YARRA VALLEY AND DANDENONG RANGES

DESTINATION MANAGEMENT PLAN
OVERVIEW & ACTIONS

DECEMBER 2023 V1.1

YARRA RANGES TOURISM

Contents

This overview DMP document provides a summary of the key areas of the broader more detailed DMP which is available from YRT if further detail is required.

We acknowledge the Wurundjeri Woi Wurrung, Bunurong and Taungurung peoples of the Kulin Nation as the traditional custodians of the lands and waters of the Yarra Valley and Dandenong Ranges on which we live, work and play and pay our deepest respect to Elders past and present.

Welcome

The Yarra Valley and Dandenong Ranges destination vision

Naturally impressive. Today and tomorrow.

The Yarra Valley and Dandenong Ranges (YVDR) is a place locals cherish and visitors love to explore.

And for good reason.

The region's captivating natural attributes – winding trails, lush forests, mountain views, sparkling rivers and streams and abundant wildlife – offer beauty at every turn.

This is especially true when it comes to day trip visitors, with this dominant form of visitation set to double in the next decade. This poses a critical challenge for the region to manage.

Local people and businesses recognise the positive impact tourism contributes to the regional economy, creating new jobs and offering more attractions for locals to enjoy. But this support is dependent on tourism development and growth being sustainable and regenerative.

It means accommodating more visitors and offering more experiences, without reducing the region's liveability and ensuring the region's natural attributes remain preserved and protected.

Doing nothing is not an option. Without a change in tourism strategy, visitor growth from an ever-expanding Melbourne population will increase congestion on local roads and in towns, putting pressure on existing amenities and negatively impacting the natural environment.

This DMP – the first ever for the YVDR address these challenges. It is a high-level 10-year plan that sets out the core strategic directions to deliver ongoing sustainable tourism for the region.

While this DMP sets a strategy across the entire YVDR region, sub-regional action plans have also been developed for each of the Local Areas. These Local Area Plans (LAPs) align to this DMP.

This DMP outlines initiatives and investment opportunities for key areas – such as transport, accommodation, planning, food & drink, events and attractions – as well for continuing to improve essential services and local amenities. Each initiative helps meet four key objectives:

1. Grow economic benefits of tourism by changing visitor travel behaviour
   - increase visitor yield and length of stay
   - shift day trip to overnight visitation
   - shift weekend to mid-week visitation
2. Improve the visitor experience
3. Improve liveability
4. Improve support for tourism in YVDR

Importantly, this DMP adopts a world's best practice sustainability framework. It ensures that Traditional Owner guiding principles and cultural values are also embedded in the delivery of this plan. .

The Naturally Impressive vision was inspired by the region's strong connection to nature. It reflects a desire to impress visitors with the region's natural beauty and outstanding experiences and services that residents can also embrace and enjoy. It aspires to create a memorable destination that family and friends excitedly talk about as their next holiday destination.
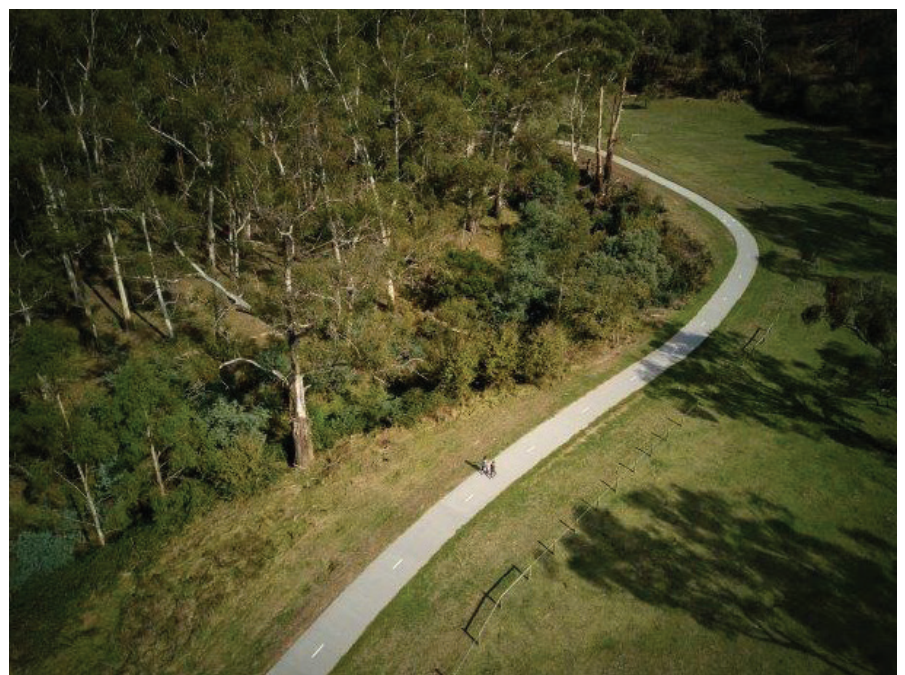
TOURISM IN THE YVDR BY 2033

