

Phillip Island & San Remo Destination Management Plan

TOWARDS 2033



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We acknowledge the traditional custodians of this land, the Bunurong people and pay respects to their Elders past, present and to all Aboriginal and Torres Strait Islander people living in our community today.

Phillip Island is known by its Traditional Owners, the Bunurong, as Millowl.

We understand there is a growing interest from global and domestic markets to learn about and connect with First Nations culture and stories through travel experiences.

We also acknowledge and support First People's right to self-determination. As such, there are no specific measures or key performance indicators (KPIs) that are attributed to First Nations outcomes within this plan, rather these actions will be co-created as relationships and a common purpose is established.

At the time of writing this plan, meaningful relationships with Bunurong Land Council are being developed.

"In the future, I'd like Phillip Island & San Remo to be an environmental eco-destination which can educate and inform visitors of their natural world."

- COMMUNITY MEMBER, COMMUNITY SURVEY JUNE 2023



SECTION ONE

Introduction



Purpose of this Destination Management Plan

The purpose of this Destination Management Plan (DMP) is to recognise and realise the full value of tourism by ensuring it is a positive force for people, nature, and our economy.

The ultimate aim is to create lasting, net-positive impacts and support a thriving tourism sector.

It is designed as a framework that will evolve over time to provide strategies and measure success to guide tourism management and its impacts on our community.

Phillip Island & San Remo require a dedicated plan for place-based stewardship.

For over a century, Australian and International visitors have created memories on Phillip Island & San Remo, and will continue to identify the region as a genuine tourism destination for generations to come.

Being one of Australia's most tourism-reliant destinations, and operating a visitor economy within a compact geography presents a myriad of ongoing and distinctive challenges for the local community.

This coupled with a strong reliance on environmental assets to deliver upon the visitor promise, requires a bespoke and collaborative approach to destination management.

Collectively, community and stakeholders are very well-versed in tourism and have long campaigned and planned for a balanced, sustainable approach to tourism; taking strong action to plan for, mitigate and respond to climate and biodiversity impacts on the environment, whilst safeguarding their businesses, jobs, livelihoods and overall quality of life.

Maintaining an equilibrium for the impact of tourism is paramount, and is the single biggest priority for the destination.

The Victorian Government established a new framework for destination management boards, which will be established in the coming years and repositioned to Visitor Economy Partnerships (VEP). At the time of publishing this DMP, it is uncertain what what Visitor Economy Partnership structure will look after the Phillip Island and San Remo region.

It is paramount this plan sits above the outcome of this determination, and any other ongoing changes to the political landscape, as this is a genuine place-based plan, where the aspirations have been determined by those who matter most - the community and the destination's environmental custodians.

This DMP has also been informed by, builds upon and supersedes the Phillip Island & San Remo Visitor Economy Strategy 2035 (VES2035), and draws on the most up-to-date collective intelligence across all key stakeholders to ensure the plan remains balanced and strategic.

This plan also draws inspiration and insights from global destinations facing similar challenges, particularly those of island geography and reliance on tourism to underpin the local economy.

With a multitude of projects and initiatives already in train, this plan doesn't seek to create more work for stakeholders, rather, it seeks to embed a regional mindset for tourism, uncover synergies to align resources, connect the dots between stakeholder priorities to improve outcomes, and unite stakeholders in the pursuit of tourism for the region.

This DMP is governed by an agreed purpose, values and mindset which will be achieved through collective action. Agreed priorities and accountabilities are outlined for stakeholders, which are underpinned by a set of values-aligned principles.

There is an additional body of work that sits behind this Plan in a *DMP Appendix* (a separate document), which provides background insights for the considerations outlined in within each of the Principles, in addition to recommendations to activate a Stewardship Approach to governance.

This DMP has purposefully been designed to be agile and should be self-fulfilling, to remain a relevant framework throughout the entirety of its lifespan and beyond.

The DMP is a roadmap designed to guide our pursuit of tourism. It should be approached as a comprehensive strategic analysis of the opportunity we have before us and as a future-facing framework to achieve the balance and prosperity our community seeks.

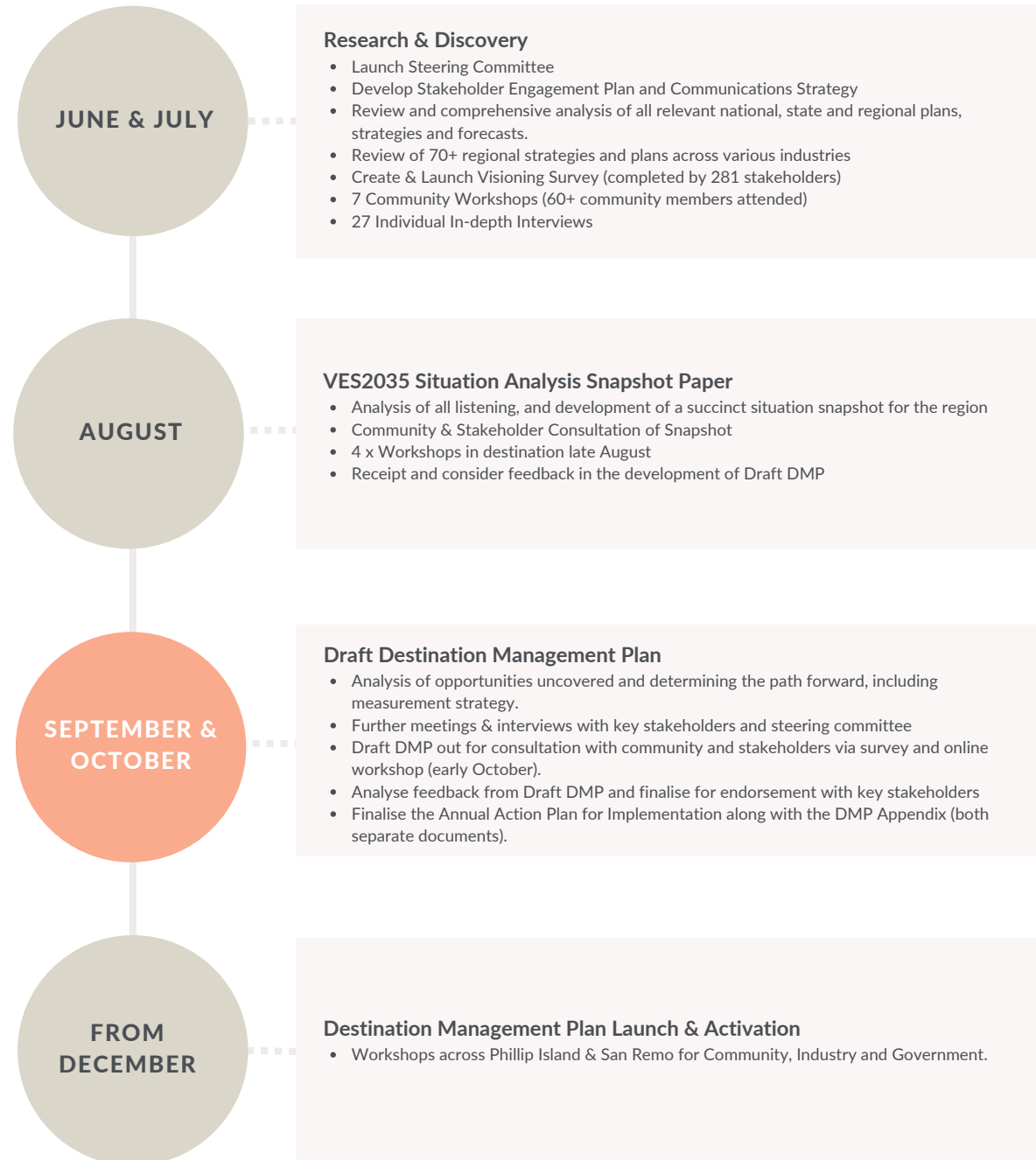
PLAN DEVELOPMENT PROCESS

The development of this plan has been sponsored by Destination Phillip Island (DPI) and supported by a Steering Committee including representatives from the Bass Coast Shire Council (BCSC), Phillip Island Nature Parks (Nature Parks) and the Department of Jobs, Skills, Industry & Regions (DJSIR).

From June 2023, the Steering Committee invited the community to embark on a 6-month project that consulted over 400 people across multiple forms of listening and feedback. This has ensured this DMP is a true reflection of the aspirations of the Phillip Island & San Remo community and its tourism stakeholders.

Underpinning the plan is a considered, ongoing engagement and consultation process, activating divergent and convergent thinking to arrive at agreed-upon considerations.

When reading this DMP, it is important to know that a comprehensive *DMP Appendix* (a separate document) also sits alongside this DMP, and will be used by Plan stakeholders responsible for implementing the Plan.



STRATEGIC ALIGNMENT

There are many interconnected parts of the tourism ecosystem in Phillip Island & San Remo.

The intention for this DMP is to uncover synergies to align resources and connect the dots between stakeholder priorities at a local, regional, state and national level in order to improve outcomes, reduce and mitigate risk and unite stakeholders in all efforts as it relates to tourism in the region.

The DMP honours and builds on the work of the VES2035, and is enabled and informed by the following stakeholder policies, plans and frameworks, enabling the activation of the priorities and accountabilities required to achieve the overarching shared purpose.

Following are 10 strategic documents that this DMP has the most significant alignment with. An additional 60+ strategic plans have been read and referenced, with some highlighted in the Action Plan where specific alignments exist. Refer to Strategic References in the Appendix at the end of this document for a full list.

Phillip Island and San Remo Visitor Economy Strategy 2035 (including Technical Appendix)	This strategy provided a vision and set of actions for Phillip Island and San Remo to develop tourism in a socially, economically and environmentally sustainable way between 2017 - 2023. Relevant actions, yet to be activated or completed, have been mapped into this new DMP.
Experience Victoria 2033	Released in June 2023, this strategic plan aims to shape the future of all of Victoria's visitor economy over the next 10 years by strengthening the State's tourism offerings.
Thrive 2030	Australia's national strategy for the long-term, sustainable growth of the visitor economy, most recently updated in March 2023.
Bass Coast Shire Council's Economic Development Framework 2030	This Framework outlines Council's plan to increase opportunities for business, employment and education whilst supporting the ongoing economic wellbeing of the community.
Bass Coast Community Vision 2041	Adopted in September 2021, the Community Vision was developed by a community panel and forms part of council's strategic reports and frameworks.
Bass Coast Climate Change Action Plan 2020-2030	In response to a community petition, council declared a climate emergency in 2019. This Plan was then developed and identifies a number of actions that community, businesses/industries and Council can undertake to achieve the objective of zero net emissions over the next 10 years.
Bass Coast Shire Council Plan 2021-2025	Adopted in 2020, this plan incorporates community feedback and identifies council's priority focus areas to 2025.
Towards 2030 Gippsland Destination Management Plan - A Blueprint for Growth	Updated in February 2022, this strategic tourism plan identifies opportunities for the Gippsland region that can be leveraged to support tourism and facilitate economic growth in a sustainable manner for the region.
Bass Coast Unlocking Rural Tourism Strategy	Released in January 2023, the strategy seeks to facilitate sustainable tourism development in appropriately located rural areas. It was developed in response to feedback from various sectors of the community that the current controls in the planning scheme are insufficient to effectively manage tourism proposals outside our townships.
Destination Phillip Island - Phillip Island and San Remo Visitor Economy Workforce Plan	Released in December 2022, this plan outlines strategies to attract and retain an adaptive workforce for Phillip Island and San Remo.

Phrases & Concepts to Know

In recent years, there's been a significant shift in how destinations approach and engage with tourism.

This change has led to the emergence of fresh concepts and terminology that outline the steps needed to ensure tourism benefits the greater good.

TERM	DESCRIPTION	PLAN RELEVANCE
Regenerative Tourism	<i>Regenerative Tourism</i> is an emerging concept within the field of sustainable tourism that goes beyond traditional sustainability principles. It focuses on restoring and revitalizing ecosystems, cultures, and communities through responsible travel and tourism practices.	This plan seeks to embed a regenerative mindset, which will underpin how decisions are made, and how this plan is governed and implemented.
Stewardship	<i>Stewardship</i> is an approach to governance that seeks to balance and meet the economic, environmental, and social/cultural needs of a destination; whilst operating within a legitimate governance model with active participation from the public and private sectors, as well as the local community*.	In this plan, a Stewardship Model for Governance is outlined, which ultimately activates the plan's mindset of being regenerative and agile.
Positive Impact Tourism	<i>Positive Impact Tourism</i> is a term that generally refers to a form of tourism that prioritises and actively seeks to create positive social, environmental, and economic outcomes for the destinations visited, and the communities and ecosystems.	There is a strong focus for activating projects that seek to create positive impact outcomes for Phillip Island & San Remo throughout this plan.
Value of Tourism	<i>The Value of Tourism</i> is multifaceted, and its assessment involves a combination of economic indicators, social metrics, environmental assessments and cultural evaluations.	Our community and stakeholders are dedicated to realising the full value of tourism, emphasising that it extends beyond the traditional focus on volume and yield metrics. For Phillip Island & San Remo, the genuine value of tourism is attained when all performance indicators are moving in a positive direction.
Climate Action	<i>Climate Action</i> refers to a range of measures, strategies, policies, and initiatives taken at the local, national, and global levels to address climate change and reduce its negative impacts on the environment and society.	Our community and stakeholders are well down this path, and are continuing to activate opportunities to drive positive change through the implementation of climate active initiatives. This remains a major priority throughout the plan's activations.
Tourism Ecosystem	A <i>Tourism Ecosystem</i> is represents the interconnected and interdependent stakeholders and their relationships that contribute to and are influenced by the tourism industry within a specific geographic area or destination.	For such a small destination, we have a very complex and interconnected system, with many strong relationships already in place, and when they are continued to develop, will enable the success of the plan.
Visitor Economy	The <i>Visitor Economy</i> is a term used to describe the economic activities and impact generated by visitors, including tourists and travelers, in a particular region or country. The visitor economy covers all related spending, which contributes to the overall economic well-being of the destination.	This term is used in this document to highlight the economic importance of tourism and the related industries in Phillip Island & San Remo, emphasising the role of visitors in stimulating economic growth and job creation.

SECTION TWO

Current State



Forces Shaping the Tourism Ecosystem

The tourism landscape is constantly evolving.

Understanding the opportunity that global and national movements and megatrends present, helps inform a proactive response locally to build a sustainable future for Phillip Island & San Remo.

Sustainability is front and centre of the global psyche, shaping demand for low-carbon-footprint travel options and experiences that touch the earth and its communities lightly, leaving places and people better off than when they arrived. It's no longer just about preserving the Earth's precious resources; it is increasingly about regenerating what is lost and deeply honouring what is left.

FUTURE OF GLOBAL TOURISM DEMAND, TOURISM AUSTRALIA, 2022

Values-Aligned & Experiential Travel Dominates Demand

The lockdown events throughout the pandemic created a seismic shift in people's connection to self, others, and the environment. It catalysed a growing demand for transparency, diversity and equality across all facets of society, community and business.

As we emerge from one of the most complex eras of our time, the value and privilege of travel have never felt greater, and this shift is having a dramatic impact on the way people understand and seek travel experiences.

Experiential tourism, the opportunity to connect with local cultures and communities, is quickly becoming one of the fastest-growing sectors in the travel industry, driven by a growing demand from travellers for unique, authentic, and transformative experiences. This type of travel aligns with personal values and allows visitors to experience the local way of life, enjoy local produce, and actively connect with communities, resulting in more meaningful memories.

Purposeful Travel

Aligning with this demand for experiential travel is the desire for consumers to seek out purpose-led brands, and sustainable travel options as society's collective conscience grows around social inclusion, and environmental conservation.

Sustainability is now an embedded mindset for travellers as the pandemic has sharpened society's awareness of tourism's impact on communities and the environment. Destinations and tourism operators will have to adjust their experience design and marketing messaging to support the increasing cohort of people actively seeking sustainable tourism experiences.

