and will steer us towards our 2025 targets of:

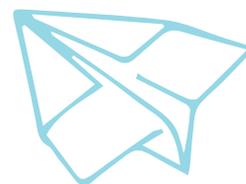
1. Greater Geelong and The Bellarine has a \$1.2B visitor economy
2. A healthy balance of visitor profiles is maintained
3. Improving mid-week visitation and reducing seasonality are a strength for the region

VISITOR SPENDING

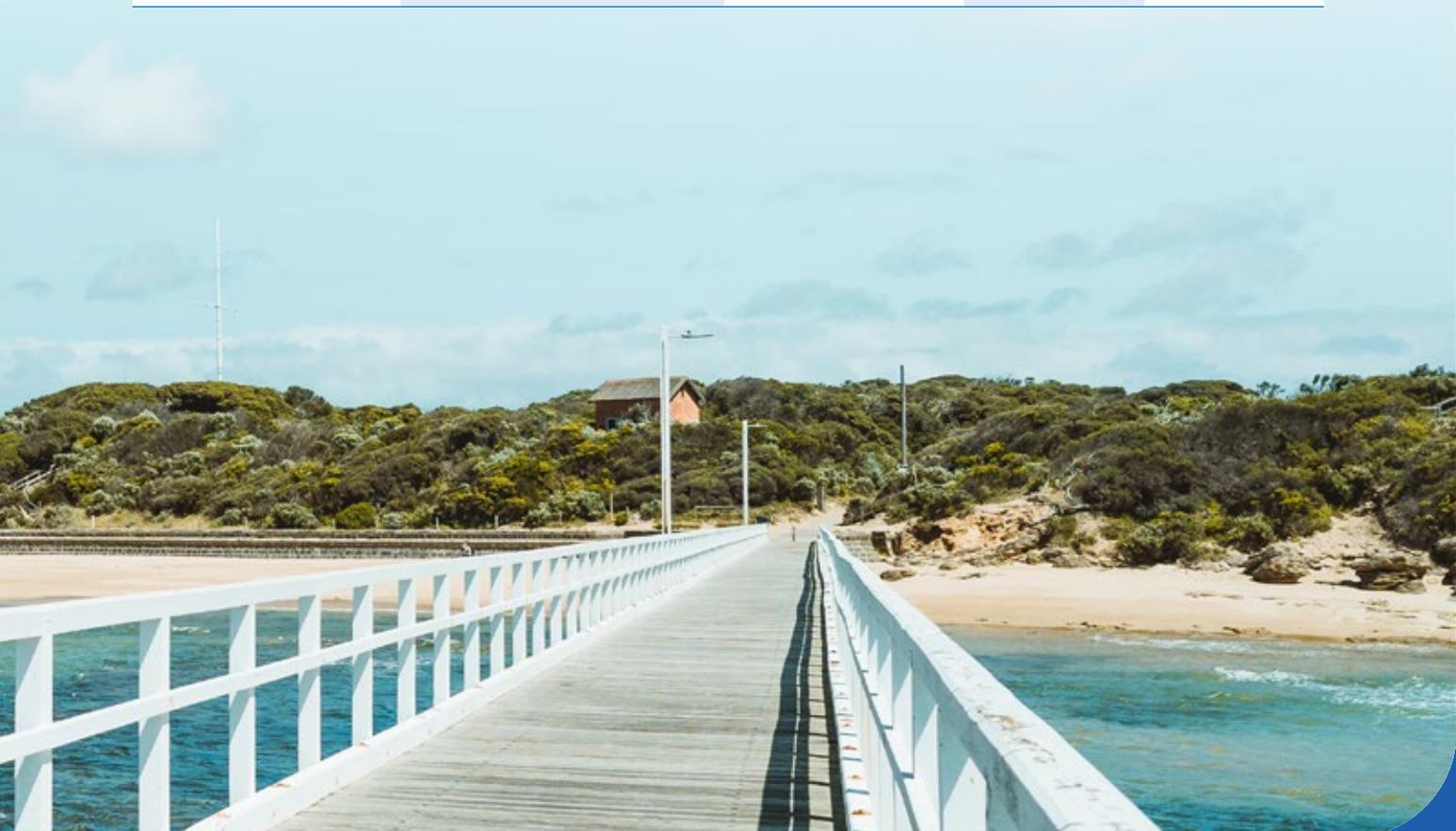
Prediction Year	2020/21		2021/22		2022/23	
Alternative Scenarios For Recovery	Fast	Slow	Fast	Slow	Fast	Slow
Change in Greater Geelong region visitor economy direct tourism spending (after inflation) and visitor economy average total jobs due to visitor spending compared to 2018/19	▼ 27%	▼ 37%	▼ 13%	▼ 23%	▼ 4%	▼ 10%



