Acknowledgments

The development of the Port Fairy Destination Action Plan has been facilitated by Great Ocean Road Regional Tourism Ltd.

The process brought together representatives from all stakeholder groups that benefit from the visitor economy; local government, state government agencies, industry and the community to develop a plan. This Plan seeks to identify the challenges and opportunities facing Port Fairy and to establish achievable affordable priorities that if delivered would increase Port Fairy’s competitiveness.

Specifically we would like to thank the individuals that participated in the plan development process:

**Facilitators**
- Wayne Kayler –Thomson
- Bill Fox

**Destination Action Plan Leadership Group**
- Andrea Lowenthall
- Doug Clonmara
- Thea Royal
- Bruce Leishman
- Shane Clancey
- Shannon Collyer
- John Watkinson
- Ross Morey
- Mitchell Rowe
- Glenda Ploenges
- Dean Robertson
- John Konings
- Jenny Hider-Smith
- Carrie Skeen
- James Purcell
- Liz Foreman
- Mark Gervis
- Sue Holcombe
- Wendy Murley
- John Young
- Reg Harry

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Introduction

Great Ocean Road Regional Tourism Ltd is undertaking the preparation of a Tourism Strategic Master Plan for the Great Ocean Road region which extends from Torquay in the east to the South Australian border in the west.

A core strategy is to recognise that visitors to the region are primarily attracted to destinations and experiences. Therefore the development, marketing and management of the regions destinations is pivotal to the success of the whole region.

This Destination Action Plan for Port Fairy identifies priority strategies and actions which if implemented over three years will enhance the competitiveness of Port Fairy as a primary visitor destination of the region. These strategies will also be reflected in the Tourism Strategic Master Plan for the region to facilitate regional collaboration and cooperation.

The Plan has been prepared by a facilitated workshop process involving business and community representatives who considered and reached consensus on tourism development, marketing and management opportunities and challenges. The group then identified and agreed on the key priorities and actions that would make a positive difference to the growth and sustainability of the Port Fairy visitor economy and experience.
The visitor economy

Visitors to Port Fairy are major contributors to the strength of the local economy. The visitors may be leisure travellers (domestic and international), visitors to friends and relatives, holiday residents, business visitors, students or day-trippers.

Their expenditure is ‘new money’ contributed to the local economy which supports jobs, real estate value and the provision of services, facilities and activities in the community.

The total tourism contribution to the Great Ocean Road region is $1,832 million, 20,000 jobs, 11.1% of Gross Regional Product and 11.6% employment share.


The Moyne Shire Council attracted 206,000 domestic visitors (700,000 nights), representing 12.2% of visitors and 13.1% of nights to the region. Domestic overnight visitors spent on average $130 per night in the region (Total $301 million).

International visitation data is statistically unreliable due to sample size.

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Strategic objective

The common objectives for tourism are:

1. To increase visitor numbers
2. To increase visitor length of stay
3. To increase visitor expenditure
4. To increase visitor dispersal (geographically and seasonally)
5. To increase visitor satisfaction.

All of these objectives are important for Port Fairy in particular visitor satisfaction and length of stay.
Success factors

Industry research has established that the following factors are present in successful destinations that are achieving the strategic objective. The workshop participants considered these factors relative to Port Fairy in reaching consensus on the priority strategies and actions. A focus on continuous improvement of all these factors will contribute to the competitive growth and sustainability of the visitor economy of Port Fairy.

1. Strong local tourism organisations focussed on their core role of visitor servicing
2. Strong regional tourism organisations focussed on their core role of regional marketing and development
3. Local government support
4. Strong, consistent and effective leadership by individuals and/or organisations
5. Strategic planning for the economic, social, environmental and cultural objectives supported by local destination plans
6. Consistent visitor service excellence
7. Research driven cooperative marketing
8. A breadth and depth of tourism infrastructure, products and events matched to market demand
9. Risk management plans
10. Supportive communities which understand and value tourism.

Our values

Key descriptors
- Authentic village lifestyle, genuine, relaxing
- Historic authenticity
- Destination of choice (Port Fairy Tourism Association Strategy)
- Cultural significance
- Collaboration/networking/engagement/support
- Cohesive and inclusive community
- Community pride
- Diversity of experiences
- Creative & cultural.

Our people
Strong community pride, collaborative, respectful.

Port Fairy’s ‘personality’
Creative and culturally aware.
What we do well

- Folk Festival/community involvement
- Boutique shopping
- Nature based experiences including Tower Hill, Griffiths Island, Mutton Birds
- Beaches/safe swimming.

Challenges/barriers

- Knowing and understanding our target market
- Signage way-finding
- Collaboration/networking
- Community engagement/support.