In time, travellers will become more aware, and align destination and experience choices with their changing perspectives and will journey to destinations where they can have a positive impact on communities.

Climate Change

Tourism is both a high carbon-emitting sector and also extremely vulnerable to climate change impacts.

The warming of the planet through the increase in global greenhouse gases is increasingly impacting precious ecosystems that are often the key motivator for travel to destinations.

Extreme weather events are increasingly interrupting the capacity for local businesses to operate and having lasting impacts on local communities livelihoods and the environment which is used to support the visitor economy.

The Disrupted & Digitised Travel Journey

At the start of the pandemic, society vaulted several years forward in consumer and business digital adoption in a matter of around eight weeks.*

Furthermore, the infusion of AI into the tourism industry has revolutionised the way people travel and how custodians care for destinations.

These innovations have had a significant impact on how people travel. Touchpoints are supercharged, instant engagement and conversions are expected, and demand for new and fresh inspirational content is amplified.

Technologies offer remarkable opportunities for both supply and demand side and also unlocks data-driven insights that enable dynamic decision-making.

For destinations, it's essential to acknowledge and leverage digital tech advancements, to increase opportunities to communicate with visitors, and also to optimise resources particularly around content creation and visitor servicing.

*McKinsey & Co Research > <https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/how-covid-19-has-pushed-companies-over-the-technology-tipping-point-and-transformed-business-forever>

Economic Uncertainty

This DMP is being released during incredibly tense economic conditions across Australia.

Australia is currently experiencing record levels of inflation as a result of knock-on effects from the COVID-19 pandemic, global economic conditions, commodity price volatility, geo-political unrest, and strong consumer demand for travel.

As a result of high inflation, households and businesses alike are feeling the pinch. This is ultimately putting more pressure on businesses to do more with less, operating with competitive uncertainty, whilst also delivering value for their guests.

This, coupled with the national workforce skills and labour challenge, means that the 350,000 micro-small tourism businesses across Australia* are operating with limited capacity, which is leading to fatigue and burnout, and in some cases, the closure of tourism enterprises.

At the same time, visitors are still investing in travel experiences (with over a third of Australians already planning a domestic leisure flight in the next 3 months^), but they will be looking for increased value and have greater expectations, which poses an additional challenge to businesses, especially given the workforce challenges.

*Tourism Research Australia, Tourism Businesses 2017-2022

^Deloitte State of the Consumer Tracker, Consumer Behaviour Trends

Housing Supply

The pandemic has had a distinct impact on the overall dynamic of the Australian housing market.

After an extremely buoyant housing market throughout the pandemic, and the rise of the sharing economy (Airbnb), regional communities are increasingly experiencing challenges finding suitable short and long-term housing for employees.

This is hampering business growth, and adding to owner fatigue, which is resulting in a compromised visitor experience, and the threat of businesses closing their doors.

Workforce Availability & Skills

The nation is still working toward the recovery of a depleted and displaced workforce across all industries.

With tourism economy one of the hardest hit industries, many workers left the sector in pursuit of financial security, and haven't found their way back.

This coupled with a slow-to-return international worker base, means finding skilled staff is still an ever-present challenge.

Competition for Visitors

The domestic travel market is now mobilising without friction, with many Australians now activating their plans for international travel. Therefore, competition for the domestic visitor, especially for regional destinations, is becoming fierce.

Our Special Place

Nestled in the Bass Strait in the southeast of Victoria, Phillip Island & San Remo is a place that reminds us of the delicate balance between humanity and the natural world.

For our residents, daily life unfolds against a backdrop of unparalleled natural beauty. From the rugged cliffs of Cape Woolamai to the tranquil beaches of Cowes, this coastal paradise provides a unique and treasured setting for everyday existence.

Our close-knit community shares an unwavering sense of unity and purpose centered around a common respect and love for our environment and an unyielding commitment to its preservation. Our community's collective pride in our natural treasures serves as the bedrock upon which a sustainable way of life is built.

It's not just the residents who are drawn to our special place; the destination has been enchanting a diverse mix of visitors from all over the globe for over a century.

People love visiting Phillip Island & San Remo for all the same reasons that make it special to our community; immersing in the picturesque landscapes, wildlife encounters, outdoor adventures, and local culture, and world renown events, all within a tranquil and accessible coastal setting.

But it's the warmth of the interactions visitors have with our community and environment which creates long-lasting memories that draw them back time and again.

Our community works collaboratively to enable visitors to have a positive impact on our community and environment, with long-serving aspirations for visitors to seek deeper connections to our story.



Understanding the Value of Tourism

Tourism is widely recognised as a vital lifeline for our community; providing financial stability, enabling a dynamic and vibrant destination and enhancing the overall quality of life for residents.

Our community also believes that tourism improves civic pride, provides financial support for conservation and environmental protection, and contributes to the improvement of public amenities.

Community & Environment

Our community believes that tourism contributes positively to their livelihoods and to the environment in the following ways:

- Financial support for conservation and environmental protection.
- Improvement in public amenities and quality of events and attractions.
- Preservation and enhancement of natural assets
- Increased community pride and sense of identity
- Increased awareness of environmental issues and conservation.
- Contribution to the livelihood and sustainability of the local community.

Stakeholders are already activating many projects that seek to drive positive outcomes for our community and environment. Each contains objectives and measurement outcomes that seek to enable a positive benefit from tourism for the environment and community.





Economy

In 2021/22 tourism accounted for \$388m (26.8%) of Gross Regional Product (GRP), \$340m (25.3%) of Gross Value Added (GVA) and 5,400 (39.3%) of Filled Jobs, making Phillip Island & San Remo the most tourism-reliant region in Victoria, and the fourth most tourism-reliant destination in Australia, behind Lasseter (Central Aus.), Kangaroo Island (South Aus.) and East Coast (Tasmania)^.

The next most tourism-dependent region in the state is *Victoria's High Country* where tourism accounts for 13.9% of GRP and 22.7% of Filled Jobs, indicating just how important tourism is to Phillip Island & San Remo with respect to other destinations in Victoria.

Recent preliminary data indicates positive economic growth in tourism consumption since 2021/22, however, our industry shares sentiment of more tempered growth for the majority of 2023.

As of June 2022, our traditional tourism sector was made up of 608 businesses*, with one-third being micro businesses. (22.1% increase from 2019, and 11.2% increase from 2021).



GROSS REGIONAL PRODUCT
\$388m (26.8% total Regional GRP)
-24.2% from 2019



FILLED JOBS
5,400 Filled Jobs (39.3% direct and indirect jobs)
-15.5% from 2019



BUSINESSES
608 Traditional Tourism Businesses
One-third are micro-businesses
+21.9% since 2019

^Regional comparison data available from <https://www.tra.gov.au/regional/tourism-regional-profiles>, sheet GVA&Employment, only looking at 2019/2020 data.
Tourism GRP, GVA and Jobs data from 'Economic Dashboard - Phillip Island 2021/22, report
*Tourism Businesses data from 'Tourism Businesses in Victoria as at June 2022, March 2023' Report

Current Visitor Profile

Domestic overnight visitors are driving our recovery, contributing close to double the yield to that of pre-pandemic levels (growing by 70%) as of June 2023.

Domestic Visitors

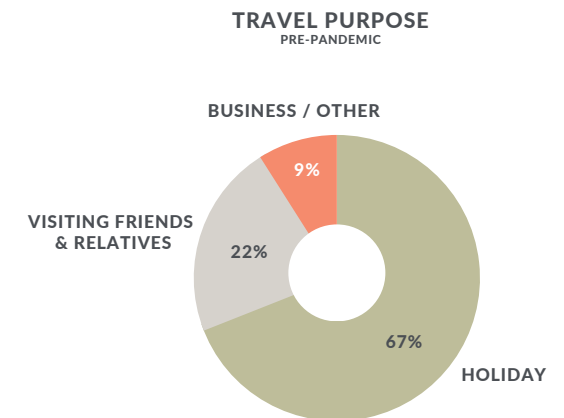
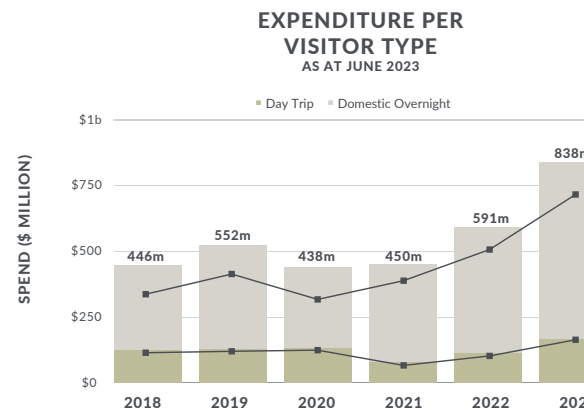
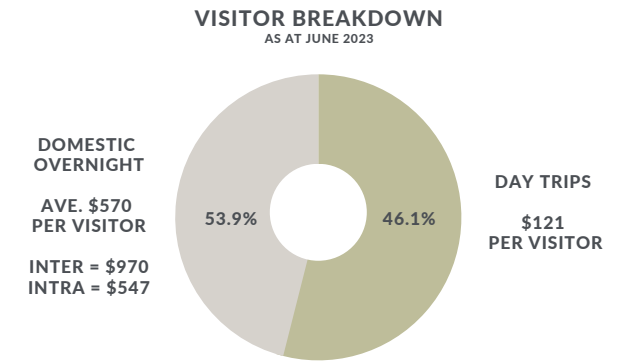
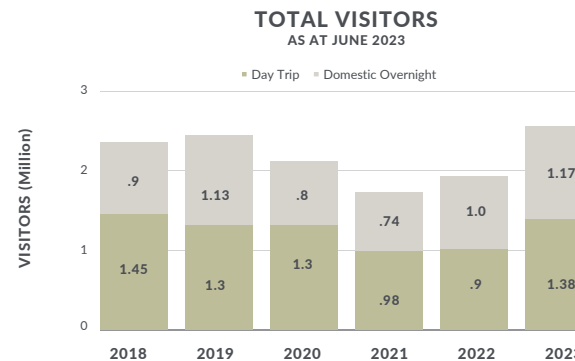
We have experienced a strong recovery from COVID-19 which has been headlined by growth in domestic overnight stays, with year-on-year growth from 2022-2023 of 33% accounting for 46% of total visitation.

Further to this, domestic day trips (approximately 54% of total visitors) have also picked up to surpass pre-pandemic levels, up 6% from 2019-2023, with yield from this market up 32% in the same timeframe.

Whilst day trip visitors are yielding more than pre-pandemic (at \$121 per visitor), domestic overnight visitors remain the highest-yielding market with the average spend per visitor at \$570, with Interstate Visitors the highest value domestic segment.

Post-COVID, the average spend per overnight visitor (\$189) is just shy of the VES2035 target of \$195.

Visitor yield and profile data from 'Victorian Tourism Statistics Year End (YE) June 2023' data supplied by the Tourism and Events Research Unit, DJSIR, September 2023. Note. Phillip Island Region includes all of Bass Coast region.



International Visitors

Historically, we hosted an average of 67,000 international overnight visitors contributing approximately \$27m in expenditure (equating to \$402 per visitor, staying 3.43 nights).*

As at June 2023 quarter, we hosted 55,000 international visitors, which remains a 45% reduction on numbers from June 2019 quarter.**

Nature Parks reported the sale of 160,833 international visitor tickets to the Penguin Parade during 2022/2023.^

Results for the six months to June 2023 indicate that both Melbourne and regional Victoria are more than halfway back to recovery for the key metrics of spend, visitors, and nights.

International visitation is headlined by strong return of visitors from New Zealand (nearly fully recovered), India (yield and visits above pre-pandemic levels), UK (back to 75% of pre-pandemic levels of spend, headlined by VFR and holiday) US (back to 84% of pre-pandemic levels and staying longer) and China (largest international source market for spend, but only back to 12% of pre-pandemic levels.

The return of international visitors is picking up pace and is expected to accelerate further this year. However, both Melbourne and regional Victoria were lagging behind other national cities and regional Australia's recovery performance.^^

Travel Purpose

Pre-COVID, visitors were travelling to the region predominantly for holiday purposes (69%), along with visiting friends and relatives (VFR) (22%). The remainder is a mix of business and other travel (9%).

For Victoria, holiday travel has led the recovery of domestic travel with overnight spend (+54%), visitors (+5%), and nights (+10%) in this purpose category all above the pre-pandemic performance in the year ending June 2023.

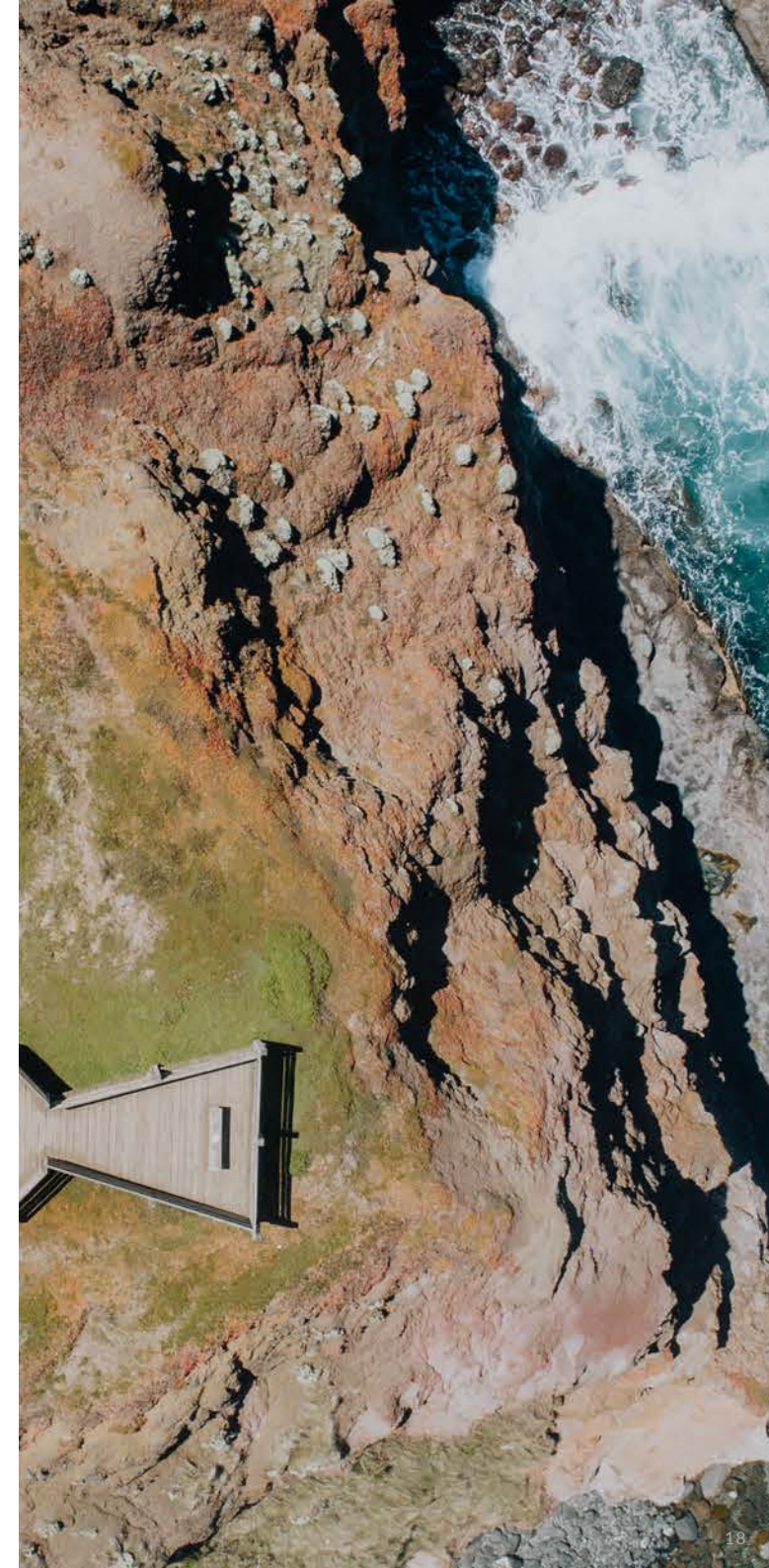
Domestic overnight spend in the visiting friends and relatives (VFR) segment has also fully recovered above the pre-pandemic level (+37%), as well as the business purpose category (+19%). However, overnight visitors numbers from both of these segments are yet to fully recover with VFR just below the pre-pandemic result (-5%) and business still well below (-19%).^^^

