Governance Structure: Board Membership

TOTAL: 13

- Skills-based approach to all positions
- Industry Reps elected from membership
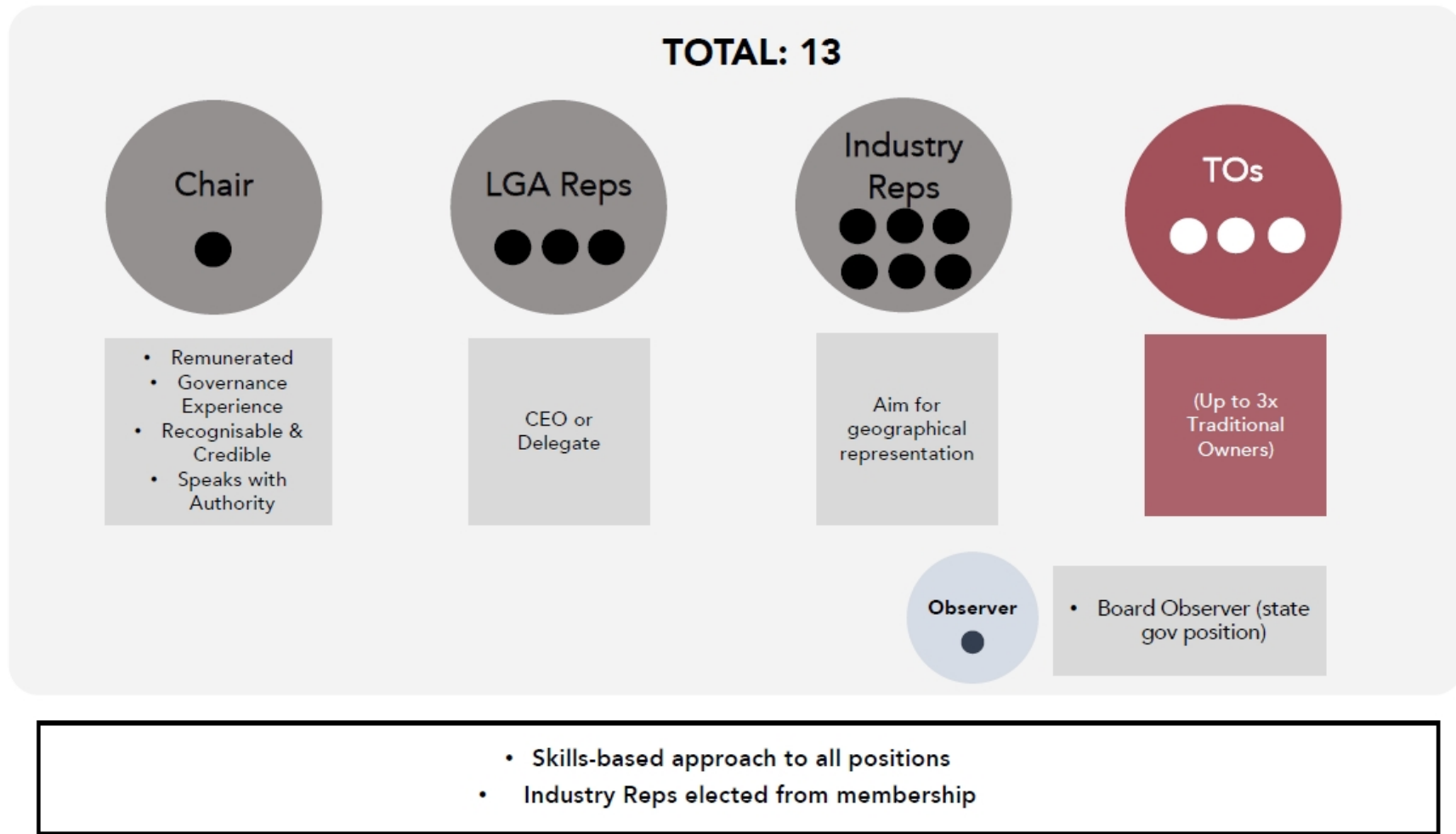
8 November 2023

Goulburn Region Destination Management Plan

2024–2029

MITCHELL SHIRE COUNCIL

GREATER SHEPPARTON

Strathbogie SHIRE COUNCIL

Goulburn Region Destination Management Plan | Final Report

This Goulburn Destination Management Plan report was prepared by TRC Tourism.

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Acknowledgement

We acknowledge the Taungurung, Wurundjeri and Yorta Yorta Peoples of the lands, waters and communities we work together with. We pay our respects to their cultures; and to their Elders – past and present.

Goulburn Region Destination Management Plan | Final Report

Contents

ACRONYMS

TERM	DEFINITION
CMA	Catchment Management Authority
DEECA	Department of Energy, Environment and Climate Action
DJSIR	Department of Jobs Skills Industry and Regions
DMP	Destination Management Plan
FTE	Full Time Equivalent jobs
GRVEP	Goulburn Region Visitor Economy Partnership
LGA	Local Government Authority
MOVE	Museum of Vehicle Evolution
PV	Parks Victoria
RAP	Registered Aboriginal Party
REDS	Regional Economic Development Strategy
SAM	Shepparton Art Museum
TLaWC	Taungurung Land and Waters Council
TNE	Tourism North East
VEP	Visitor Economy Partnership
VV	Visit Victoria
YYNAC	Yorta Yorta Nation Aboriginal Corporation

Executive Summary

This is a plan to grow the visitor economy of the Goulburn Region: to build on the strengths and opportunities of the region and harness the impact of collaboration and governance.

The Goulburn Region sits within three Local Government Areas – Mitchell Shire Council, Greater Shepparton City Council, and Strathbogie Shire Council. It covers the lands and waters of three First Peoples groups that are Taungurung, Wurundjeri and Yorta Yorta.

The Goulburn Region has a strong connection to the land and to the river. The Goulburn River is the lifeblood of the Region. It has significant cultural value for all First Peoples, is of vital importance for the health of all eco-systems in the region and irrigation of the river allows producers to grow some of Australia's best fruit, vegetables, meats, and other crops.

The Region is home to outstanding natural attractions, immersive First Nations led experiences, established premium wineries, emerging quality craft beer and spirit offerings, state of the art cultural attractions, rich heritage and accessible opportunities to enjoy the outdoors and diversity of landscapes.

This plan 2024-2029, has been created to capitalise on the existing and emerging assets of the region and its natural advantage of being in close proximity to major source markets that can deliver long lasting benefits to the visitor economy over the next 5 years (the life of this plan).

It will help deliver a coordinated and unified voice on the things that matter to the Region in the visitor economy and help distil priorities at a regional level into the things that can and will be effective at a local level. Dialogue and involvement are critical to understanding the aspirations of the community and First Peoples Custodians. This plan recognises the right of First Peoples to determine their own future through active involvement in decision making relating to their Country within the Goulburn Region.

These are also core recommendations of this plan that will help to understand the markets the Region is seeking to attract, to understand the Region's strengths and to deliver on those strengths and opportunities. The Region currently lacks a whole region brand, and positioning in the marketplace which will follow.

This plan also seeks to build the capability and capacity of operators in the Visitor Economy to embrace new opportunities as they arise. Industry collaboration, networking and familiarisations are important to help the Region collaborate on a range of visitor economy initiatives such as product development and packaging, cultural awareness, cross promotion, marketing initiatives, sustainability, experience development workshops, highlighting and celebrating successes and learning from each other.

Developing this plan has been done collaboratively with government (Local and State), industry and community.

Research into the region's strengths, markets, performance and opportunities was undertaken by the Goulburn Region Tourism Partnership and REMPLAN enabling a sound platform upon which to begin the consultation, field assessment and framework development.

Industry engagement, critical to the success of any DMP has been strong with workshops in each LGA, as well as Council staff and Councillor briefing sessions, and online engagement.

The plan will be a live document through until 2028, with the potential for updates to it as things change. It will also inform other strategic directions locally, as well as support the Victorian delivery of Experience Victoria 2033.

The support of the State Government in delivering this plan is acknowledged.

Goulburn Region Destination Management Plan

Strategic Framework

Our Vision

The Goulburn Region has a sustainable visitor economy as a recognised place close to Melbourne where people come together on Country to connect, learn and celebrate all the region has to offer, including First Peoples Culture, local produce, heritage, nature and the arts.

Our Principles (In Summary)

These principles are derived from the Experience Victoria 2033 Statewide Strategy, which sits above this strategy and to which our priorities need to align.

1. First Peoples Focused

The Region's First Peoples are self-determining their priorities for tourism development, protecting Culture, creating wealth, and contributing to positive outcomes for their communities and Country.

2. Delivering Economic Growth

The visitor economy in the Goulburn Region attracts more visitors that stay longer including converting day visitors to overnight and weekend stays; spend more on products and experiences; and are likely to return more often.

3. Responsive and Outstanding

The Region is responsive to both visitor needs and to communities and to new and innovative ideas, concepts, experiences and products. This plan endeavours to have our communities having a visitor centric approach. This helps deliver investor and consumer confidence while respecting community values.

4. Sustainable and Regenerative

The living landscape, nature and culture of the Goulburn Region are respected and enhanced through the development of sustainable and regenerative experiences, businesses, and services.

5. Inclusive and Welcoming

Diversity, inclusion and welcoming are core strengths of the Region. The Region continues to welcome and promote diversity and highlight the liveability, accessibility and strengths of the communities that make up the Region.

6. Valuable for our Community

The Region promotes and encourages investment that delivers value to the region and its communities and that align with our communities and delivers value to the region. Whilst aligning more broadly with the existing plans and policies at a State and Regional level.

7. Unique to Place

The Goulburn Region's towns are different and the investment in the products and experiences reflect and build upon those differences while growing the regional position in the marketplace through effective cooperation and partnership building.

Goulburn Region Destination Management Plan

Our Strategic Directions

This Plan will be owned and delivered by the Goulburn Region Visitor Economy Partnership, which will be established to support the visitor economy sector.

1. Governance

Embed and Build on the culture of partnerships by delivering and growing an effective governance mechanism with appropriate accountabilities so that all partners in the region can effectively collaborate in the implementation of this plan and the achievement of the actions and objectives in addition to collecting robust whole of region data.

2. Celebrate Success

Demonstrate and celebrate success throughout the life of this plan resulting in greater awareness and buy in from industry and communities. Success at a granular level, through business, community, individual and LGA, is celebrated at a regional level.

3. Experience Growth

Develop new and exciting experiences and products that meet the needs of visitors and are aligned to the target markets of the Region.

4. Greater Leverage

Strategic alignment of priorities for the Visitor Economy identified within this plan will support an enable the region to capitalise and leverage investment by Federal, State, Local Government and the private sector.

5. The Entire Region

Develop a framework for the sustainable growth of the visitor economy that leverages the unique attributes, businesses, leaders, and activities that make up the entire Goulburn Region.

6. Investment

Function as a conduit to further private sector investment from existing and new businesses that recognise the potential strengths of the industry in the Region and the promise of the markets being targeted.

7. Advocacy

Advocate for the Region knowing that success requires a range of stakeholders to work together collaboratively to deliver their part in providing the optimal experiences for visitors.

Goulburn Region Destination Management Plan

Our Strategic Priorities

1. Improved and Coordinated Regional Tourism Governance

Agree upon and implement a Regional Governance Framework aligned to the Visitor Economy Partnership Framework currently being developed and implemented by the State Government. This Framework recognises the roles and responsibilities of Government, industry, community and visitors and will enable participation in Regional funding, collaboration, campaigns and industry development.

2. Regional Product Growth

We will increase the regional products focusing on consumer centric and on-trend market aligned services and experiences.

We will achieve this through a range of actions under the following objectives:

Prioritisation of experience development

Understand and develop the experiences aligned to the strengths of the region and pillars from Experience Victoria.

Prioritisation of supply

Contains the public and private supply gaps and infrastructure projects identified focusing on creating value.

Visitor services

Develops the concept of excellence in all visitor services (online, bricks and mortar and pop up) enabling excellent experiences including the provision of information, inspiration and a sense of welcoming.

3. Industry Capability

Prioritisation of industry development

Provides direction on industry development activities that will support the growth of the industry.

Prioritisation of workforce planning

Identifies the shortfall and skills issues and provides direction and projects to help address this where possible.

4. Regional Brand and Marketing

While acknowledging the work done to date in parts of the Region, the Regional brand Identity needs to be agreed, supported by a brand hierarchy for LGAs that already have a consumer facing brand in market.

Prioritisation of demand

Outlines the demand recommendations that include brand and marketing as well as events and collaboration with neighbours and industry that will grow demand for the experiences and services offered in the Region.

Goulburn Region Destination Management Plan

Measures of Success

By establishing the VEP and implementing a range of actions including experience development and visitor servicing, in 2029, our region will have achieved the following measures:

From $337 million gross revenue (2023) from the visitor economy	To $500 million gross revenue (2029)
From 2 million visitors to the region in 2022	To 3 million visitors to the region by 2029
From 0.7 million domestic visitors staying overnight in 2022	To 1 million visitors staying overnight in 2029

To be recognised as a region with a distinct brand, personality and experience profile and an increase in visitor awareness for the region

Introduction

The Goulburn Region offers visitors outstanding and unique place-based experiences that speak to the people, communities, and the land and waters of the Region.

The Goulburn Region

The lands, waters and skies of the region are the traditional lands of the Taungurung People, the Wurundjuri People in the south and the Yorta Yorta Nations. Caring for Country has been expressed as a core value for the Taungurung and this plan encourages all people to respect the Country on which they visit, recreate, work and live. Cultural experiences are offered across the region by wawa biik and Yilam.

The Goulburn Region sits in Central Victoria and encompasses three Local Government Areas (LGAs) being Mitchell Shire Council, Greater Shepparton City Council and Strathbogie Shire Council.

The key feature that links the Shires and the region is the Goulburn River, Victoria's largest river, which flows through the region downstream of Lake Eildon (just outside this region) through the valleys, Seymour, Nagambie, and Shepparton. Many of the other rivers and streams in the region all feed into the Goulburn.

The Goulburn Region begins only 50km north of Melbourne. It is framed by the foothills of the Great Dividing Ranges, the Strathbogie Ranges and the Tallarook Ranges, all offering a unique landscape with old open forests, walks and creeks that provide many recreational opportunities.

The region is famous for its high quality produce with stone fruits and vegetables grown near Shepparton, and beef, sheep, grains, and other produce throughout the region.

Wines and other beverages also feature strongly in the products of the region with well-developed winery experiences.

The business districts of Seymour, Nagambie, Euroa, Kilmore, and Shepparton as well as a range of other vibrant towns offer cafes, restaurants and shops including wonderful places to buy regional produce. Major town-based attractions include the Shepparton Art Museum (SAM) and Museum of Vehicle Evolution (MOVE) in Shepparton.

Events play a significant role in the region's visitor economy. Nagambie is home to National level water sports including rowing, Seymour holds a food and wine festival, Tatura Park host national and international equine events and Shepparton holds many significant sporting events throughout the year.

The region has an extensive tracks and trails network, including the start of the Great Victorian Rail Tail. The trails network allows experiences with the outdoors, connection to the Goulburn River and provide visitor amenity and township connection.

The region has a strong connection to military due to historical sites and still active Puckapunyal army base near Seymour. Attractions include the Vietnam Veterans Commemorative Walk, Australian Light Horse Memorial Park, Victorian Cross Memorial, Tatura Irrigation and Wartime Camps Museum.

With increasing transport connections to and from the Region within two hours to Melbourne via the Hume Highway, Goulburn Valley Highway and train service to all major towns in Mitchell Shire, Shepparton, Euroa, Murchison, Violet Town and Nagambie, the Region has significant potential to grow the economic benefits from the visitor economy.

About this plan

This plan is the Destination Management Plan for the region. It aims to embed a sustainable governance framework that will support strong advocacy to government. The DMP aims to harness the strengths of the region to enable growth of the destination, increase investment, leadership and economic and social benefit through visitation.

This plan sets out to develop visitor experience opportunities based on a series of product priorities highlighted in the Experience Victoria 2033 strategy – the State-wide plan that sets the visitor economy directions for the next decade.

Goulburn Region Destination Management Plan

The product priorities highlighted in the Experience Victoria 2033 strategy are:

1. First Peoples-led experiences
2. Wellness
3. Arts and Culture
4. Food and Drink
5. Nature

This plan recognises that for the region to be effective in providing connected and seamless experiences, it must have a capable and empowered industry that is supported by an effective governance framework. The foremost recommendation is that the Visitor Economy Partnership model be implemented, where the three shires covered by this Plan contribute to a partnership-based governance model with Industry and the State Government. Many of the actions in this Plan flow from this critical piece of work to unlock the potential of the Goulburn Region to grow the visitor economy.

To create regional success the region needs to further develop products that are aligned with visitor needs as well as increase the visitor awareness of what is there and what is new. The development of a clear regional brand and brand hierarchy - building on existing work and developed brands to minimise confusion in the market is required.

The region has strong leaders and entrepreneurs in it, and it also contains many smaller businesses that will benefit from the shared vision and governance arrangements proposed.

Industry development and taking a regional view to capability building including learning from success stories within the region are critical elements of success for the industry.

Finally, this plan has been developed at a time of cost-of-living pressures and budgetary restraint at a State and National level. Building the foundations for the region over the course of this plan and establishing the ability to be able to capture opportunities as they arise, as well as removing some barriers to growth, will provide the Goulburn region with opportunities well into the future.

Consultation

This plan has been developed in a consultative way that has enabled communities, industry, Local Government, and other interested parties to be heard.

Consultation has included:

- One on one meetings with interested parties and identified key stakeholders
- LGA meetings and briefings

- Industry and community workshops in all LGAs
- Drop-in sessions across the region
- Online survey.

Additionally, TRC consultants spent a week experiencing the region and informally meeting industry members. This has allowed TRC Tourism to understand the strengths, weaknesses, and opportunities of the region with respect to supply and demand.

Strategic context

This Destination Management Plan (DMP) acknowledges the Traditional Owners of the lands and waters of the region and seeks to ensure that the initiatives for First Peoples are self-determined and reflect their aspirations and priorities.

It provides strategic direction and a series of prioritised actions and recommendations for the Goulburn Region Visitor Economy Partnership to support and strengthen the tourism industry in the region whilst working with State Government on the transition to a recognised Visitor Economy Partnership (VEP). The region has been working collaboratively as part of an interim arrangement referred to as the Goulburn Region Tourism Partnership. This Partnership was funded in part in recognition of the fact that the LGAs have not been supported by any formal tourism regions in the state for many years.

This plan responds to the recently released Experience Victoria 2033 strategic plan for a thriving visitor economy. The plan is a roadmap to help government, businesses, and leaders in Victoria plan for growth and help tourism investors in the State buy into the sector. The strategic plan sets out product priorities upon which we can grow our strengths as a State and provides a range of potential opportunities that can allow Victoria to continue to grow and proposer with a strong visitor economy driving that growth.

This DMP also sits within a context of local government strategies. Economic development in LGAs is typically driven through the lens of an Economic Development Strategy. This plan will sit alongside those plans including the Goulburn Regional Economic Development Strategy led by the Goulburn Regional Partnership and be informed by them and inform revisions of them.

Local Tourism Associations, Chambers of Commerce and businesses are the engine room behind many towns and regional areas. This plan has also been informed with meetings with several industry groups in the region.

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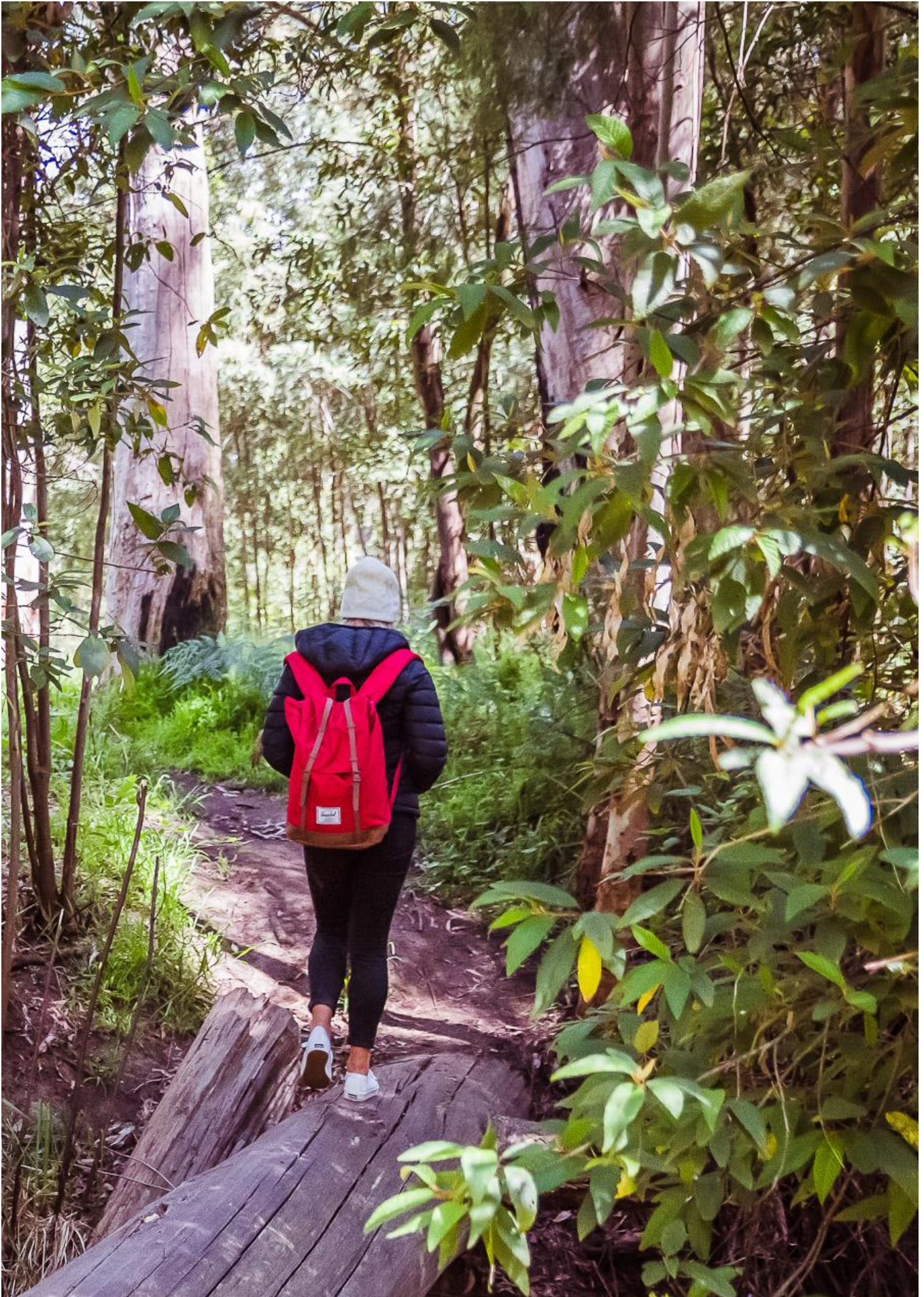
Destination Snapshot

First Peoples

The Goulburn Region sits within three Registered Aboriginal Party (RAP) areas – represented by the Taungurung Land and Waters Council, Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, and the Yorta Yorta Nation Aboriginal Corporation. Partnering with the RAPs will ensure that First Peoples are able to self-determine their role in tourism in the region.

This plan recognises the traditional owners of the land and water and seeks to respect their interests, aspirations, Culture, and connections to the land.

Goulburn Region Tourism

The Goulburn Region encompasses the Local Government Areas (LGAs) of Strathbogie Shire Council, Greater Shepparton City Council and Mitchell Shire Council.

The Goulburn Region has not been formally supported by a State Government Recognised Regional Tourism Board for over 15 years. As an interim arrangement, the partner councils collaborated on the Goulburn Region Tourism Partnership (GRTP) in 2023.

The GRTP is delivering a range of projects to support the strategic development of the visitor economy for the region and deliver practical outcomes to build the capabilities of industry. The GRTP is also assisting with the transition to a recognised Visitor Economy Partnership.

Figure 1. **Map of Goulburn Region**
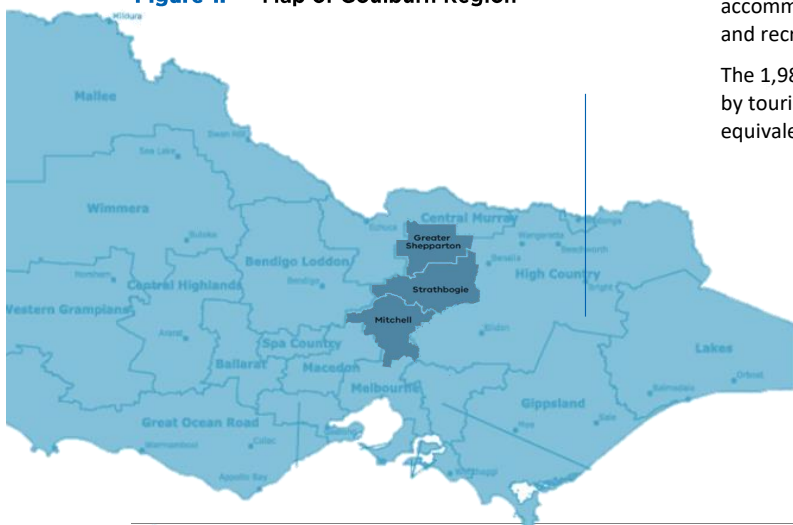
Location

Located in central-north Victoria, the region is close to Melbourne and the major population centres of Bendigo, Albury-Wodonga, and Echuca-Moama. The area is a popular destination for visitors and is easily accessible via strong transport linkages with major highways, roads, and some rail.