9+ million

day trips to the region per year (up from 4.5 million in 2023)

11,500

jobs

2.3bn

forecast visitor spend

A DESTINATION MANAGEMENT PLAN

1a. A Destination Management Plan – what is it, and why do we need one?

Yarra Ranges Tourism (YRT) has developed a comprehensive 10-year Destination Management Plan (DMP) for the Yarra Valley and Dandenong Ranges (YVDR) region. The DMP is underpinned by four Local Area Plans (LAPs) – Western Yarra Valley, Yarra Valley, Upper Yarra Valley and Dandenong Ranges.

What is a Destination Management Plan?

The DMP is a shared strategic plan that outlines the management and development initiatives for tourism across a region, such as the YVDR. It is a catalyst for a more connected and collaborative approach and includes a range of sustainable objectives and actions to enhance the benefits of tourism while minimising potential negative impacts.

The DMP is one of the key tools that supports tourism from state to local levels **(see Diagram 1)**

DIAGRAM 1: YVDR Tourism Planning Framework


```
Council Plans        State Masterplan for Tourism        Industry Plans

Workforce      Yarra Valley & Dandenong Ranges        Sustainability
Plan           Destination Management Plan            Framework

                     Local Area Plans
```

7 GUIDING PRINCIPLES FOR SUCCESSFUL DESTINATION PLANNING

Any DMP **must:**

1. **Build the social license of tourism** across the local community **and improve the liveability** of the region

2. Develop **regenerative and sustainable** tourism

3. Be **evidenced based** and **measurable**

4. Consider both **supply of product and experiences and visitor demand**

5. Be **innovative, visionary and achievable**

6. Support the **current** industry and **plan for the future**

7. Be supported by the **community, industry and key stakeholders**

1b. Adopting world's best practice for a sustainable tourism destination

"SUSTAINABLE" AND "REGENERATIVE" TOURISM – WHAT'S THE DIFFERENCE?

In recent years, the term "regenerative tourism" has been developed due to the perceptions that the concept of sustainability is only about "not making things worse" rather than focused on "making things better". Regenerative tourism was coined to highlight the importance of going a step further to "making things better".

For the purposes of this DMP we have adopted the meaning of sustainable tourism to also include the regenerative concepts of making things better.

During the development of this DMP, one message was overwhelmingly clear; the region's natural attributes are inextricably linked to why locals love living there. They are also what compels visitors to explore the region and help create a positive experience for them..

Combined with locals and visitors cherishing the region's connection with nature, there is a strong collective commitment to respecting and preserving the environment and in doing so, maintaining its beauty for the region's future generations.

As such, this DMP adopts a world's best practice sustainability framework developed by the Global Sustainable Tourism Council (GSTC). and supports the United Nations Sustainable Development Guidelines. This approach will ensure the Yarra Valley and Dandenong Ranges will be developed as a sustainable tourism destination.

The GSTC Sustainable Destination Criteria are underpinned by four key areas with 10 modules and 176 individual indicators.

Global Sustainable Tourism Council

The key areas and modules are:

1. **Sustainable Management**

   Ensuring the region has a clear direction and is well managed
   • Management Structure and Framework
   • Stakeholder Engagement
   • Managing Pressure and Change

2. **Socio-Economic Sustainability**

   Ensuring the benefits of tourism remain in the region for the benefit of locals and not just the visitors
   • Delivering Local Economic Benefits
   • Social Wellbeing and Impacts

3. **Cultural Sustainability**

   Ensuring the rich history of the First Peoples is told and embedded across the region and that their cultural sites are not only protected from damage but also enhanced
   • Protecting Cultural Heritage
   • Visiting Cultural Sites

4. **Environmental Sustainability**

   Protecting the land upon which we live and visitors enjoy. Carefully manage visitors and protect the important Green Wedge areas.
   • Conservation of Natural Heritage
   • Resource Management
   • Management of Waste and Emissions

Through the preliminary analysis undertaken, it is expected that outcomes related to the following SDGS will be achieved:

All actions under the final DMP will be linked back to this sustainability framework.