*Historical International Visitor Data extracted from Phillip Island Satellite Account, 2018-2019

** International Visitor yield data from 'Places and Attractions Data - IVS and NVS June 2023' supplied by the Tourism and Events Research Unit, DJISIR, September 2023

^Nature Parks, Visitor Profile Data, 2022/2023

^^Visitor Purpose for Travel data has been extracted from the most recent Tourism Research Australia Phillip Island Profile (2018/2019) and 'Victoria's Tourism Performance YE June 2023, data supplied by the Tourism and Events Research Unit, DJISIR, September 2023



Our Tourism Ecosystem

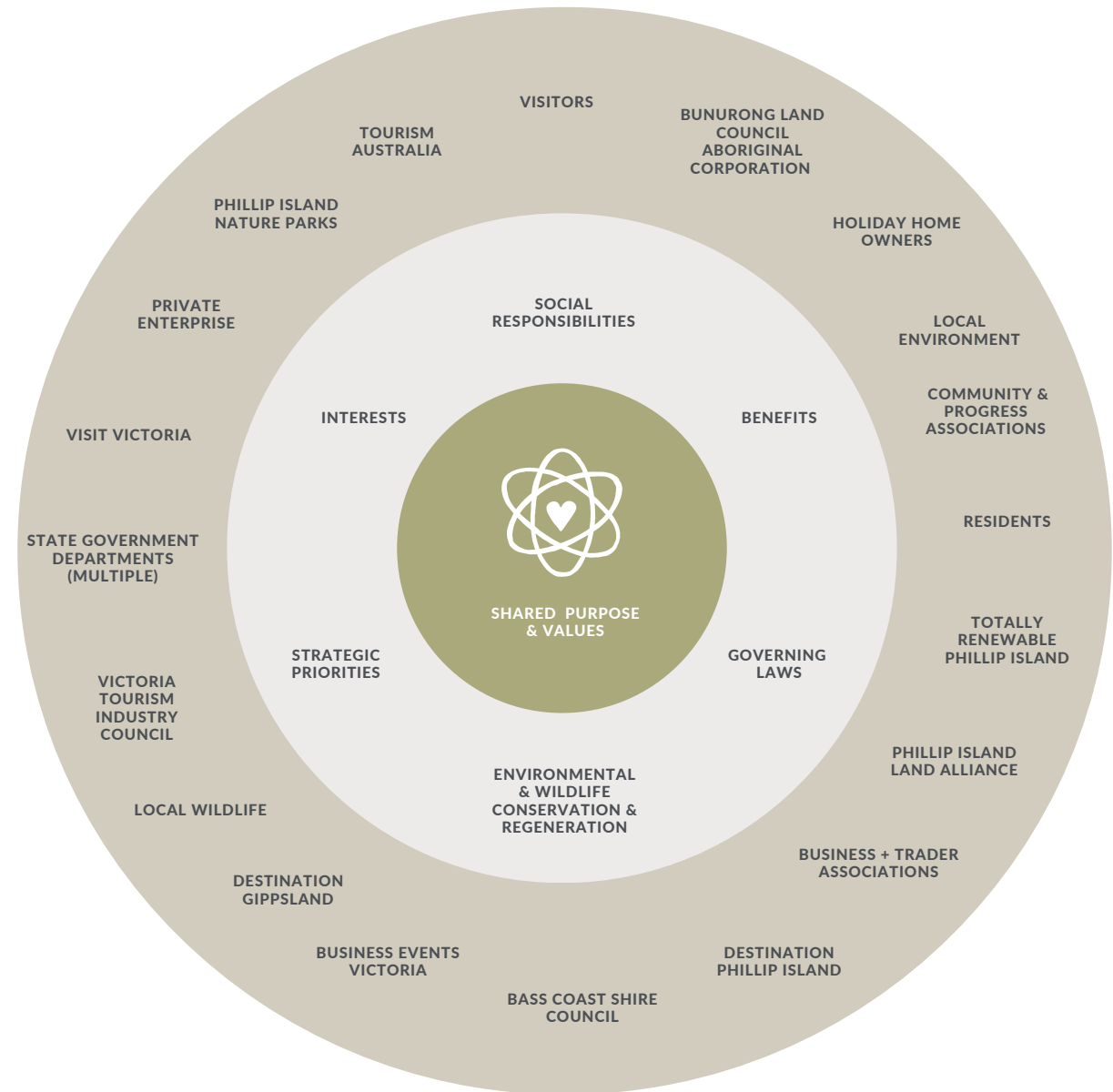
This stakeholder map illustrates the interdependent and interconnected relationships that exist within the tourism sector for Phillip Island & San Remo, and the many entities that are impacted, or benefit directly or indirectly from tourism.

Importantly, this ecosystem is nonhierarchical, whereby every stakeholder is considered an imperative part of the system.

Building a resilient ecosystem for tourism relies on the agreement and understanding of a Place-Based shared purpose and values, from which all stakeholders find common ground.

Effective management and collaboration among all stakeholders are essential to create a sustainable and resilient tourism ecosystem that benefits both visitors and the destination itself.

This approach considers the long-term health and prosperity of all elements within the ecosystem.



Current State Synopsis

This synopsis outlines the key challenges and opportunities relating to the vision set out in the VES2035, and details ways to align efforts across the region and refocus priorities for the years ahead.

Sensitive Growth & Development

Managing development on Phillip Island while preserving its natural assets and unique character is a constant challenge. Striking the right balance between sensitive and values aligned growth and conservation is crucial.

Despite the destination's reliance on tourism for jobs and revenue, some community members feel that growth is negative, and consistently oppose tourism developments regardless of the positive impact they may have on the environment, community and/ or economy.

The Phillip Island population experienced a 32% growth from 10,387 in 2016 to 13,799 in 2021; exceeding the 2026 targets forecast in the VES2035. In contrast, the total number of dwellings did not grow at the same rate with only a 12% growth from 2016 to 12,569 in 2021, trailing behind growth predictions contained within the VES2035. Interestingly occupied dwellings grew 8.5 percentage points from 37.8% in 2016 to 46.3% in 2021.[^]

This accelerated population growth, as well as the large proportion of unoccupied dwellings (53.7% compared to 11.1% state average) may be contributing to the sense of angst facing the community.[^]

The Bass Coast Unlocking Rural Tourism Strategy, and being recognised in 2019 as a Distinctive Area and Landscape under Park 3AAB of the Planning and Environment Act 1987, should assist the community to feel that appropriate safeguards are in place to protect areas that require it and allow for sensitive developments in others.

Sustainability Goals

In 2016, the VES2035 committed to the ambitious vision of being recognised nationally and globally as a world-leading sustainable tourism destination, where tourism is embraced by the community.

This strategy had clear aspirations and goals around Global Recognition for Conservation, with key sustainable tourism and benchmarking to the Global Sustainable Tourism Council (GSTC) - Game Changer Priority 1.

GSTC accreditation was initially pursued with the destination reaching Bronze Benchmark in 2019. However, in early 2023 BCSC made the decision to pursue Eco Tourism Australia Destination Accreditation, to align with the wider regional focus.

BCSC has demonstrated leadership in biodiversity, circular economy, sustainability and climate change and should be looked to for inspiration and guidance in future regenerative tourism programs.

Additionally, Nature Parks are working towards improved ecosystems, re-wilding programs and remain strongly committed to reconciliation and improved methods to 'Care for Country' in partnership with Bunurong people.

[^][Population and Dwelling Data, Census](#)
(accessed August 2023)

Peak Season & Major Event Capacity

Addressing traffic management and improving accessibility to and within the island and coastal areas, particularly during peak season, is essential for positive destination management.

Alleviating the boom and bust cycle of visitation will support the sustainability of tourism enterprises and year-round employment for locals. It will also help to address the pressure felt by tourism businesses who are already at capacity during this time, as well as the impacts from over-tourism at key environmental and community infrastructure across the region.

Diversifying the visitor mix (domestic and international visitation) and supporting the development of year-round visitor experiences will help flatten the demand for visitation over the summer months, and throughout school holidays.

The availability of suitably qualified workforce is also a significant challenge faced by the region which is exasperated during peak season and major events. The limited supply of workers means the volunteer pool is often stretched beyond capacity, which is another issue the region grapples with throughout the year.

Brand Positioning & Positive Storytelling

The destination's core brand positioning is of wildlife, nature and regenerative practices. However, we recognise the destinations proud history in delivering major motorsport events.

While the motorsport opportunity poses a brand positioning challenge, it also provides a global audience to share the stories of the destination. This plan embraces this challenge and opportunity.

Activation, Advocacy & Partnerships

The destination has many current plans and strategies but resourcing, activating and implementation prove a significant barrier. The challenge lies in putting sustainable practices into action effectively, resourcing the actions and widely reporting the progress of projects contained within the plans.

Utilising the new brand positioning from Visit Victoria and the campaign messaging of Phillip Island 101 km2 can support a range of targeted storytelling for the destination.

Collaborating and activating strong partnerships between key stakeholders is vital for successfully advocating for and achieving the actions recommended in the various strategic plans.

Accommodation Quality & Availability

Ensuring better quality and sufficient accommodation options is important to support sustainable tourism growth and attract the desired high-value and values-aligned markets.

Whilst the prevalence of holiday rental properties in the region provides options for overnight stays and a potential increase in yield, it can be a barrier to new commercial investment, which is also impacting worker accommodation.

A number of projects are currently being developed that will assist with meeting demand in peak season as well as attract values-aligned visitors in the future.

The rental and housing crisis across the destination poses a significant barrier to achieving growth targets. A great deal of work is underway across all tiers of Government to address this challenge.



An aerial photograph of a coastal landscape. The top left shows turquoise ocean water with white surf washing onto a wide, sandy beach. The beach is bordered by a line of dark, scrubby vegetation. A paved road winds through this scrubland from the bottom left towards the top right. In the upper right, the road curves around a small parking lot with several cars. The sky is a pale, hazy blue, suggesting a bright, sunny day.

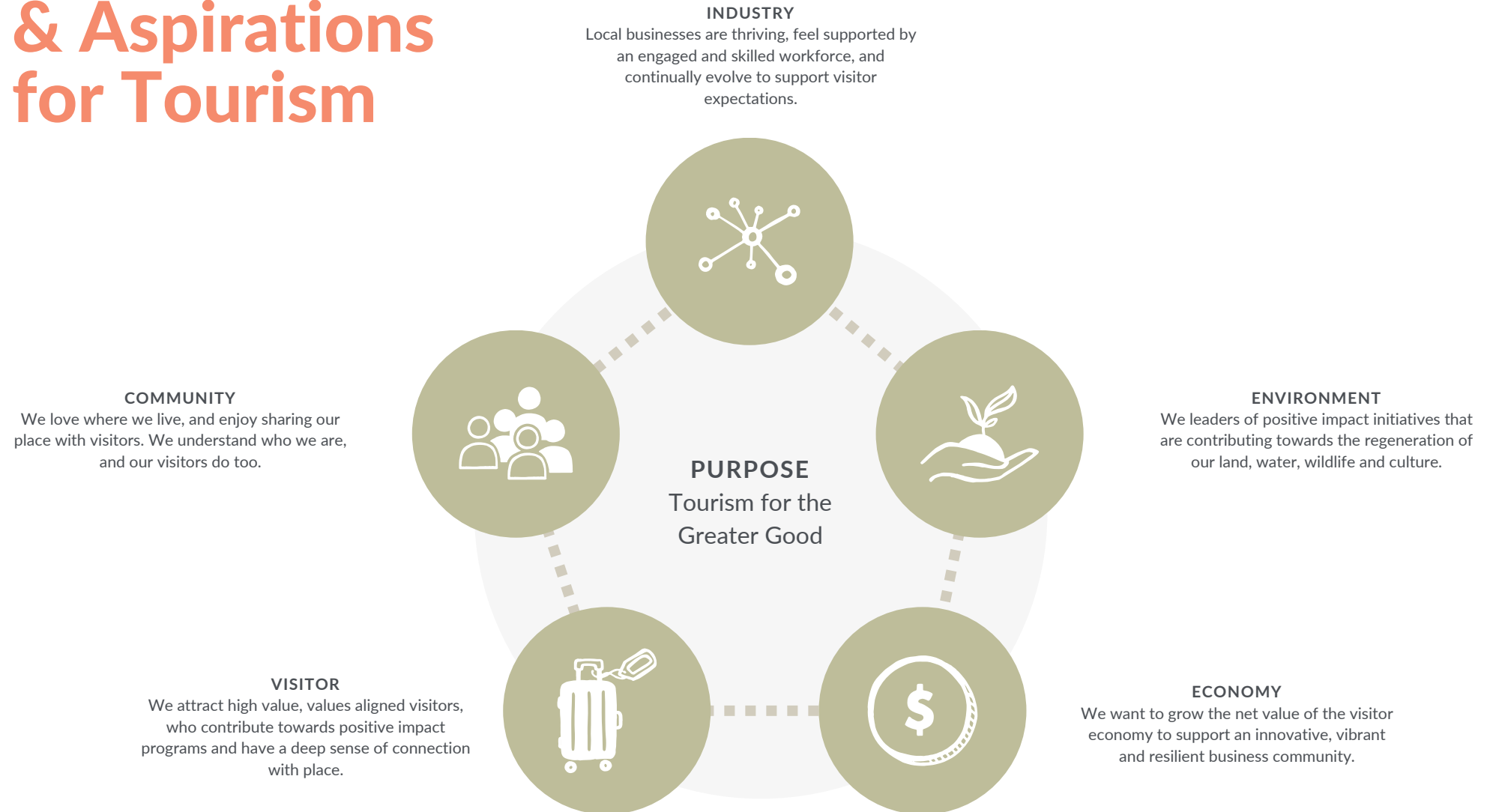
SECTION THREE

Strategy & Action Plan

STRATEGY ON A PAGE

Purpose	Tourism for the Greater Good				
Values	We support sustainable growth. We are empowered to drive positive impact through tourism. We are collaborative and inclusive. We value quality over quantity. We encourage slowing down.				
Overarching Aspirations	COMMUNITY We love where we live, and enjoy sharing our place with visitors. We understand who we are, and our visitors do too.	ENVIRONMENT We leaders of positive impact initiatives that are contributing towards the regeneration of our land, water, wildlife and culture.	VISITOR We attract high value, values aligned visitors, who contribute towards positive impact programs and have a deep sense of connection with place.	ECONOMY We want to grow the net value of the visitor economy to support a innovative, vibrant and resilient business community.	INDUSTRY Local businesses are thriving, feel supported by an engaged and skilled workforce, and continually evolve to support visitor expectations.
Our Strengths	Nature, Marine & Wildlife. Authentic Regenerative Culture. Vibe & Geography. Proximity to Melbourne. World-Class Events.				
Audiences	We welcome all visitors, with a focus on attracting High Value, Values Aligned Visitors.				
Key Principles (5)	1. Building a Resilient Tourism Ecosystem	2. Caring for Country & Community	3. Sharing our Story with Impact	4. Enhance our Visitor Experiences	5. Improve Visitor Movements
Focus Areas (32)	1.1 Plan Governance 1.2 Research & Insights 1.3 DMP Project Funding 1.4 Advocacy 1.5 Community Engagement 1.6 Industry Partner Program 1.7 Emergency Preparedness	2.1 Visitor & Community Contribution 2.2 Positive-Impact Destination Leaders 2.3 First Peoples Partnerships 2.4 Positive-Impact Visitor Experiences & Events 2.5 Positive Visitor & Community Behaviours	3.1 Phillip Island/San Remo Story 3.2 Brand Marketing 3.3 Markets & Sector Partnerships 3.4 Visitor Collateral 3.5 Visitor Welcome Programme	4.1 Experience Development 4.2 Quality Accommodation 4.3 Major Events 4.4 Local & Community Events 4.5 Capability Building 4.6 Workforce Development 4.7 Destination Planning 4.8 Planning Frameworks 4.9 Short Stay Accommodation 4.10 Major Projects	5.1 Short Visit Vehicle Contribution 5.2 Electric Vehicle Network 5.3 Active & Public Transport 5.4 Integrated Transport Planning 5.5 Marine Infrastructure
Enablers of Success	We will apply a Stewardship Approach to Plan Governance A regenerative and agile mindset will underpin our decision making Focus will be on whole of plan Accountability, instead of individual task responsibility Continuous Improvement will enable us to maintain a dynamic, evolving Plan Establishing a Community Voice will provide a continuous engagement loop to maintain social license Governance will be galvanized by strong stakeholder partnerships working collectively to achieve our purpose				

Our Purpose & Aspirations for Tourism



Our Values

Our values guide who we are, what we believe and how we behave.