Population growth and tourism employment

1,476 FTE jobs
tourism employment

The Goulburn Region Tourism Partnership Baseline Research Report indicates that the region is home to nearly 130,000 residents. The rate of population growth has averaged 2.0% over the last ten years, faster than average population growth for Victoria of 1.7%.

Population estimates for 2021 show Victoria's population contracted 1.0% while Goulburn Region's continued to increase by 1.5%. This strong population growth is reflective of a growing local economy, proximity to Melbourne CBD, attractive regional lifestyle, lower cost of living and diverse communities.

Tourism supports employment across various industries in the Goulburn Region including accommodation and food services, retail trade, arts and recreation services and manufacturing.

The 1,986 jobs (3.9% of total employment) supported by tourism in the region are estimated to be the equivalent of 1,476 full-time equivalent (FTE) jobs.

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Value of the visitor economy

$337.0 million
total gross revenue (output)

Tourism generates around 2% of the region's total output, which is around $337.0 million. 38% of the revenue attributed to the tourism industry is from the accommodation and food services sector ($103.1 million).

Tourism generates around 2% of the total value-added (contribution to gross regional product) in the Goulburn Region, estimated to generate $148.8 million.[1]

Visitation to the Region

Visitation in the region reached 2.0 million in 2022, showing some sign of recovery from pre COVID-19 rates of visitation (2.6 million). In 2022 an estimated 1.1 million (53%) domestic visitors visited Greater Shepparton, 0.6 million (31%) visited Mitchell and 0.3 (16%) million visited Strathbogie.

The visitor economy is driven by day trip visitation reflective of the region's proximity to population centres across Victoria and southern New South Wales. However overnight visitors are accounting for an increasing share, currently accounting for one in three domestic visitors. Over half of all domestic (day trip and overnight) visitors to the region visit Greater Shepparton, which is a popular visitor destination for holiday makers, leisure visitation and for those visiting friends and relatives. 21% of visitors to the region travel for business purposes.

Across the region, there has been an increased proportion of visitors staying overnight. In 2012, one in four (26%) visitors to the Goulburn Region stayed overnight and this has increased to one in three (35%) in 2022. This increased representation of overnight visitors has been attributed to the stronger post-COVID recovery in overnight visitors compared to day trip visitors.

STRENGTHS IN DEMAND – DOMESTIC VISITORS

Domestic day trip visitor expenditure is increasing – doubled since 2019.

Domestic and international overnight visitors to Shepparton are forecast to double by 2028[2]

Day trips dominate but overnight is increasing – all visitation was growing before COVID.

Some brand presence for social and group travel, wineries, fishing, trails, rowing, lakes, ranges and the Goulburn River

Regional forecast

According to Business Victoria, annual domestic and international trips to Victoria are forecast to increase by 2.4% per annum. Applying this growth rate to the Goulburn Region will result in annual domestic overnight and international visitors doubling over the next decade.

These predictions align with the findings of the Greater Shepparton Accommodation Opportunities Study, which forecasts the number of domestic overnight and international trips to the LGA to double by 2028. Given Greater Shepparton's location at the far end of the region from the main source market of Melbourne, this presents many opportunities for businesses across the entire Goulburn Region to capitalise on this growth.
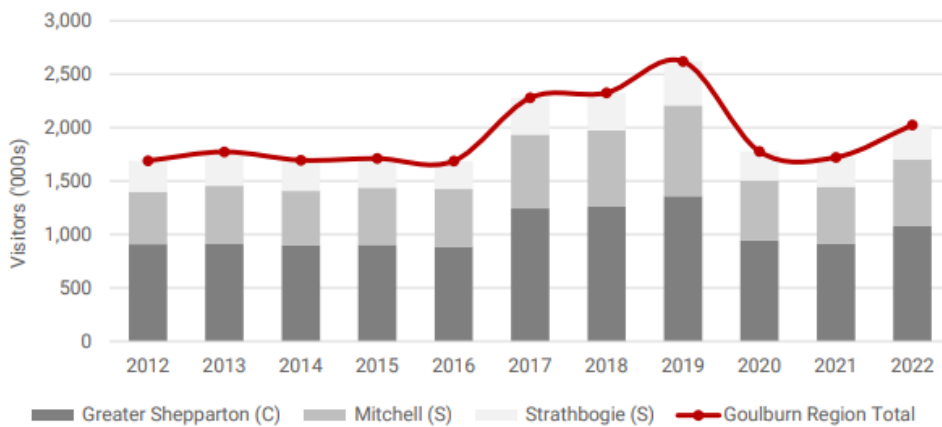

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[1] Goulburn Region Tourism Partnership Baseline Research Report, March 2023

[2] Greater Shepparton Accommodation Opportunities Study 2019

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Figure 2. Visitation to the Region 2022

Figure 3. Domestic Visitation Trends 2012-2022 [3]

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[3] Source: Goulburn Region Tourism Partnership Baseline Research Report, May 2023

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Market share

When compared to the rest of regional Victoria, the Goulburn Region has consistently remained at approximately 4% of the regional tourism market in the State (number of visitors).

Over the period 2021 to 2022 the regional Victorian market for domestic overnight visitors grew by 28%, and Victoria's total growth was 40%. The Goulburn region's growth over the same period was 17%, indicating that the region has bounced back to its 2019 levels but has not experienced the same growth as the rest of the state.

The region's market share for visitor nights (compared to regional Victoria) has stayed consistently at approximate 3.5% since 2012, with the daytrip market at an average of 4.5% of the regional Victoria market.

Spend

Domestic day visitors spent on average $222 per person and contributed a total of over $291 million in regional expenditure in 2022. The estimate of average expenditure has doubled from $109 in 2019. This increase in expenditure reiterates the importance of this market to the Goulburn Region.

Domestic overnight visitors mainly come from within Victoria (78.7%) including Melbourne and other regional townships, spending $241 and staying 2.2 nights. Interstate visitors spend $511 and stay 5.5 nights.

International visitors peaked in 2018 at 21,000 (in 2019 it was 18,000) following at least six years of steady growth. Visitors to Greater Shepparton account for most international visitors in the region. Visitors contributed $29 million in regional expenditure and spent on average $1,611 per trip when visiting the region.

Figure 4. **Goulburn Region share of domestic overnight visitors trends 2012-2022[4]**
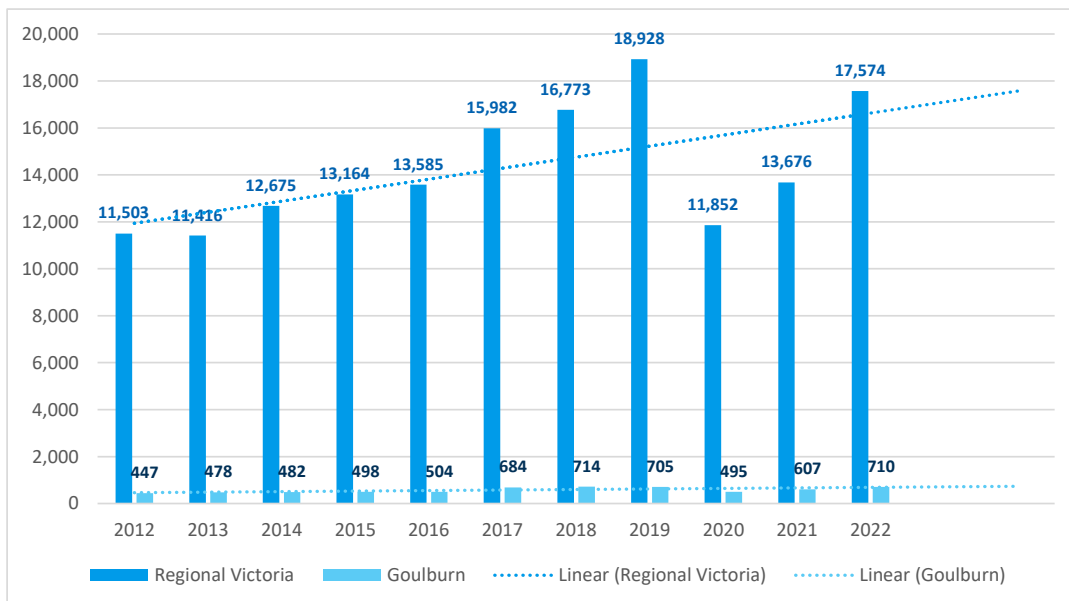
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[4] Source: Goulburn Region Tourism Partnership Baseline Research Report, May 2023

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Visitor characteristics

- **Domestic dominates**. Most visitors are from Melbourne or regional centres in Victoria, NSW and SA.

- **VFR**. A strong visiting friends and relatives market.

- **Young or retired.** Visitors are either young (25-34 years) or retired (55+)

- **Social, outdoors, art and culture, food and beverage**. Visitors enjoy social activities, nature-based & outdoors, sporting, arts, heritage, food and beverage.

Retired visitors aged 55 years+ and young visitors aged between 25 and 34 years together make up over 50% of the overnight visitors to the Goulburn Region. This is likely driven by the nature of key attractions and events, and expat locals visiting home.

Almost half (44.9%) of the overnight visitors to the region engage in social activities. Visitors to the region also enjoy outdoor and natured based activities (15.1% of overnight visitors) and active outdoor activities and sports (12.0% of overnight visitors). Visitors enjoying arts and heritage and local attractions and activities have the highest average spend per visit ($605 and $550, respectively). These visitors also stay in the Goulburn Region on average 6.9 nights which is notably higher than visitors in the region engaging in other activity types.

The number one market for Mitchell Shire is the Melbourne market, with 99% of all-day trippers to Mitchell Shire coming from Melbourne. It is the strongest market – in both domestic day trip and domestic overnight visitors.

CALD communities are significant visitors to the region with the growing multi-cultural nature of parts of Shepparton and Mitchell Shire.

ECONOMIC IMPACT OF THE COVID-19 AND FLOODS ON THE VISITOR ECONOMY[5]

Based on the decrease in visitor numbers to the Goulburn Region over 2020-21 and 2021-22, visitor expenditure is estimated to have fallen by -$216.6 million in 2020-21 and -$256.1 million in 2021-22. These amounts represent the loss in gross revenue experienced by industries directly associated with tourism activity. It has been estimated that the regional workforce contracted by 1,671 jobs.

The direct impact of the October 2022 flood event on tourism in the Goulburn Region for 2022-23 is estimated to be a contraction of $87.7 million in gross revenue, based on the results of the Goulburn Region Visitor Economy Survey and Australian Business Registry data for the Goulburn Region. The direct effect on gross revenue is associated with a corresponding loss of $39.9 million in value-added and the estimated loss of 719 jobs.

Domestic overnight visitors in the region have returned to pre-COVID levels sitting at a 101% recovery rate, while day trip numbers continue to lag behind recovery rates when compared to other regional areas in Victoria.

[5] Goulburn Region Tourism Partnership Baseline Research Report, May 2023

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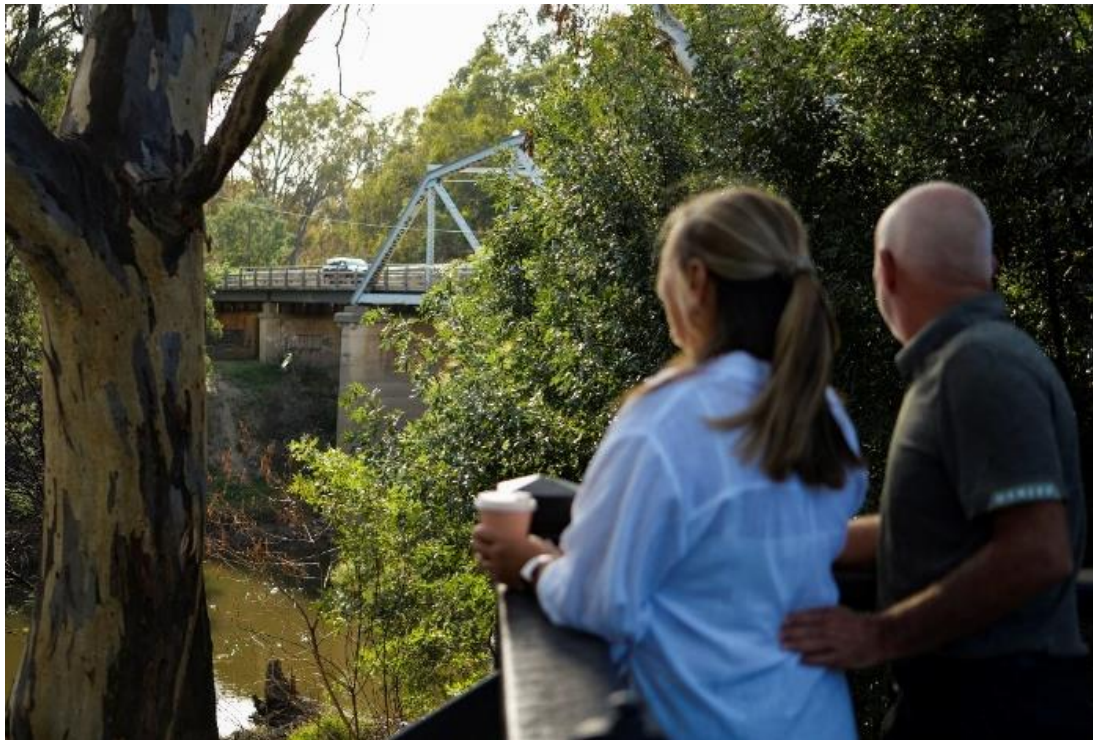# Target markets

Visit Victoria's Target Market Segments

Visit Victoria's primary market segments that are targeted include *Lifestyle Leaders* and the *High Value Travellers*.

Victoria's *Lifestyle Leaders* market segment is the primary domestic target market. This segment is seeking unique immersive experiences, supplemented by quality food, wine and local produce. This aligns strongly with the profile of the Goulburn Region.

The Greater Shepparton Accommodation Opportunities Study highlights the region's opportunity to attract new and emerging visitor markets such as youth / millennial travellers and lifestyle leaders, who typically seek out added information and like to be the first to try new products.

These market segments are highly motivated by the following experiences relevant to the region:

- Spectacular natural landscapes and experiences with nature

- Arts, culture and events

- High quality food

- Wineries and cellar doors

- Local produce and farmers' markets; and

- History and heritage.

Goulburn Region Destination Management Plan

Goulburn Region Key Source Markets

Table 1.   **Goulburn Region target markets and associated growth opportunities**

STYLE OF VISITATION	SOURCE MARKET				
	Melbourne and surrounds	**Regional Victoria**	**Interstate (NSW, SA)**	**Interstate (rest of Aus)**	**International**
Day Visitors	Growth opportunity	Growth opportunity			
Short Breaks	Growth opportunity	Growth opportunity			
Mid-week trade*	Growth opportunity	Growth opportunity			
Meetings, Incentives, Conference and Exhibitions	Growth opportunity	Growth opportunity	Growth possibility		
Sport / Events	Growth opportunity	Growth opportunity	Growth opportunity	Growth possibility	
Visiting Friends and Relatives	Growth opportunity	Growth opportunity	Growth opportunity	Growth opportunity	Growth opportunity
Niche / special interest **	Growth possibility	Growth possibility	Growth opportunity	Growth opportunity	Growth opportunity
Extended stays and touring			Growth possibility	Growth opportunity	Growth opportunity
Education	Growth opportunity	Growth opportunity	Growth possibility	Growth possibility	Growth possibility

* With links to leisure trips/ extensions

** Including military history, equine and agritourism

Goulburn Region Destination Management Plan

Accommodation

The Goulburn Region Tourism Partnership Baseline Research Report, May 2023 found that region offers a range of accommodation types to suit the needs of overnight domestic and international visitors. Based on a count of registered businesses, there are currently 154 businesses offering accommodation in the Goulburn Region, the majority are hotel/motel or self-contained accommodation (60 and 40 businesses respectively). There are 18 caravan parks registered, 15 bed and breakfasts, and 14 farm stays.

The short-term holiday rental market is dominated by the platform Airbnb and within the region there is an estimated 790 short-term holiday rentals, the majority of are in Greater Shepparton.

The types of accommodation in the Goulburn Region have retained a similar level of diversity over the past few years. There has been a notable increase in both hotel/motel and self-contained businesses. During 2020 and 2021 the number of bed and breakfast and farm stay style of accommodation increased, potentially reflective of residents diversifying income opportunities by operating a business from their place of residence.

Supply and occupancy

Room supply for 2021-2022 in Goulburn Region was estimated to be 403,558, while demand was 253,050.[7]

Prior to COVID-19 occupancy in the Goulburn Region averaged 66% (the State average was 80%). This occupancy may be related to supply not meeting contemporary on trend accommodation demands for some markets as generally stock is of an older nature.

Investment into 4/5 star accommodation offerings such as that at Mitchelton Winery, Trawool Estate, and Hidden Valley Resort demonstrate the demand for more high quality boutique offering in the region.

Short term holiday rentals

Within the Goulburn Region there is an estimated total of 787 short-term holiday rentals available. Of those listings, half (315) are considered active, i.e., one reserved or available day in the previous month. There are 112 active listings in Greater Shepparton, 108 in Strathbogie, and 95 in Mitchell. The occupancy rate is highest in Greater Shepparton (74%) with daily rental rate higher in Strathbogie ($206).[8]

Figure 5. **Accommodation demand and supply[6]**

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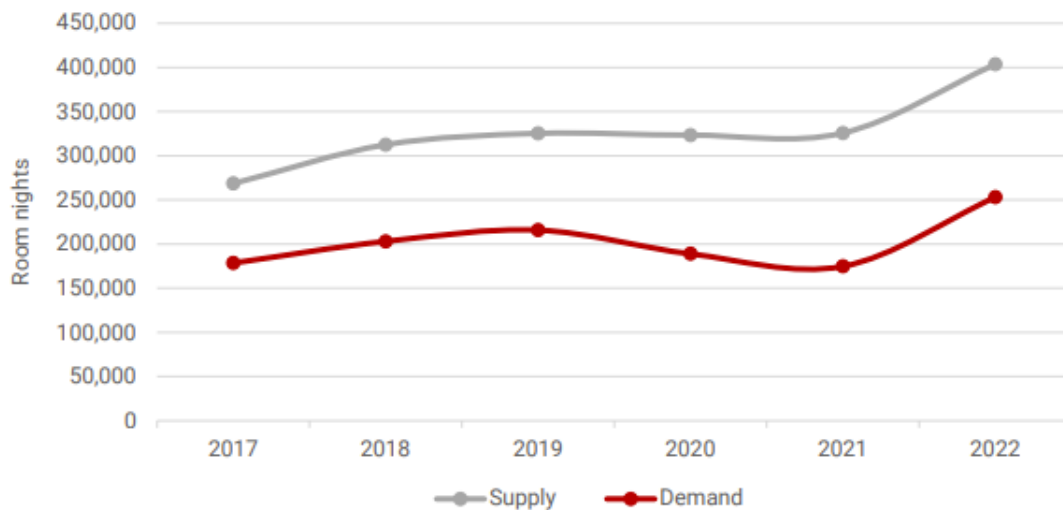
[6] Goulburn Region Tourism Partnership Baseline Research Report, May 2023

[7] Goulburn Region Tourism Partnership Baseline Research Report, May 2023

[8] Goulburn Region Tourism Partnership Baseline Research Report, May 2023

Global and national trends

The COVID-19 era has fundamentally changed the way people globally look at work, leisure, and travel. Tourism Australia have identified five top global travel trends that could indicate significant opportunity for the Goulburn Region.

Seeking safety, wellness and wide-open spaces

Tourism Australia identifies that safety is the number one factor in travel decisions for our source markets, and that naturally wide-open and remote destinations are deemed to be safer. Other travel trends respond to the current geo-political circumstances. The growing tensions in Europe brought about by the Russian invasion of Ukraine have deepened an axial divide between 'East' and 'West' and concerns about safety might potentially curb European and UK travel in the short term.

Additionally, an increased focus on family, health and wellbeing in markets and destinations will play out in a number of ways through visitor choices and preferences in the coming years. The rise and rise of 'forest bathing' and connecting to nature and culture through adventure and experiential travel is impacting destinations and product development globally.

Sustainable travel and travel as a Force for Good

Building on recent conversations around going beyond sustainability toward tourism as a force for good, the market is starting to show changes in preference for destinations to reflect this. Products and experiences that contribute to the place, people and culture of the destination are experiencing growing popularity. It is anticipated that this trend will continue and that destinations that ignore these changes will do so at the expense of their brand value. In this new era of travel, people are actively seeking experiences that enrich, awaken, and transform them, and, eventually, the world. They want to ignite something new within themselves by consciously connecting with and appreciating our extraordinary planet, its people, and cultures. Sustainability initiatives are increasingly being sought after by customers and ingrained into all aspects of travel and tourism. Booking.com's 2022 Sustainable Travel Report finds that 'travellers are selecting planet-first options and looking to brands for sustainable choices and more purposeful travel'.

First Peoples-led Experiences

Year on year, more and more travellers actively seek out First Peoples experiences that allow them to connect with and learn more about First Peoples and Culture. According to the International Visitor Survey, in 2019, approximately 1.35 million international visitors took part in a First-Nations experience on their holiday—a figure that has grown by 5% each year over the past six years.

Food and Beverage Provenance

A strong and evolving trend in source markets and globally, is an increasing interest in the provenance of food and drink – something that the Goulburn Region can excel in. Consuming produce at or near the source, identifying the terroir, not just of wine, but of produce, seafood and drink, and the craft of production are all highly marketable trends that are becoming expected experiences in high value markets.

Opportunities exist across the Goulburn Region to connect with the making element of the produce, overlaying culture to produce unique connections with place and people that can become leading visitor experiences and marketable products.

Accessible Tourism

A 2021 study by Tourism Research Australia[9] revealed travel groups including people with disability or a long-term health condition in Australia accounted for:

- $13.5 billion (17% of total) of domestic day and overnight trip spend

- 1 million domestic trips (19% of total).

Around 18% of Australians (or 4.4 million people) have a disability. An additional 22% (or 5.5 million) have a long-term health condition (Source: Australian Institute of Health and Welfare, 'People with Disability in Australia' web report, last updated 5 July 2022).

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[9] https://www.austrade.gov.au/en/news-and-analysis/analysis/the-accessible-tourism-

opportunity.html#:~:text=New%20data%20from%20Tourism%20Research,(19%25%20of%20total).

Internationally, the World Health Organisation has estimated that around 1 billion people globally live with some form of disability. Research conducted by Visit Britain has identified that people with health conditions and impairments and their travelling companions spend around £15.3 billion on trips in the UK each year. Research in Europe has estimated that by the end of 2025, demand will have reached around 160 million people. In the US, the Open Doors Organisation estimates that adults with disabilities spend over $58.7 billion per year on travel.

The Goulburn Region can become a destination of choice for visitors with accessibility restrictions, with good infrastructure and an abundance of product choice with ease of accessibility through its region.

As an inclusive destination, we want to remove as many barriers as possible to enable people with access needs to experience the best of our region and feel welcome and accommodated to return with their families.

How These Trends Impact the Region

Like all travel destinations, the Goulburn Region is a part of a larger visitor economy that responds to national and international events, opportunities, technological advances, and societal changes.

Many of the trends outlined in this DMP present opportunities for the region. For example:

- The region's strengths in nature including the Goulburn River and the variety of ranges and state forests offer visitors wide open spaces, an easily accessible natural setting, and a safe and close way to experience rural and regional Victoria.

- The Goulburn Region is a natural food bowl for Victoria and Australia. Showcasing the provenance of the food, the stories of the producers and the quality of the product will add significant value to those that can tap into the global trend. One example is the use of maps highlighting the origin of food served at Mitchelton Winery restaurant.

- First Peoples experiences such as the Taungurung Land and Waters Council's wawa biik cultural experiences departing from Nagambie and Euroa offer visitors a unique and authentic understanding of the importance of Country, Culture, and healing.

- Accessible tourism offers businesses an increase in market share and some businesses have taken advantage of this – while the region (alongside most regions in Victoria) has an opportunity to embrace the inclusivity that accessible tourism offers.

It is critical for the region to be aware of these trends and to recognise the opportunities and challenges they present. Regions who do not embrace the change and opportunity from these trends tend to stay still or go backwards, while those that constantly seek to improve and embrace change flourish and grow.

