

PORTLAND



Destination Action Plan 2016–2018

February 2016



GREAT OCEAN ROAD
REGIONAL TOURISM LIMITED



Image: Robert Blackburn



Acknowledgments

The development of the Portland 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 Portland and to establish achievable affordable priorities that if delivered would increase Portland's competitiveness.

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

Facilitator

Wayne Kayler-Thomson

Destination Action Plan Leadership Group

Greg Burgoyne (CEO)

Carly Garonne

Ken Howell

Cr Karen Stephens

Liz McKinnon

Bob McPherson

Cr Anita Rank

Tony Fleming

Allan Barrett

Stephen Kerrigan

Todd Knight

John Simpson

Sharon Linke

Jo Austin

Images used within this document are supplied courtesy of Visions of Victoria and the Glenelg Shire Council. Cover page image by Andrew Paoli. All other image credits refer individual pages.



GREAT OCEAN ROAD
REGIONAL TOURISM LIMITED



Image: Robert Blackburn



Introduction

Great Ocean Road Regional Tourism Ltd has recently developed a Master Strategic Plan for the region. 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 Portland identifies priority strategies and actions which if implemented over three years will enhance the competitiveness of Portland as a primary visitor destination of the region. These strategies will also be reflected in the Tourism Strategic 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 Portland visitor economy and experience.

The visitor economy

Visitors to Portland are major contributors to the strength of the local economy. The visitors may be leisure tourists (domestic and international), visitors to friends and relatives, holiday residents, business visitors 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 Great Ocean Road Region currently attracts 4.6 million visitors (6.7 Million visitor nights) and employs 6,730 people directly (9.7% of total regional employment) and contributes 14.7 Gross Regional Product (GRP).

By 2020 with targeted visitor expenditure growth of 3.5% (as per The Strategic Master Plan for the Great Ocean Road Region Visitor Economy) will result in 7,660 total direct jobs (14% employment) and 16% GRP. Total direct and indirect jobs would be 12,660 (17%) and 21% GRP.

SOURCE: Decisive Economics Pty Ltd (Strategic Master Plan for the Great Ocean Road Region Visitor Economy).

The visitor economy cont.

Glenelg Shire

- Glenelg Shire covers an area of 6,212 km²
- Glenelg Shire offers a diverse landscape from coastal to rural
- Townships include Portland, Casterton, Heywood, Dartmoor and Nelson
- The estimated residential population (ERP) in 2014 is 19,764

Domestic day trip visitation¹

- Data not available

Domestic overnight visitors²

- Glenelg received 175,000 domestic overnight visitors
- They stayed on average 4.4 nights in the region equating to over 771,000 nights in the region.
- Domestic overnight visitors spent \$100 million in the region. On average, they spent \$129 per night in the region.
- Each overnight domestic visitor to Glenelg Shire has visitor spending in the destination equivalent to that of 6 domestic day trip visitors.

International overnight visitors³

- Data not available

Estimated total GRP (direct + indirect) due to tourist spending⁴

- \$101 million

Jobs due to direct impact of tourist spending⁵

- 6,49 or 7.4% of 2011 Census measured total LGA employment

Strategic Action Priorities

- The visitor economy development priorities for Glenelg Shire have been informed through the Glenelg tourism master plan.

¹ National Visitor Survey, YE Sep 14, Tourism Research Australia (TRA)

² National Visitor Survey, YE Sep 14, Tourism Research Australia (TRA)

³ International Visitor Survey, YE Sep 14, Tourism Research Australia (TRA)

⁴ Tourism Victoria special data service and Tourism Research Australia (TRA) Online, NVS and IVS small area results

⁵ Tourism estimates from report Value of tourism to the Great Ocean Road region and its local government areas prepared by Karl Flowers and ABS Census 2011, employment by industry.



Image: Robert Blackburn

Objectives

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.

Our challenges

The leadership group workshop identified the following priority challenges to be addressed to achieve the objectives.

1. Improve digital on line and social media marketing
2. Improve and expand food and dining experiences
3. Identify key target markets for growth

Other challenges of note were:

- Raising community awareness of the value of the visitor economy
- Developing nature based experiences
- Improving road maintenance and safety
- Improving the range and quality of accommodation offerings
- Improving the townscape appearance and maintenance
- Overcoming the perception of distance from Melbourne
- Improving service standards.

Our opportunities

The leadership group workshop also identified the following priority opportunities.

1. Develop a unique positioning for Portland based on 'All Things Fish'. The Birthplace of Victoria and aboriginal heritage.
2. Develop active and adventure based product and experiences
3. Develop holistic aquatic nature based experiences (e.g. blue whales).