Having a united commitment to addressing challenges across the region that threaten the balance between the visitor, community, environment and economy is essential to achieve our purpose.

These co-created values will help inform all decision making acting as a lens to consider future actions and projects that align with focus areas of this plan.



WE SUPPORT SUSTAINABLE GROWTH

We are committed to securing a liveable and healthy future for our community through sustainable tourism growth and sensitive development.



WE ARE EMPOWERED TO DRIVE POSITIVE IMPACT THROUGH TOURISM

Tourism can help the destination to achieve its sustainability and regenerative goals. We respect the actions of past custodians and honour them in our regenerative practices for a thriving destination for all.



WE ARE COLLABORATIVE & INCLUSIVE

We work together to achieve a common purpose and put our different agendas aside. It is our strength in numbers that will drive positive change, requiring maturity, trust and regular open dialogue. We are inclusive, welcome new ideas and remain open minded to possibilities that emerge.



WE VALUE QUALITY OVER QUANTITY

We welcome all people, celebrating and supporting diversity, inclusion and uniqueness. To deliver upon our strengths and visitor promise, attracting values-aligned visitors is essential and should be the priority over attracting volume markets.



WE ENCOURAGE SLOWING DOWN

We encourage visitors to pause, notice our incredible landscapes, the abundant wildlife, the change of seasons, and embrace our way of life and the unique rhythm that makes our place truly special.

Our Strengths

Renowned for our rugged beaches, enriching landscapes, abundant wildlife encounters, world-class events and nostalgic summer getaways, we have created lasting memories for a diverse mix of visitors from Australia and abroad since the 1880s.

It is these strengths, along with our community's unwavering commitment to environmental regeneration that form our visitor promise, and set us apart from other similar Victorian coastal, nature-based destinations.

We will work in collaboration with Visit Victoria to activate strategic and consistent destination brand positioning to communicate our marketable competitive strengths with impact.



NATURE, MARINE & WILDLIFE

An abundance of wildlife across land, sea and air, the Iconic Penguin Parade, aquatic experiences and aquaculture industries, rugged coastlines, stunning landscapes and pristine beaches are what make this place special.



AUTHENTIC REGENERATIVE CULTURE

The hands-on and passionate local community has been committed to conservation of the environment and species that call it home for decades which underpins the focus on regenerative tourism today.



VIBE & GEOGRAPHY

A slower pace of life, relaxed vibe, surfing lifestyle and history, fresh air and compact geographic area are cherished by locals and highly appealing to visitors. The buzz and vibrancy that comes over summer and major events is exciting and adds an additional drawcard for the destination for a small proportion of the year.



PROXIMITY TO MELBOURNE

The close proximity of the destination to Melbourne makes it an easy commute for metropolitan, interstate and international travellers.



HOME TO WORLD-CLASS EVENTS

The Australian MotoGP and Superbike World Championships have attracted tens of thousands of visitors each year for many decades. A world-class race track and associated permanent spectator infrastructure ensure the delivery of motorsport events to a global standard. Across the wider destination, a robust calendar of events attracts other visitors at different times of the year.

Attracting High Value & Values Aligned Visitors

We welcome everyone who wants to visit in a respectful way, however given our capacity challenges, attracting more visitors to the region only makes sense if a visitor's values match our values – essentially, those who want to have a positive impact on our people and place.

To achieve our aspirations, we will support visitors to learn about our values through sharing our story and building positive impact experiences to deeply connect them to our special place.

To achieve our shared purpose and aspirations, a collective effort is required to drive visitation from those who understand and align with our values. These visitors are typically those who:

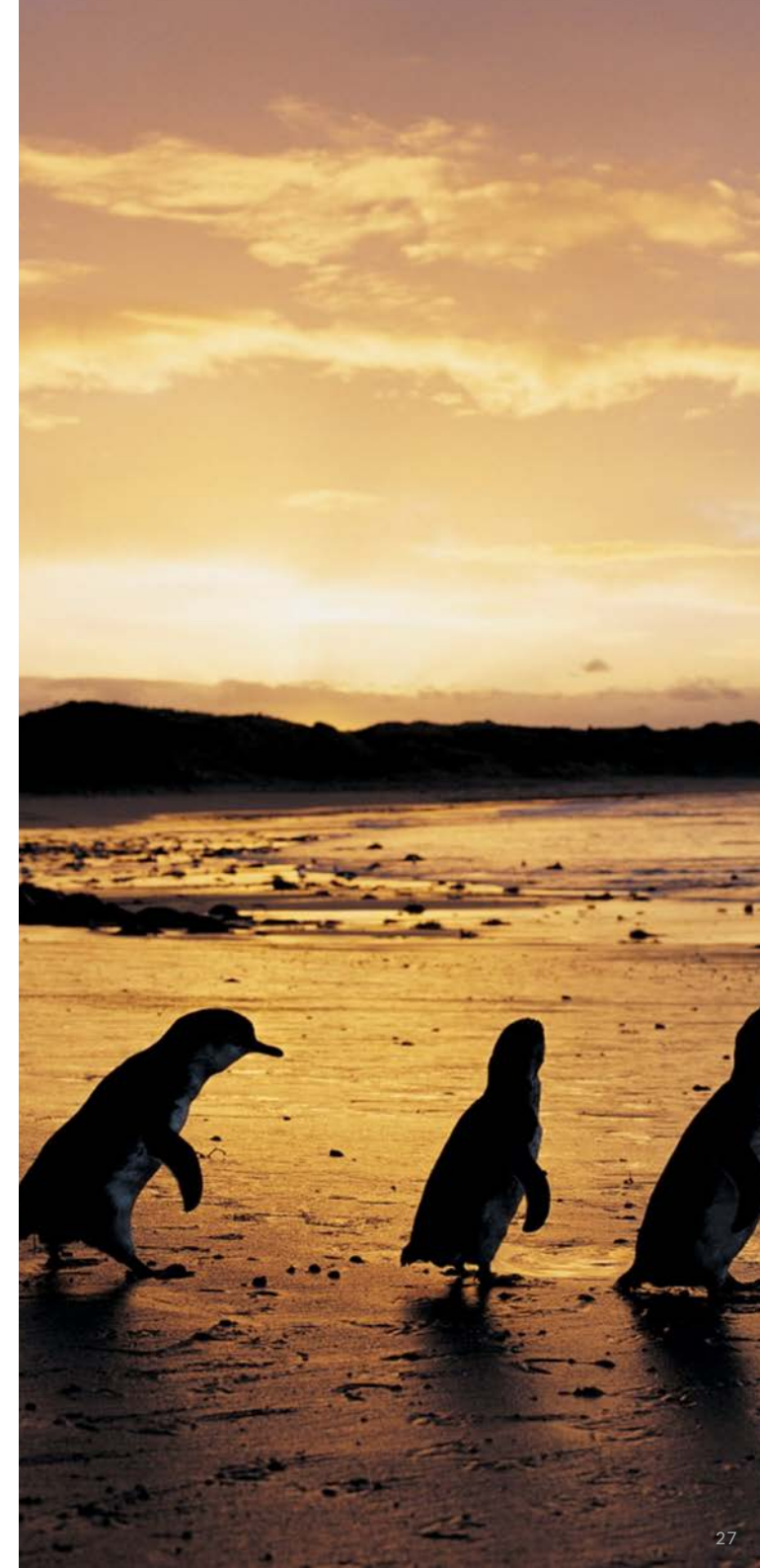
- Slow down, and connect with local experiences, people and place.
- Are seeking a sense of belonging or connectedness to the region.
- Are responsible travellers who want to care for the land, 'give back' to the community, and environment.
- Understand and look to participate in local social norms.
- Stay more than one day, and invest in experiences

Importantly, these visitors are not aligned by age, gender, or location, but rather by values, and motivations for travel experiences.

To attract more high-value and values-aligned visitors we will work in partnership with key demand-driving stakeholders to align strategic priorities and double down on our positioning to generate maximum impact.

At a grass roots level, we will support our industry to create stronger linkages between our values and the stories we share with visitors, and further align and enhance our visitor experiences to support our visitors to make great travel choices.

We will continue efforts to attract a diversified mix of visitors and market segments and will apply local intelligence along with qualified data and insights to inform opportunities. New segment and market opportunities will also be pursued over time as new and improved visitor experiences come online.



"It would be incredible if people were self-regulating when coming to the region. So rather than us having to try and implement things to restrict things when people are here, people know what the destination is about.

They know the story, they don't want to come here if they don't have the same values; environmental and sustainability. So we're attracting a more premium market that is prepared to travel a little differently."

- COMMUNITY MEMBER, JULY 2023



Guiding Principles to Achieve our Purpose

Five strategic Guiding Principles form the basis of this Plan and inform key focus areas from which a series of agreed priorities, and accountabilities are derived. It is these principles that guide our actions to achieve our purpose.

Regardless of the economic climate, world disorder or Government platform, the Guiding Principles and correlated Focus Areas shall remain. The actions, considerations, and Annual Action Plan have the agility to flex and adapt to external forces, whilst still being laser-focused on the common purpose for tourism for the greater good.

ACTION PLAN GLOSSARY

Term	Description
Focus Area	Areas that have been identified as priorities for the destination to realise it's purpose.
Key Outcome	The intended qualitative KPI for each Focus Area.
Considerations	Thought starters, ideas and insights to guide the activation of the Focus Area.
Possible Activations & Projects	The word 'possible' is used as these projects should be viewed as considerations, and activated if the external conditions are in alignment. Their prioritising, resourcing, timeframes and key performance indicators are developed in the Annual Action Plan
Lead	Stakeholders responsible for activating the Focus Area



PRINCIPLE ONE

Building a Resilient Tourism Ecosystem

We are strengthened by respectful collaboration and open communication as we strive towards a common goal.

A balanced, progressive, and synergistic view across all stakeholders is essential to enable a positive future for tourism in the region.

The complication of varying governing frameworks, decision making mechanisms, diverse visions, and limited resources are impediments that need to be addressed in order to set the region up for success.

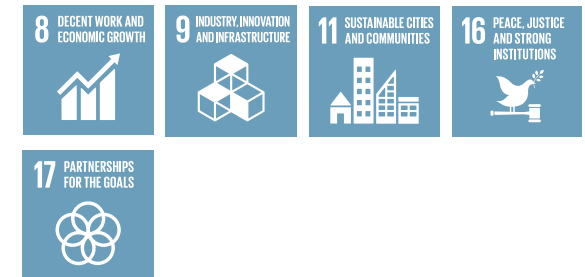
Given the local community are so heavily invested in tourism, a comprehensive community engagement program must be activated to keep people informed of the achievements of tourism-related activities, and informed of the value tourism brings in their local community.

With a revitalised focus on regenerative tourism, there is an opportunity for DPI's Industry Partner Program to reflect the purpose and aspirations of this Plan. Building a resilient tourism industry that aligns to a common purpose will strengthen the destination's brand positioning and experience delivery.

Advocating on behalf of the destination will help align Government Policy with destination needs, as well as allow for diverse funding opportunities to activate the projects scoped from the plan.

A consistent and agile approach to emergency, crisis and climate action response is required to support the destination's resilience and ability to meet the demands moving forward.

SDG ALIGNMENT



PRINCIPLE ONE / ACTION PLAN

#	Focus Area	Key Outcomes	Considerations	Possible Activations & Projects	Lead
1.1	Plan Governance	The DMP is activated, reviewed and managed through a Stewardship Governance Model	<ul style="list-style-type: none"> An <i>Accountability Framework</i> is endorsed, to guide how this DMP will be activated, projects prioritised and managed, reviewed and updated. This includes enabling a Community Voice into relevant activations and projects. A <i>Stakeholder Engagement Framework</i> confirmed for the DMP, to proactively engage and communicate with the destination's stakeholders. <i>Agile Project Management</i> activated to deliver confirmed Activations/Projects quickly and efficiently while remaining responsive to stakeholder needs, market trends and new challenges/opportunities. 	Accountability Framework Stakeholder Engagement Framework Agile Project Management	DPI BCSC Nature Parks
1.2	Research and Insights	The DMP's Success Framework has relevant qualitative and quantitative data to benchmark, measure and report on the achievement of the Plan's aspirations and purpose.	<ul style="list-style-type: none"> Activate existing and new measures for measurement of the <i>DMP Success Framework</i> Set up measurement mechanisms (ie. visitor sentiment survey) to gather data as per the DMP Success Framework <ul style="list-style-type: none"> A Visitor Exit survey is an opportunity to collect visitor insights and sentiment, and how the destination is going in attracting the high values, values aligned visitors. This could be activated through the destination's accommodation properties (commercial and short stay) and key tour operators and attractions. Environmental measures to be refined for tourism specifically (where possible) in partnership with key stakeholders as the destination pursues it's Carbon Net Zero, Biodiversity and Waste Goals. Create a Measurement Dashboard to track and record data in a centralised format, accessible for all stakeholders to easily monitor and report progress. 	Annual Community Sentiment Pulse Visitor Exit Survey Industry Sentiment Survey Annual DMP Reporting	DPI BCSC Nature Parks
1.3	DMP Project Funding	External funding is secured for Priority Projects identified in the DMP Annual Action Plan.	<ul style="list-style-type: none"> Whilst there are many Possible Activations and Projects that can be achieve with current resources, it is anticipated that grant funding will be required to activate some of the Projects identified within the Annual Action Plan. Federal and State Grant landscape has changed significantly since the change in Governments, and have a strong focus on grant probity Grants Strategy development required to build knowledge and identify opportunities to activate the projects prioritised within the Annual Action Plan. Grant application process to be undertaken by specific Project Leads. Look for grant opportunities outside of traditional tourism funding programs. 	Grants Strategy	DPI BCSC Nature Parks

PRINCIPLE ONE / ACTION PLAN

#	Focus Area	Key Outcomes	Considerations	Possible Activations & Projects	Lead
1.4	Advocacy	Relationships are in place to advocate to regional, industry, state and federal entities on issues impacting the delivery of this Plan.	<ul style="list-style-type: none"> DMP Custodians take a proactive approach to provide a united voice to advocate on issues (supply and demand side) affecting the achievement of the DMP's purpose and aspirations. Core activity is DMP Custodians maintaining relationships with key stakeholders who are located outside of the destination (regional, industry sector specific, state and federal) Key stakeholders include Victorian Tourism Industry Council, State Government Departments (eg Visit Victoria, Department of Transport, ParksVic etc), regional (eg Regional Development Victoria). This also includes unified, place-based feedback and voice to state and national tourism issues as requested or as identified by local community and industry. Opportunity for collective advocacy with other Victorian Regions who share similar challenges as required. The lead on advocacy issues to be determined by the DMP Custodians on a case by case basis, depending on which Focus Area advocacy is most aligned to and what the issue is. 	<p>DMP Custodians Relationship Management Plan</p> <p>Annual Advocacy Plan</p>	<p>DPI</p> <p>BCSC</p> <p>Nature Parks</p>
1.5	Industry Partner Program	Businesses operating in the destination see clear value in the Program and are engaged with relevant activations and projects.	<ul style="list-style-type: none"> Important Program to maintain connection and context with the industry, and to keep them engaged and inspired in the delivery of the Plan purpose. Evolve the prospectus to positive impact (ref. Principle 2) Support <i>Regen Alliance</i> continuation to develop/pilot new initiatives Annual calendar of networking events to foster opportunities for connection, partnership, learning, inspiration and innovation. Distribution channel for the Industry Sentiment Survey Case Study: Destination Southern Tasmania Membership Model Evolution 	Annual Industry Partner Program	DPI
1.6	Community Engagement	The community have a positive sentiment toward tourism, and understand it's value to the destination.	<ul style="list-style-type: none"> Build understanding of the full value of tourism for the destination (Separate to the Community Voice, Focus Area 1.1) Tailor messages for different community personas and optimise relevant touchpoints With community leaders, including Resident/Ratepayer Action Groups and Environmental Conservation groups. Authenticity, transparency, inspiration and storytelling will help cut through, and connect hearts and minds of community, and bring them along with achieving the plan's purpose. Distribution channel for the Annual Community Pulse Survey 	Annual Community Communication Plan	DPI
1.7	Emergency, Crisis & Climate Action Preparedness	Plans are activated to appropriately respond to emergency, crisis and climate related events.	<ul style="list-style-type: none"> Education/preparedness for industry Role clarity for Stakeholders on their responsibilities Learn from the increasing number of climate crisis events across the globe Cohesion and collaboration across destination to ensure a consistent approach to emergency, crisis and climate response. Topic area for Industry Capability Building (Focus Area 4.5) 	Review stakeholder emergency plans, and ensure alignment for future deployment.	BCSC

PRINCIPLE TWO

Caring for Country & Community

We enable visitors to have a positive impact on our people and place.