Goulburn Region Destination Management Plan

Regional and Surrounds Experiences

The Goulburn Region offers a mix of visitor attractions that target a diverse visitor population. The region offers picturesque natural assets, extensive outdoor activities, events, strong history, heritage and museums, locally sourced and produced food and wine.

A list of regional attractions and experiences was investigated as part of the Goulburn Region Tourism Partnership Baseline Research Report. These are shown in Appendix 1.

Events

Tourism events are critical to the productivity of the region's tourism and accommodation sector. In 2018-19 prior to COVID-19, Greater Shepparton's Major Events Program consisted of 276 events that attracted an estimated 140,000 event visitors to the region, with a total economic impact estimated at $55 million in that year.

As the region's tourism industry continues to recover from COVID-19 and flood impact, festival and event visitation will be critical in attracting interstate and intrastate visitation, particularly during off-peak and shoulder periods. Event strengths and opportunities in the region include:

- Sporting competitions and events
- Markets that attract people from Melbourne
- Food and beverage events
- Music events
- Agricultural shows and expos
- Annual events

There are a number of significant events within the region operated on private land however further investment into these events can be constrained by planning restrictions and permitting process.

Visitor Sentiment

TripAdvisor rate *things to do* in Shepparton, Mooroopna, Seymour and Nagambie highly (excellent or very good) on most activities.

In general terms, Tourism Australia's Sentiment Tracker, released in June 2022 highlights that there was an increase in Australians who are dreaming/thinking about their next holiday. The need for a holiday remains the top driver followed by visiting friends and relatives. There has been a sharp increase in financial concerns as a barrier to domestic travel.

Community Sentiment

The Goulburn Region contains a broad range of community types – from farming areas across the region with a rural aspect, to the urban fringe of Greater Melbourne in the south, where there is a booming population and growing urban density. In between these are the regional urban areas of Shepparton and many smaller towns.

The following broad themes emerged from consultation with the Community:

- **Quality over quantity**. Growth in the visitor economy should ensure maximum value for the community and minimise risks of over tourism.

- **Tourism brings services that communities wouldn't otherwise have.** It helps provide a critical mass for some businesses that would otherwise not be viable such as restaurants, activities, and infrastructure, increasing liveability and economic growth.

- **Community pride**. Communities have a pride in the region and believe in showcasing the region's strengths.

- **Needs infrastructure investment.** Much of the region's infrastructure that supports tourism needs investment including power supplies, telecommunications, and public transport.

- **First Nation opportunities**. The region's First Peoples have significant opportunity to (at their discretion and priority) share their values and create new opportunities to educate visitors about their Culture.

- **Balance environmental management with development.** Councils will balance the development opportunity with the need to protect the environment and cultural heritage and manage State Government overlays in the planning scheme such as flood, fire and farming zone restrictions.

Goulburn Region Destination Management Plan

Opportunities and challenges

To achieve an agreed vision, the region and the industry need to identify their comparative strengths, inherent weaknesses, gaps in product, opportunities to develop most effectively and threats to these.

Opportunities and challenges often go hand in hand in the development of a thriving industry and region.

Building on the foundations of what the Goulburn Region has to offer the visitor, and drawn from the research and consultation process, the following are opportunities and challenges have been identified for the region over the coming decade.

Table 2. Goulburn Region, tourism assets strengths, prohibitors to growth and opportunities[10]

ASSET STRENGTHS	PROHIBITORS TO GROWTH	OPPORTUNITIES
- Natural environment and assets (scenery, river, parks) - Water assets - Natural viewpoints - Proximity to Melbourne - Vehicle and train connectivity to major centres and within the region - History, Heritage (First Peoples, military, railway, Ned Kelly, buildings) - Arts, Culture - Events (sports and entertainment) - Affordable - Resilient businesses - Local produce (food and beverage) - Short break destination - Day trip destination - Diverse range of activities - Strong retail sector - Safe - CBD walking trails - Ease of access to walking trails in natural areas - Riverside parks - First Peoples experiences - Multicultural community - Major attractions (Mitchelton, Tahbilk, Fowles, SAM, MOVE) - Existing brand work (Shepparton) developed	- Lack of representation at State level - Lack of regional brand clarity within the region - Lack of awareness in the market of what the region has to offer - Lack of curated story for the region online - Existing accommodation offering - Short length of stay - Emphasis on single day events - Workforce shortages - Lack of public investment, (e.g., trail heads, public BBQ areas, bridge building, toilets) - Lack of private investment - Natural disasters (flood impact to brand) - Policy and legislation restrictions - Poor passenger transport links - Poor perception of region by locals - Limited hours of operation, distribution of quality dining and night-time offering - Lack of transport offering between accommodation, dining options and major attractions - Poor telecommunications infrastructure - Accessibility to attractions - Housing and worker accommodation supply - Fragmentation and regional difference in perception of the value of tourism	- Develop a cohesive brand and increase market awareness. - Develop an anchor product and critical mass of products/ experiences, accommodation, and improved infrastructure - Consistent visitor experience in terms of quality and service delivery - State representation with cohesive and collaborative tourism body - Water, lakes, and river systems - Cultural tourism - History trails (ready to launch) - Arts and Culture - Agritourism - Bespoke food and wine trails (packaged) - Food, wine and produce - Cycling and walking trails - Wineries - Unique growing conditions and products - Flood recovery - Increase accommodation offering for different markets including camping

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[10] Sourced from the Goulburn Tourism Research Baseline Report and Mitchell Shire Council Tourism and Visitor Economy Plan

Goulburn Region Destination Management Plan
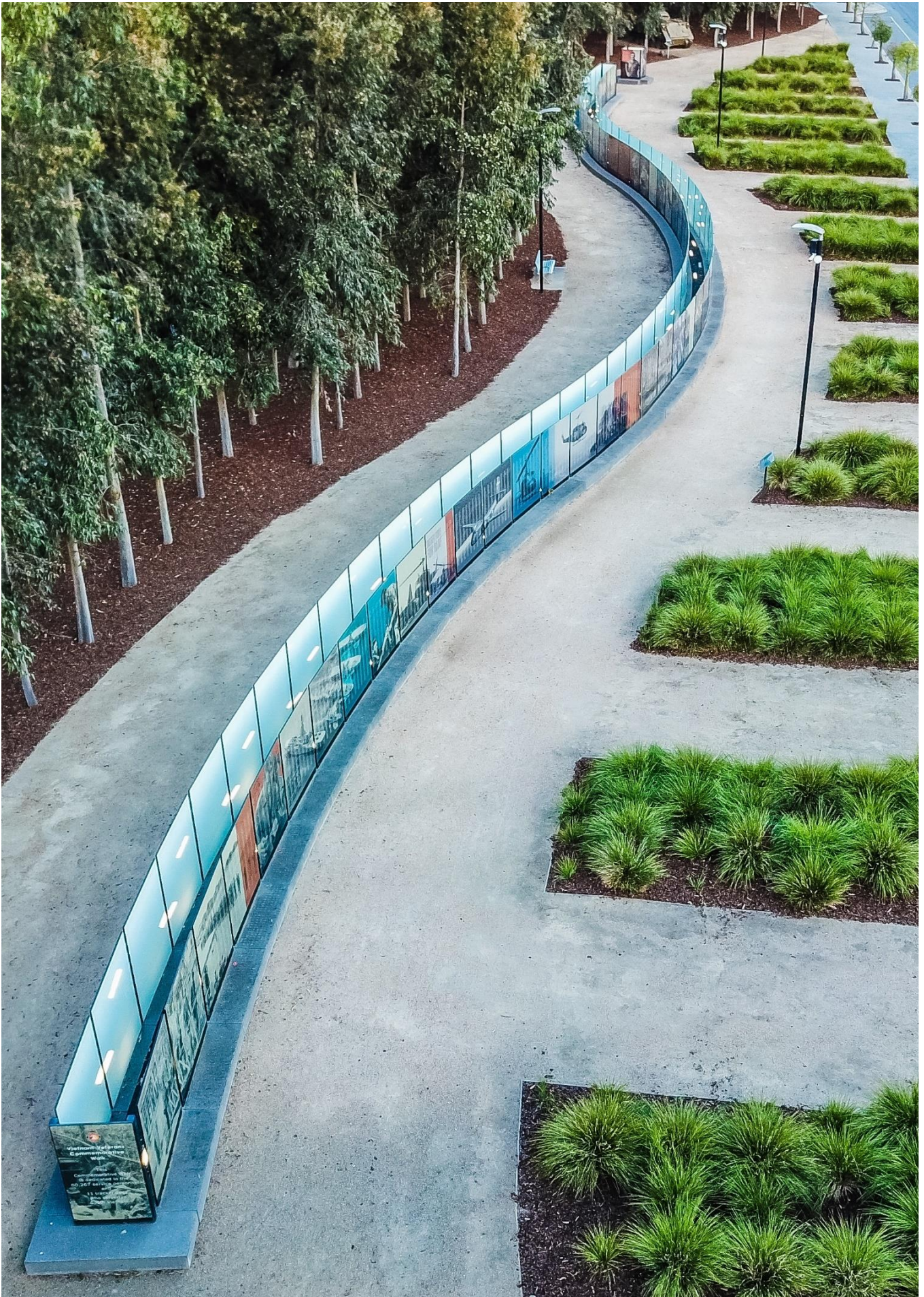
Product and Experience Gaps

The Goulburn Region offers a mix of visitor attractions with natural assets, First Peoples experiences, outdoor activities, military history, and museums, locally sourced and produced food and wine, and is proximate to Melbourne for weekend visitation.

The Goulburn Regional Economic Development Strategy (REDS) identifies the region's hero attractions as the Shepparton Art Museum and the Strathbogie wine region.

Consultation and site visits showed some clear gaps in products, tourism performance and experiences in the region:

- Accommodation – mid range, boutique, caravan, glamping and camping in particular

- Transport and taxi services within the region

- Engagement with VLine to maximise train visitation

- Tracks and trails connectivity between and around the towns

- Facilities and infrastructure in natural feature areas, including wayfinding and interpretive signage in all locations – towns, roads, natural areas, attractions.

- Access and development of military assets and interpretation

- Opening hours of businesses to suit visitors

- Variety of eating establishments open week-long

- Primary producers connecting with visitors

- Collaboration and cooperative marketing to package products and experiences

- A unified brand to connect the region's experiences together

- Accessible attractions.

Product, performance and experience gaps

Accomodation Options	Transport
VLine Engagement	Trail Connectivity
Infrastructure in Natual Areas	Access and development of Military Assets
Opening Hours	Variety of Eating Establishments
Connecting to Primary Producers	Cooperative Marketing
Unified Brand	Wellness offering
Regional dispersal from large towns	

Goulburn Region Destination Management Plan

Vision and Strategic Directions for the Region

An integral part of this DMP including the consultation that has gone into its development, is to reflect and build upon the aspirations of the communities that live, work, and play in the region.

Among those aspirations are the values of the First Peoples of the Taungurung, Wurundjeri and Yorta Yorta who seek to have their values of caring and healing Country shared by all visitors.

The vision and strategic priority areas, including the delivery of the goals and product priorities of the Experience Victoria 2033 Strategic Plan[11] set the scene for the project delivery and success to follow for the Goulburn Region.

Uniting the region behind the vision will lead to success.

Our Vision

The Goulburn Region has a sustainable visitor economy as a recognised place close to Melbourne where people come together on Country to connect, learn and celebrate all the region has to offer including First Peoples Culture, local produce, heritage, nature and the arts.

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[11] Experience Victoria 2033: Our strategic plan for a thriving visitor economy. State Government of Victoria

Goulburn Region Destination Management Plan

Our Principles

Principles help inform decision making in the industry and in the delivery of this plan as new initiatives come along, investor ready projects are considered, and opportunities arise.

The seven principles listed in the Experience Victoria 2033 plan form the foundations of the principles for the Goulburn Region which have in part been modified based on the outcomes of consultation with community.

Principle 1. Delivering Economic Growth

The visitor economy in the Goulburn Region attracts more visitors who stay longer including converting day visitors to overnight and weekend stays, spend more on products and experiences, and who are likely to return more often. The Visitor Economy provides skilled and sustainable jobs and helps diversify the economy for the region.

Principle 2. Innovative and Outstanding

The region is responsive not only to community, but to new and innovative ideas, concepts and products including events. This helps deliver investor and consumer confidence while respecting community values. The region builds on its strengths to deliver new and exciting business opportunities, products, and experiences.

Principle 3. Sustainable and Regenerative

The living landscape, nature and culture of the Goulburn Region are respected and enhanced through the development of sustainable and regenerative experiences, businesses, and services.

The region actively seeks to invest in more efficient and environmentally sensitive practices that help reduce climate risk and progress towards future oriented certification.

Principle 4. Inclusive and Welcoming

The Goulburn Region is a multicultural heartland that can deliver experiences for people of all abilities, identities, and cultures. The region continues to welcome and promote diversity and highlight the liveability and strengths of the communities that make up the region.

Principle 5. First Peoples Focused

The region's First Peoples are self-determining their priorities for tourism development, creating wealth and contributing to positive outcomes for their communities and Country.

First Peoples' businesses are industry leaders both supporting and being supported by and with partners in industry. Visitors have more opportunities to connect with and learn from First Peoples' Culture and the values of caring for and healing Country.

Principle 6. Valuable for our Communities

The region promotes and encourages investment that deliver value to the region and its communities and that align more broadly with existing plans and policies at a State and regional level. Communities have a positive sentiment towards tourism in Victoria and function as ambassadors for the visitor economy and the region.

Principle 7. Unique to Place

The Goulburn Region's towns and LGAs are different and the investment in the products and experiences reflect and build upon those differences while growing the regional position in the marketplace through effective cooperation and partnership building.

The region will have a strong brand and reflect the unique position it can offer in the market.

Developing Local Area Action Plans will be critical to harnessing the power of local communities and LGAs specific to each area.

Strategic Directions

This DMP will enable the partners of the Goulburn Region to:

- Build on the culture of partnerships by delivering and growing an effective governance mechanism so that all partners in the region collaborate in the implementation of this plan and the achievement of the actions and objectives.

- Demonstrate and celebrate success throughout the life of this plan resulting in greater awareness and buy in from industry and communities.

- Develop new and exciting experiences and products aligned that are consumer centric and aligned to the target markets of the region.

- Capitalise on the directions and investment into the visitor economy by the State Government and the three Councils of the region, and leverage investment into the strategic priority areas and actions listed in this plan.

- Develop a framework for the sustainable growth of the visitor economy leveraging the unique attributes, businesses, leaders, and activities that go to make up the entire Goulburn Region

- Function as a conduit to further private sector investment from existing and new businesses that recognise the potential future strengths of the industry in the region and the markets being targeted.

- Build and advocate for the region knowing that success requires a range of stakeholders to work together to deliver their part in providing the optimal experiences for visitors.

Realising these goals in each strategic priority area will lead to increased visitor spending, higher visitor numbers, longer stays and a greater likelihood of repeat visits, all of which will directly and indirectly benefit the Goulburn Region.

At the core of most Destination Management Plans is the aim to build the visitor economy through encouraging more visitors to stay longer, spend more, and come more often. This plan aspires to ensure the regional tourism governance is robust, that the local industry can develop and thrive, and to ensure that visitors experience what this region can specifically offer: outstanding nature, arts and cultural features and events, while enjoying the region's food and beverages of provenance.
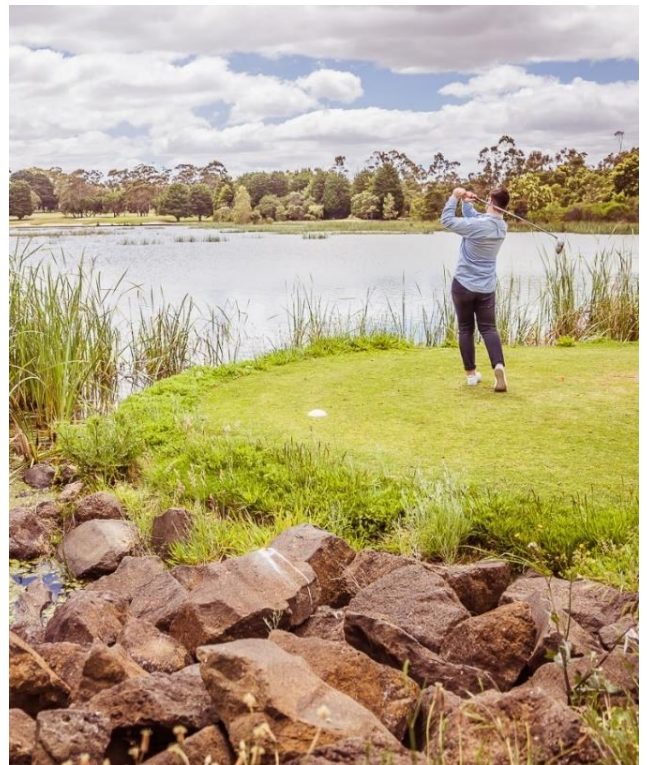
Our Strategic Priorities

The following strategic priorities and objectives within each priority area are listed below.

1. Improved and Coordinated Regional Tourism Governance

The first order priority for the region is to agree upon and implement a Regional Governance Framework aligned to the Visitor Economy Partnership Models currently being developed and implemented by the State Government.

2. Regional Product Growth

We will increase the regional products focusing on consumer centric and on trend market aligned services and experiences.

We will achieve this through a range of actions under the following objectives:

Prioritisation of experience development

Develops the concept of experience pillars and the hero and supporting experiences that if developed will significantly improve the successful delivery of the vision.

Prioritisation of supply

Contains the public and private supply gaps and infrastructure projects identified focusing on creating value.

Visitor services

Develops the concept of excellence in visitor services targeting consumers and visitors, enabling a connected and holistic visitor journey including the provision of information, inspiration and a sense of welcoming.

3. Industry Capability

Prioritisation of industry development

Provides direction on industry development activities that will support the growth of the industry.

Prioritisation of workforce planning

Identifies the shortfall and skills issues and provides direction and projects to help address this where possible.

4. Regional Brand and Marketing

While acknowledging the work done to date in parts of the region, the broader region brand and positioning in the market needs development.

Prioritisation of demand

This section outlines the demand recommendations that include brand and marketing, collaboration with neighbours and industry that will grow demand for the experiences and services offered in the region.

Strategic Priority 1.
Improved and Coordinated Regional Tourism Governance

The Goulburn Region has been without a formal tourism governance structure for some time. Creating the structure and implementing the Visitor Economy Partnership model in the region is central to the region working together and making the best decisions collaboratively to grow the visitor economy benefits for its communities.

Where are we now?

The Goulburn Region has a wealth of assets that include but are not limited to:

- Outstanding natural and cultural features that include the Strathbogie Ranges and the Goulburn River, State Forests, nature reserves, Lake Nagmabie, Euroa Arboretum, Mount Piper, Mount Major, Mont Wombat and Tallarok State Forest.

- Significant investment in regional product including outstanding and significant wineries such as Tahbilk, Mitchelton, Fowles, Rye at Tallis, Wine x Sam and Longleat Estate, which are supported by boutique cellar doors and a growing beverage sector.

- Significant investment into modern conference and events venues such as Mitchelton, Fowles, Trawool Estate, Hidden Valley Resort, Riverlinks Venues, Shepparton Show Grounds, The Wool Shed at Emerald Bank and Club Mandalay.

- Major other attractions including the Shepparton Art Museum (SAM), Museum of Vehicle Evolution (MOVE), and the Nagambie Lakes Regatta Centre.

- A powerful sense of place that Acknowledges and celebrates First Peoples' living and continuous Culture, as well as the region's European and pioneering heritage, and Military History.

- Wonderful and 'real' places that visitors and locals can enjoy together such as Polly McQuinns waterhole.

- Outstanding farmers and local markets, and

- Multicultural communities that support and take pride in their differences and work together.

However, without an effective regional voice and governance mechanism, the region is at a competitive disadvantage due to:

- Lack of a coordinated approach to destination planning

- Lack of an industry leadership role for the region

- Lack of a strong and united regional voice into government that can advocate for programs, funds and support

- Lack of industry development programs including famils, regional training and mentoring, skill development and advocacy for the industry into many of the investment forums that currently exist

- Lacks the effective ability to apply for and receive grant funds for the region

- Lack of data and research to make informed decisions and

- Lack of an ability to position the region effectively and market the region to target audiences.

The temporary Goulburn Region Tourism Partnership that has been funded for 18 months provides an opportunity to investigate the longer-term solution where industry, State Government and local Government all collaborate into achieving success in the visitor economy.

Notwithstanding the lack of regional governance entity, strong marketing, branding and product development has occurred and continues to be delivered through Local Governments and some Industry Groups such as Go Nagambie, Go Seymour, Destination Goulburn Valley and Euroa Chamber of Commerce.

Goulburn Region Destination Management Plan

Where do we want to be?

This DMP recognises that regional tourism governance is the highest priority of the Goulburn Region to achieve.

The creation of a Regional Visitor Economy Partnership needs to accord to the State Government framework and be agreed to and co-designed with LGA partners and industry.

The model (Regional Visitor Economy Partnerships or VEPs) provides for an independent destination management entity that is recognised by the Victorian Government as a peak body for tourism in the region.

The role of the VEP is to collaborate with the Victorian Government, LGAs, local and regional tourism organisations, Chambers of Commerce and tourism leaders to help support and manage the growth of the region's visitor economy and providing strong alignment with the State's strategic directions, policies and programs.

The responsibilities of the new VEP should include:

- Delivering enhanced leadership and collaboration at a regional level
- Providing insights and connections that inform product development and investment in the region's experiences and infrastructure
- Providing industry support to address regional needs
- Collaborating with communities to build support for tourism and related sectors
- Facilitating the sustainable development of visitor experiences and dispersal of visitors throughout the region
- Undertaking destination marketing collaboratively with LGAs, LTOs, First Peoples and industry to convert potential visitors
- Providing relevant content to the State and Local Government to inform policy development and reduce barriers to investment, and
- Helping deliver a resilient industry in the face of climate change and crisis preparedness.

As per the State Government VEP Framework, VEPs will provide four core benefits:

6. Official recognition, increased clarity and collaboration with government

7. A more transparent funding model for all the State's VEPs

8. Enhanced operational support, and

9. Access to data, insights and tools to track outcomes.

The VEP for the region should contain the following key features and should align with neighbours and other VEPs across the State putting the Goulburn Region on a consistent footing with other regions:

- Have clear and defined responsibilities including a Destination Management Plan for the region (this plan)
- Provide strong governance with a diverse skills-based Board and a legal entity with a clear constitution
- Provide for a regional focus and that builds collaborative actions through engagement with stakeholders
- Be a sustainable organisation that has exceptional financial and people management skills as well as good business acumen
- Be able to leverage the benefits of a regional approach and scale as opposed to LGA or town based organisations
- Working with LGAs and local communities to develop Local Area Action Plans that are specific to each town or area in the region, that can build from the DMP and develop local infrastructure, experiences and products and address issues
- Be able to work across supply and demand including product development, industry development and marketing.

ACTIONS

Work with State Government, partner LGAs and industry to co-design the future VEP and implement the transition to this VEP as a priority.

8 November 2023

Strategic Priority 2.
Regional Product Growth

Developing high quality market aligned products, experiences and services lies at the heart of the region's growth opportunities.

Where are we now?

The Goulburn Region is mixed in the maturity of its regional products and experiences. This is partly based on historical investment, differing community and industry attitudes towards tourism, and the presence or absence of an 'anchor tenant' – that is a business or experience that is large enough to draw visitors on its own or as part of a collective, and that provides the draw for smaller experiences, products and businesses to grow and survive from that larger business.

An example of an 'anchor tenant' attraction in the region is the Tahbilk winery In Nagambie. It is Australia's oldest family run wine business, has invested in wetland walks and trails, and has Taungurung now running cultural tours from the property that offer outstanding experiences for visitors seeking a First Peoples cultural experience.

The southern part of the region is experiencing strong population growth which lends itself to a more urbanised area. However, the visitor economy product offering in this region includes rich history and heritage, natural spaces including quality golf courses, and conference and events venues that provide opportunity for the growing VFR markets.

Shepparton has a strong focus on events (see the demand recommendations) and the opening of the SAM offers world class cultural exhibition space.

Further north and east in the region, supply of products and experiences tends to be focused on smaller boutique businesses except for one or two other conference and accommodation venues.

Visitor servicing is managed independent by LGAs, and a regional approach to visitor servicing is not strongly evident.

Where do we want to be?

The Goulburn Region can build on its natural advantages as a 'getaway over the divide' from hectic city life, a place where city dwellers can connect with the land, people, nature, lakes and river in a deeply authentic way without pretence.

For the region to grow, it must continue to encourage development of products and experiences in line with the target markets and the strengths the area possesses.

The Goulburn Region requires more experiences and supporting infrastructure to continue to attract visitors, and importantly to meet the goals of extending their stay, converting day visitors to overnight visitors, increasing yield, and seeking a higher portion of return visitors.