Opportunities

**Top priorities**

1. Develop Port Fairy Brand positioning
2. Proceed with the wharf development
3. Signage/way-finding
4. Product development
5. IT/digital visitor planning strategies
6. Development of unique experiences
7. Collaboration/networking locally
8. Tourism administration costs.
<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strong local organisations focused on their core role of visitor servicing</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>2. Strong regional organisations focused on their core role of regional marketing and development</td>
<td>5</td>
<td>WIP</td>
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<tr>
<td>3. Local government support</td>
<td>4.9</td>
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<tr>
<td>4. Strong, consistent and effective leadership by individuals or organisations</td>
<td>8</td>
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<tr>
<td>5. Strategic planning for the region with economic, social, environmental and cultural objectives supported by local destination plans</td>
<td>5</td>
<td>WIP</td>
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<td>6. Consistent visitor service excellence</td>
<td>3.8</td>
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<tr>
<td>7. Research driven cooperative marketing</td>
<td>5</td>
<td>WIP</td>
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<tr>
<td>8. A breadth and depth of tourism infrastructure, experiences and events matched to market demand</td>
<td>6.7</td>
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<tr>
<td>9. Risk management plans in place</td>
<td>5</td>
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<tr>
<td>10. Supportive communities which understand the value of tourism.</td>
<td>6.5</td>
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Action Plan implementation

The following Action Plan outlines priorities and actions as a guide for Great Ocean Road Regional Tourism Ltd, Port Fairy Tourism Association and the Moyne Shire Council, to collaboratively and cooperatively implement the Plan. To facilitate this, an Implementation Leadership Group of representatives will be formed. While the Plan identifies primary organisational responsibilities and in many cases joint responsibility, it is reasonable to expect that the Implementation Leadership Group will consider and review this progressively. One key consideration will be the availability and securing of resources to progress the implementation of the Plan in a timely manner. It may also be appropriate and necessary to involve other organisations and to seek funding for specific projects.

The Plan does not commit any organisation to the actions proposed but is a guide to pursuing priorities and actions which will make a positive difference to the achievement of the tourism objectives noted above.

The priority actions have been assigned a KPI priority rating as a guide. These ratings are:

- **HIGH** within the first year
- **MEDIUM** within one to two years
- **LOW** within three years

Progress of implementation of the Plan will be undertaken annually by Great Ocean Road Regional Tourism Ltd in consultation with the Implementation Leadership Group. This may result in a revision and updating of the Plan. Regardless, a new plan will be prepared in three years.

The Destination Action Plan will provide input to the preparation of a Strategic Master Plan for the Great Ocean Road region.
### PRIORITY 1

**Develop a marketing plan in collaboration with key stakeholders.**

<table>
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<tr>
<th>Actions</th>
<th>Responsibilities</th>
<th>Priorities</th>
</tr>
</thead>
</table>
| 1. Undertake a destination positioning process. Consideration to include:  
  - Seaside Village - historic/heritage/living  
  - Relaxation escape  
  - Fishing village  
  - Beaches  
  - Events (Folk Festival)  
  - Food & wine  
  - Nature based attractions | Port Fairy Tourism Association & Great Ocean Road Regional Tourism Ltd (partnership with Tourism Victoria) | High |
| 2. Great Ocean Road Regional Tourism Ltd to facilitate a brand positioning strategy in line with tourism Victoria:  
  - Including digital & print  
  - Tell the Port Fairy Story | Great Ocean Road Regional Tourism Ltd, Port Fairy Tourism Association | High |
| 3. Develop a style guide to encourage all Port Fairy businesses and organisations to apply to internal and external communications:  
  - Tell the ‘Port Fairy Story’ via historic point of interest /visitor sites branded interpretive signing  
  - Tell the ‘Port Fairy Story’ (historical and contemporary) via a dedicated website as part of the Great Ocean Road Regional Tourism Ltd digital strategy, including local content authoring and social media. | Port Fairy Tourism Association to champion, assistance from Great Ocean Road Regional Tourism Ltd | Low |
### PRIORITY 2

Develop and maintain infrastructure, product and experiences to match visitor demand, improve seasonal dispersal and to complement the positioning.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Responsibilities</th>
<th>Priorities</th>
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</thead>
<tbody>
<tr>
<td>1. Public visitor sites, beaches and amenities to be well maintained year round – inspected and audited regularly</td>
<td>Moyne Shire Council</td>
<td>High, ongoing</td>
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<tr>
<td>2. Historic points of interest to be signed and supported by route marked walking tours (self and guided in peak periods)</td>
<td>Moyne Shire Council, Visitor Information Centre</td>
<td>Medium</td>
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<tr>
<td>3. Support the development of Gourmet Port Fairy (restaurants/cafes) including the Gourmet Trail – feature local produce seafood/abalone, buffalo cheese, wine &amp; farm experiences</td>
<td>Gourmet Port Fairy Group</td>
<td>High</td>
</tr>
<tr>
<td>4. Enhance Tower Hill Visitor Experience via an integrated operational business model and visitor centre, featuring – nature based/wildlife, indigenous culture and volcanic interpretation and tours including Koroit village</td>
<td>Great Ocean Road Regional Tourism Ltd, Board</td>
<td>High</td>
</tr>
<tr>
<td>5. Feasibility study re Abalone hatchery epicurean experience</td>
<td>Mark Gervis</td>
<td>Ongoing</td>
</tr>
<tr>
<td>6. Continue to support and continuously improve the signature events program – Folk Festival, Moyneyana Festival, Winter weekends Develop other seasonal events</td>
<td>Port Fairy Tourism Association to work with Moyne Shire Council</td>
<td>High</td>
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<td>7. Develop walking and bike paths</td>
<td>Moyne Shire Council</td>
<td>Medium</td>
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<td>8. Continue to support the Visitor Information Centre including familiarisation experiences for business and locals</td>
<td>Moyne Shire Council</td>
<td>Ongoing</td>
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<tr>
<td>9. Review and improve visitor way-finding road signing. Including multilingual signage.</td>
<td>Moyne Shire Council</td>
<td>High</td>
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### Actions