Other opportunities identified include:

- Capitalise on the Visiting Friends and Relatives market
- Grow the cruise ship market and experience
- Develop the 'Victoria's birthplace' experience
- Develop 'hub & spoke' Portland and district experiences (e.g. Budj Bim, Nelson, Cape Bridgewater)
- Develop 'working port' experience opportunities.



Image: Robert Blackburn

Success factors

Industry research has established that the following factors are present in successful destinations that are achieving the objectives. The workshop participants considered these factors relative to Portland 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 Portland.

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.



Success Diagnostic Rating Comments

The leadership group considered and rated performance of the success factors as a guide for action.

The diagnostic identified the need to:

- Strengthen the local tourism organisation and its core role focus on visitor servicing
- Develop individual and collective leadership
- Participate in cooperative marketing
- Develop consistent visitor service excellence, and to
- Raise community awareness and support for the visitor economy.

It was strongly recognised that Portland and district has a breadth and depth of tourism infrastructure and products, which add real value to the regions nature based and active experience strengths. This presents opportunities for visitor dispersal and yield development.

Diagnostic rating

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



Image: Robert Blackburn



Action Plan implementation

The following Action Plan outlines priorities and actions as a guide for Great Ocean Road Regional Tourism Ltd, Portland Tourist Association and the Glenelg Shire Council to collaboratively and cooperatively implement the Plan. To facilitate this, an Implementation Leadership Group (ILG) 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 ILG 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.

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 ILG. This may result in a revision and updating of the Plan. Regardless, a new plan will be prepared in three years.

PRIORITY 1 Destination marketing

Actions

Responsibilities

Priorities

1.	Develop and consistently promote a unique market positioning and brand identity for Portland	GORRT, Portland Tourist Association, Glenelg Shire Council	High
2.	Renew Glenelg's digital presence/ establish and promote social media	GORRT, Portland Tourist Association	High
3.	In consultation with key stakeholders undertake a destination positioning identification process including consideration of <ul style="list-style-type: none"> ▪ 'All things Fish!' including the Whales and Seal watching cage at Cape Bridgewater ▪ The Birth Place of Victoria ▪ Aboriginal heritage 	GORRT, Glenelg Shire, Portland Tourist Association	High
4.	Incorporate Destination Portland in the Great Ocean Road Regional Tourism Ltd (GORRT) marketing strategy including appointing a representative to the GORRT Marketing Committee	GORRT, Glenelg Shire Council	High
5.	Support for promotion of the Great South West Walk/promotion of nature based tourism and all things fish	Glenelg Shire Council, Portland Tourist Association, Friends of the Great South West Walk	High
6.	Develop and encourage business use of a Portland brand style guide	GORRT, Portland Tourist Association, Glenelg Shire Council	Medium
7.	Develop a Portland website as part of the GORRT digital strategy	GORRT	High
8.	Encourage and support business digital capacity and capability including social media	GORRT, Portland Tourist Association, Glenelg Shire Council	High, Medium & Low
9.	Identify key target markets	GORRT, Portland Tourist Association, Glenelg Shire Council	High
10.	Encourage business participation in GORRT cooperative marketing and business development programs	Portland Tourist Association, Glenelg Shire Council	High, Medium & Low
11.	Establish a GORRT facilitated WIFI hotspot and promote local attractions and services	GORRT, Glenelg Shire Council	High



Images: Glenelg Shire Council

PRIORITY 2

Develop product and services to match market demand

Actions		Responsibilities	Priorities
1.	Undertake a product and experiences audit of nature based and active adventure products and services.	GORRT, Glenelg Shire Council	Medium
2.	Prepare an action plan to develop and promote existing and encourage/facilitate new nature based and active adventure product and services	Glenelg Shire Council, Portland Tourist Association	High
3.	Develop a whale watching experience	GORRT, Glenelg Shire Council, Portland Tourist Association	High
4.	Continue to support the Gunditjmarra in establishing an international ready cultural tourism attraction.	Glenelg Shire Council, Portland Tourist Association	High, Medium & Low
5.	Encourage and support the development of dining experiences including featuring local produce, particularly seafood, undertake seafood gastronomy and development of a food and wine trail.	Glenelg Shire Council, Portland Tourist Association	High, Medium & Low
6.	Explore opportunities for working port experiences	Portland Tourist Association	Medium
7.	Develop the cruise ship experience	Portland Tourist Association	High
8.	Review existing events and develop an events strategy	GORRT, Glenelg Shire Council, Portland Tourism Association	High
9.	Support the development of the Budj Bim aboriginal heritage experience	Glenelg Shire Council, GORRT, Gunditjmarra	Medium
10.	Participate in the GORRT Development Committee to encourage investment in new products (accommodation, attractions and services) consistent with Portland positioning and product gaps	Glenelg Shire Council	High