These experiences need to deliver on the branding for the broader region and help drive the positioning of the region.

The Goulburn Region is beautiful; it has outstanding natural beauty, a State significant river (The Goulburn), outstanding produce, First Peoples Culture and experiences and a focus on arts and culture. Sports and events continue to grow.

We want to build on the hidden gems that exist in the region, the micro and small businesses that are offering visitors food and beverage of provenance (among other services), enhancing art and culture, and continue to highlight and hero the larger businesses and experiences on offer.

Goulburn Region Destination Management Plan

Prioritisation of experience development

The Goulburn Region has an advantage of being relatively undefined in the market in terms of experiences, presenting a major opportunity to create experiences that are brand aligned and distinctly different from the broader market.

Development of experiences in the region offers prospective visitors new and exciting opportunities and ways in which to broaden and deepen their enjoyment while on holiday.

Based on consultation, and the Experience Victoria 2033 – experience growth and development will occur in the following priority areas, and with a range of recommended actions listed below. The recommendations are not exhaustive and new opportunities will emerge during the life of this plan that if aligned to the product strengths, markets, and principles of this DMP, can also be actively pursued.

FIRST PEOPLES-LED EXPERIENCES

First Peoples-led experiences are in demand and provide a way for First Peoples organisations and businesses to build cultural and economic outcomes through the visitor economy. First Peoples led experiences also contribute to destination sustainability outcomes by connecting visitors and industry with their Caring for Country values.

This plan recognises the importance of always acknowledging and respecting Country as a place of continuous and deep cultural value for First Peoples People. It also supports the self-determining aspirations of the Taungurung, Wurundjeri and Yorta Yorta Peoples who are generous and passionate in the sharing of their stories and Culture with visitors

ACTIONS
Support and assist Taungurung, Wurundjeri and Yorta Yorta Peoples to develop product in line with their caring for and healing Country values and their tourism plans, aspirations, and goals.
Support and assist the Shepparton Art Museum (SAM), Kaiela Arts and the Mitchelton Gallery of Aboriginal Art to continue to grow and showcase First Peoples Arts and Culture within gallery and museum spaces as well as at events and other self-determined ways.
Work with the State Government and First Peoples to support and assist in implementation of the self-determined First Peoples Tourism Plan (currently in development).

CASE STUDY

Taungurung have worked to develop First Peoples led experiences called wawa biik that are bookable for corporates and individuals. The wawa biik tours leave from Nagambie and from Euroa (focusing on the Arboretum) with the tours aimed at connecting people to the living Country and Culture of Taungurung.

Goulburn Region Destination Management Plan

WELLNESS

Wellness products are a growing segment of the market as people recover from the COVID- 19 pandemic, and as communities shift their focus from wealth to wellness. Victoria is well positioned to lead in this market with significant investment across the State in new wellness and spa products.

With the region located close to Melbourne, there is an opportunity to continue the development of this thematic and create experiences.

ACTIONS

Advocate for and assist industry to develop wellness products such as forest bathing, spa treatments, floating saunas etc aligned to the outstanding natural beauty of the region. The experiences can be built off the back of the growing wellness industry and experiences in Victoria that offer a point of difference in the market.

Continue to encourage 'slow tourism' where people immerse themselves in the region, experiencing the hidden gems that are often undersold but over deliver experiences through personal connection with the owner, operator, maker or creator.

ARTS AND CULTURE

Victoria has world class galleries, events, performing arts, and music events among other creative forms.

The Goulburn Region has world class facilities in the form of SAM and MOVE and the setting of the valley including the multicultural communities presents room for growth and an expanded visitor economy based on them.

Extending arts and culture to visitor economy infrastructure including accommodation and heritage buildings can also help transform a place.

ACTIONS

Continue to support and grow the Shepparton Art Museum (SAM) as a major gallery, art hub and event destination in regional Victoria.

Continue to support MOVE (Museum of Vehicle Evolution) in Shepparton and link it with other arts, culture, and history products to create a larger attraction. Support MOVE Stage 2.

Investigate and implement the Goulburn Valley Arts Trail that showcases local artists through the development of sculptures, visual and performing arts and First Peoples artists linking SAM and Kaiela Arts, Mitchelton Gallery Of Aboriginal Art and the Aboriginal street art project.

Build on the military history of the region by continuing to build the story telling in Light horse Park, the Vietnam Veterans Commemorative Walk and other facilities in the region.

CASE STUDY

Shepparton Art Museum's emphasis on Aboriginal Arts and Culture and Australian Ceramics, supported by a range of philanthropic individuals and organisations, is a drawcard for visitors. The setting of the Museum in a wetland and near the Goulburn River is world class and can be a catalyst for growing the arts as a significant visitor attractor to the region. The opportunity is strengthened by the Gallery of Aboriginal Art at Mitchelton, Kaiela Arts and other regional galleries.

The venue can be a catalyst for significant events in the region.

Goulburn Region Destination Management Plan

FOOD AND DRINK

Where once a focus on food and beverage provenance was a rarity in some parts of regional Australia, it is now expected as a way in which the regional character is expressed and pride in produce of the region is showcased.

The food and beverages produced in the Goulburn Region are world class and integrating the produce with stories, access to makers and the settings in which they are produced will help make them accessible and add to the visitors' experiences and understanding of the region. There is room to grow the market penetration beyond several wineries and the fruits of the Goulburn Region into a showcase of regional excellence. The bounty of the region is not just in the produce, but also in how the artisans can deliver their stories and products to consumers.

ACTIONS
Develop, support and advocate for regional products to be branded as Goulburn Region produce.
Develop a Community Kitchen and regional food education centre with cultural cooking experiences, festivals and events showcasing the range of produce from the region and encouraging tours and trails throughout the region add to the visitor experience.
Build on the 'Go Meat the Farmer' and 'Seasoned' curated taste trails to create a cross regional offering of a regional wine and provenance trail and map for the entire Goulburn Region.
Support regional produce stores to continue to develop the range of produce grown and made locally and include them as centrepieces of the region's food and beverage trail.
Advocate for and support small producers to develop 'farm gate' sales and link them via food and produce trails in the region.
Enhance and support existing farmgate and produce markets and festivals including the Tastes of the Goulburn – as a regional signature event.
Develop the concept of the Australian Way for international travellers.
Explore opportunities to collectively attend or host food and beverage events such as Melbourne's Food and Wine Festival and Good Food and Wine Show

Investigate opportunities to increase the number of quality eating venues and restaurants throughout the region

CASE STUDY

Destination Goulburn Valley has developed 'Seasoned' – a curated taste trail for the Shepparton area. The trail features a wealth of information about places to eat, drink, experience makers and the towns themselves.

CASE STUDY

The Muse Restaurant at Mitchelton Winery has partnered with and showcases local producers to highlight the authentic flavours and products of the Goulburn Region. Wines from Mitchelton and other producers feature heavily on the menu and beverage list. A map on the menu provides information on where the ingredients are sources from locally.

CASE STUDY

Bunbartha Beef and Fine Produce is a family owned providore located in Shepparton. The store opened in Shepparton, supplying their own pasture raised local beef, in addition to a range of products from local farmers and like-minded artisan producers.

CASE STUDY

The Meat Room in Kilmore is a family-owned small batch salami specialist, who expanded their offering to a gourmet providore. The Providore is open weekly on Friday and Saturdays and is a one-stop shop, stocking locally grown produce and products and attracting a range of visitors and food lovers to experience their gourmet offering.

Goulburn Region Destination Management Plan

NATURE

The global trend of visitors seeking out peace and quiet, nature and safety continues post COVID. The region is well positioned to grow the visitor economy from this strength in addition to using tourism for good through regenerative programs.

The Goulburn Region supports an outstanding array of natural settings mostly based on the Goulburn River and associated wetlands and ranges. The Goulburn River provides for the interconnected nature of relationships people have with river systems.

Whether sitting in the Strathbogie Ranges, or by the Goulburn River, the nature experience is safe, accessible and offers genuinely beautiful places that are closely accessible from population centres.

ACTIONS

Conduct an audit and gap analysis of parks and reserves infrastructure to identify areas of investment into the upgrade and construction of existing visitor facilities and interpretation including wetlands.

Foster and develop river based activities including water sports (Lake Nagambie), play areas, fishing platforms and kayak areas.

Continue the trail network development throughout the region. Including linking Seymour with the Great Victorian Rail Trail, expanding the Yanha Gurtji Shared Path Network and explore other opportunities to connect existing trails to key townships.

Continue to pursue development of Balmattum Hill Bike Park, with appropriate infrastructure, wayfinding and interpretation. and a management/maintenance plan.

Consider the opportunity for wildlife viewing and other natural setting opportunities such as swimming capitalising on the regional strengths.

Continue to develop the SAM and Lake Victoria precinct through RiverConnect as a living exemplar of connecting people to nature and First Peoples Culture including undertaking further river activation.

Work with the Victorian Fisheries Authority and Burnanga Fishing Club to tell the story of 'Burnanga' – and develop the tourism potential of the largest native fish hatchery in Australia at Arcadia.

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[12] River Connect Strategic Plan 2023 to 2028. Greater Shepparton City Council and Partners

Investigate opportunities with bike and cycle infrastructure including Mount Major Mountain Bike Park, Pump Tracks and BMX.
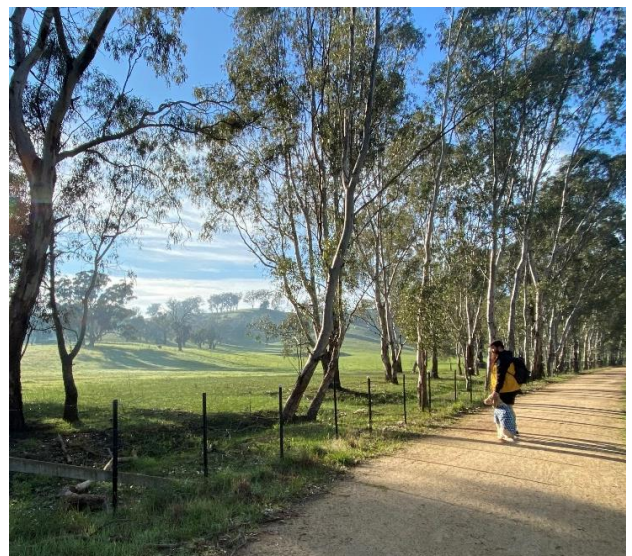
Continue to advocate and support the Australian Botanic Gardens development plans

A content production plan would be recommended to convey the natural beauty of the area and explain the experiences available to potential visitors in more detail.

CASE STUDY

The Goulburn River runs through the region from Trawool in the east to Shepparton in the north. While many plans have advocated for activation of the river, this may be as simple as providing, linking and interpreting picnic facilities, walking trails, toilets and other basic facilities to improve access and experiences for visitors based in Melbourne and other cities who do not get the opportunity to simply sit, relax, fish, and even light a campfire.

The River Connect Strategic Plan[12] has come about from a partnership approach and seeks among other objectives to have the Caring for Country philosophy committed to by all and to encourage ecotourism for good, to communicate the accessibility of the river environment and create three promotional campaigns and associated materials.

Goulburn Region Destination Management Plan

EVENTS

Events are a universal way of creating demand and supplying experiences for a region. Events and sporting events are a major attractor to the Goulburn region. Victoria is known as the events State in Australia through its attracting and retaining significant events throughout the year. These events also provide benefits to the region. This includes sporting events that are National or State level including rowing and water sports at the Nagambie Lakes venue.

Events can and do work in many forms. Participatory events such as music, agricultural shows, food and wine etc, through to competitive events such as football, athletics and rowing all attract people from around the State and from further away.

Developing an events calendar is an important element of scheduling and promoting regional events.

Events calendars typically help to achieve the following:

- Avoiding clashes in events helping to ensure that infrastructure and accommodation is not in short supply

- Ensuring events are strategically timed across events in other regions and within the region to help smooth out demand and increase utilisation of spare capacity

- Provides suppliers such as accommodation and food and beverage outlets the ability to plan ahead and ensure they can service the event adequately and seek to maximise profits from the events

- Providing consumers with a single source of truth about events in the region and where they will be held

- Provide ticketing and other information to the sector and in many cases, how the industry can contribute to the event's success.

ACTIONS

Develop a Goulburn Region Major Events Calendar and events resources for industry.

Develop an events prospectus for the region that provides event organisers with an easy to use guide to holding events in the region.

Advocate for and encourage event locations to continue to invest in event infrastructure including toilets, roads and transport, etc.

Understanding barriers to holding and growing events in the region and work collaboratively to overcome those barriers.

Explore opportunities for collaboration for a hero regional event or series of events.

CASE STUDY

Seymour Alternative Farming Expo is an annual event that attracts over 22,000 attendees annually. This event is aligned with the increasing interests of the Melbourne market in provenance and regenerative practice in agriculture and presents a major opportunity for the region to build brand around it.

CASE STUDY

The Seven Sisters Festival is one of the largest wellness festivals in Australia. The festival is held annually and attracts thousands of women in a drug and alcohol free environment.

The location for the event is Glenaroua and is near Seymour.

Prioritisation of supply

The region contains some outstanding fit for purpose visitor economy infrastructure including a 5 star hotel in Nagambie (Mitchelton), world class wineries, train services from Melbourne to Shepparton and Seymour, and the Hume Freeway that acts as a transport corridor through the region, in addition to the Goulburn Valley Highway.

Investment across a range of areas including from private and public sources, well directed and targeted will improve the basic visitor economy assets that are required to give visitors outstanding experiences.

Local Area Action Plans should be aligned with the strategic direction and priorities of this DMP. These plans are aimed at each area and provide a way in which the region can attend to the local and important initiatives that will help deliver success to the region.

ACCOMMODATION

Accommodation that suits the visitor markets is critical to enticing people to convert from a day visit to an overnight one.

Developing accommodation that is quirky, connected to place and accessible is important for the region to continue to attract an increasing number of visitors staying for at least one night if not longer. Farm stays, glamping options and other innovative options that are not capital intensive can add significant depth to the offering.

Investment in private sector accommodation has been strong in some areas, while other parts of the region have lacked investment.

CASE STUDY

Trawool Estate has recently made significant investment in upgrading their accommodation and facilities, attracting business, social and wedding events to the region. Situated alongside the Great Victorian rail Trail and overlooking the National Trust listed Trawool Valley, the property has a swimming pool and two restaurants with a focus on farm-to-plate philosophy. As a quality accommodation offering that builds on the natural assets of the region, this meets the needs of visitors and builds the brand of the region. Supporting this, they have just won 'Best Regional Hotel Accommodation' and 'Best Regional Bar' for Granite Bar at the Victorian Accommodation Awards.

ACTIONS
Continue to invest in increasing accessible and inclusive accommodation.
Advocate for Investment in on-trend accommodation that is mid-range, unique and fit for purpose, including heritage buildings and new buildings close to the natural and other attractions of the region.
Attract public and private investment in a range of camping options throughout the region.
Advocate for investment in farm stay, glamping and tiny houses in more rural and remote areas.
Encourage accommodation operators to work collaboratively with surrounding product. This could assist in driving dispersal and conversion if operators can recommend additional activities that are available in the region, and potentially offer a "one stop shop" for booking into these experiences.

LIVEABILITY AND TOWNS

If a town or location is a good place to live, it is generally a good place to visit. This adage provides the drive for continual improvement in the presentation, functionality and liveability of the region.

ACTIONS

Continue to invest in streetscape improvements across the entire region including the provision of public art, landscaping and other features in line with Council plans – with the objective of making the region's towns and cities as attractive to visit as they are to live in.

The region contains a number of well-known markets (Violet Town, Avenel, Euroa, Wallan, Tallarook, etc) – continue to invest in the growth of these markets focusing on event space, and local provenance food and beverages as well as local artisans, arts and crafts etc.

Capitalise on the cycling trends worldwide and create cycle friendly towns that have e-bikes for hire and offer family friendly activities.

In partnership with existing providers, scope the development of a major new agricultural education centre for the region providing visitors and school groups with the opportunity to connect with and learn about farming practices, improved sustainability and with commercial kitchen facilities that help highlight the region.

Encourage extended hours and night-time economy to meet the demands of visitors.

CASE STUDY

Streetscaping and showcasing the region's history bring to life the otherwise standard infrastructure that can include roads and footpaths. What can be described as a lovely place to live is generally an attractive place for visitors to visit – and investing in renewal projects can aid both.

Mitchell Shire Council is currently finalising a Master Plan for Anzac Avenue in Seymour that provide further support for the Avenue of Honour, improve safety for all users, encourage active transport, improve amenity and continue to bring to life Seymour's identity.

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TRANSPORT SERVICES

Connected and integrated transport services are vital to a region seeking to position itself as one where public transport makes visitation easy (train travel particularly). Inter region travel requires careful planning and improvement.

The move to electric vehicles (EVs) and other forms of sustainable transport also provide opportunity. For the majority of the region, the distances between Melbourne as a major source market and the region's attractions is within one charge for EVs.

ACTIONS

Work across partners including the State Government and Councils to advocate for and improve integrated transport planning in the region and include such things as inteVEPwn connectivity, bicycle paths and lanes and walkways, and public transport options.

Continue to increase the supply of vehicle charging stations for EVs throughout the region capitalising on the 1–2 hour distance advantage the region has from the main source market in Melbourne.

Continue to advocate for maintenance of access roads to key identified viewpoints, riverside picnic areas, etc.

Develop a regional Tracks and trails strategy that builds on and progresses priorities identified in regional cycle master plans.

Continue to advocate for major road improvements including the Shepparton Bypass and Kilmore Bypass

CASE STUDY

All councils have worked to have in place a number of EV charging stations to encourage EVs not only in the region, but for visitors to stop and re-charge. Examples include Shepparton, Mooroopna, Kilmore, Broadford and Euroa.

DIGITAL CONNECTIVITY AND POWER INFRASTRUCTURE

Consultation with community for this DMP continually reinforced the need for dependable and fit for purpose essential services. Digital connectivity is vital in attracting family groups and also younger travellers.

ACTIONS

Continue to advocate to infrastructure providers such as the NBN, Power companies and the State Government to improve the service and reliability of core infrastructure for visitors and communities including digital connectivity and reliability of power supply.

EVENT FACILITIES INCLUDING OPPORTUNITIES FROM THE NOW CANCELLED COMMONWEALTH GAMES

The region has a strong event program, and to continue to grow this it needs to focus on growing the infrastructure to support major events.

ACTIONS

Increase investment in key infrastructure to accommodate elite and mass participation sporting events such as cycling, road races, rowing, motorcycle events, multisport running etc.

Identify opportunities to develop junior and senior team sport events to attract families and associated collateral benefits.

Partner with the State Government to seek investment in infrastructure that contributes toward long term sustainable event growth in the region.

Implement regional support packaged for Shepparton Bike Friendly Legacy Projects

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VISITOR SERVICES

Visitor servicing aims to contribute to the visitor experience through the provision of personalised, high quality, connected, inspirational and cohesive services aligned to the needs of the visitor markets.

 comprehensive approach to creating outstanding visitor servicing includes online presence, face to face services, easily packaged products and experiences, and positive experiences shared in an easily accessible form online and through social media.

ACTIONS

Build a networked approach for the region's Visitor Centres and together, improve the regional approach to visitor information and servicing looking beyond the smaller area each directly services. Ideally each will take a role in 'experiencing the Goulburn Region.'

Complete a regional visitor servicing strategy to plan for the region's approach to visitor servicing into the future.

Undertake a review of the effectiveness of the region's wayfinding and interpretative signs with a view to being consumer centric and regionally focused. The review could consider reflecting the region's character through visual languages. Implement the review findings.

Further to recommendations in this DMP, work with Council's and land managers to ensure the public toilets and other basic visitor servicing facilities are fit for purpose and well presented.

Advocate for an increase in accessible facilities such as Changing Places for the region

CASE STUDY

Modern visitor centres have a role to play in visitor servicing, in an integrated way. The Shepparton Visitor Centre is co-located with the Shepparton Arts Museum and is located on the main road into the City from the south.

By co-locating the centre at a major attraction visitation has increased to the centre and demonstrates best practice.

A number of cross themed recommendations have been included in the previous sections under the broader strategic objective of regional product growth.

By implementing the following recommendations, visitor servicing will be improved in the region.

Strategic Priority 3.
Improving industry capability

The Goulburn Region is one of mixed capability, but one in which when the industry does rise to the challenge and opportunity, the region will prosper.

Where are we now?

Industry capability encompasses so many areas for the visitor economy from skills to partnership development, cultural awareness to product packaging and marketing. Typically, the Goulburn Region is not unlike many regions in Victoria and elsewhere. Pockets of excellence shine through while in other areas, industry still clings to the notion that collaboration robs market share, as opposed to growing it.

The issue of governance is covered elsewhere in this plan, yet it is fundamental to capability as well.

Industry groups such as Go Nagambie, Go Seymour and Destination Goulburn Valley provide industry forums and a way in which collaboration can improve elements of marketing, product development and positioning. Other parts of the region rely on Chambers of Commerce such as the Euroa Chamber of Commerce and Mitchell Business Network where the visitor economy is only one sector of the wide range of industries the chambers focus on.

The lack of a single regional entity has led to strong local, and town based leadership and capability, but a void in the development of the industry at a regional level, and one that focuses on regional gaps and issues.

Importantly this void also manifests itself in the ability of industry to advocate for leadership and capability development within the State Government, often where funding, and grants may be available.

Business advice for operators in the visitor economy is also inconsistent. Resources of the LGAs vary according to their size, rate base and the importance of the visitor economy in their LGA.

First Peoples organisations within the region also vary in their capacity to be involved in the visitor economy. Taungurung has invested in bookable product at Nagambie and Euroa.

Yorta Yorta nations are an important partner with whom to grow experiences in a self-determined way.

Partnerships with other regions on opportunities such as drive, and touring routes are limited due to the lack of regional leadership and resources.

Neighbouring regions including Tourism North East, Murray Regional Tourism, Daylesford and Macedon Tourism all have their unique identities. The Goulburn Region currently sits in the middle without a significant identity or approach to partnering with neighbours on experiences or touring routes.

Engaging local communities on the benefits (and issues) of the visitor economy and how to become involved is also inconsistent across the region. This is vital so that industry and community grow together without significant barriers put in the way to sustainable and meaningful investment, and investors and industry understanding the aspirations of community.

Where do we want to be?

The Goulburn Region must improve the capability of industry generally. It can leverage from the leadership that currently exists in pockets in the region and continue to build a united and consistent approach to celebrating success and seeking to improve.

A new Visitor Economy Partnership can take a lead role in working with the State Government on implementing a range of measures that enable operators to understand markets and develop products and experiences aimed at those markets' needs. By improving the way in which successes are celebrated, those in the sector can feed from the positive nature of the industry and continue to grow together.

In many successful regions, industry, government, education sector and the community (a group of advocates) work together to create value. This approach has merits and is suggested as a way forward for the region, and a way in which it can deliver projects together.

Local plans that derive direction from this DMP will also help unify and develop towns and hubs within the region. Driven by Councils and industry, these plans should prioritise elements such as streetscaping, partnerships, and infrastructure development.

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Prioritisation of industry capability

A broader visitor economy industry (including government, industry, community and education) that is skilled, and that works to a common vision with adequate resources will deliver consistent success that can and should be celebrated bringing a sense of optimism to the region.

A range of measures can be taken to help improve the capability of industry throughout the region, from showcasing excellence through to training and development.

Specifics are important and can include a range of measures such as:

- Industry famils throughout the region to help highlight businesses and experiences on offer and generate a sense of cooperation

- Experience and business development workshops run throughout the region can add value to those businesses and individuals who may be seeking to improve outcomes

- Networking functions across the region (specifically across LGA boundaries) help build relationships with other businesses and government officials.

- Developing and improving promotion of experiences that go across the region, and inter region including touring routes, art trails, food and wine experiences etc will help deliver scale to the Goulburn Region

- Building partnerships with a range of providers including the education sector (TAFEs) around workforce and skill development to help build resilience in the region's workforce.

ACTIONS

Build industry awareness and networking through a range of measures including holding an annual tourism forum, holding network dinners and arranging familiarisation trips highlighting successful businesses within the region.

Seek to develop partnerships within and external to the region that builds experiences and packages that may include food and wine, etc.

Continue to improve industry skills in an online environment creating commissionable and packaged products.

Undertake a survey of industry throughout the region and determine what industry sees as the biggest area for improvement in capability. Build programs to overcome the identified shortcomings.

Undertake a study tour of successful businesses elsewhere and bring back the learnings to the region.

Continue to collaborate with and support Taungurung, Wurundjeri and Yorta Yorta to develop and grow First People's based experiences and other visitor economy opportunities they may wish to grow.

Encourage the industry to up skill and implement sustainable business practices.

Implement a small group tourism leadership program, to professional develop individuals and create regional advocates for the tourism offering in the region.

CASE STUDY

Gippsland through the regional tourism board Destination Gippsland host an annual tourism summit for industry, government and education sectors where a range of speakers present research, motivation, success stories and other items with the express aim of continuing to build the industry knowledge and capability.