1. **Support the development of an integrated Harbour Precinct Master Plan.** The ‘Precinct’ to be the primary visitor node to tell the ‘Port Fairy Story’ supported by hospitality services (seafood/ café/retail) visitor and community amenities, event space, walking/tour hub, information display including ‘what to do in Port Fairy today’ – see Priority 4.4

   - **Responsibilities:** Great Ocean Road Regional Tourism Ltd, Port Fairy Tourism Association, Local community & Moyne Shire Council
   - **Priorities:** Very high

2. **Prepare a business case for full or staged development funding**

   - **Responsibilities:** Moyne Shire Council & Local community
   - **Priorities:** High

3. **Implementation to commence with affordable and achievable visitor amenity improvements.**

   - **Responsibilities:** Moyne Shire Council & Local community
   - **Priorities:** High
**Actions**

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<tbody>
<tr>
<td>1.</td>
<td>Implement a ‘visitor service excellence’ program for business</td>
<td>Port Fairy Tourism Association (Great Ocean Road Regional Tourism Ltd guidance)</td>
</tr>
<tr>
<td>2.</td>
<td>Survey and benchmark visitor satisfaction including a mystery shopper program</td>
<td>Port Fairy Tourism Association</td>
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<tr>
<td>3.</td>
<td>Integrate visitor service excellence and welcoming into communication of the value of tourism to the community</td>
<td>Port Fairy Tourism Association</td>
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<tr>
<td>4.</td>
<td>Implement a ‘Best 5 Things to do and see in and around Port Fairy’ program for business and the community with seasonal variation.</td>
<td>Andrea Lowenthal, Visitor Information Centre</td>
</tr>
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**PRIORITY 4**

Develop a seamless visitor service excellence culture and capacity program.
**Concern:** Strengthen regional and local tourism organisation cooperation.

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<thead>
<tr>
<th>Actions</th>
<th>Responsibilities</th>
<th>Priorities</th>
</tr>
</thead>
</table>
| 1. Establish a three Year Destination Partnership Agreement between Great Ocean Road Regional Tourism Ltd and Port Fairy Tourism Association which:  
   - Clearly defines roles  
   - Maximise business participation in Port Fairy Tourism Association, Great Ocean Road Regional Tourism Ltd business services and cooperative marketing for mutual benefit  
   - Identifies cooperative projects consistent with this Action Plan  
   - Provides a dividend from business buy-in to Great Ocean Road Regional Tourism Ltd business services | Great Ocean Road Regional Tourism Ltd | High |
| 2. Port Fairy Tourism Association and the Moyne Shire Council to establish a process for greater cooperation and coordination to facilitate the promotion of the value of the visitor economy to the community  
   - Identify and act on projects consistent with this Action Plan  
   - Identify cost sharing, resource sharing and out sourcing opportunities and cooperative projects and activities | Port Fairy Tourism Association | Low |
| 3. Incorporate consideration of the sustainability of the visitor economy in Shire risk management planning | Moyne Shire Council | Low |
| 4. Prepare and regularly communicate, via multiple mediums, the economic, social/community, cultural and environmental benefits of the visitor economy  
   - Feature good news stories, people and visitor business excellence | Port Fairy Tourism Association, (newsletter, Facebook, website) | Ongoing |
| 5. Establish a program to recognise and promote business excellence e.g. Tourism business and personality of the month Awards | Great Ocean Road Regional Tourism Ltd, Port Fairy Tourism Association | Medium |
| 6. Port Fairy Tourism Association to collaborate with Great Ocean Road Regional Tourism Ltd to facilitate relationships with other Great Ocean Road destination organisations to identify mutually beneficial cooperation and cooperative projects | Visitor Information Centre | Ongoing |
| 7. Invest in proposed Great Ocean Road Visitor Experience Centres to imbed the Port Fairy story | Port Fairy Tourism Association, Visitor Information Centre | High, ongoing |
| 8. Participate in a Great Ocean Road, Visitor Information Centre staff & volunteer familiarisation program. | Port Fairy Tourism Association, Visitor Information Centre | Ongoing |