OUR TARGETS



	Success Measure	2025 Target	2021	2022
Visitors love and appreciate what our region has to offer.	We will track visitor sentiment and the strength of positive word-of-mouth.	Tourism Sentiment Index Rating >55	21	35
Community value the importance of tourism development in providing greater quality of life.	We will track our performance against the annual Local Government Satisfaction survey to ensure we continue to outperform the rest of the State.	> State average for Performance and Importance	Importance: Equal Performance: +4 pts	Importance: +5 pts Performance: +5 pts
Industry and the people in our industry, enjoy prosperity and growth opportunities.	We will track the recovery of the local visitor economy to ensure we are on target to meet 2025 targets.	Expenditure \$1.2B	\$621M	\$847M
		Nights >5.7m	3.0M	4.4M
		Visitors >6.4m	3.4M	4.9M
Destination: has a future that generations will be able to enjoy.	We will develop and implement a 10-year Destination Masterplan for Greater Geelong and The Bellarine that ensures a sustainable path forward.	2022-2032 Destination Masterplan	Commence	Complete
		Direct Visitor Economy Workforce of 10,000	4,900	6,440



MARKETING



Strengthen the brand and people's connection to the region to inspire a greater journey.

Objective 1

Develop our reputation as a distinctive and desirable destination that inspires the world to visit.

Increasing destination awareness among our key visitor markets, leveraging those with the power to influence.

ACTION	Budget Income	Budget Expense	Delivery Team
1.1 Redevelopment Rebuild visitgeelongbellarine.com.au with a fresh focus on user experience and new technologies that become tools for greater visitor engagement, inspiration and connection with experiences.	80,000	80,000	Marketing and Communication
1.2 Production Develop visual and written assets that support sub-regional brands and position the region as a destination of choice.	-	45,000	Marketing and Communication
1.3 Distribution Ensure platforms and resources for online sharing are delivering good user experience.	-	20,000	Marketing and Communication
1.4 Amplification Dedicated resources to ensure the stories being told online are reaching the right audiences at the right times.	-	15,000	Marketing and Communication
1.5 Destination Accessible Implement a marketing campaign promoting Geelong and The Bellarine as an accessible destination for those with disability.	15,000	15,000	Marketing and Communication
1.6 Geelong Cruise Destination Support the resurgence of Geelong as a cruise destination.	-	-	Strategy & Development
1.7 Brand Geelong Administer the project and represent tourism interests in the development of a place brand for Geelong.	200,000	200,000	Marketing and Communication
1.8 Greater Than Activation Implement brand activities targeting short break leisure visitors in Melbourne and regional cities.	50,000	50,000	Marketing and Communication
1.9 PR Communications Implement a proactive public relations strategy to build the brand of Geelong and The Bellarine.	-	45,000	Marketing and Communication
SUB-TOTAL	345,000	470,000	



Objective 2

Capitalise on the region's strong visiting friends and relatives' market to drive greater yield.

Driving local awareness of the exceptional product and experiences unique to Geelong and The Bellarine.

ACTION	Budget Income	Budget Expense	Delivery Team
2.1 Visiting Friends and Relatives (VFR) Program Implement dedicated activity to engage local audiences, leveraging their reach and capacity for hosting to encourage increased VFR numbers and yield.	50,000	50,000	Marketing & Communication
2.2 International Student Friends and Family Program Implementation of a specific marketing strategy for education tourism relating to the Study Geelong Project.	16,000	26,000	Study Geelong
SUB-TOTAL	66,000	76,000	



Objective 3

Grow the mid-week and shoulder seasons to reduce the impacts of seasonality.