CASE STUDY

Tahbilk is a carbon neutral winery accredited since 2013 with Toitu Envirocare, and is only one of eight wineries globally to achieve this accreditation. They demonstrate an ongoing commitment to sustainable practices.

Prioritisation of workforce planning

Skills and workforce shortages are a nationwide issue for many industries including the visitor economy sectors. To succeed in attracting and retaining the right people requires a range of actions across sectors and led by the State and region in partnership.

The workforce issues that have emerged post COVID in Victoria are mirrored around the nation. A shortage of skilled people and workforce numbers has meant in some regions, businesses cannot open as much as they would like, and has also let standards slip due to the difficulty in retaining and attracting the right mix of skills, experience and approach.

During COVID, many of the sector's workers, particularly those on casual and temporary arrangements were 'let go.' This, along with the emergence of more highly paid and more stable employment in other sectors, has led to a drainage of people from tourism, retail and hospitality.

The sector more broadly has also been relying on skilled migrants to undertake a substantial portion of the work. For example, chefs and cooks are three times more likely to be non-Australian citizens. Additionally, many of the businesses in the sector are small businesses often with the owners working long hours to keep the business operating.

Added to the workforce shortages are the affordable housing shortages, particularly for lower paid workers such as those operating in the visitor economy. This is exacerbated by the rise of Airbnb for holiday homes, the increased migration to regional areas through COVID and supply chain issues for materials slowing construction rates.

An unpublished report on workforce planning and skills by the State Government in 2021 recommended a number of solutions. In summary these are:

1. Support industry to deliver more strategic recruitment and retention practices
2. Improve the quality of training through industry led development
3. Increase local workforce capacity in skilled occupations
4. Build businesses capability and resilience
5. Improve remuneration and working conditions
6. Advocate to improve housing and migration policy.

ACTIONS

Work with regional TAFEs and education providers to advocate for and support the development of short courses in tourism studies aimed at a variety of workforce requirements.

Highlight careers in the sector locally and at a variety of forums to build confidence in the visitor economy careers.

Undertake a skills assessment across the region and review those areas that are in most demand and consider a marketing campaign to attract workers.

In partnerships with LGAs, advocate for increased supply of housing for lower and middle earners in the regional centres such as Euroa, Seymour, **Shepparton** and other areas of the region.

CASE STUDY

While tourism is a broad industry, there are no current tourism courses available at regional TAFE colleges. A range of aligned courses such as hospitality, marketing and business development exist but are more general in nature. Partnering with Shepparton or Seymour TAFE to provide more targeted courses may help develop the workforce skills required and hence capabilities.

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Strategic Priority 4.
Growing the regional brand and marketing the region

Building a strong brand that represents the essence of the Goulburn Region which is championed by all levels of government, industry, community and stakeholders, is critical to the success of any marketing activity.

Where are we now?

Because Goulburn Region has not been represented by a regional tourism body for a long time, there has been a lack of coordinated brand building across the region. As such, the main markets in Melbourne metro and regional Victoria, NSW and South Australia have a low awareness of the region, what it stands for and what the benefits of the regional experience are.

Within specific areas of the region, important brand building work has already been undertaken that needs to be recognised and form a foundation of a regional place brand that can support tourism. In particular, Greater Shepparton City Council has recently completed an 18 month long branding project for the area that predates this plan. The brand essence of the Shepparton and Goulburn Region is articulated in this plan to be 'kaleidoscopic connections.' This brand is very people-focused, with the values of sharing the magic of diversity, creating connections and being wholehearted. The signature pillars of this brand are:

- The most culturally diverse and inspiring region

- A region of unique, connected townships

- Fun & festivity all year round

Mitchell Shire support campaigns under the Discover Mitchell brand and Strathbogie Shire has developed the Strathbogie Rocks campaign. Industry groups such as Go Nagambie, Go Seymour and Destination Goulburn Valley have also been producing high quality content that is aimed at building the brand of the area.

At the state level, Visit Victoria has not had Goulburn Region at the table to consider the region's contribution to the Visit Victoria Brand Framework. Whilst the statewide product priorities of wellness, arts and culture, First Peoples and nature connect with the what the region can offer as a brand, key products such as food and wine and agritourism are not represented.

With low brand equity in the major source market and scattered branding efforts across the region, the Goulburn Region has significant work to do to build a solid, authentic brand that unifies and connects convincingly with the market.

This is reflected in the current demand for the region being dominated by day trips from Melbourne. Whilst overnight visitation is increasing, a greater connection with the market built from a strong brand will enable further growth in nights and spend and attract more investment in the region. This is also connected with deeper and more engaging product and experience options, visitor servicing and accommodation options in the region, which have been discussed in Strategic Priority 2.

Where do we want to be?

The statewide brand framework and strategy developed by Visit Victoria draws on key visitation drivers and strengths for Victoria. Key brand pillars have been established including "Nature at your fingertips, Passion for quality, and Storied Culture" and these provide a strong reference point for any future brand and campaign work. Building a new brand for the region requires:

- A clear value proposition for the area supported by industry that aligns with and leverages the State Brand Framework

- Consumer research to understand consumer (with priority on Victorian) attitudes, knowledge and perceptions of the area to inform the marketing

- A clear communications approach and strategy to ensure a consumer led approach

Consultation with industry, local government and community in the development of this plan supported the signature pillars of the Shepparton and Goulburn Region brand already developed, however there was significant appetite to build out a nature and active outdoor experiences element of the brand. Accessibility is also considered an important social and economic driver.

Below is a word cloud generated from community and industry survey asking what attractions people would like to see developed in the region.

This shows a major focus on outdoor and nature-based activities. If this is a focus of product development, then it also needs to be a focus of brand development.

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The lack of brand presence for the broader region in the market is a challenge, but it also presents major opportunities for the region. Building on the priority products and experiences, Goulburn Region can capitalise on their relatively unknown status to create an off-beat, unique and innovative destination that can hold a new place in the hearts of the market.

The key target markets identified in previous studies of domestic day, overnight, international, meetings conferences and incentives and sports/events are still valid to pursue for the region. Building out specific products will enhance new segments within these markets.

CASE STUDY

Shepparton has undertaken a considerable amount of brand work. The Shepparton and Goulburn Valley Brand manual identify the segments of Easy Breakers, Fun-time followers, cultural appreciators, and business visitors. These segments focus on travel needs rather than demographics and are a versatile tool for the region as a whole to expand on. As with the brand essence, nature-based and outdoor active visitors are not specifically identified within these segments, and work may need to be done to specifically identify how these segments engage with these activities.

Similarly, the Greater Shepparton Accommodation Opportunities Study identifies new and emerging visitor markets such as youth, millennial travellers and lifestyle leaders, who typically seek out the first of, best of and only of experiences, are real opportunities new segments. Other opportunities to consider are the significant New Australian market, which may be looking for less challenging and more accessible nature-based activities, which the region could develop. This also applies to the inclusive tourism market.

Building demand in markets that bring specific value to the region, through visitor engagement and contribution to the region will have a far more positive impact on the community and ensure the sustainability of the industry. Research has shown that visitors engaging in arts and culture and international visitors are more likely to bring value to the region, which is important to consider in the prioritisation of demand building activities.

Reaching a place where there is a clear brand that is owned and championed across the region by all levels of government, the industry and community will provide the basis for growing the regional brand. From this foundation, a marketing strategy that effectively and efficiently targets markets that will bring value to the region will improve the sustainability of the industry.

Prioritisation of demand

Building demand for Goulburn Region needs to start with brand, be innovative and targeted to those who are inclined to love the region and have the means to engage with it.

Brand is critical to growing demand. Building destination brand equity created love for, and engagement with, the region, which provides the 'fertile soil' for tactical marketing campaigns to convert aspiration to visitation. Brand equity is built through creating aspirational, inspirational, intriguing and engaging content that is deeply connected to, and representational of, the region, its people, place and culture.

Building brand takes time and needs to have a consistent, collaborative, coordinated and long-term approach, but is critical to successfully building high value visitation.

Figure 6. Illustration of the visitor funnel
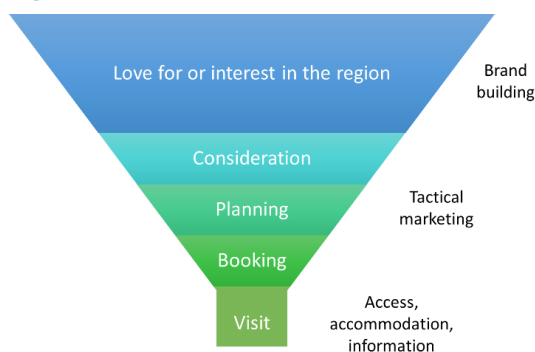
This section outlines the demand recommendations that include brand and marketing as well as events and collaboration with neighbours and industry that will grow demand for the experiences and services offered in the region.

BUILDING THE BRAND WITHIN THE REGION

The fundamental first step in establishing a strong brand is to ensure that it is built on the essence of the place, people and culture of the region. It needs to be something that people feel they can own, simple enough to be clearly understood and championed by those who are representing it and building product within it and bespoke enough that it makes perfect sense for the region like no other.

Critical to building brand in Goulburn Region is ensuring that the existing work that has been done by other entities is not lost.

Vital to this approach is to align with the target markets for Victoria through Visit Victoria's market segmentation work.

Aligning the proposition to the *Lifestyle Leader* and *High Value Traveller* preferences is vital.

These have emerged from the region and need to be recognised for what they contribute, whilst recognising that further consultation may expand and/or enhance themes to build a fully regional brand. Whilst acknowledging this past work, it is important to understand that for success a clear brand hierarchy will need to be created as the current multiple brands dilute the impact of the region.

Once developed, socialising the brand with government, industry and community is critical. Ensuring that the brand is inspiring, exciting and deeply representative of the region will ensure that this process is successful. Extending the brand beyond the visitor economy to the broader brand of the place will also ensure wider buy in.

ACTION
The following recommendations are aimed at building a solid brand for the region.
• Work with brands already developed in the region to identify key elements of the brand story that are common to each and can be taken forward.
• Build a brand refinement consultation process to ensure the inclusion in the brand of key elements such as nature and outdoor activities.
• Once the brand is finalised, build a brand model and toolkit that clearly communicates key elements, including: – Brand personality   – Story – Who we are   – Actions - How we behave   – Language -How we talk about ourselves, what key words we use   – Proof – What gives us the right to claim the brand   – Look – How we look, visual language
• Embed into every element of marketing, publicity and promotion the principles of the brand and rigorously follow the brand toolkit.
• Test and review the efficacy of the brand with target markets through research and monitoring.

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ESTABLISHING CHANNELS OF COMMUNICATION

Building, embedding and socialising the brand across the region and stakeholders will take time.

Whilst this is happening, small steps need to be made to establish channels of communication with target markets through a regional voice that does not undermine the brand, but rather paves the way for it as it emerges.

ACTION
The following recommendations are aimed at establishing channels of communication with target markets to lay the foundations for a brand to build from:
• Write a clear and actionable marketing strategy that provides quick wins for the VEP to connect with target markets and provide clear connections for industry and councils in the region. Include the below actions in this.
• Clearly define simple target markets that are meaningful for the industry. Build profiles for operators to assist them in effectively engaging with their markets that builds the regional voice. Include preferred channels of communication, styles of engagement, language and imagery.
• Drawing on existing work in the region, build a regional image and video library that is made available to operators and government who are promoting the region.
• Harness Artificial Intelligence platforms such as Chat GPT to create brand aligned narrative and stories to assist in the development and delivery of social media posts, interpretation, media stories and other promotions.
• Build a Regional Tourism Website, Social Media platforms, and establish relationships with key influencers to ensure a common, unified and clear voice to markets.
• Consult with Business Victoria and Visit Victoria to engage with their research and insights programs to ensure that data collected meets the needs of the region, and potential collaborations are explored.

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Building collaborative partnerships

Collaboration is critical to the success of marketing, particularly in an environment where funds are limited. Visitors do not know where boundaries sit between regions and respond well to experiences where their needs are put before administrative and geographical divisions.

Knowing your markets and focusing on the user experience is critical to establishing effective partnerships in tourism. The visitor experience is usually a porous one, with multiple entry points, multiple businesses, modes of transport, and usually multiple administrative boundaries involved. Reaching across these to build a positive visitor experience is essential in building a visitor experience.

CASE STUDY

Building touring routes between regions can provide a way of formally collaborating to all the partners.

The Great Alpine Road Touring Route is a route that passes though the Tourism NE and Gippsland Regions. It is supported by Regional Tourism Boards and cooperatively marketed by Visit Victoria. The product joins the regions.

ACTION

The following recommendations are aimed at building collaborative partnerships, within the region and with other regions:

Drawing on target market insights, build a suite of journeys and/or itineraries from Melbourne (major transport routes) and local regional centres to deliver optimum visitor experiences. Encourage operator partnerships within and across regions to build itineraries that meet the needs of these markets.

Facilitate famils and influencer visits across the established itineraries, partnering with other regions and operators.

Facilitate the inclusion of Goulburn Region champion products in operator showcases, tourism exchanges, trade missions and other industry events to build a team of collaborating and cooperating champion businesses for the region.

Work to Explore collaborative partnerships with other industries in the region outside the visitor economy to build partnerships for branding and development.

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Infrastructure

Fit for purpose infrastructure helps deliver products, services and experiences to communities and visitors alike, and can do so in a way that provides for sustainable long-term benefits. Well-designed infrastructure can also add to a destination's positioning in the market – that is, how it sees itself and what its strengths are.

To achieve many of the stated outcomes in this DMP, a range of investment opportunities are required to be pursued. The suggested infrastructure will not only help deliver visitor economy benefits but will help deliver liveability and improved sustainability in the region.

The following list of infrastructure requirements provides a guide to the planning and investment activities of the State and Local Governments in the region, in addition to private sector opportunities that the regional entity may seek to advocate for or undertake further feasibility assessments into.

Table 3. Infrastructure priorities (Not Exhaustive as LGAs and State Government will from time to time update their priorities)

SUGGESTED INFRASTRUCTURE	DESCRIPTION	PREDOMINANT AREA OF THE PLAN SUPPORTING IT	PRIORITY
Art Installations	The region has enormous potential to build on its reputation as a regional centre of art. Commission sculptures and grow the interconnection between nature, food and art. First Nation's Art should occupy a centre piece of this opportunity.	Regional Product Growth (Priority 2)	H
Continued Growth of the Art Museums	Support Shepparton Art Museum, MOVE (Stage 2 development), Military History exhibitions and other regional galleries to grow.	Regional Product Growth (Priority 2)	H
Event and Market Spaces	Develop a plan and implement improvements to the region's market spaces and event facilities. This helps the region build on its agritourism opportunities and events offering.	Regional Product Growth (Priority 2)	M
Sport and Events	Advocate for the development of the Shepparton Sport and Event Centre that will become a regionally and nationally significant sporting, entertainment and events complex that can cater for a multitude of visitors. Develop major event spaces within the region as per development plans. these including but not limited to, Nagambie Foreshore, Shepparton Showground, Kings Park Seymour, Tatura Park and Greenhill Wallan	Regional Product Growth (Priority 2)	H

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SUGGESTED INFRASTRUCTURE	DESCRIPTION	PREDOMINANT AREA OF THE PLAN SUPPORTING IT	PRIORITY
The Goulburn River Facilities	Develop plans to improve Goulburn River stops that allow people to access the river, fish, explore and appreciate the natural settings including picnic tables and toilets.	Regional Product Growth (Priority 2)	H
Victorian Native Fish Hatchery	Continue to work with the Victorian Fisheries Authority to develop the Arcadia Hatchery as a facility that provides for outstanding visitor services as well as being a model native fish hatchery.	Regional Product Growth (Priority 2)	M
Cycle Opportunities	Continue to investigate and implement bike and cycle opportunities within the region including Mount Major Mountain Bike Park, pump tracks and BMX facilities, including implement the plans for a mountain bike park at Ballmattum Hill near Euroa	Regional Product Growth (Priority 2)	H
Trail Development	Continue the expansion of the Great Victorian Rail Trail including linking Seymour to the Trail at Tallarook.	Regional Product Growth (Priority 2)	H
Trail Development	Continue to advocate for development of the Yahna Gurtji Shared Path Network in Shepparton	Regional Product Growth (Priority 2)	M
Trail Development	Advocate (subject to the outcomes of the business case) for the Goulburn River Adventure Trail from Murchison to Shepparton with a link to Tatura.	Regional Product Growth (Priority 2)	M
Nature Play	Support the advocacy for the development of nature play opportunities throughout the region aligned to family markets and improving access to nature.	Regional Product Growth (Priority 2)	M
Accommodation	Support private investment into accommodation stock including farm stays, self contained and glamping, expanding quality mid-range and 4-star plus and a family friendly destination caravan park. Consider RV friendly locations that do not compete with private parks.	Prioritisation of Supply (priority 2)	H
Streetscaping and liveability initiatives	Continue to advocate for investment in improving local streetscapes that provide more sustainable and improved local liveability as well as beautification	Prioritisation of Supply (Priority 2)	H
Transport Services	Continue to advocate for improvements to regional transport between the major centres in the region, as well as connections to major attractions within urban areas. Continue to advocate for major road transport priorities including the Shepparton Bypass and Kilmore Bypass.	Prioritisation of Supply (Priority 2)	H

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SUGGESTED INFRASTRUCTURE	DESCRIPTION	PREDOMINANT AREA OF THE PLAN SUPPORTING IT	PRIORITY
Digital Connectivity	Digital connectivity is essential for modern travellers and communities. Continue to advocate for upgrades to mobile telecommunications as coverage is currently unreliable. Invest in digital visitor information offering, such as a regional website and social media channels.	Prioritisation of Supply (Priority 2)	H
Power Supply	Advice from many operators is that the power can be unreliable. Advocate for continual improvement to the power infrastructure in the region to provide certainty to investors and business.	Prioritisation of Supply (Priority 2)	M
Bridges over the Goulburn River	Some bridge infrastructure over the Goulburn River is currently in poor repair. Advocate for investment into priority bridges needed to unlock township access or recreational waterway access. Whilst others should be supported to be maintained as heritage assets.	Prioritisation of Supply (Priority 2)	M
EV Charging Stations	Advocate for further EV charging stations throughout the region to incentivise more sustainable forms of transport and provide certainty to visitors from Melbourne on charging options for the future.	Prioritisation of Supply (Priority 2)	M
Regional Agri-tourism Centre	Undertake a feasibility assessment into the potential for a new hero centre that showcases and celebrates the food and wine and beverages of the Goulburn Region including First Peoples foods.	Prioritisation of Supply (Priority 2)	M
Touring route development	Progress further activation of touring routes, including the Ned Kelly Touring Route (including activating the Kelly House as a key asset for the South of the region), the Military Heritage Trail and food and wine routes.	Prioritisation of Supply (Priority 2)	M

Implementation Plan

This DMP proposes a series of actions to help deliver the vision for the region over the next five years of this plan's life.

This plan is to be led by the Visitor Economy Partnership, with partner agencies identified to assist in delivery.

While the number of actions is considerable, many are ongoing and will apply if and when circumstances allow for the opportunity to be realised.

This DMP has also been developed with optimism for the region, while at a time where budgetary constraints and cost of living pressures will mean actions need to be targeted and deliver value.

This DMP recognises the role that is played by other entities in the partnership approach of delivering value to the region, state and nationally.

The following table provides a snapshot of the relevant agencies' roles and activities across the visitor economy partnership.

Table 4.   **Overview of the Industry and Roles**

ORGANISATION	OVERVIEW	ACTIVITIES
Visit Victoria	The primary tourism and events company for the State Government undertaking research, advocacy and domestic and international marketing. Visit Victoria will play a critical role in supporting and partnering with the Goulburn Region VEP on the delivery of many items in this DMP.	• Destination marketing • Industry support and engagement • Industry training • Product development • Events
Department of Jobs, Skills, Industry and Regions	The Department of Jobs, Skills, Industry and Regions (DJSIR) is a State Government agency focussed on creating jobs, supporting businesses and industries and building communities and regions to drive a strong and resilient economy.	• Numerous funding streams and including Regional Jobs and Infrastructure Fund • Business investment support • Economic development • Advocacy.
Tourism and Events Victoria	Tourism and Events sits within the Department of Jobs, Skills, Industry and Regions within the Victorian Government. Tourism and Events is responsible for supporting Victoria's visitor economy through research and by providing policy, strategy and industry development advice to the State Government and industry. It works very closely with Visit Victoria.	• Numerous funding streams. • Research and analysis. • Industry crisis resources • Tourism project facilitation. • Advocacy.
Local Government	Councils act as enabler for the visitor economy by providing the foundations, including strategic planning, infrastructure services, assistance in product development, investment attraction, and support to the local industry.	• Visitor services. • Destination marketing. • Investment attraction/facilitation.

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ORGANISATION	OVERVIEW	ACTIVITIES
	The three Council areas within this VEP all deliver services that contribute significantly to the industry	• Industry training. • Product development.
Industry Associations (i.e. Go Nagambie, Go Seymour, Go Shepparton, Euroa Chamber of Commerce)	Industry associations are representative bodies that bring together like-minded people and organisations that are connected by industry type or geographical area. The role of industry associations can differ, however they generally include providing ongoing support to businesses through regular industry updates, as well as networking and professional development opportunities. Major industry associations include the Victorian Tourism Industry Council (VTIC) with Local Tourism Associations (LTA) operating at a local level.	• Visitor services • Events facilitation and support • Destination marketing • Industry networking and support • Industry representation.

The action list has priorities listed as High, Medium and Ongoing. The following is a guide to the hierarchy.

• **High:** Actions that will ideally be completed or become ongoing in nature during the 5-year life of this DMP and that will collectively help achieve success.

• **Medium:** Actions that will be considered during the life of this DMP dependent upon resourcing.

• **Ongoing:** Actions are those that need to be consistently pursued and implemented throughout the life of the Plan and beyond.