Our community shares a special connection with country and has a strong emphasis on preserving natural assets for future generations.

This responsibility to safeguard our unique destination is a top priority, but we face significant challenges due to urbanisation and population growth, which threaten our natural landscapes, wildlife and waterways, our environmental conservation efforts, our community cohesion, and our ability to fulfill our promises to visitors.

Simultaneously, there is a growing global demand for sustainable experiences, yet limited opportunities exist for visitors to actively engage in local impact programs or support businesses contributing positively to our destination.

By activating strategic tourism levers, we can enhance the incredible commitment and outcomes of the ongoing regenerative efforts of our community.

A critical activation will be to establish a stewardship governance model for this DMP, that advocates for an ingrained region-wide focus on positive impact outcomes.

Inspired by global initiatives, including [Hawaii's Malama Program](#) and Wanaka's [Love Wanaka Program](#), we will co-design a whole destination giving back initiative to support the activation of regeneration efforts on the ground.

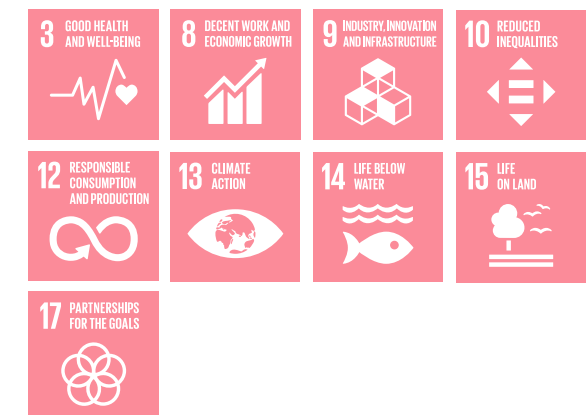
A visitor pledge will act as a central, and integral education mouthpiece for all stakeholders, to encourage positive visitor behaviours, in line with the aspirations of our community.

We will support our industry to develop positive-impact visitor experiences, which will better connect visitors with our story, inspire positive visitor behaviours through learning and education, and attract more high-value, values-aligned visitors.

It's also the aspiration of our community to enhance the understanding and acknowledgment of First People's culture and stories through our visitor experiences.

Equally though, the community respect the rights of self-determination, and any actions to consider will be co-created as relationships and a common purpose are established.

SDG ALIGNMENT



PRINCIPLE TWO / ACTION PLAN

#	Focus Areas	Key Outcomes	Considerations	Possible Activations & Projects	Lead
2.1	Visitor and Community Contribution	Visitors have the opportunity to easily contribute to local conservation and biodiversity projects.	<ul style="list-style-type: none"> A destination-wide program where visitors can contribute \$ or time to support local conservation and community projects. Simplicity will be key. Must be easy for industry to be involved in, and visitors to contribute to financially or by participating in a hands on event (eg Island Bush Care events). Robust governance is essential to build and maintain trust by both industry and visitors to ensure it's not seen as a green washing project, with all funds collected going to local community and environmental organisations. <i>Regen Alliance</i> and <i>Sustainable & Regenerative Mentoring Program</i> has started the conversations & connections. Opportunity to align to <i>BCSC Biolinks Project</i>, <i>BCSC Environmental Development Fund</i> and <i>Penguin Foundation</i> <i>Phillip Island Land Alliance</i> could potentially be the community platform for collecting & disbursing funds. Look to collate and promote events where visitors can get involved with regular conservation events across the destination. Inspiration: <ul style="list-style-type: none"> <u>Phillip Island Nature Parks</u> are already Australian leaders of visitor contribution \$. They are a philanthropic partner in the <u>Penguin Foundation</u> who's sole purpose is to support environmental initiatives on Phillip Island. Leverage and build on their learnings. <u>Love Wanaka</u> (Visitor Contribution Fund and Love Wanaka Events), <u>Love Queenstown</u>, <u>Bhutan Sustainable Development Fee</u>. 	<p>Visitor Contribution Fund</p> <p>Visitor Contribution Events Activation</p>	<p>BCSC</p> <p>DPI</p>
2.2	Positive-Impact Destination Leaders	Destination stakeholders lead the industry with positive impact policies, initiatives and actions.	<ul style="list-style-type: none"> DPI, BCSC and Nature Parks have a continuous focus on their own positive impact plans and actions. Current actions in progress include: <ul style="list-style-type: none"> Regen Alliance - Place-based pilot programs, goals and initiatives (DPI) Eco Tourism Australia Destination Sustainability Accreditation (BCSC) Bass Coast Reconciliation Network (Nature Parks, BCSC, Western Port Water, Bass Coast Health) Climate Change Action Plan 2020 - 2030 (BCSC) Phillip Island Nature Parks 30-year Conservation Vision - Beyond the Horizon 2018 (Nature Parks) Regular sharing of relevant actions to Community and Industry to educate, inspire and align (via Focus Areas 1.4, 1.5), and infiltrate into their own businesses (Focus area 2.4). Activate collaborative projects at a local scale, eg. Waste free events or plastic free PI. Focus: Emissions reductions, waste, reconciliation actions, conservation & research partnership New projects and ideas that emerge from this focus area's actions are piloted and scaled for wider industry 	<p>DPI Positive Impact Plan (internal processes)</p> <p>Regen Alliance Initiatives</p> <p>Eco Tourism Australia Destination Sustainability Accreditation</p>	<p>DPI</p> <p>BCSC</p> <p>Nature Parks</p>

PRINCIPLE TWO / ACTION PLAN

#	Focus Areas	Key Outcomes	Considerations	Possible Activations & Projects	Lead
2.3	First Peoples Partnerships	Relationships built with First Peoples Communities, Businesses and Peak Bodies.	<ul style="list-style-type: none"> Bunurong Land Council Aboriginal Corporation (BLCAC) is the peak body of the destination. Support for First Peoples Led Businesses through procurement is a community aspiration Align to <i>First Peoples Tourism Strategy</i> and the <i>First Peoples Industry Body of Victoria</i> Traditional Place names in marketing, signage and interpretation is a strong aspiration by the community and industry. The <i>Understanding the Cultural Landscape</i> (BCSC) project (awaiting funding) is a catalyst project for partnership building. BCSC are in the process of developing their Reconciliation Action Plan Look for relationship building opportunities through the Bass Coast Reconciliation Network (Nature Parks). 	<p>Actions are to be co-created as relationships and a common purpose is established across all areas of the Plan.</p> <p>Social Procurement Policy</p>	DPI BCSC
2.4	Positive-Impact Visitor Experiences & Events	<p>Regenerative mindset embedded across all businesses and event organisers.</p> <p>Immersive visitor experiences, with positive impact on local environment & community.</p>	<ul style="list-style-type: none"> Activation of new pilots/projects emerging from Positive Impact Destination Leaders initiatives (Focus Area 2.2). Align to the activation of the Visitor Contribution (Focus Area 2.1) New positive impact experiences are being developed, eg. Citizen science, waste collection, tree planting, learning tours of destination conservation, social, cultural regeneration projects. Evolve the Industry Partner Program (Focus Area 1.6) to reward/incentivise operators to take positive action (and record # of businesses who are seeking or have achieved accreditation to support <i>Plan Success Framework</i>). Create networking, sharing, learning opportunities between local people and business as they take actions for others to learn from via Industry Partner Program (Focus Area 1.6) and Industry Capability Building (Focus Area 4.5). Inspiration: TICT Emissions Reduction Program, Tilos, Worlds First Waste Free Island. Malma, The Hawaiian Islands, The Eden Project 	<p>Sustainable and Regenerative Mentoring Program</p> <p>Businesses Sustainable Tourism Accreditation Advocacy</p> <p>Positive Impact Experience Development</p>	DPI
2.5	Positive Visitor and Community Behaviors	Communication framework to articulate destination values to mitigate negative behaviours/support positive impact behaviours of both visitors and locals.	<ul style="list-style-type: none"> A collective communication framework that all plan custodians unite behind Start small, and don't get caught up in 'building' new infrastructure, such as signage or stand alone digital channels. Get creative. Simple, clear and easy to understand. All stakeholder support and communicate at relevant visitor touch points. Consider how to bring residents on the journey, as hosts for VFR Focus on behaviour change for residents, existing visitors and event attendees as identified as challenges by community. Inspiration: Tiaki Promise, Kyoto Code of Behavior for Visitors 	The Phillip Island Promise	DPI BCSC

"It's a privilege to look after the
land and share it with guests."

- INDUSTRY WORKSHOP PARTICIPANT,
BUSINESS OWNER & RESIDENT



PRINCIPLE THREE

Sharing our Story with Impact

Telling our unique story of place, people and culture.

Our destination's DNA is built on a relentless commitment to conservation, regeneration, and climate activism, which coupled with our First Nation's history, island geography and abundance of nature and wildlife experiences, underpins a unique and compelling story to share with the world.

We need to confidently know and share this story, and enable visitors to be part of building this story with us, to develop a competitive position for the destination to drive appeal from visitors across the globe.

Furthermore, using our storytelling activations as a vehicle to educate our audiences on respectful and responsible visitor behaviours will be a key focus.

Engaging all stakeholders and market segments in our story will ensure that every visitor, no matter their reason or origin, will understand their responsibilities, and be empowered to support us in achieving our purpose.

Pivoting our brand marketing activations to focus on positive-impact and good news stories is the first step to educating our visitor audiences. This, coupled with the optimisation of all in-region touchpoints with a consistent narrative will reassure visitors of our promise, and will be a critical step to achieving our purpose.

Enabling residents to become advocates for tourism will not only instill civic pride and better connect them with their community and environment, but empower them to be responsible hosts for friends and relatives.

SDG ALIGNMENT



Our Good News Stories

Regenerative stories the community are proud of:

- Penguin regeneration 40+ years in the making. Summerland buyback, penguin population rebounded, now more penguins than residents.
- Short-tail Shearwater migration. 'Lights off for take-off' campaign
- Cape Barren Geese, rebounded population
- Eastern Barred Bandicoot, saving from extinction
- Eradication of foxes on Phillip Island
- Whale migration across winter, rebounding numbers
- Phillip Island Nature Parks; conservation, education and research programs, indigenous rangers support.
- Totally Renewable Phillip Island and electrifying Phillip Island - 50% solar on the roof, feeding into the battery (if done tomorrow, the Island would be energy positive).
- Blue carbon farming in Western Port Biosphere
- Green carbon farming, such as Bimbadeen, a carbon-neutral farm on Phillip Island
- Western Port Biosphere RAMSAR - a wetland of international significance
- Waste – Bass Coast Shire Council has the highest waste diversion from landfill in Victoria
- Philip Island Community and Learning Centre (PICAL) - work and actions in community and environment, biodigester, whole island circulatory, composting, social impact work.
- Phillip Island and Bass Coast Land Care - regeneration and collaborative projects across the region.
- Dogs off beaches, and Phillip Island's off-leash area, to protect native animals
- Phillip Island Conservation Society - 55 years of advocacy and care, with many wins
- Rhyll Inlet, saved from being turned into a marina over 40 years ago
- First People's very rich, spiritual stories of place
- Cowes Cultural Centre sustainable build story - Passivhaus Standards
- Biodiversity Biolinks Program and land buy back programs
- Phillip Island Community Orchard, 10 plus years growing local product, demonstration classes and community and visitor education.

GOOD NEWS STORY IN ACTION

Phillip Island Nature Parks · Follow


History Lesson time! We know how special our Little Penguins are, but did you know, how much they've achieved in their history? Their home, Summerlands Peninsula was once a residential subdivision!

The first subdivision consisted of 12 large allotments, along with features such as a roundabout and cypress trees. Between 1927 and 1931 227 new blocks were created, and from 1929 to 1940 there was a nine-hole golf course on what is now the Penguin Parade car park.

In 1950s a further 437 blocks were created, and the final subdivisions were carried out in 1958 and 1961 on land closer to the Nobbies.

In 1985 the Victorian government decided that to protect the penguin rookery, further development of the subdivision would be prohibited and that all the properties would be progressively purchased by the state. The programme had a projected end date of 2000, with the land to be added to Phillip Island Nature Parks. The buyback process was actually finalised in the years 2008-09. In June 2010 the government announced that the buy-back programme had been completed and so too was the protection of the Little Penguin's home.