Images: Robert Blackburn

PRIORITY 3
Develop a seamless visitor service excellence culture, capacity and capability

Actions		Responsibilities	Priorities
1.	Implement a 'Visitor Service Excellence' training program for business and visitor services (possible GORRT program)	GORRT, Glenelg Shire Council, Portland Tourist Association	Medium
2.	Survey and benchmark regional visitor satisfaction, possibly including a voluntary mystery shopper program. Participate in a regional program to be developed by GORRT.	GORRT, Glenelg Shire Council	Medium
3.	Implement a 'Best 5 things to do in Portland' promotional program for business and community participation with seasonal variation	Glenelg Shire Council, Portland Tourist Association	High
4.	Encourage a whole of community 'Welcome to Portland' program including targeting and promoting a visiting friends and relatives initiative	Portland Tourist Association	Low
5.	Establish a volunteer and employee monthly visitor/customer service award program as part of a regular business networking function series	Glenelg Shire Council, Portland Tourist Association	Medium to High
6.	Participate in a proposed GORRT visitor centres/services futures project	Glenelg Shire Council	High



Image: Glenelg Shire Council

PRIORITY 4
Promote the value of the visitor economy to the community

Actions		Responsibilities	Priorities
1.	Promote and regularly communicate, via multiple mediums, the economic, social/community, cultural and environmental benefits of the visitor economy.	Glenelg Shire Council, Portland Tourist association, GORRT	High
2.	Feature good news stories, people and visitor service excellence	Glenelg Shire council, Portland Tourist association	Medium
3.	Provide educational material to local schools on the Portland visitor economy	Glenelg Shire council	Medium
4.	Produce and publish a regular scorecard on the performance of the visitor economy	Glenelg Shire Council, Portland Tourist association	Medium
5.	Undertake a research project to establish the retail spend of visitors	Glenelg Shire Council, GORRT	Low
6.	Actively engage with and support community organisations via 'Welcome to Portland' and service awards programs	Glenelg Shire Council, Portland Tourist Association	Medium

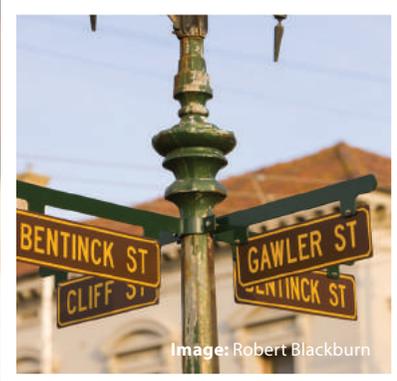


Image: Robert Blackburn

Image: Robert Blackburn

Image: Glenelg Shire Council

PRIORITY 5
Strengthen local tourism leadership and collaboration

Actions		Responsibilities	Priorities
1.	Establish a combined or separate partnership agreement between GORRT, Glenelg Shire and the Portland Tourism Association which <ul style="list-style-type: none"> ▪ Defines roles ▪ Maximises business participation in GORRT business services and cooperative marketing programs including a dividend to the Portland Tourism Association ▪ Supports the objectives of this plan and the Regional Master plan ▪ Promotes the value of the visitor economy to the community ▪ Implements and monitors progress of this plan 	GORRT, Glenelg Shire Council Portland Tourist Association	High
2.	Establish a leadership development program or participate in a possible regional program to be developed by GORRT	Glenelg Shire Council, GORRT	Medium
3.	Establish a collaborative Implementation Leadership Group to lead the implementation of this plan. The group to include representatives of Glenelg Shire Council, Portland Tourism Association and GORRT as a minimum.	GORRT, Glenelg Shire Council and Portland Tourist Association	High



PRIORITY 6

Enhance the visitor experience of the city

Image: Robert Blackburn

Actions		Responsibilities	Priorities
1.	Review city signing and way finding to reflect Portland positioning, ease of access and district touring routes	Glenelg Shire Council	High to Medium
2.	Undertake a progressive townscape and visitor amenities improvement and maintenance program	Glenelg Shire Council	Medium
3.	Improve road maintenance and safety	Glenelg Shire Council	Medium
4.	Consider outcomes of the GORRT Visitor Centre/Services Futures study for application	Glenelg Shire Council	Medium
5.	Consider 'Birthplace of Victoria' story telling via signing, art installations, walking tours, apps and ambassador/Guides	Glenelg Shire Council	Medium
6.	Investigate port night illumination installations/shows	Glenelg Shire Council, Portland	Medium