Table 5. Table of Actions and Priorities with Accountability

NO.	PILLAR	ACTIONS	PRIORITY / TIMEFRAME	SUPPORT PARTNER/S
1.1	Improved and coordinated regional tourism governance	Working with the State Government and the three Local Governments of the Goulburn Region: Mitchell Shire Council, Strathbogie Shire Council and the Greater Shepparton City Council, along with industry, develop and implement the Goulburn Region Visitor Economy Partnership as a matter of priority.	High and foundational.	State Government and the 3 regional LGAs Industry
2.1	First Peoples led experiences	Support and assist Taungurung, Wurundjeri and Yorta Yorta Peoples to develop product in line with their caring for and healing Country values and their tourism plans, aspirations and goals.	Ongoing – develop relationships and understanding in year 1 and build product at the Aboriginal Corporation's desired pace and in line with their plans.	YYNAC, TLaWC, Wurundjeri Land Council Parks Victoria, DEECA,
2.2	First Peoples led experiences	Support and assist the Shepparton Art Museum (SAM), Kaiela Arts and the Mitchelton Gallery of Aboriginal Art to continue to grow and highlight First	Ongoing. Develop relationships early and support, advocate and help	SAM, Mitchelton Hotel, Kaiela Arts and Bangerang Cultural Centre

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NO.	PILLAR	ACTIONS	PRIORITY / TIMEFRAME	SUPPORT PARTNER/S
		Peoples Arts and Culture both within the museum and outreaching in events and other ways.	deliver the product and market the Gallery and Museum.	TTNAC, TLaWC, Wurundjeri Land Council
2.3	First Peoples led experiences	Work with the State Government and First Peoples to support and assist in implementation of the self-determined First Peoples Tourism Plan (currently in development).	Ongoing. Seek to understand and be involved in the development of the plan. Implement when released	DJSIR, YYNAC, TLaWC, Wurundjeri
2.4	Wellness	Advocate for and assist industry to develop wellness products such as Forest bathing, spa treatments, floating saunas etc aligned to the outstanding natural beauty of the region. The experiences can be built off the back of the growing wellness industry and experiences in Victoria that offer a point of difference in the market.	Medium. Talk with industry to understand the opportunities and develop a prospectus of ideas in years 1 and 2 and opportunistically advocate for industry to invest	3 regional LGAs, Industry, State Government (Planning Framework)
2.5	Wellness	Continue to encourage 'slow tourism' where people immerse themselves in the region, experiencing the hidden gems that are often undersold but over deliver experiences through personal connection with the owner, operator, maker or creator.	Ongoing - Highlight examples and celebrate success. Seek to attract investors opportunistically	3 regional LGAs Industry and State Government
2.6	Arts and Culture	Continue to support and grow the Shepparton Art Museum (SAM), Kaiela Arts and MOVE Stage 2 (Museum of Vehicle Evolution) as a major gallery, museum and art hub and event destination in regional Victoria.	Ongoing – build relationships and develop forward plans for implementation.	Greater Shepparton City Council MOVE, SAM and State Government.
2.7	Arts and Culture	Investigate and implement the Goulburn Valley Arts Trail that highlights local artists through the development of sculptures, visual and performing arts and First Peoples arts.	Medium, Year 2 planning and Years 3 to 5 implementation	3 regional LGAs and First Peoples State Government and the region's Arts and Cultural industry.
2.8	Arts and Culture	Support and develop existing military heritage trail in the region by continuing to build the story telling in Australian Light Horse Memoria, VC Park, Tatura Museum, the Vietnam Veterans Commemorative Walk and other facilities in the region.	Medium, Year 1 planning and understanding – Years 2 to 5 implementation.	RSL Victoria 3 regional LGAs

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NO.	PILLAR	ACTIONS	PRIORITY / TIMEFRAME	SUPPORT PARTNER/S
2.9	Food and Drink	Develop, support and advocate for regional products to be branded as Goulburn Region produce. The food and beverages produced in the region are world class and integrating the produce with stories, access to makers and the settings in which they are produced will help make them accessible and add to the visitors experiences and understanding of the region. Support existing trails to further develop into a regional wine and food trail and provenance map for the Goulburn Region that includes existing .	High. In partnership with the region's producers, expand on the existing work on branding to develop a whole of region food and beverage brand that builds awareness of the high quality produce	Industry groups, State Government, 3 regional LGAs
2.10	Food and Drink	The region contains multicultural communities and the experience of sharing a meal can be grown and shared more broadly. Community kitchen development, cultural cooking experiences, festivals and events highlighting the range of produce from the region and encouraging tours and trails throughout the region add to the visitor experience.	Ongoing. Planning and implementation to occur through the life of this plan	3 regional LGAs Community Groups Industry
2.11	Food and Drink	Support regional produce stores to continue to develop the range of produce grown and made locally and include them as centrepieces of the region's food and beverage trail. Advocate for and support small producers to develop 'farm gate' sales and link them via food and produce trails in the region. Enhance and support existing farmgate and produce markets and festivals including the Taste of the Goulburn – as a region signature event.	High Importance. Develop a plan for Regional Produce Growth in partnership with industry. Implement.	Industry and Chambers of Commerce including Go Nagambie, Destination Goulburn Valley and Go Seymour. 3 regional LGAs
2.12	Nature	Work with land managers and Councils to develop and activate appropriate parts of the region to make them more accessible and better presented for visitors.	High. Partnering with Parks Victoria, DEECA and other land managers is critical to joint development opportunities for River access on the Goulburn and other areas.	Parks Vic, DEECA, 3 regional LGAs

NO.	PILLAR	ACTIONS	PRIORITY / TIMEFRAME	SUPPORT PARTNER/S
2.13	Nature	Foster and develop river based activities including water sports (Lake Nagambie), play areas, fishing platforms and kayak areas.	Medium. The Victorian Fishing Tourism Plan recognises the need for improved access to fishing pontoons along the rivers of Victoria.	CMA, VFA, Parks Vic, DEECA, 3 regional LGAs
2.14	Nature	Develop a regional visitor economy track and trails strategy that focuses on developing connectivity between the towns. Support the implementation of existing cycle masterplans and local strategies. Support the implementation of the of trails that activate existing natural assets and allow visitors to partake in nature such as Wallan Wildflower Walk	High Access to nature can be through trail development. This may include aquatic trails on the Goulburn River.	Parks Vic, DEECA, VFA, Goulburn Murray Water
2.15	Nature	Continue to purse development of Balmattum Hill Bike Park, with appropriate infrastructure, and a management/maintenance plan, wayfinding and interpretation. Consider the opportunity for wildlife viewing and other natural setting opportunities such as swimming capitalising on the regional strengths.	High Planning is currently underway, and the opportunity is strong for Euroa and provides linkages to Ride the High Country in North East Vic.	Strathbogie Shire Council, Parks Vic TNE
2.16	Nature	Continue to develop the Victoria Park Lake precinct as a living exemplar of connecting people to nature and First Peoples Culture including undertaking further River activation.	High Build partnerships and understand the investment priorities and advocate for them	Greater Shepparton City Council, Strathbogie Shire Council, Tahbilk Winery.
2.17	Nature	Work with the Victorian Fisheries Authority and Burnanga Fishing Club to tell the story of 'Burnanga' – and develop the tourism potential of the largest native fish hatchery in Australia at Arcadia.	Medium The VFA now operate Australia's largest Native Fish Hatchery at Arcadia and the story of the Murray Cod is a powerful one to be told with conservation as the core message.	VFA, Greater Shepparton City, Burnanga Indigenous Fishing Club, CMA.
2.18	Event Facilities	Advocate for increased investment in key infrastructure including toilets, roads and transport etc to	High	State Government 3 regional LGAs

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NO.	PILLAR	ACTIONS	PRIORITY / TIMEFRAME	SUPPORT PARTNER/S
		accommodate elite and mass participation sporting events such as cycling, road races, rowing, motorcycle events, performance events, multisport running etc. Advocate for the Shepparton Sports and Events Centre.	Events can provide a significant demand driver for the region	Event organisers
2.19	Events	Develop a regional events calendar and industry resources.	High Aids in event scheduling, and provides a portal for consumers and event industry to look for opportunities	VV 3 regional LGAs
2.20	Events	Develop an events prospectus for the region that provides event organisers with an easy to use guide to holding events in the region.	High Attracting events to the region is important and the single point of contact helps event organisers	VV 3 regional LGAs
2.21	Events	Support famils and opportunities to showcase the regions conference and events space with Business Event Victoria.	High Have many great spaces currently not supported due to the lack of region status. Can develop this relationship as a matter of priority.	Business Events Victoria Business Victoria Industry
2.22	Events	Understanding barriers to holding and growing events in the region and work collaboratively to overcome those barriers	Medium Continue to seek reduce barriers and allow investment opportunities	3 regional LGAs
2.23	Supply	Advocate and support LGAs with the implementation of Local Areas Action Plans and localised strategies. Build in a focus of identifying key attractions in the hidden gems of small towns such as Trawool, Tooborac, Dookie, Avenel, Tallarook, Murchison, Violet Town that contribute to the broader regional product.	High Prioritise the development of the Local Area Action Plans across the region	DJSIR, 3 regional LGAs
2.24	Accommodation	Advocate for investment in on trend accommodation that is mid-range, unique and fit for purpose, including	High Investment into on trend market	State Government, 3 regional LGAs, Private Sector. RDV

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NO.	PILLAR	ACTIONS	PRIORITY / TIMEFRAME	SUPPORT PARTNER/S
		heritage buildings and new buildings close to the natural and other attractions of the region, and that support events would improve the conversion of day visitors to overnight and longer stay visitation increasing yield.	aligned accommodation is critical in the conversion of day visitors to overnight and longer stays. For events to grow, the stock of accommodation needs to expand.	
2.25	Accommodation	Investment attraction (public and private) in a range of camping options throughout the region, including caravan locations to boost the supply of clean and well serviced options aligned to the pass through markets and attracting short stay visitors.	Medium. Many camping areas on public land are in need of maintenance and investment.	Parks Vic DEECA 3 regional LGAs
2.26	Accommodation	In more rural areas, advocate for investment in farm stay, glamping and tiny houses aligned to the boutique and more remote parts of the region.	High Continue to advocate	3 regional LGAs
2.27	Accommodation	Continue to invest in increasing accessible and inclusive accommodation including retrofitting older buildings and constructing new 'exemplars.'	High Continue to advocate and seek investment	3 regional LGAs
2.28	Liveability	Continue to invest in streetscape improvements across the entire Region including the provision of public art, landscaping and other features in line with Council plans – with the objective of making the Region's towns and cities as nice to visit as they are to live in.	High Increased investment in streetscapes provides a more liveable environment.	3 regional LGAs
2.29	Liveability and Towns	The Region contains a number of well-known markets (Violet Town, Avenal, Euroa, Wallan, Tallarook etc) – continue to invest in the growth of these markets focusing on event space, and local provenance food and beverages as well as local artisans, arts and crafts etc.	High These markets are growing in reputation and together can forma strong attractor across the entire region.	3 regional LGAs Chambers of Commerce
2.30	Liveability and Towns	Further roll out of style guides for public buildings that reflect the story narrative including shelters and toilets (e.g., Nagambie and Shepparton).	Medium Helps preserve the character of the region for residents and visitors alike.	3 Regional LGAs

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NO.	PILLAR	ACTIONS	PRIORITY / TIMEFRAME	SUPPORT PARTNER/S
2.31	Liveability and Towns	Capitalise on the cycling trends worldwide and create cycle friendly towns that have e-bikes for hire and that offer family friendly activities. (Bike friendly City destinations).	Medium Provides for longer term health and environmental benefits.	3 regional LGAs
2.32	Liveability and Towns / Food	Scope the development of a major new agricultural education centre for the region providing visitors and groups with the opportunity to connect with and learn about farming practices, improved sustainability and with commercial kitchen facilities that help showcase the region's produce.	Medium Could provide a game changing centre for the region in which to showcase its produce to visitors and involve the community.	3 regional LGAs
2.33	Transport Services	Work across partners including the State Government and Councils to advocate for and improve integrated transport planning in the region and include such things as inteVEPwn connectivity, bicycle paths and lanes and walkways, and public transport options.	High Improves accessibility to features for residents and visitors alike.	3 regional LGAs
2.34	Transport Services	Continue to increase the supply of vehicle charging stations for EVs throughout the region capitalising on the one to two hour distance advantage the region has from the main source market in Melbourne.	High The region can position itself as a modern EV friendly region to visit form Melbourne/	3 regional LGAs
2.35	Transport Services	Continue to advocate for maintenance of access roads to key identified viewpoints, riverside picnic areas, etc.	Ongoing Road access is critical to the region for visitors and communities	State Government, 3 regional LGAs
2.36	Digital and Power Supply	Continue to advocate with infrastructure providers such as the NBN, Power companies and the State Government to improve the service and reliability of core infrastructure for visitors and communities including digital connectivity, telephone service and reliability of power supply.	Ongoing Ongoing and continual improvements to the networks will provide greater certainty to investors.	State Government
2.37	Visitor Servicing	Complete a regional visitor servicing strategy to plan for the region's approach to visitor servicing into the future.	High Improved visitor servicing is critical to the overall visitor experience in the	3 regional LGAs DJSIR

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NO.	PILLAR	ACTIONS	PRIORITY / TIMEFRAME	SUPPORT PARTNER/S
			region and to converting potential visitors	
2.38	Visitor Servicing	Consider in line with the branding strategy outlined in Demand in this DMP, branding the region's Visitor Centres with the regional Brand (i.e., Goulburn region Visitor Information Centre – or similar)	High Builds on the region's brand profile and delivery of the regional positioning	3 regional LGAs DJSIR
2.39	Visitor Servicing	Undertake a review of the effectiveness of the region's wayfinding and interpretative signs with a view to being consumer centric and regionally focused. The review could consider reflecting the Region's character through visual languages. Implement the review findings.	Medium Improving regional wayfinding including online maps and potentially touring routes will help visitors.	3 regional LGAs
2.40	Visitor Servicing	Further to recommendations in this DMP, work with Council's and land managers to ensure the public toilets and other basic visitor servicing facilities are fit for purpose and well presented.	Medium Seek to continually improve the condition of public assets vital for the visitor experience and communities	3 regional LGAs Parks Vic, Vicroads, DEECA.
3.1	Industry Capability	Through a new Regional Partnership model, build industry awareness and networking through a range of measures including holding an annual tourism forum, holding network dinners and arranging familiarisation trips showcasing successful businesses within the region.	High Getting industry to function as one, learn from each other and appreciate the success stories in Region is important.	3 regional LGAs Chambers of Commerce
3.2	Industry Capability	Seek to develop partnerships within and external to the region that builds experiences and packages that may include food and wine, etc.	High Grow the perception Goulburn Region within the State sector. Seek to build packages.	Other VEPs form across the State.
3.3	Industry Capability	Undertake a survey of industry throughout the region and determine what industry sees as the biggest area for improvement in capability. Build programs to overcome the identified shortcomings, that may include improved use of the ATDW platform and accreditation programs	High Build the value in the Goulburn Region VEP, understand leadership and opportunities industry sees, and potentially release results at the first	3 regional LGAs Chambers of Commerce

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NO.	PILLAR	ACTIONS	PRIORITY / TIMEFRAME	SUPPORT PARTNER/S
			industry forum for the region.	
3.4	Industry Capability	Consider sponsoring up and coming businesses to undertake a study tour of successful businesses elsewhere and bring back the learnings to the region.	Medium Can help local businesses to expand their knowledge and horizons	Chambers of Commerce
3.5	Industry Capability	Continue to improve industry skills and capability in an online environment creating commissionable and packaged products.	Short Term and High priority – with an ongoing component.	VV, and DJSIR
3.6	Industry Capability	Continue to collaborate with and support Taungurung, Wurundjeri and Yorta Yorta to develop and grow First People's based experiences and other visitor economy opportunities they may wish to grow.	High Self-determination and protecting Country are the foremost principles to be applied. Build relationships with and support Yorta Yorta and Taungurung.	YYANC and TLaWC
3.7	Workforce Planning	Work with TAFEs and other education providers in the region to advocate for and support the development of short courses in tourism studies aimed at a variety of workforce requirements.	High An analysis of courses available and gaps would be the first step	TAFE, Chambers of Commerce
3.8	Workforce Planning	Advocate with the State Government in implementing workforce reforms at a State level.	High	DJSIR Industry
3.9	Workforce Planning	Highlight careers in the sector locally and at a variety of forums to build confidence in the visitor economy careers.	High Build confidence and awareness of the careers available in the sector.	State Government, TAFE 3 regional LGAs Chambers of Commerce
3.10	Workforce Planning	Undertake a skills assessment across the Region and review those areas that are in most demand and consider a marketing campaign to attract workers.	Medium Important but can be over first several years of the plan.	Goulburn Region VEP, State Government, TAFE Chambers of Commerce 3 regional LGAs
3.11	Workforce Planning	In partnerships with LGAs, advocate for increased supply of housing for lower and middle earners in the regional	Medium Important but many of the factors	3 regional LGAs

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NO.	PILLAR	ACTIONS	PRIORITY / TIMEFRAME	SUPPORT PARTNER/S
		centres such as Euroa, Seymour, Shepparton and other areas of the region.	involved are outside the control of the VEP and DMP	
4.1	Building the Brand	Work with brands already developed in the region to identify key elements of the brand story that are common to each and can be taken forward.	High The first elements of building the brand is to use the strengths of existing work.	DJSIR, VV
4.2	Building the Brand	Develop a Brand Strategy (with comprehensive industry buy-in) and toolkit that clearly communicates key elements, including: • Brand personality • Story – Who we are • Actions - How we behave • Language -How we talk about ourselves, what key words we use • Proof – What gives us the right to claim the brand • How we look, visual language	High The second stage in the brand development.	DJSIR, VV
4.3	Building the Brand	Deliver marketing activities and campaigns that align to Experience Victoria 2033, Visit Victoria Brand Framework and the Region's Brand.	High Use the brand with discipline and within the guidelines is vital to build brand value	DJSIR, VV
4.4	Building the Brand	Test and review the efficacy of the brand with target markets through research and monitoring.	High Continue to evolve and manage the brand and seek to improve over time.	VV
4.5	Channels of Communication	Write a clear and actionable marketing strategy that provides quick wins for the VEP to connect with target markets and provide clear connections for industry and councils in the region. Include the below actions in this. Clearly define simple target markets that are meaningful for the industry. Build profiles for operators to assist them in effectively engaging with their markets that builds the regional voice. Include preferred channels of communication, styles of engagement, language and imagery.	High Implement the branding work and target markets	DJSIR, VV, Industry

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NO.	PILLAR	ACTIONS	PRIORITY / TIMEFRAME	SUPPORT PARTNER/S
4.6	Channels of Communication	Drawing on existing work in the region, build a regional image and video library that is made available to operators and government who are promoting the region.	High Images that re-enforce the brand and can be used for marketing and reports	
4.7	Channels of Communication	Harness Artificial Intelligence platforms such as Chat GPT to create brand aligned narrative and stories to assist in the development and delivery of social media posts, interpretation, media stories and other promotions.	Medium Ongoing evolution of the brand and optimised websites and AI.	DJSIR, VV
4.8	Channels of Communication	Build a Regional Tourism Website, Social Media platforms, and establish relationships with key influencers to ensure a common, unified and clear voice to markets.	High Having a single digital portal for industry and consumers (can be different entry points for content) is vital.	
4.9	Channels of Communication	Consult with Business Victoria, and Visit Victoria to engage with their research and insights programs to ensure that data collected meets the needs of the region, and potential collaborations are explored.	High Information is vital to adapting and measuring the performance of the region.	DJSIR, VV, BV, 3 regional LGAs Chambers of Commerce, TRA
4.10	Collaborative Partnerships	Drawing on the target market insights identified, conduct research and build a suite of journeys and/or itineraries from Melbourne and key regional centres that deliver optimum visitor experiences that meet their needs. Work with operators to build these itineraries and encourage independent collaboration between businesses.	High Also falls within Industry Capability. Helps build product and partnerships	Neighbouring regions, 3 regional LGAs Industry
4.11	Collaborative Partnerships	Partner with other regions to establish itineraries that meet the needs of target markets and cross reginal boundaries.	High In line with the themes expressed in this section.	3 regional LGAs Neighbouring regions
4.12	Collaborative Partnerships	Facilitate famils and influencer visits across the established itineraries, partnering with other regions and operators.	High Builds presence and in line with brand promise.	VV, 3 regional LGAs , Chambers of Commerce
4.13	Collaborative Partnerships	Facilitate the inclusion of Goulburn Region champion products in operator showcases, tourism exchanges, trade	High	Goulburn region VEP, VV, DJSIR

Goulburn Region Destination Management Plan

NO.	PILLAR	ACTIONS	PRIORITY / TIMEFRAME	SUPPORT PARTNER/S
		missions and other industry events to build a team of collaborating and cooperating champion businesses for the region.	Continues to put a focus on the strengths of the region and builds confidence in industry and with consumers	3 Regional LGAs Chambers of Commerce, Industry
4.14	Collaborative Partnerships	Explore collaborative partnerships with other industries in the region (outside the visitor economy) to build relationships for branding and development.	Medium

Ongoing partnership development is important | 3 regional LGAs Chambers of Commerce, Industry Leaders |

Evaluation and Measures of Success

Evaluating the success of this Plan is about measuring our progress towards achieving our vision and living our principles.

This plan aspires to build the visitor economy through getting more visitors staying longer, spending more and coming more often. We have set ambitious, yet achievable measures of success for this plan, aligned to the strategic priorities and recognising the priority of building the VEP with industry collaboration and coordination before we start tackling product development.

Our top line metrics for this plan are:

3 million
visitors to the region

Currently, the region attracts 2 million visitors per year, and prior to COVID we welcomed 2.6 million visitors per year. This plan aims to build the number of people visiting the region. Growth should be in alignment with community desires and bring value to the local economy.

1 million
visitors stay overnight

The best way to build value for the community from visitors is for them to stay overnight. Currently, the region attracts 700,000 visitors per year overnight, and there is room for increase, but only if there is enough accommodation provided at the right level. Improving seasonality of stay will also assist in achieving this goal.
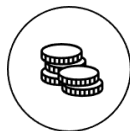
$500 million
Value of the Visitor Economy
(total gross revenue)

Increasing the value of the visitor economy can be achieved through encouraging visitors to stay longer and spend more. We can do this by targeting the right audiences with products and experiences that they love. Increasing the value of the visitor economy brings benefits to the whole region through providing employment, diversifying the economic base, and increasing services through infrastructure investment and improved liveability – ultimately raising the profile of the visitor economy sector.
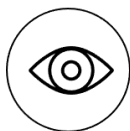
Recognised
As a Regional Brand by
Visit Victoria

To build love in our target markets, we need to build a great brand that resonates with them and shows that travelling to the Goulburn Region meets their needs. This will be much easier and more cost effective if our brand is recognised and promoted by Visit Victoria.

This Plan has laid out four strategic priorities to achieve the vision of having a flourishing visitor economy, recognised as a place for people to come together, to step just north from the city to connect with each other and explore the outdoors whilst enjoying unique and beautiful produce, heritage, nature and culture.

To achieve this vision, this plan identified four strategic priorities, developed within our 7 principles: delivering Economic Growth; being Innovative and Outstanding, Sustainable and Regenerative, Inclusive and Welcoming, First Peoples Focused, Valuable for our Communities, and Unique to Place.

The key outcomes of these priorities are below, with specific measures detailed in Appendix 2.

1. Improved and Coordinated Regional Tourism Governance

A Regional Visitor Economy Partnership is established with secured funding for five years and staff who have a clear strategic direction and relationships with member councils, state government and industry.

2. Regional Product Growth

The region's product supports a two-night itinerary for target markets.

Product is developed that plays to the region's – and Victoria's – strengths:

- First Peoples led experiences
- Arts and Culture
- Wellness
- Food and Drink
- Nature

Visitor economy infrastructure in the region has targeted investment that builds a coordinated visitor experience, with a focus on:

- Accommodation
- Transport
- Digital connectivity and power infrastructure
- Event facilities

Visitors clearly understand the range of attractions in the region, can find them, and can enjoy them.

3. Industry Capability

A connected industry that meets regularly with leaders who provide insight, guidance and connection to other operators, Visit Victoria and Business Victoria.

Employers are able to source workers to meet their business needs.

4. Regional Brand and Marketing

A clear brand in the market that is recognised by Visit Victoria.

Goulburn Region Destination Management Plan

Appendix 1. Attractions and events in the Goulburn Region[13]

Natural Attractions & Outdoor Activities	History & Museums	Events, Arts & Culture	Food & Wineries
Goulburn River	The Rockery Gemstone Museum	Shepparton Art Museum (SAM)	Mitchelton Wines
Great Victorian Rail Trail	The Museum of Vehicle Evolution (MOVE)	Food and Wine Festivals	Fowles Wine Restaurant and Cellar Door
Avenel Maze	German War Cemetery	Seymour Alternative Farming Expo	Tahbilk Winery and Cellar Door
Lake Nagambie	Vietnam Veterans Commemorative Walk	Converge on the Goulburn	Black Rabbit Distillery
Lower Goulburn National Park	Tatura Irrigation and Wartime Camps Museum	Mitchelton Gallery of Aboriginal Art	Longleat Estates: Murchison Wines
Mt Major	Seymour Railway Heritage Centre	Shepparton Mooving Art	Shepparton Brewery
Mt Wombat Lookout	Old Kilmore Gaol	Sporting events and competitions	Tooborac Hotel and Brewery
Murchison Gap Lookout	Euroa Farmers Arms Museum	Shepparton Festival	Wine X Sam
Gooram Falls	Australian Light Horse Memorial Park	Country shows and rodeos	Nagambie Brewery and Distillery
Tallarook State Forest	WWI Memorial Park	International Dairy Week	Nagambie and Tallarook Farmers Markets
Mt Disappointment	Shepparton Art Museum (SAM)	Riverlinks Theatre of Performing Arts	Wild Life Brewing Co
Mt Piper	Puckapunyal Army Tank Museum	Murals and Silo Art	The Meat Room
Australian Botanical Gardens - Shepparton	V.C Memorial Park	Art shows and expos	Bunbartha Beef and Fine Produce
Parks, playgrounds and splash parks	Ned Kelly Touring Route	Markets	Providores and Farm Gates
Strathbogie Ranges	Heritage buildings and trails	Longwood Beer, Wine & Cider Festival	Cellar doors by appointment
Golf, Horse Riding, 4WD and Motorcycle Trails, Camping, Hiking, Swimming, Fishing		Australian National Show and Shine	

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[13] Goulburn Region Tourism Partnership Baseline Research Report, June 2023

Goulburn Region Destination Management Plan

Appendix 2. Key Measures of Success for the Goulburn Region

The measures of success for this plan and are designed to be achievable and lay the groundwork for future growth. In some cases, data has not previously been available for the region because of its lack of status as an official region. It is possible for much of the data collected through Business Victoria to be recast so baselines may be able to be set to assist in this exercise.