The power of these Little Penguins and their importance really shine through in this achievement. For more history on how Phillip Island Nature Parks has become what it is today, go to: <http://www.penguins.org.au/about/our-story/our-history/>



PRINCIPLE THREE / ACTION PLAN

#	Focus Areas	Key Outcomes	Considerations	Possible Activations & Projects	Lead
3.1	The Phillip Island and San Remo Story	Deepen the understanding of the destination stories, with a focus on conservation and First People's stories of place.	<ul style="list-style-type: none"> Prepare a storytelling audit of conservation & positive impact initiatives Develop storylines and storytelling assets for the Destination Storytelling Plan Inspiration: Wanaka Sustainability Stories 	<p>Local Stories Audit</p> <p>Storytelling Assets Optimised/Updated</p>	DPI
3.2	Brand Marketing	Annual tactical plan of values and purpose-led demand driving activations via owned, earned and paid media.	<ul style="list-style-type: none"> Optimise owned, always-on channels with positive-impact stories (Focus Area 3.1) and to activate The Phillip Island Promise (Focus Area 2.5). Off-peak focus: Autumn, Winter, Spring New event category on destination website curating in community conservation events (via Focus Area 2.1 Visitor and Community Contribution). Visitor Profile Focus: Melbourne, Victoria, VFR, Repeat Visitor (align with Visit Victoria's visitor profiles) Partnerships developed with values-aligned media, organisations and individuals for earned and paid opportunities. Paid campaigns to be scoped subject to annual budget availability Consider tactical measurement metrics that align with DMP values and aspirations and target audience (High Value, Values Aligned Visitors) Visit Victoria is developing a new consumer-facing brand framework for Victoria, of which the destination will support and align once it's activated. 	<p>Annual Destination Marketing Plan</p> <p>Industry Partnership Program Evolution</p>	DPI
3.3	Markets & Sector Partnerships	Annual tactical plan of activities to attract high value, values-aligned markets and sectors.	<ul style="list-style-type: none"> Visit Victoria and Tourism Australia are key partners, and maintaining relationships with key staff and departments are an ongoing priority. These organisations are important destination brand marketing partners, and we will support them on the journey to understand where and how they can realign their own positioning to align to our destination purpose, aspiration and values. Participate in aligned Visit Victoria (Domestic & International) and Tourism Australia (International) trade opportunities (Intrastate, Interstate, Western & Eastern Markets). Business Events via Melbourne Convention Bureau, Events Bass Coast and Destination Gippsland. Phillip Island Business Events Guide is a key resource to keep updated. Drive Trails: Go Beyond Melbourne, Sydney to Melbourne Touring Route Wellness: Great Victorian Bathing Trail Cruise: Values aligned cruise ships attraction, and look for opportunities to grow positive impact of cruise visitors Niche interest groups aligned to destination strengths, eg. Nature & Wellness Motor Sport: Leverage the global recognition of motorsport events on Phillip Island Look for new opportunities to partner with values-aligned brands and organisations to reach the values aligned, high value visitors. Work with the Isle of Wight development for strong distribution to international markets will be a key opportunity. 	<p>Annual Brand Partnership Plan</p> <p>Annual Domestic & International Trade Activities Plan</p>	DPI

PRINCIPLE THREE / ACTION PLAN

#	Focus Areas	Key Outcomes	Considerations	Possible Activations & Projects	Lead
3.4	Visitor Collateral	Visitor collateral and seasonal event information inspires visitor contribution, positive visitor behaviours, longer stays, greater local spend and dispersal.	<ul style="list-style-type: none"> Content evolves in line with the development of Visitor Contribution projects (Focus Area 2.1) and development of The Phillip Island Promise (Focus Area 2.5). Events; Include community conservation events where visitors can get involved with environmental stewardship projects. Use QR technology as a way to keep printed visitor collateral up to date, directing visitors to the destination website for most up to date information, eg. What's On Calendar. Minimise or inset environmental impacts of printing 	Annual Visitor Guide Seasonal What's On Guides Visitor Map	DPI BCSC
3.5	Visitor Welcome Programme	All visitors to the region have the right visitor information, at the right time, in the right place, in the most appropriate format and is accessible to all (language and format).	<ul style="list-style-type: none"> Distribution channels for Visitor Collateral (numerous touchpoints for consideration) and also sharing of destination stories to visitors. Learn from pilot projects and scale up for peak seasons Audiences include businesses, volunteers, residents, tour operators, event organisers, cruise ships, real estate/short stay accommodation letting agents. Visitor Centre focus on a consider a concierge approach of where and how to take visitor servicing activities to visitor who are not visiting the visitor centres, including to Short Stay Accommodation properties. Local residents, including volunteers, community groups and local residents are important visitor touchpoints, so continued evolution of the My Phillip Island Ambassador program to share the destination's stories is an important project. Congestion across the San Remo Bridge due to simultaneous accommodation check out times was noted as an issue that could be addressed as part of Visitor Welcome Program and or Island Pledge to encourage a slower departure from the Island after check out. Consider where and how the new Visitor Exit Survey can be integrated into relevant touch points. 	Annual Visitor Collateral Distribution Plan My Phillip Island Ambassador Program Accommodation In-Room Guest Information Digital Storytelling Guides Multi Lingual Visitor Collateral & Resources Tour Operator Accreditation (Nature Parks)	DPI BCSC Nature Parks

PRINCIPLE FOUR

Enhancing our Visitor Experiences

We deliver quality experiences that connect people with place, and improving livability for our locals.

To successfully market a destination, there must be a strong alignment between the destination's visitor promise and its visitor experiences.

We will continue our focus on growing the quality and quantity of values-led experiences that reflect our competitive experience strengths (nature, marine, wildlife, events) and our supporting experiences to widen the appeal of our offering to attract new markets (food and drink, wellness and First Peoples led experiences).

Through capability-building initiatives, we will guide our industry to explore ways to create positive impact experiences to enable visitors to support our purpose; develop inclusive experiences so we are open for all; and create year-round offerings to ease the burden over summer.

Advocating for an increase in sustainable and eco-friendly accommodation supply will catalyze demand from our high-value and values-aligned visitors.

Continuing to advocate to host world-class events, along with supporting a yearly program of grassroots visitor-focused events, will strengthen our marketable competitive position, and support year-round visitation.

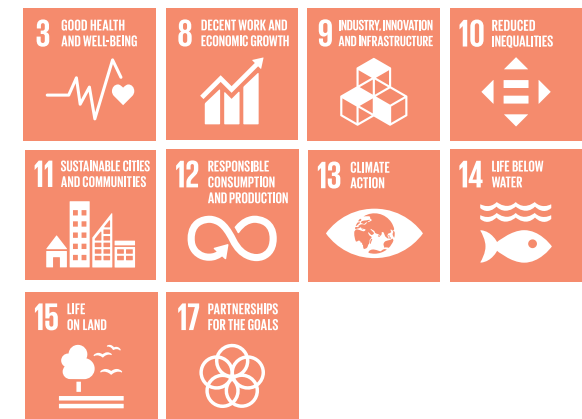
Advocating for infrastructure, placemaking and principles-aligned projects will ensure we can move quickly when opportunities present, and further support our ability to balance the needs of visitors and the community.

Workforce challenges, the scarcity of affordable, short-term housing during peak season, and accessibility to and around the destination are all impacting the visitor experience.

Further, the flow on effect of the shortage of workers on the local volunteer pool, coupled with the changing expectations of visitors and new workers; employers are having to manage a once-in-a-generation workforce shift, which is proving difficult and exhausting to many. Therefore, addressing workforce issues, and capacity building is a recommended focus area in this plan.

Continuing to work in close partnership with local and state governments will help to connect the dots between policy and tourism is also a major opportunity.

SDG ALIGNMENT



PRINCIPLE FOUR / ACTION PLAN

#	Focus Areas	Key Outcomes	Consideration	Possible Activations & Projects	Lead
4.1	Experience Development	Experiences that are driving demand for the destination in their own right year-round, supporting longer visitor stay or contributing to care and connection with our place.	<ul style="list-style-type: none"> Identify opportunities to grow new or existing experiences that support the destination's strengths and align to Experience Victoria 2033 priority experience themes, and leverage aligned sector experience development strategies at regional, state and national level. This also includes advocating for packaging and partnerships between businesses with the destination. Connect businesses with relevant funding programs and training to support businesses in experience development, distribution and packaging (Focus Area 4.5). Where relevant, if aligned to destination values and environmental goals, add new experiences to the Major Project Funding Advocacy (Focus Area 4.10) and support through the Local Planning criteria (Focus Area 4.8). Look for positive impact experience opportunities across all experience pillars (Focus Area 2.1 Visitor and Community Contribution and Focus Area 2.4 Positive Impact Experiences & Events). Accessible and inclusive experiences are a high priority. Nature Parks are the anchor destination experience across most pillars, so ongoing support and advocacy for their current and future experience development priorities <p>Nature</p> <ul style="list-style-type: none"> Advocate for coastal, aquatic, dark sky, small-group in-destination based tours (cycle/walking tours/sunrise breakfasts) and hire (ev hire) Priority projects: Summerlands Peninsula Master Plan (Major Project), Yallock Bullock Trail (Major Project) The Island Whale Festival - activation of destination conservation values and aligned to visitor contribution projects (see Focus Area 4.4). <i>Strategy Alignment: Victoria's Nature-Based Tourism Strategy, Gippsland Tracks and Trails Strategy,</i> <p>Wellness</p> <ul style="list-style-type: none"> Phillip Island Hot Springs (Major Project) will be a game changer and new experience for the destination. Continue support as required, and advocate for aligned wellness experiences across the destination. Wellness Event Concept - activated (Focus Area 4.4) <i>Strategy Alignment: The Great Victorian Bathing Trail</i> <p>Arts, Culture & History</p> <ul style="list-style-type: none"> Advocate for enhancing, upgrading or developing values-aligned historic and cultural institutions to ensure visitors are engaged in contemporary and high-quality exhibitions/ experiences Arts and cultural events, including night-time economy, Berninnet Cultural Centre, Cowes (Major Project) activation and Festival of Stories Bass Coast Dinosaur Master Plan activation to share the region's prehistoric heritage. Advocacy for Vietnam Veterans Museum expansion. <i>Strategy Alignment: Bass Coasts Arts and Culture Strategy 2019 - 2029</i> <p>First Peoples</p> <ul style="list-style-type: none"> First People's led cultural experiences, including partnerships with existing events and experiences Look to Parks VIC for case studies and best practices in First Peoples led consultation and project initiation. Outcome of Focus Area 2.3 <i>Strategy Alignment: Victorian First Peoples Tourism Strategy</i> <p>Food and Drink</p> <ul style="list-style-type: none"> Support the development and promotion of food and drink experiences, including events, that align with the destination strengths and values, including San Remo Tidal Seafood Festival. Local provenance (grown/made), immersive and bookable Seafood and local produce in hospitality and accommodation venues and events locally <i>Strategy Alignment: Towards 2030 Gippsland Food, Drink and Agritourism Strategy</i> 	<p>Advocate for Operators to apply for relevant Grant Funding Programs</p> <p>New Product Incubator Project</p> <p>Relevant Industry Capability Building Initiatives (Focus Area 4.5)</p> <p>Major Project Funding Advocacy (Focus Area 4.10)</p> <p>Event Optimisation and Activation (Focus Area 4.3, 4.4)</p> <p>Local Planning Support (Focus Area 4.8).</p> <p>Accessible and Inclusive Experience Audit</p>	DPI

PRINCIPLE FOUR / ACTION PLAN

#	Focus Areas	Key Outcome	Considerations	Possible Activations & Projects	Lead
4.2	Quality Accommodation	Accommodation that is driving demand for the destination in it's own right and/or supporting longer visitor stays.	<ul style="list-style-type: none"> Proactively and strategically advocate and support for new values-aligned, environmentally-sensitive, accommodation, such as Experiential, Glamping, Tiny Homes, Nature Based State government aspirations are to attract a recognised industry accommodation brand to the destination Advocate for retrofitting of existing accommodation to meet the Plan's community, cultural and environment goals. Inspiration: Accommodation Retrofit Movement Isle of Wight (Major Project) and Phillip Island Hot Springs (Major Project) are important, demand driving accommodation in progress which support the Plan's purpose. Where relevant, if aligned to community values and environmental goals, add to Major Project Funding Advocacy List (Focus Area 4.10) and support through Planning Frameworks (Focus Area 4.8). 	As per Focus Area 4.1	DPI
4.3	Major & Participatory Sporting Events	Major and participatory sporting events are driving demand for the destination year round.	<ul style="list-style-type: none"> Attract new events that align to the destination strengths, destination values, identified visitor market and niche interest groups. Phillip Island Circuit's year round events are significant drivers of business to local hospitality and accommodation providers, as well as generating earned media for the destination. The ongoing delivery of the world class MotoGP and the Superbike World Championship events beyond the contracted date of 2026 is an important priority for the region. Partnering with Events Gippsland is a key activation strategy, however it is key that the Phillip Island Brand is used when bidding/marketing events within the destination. Leverage of existing and future major event venues - eg Cowes Cultural Centre, Phillip Island Circuit, Isle of Wight and Nature Parks venues and natural event assets (eg beaches and trails) The Visitor Welcome Program is an important initiative to connect with event participants / attendees (Focus Area 3.5), 	<p>Moto GP and Superbike Championships Contracts</p> <p>Events Bass Coast</p> <p>Events Gippsland Event Attraction Fund</p> <p>Events Gippsland Event Venue Promotion</p>	<p>BCSC</p> <p>DPI</p>
4.4	Local & Community Events	Local and community events are bringing the destination experience strengths to life, connecting visitors to destination values, people, place and stories, and driving demand and longer stays.	<ul style="list-style-type: none"> Delivery and support of key regional events: The Island Whale Festival, San Remo Tidal Seafood Festival and Festival of Stories Activation of the new Wellness Festival, that is driven by industry, when resourcing is available Maximise these event's outcomes ensuring they connect with destination businesses and community. Move quickly towards achieving waste free and carbon zero (Focus Area 2.4) Look for opportunities for First Peoples partnerships and procurement (Focus Area 2.3) Event Committees look for solutions to be sustainably resourced and governed, to help address volunteer fatigue, ensuring long term event sustainability and quality event delivery. Event delivery outside of peak season essential Cowes Cultural Centre is financially supporting event activation <i>Strategy Alignment: Bass Coast Shire Low Season Events Report 2018</i> 	<p>Annual Program of Supported Events.</p> <p>Event Organiser Capability Training (Focus Area 4.5)</p> <p>Waste & Carbon Free Events (Focus Area 2.4)</p> <p>The Wellness Event Concept Commercially Activated</p>	<p>BCSC</p> <p>DPI</p>

PRINCIPLE FOUR / ACTION PLAN

#	Focus Areas	Key Outcome	Considerations	Possible Activations & Projects	Lead
4.5	Tourism Experiences and Events Resilience & Capability Building	Resilient, financially sustainable, entrepreneurial, innovative, inclusive and values-led tourism businesses operating in the destination.	<ul style="list-style-type: none"> Annual program of learning, across events, workshops, training and mentoring programs Focus on new or existing businesses and events who deliver on the destination experience strengths, and where key quality experience gaps exist (eg accessibility). Capability Building Topics for annual consideration: 101 tourism marketing, distribution, business strategy, business resilience, emergency preparedness, workforce recruitment/retention, sustainable, cultural awareness, accessible/inclusive experiences, positive-impact experiences, storytelling (specifically destination stories as per Focus Area 3.1) and experience design (aligned with gaps and opportunities identified in Focus Area 4.1). Packaging and partnership encouraged between businesses and events, including Phillip Island Hot Springs and Isle of Wight as they come online. Proactive forward planning and communication of event calendar to minimise industry fatigue and maximise engagement and participation. Leverage state, federal, sector and specialist areas training opportunities Dedicated training for Event Organisers around strategic planning, management, funding and governance. Support fatigue and succession. 	Annual Capability Building Program	DPI
4.6	Workforce Development	Ensure workforce availability and improve workforce retention to deliver on the visitor promise.	<ul style="list-style-type: none"> The <i>Phillip Island and San Remo Workforce Plan</i> is the lead strategic plan for the destination. Position employment and volunteer opportunities as 'for purpose' to inspire values aligned workers connecting them with the destination's purpose and aspirations. Housing available is key challenge, look for solutions to short stay seasonal and/on-site staff accommodation availability Look for solutions to connect tourism businesses with employees/volunteers Work with schools and local higher education providers to promote tourism as a values aligned career pathway. Nature Parks has projects in progress in this space. Look to support actions that align with the Young Voice in Tourism Report Build capability of businesses to attract and recruit values aligned staff Look for opportunities to support meaningful career pathways for First Peoples, align to Victorian Aboriginal Employment and Economic Strategy Aligned Initiatives. 	Phillip Island and San Remo Workforce Plan Activation Values Led Island Employment Campaign	DPI
4.7	Town and Community Place-Based Destination Planning	Local communities feel heard, they are seeing action on negative visitor impacts, and seeing their local livability improve from new visitor infrastructure, capital works and placemaking initiatives.	<ul style="list-style-type: none"> The aim is to manage negative visitor impacts, protect local town and community environment damage from visitors and have proactive visitor impact management at peak times inc. parking, bins, toilets, active transport routes, public transport, signage, event, tracks, trails, retail mix, digital connectivity. Community engaged on visitor economy impacts. In progress: Cowes Activity Plan, Smiths Beach Town Plan, San Remo Masterplan Review and integrate recommendations from the VES2035 (Technical Appendix 12) that are yet to be addressed The DMP's Community Sentiment Pulse (Focus Area 1.2) is a good opportunity to have an ongoing question to identify local issues for proactive planning and mitigation into Council placemaking and capital works program. 	Town & Community Place Based Plans Community Sentiment - Local Place Based Feedback Mechanism	BCSC