Attracting and leveraging the region's strong and emerging business, leisure and sporting events as facilitators to regional exploration.

ACTION	Budget Income	Budget Expense	Delivery Team
3.1 Business Events Marketing Strategy Develop and implement marketing activities to promote the region as a business events destination. Represent, showcase and promote the region interacting directly with key decision makers from within the business events sector.	114,231	139,231	Business Events Geelong
3.2 Business Events Procurement and Support Provide support and conduct initiatives to grow the region as a business events destination.	155,000	155,000	Business Events Geelong
3.3 Business Events Campaign Partnership In partnership with Great Ocean Road Regional Tourism provide direct incentives for conference organisers to host events in Geelong and The Bellarine, paid direct to local venues and suppliers.	400,000	400,000	Business Events Geelong
3.4 Incentive and Leisure Travel Trade Program Deliver on the 5-year international growth strategy.	-	10,000	Business Events Geelong
3.5 Domestic Brand Campaign Dedicated activity utilising branded assets and content targeting audiences who have the capacity and propensity to travel at non peak seasons and days.	-	20,000	Marketing & Communication
SUB-TOTAL	669,231	724,231	





Objective 4

Engage with the region's strong domestic and seasoned visitor markets to stay longer and experience more.

Provide visitors with the inspiration and information they need to explore the region, when and how they want it.

ACTION	Budget Income	Budget Expense	Delivery Team
4.1 Geelong Visitor Information Services Strategy Provide and promote visitor information services within Geelong and The Bellarine region in line with the Visitor Servicing Strategy. Support Visit Victoria with a Test and Learn in the region to support the Visitor Servicing Strategy and to support the state-wide strategy in Visitor Information Services.	43,500	43,500	Visitor Information Services
4.2 Food and Beverage Marketing Strategy Niche marketing programs.	10,000	20,000	Marketing & Communication
4.3 Destination Guides Develop a new suite of print collateral focusing on destination-specific brands, personalities and experiences.	157,500	160,000	Marketing & Communication
SUB-TOTAL	211,000	223,500	
TOTAL-MARKETING	1,291,231	1,493,731	

SUSTAINABLE DESTINATION DEVELOPMENT

Plan for balanced growth that delivers economic, social and environmental benefit for future generations to enjoy.

Objective 5

Ensure the region's visitor economy supports the collective interests of those who call Geelong and The Bellarine home.

Engaging with our Partners to Success through strategic and long-term planning.

ACTION	Budget Income	Budget Expense	Delivery Team
5.1 Long term financial planning and reporting	-	5,000	Strategy & Development
5.2 Board Governance and Strengthening Proactively support the ongoing training and skills development of the Board to ensure the region continues to be represented by strong	-	10,000	Strategy & Development
SUB-TOTAL	-	15,000	