Priority	Alignment to Experience Victoria Principles							Where we are now	How do we know we have succeeded by the end of this plan?
	Delivering economic Growth	Innovative and Outstanding	Sustainable and regenerative	Inclusive and welcoming	First Peoples focused	Valuable for communities	Unique to place		
Improved and Coordinated Regional Tourism Governance									
Foundational development: Regional Visitor Economy Partnership is established with secured funding for five years and staff who have a clear strategic direction and relationships with member councils, state government and industry.	X	X	X	X	X	X	X	No regional representation	Goulburn Regional Visitor Economy Partnership is a functional entity that: • Advocates for the entire region at state level • Gathers and disseminates critical information for the industry (such as visitor data and brand health), • Coordinates destination planning • Attracts funding though grant and other channels • Collaborates and enables industry • Provides leadership for the industry through building industry networks, famils, brand building and capability

Goulburn Region Destination Management Plan

Priority	Alignment to Experience Victoria Principles							Where we are now	How do we know we have succeeded by the end of this plan?
	Delivering economic Growth	Innovative and Outstanding	Sustainable and regenerative	Inclusive and welcoming	First Peoples focused	Valuable for communities	Unique to place		
									development.
Regional Product Growth									
Prioritising Experience Development: The region's product supports a two-night itinerary for target markets.	X					X	X	• 2 million total visitors • 700,000 visitors stay overnight • $110 Average overnight visitor spend per day • $222 average spend per day visit	• 3 million total visitors • 1 million visitors stay overnight • Overnight visitor spend per day increases to $200 per person Domestic day visitor spend increases to $250 per person
Prioritising Experience Development: Product is developed that plays to the region's – and Victoria's – strengths:	X	X	X	X	X	X	X		
First Peoples led experiences								• 3 main First Peoples experiences: wawa biik Taungurung Cultural Experiences, SAM. Kaiela Arts, Bangargang Cultural Centre, Street Art and Mitchelton Aboriginal Art Galleries.	• Relationships with Taungurung, Wurundjeri and Yorta Yorta First Peoples are built to better understand how to build caring for Country into the Goulburn Region Product. • Aspirations of the Taungurung, Wurundjeri and Yorta Yorta First Peoples

Goulburn Region Destination Management Plan

Priority	Alignment to Experience Victoria Principles							Where we are now	How do we know we have succeeded by the end of this plan?
	Delivering economic Growth	Innovative and Outstanding	Sustainable and regenerative	Inclusive and welcoming	First Peoples focused	Valuable for communities	Unique to place		
								• No First Peoples Tourism plan currently exists.	People are represented clearly in the First Peoples Tourism Plan.
Arts and Culture								• Local events without regional brand connection. • Cultural attractions with limited interpretation and connection to other attractions/engagement with events.	• Major Events hosted by LGAs, and private enterprise have built in scale and reach as cornerstone events in the region that support brand and are supported by LGAs, industry and Goulburn Regional Visitor Economy Partnership. • Attractions across the region have a narrative that connects them to place and one another, playing a part in a broader story of the region.
Wellness								• Limited wellness experiences available or known.	• Investment in wellness products such as yoga retreats, forest bathing, spa treatments, floating saunas, etc. has occurred in the region, supported by LGAs and facilitated by the Goulburn Region Visitor Economy Partnership.
Food and Drink								• A provenance map at Mitchelton Winery. 'Seasoned' and "Go Meat the Farmer" Websites.	• The 'Seasoned' and 'Go Meat the Farmer' concept is collated into one contiguous regional experience.

Goulburn Region Destination Management Plan

Priority	Alignment to Experience Victoria Principles							Where we are now	How do we know we have succeeded by the end of this plan?
	Delivering economic Growth	Innovative and Outstanding	Sustainable and regenerative	Inclusive and welcoming	First Peoples focused	Valuable for communities	Unique to place		
Nature								• Natural attractions have little infrastructure, wayfinding, servicing and interpretation.	• At least one key natural attraction (look out, river site, swimming hole) has a development plan slated for investment for infrastructure, wayfinding, servicing and interpretation in the region. • A wayfinding and interpretation plan is developed to connect all visitor experiences to the geography and First Peoples stories of the valley, ranges and river.
Prioritising Supply: Visitor economy infrastructure in the region has targeted investment that builds a coordinated visitor experience, with a focus on:	X		X	X	X	X			
Accommodation								• Accommodation dominated by hotel/motel, town based caravan parks and self-contained options.	• Mid-range, brand aligned accommodation businesses open (such as renewed heritage buildings in towns, glamping, cabins, farm stays) and are championed in regional marketing. • At least one new destination Caravan Park opens with full servicing for families.
Transport								• No taxi services in many towns.	• Transport options are available for visitors to travel between towns, accommodation and attractions at times

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Goulburn Region Destination Management Plan

Priority	Alignment to Experience Victoria Principles							Where we are now	How do we know we have succeeded by the end of this plan?
	Delivering economic Growth	Innovative and Outstanding	Sustainable and regenerative	Inclusive and welcoming	First Peoples focused	Valuable for communities	Unique to place		
								• Limited bus operating hours and routes not designed around visitor attractions.	that suit them. At least one new transport operator commences providing connections between accommodation and evening dining. • Visitor appropriate connectivity (including public transport) evolves to service the region's key visitor attractions. • Integrated transport plan developed to build path/cycleway connections between towns.
Digital connectivity and power infrastructure								• Major outages of internet and power during major events and natural events.	• Reliable internet connectivity and telecommunications is available throughout all major events held in the region. • Infrastructure planning underway for power resilience in major natural events such as flood and fire.
Event facilities								• Present but ageing and limited mass participation and elite sporting event infrastructure.	• Identification of one focal sporting infrastructure priority for investment, with agreement from state government to partner for funding.
Prioritising Visitor Servicing: Visitors clearly understand the range of	X			X	X	X		• Visitor attractions are not always evident to people	• Visitor information centres are networked across the region with clear brand alignment, stories and narrative of

Goulburn Region Destination Management Plan

Priority	Alignment to Experience Victoria Principles							Where we are now	How do we know we have succeeded by the end of this plan?
	Delivering economic Growth	Innovative and Outstanding	Sustainable and regenerative	Inclusive and welcoming	First Peoples focused	Valuable for communities	Unique to place		
attractions in the region, can find them, and can enjoy them.								when they arrive in the region – driving through or staying. • Local visitor information provided but not connected across the region.	the geography, provenance and experiences. • Wayfinding and interpretive signage in the region has been reviewed and a signage strategy is in place to elevate the regional brand through visual languages and engagement with First Peoples. • Public toilets, visitor information centres and other visitor information areas have been audited and a plan to ensure they are developed to meet visitor needs with brand alignment, First Peoples engagement and visual languages is in place.
Industry Capability									
Prioritising Industry Development: A connected industry that meets regularly with leaders who provide insight, guidance and connection to other operators, Visit Victoria and Business Victoria.				X	X	X		• Local Tourism Organisations and no regional representation at the state level.	• Meaningful engagement with Industry and inclusion in decision making • Biannual tourism business information sharing/networking events held across the region. • Collaboration with Visit Victoria and Business Victoria to discuss data needs

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Goulburn Region Destination Management Plan

Priority	Alignment to Experience Victoria Principles							Where we are now	How do we know we have succeeded by the end of this plan?
	Delivering economic Growth	Innovative and Outstanding	Sustainable and regenerative	Inclusive and welcoming	First Peoples focused	Valuable for communities	Unique to place		
									and insights, marketing opportunities and brand aligned product development. • First Peoples representatives actively involved and contributing to industry gatherings.
Prioritising Workforce Planning: Employers are able to source workers to meet their business needs								• Shortage of workers. • Lack of affordable housing for workers in tourism and hospitality.	• A regional skills assessment has been undertaken. • Short courses are available to support tourism management and hospitality in the region. • Some affordable housing has been developed in the region.
Regional Brand and Marketing									
Prioritising Demand: Clear brand in the market that is recognised by Visit Victoria					X			• No regional brand • Regional marketing not currently undertaken • No brand recognition in target markets.	• Brand is developed for the region that builds on existing brand work. • Famils, websites, social media and other marketing collateral feature existing First Peoples product in the region. • Packages are collaboratively developed with operators in the region developed to meet the needs of the target markets.

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STATEMENT OF PURPOSE & RULES

for

Goulburn Region Tourism Inc

Associations Incorporation Reform Act 2012

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TABLE OF PROVISIONS

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PART 1—PRELIMINARY

1 Name

The name of the incorporated association is Goulburn Region Tourism Incorporated".

Note

Under section 23 of the Act, the name of the association and its registration number must appear on all its business documents.

2 Purposes

The purpose of the Association is to drive the sustainable growth of the visitor economy throughout the Goulburn Region.

3 Financial year

The financial year of the Association is each period of 12 months ending on 30 June.

4 Definitions

In these Rules—

absolute majority, of the Board, means a majority of the Board members currently holding office and entitled to vote at the time (as distinct from a majority of Board members present at a Board meeting);

Act means the *Associations Incorporation Reform Act 2012 (Vic)* (as amended from time to time) and includes any regulations made under that Act.

Advisory Committee means the committee established under rule 54

Association *means Goulburn Region Tourism Inc;*

Board means the Board having management of the business of the Association;

Board meeting means a meeting of the Board held in accordance with these Rules;

Board member means a member of the Board elected or appointed in accordance with these rules;

Chair means the independent person appointed under rule 46 to act as the chair of Board Meetings and General Meetings;

disciplinary appeal meeting means a meeting of the members of the Association convened under rule 23;

disciplinary meeting means a meeting of the Board convened for the purposes of rule 20;

disciplinary subcommittee means the subcommittee appointed under rule 19;

financial year means the 12-month period specified in rule 3;

general meeting means a general meeting of the members of the Association convened in accordance with Part 4 and includes an annual general meeting, a special general meeting and a disciplinary appeal meeting;

Industry Partners means**:**

- tourism related associations;

- tourism related businesses and businesses providing services to tourists; and

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- any other associations, businesses or stakeholders whose objectives or purposes are considered by the Board to align with the purpose of the Association specified under rule 2 [purposes],

 that are eligible to apply for membership of the Association;

Industry Partner Board Members are Board Members, who are individuals nominated by the Industry Partners in accordance with rule 48;

LGA Delegate means a person appointed by a LGA Member in accordance with rule 45 to represent it:

- as a Council appointed Board Member; and

- at General Meetings and in the conduct of the affairs of the Association, and for that purpose a reference to a LGA Member will be a reference to its LGA Delegate as appropriate and vice versa;

LGA Members means each of:

- City of Greater Shepparton;

- Strathbogie Shire Council; and

- Mitchell Shire Council;

member means a member of the Association admitted to membership in accordance with these rules, and includes LGA Members and Industry Partners;

member entitled to vote means a member who under rule 13(2) is entitled to vote at a general meeting;

Region means the Goulburn region of the State of Victoria, comprising the local government areas of the LGA Members;

Representative means a representative of an Industry Partner (that is not a natural person) appointed to act on behalf of the Industry Person (including represent the Industry Partner at general meetings);

Secretary means the Secretary of the Association elected in accordance with rule 55 (2)

Skills and Nominations Committee means the committee established under rule 53

special resolution means a resolution that requires not less than three-quarters of the members voting at a general meeting, whether in person or by proxy, to vote in favour of the resolution;

State Nominee means a representative or nominee appointed by the Victorian State Government:

- to attend and participate in Board Meetings from time to time but who:
    - is not a Board Member; and
    - does not have a vote for the purposes of rule 62 and

- to participate as a member of the Skills and Nominations Committee in accordance with rule 53

the Act means the **Associations Incorporation Reform Act 2012** and includes any regulations made under that Act;

the Registrar means the Registrar of Incorporated Associations;

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Traditional Owners Corporations means registered aboriginal parties relevant to the region, including

- Taungurung Land and Waters Council;
- Yorta Yorta Nation Aboriginal Corporation; and
- Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.

Traditional Owner Board Representative means an individual representing the Traditional Owners Corporations on the Board.

PART 2—POWERS OF ASSOCIATION

5 Powers of Association

(1) Subject to the Act, the Association has power to do all things incidental or conducive to achieve its purposes.

(2) Without limiting subrule (1), the Association may—

(a) acquire, hold and dispose of real or personal property;

(b) open and operate accounts with financial institutions;

(c) invest its money in any security in which trust monies may lawfully be invested;

(d) raise and borrow money on any terms and in any manner as it thinks fit;

(e) secure the repayment of money raised or borrowed, or the payment of a debt or liability;

(f) appoint agents to transact business on its behalf;

(g) enter into any other contract it considers necessary or desirable;

(h) hire staff as necessary or desirable to assist the Association in the performance of its purposes.

(3) The Association may only exercise its powers and use its income and assets (including any surplus) for its purposes.

6 Not for profit organisation

(1) The Association must not distribute any surplus, income or assets directly or indirectly to its members.

(2) Subrule (1) does not prevent the Association from paying a member—

(a) reimbursement for expenses properly incurred by the member; or

(b) for goods or services provided by the member—

if this is done in good faith on terms no more favourable than if the member was not a member.

PART 3—MEMBERS, DISCIPLINARY PROCEDURES AND GRIEVANCES

Division 1—Membership

7 Minimum number of members

The Association must have at least 5 members.

8 Who is eligible to be a member

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The following organisations are eligible to apply for membership of the Association:

(a) LGA Members; and

(b) Industry Partners

9 Membership Policy and Application for membership

(1) The Board must develop a membership policy which provides for the form in which an application for membership must be made and an efficient process for the consideration and approval of an application for membership and the notification of the approval or rejection of an application for membership.

(2) Notwithstanding sub rule (1) the membership policy must provide:

(a) that an organisation wishing to apply to become a Member must make such application in writing in a form approved by the Board from time to time;

(b) in the case of Industry Partners, provide the name, postal address, email address and telephone number of the person (if any) that will act as its Representative if the application for membership is approved;

(c) in the case of LGA Members provide the name, postal address, email address and telephone number of the person that will act as its LGA Delegate if the application for membership is approved; and

(d) no reason needs to be given by the Board for the rejection of an application for membership.

10 New membership

(1) If an application for membership is approved by the Board, the Secretary must, as soon as practicable, enter the name and address of the new member, and the date of becoming a member, in the register of members.

(2) An organisation becomes a member entitled to exercise their rights of membership from the date, whichever is the later, on which—

(a) notice is provided to the organisation that its application for membership is approved; or

(b) the organisation pays the joining fee.

11 Representatives of Industry Partners

(1) An Industry Partner that is not a natural person must appoint a Representative and may change its Representative by notice in writing to the Association.

(2) A Representative has all the rights of an Industry Partner relevant to the purposes of the appointment as a Representative.

(3) To avoid doubt:

(a) a notice or communication given to or received by an Industry Partner is deemed to have been given to or received by its Representative; and

(b) a notice or communication given to or received by a Representative of an Industry Partner is deemed to have been given to or received by the Industry Partner.

12 Joining fee and annual subscription fee

(1) The joining fee and annual subscription fee for membership will be such amounts that are determined by the Board from time to time.

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(2) The Board will determine the amount and payment terms for subscription fees payable by Members for each Financial Year. The subscription fees may have regard to the industry, size and location of the Members and whether the Member is a LGA Member, Traditional Owner or Industry Partner.

(3) The Member must pay the subscription fee(s) in accordance with any payment terms determined by the Board in accordance with subrule 1.

(4) The rights of a Member (including the right to vote) that has not paid the subscription fee by the due date will be suspended until the fee is paid.

13 General rights of members

(1) A member of the Association who is entitled to vote has the right—

(a) to receive notice of general meetings and of proposed special resolutions in the manner and time prescribed by these Rules; and

(b) to submit items of business for consideration at a general meeting; and

(c) to attend and be heard at general meetings; and

(d) to vote at a general meeting; and

(e) to have access to the minutes of general meetings and other documents of the Association as provided under rule 76; and

(f) to inspect the register of members.

(2) A member is entitled to vote if—

(a) more than 30 business days have passed since they became a member of the Association; and

(c) the member's membership rights are not suspended for any reason.

14 Rights not transferable

The rights of a member are not transferable and end when membership ceases.

15 Ceasing membership

(1) The membership of a person ceases on resignation or expulsion.

(2) If a person or organisation ceases to be a member of the Association, the Secretary must, as soon as practicable, enter the date the person ceased to be a member in the register of members.

(c) A person or organisation will not be entitled to a refund of its joining fee or any subscription fees on resignation or expulsion.

16 Resigning as a member

(1) An Industry Partner may resign by notice in writing given to the Association.

Note

Rule 75(3) sets out how notice may be given to the association. It includes by post or by handing the notice to a member of the Board.

(2) An LGA Member may resign by giving the Association at least 12 months' notice in writing prior to the next annual General Meeting.

(3) A member is taken to have resigned if—

(a) the member's annual subscription is more than 12 months in arrears; or

(b) where no annual subscription is payable—

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(i) the Secretary has made a written request to the member to confirm that they wish to remain a member; and

(ii) the member has not, within 3 months after receiving that request, confirmed in writing that they wish to remain a member.

17 Register of members

(1) The Secretary must keep and maintain a register of members that includes—

(a) for each current member—

(i) the member's name;

(ii) the address for notice last given by the member;

(iii) the date of becoming a member;

(iv) the Member's LGA Delegate (if applicable);

(v) any other information determined by the Board;

(vi) the Representative of an Industry Partner (if applicable); and

(b) for each former member, the date of ceasing to be a member.

(2) Any member may, at a reasonable time and free of charge, inspect the register of members.

Division 2—Disciplinary action

18 Grounds for taking disciplinary action

The Association may take disciplinary action against a member in accordance with this Division if it is determined that the member—

(a) has failed to comply with these Rules; or

(b) refuses to support the purposes of the Association; or

(c) has engaged in conduct prejudicial to the Association; or

(d) brings the Association in to disrepute.

19 Disciplinary subcommittee

(1) If the Board is satisfied that there are sufficient grounds for taking disciplinary action against a member, the Board must appoint a disciplinary subcommittee to hear the matter and determine what action, if any, to take against the member.

(2) The members of the disciplinary subcommittee—

(a) may be Board members, members of the Association or anyone else; but

(b) must not be biased against, or in favour of, the member concerned.

20 Notice to member

(1) Before disciplinary action is taken against a member, the Secretary must give written notice to the member—

(a) stating that the Association proposes to take disciplinary action against the member; and

(b) stating the grounds for the proposed disciplinary action; and

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(c) specifying the date, place and time of the meeting at which the disciplinary subcommittee intends to consider the disciplinary action (the ***disciplinary meeting***); and

(d) advising the member that they may do one or both of the following—

(i) attend the disciplinary meeting and address the disciplinary subcommittee at that meeting;

(ii) give a written statement to the disciplinary subcommittee at any time before the disciplinary meeting; and

(e) setting out the member's appeal rights under rule 23.

(2) The notice must be given no earlier than 28 days, and no later than 14 days, before the disciplinary meeting is held.

21 Decision of subcommittee

(1) At the disciplinary meeting, the disciplinary subcommittee must—

(a) give the member an opportunity to be heard; and

(b) consider any written statement submitted by the member.

(2) After complying with subrule (1), the disciplinary subcommittee may—

(a) take no further action against the member; or

(b) subject to subrule (3)—

(i) reprimand the member; or

(ii) suspend the membership rights of the member for a specified period; or

(iii) expel the member from the Association.

(3) The disciplinary subcommittee may not fine the member.

(4) The suspension of membership rights or the expulsion of a member by the disciplinary subcommittee under this rule takes effect immediately after the vote is passed.

22 Appeal rights

(1) An organisation whose membership rights have been suspended or who has been expelled from the Association under rule 21 may give notice to the effect that they wish to appeal against the suspension or expulsion.

(2) The notice must be in writing and given—

(a) to the disciplinary subcommittee immediately after the vote to suspend or expel the person is taken; or

(b) to the Secretary not later than 48 hours after the vote.

(3) If a person or organisation has given notice under subrule (2), a disciplinary appeal meeting must be convened by the Board as soon as practicable, but in any event not later than 21 days, after the notice is received.

(4) Notice of the disciplinary appeal meeting must be given to each member of the Association who is entitled to vote as soon as practicable and must—

(a) specify the date, time and place of the meeting; and

(b) state—

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   (i) the name of the Member against whom the disciplinary action has been taken; and

  (ii) the grounds for taking that action; and

 (iii) that at the disciplinary appeal meeting the members present must vote on whether the decision to suspend or expel the person or organisation should be upheld or revoked.

23 Conduct of disciplinary appeal meeting

(1) At a disciplinary appeal meeting—

  (a) no business other than the question of the appeal may be conducted; and

  (b) the Board must state the grounds for suspending or expelling the member and the reasons for taking that action; and

  (c) the organisation whose membership has been suspended or who has been expelled must be given an opportunity to be heard.

(2) After complying with subrule (1), the members present and entitled to vote at the meeting must vote by secret ballot on the question of whether the decision to suspend or expel the person should be upheld or revoked.

(3) A member may not vote by proxy at the meeting.

(4) The provisions of Rule 35 apply to the quorum applicable to a disciplinary appeal meeting, as if the disciplinary appeal meeting was a general meeting.

(5) Subject to a quorum of members being present in accordance with subrule (4), the decision is upheld if not less than three quarters of the members voting at the meeting vote in favour of the decision.

Division 3—Grievance procedure

24 Application

(1) The grievance procedure set out in this Division applies to disputes under these Rules between—

  (a) a member and another member;

  (b) a member and the Board;

  (c) a member and the Association.

(2) A member must not initiate a grievance procedure in relation to a matter that is the subject of a disciplinary procedure until the disciplinary procedure has been completed.

25 Parties must attempt to resolve the dispute

The parties to a dispute must attempt to resolve the dispute between themselves within 14 days of the dispute coming to the attention of each party.

26 Appointment of mediator

(1) If the parties to a dispute are unable to resolve the dispute between themselves within the time required by rule 26, the parties must within 14 days—

  (a) notify the Board of the dispute; and

  (b) agree to or request the appointment of a mediator; and

  (c) attempt in good faith to settle the dispute by mediation.

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(2) The mediator must be—

(a) a person chosen by agreement between the parties; or

(b) in the absence of agreement—

(i) if the dispute is between a member and another member—a person appointed by the Board; or

(ii) if the dispute is between a member and the Board or the Association—a person appointed or employed by the Dispute Settlement Centre of Victoria.

(3) A mediator appointed by the Board may be a member or former member of the Association but in any case must not be a person who—

(a) has a personal interest in the dispute; or

(b) is biased in favour of or against any party.

27 Mediation process

(1) The mediator to the dispute, in conducting the mediation, must—

(a) give each party every opportunity to be heard; and

(b) allow due consideration by all parties of any written statement submitted by any party; and

(c) ensure that natural justice is accorded to the parties throughout the mediation process.

(2) The mediator must not determine the dispute.

28 Failure to resolve dispute by mediation

If the mediation process does not resolve the dispute, the parties may seek to resolve the dispute in accordance with the Act or otherwise at law.

PART 4—GENERAL MEETINGS OF THE ASSOCIATION

29 Annual general meetings

(1) The Board must convene an annual general meeting of the Association in the month of September, October or November in each year.

(2) Despite subrule (1), the Association may hold its first general meeting at any time within 6 months after its incorporation.

(3) The Board may determine the date, time and place of the annual general meeting.

(4) The ordinary business of the annual general meeting is as follows—

(a) to confirm the minutes of the previous annual general meeting and of any special general meeting held since then;

(b) to receive and consider—

(i) the annual report of the Board on the activities of the Association during the preceding financial year; and

(ii) the financial statements of the Association for the preceding financial year submitted by the Board in accordance with Part 7 of the Act;

(c) to elect the Industry Partner Board members to the Board;

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> (d) to confirm or vary the amounts (if any) of the annual subscription and joining fee.

(5) The annual general meeting may also conduct any other business of which notice has been given in accordance with these Rules.

30 Special general meetings

(1) Any general meeting of the Association, other than an annual general meeting or a disciplinary appeal meeting, is a special general meeting.

(2) The Board may convene a special general meeting whenever it thinks fit.

(3) No business other than that set out in the notice under rule 32 may be conducted at the meeting.

31 Special general meeting held at request of members

(1) The Board must convene a special general meeting if a request to do so is made in accordance with subrule (2) by at least 5% of the total number of members, including at least 50% of LGA members.

(2) A request for a special general meeting must—

> (a) be in writing; and

> (b) state the business to be considered at the meeting and any resolutions to be proposed; and

> (c) include the names and signatures of the members requesting the meeting; and

> (d) be given to the Secretary.

(3) If the Board does not convene a special general meeting within one month after the date on which the request is made, the members making the request (or any of them) may convene the special general meeting.

(4) A special general meeting convened by members under subrule (3)—

> (a) must be held within 3 months after the date on which the original request was made; and

> (b) may only consider the business stated in that request.

(5) The Association must reimburse all reasonable expenses incurred by the members convening a special general meeting under subrule (3).

32 Notice of general meetings

(1) The Secretary (or, in the case of a special general meeting convened under rule 32(3), the members convening the meeting) must give to each member of the Association—

> (a) at least 21 days' notice of a general meeting if a special resolution is to be proposed at the meeting; or

> (b) at least 14 days' notice of a general meeting in any other case.

(2) The notice must—

> (a) specify the date, time and place of the meeting; and

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  (b) indicate the general nature of each item of business to be considered at the meeting; and

  (c) if a special resolution is to be proposed—

    (i) state in full the proposed resolution; and

    (ii) state the intention to propose the resolution as a special resolution.

(3) This rule does not apply to a disciplinary appeal meeting.

33 Proxies

Voting by proxy is not permitted at a general meeting.

34 Use of technology

(1) A member not physically present at a general meeting may be permitted to participate in the meeting by the use of technology that allows that member and the members present at the meeting to clearly and simultaneously communicate with each other.