PRINCIPLE FOUR / ACTION PLAN

#	Focus Areas	Key Outcome	Considerations	Possible Activations & Projects	Lead
4.8	Planning Frameworks Advocacy/Support	Values aligned visitor experiences and accommodation making it through to planning approval.	<ul style="list-style-type: none"> Focused support for values aligned experiences and accommodation to successfully navigate local and state planning requirements in it's current format. Where the current planning framework is impacting the ability to achieve this Plan's purpose, stakeholders to advocate for future planning system updates. <i>Key Planning Framework: Distinctive Areas and Landscape Draft Statement of Planning Policy and Draft Landscape Planning Controls.</i> <i>Key Guiding Framework: Bass Coast Unlocking Rural Tourism Strategy</i> 	Experience Development Planning Frameworks Updates	BCSC
4.9	Short Stay Accommodation Contribution	Short Stay accommodation owners are contributing to care and maintenance of the precincts in which their properties are located.	<ul style="list-style-type: none"> \$ Contribution by all short-stay accommodation owners across Phillip Island and San Remo. Funds contributing to community placed based infrastructure New channel to reach and communicate accommodation owners, for activation of Visitor Collateral (Focus Area 3.4) and Visitor Welcome Program (Focus Area 3.5) and Visitor Exit Survey (Focus Area 1.2) Will also provide an avenue to advocate for compliance for short-stay accommodation providers where required (eg pool fencing safety as an example) Will provide an avenue to measure impact on housing availability from new Victorian Short Stay accommodation tax (Focus Area 4.6) 	Bass Coast Shire Short Stay Accommodation Local Law	BCSC
4.10	Major Project Funding Advocacy	Annual agreed upon priority list of projects seeking government funding that align to community values and the Plan's purpose.	<ul style="list-style-type: none"> Within the Annual Action Plan, update a running list of prioritised infrastructure, placemaking, and experience development projects that support the achievement of the Plan's purpose. List is an output of Principle 4 and Principle 5 Focus Areas (currently highlighted as (major projects)) 	Major Projects List updated in Annual Action Plan	DPI

"Attract investment in the right locations.
Facilitate well-planned outcomes. Be bold. Be purposeary.
Be balanced."

- COMMUNITY MEMBER, COMMUNITY SURVEY, JULY 2023



PRINCIPLE FIVE

Improve Visitor Movements

Develop more climate friendly transport options and reduce the reliance on cars.

Managing the noise, congestion, and climate impacts of vehicle usage within the destination, especially throughout peak visitation periods, has been a major concern for the community for some time, and remains a priority for mitigation.

Given the limited public transport options to and from Melbourne, there is work to do better align existing services and advocate for new services.

With the opening of the Isle of Wight, there is a focus on making it easy for visitors to get to Cowes via the Western Port Ferry and connecting Melbourne trains.

Activating the Island's coastal waters for both transport and experience activities is an aspiration by industry and the community.

Continuing to expand the destination electric vehicle charging infrastructure will help the destination be ready for the EV transition.

There are many specific local area transport issues caused by visitors to be captured and addressed through proactive Integrated Transport Planning.

Exploring ways to activate a Short Visit Vehicle contribution to generate funds to reinvest back into active transport alternatives and encourage longer stays, is a key consideration of the plan.

Piloting on-demand transport options to and around the island, advocating for an increased supply of active transport hire products and progress of the development of tracks and trails throughout the destination will help make it easier for visitors who do arrive by car to leave the car-parked once they are in the destination.

Further, using successful activations such as the MotoGP Shuttle Service as mainstays for future events and throughout peak visitation times will continue to support the community's aspirations of less cars at peak times.

Accessible transport options for all visitors, is a key priority across all Focus Areas.

SDG ALIGNMENT



PRINCIPLE FIVE / ACTION PLAN

#	Focus Areas	Key Outcomes	Considerations	Possible Activations & Projects	Lead
5.1	Short Visit Vehicle Contribution	\$ Contribution by all non-resident, day trip vehicles onto Phillip Island.	<ul style="list-style-type: none"> An opportunity for the destination to take bold action Aim is to address strong community sentiment around too many cars in the destination, particularly at peak times, while also supporting emissions reductions and incentivising overnight stays. Creative ideas for raising sustainable revenue should not be off the table The community has a strong desire for funds generated to be quarantined and re-invested into community initiatives, active transport or conservation initiatives. Look to technology as an enabler, such as number plate recognition technology. Peak-season, location specific parking charges for non-residents is another solution identified by community. Change management principles will be key to build trust around the value and reason for the project to ensure wider buy in by all stakeholders. Inspiration: UK Clean Air Zones, Venice Day Trip Visitor Fee 	Short Visit Vehicle Contribution Scoping Project	BCSC DPI
5.2	Electric Vehicle Network	Transition to support electric vehicle usage for visitors and visitor experiences.	<ul style="list-style-type: none"> An opportunity for all stakeholders to have a conversation on how the destination is going to support the transition to electric vehicle future. Advocate for destination accommodation, key attractions and key visitor precincts to invest in electric vehicle charging infrastructure. BSCS to explore their role as part of Integrated Transport Planning Look for federal and state aligned grant opportunities Support and align with Totally Renewable Phillip Island actions. <i>Strategy Alignment: Bass Coast Shire Climate Action Plan 2020 - 2030</i> 	EV Industry Advocacy	BCSC DPI Nature Parks
5.3	Active & Public Transport	Visitors are able to get to and around the destination without a car or paid tour.	<ul style="list-style-type: none"> Advocating for funding for the On Demand Transport Pilot (Major Project) Continued progress of the Tracks and Trails Strategy Priority Trails (Major Project) to grow active transport options for walking and cycling visitors and tour operators. Advocate for schedule improvements for Melbourne <> Frankston<> Stony Point<> Western Port Ferry in line with Isle of Wight opening. Advocate for Isle of Wight Green Transport Plan activation. Encourage other businesses to develop their own plans and messaging to visitors. Advocate for active transport, destination based hire and tour options, that activate the destination's Nature experience strengths (Focus Area 4.1) Look to water based transfers between towns, such as peak times or major events. The Car Ferry is still a consideration if external conditions aligned, as it would support increase capacity of passenger traffic to the destination. However it's business case is not a current priority for destination stakeholders. 	On Demand Responsive Transport Pilot Tracks and Trails Priority Trails Active Transport Experience Development Public Transport Alignment	BCSC DPI

PRINCIPLE FIVE / ACTION PLAN

#	Focus Areas	Key Outcomes	Considerations	Possible Activations & Projects	Lead
5.4	Integrated Transport Planning	Local area parking and transport issues unified. Solutions actioned.	<ul style="list-style-type: none"> • Council led strategy to capture all transport issues across the Shire • Community and industry input to capture all local area transport issues not already addressed in this Plan • Accessibility is an important consideration • Where relevant add to Major Projects Funding Advocacy List (Focus Area 4.10) and support through Planning Frameworks (Focus Area 4.8) • Any transport issues identified through Town and Community Place Based Destination Planning (Focus Area 4.7) captured, prioritise, budgeted and actioned • Important avenue for community and industry to shared the local place based transport challenges 	Intergrated Transport Plan	BCSC DPI
5.5	Marine Infrastructure	Marine infrastructure is fit for purpose, supporting the delivery of quality visitor experiences from the commercial sector and supporting activation of public transport.	<ul style="list-style-type: none"> • Rhyll is the current arrival jetty for Cruise Ship tenders, however there is aspiration by community to look to Cowes Jetty as a future arrival point • Cowes Jetty (Major Project) accessibility and visitor amenities are still a challenge, with only some minor maintenance completed recently • Marine-based tourism businesses have specific place based needs • Marine-based public transport and water taxis are a community aspiration (Focus Area 5.3) • Align with Integrated Transport Planning (Focus Area 5.4) 	Marine Tourism Infrastructure Scoping Project Cowes Jetty Upgrade Scoping	DPI BCS

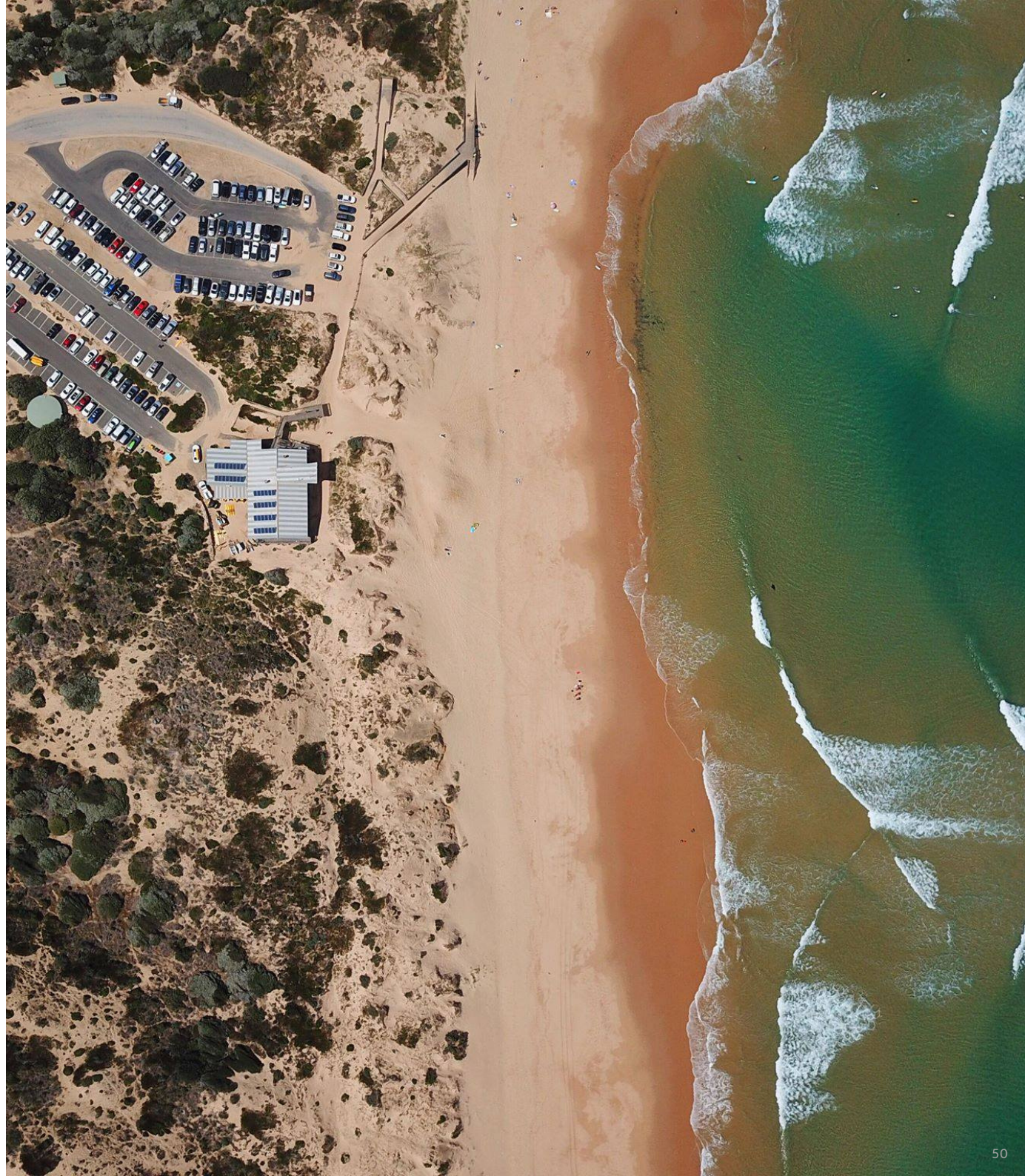
Success Framework

Our community, industry and government stakeholders are committed to realising the full value of tourism; recognising that it goes beyond the traditional economic measures of visitor volume and yield.

To know we are on the right path towards achieving our shared purpose 'Tourism for the Greater Good', and to balance the aspirations of all stakeholders in the destination, a series of indicators across industry, community, environment, economy and visitors will be tracked to measure overall success.

To track the success of this Plan we will use a combination of established measures across active projects and initiatives within the tourism ecosystem, in addition to the development of some new indicators that will be resourced, activated and reported upon through the Plan Governance Model (Focus Areas 1.2).

As new projects are activated, and new technology-enabled data sources emerge, the Success Framework (including benchmarks, indicators and measures) is designed to evolve over time.



SUCCESS BENCHMARK, INDICATORS & MEASURES

	COMMUNITY	ENVIRONMENT	VISITOR	ECONOMY	INDUSTRY
ASPIRATION	We love where we live, and enjoy sharing our place with visitors. We understand who we are, and our visitors do too.	We leaders of positive impact initiatives that are contributing towards the regeneration of our land, water, wildlife and culture.	To attract high value, values aligned visitors, who contribute towards positive impact programs and have a deep sense of connection with place.	We want to grow the net value of the visitor economy to support a innovative, vibrant and resilient business community.	Local businesses are thriving, feel supported by an engaged and skilled workforce, and continually evolve to support visitor expectations.
BENCHMARK	Only available current benchmark is from DMP Community Survey (June 2023) - Net Promotor Score 45.4	Only available current benchmark is Island coverage of native vegetation. It was 7% in 2015, and is current at 15% as of 2023^.	No current benchmark Visitors sentiment of Phillip Island and San Remo.	\$388m (26.8% total Regional GRP) Day Trip Visitor Yield = \$135pp (March 2023) Domestic Overnight Visitor Yield = \$583 (March 2023) International Overnight Visitor Yield = \$402 (2019)	5,400 (39.3%) of Filled Jobs in the region. 608 businesses (June 2022)
INDICATORS	Net Promotor Score +45.4 Positive Community Sentiment Measures	YoY Growth of Tourism businesses pursuing sustainable tourism initiatives, and accreditations. First Peoples led initiatives and partnerships with private sector. Tourism stakeholder's contribution towards the Island coverage of native vegetation to 30% by 2035 % Tourism's Businesses working towards BCSC commitment of Carbon Zero Community by 2030	Net Promoter Score 50+ (non resident travellers) Positive Visitor Sentiment	Visitor Yield % contribution of Regional GRP	Positive Industry Sentiment & Future Outlook for Tourism Stability and/or YoY growth Jobs and Businesses
MEASURE	Community Sentiment Pulse* completed Annually Measures to include: <ul style="list-style-type: none">Perception of tourism contribution to economy, community, natureSatisfaction with visitor contribution and behaviourAlignment with valuesForward outlookIdentify local area issuesAwareness of the DMPNet Promotor Score	Specific annual measures included in the Industry Sentiment Survey* to include <ul style="list-style-type: none">Positive impact initiatives in their own businessSustainable accreditationsCarbon emission reduction targets and trackingParticipation in Caring for Country Initiatives (eg Visitor Contribution, Island Pledge, Regen Alliance goals - eg waste) YoY growth visitor contributions to conservation projects, which support of Island coverage of native vegetation to 30% by 2035. Refer to Bass Coast Biolinks Project to track progress for Native Vegetation Cover.	Visitor Exit Survey* ongoing completion. Measure ‘Sentiment’ based on: <ul style="list-style-type: none">Overall quality of experienceVarietyClarity of local stories of placeNet Promotor Score (45+)Likelihood to visit againOpportunities for improvement ,Recognition of values in visitor experienceDispersalContribution Demographics also captured to identify source markets.	Sustainable growth in economic indicators provided by DJSIR, Tourism & Events Unit (at quarterly intervals, but to be reviewed and measured annually) <i>Jobs Filled and Businesses Data</i> provided by DJSIR, Tourism & Events Unit (also available from Tourism Research Australia Regional Profile) Industry Sentiment Survey* completed Quarterly. Measures to include: <ul style="list-style-type: none">Industry confidence and Forward booking sentiment.Workforce Sentiment (retention of staff, values aligned staff, filling skill gaps)Opportunities for improvementCapacity Building outcomes	

*New Measures for activation in Focus Area 1.2

[^]Bass Coast Shire Council update October 2023

Plan Governance

A Destination Stewardship approach to governance will be applied to activate this DMP; the new regional tourism strategy for Phillip Island & San Remo.