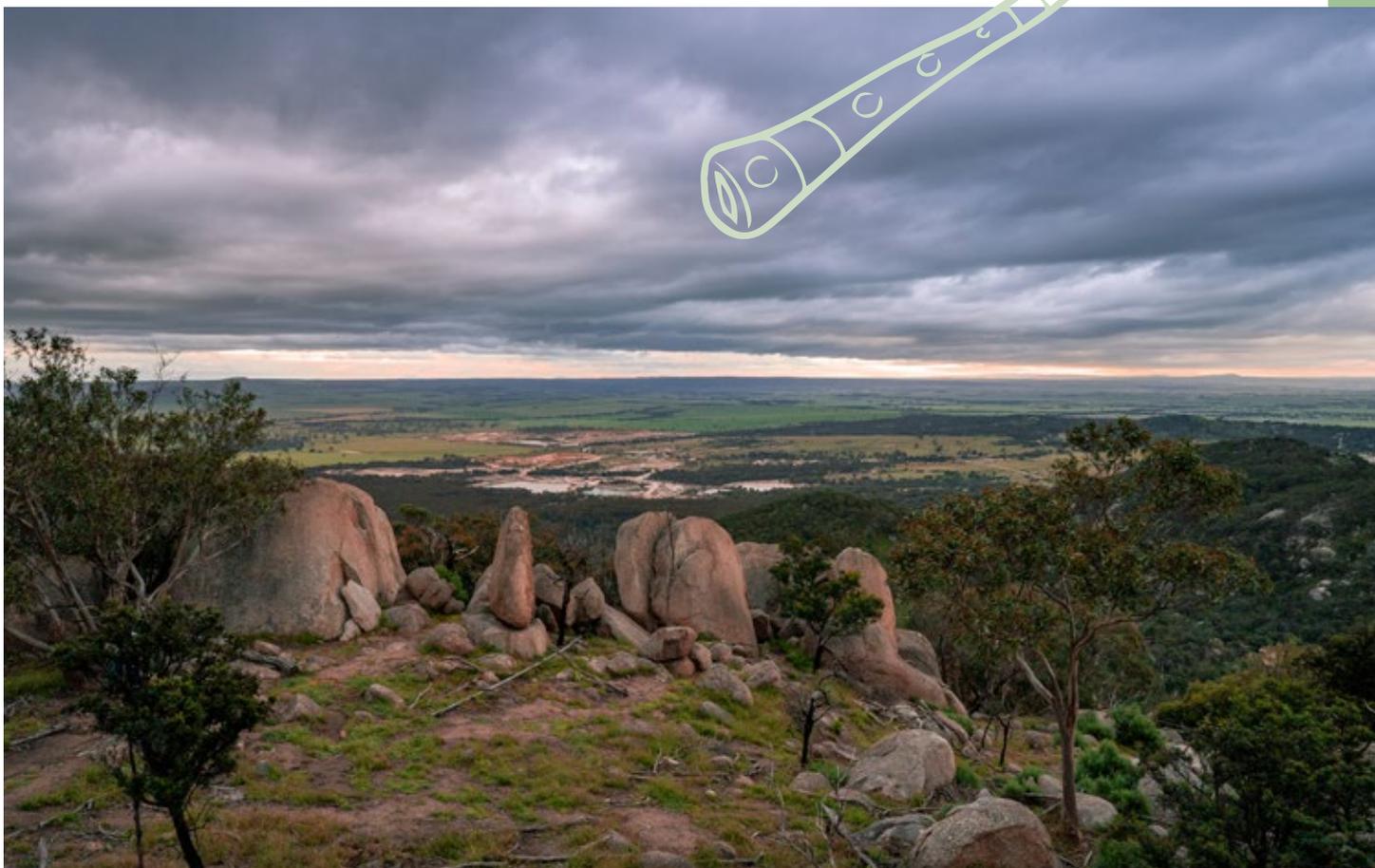


Objective 6

Strengthen the connection to the history and culture of the region's traditional owners with visitors and industry alike.

Working with Wadawurrung Traditional Owners Aboriginal Corporation in the development of localised, authentic Aboriginal tourism product and experiences.

ACTION	Budget Income	Budget Expense	Delivery Team
6.1 Aboriginal Tourism Development Program Deliver a training and education program that enables the Our Country; Our Plan - Aboriginal Product Development Strategy in partnership with Wadawurrung Traditional Owners Aboriginal Corporation with a focus on tourism development and cultural awareness strengthening for industry, staff and Board of TGGB.	25,000	60,000	Strategy & Development
6.2 Partnership Strengthening with Traditional Owners	-	-	Executive
SUB-TOTAL	25,000	60,000	





Objective 7

Plan for growth that provides opportunities for businesses to succeed and grow, which benefits locals through stable, year-round employment.

Support ongoing workforce development and capability strengthening that meets the current and future business needs and visitor demand.

ACTION	Budget Income	Budget Expense	Delivery Team
7.1 Training and Education Institution Partnerships Provide support, guidance and continuous advocacy on industry needs with the region key tourism and hospitality training bodies to ensure the future workforce needs are being filled.	-	-	Strategy & Development
7.2 Infrastructure Development and Investment Advocacy Proactively support and drive advocacy for infrastructure development that supports the needs of the industry as identified within the Destination Masterplan	-	-	Executive
SUB-TOTAL	-	-	

Objective 8

Ensure tourism continues to be a significant contributor to the local economy that celebrates the unique social and environmental fabric of the region.