(2) For the purposes of this Part, a member participating in a general meeting as permitted under subrule (1) is taken to be present at the meeting and, if the member votes at the meeting, is taken to have voted in person.

35 Quorum at general meetings

(1) No business may be conducted at a general meeting unless a quorum of members is present.

(2) The quorum for a general meeting is the presence of:

   (a) at least 50% of the LGA Members entitled to vote; and

   (b) at least five Industry Partners of the members entitled to vote.

(3) If a quorum is not present within 30 minutes after the notified commencement time of a general meeting—

   (a) in the case of a meeting convened by, or at the request of, members under rule 31—the meeting must be dissolved;

   (b) in any other case—

     (i) the meeting must be adjourned to a date not more than 21 days after the adjournment; and

     (ii) notice of the date, time and place to which the meeting is adjourned must be given at the meeting and confirmed by written notice given to all members as soon as practicable after the meeting.

(4) If a quorum is not present within 60 minutes after the time to which a general meeting has been adjourned under subrule (3)(b), the members present at the meeting (if not fewer than 5) may proceed with the business of the meeting as if a quorum were present.

36 Adjournment of general meeting

(1) The Chair of a general meeting at which a quorum is present may, with the consent of a majority of members present at the meeting, adjourn the meeting to another time at the same place or at another place.

(2) Without limiting subrule (1), a meeting may be adjourned—

   (a) if there is insufficient time to deal with the business at hand; or

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(b) to give the members more time to consider an item of business.

(3) No business may be conducted on the resumption of an adjourned meeting other than the business that remained unfinished when the meeting was adjourned.

(4) Notice of the adjournment of a meeting under this rule is not required unless the meeting is adjourned for 14 days or more, in which case notice of the meeting must be given in accordance with rule 32.

37 Voting at general meeting

(1) On any question arising at a general meeting—

   (a) subject to subrule (3), each member who is entitled to vote has one vote; and

   (b) members may only vote personally; and

   (c) except in the case of a special resolution, the question must be decided on a majority of votes.

(2) If votes are divided equally on a question, the Chair of the meeting has a second or casting vote.

(3) If the question is whether or not to confirm the minutes of a previous meeting, only members who were present at that meeting may vote.

(4) This rule does not apply to a vote at a disciplinary appeal meeting conducted under rule 23.

38 Special resolutions

A special resolution is passed if not less than three quarters of the members voting at a general meeting vote in favour of the resolution.

39 Determining whether resolution carried

(1) Subject to subsection (2), the Chair of a general meeting may, on the basis of a show of hands, declare that a resolution has been—

   (a) carried; or

   (b) carried unanimously; or

   (c) carried by a particular majority of members attending the general meeting; or

   (d) lost—

and an entry to that effect in the minutes of the meeting is conclusive proof of that fact.

(2) If a poll (where votes are cast in writing) is demanded by three or more members on any question—

   (a) the poll must be taken at the meeting in the manner determined by the Chair of the meeting; and

   (b) the Chair must declare the result of the resolution on the basis of the poll.

(3) A poll demanded on the election of the Chair or on a question of an adjournment must be taken immediately.

(4) A poll demanded on any other question must be taken before the close of the meeting at a time determined by the Chair.

40 Minutes of general meeting

(1) The Board must ensure that minutes are taken and kept of each general meeting.

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(2) The minutes must record the business considered at the meeting, any resolution on which a vote is taken and the result of the vote.

(3) In addition, the minutes of each annual general meeting must include—

(a) the names of the members attending the meeting; and

(b) the financial statements submitted to the members in accordance with rule 29(4)(b)(ii); and

(c) the certificate signed by two Board members certifying that the financial statements give a true and fair view of the financial position and performance of the Association; and

(d) any audited accounts and auditor's report or report of a review accompanying the financial statements that are required under the Act.

PART 5—BOARD

Division 1—Powers of Board

41 Role and powers

(1) The business of the Association must be managed by or under the direction of a Board.

(2) The Board may exercise all the powers of the Association except those powers that these Rules or the Act require to be exercised by general meetings of the members of the Association.

(3) The Board may—

(a) appoint and remove the Association's chief executive officer or other appointed executive;

(b) establish subcommittees consisting of members with terms of reference it considers appropriate.

42 Delegation

(1) The Board may delegate to a member of the Board, a subcommittee or staff, any of its powers and functions other than—

(a) this power of delegation; or

(b)   a duty imposed on the Board by the Act or any other law.

(2) The delegation must be in writing and may be subject to the conditions and limitations the Board considers appropriate.

(3) The Board may, in writing, revoke a delegation wholly or in part.

Division 2—Composition of Board

43 Initial Board

The initial Board of the Association are those Board Members named in the application for incorporation of the Association.

44 Composition of Board

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The Board will consist of—

(a) one LGA Delegate for each LGA Member; and

(b) up to 6 Industry Partner Board Members; and

(c) up to 3 Traditional Owner Group Representatives; and

(d) The Independent Chair appointed in accordance with rule 46

45 Appointment of LGA Delegates

(a) Each LGA Member must appoint one LGA Delegate.

(b) The LGA Delegate of a LGA Member must be the chief executive officer of the LGA Member or their officer delegate with appropriate delegated authority.

(c) A LGA Member may change its LGA Delegate from time to time.

(d) The Board shall do all such things necessary to appoint the new LGA Delegate as a Board Member.

45A Appointment of Traditional Owner Board Representatives

(a) Each Traditional Owners Corporation may appoint one Traditional Owner Board Representative.

(b) The Traditional Owner Board Representative of a Traditional Owners Corporation must be a representative with appropriate delegated authority.

(c) A Traditional Owners Corporation may change its Traditional Owner Board Representative from time to time.

(d) The Board shall do all such things necessary to appoint the new Traditional Owner Board Representative as a Board Member.

46 Election and tenure of independent Chair

1) Where there is no Chair or the term of office of a Chair has expired and not been extended, the Skills and Nominations Committee:

a) must call for the expression of interest from individuals with an appropriate skill base;

b) will follow such processes it considers appropriate for the identification and nomination of the Chair;

c) must recommend to the Board the responsibilities and remuneration of the Chair (which must be within any guidelines or remuneration ranges approved by the Board); and

d) subject to subrule 2, must propose to the Board a person to be approved for election as Chair.

2) The Chair must not be a representative of an LGA Member.

3) In the absence of manifest error or breach of these rules, the person nominated as Chair and associated arrangements relating to responsibilities and remuneration proposed by the Skills and Nominations Committee must be approved by the Board in a Board Meeting.

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4) Unless the Chair resigns by written notice to the Secretary, the Chair shall hold office for a term of 2 years and be eligible for re-election (as determined by the Skills and Nominations Committee and in accordance with due process).

47 Appointment of Vice-Chair and Secretary

(1) Appointment

a. At the first Board Meeting following each annual General Meeting (including the first annual General Meeting), the Board as constituted following the annual General Meeting must:

i. declare the positions of Vice-Chair and Secretary vacant;

ii. hold elections for the positions of Vice-Chair and Secretary in accordance with this rule 47; and

iii. following the elections:

1. appoint one of the Board Members to be Vice-Chair;

2. appoint one of the Board Members to be the Secretary.

(2) Term of office

a. Subject to rule 51, each officer of the Association shall hold office until election of their successor.

b. A Board Member is eligible for re-election as a Vice Chair or Secretary.

(3) Nominations

a. Prior to the election of each position, the Chair of the Board Meeting must call for nominations to fill that position

b. A Board Member who is nominated for a position and fails to be elected to that position may be nominated for any other position for which an election is yet to be held and that Board Member is eligible.

(4) Election

a. If there is only one person nominated for a specific position, the Chair of the Board Meeting must declare that Board Member to be elected to the position.

b. If the number of people nominated for a specific position is more than one, a secret ballot must be held for that position in such form as the Chair of the Board Meeting directs.

48 Election and tenure of Industry Partner Board Members

(1) Nominations

a) Industry Partners may nominate a person to fill the position of an Industry Partner Board Member.

b) A nomination must be submitted to the Skills and Nominations Committee in accordance with the timeframe specified by the Skills and Nominations Committee.

(2) Election

a) The Industry Partner Board Members will be elected by the Members in the General Meeting.

b) If the number of nominees is the same or less than the number of vacant positions, the Chair must declare those nominees to be elected.

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    c) If the number of nominees nominated for a specific position is greater than the number of vacancies, a secret ballot must be held for that position in such form as the Chair directs.

49 Term of office – Industry Partner Board Member

(1) The term of office of an Industry Partner Board Member is three years. The expiration of that term is deemed to occur at the conclusion of the third annual General Meeting following the election of that Industry Partner Board Member;

(2) At the first Board meeting held after the inaugural General Meeting, the Board shall determine by lot as to:

    a) which 2 members of the Board shall serve for 1 year;

    b) which 2 members of the Board shall serve for 2 years;

    c) which 2 members of the Board shall serve for 3 years.

(3) At the annual General Meeting, all elected Industry Partner Board Members subject for re-election shall retire but shall be eligible for re-election, subject to subrule (4) and (5) and compliance with nomination requirements.

(4) The maximum term of all Industry Partner Board Members is three terms of three years (Maximum Term).

(5) Notwithstanding sub rule (4), an Industry Partner Board Member may, by Special Resolution of the Members be re-appointed as a Board Member following the expiration of the Maximum Term.

(6) For the avoidance of doubt, this rule does not apply to the Chair, Traditional Owner Board Members or LGA Delegates.

50 General Duties

(1) As soon as practicable after being elected or appointed to the Board, each Board member must become familiar with these Rules and the Act.

(2) The Board is collectively responsible for ensuring that the Association complies with the Act and that individual members of the Board comply with these Rules.

(3) Board members must exercise their powers and discharge their duties with reasonable care and diligence.

(4) Board members must exercise their powers and discharge their duties—

    (a) in good faith in the best interests of the Association; and

    (b) in the interests of all visitors and visitor economy stakeholders in the region; and

    (c) for a proper purpose.

(5) Board members and former Board members must not make improper use of—

    (a) their position; or

    (b) information acquired by virtue of holding their position—

so as to gain an advantage for themselves or any other person or to cause detriment to the Association.

Note

See also Division 3 of Part 6 of the Act which sets out the general duties of the office holders of an incorporated association.

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(6) In addition to any duties imposed by these Rules, a Board member must perform any other duties imposed from time to time by resolution at a general meeting.

Division 3—Election of Board members

51   Vacancies

A person ceases to be a Board member if they—

(a) resign from the Board by written notice to the Secretary;

(b) cease to be a LGA Delegate; or

(c) otherwise ceases to be a Board member by operation of section 78 of the Act.

Note

A Board member may not hold the office of secretary if they do not reside in Australia.

52 Filling casual vacancies

(1) The Board may appoint an eligible member of the Association to fill a position on the Board that is an Industry Partner Board Member appointed position and the position:

(a) has become vacant under rule 51; or

(b) was not filled by election at the last annual general meeting; and

(c) such person will hold office until the next annual General Meeting or Board Meeting following the next annual General Meeting as the case may be.

(2) A LGA Member must promptly appoint a new LGA Delegate to fill a position on the Board if that LGA Delegate ceases to be a Board Member under rule 51.

(3) If the position of Secretary becomes vacant, the Board must appoint a member to the position within 14 days after the vacancy arises and that person will be deemed to hold office until the next annual General Meeting.

(4) The Board may continue to act despite any vacancy in its membership.

53   Skills and Nominations Committee

(1) The Board must establish a Skills and Nominations Committee comprising of:

(a)   one LGA Delegate;

(b)   the State Nominee; and

(c)   one Industry Partner Board Member.

(2) The chair of the Skills and Nominations Committee will be elected by the members of the Skills and Nominations Committee at the first meeting of the Skills and Nominations Committee.

(3) If the chair of Skills and Nominations Committee is absent, or is unable to preside at a meeting of the Skills and Nominations Committee, the chair of a Skills and Nominations Committee must be another member of the Skills and Nominations Committee elected by the members present at the meeting.

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(4) The Skills and Nominations Committee shall meet as may be determined by the chair of the Skills and Nominations Committee elected in accordance with subrule (2).

(5) The responsibilities of the Skills and Nominations Committee shall be to:

    (a) establish and keep updated the job description and requirements for the position of Chair;

    (b) maintain a register of persons who may be suitable for the role of Chair and Industry Partner Board Members;

    (c) establish and manage the selection process for nominating a Chair for approval by the Board;

    (d) establish and manage the selection process for Industry Partner Board Member candidates to be Industry Partner Board Members;

    (e) establish a skills matrix for the Board;

    (f) to vet and consider the persons nominated by Industry Partner(s) to stand for election to be Industry Partner Board Members; and

    (g) Make a recommendation to the Board on the preferred Industry Partner candidates for the Board to make the final decision upon.

54 Advisory Committee

(1) The Board will establish an Advisory Committee comprising of:

    a. one LGA Delegate;

    b. the Chair; and

    c. such number of Industry Partners as the Board determines from time to time.

(2) The Chair will be the chairperson of the Advisory Committee.

(3) The Advisory Committee shall meet as may be determined by the Chair of the Advisory Committee.

(4) The Advisory Committee shall be a forum to assist the Board's development and implementation of the Association vision and strategy, including by:

    a. keeping members on the Advisory Committee informed of the work of the Board; and

    b. enable members to provide feedback and propose ideas for the Association to pursue.

(5) The Advisory Committee is advisory in nature and cannot bind the Association.

55 The roles of Chair, Vice-Chair and Secretary

(1) Chair and Vice-Chair

    a. For the avoidance of doubt, the person appointed as the Chair in accordance with rule 46 will become a Board Member upon their appointment.

    b. The Vice-Chair appointed in accordance with rule 47 must already be a Board Member.

    c. Subject to subrule d [below], the Chair or, in the Chair's absence, the Vice-Chair will be the Chair of any General Meeting and of any Board Meeting.

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d. If the Chair and the Vice-Chair are both absent, or are unable to preside, the Chair of the meeting must be:

  i. in the case of a General Meeting, a LGA Delegate elected by the other Board Members present; or

  ii. in the case of a Board Meeting, a Board Member elected by the Board Members present.

(2) Secretary

  a. The Secretary must be a Board Member.

  b. The Secretary must perform any duty or function required under the Act to be performed by the secretary of an incorporated association.

  c. The Secretary must:

    i. maintain the register of Members in accordance with rule 17; and

    ii. keep custody of the common seal (if any) of the Association and all books, documents and securities of the Association in accordance with rules 73 and 76; and

    iii. subject to the Act and these rules, provide members with access to the register of members, the minutes of General Meetings and other books and documents; and

    iv. perform any other duty or function imposed on the Secretary by these Rules.

  d. To the extent permitted by the Act, the Secretary may delegate the responsibilities set out in subrule c [above] to the Association's accountant or advisers.

  e. The Secretary must give to the Registrar of Incorporated Associations notice of their appointment within 14 days after the appointment.

Division 4—Meetings of Board

56 Meetings of Board

(1) The Board must meet at least 4 times in each year at the dates, times and places determined by the Board.

(2) The date, time and place of the first Board meeting must be determined by the members of the Board as soon as practicable after the annual general meeting of the Association at which the members of the Board were elected.

(3) Special Board meetings may be convened by the Chair or by any 5 members of the Board.

57 Notice of meetings

(1) Notice of each Board meeting must be given to each Board member no later than 7 days before the date of the meeting.

(2) Notice may be given of more than one Board meeting at the same time.

(3) The notice must state the date, time and place of the meeting.

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(4) If a special Board meeting is convened, the notice must include the general nature of the business to be conducted.

(5) The only business that may be conducted at the meeting is the business for which the meeting is convened.

58 Urgent meetings

(1) In cases of urgency, a meeting can be held without notice being given in accordance with rule 57 provided that as much notice as practicable is given to each Board member by the quickest means practicable.

(2) Any resolution made at the meeting must be passed by an absolute majority of the Board.

(3) The only business that may be conducted at an urgent meeting is the business for which the meeting is convened.

59 Procedure and order of business

(1) The procedure to be followed at a meeting of a Board must be determined from time to time by the Board.

(2) The order of business may be determined by the members present at the meeting.

60 Use of technology

(1) A Board member who is not physically present at a Board meeting may participate in the meeting by the use of technology that allows that Board member and the Board members present at the meeting to clearly and simultaneously communicate with each other.

(2) For the purposes of this Part, a Board member participating in a Board meeting as permitted under subrule (1) is taken to be present at the meeting and, if the member votes at the meeting, is taken to have voted in person.

61 Quorum

(1) No business may be conducted at a Board meeting unless a quorum is present.

(2) The quorum for a Board meeting is the presence (in person or as allowed under rule 60) of:

   (a) A majority of LGA Board Members holding office;

   (b) A majority of the Industry Partner Board Members; and

   (c) Any Traditional Owner Board Member

(3) If a quorum is not present within 30 minutes after the notified commencement time of a Board meeting—

   (a) in the case of a special meeting—the meeting lapses;

   (b) in any other case—the meeting must be adjourned to a date no later than 14 days after the adjournment and notice of the time, date and place to which the meeting is adjourned must be given in accordance with rule 51, and if a quorum is not present within 30 minutes after the time specified for the meeting, the meeting may proceed, with the quorum being those Board Members present at the reconvened meeting.

62 Voting

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(1) On any question arising at a Board meeting, each Board member present at the meeting has one vote.

(2) A motion is carried if a majority of Board members present at the meeting vote in favour of the motion.

(3) Subrule (2) does not apply to any motion or question which is required by these Rules to be passed by an absolute majority of the Board.

(4) If votes are divided equally on a question, the Chair of the meeting has a second or casting vote.

(5) Voting by proxy is not permitted.

63 Board observer

The State Nominee may attend and participate in Board Meetings as a Board observer and receive all information provided to Board Members in accordance with these rules. To avoid doubt, the State Nominee is not a Board Member and does not have a vote for the purposes of rule 62.

64 Conflict of interest

(1) A Board member who has a material personal interest in a matter being considered at a Board meeting must disclose the nature and extent of that interest to the Board.

(2) The member—

(a) must not be present while the matter is being considered at the meeting; and

(b) must not vote on the matter.

(3) This rule does not apply to a material personal interest—

(a) that exists only because the member belongs to a class of persons for whose benefit the Association is established; or

(b) that the member has in common with all, or a substantial proportion of, the members of the Association.

65 Minutes of meeting

(1) The Board must ensure that minutes are taken and kept of each Board meeting and provided within 7 days of the meeting.

(2) The minutes must record the following—

(a) the names of the members in attendance at the meeting;

(b) the business considered at the meeting;

(c) any resolution on which a vote is taken and the result of the vote;

(d) any material personal interest disclosed under rule 64.

(3) Resolution signed by Board Members

(a) A resolution in writing signed by all Board Members will be as valid and effective as if it had been passed at a duly called and constituted Board Meeting. The terms of the resolution must be set out in the document and separate documents in identical terms are treated as the one document. The resolution is passed when the last Board Member signs the terms of the resolution.

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(b) For the purposes of sub- rule 3)(a), a resolution will be deemed to be approved and signed by a Board Member, if that Board Member provides consent to the resolution by email.

66 Payments to Board Members

(1) The Association may in good faith pay reasonable fees to a Board Member for acting as a Board Member.

(2) Any payment made under sub-rule 1 must be approved by the Board.

(3) The Association may establish policies for payments to Board Members which reflect how the Association will make payments or reimbursements for:

    a. work they do for the Association, other than as a Board Member; and

    b. expenses properly incurred by the Board Member in connection with the affairs of the Association.

(4) The Association may pay premiums for insurance indemnifying Board Members, as allowed for by law and these rules.

67 Electronic Execution

Documents may be signed using an electronic signature, an electronic communication (as that term is defined in the Electronic Transactions Act 1999 (Cth)) or a proprietary program (for example DocuSign or AdobeSign) which is applied following verification of an individual's identity (collectively, an Electronic Signature) and the use of an Electronic Signature constitutes legally effective execution of the document by the Association and will be considered conclusive as to the persons' intention to sign the agreement on behalf of the Association as if signed by that person's (or any of its duly authorised signatory's) manuscript signature

68 Leave of absence

(1) The Board may grant a Board member leave of absence from Board meetings for a period not exceeding 3 months.

(2) The Board must not grant leave of absence retrospectively unless it is satisfied that it was not feasible for the Board member to seek the leave in advance.

PART 6—FINANCIAL MATTERS

69 Source of funds

The funds of the Association may be derived from joining fees, annual subscriptions, donations, fund-raising activities, grants, interest, sponsorship, industry buy-in for projects and any other sources approved by the Board.

70 Management of funds

(1) The Association must open an account with a financial institution from which all expenditure of the Association is made and into which all of the Association's revenue is deposited.

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(2) Subject to any restrictions imposed by a general meeting of the Association, the Board may approve expenditure on behalf of the Association.

(3) The Board may authorise the expense of funds on behalf of the Association (including by electronic funds transfer) up to a specified limit without requiring approval from the Board for each item on which the funds are expended.

(4) All cheques, drafts, bills of exchange, promissory notes and other negotiable instruments must be signed by 2 Board members or any other person authorised by the Board from time to time to be signatories for such instruments.

(5) All funds of the Association must be deposited into the financial account of the Association no later than 5 working days after receipt.

71 Financial records

(1) The Association must keep financial records that—

    (a) correctly record and explain its transactions, financial position and performance; and

    (b) enable financial statements to be prepared as required by the Act.

(2) The Association must retain the financial records for 7 years after the transactions covered by the records are completed.

(3) The Board Members must take all reasonable steps to ensure that the Association's records are kept safe.

(4) The Secretary must keep in the Secretary's custody, or under the Secretary's control, the financial records for the current financial year and any other financial records as authorised by the Board.;

72 Financial statements

(1) For each financial year, the Board must ensure that the requirements under the Act relating to the financial statements of the Association are met.

(2) Without limiting subrule (1), those requirements include—

    (a) the preparation of the financial statements;

    (b) if required, the review or auditing of the financial statements;

    (c) the certification of the financial statements by the Board;

    (d) the submission of the financial statements to the annual general meeting of the Association;

    (e) the lodgement with the Registrar of the financial statements and accompanying reports, certificates, statements and fee.

PART 7—GENERAL MATTERS

73 Common seal

(1) The Association may have a common seal.

(2) If the Association has a common seal—

    (a) the name of the Association must appear in legible characters on the common seal;

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(b) a document may only be sealed with the common seal by the authority of the Board and the sealing must be witnessed by the signatures of two Board members;

(c) the common seal must be kept in the custody of the Secretary.

74 Registered address

The registered address of the Association is—

(a) the address determined from time to time by resolution of the Board; or

(b) if the Board has not determined an address to be the registered address— the postal address of the Secretary.

75 Notice requirements

(1) Any notice required to be given to a member or a Board member under these Rules may be given—

(a) by handing the notice to the member personally; or

(b) by sending it by post to the member at the address recorded for the member on the register of members; or

(c) by email.

(2) Subrule (1) does not apply to notice given under rule 58.

(3) Any notice required to be given to the Association or the Board may be given—

(a) by handing the notice to a member of the Board; or

(b) by sending the notice by post to the registered address; or

(c) by leaving the notice at the registered address; or

(d) if the Board determines that it is appropriate in the circumstances by email to the email address of the Association or the Secretary.

76 Custody and inspection of books and records

(1) Members may on request inspect free of charge—

(a) the register of members;

(b) the minutes of general meetings;

(c) subject to subrule (2), the financial records, books, securities and any other relevant document of the Association, including minutes of Board meetings.

(2) The Board may refuse to permit a member to inspect records of the Association that relate to confidential, personal, employment, commercial or legal matters or where to do so may be prejudicial to the interests of the Association.

(3) The Board must on request make copies of these rules available to members and applicants for membership free of charge.

(4) Subject to subrule (2), a member may make a copy of any of the other records of the Association referred to in this rule and the Association may charge a reasonable fee for provision of a copy of such a record.

(5) For purposes of this rule—

relevant documents means the records and other documents, however compiled, recorded or stored, that relate to the incorporation and management of the Association and includes the following—

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(a) its membership records;

(b) its financial statements;

(c) its financial records;

(d) records and documents relating to transactions, dealings, business or property of the Association.

77 Winding up and cancellation

(1) The Association may be wound up voluntarily by special resolution.

(2) In the event of the winding up or the cancellation of the incorporation of the Association, the surplus assets of the Association must not be distributed to any members or former members of the Association.

(3) Subject to the Act and any court order made under section 133 of the Act, the surplus assets must be given to a body that has similar purposes to the Association and which is not carried on for the profit or gain of its individual members.

(4) The body to which the surplus assets are to be given must be decided by special resolution.

(5) Notwithstanding subrule (2), in the event of a winding up or cancellation of the Association, any digital assets of the Association eg websites, databases etc, may be retained by, or distributed to, an LGA Member to be used for the ongoing purposes of continuing to drive the sustainable growth of the visitor economy throughout the Goulburn Region, or other purposes similar to or consistent with the purposes of the Association.

78 Alteration of Rules

These Rules may only be altered by special resolution of a general meeting of the Association.

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