A Sustainable Tourism Accord was adopted in October 2016 committing the leading organisations to work together in good faith to support the delivery of outcomes of the VES2035.

In 2023, the Accord Signatories formed a Steering Committee to lead the development of an updated DMP to align with the Victorian Government's *Experience Victoria 2033 Strategy*, and the *Victorian Visitor Economy Master Plan Directions Paper*.

This DMP is the new regional tourism strategy for Phillip Island & San Remo which will be activated via a *Stewardship Governance Model*, therefore superseding the Sustainable Tourism Accord governance model.

Destination Stewardship requires a shared understanding of a common purpose, effective platforms for collaboration and action between Public Sector, Private Industry and Community, with agreed-upon aspirations and measures of success that go beyond traditional growth metrics*.

The success of this approach will rely on the application of a united mindset and will be enabled by a commitment to *Accountability, Continuous Improvement, Community Engagement and Advocacy & Partnerships*.

In order to activate the Stewardship Governance Model, a number of Projects need to be scoped and activated, including the following recommended actions:

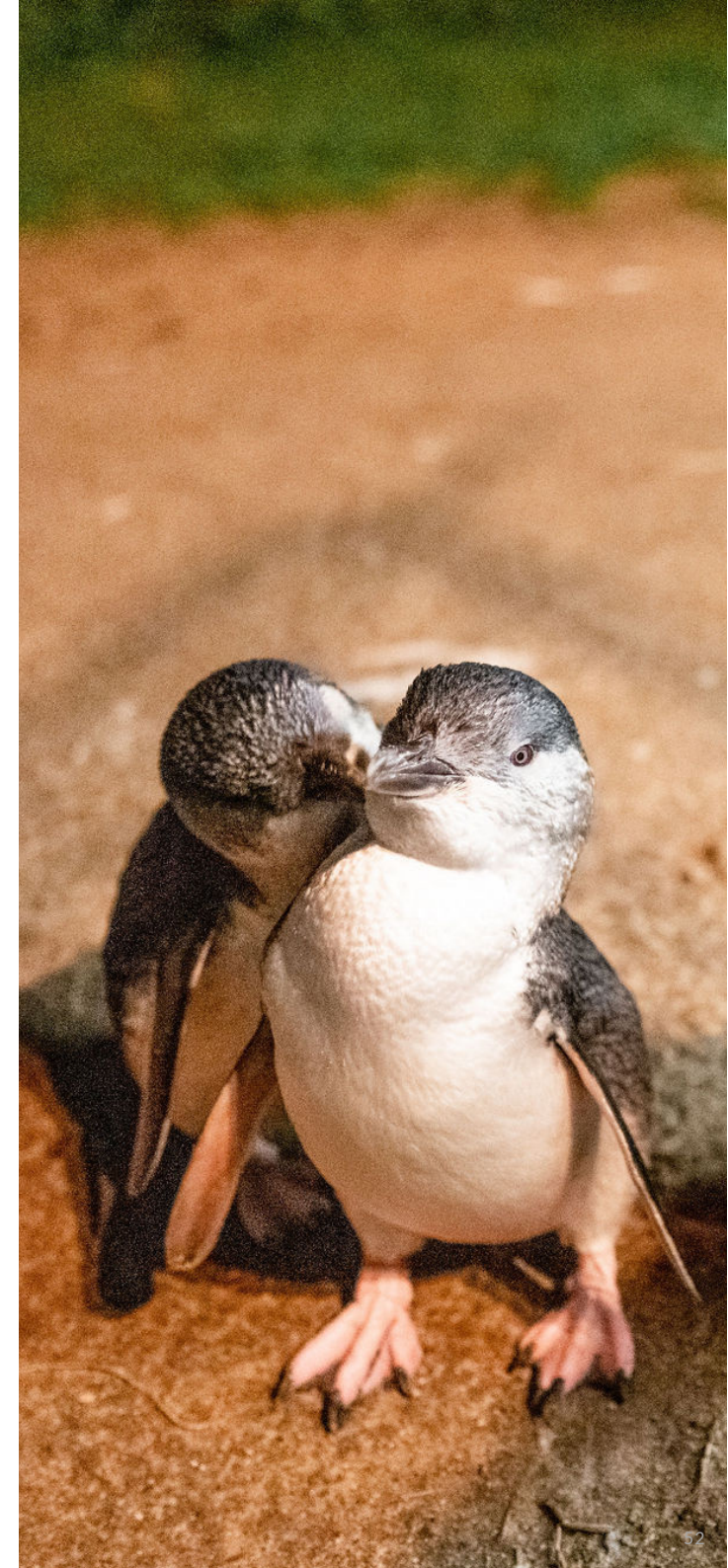
- Accountability Framework
- Plan Communication Framework
- Agile Project Management

The outcome of these Projects will ultimately determine how this DMP is governed, reviewed and updated.

Once these governance projects are established, the Plan Custodians have the scaffolds and tools to begin scoping the Annual Action Plan, which will outline the details of the forthcoming financial year's projects (derived from the *Possible Projects & Activations* within each of the *Key Focus Areas* within the *Guiding Principles*).

Key performance indicators, relevant timelines and budgets for each project will also be scoped at this stage.

*World Travel and Tourism Council
- Destination Stewardship Framework.



A UNITED MINDSET

REGENERATIVE

A regenerative mindset is about striving for positive, sustainable, inclusive, and resilient outcomes. It encourages a shift from a linear, extractive, and exploitative approach to a circular, restorative, and collaborative one, with an underlying focus on the well-being of people and the planet.

The regeneration of our special place is at the core of our destination's DNA. Rather than a core value, the vision is for Regeneration to become an embedded mindset of this Plan inspiring the local community and visitors in the same way.

AGILE

Being agile looks like embracing change, focusing on delivering value incrementally, and using feedback and collaboration to continuously refine and improve processes and outcomes.

The success of this DMP relies on stakeholders to engage regularly to make collaborative judgments and decisions based on current state insights and data.

Activated as it is intended, this plan should be self-fulfilling, and remain a relevant framework well into the future.

ENABLERS OF SUCCESS

ACCOUNTABILITY OVER RESPONSIBILITY

The stewardship approach, along with the *Accountability Framework* is designed to ensure the lead organisations responsible for the delivery of the Focus Areas remain accountable for the overall outcomes of the plan, rather than simply being responsible for the delivery of individual projects within.

CONTINUOUS IMPROVEMENT

Being committed to and holding each other accountable to continuous improvement will underpin the success of this DMP.

Activating a review mechanism within the *Accountability Framework* allows for flexibility depending on the achievement of the success measures or destination priorities of the day, will enable this DMP to evolve in real-time, negating the need for another major 'update'.

COMMUNITY VOICE

Providing the local community a seat is a fundamental principle of a Stewardship governance model.

Enabling a community voice in the ongoing governance of this Plan is a recommended step to maintaining social license to activate the opportunities within.

As part of the *Accountability Framework* for the Plan, community engagement actions will be developed in alignment with the Community Engagement Framework being delivered by Victorian State Government.

ADVOCACY & PARTNERSHIPS

Plan Governance will also be galvanized by strong partnerships working collectively to achieve the Plan's purpose and aspirations.

Building and maintaining strong stakeholder relationships and advocating for the needs of the destination will ensure the key focus areas in the plan are addressed and activated.



SECTION FOUR

Supporting Information



Glossary

BCSC - Bass Coast Shire Council

BLCAC - Bunurong Land Council Aboriginal Corporation

DJSIR - Victorian State Government Department of Jobs, Skills, Industry and Regions

DMP - Destination Management Plan

DPI - Destination Phillip Island

GRP - Gross Regional Product

GSTC - Global Sustainable Tourism Council

GVA - Gross Value Added

KPIs - Key Performance Indicators

Nature Parks - Phillip Island Nature Parks

PIVIC - Phillip Island Visitor Information Centre

RTB - Regional Tourism Board

SDG - Sustainable Development Goals

VEP - Visitor Economy Partnerships

VES2035 - Phillip Island & San Remo Visitor Economy Strategy 2035

VFR - Visiting Friends and Relatives

YoY - Year on Year

Sustainable Development Goals

What are the Goals?

The Sustainable Development Goals (SDGs) are a set of 17 interconnected and ambitious objectives established by the United Nations in 2015 as part of the 2030 Agenda for Sustainable Development.

These goals aim to address a wide range of social and environmental challenges globally and create a more sustainable and equitable world by the year 2030. The SDGs are designed to address social, economic, and environmental issues, and they are intended to be a universal call to action for governments, businesses, civil society, and individuals.

The SDG's serve as a roadmap for governments, organizations, and individuals to work collectively toward a more sustainable and equitable future by 2030.

To learn more about the 17 Goals, and their individual targets at the [United Nations Sustainable Development Goals](#)

Why align to them?

Aligning our output with the United Nations Sustainable Development Goals (SDG) will remind us of our impact to global challenges, enhance the region's reputation as a leading sustainable destination, and help us remain accountable to our purpose.

The Goals that this DMP directly supports are outlined within each Guiding Principle.



Acknowledgements

This Destination Management Plan (DMP) has been developed with careful consideration and ongoing involvement of stakeholders from across the Phillip Island & San Remo tourism ecosystem. The Steering Committee are thankful for the support, as well as the generous contributions of time and information that were shared during the plan's development.

DMP Steering Committee: Kim Storey and Alisha Harding (DPI), Catherine Basterfield (Nature Parks), Karen Ronning (DJSIR), Tina Orr (DPI Board), Shannon Little and Rewa Smith (BCSC)

REGIONAL & STATE	BASS COAST SHIRE COUNCIL	COMMUNITY	INDUSTRY
State <ul style="list-style-type: none"> Department of Transport and Planning DJSIR (Tourism Events and Priority Projects) Parks Victoria Victorian Tourism Industry Council Visit Victoria Regional <ul style="list-style-type: none"> Destination Gippsland Destination Phillip Island Phillip Island Conservation Society Phillip Island Nature Parks Regional Development Australia - Gippsland (Regional Development Victoria) Regional Transport Gippsland Consulting Partners <ul style="list-style-type: none"> Tilma Group Regeneration Projects 	<ul style="list-style-type: none"> Councillors Executive Sustainable Environment Infrastructure Maintenance Place Making Economic Development & Investment Communications and Customer & Visitor Services, Arts, Culture and Heritage 	<ul style="list-style-type: none"> Bass Coast Reconciliation Network Phillip Island Land Care Community Tourism Reference Group Phillip Island History Society MAS National Phillip Island Business Network Phillip Island Community and Learning Centre Inc (PICAL) Phillip Island Conservation Society Smiths Beachcomber Association Phillip Island Nature Parks Board and Community & Environment Advisory Committee Community Submissions 	<ul style="list-style-type: none"> Alex Scott Real Estate Bassine Specialty Cheeses Bimbadeen Accommodation Getaway Phillip Island GMSB Enterprises Host Easy BnB MODA - Isle of Wight National Vietnam Veterans Museum North Pier Hotel Ocean Reach Brewing Phillip Island Chocolate Factory Phillip Island Circuit Phillip Island Eco Tours Phillip Island Hot Springs Phillip Island Nature Parks Phillip Island Ocean Escape Retreats Phillip Island Tenpin Bowling & Entertainment Centre Ripples n Tonic Farmstay Silverwater Resort Tour Local Wildlife Coast Cruises

Strategic References

Strategies, Plans & Reports

- Bass Coast Council Economic Development Discussion Paper
- Bass Coast Growing Off-Peak Events Report
- Bass Coast Shire Accommodation Needs Assessment
- Bass Coast Shire Annual Action Plan 22 - 23
- Bass Coast Shire Arts Culture Strategy 2019-2029
- Bass Coast Climate Change Action Plan 2020-2030
- Bass Coast Shire Community Vision 2041
- Bass Coast Shire Council Plan 21 - 2025
- Bass Coast Shire Council Reconciliation Actions
- Bass Coast Shire Economic Impact Report on Cruise May 2023
- Bass Coast Shire Economic Development Framework (DRAFT) - September 2023
- Bass Coast Statement of Planning Policy (DRAFT) - Bass Coast Distinctive Area and Landscape, March 2022
- Bass Coast State of the Shire Report
- Bass Coast Strategic Review of Camping Needs
- Bass Coast Tracks and Trails Strategy
- Destination Phillip Island - various internal and public documents - Annual Reports, Advocacy Updates, Trade Manual, Recovery Plan, Marketing Toolkit, Customer Personas, Branding, Member Prospectus, Interstate Research Debrief, 101 Campaign Branding, Research, Insights, Regen Alliance Project, Visitor Guide, Tourism Trails, Event Guide
- Engage Bass Coast
- Events Placement Program - Capacity & Capability Assessment
- Experience Victoria 2033
- Gippsland Destination Management Plan 2022
- Towards 2030 Gippsland Food, Drink and Agritourism Strategy
- Gippsland Regional Plan 20-25 (Summary and Full Document)
- Our Bass Coast, Our Future (Engagement for Community Vision)
- Phillip Island & San Remo Visitor Economy Strategy 2035
- Phillip Island & San Remo Visitor Economy Strategy 2035 - Technical Appendices

- Phillip Island and San Remo Visitor Economy Strategy 2035 - Growing Tourism Five-Year Summary Snapshot 2016 - 2021
- Phillip Island and San Remo Workforce Plan
- Phillip Island Nature Parks - Master Plan, Reconciliation Action Plan, Wildlife Management Plan
- Unlocking Rural Tourism Strategy
- Visit Victoria - Brand Playbook, Annual Report
- Visitor Economy Recovery Reform Plan - Victorian State Government
- World Travel and Tourism, Destination Stewardship Framework, 2021
- Young Voices in Tourism

Data & Insights

- THRIVE 2030: The Re-Imagined Visitor Economy, Austrade, 2022
- Tourism Research Australia Forecasts for Australia 2022-2027
- Tourism GRP, GVA and Jobs data from 'The Economic Contribution of Tourism to Victoria's Regions 2021-2022', published July 2023 & the 'Economic Dashboard - Phillip Island 2021/22, report
- Tourism Businesses data from 'Tourism Businesses in Victoria as at June 2022, March 2023' Report
- Tourism Australia Future Demand of Global Travel
- Population and Dwelling Data, Census (accessed August 2023)
- Visitor yield and profile data from 'Victorian Tourism Statistics YE March 2023' data supplied by the Tourism and Events Research Unit, DJSIR, June 2023.
- Visitor Purpose for Travel data has been extracted from the most recent Tourism Research Australia Phillip Island Profile (2018/2019)
- Victoria's Tourism Performance, Year End March 2023
- International Data supplied by TEVER on 18 August 2023, via eDM (quoting Australian Bureau of Statistics data as at 17/8/23).



At The Tourism Collective, our vision is to enable tourism for a better future.

We're committed to demonstrating how tourism can be a force for good, and help to enable communities and the special places they love thrive for generations to come.

tourismcollective.com.au

This Destination Management Plan has been developed by The Tourism Collective (tourismcollective.com.au) on behalf of a Regional Steering Group in close consultation with the community, industry, government & and environment custodians.

The content within this report is based on comprehensive research and engagement with the destination's community and industry stakeholders (see Acknowledgements). Data and insights were collated from June 2023-September 2023 to develop the recommendations outlined in this Report.

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