Providing leadership, guidance and advocacy through long-term planning and destination management, always acting in the best interests of Geelong and The Bellarine.

ACTION	Budget Income	Budget Expense	Delivery Team
8.1 Long-Term Destination Masterplan development Development of a ten year Destination Masterplan for the region that supports the sustainable tourism development of the Greater Geelong region.	130,000	130,000	Strategy & Development
8.2 Measure and Report Social Impact Develop tourism specific and measurable social indicators that shine a light on tourism value in community.	5,000	14,000	Strategy & Development
8.3 Community Engagement Working with our municipal partners and local community association, develop a proactive relationship with locals to ensure our regions visitor economy continues to provide the social impact that the community want and need.	5,000	5,000	Strategy & Development
8.4 Event Development Strategy Develop a Strategy surrounding event level and opportunities for development, promotion and leveraging increased yield.	-	-	Strategy & Development
8.5 Infrastructure Development and Advocacy Actively pursue, support and advocate for major infrastructure projects that support the regions long term Destination Masterplan.	-	-	Marketing & Communication
8.6 International Student Welfare and Community Integration	35,000	35,000	Study Geelong
SUB-TOTAL	175,000	184,000	
TOTAL-SUSTAINABLE DESTINATION DEVELOPMENT	200,000	259,000	



COLLABORATION

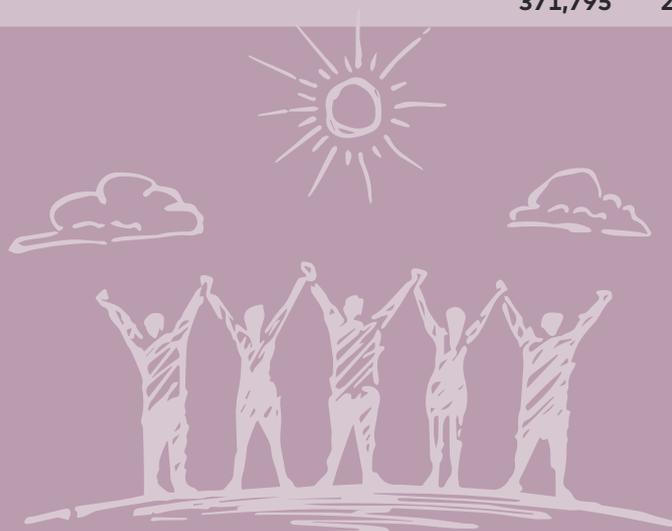
Working together, deliver exceptional value and benefit to our members, visitors, community and destination.

Objective 9

Operate as the peak tourism organisation for Geelong and The Bellarine, to serve, protect and represent in the best interests of the local tourism industry and community.

Building a strong membership profile and supporting governance structure that is a true representation of the Greater Geelong and The Bellarine tourism industry.

ACTION	Budget Income	Budget Expense	Delivery Team
9.1 Membership Program	189,795	80,000	Membership
9.2 Partnership Program	100,000	50,000	Membership
9.3 Business Events Geelong Membership Program	30,000	10,000	Membership
9.4 Board Administration and Corporate Governance	3,000	15,000	Strategy & Development
9.5 Member Benefits and Engagement Program	49,000	50,000	Membership
SUB-TOTAL	371,795	205,000	





Objective 10

Maximise opportunities through strategic partnerships that provide value for industry and support the growth of the local visitor economy.

Leveraging resources through strong and meaningful partnerships.

ACTION	Budget Income	Budget Expense	Delivery Team
10.1 State and Local Government Partnerships Engage in strong and impactful relationships with our State and Local Government associations to deliver on our 4-year Corporate Plan.	304,084	-	Strategy & Development
10.2 Regional Alliances Develop and support valuable regional alliances that provide strengthen value proposition to both destination promotion and development which include Great Southern Touring Route and Go Beyond Melbourne.	-	60,000	Executive
10.3 COVID-19 Business Support Advocate, leverage and share COVID-19 business support initiatives delivered by our Partners to Success to our industry through dedicated TGGB communication channels.	-	-	Strategy & Development
10.4 Study Geelong Education Tourism Program Continuation of a partnership with the international education institutions in Geelong.	11,000	15,000	Study Geelong
10.5 Geelong Major Events Partnership	-	-	Marketing & Communication
10.6 Visit Victoria Regional Marketing Programs Invest resources to take advantage of opportunities created by Visit Victoria's intrastate marketing initiatives and publications.	-	30,000	Marketing & Communication
10.7 Visit Victoria Events Division Partnership Work with Visit Victoria to help local operators leverage the Regional Events Fund.	-	-	Marketing & Communication
10.8 Seek and Support Grant Opportunities Pursue grant opportunities for the organisation and support partners in seeking grants for appropriate tourism projects. This includes providing information to members on key stakeholders such as Invest Victoria and other grant opportunities through strategic advice and letters of support.	-	-	Strategy & Development
SUB-TOTAL	315,084	105,000	
TOTAL-COLLABORATION	696,879	310,000	

INDUSTRY CAPABILITY

Strengthen the capability of our region to flourish through a 'new normal'.

Objective 11

Support the growth and breadth of exceptional product and experiences to support visitor demand and market trends.

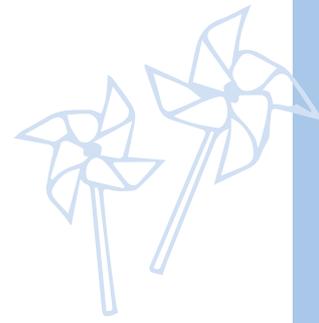
Providing insights, guidance and advocacy on market gaps, opportunities and demands to industry and stakeholders.

ACTION	Budget Income	Budget Expense	Delivery Team
11.1 Research and Performance Monitoring Conduct and share.	62,000	72,000	Strategy & Development
11.2 Industry Engagement and Communication Deliver a strong industry communications strategy that ensures industry can consume insights, information and tools when and how best they want to.	35,000	35,000	Strategy & Development
11.3 Destination and Experience Development Provide industry with the tools and support through sub-region industry workshops that allow members to embrace the consumer personas and develop their products, develop partnerships and support each other.	100,000	106,000	Strategy & Development
11.4 Visitor Sentiment Develop a useful information tool that the industry are able to easily digest and use for future planning and marketing.	-	10,000	Strategy & Development
SUB-TOTAL	197,000	223,000	



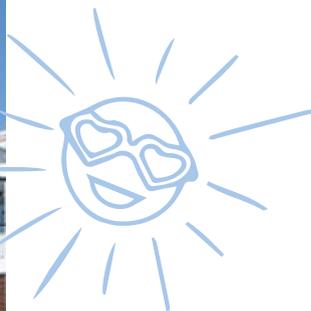
Objective 12

Ensure businesses have the knowledge and resources they need to meet the challenges of tomorrow.



Facilitating the ongoing improvement of business capability through training and development opportunities.

ACTION	Budget Income	Budget Expense	Delivery Team
12.1 Tourism Specific Industry Development Program Develop and deliver a tourism specific industry development workshop program with emphasis on tourism excellence, accreditation and awards opportunities. Addresses the challenges of the industry.	22,000	50,000	Strategy & Development
12.2 Industry Mental Health and Wellness Program Provide the local industry with the support and guidance they require to reset and recover.	79,000	91,000	Strategy & Development
12.3 Connecting Industry Networking functions.	10,000	30,000	Strategy & Development
12.4 COVID-19 Support Hub Maintain a dedicated COVID-19 support hub for the local tourism industry via the TGGB corporate website.	-	-	Strategy & Development
12.5 Travel Trade Product Development	20,000	30,000	Business Events Geelong
SUB-TOTAL	131,000	201,000	
TOTAL-COLLABORATION	328,000	424,000	
General Administration TGGB office admin, banking, staff training and development.	30,000	30,000	
Contingency	-	20,000	
TOTAL-2021-22 ACTION PLAN	2,536,110	2,536,731	
NET LOSS		621	





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