Applying these criteria to this DMP will support 14 of the 17 SDG

1c. Global Tourism Trends: The future of tourism demand

In addition to the world-wide focus on developing sustainable tourism, there are several other emerging global trends that are relevant to YVDR.

Trends and experiences

In November 2022, Tourism Australia released a research report on the **Future of Global Tourism Demand.**

The research explored the key experiences that international travellers are looking for globally and by source market and highlighted the types of experiences that international visitors to Australia are seeking.

The report outlined overall key travel trends and identified seven broad clusters of desired experiences, five of which are directly relevant to the current planned product offerings and experiences in the YVDR.

Those five are:

- Sensory
- Adventure
- Nature
- Heritage
- Immersive
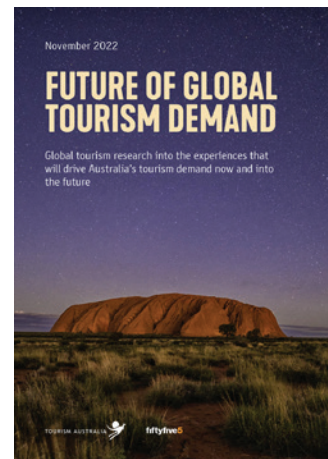
Source: Tourism Australia, Future of Global Tourism Demand, November 2022.

1d. How this DMP was developed

The people and the process that helped shape this DMP

The development of the DMP and its future implementation have been, and will be, guided by engagement with Traditional Owners, state and local governments, tourism businesses, community organisations, local residents and visitors to the region.

Thank you to each group for sharing their valuable insights and experiences.

The Yarra Ranges Tourism (YRT) Board oversaw the entire project process, which was guided by a Project Steering Committee comprising industry representatives, local tourism bodies, local government and YRT Board and staff members.

Created with and for local communities

More than 2,000 people provided input to this DMP and the four LAPs.

Tourism takes place in, and cannot be separated from, the community. It is crucial to understand what the people of the YVDR want from the visitor economy. The destination planning consultation process was designed to ensure the DMP addresses community needs and outcomes.

Understanding the region

As part of the situational analysis, extensive research helped to understand and give light to the impact of tourism in the region and the issues and opportunities it presents.

- Environmental audit
- Planning analysis
- Economic analysis
- Accommodation analysis
- Market research
- Existing hero product audit
- Stakeholder consultation

YRT Board

DMP Project Steering Committee

The project has been guided by a Project Steering Committee** made up of industry representatives, local tourism bodies, local government and YRT members.
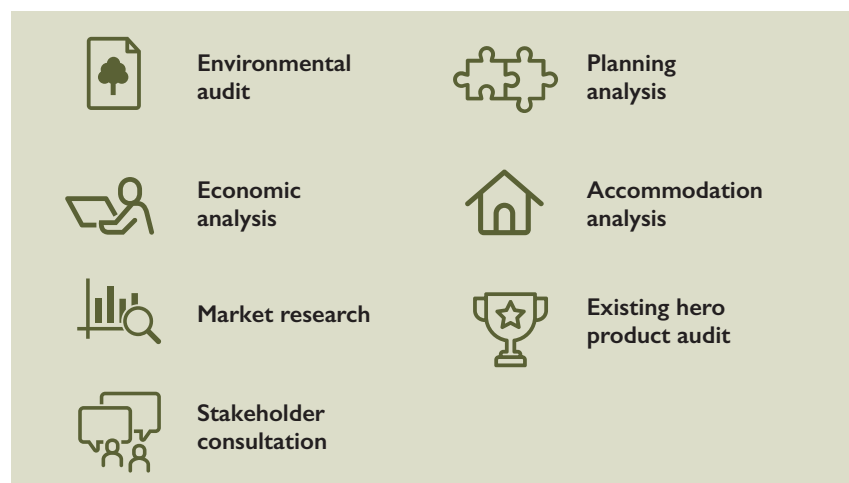
Five online surveys:

Potential future visitors
– 1155 responses

Local Resident and Community Survey x 2
– 737 responses

Local Business Member Survey
– 88 responses

YRT Visitor Survey
– 226 responses

Local Council engagement through face-to-face and online workshops

Continuing Engagement with Traditional Owners*

Destination Management Plan

4 x community drop in sessions

One on One interviews

- Local wineries
- Local distilleries
- Local agribusinesses
- Local accommodation providers
- Local restaurants
- Major attractions
- Travel and food & wine journalists

Over 200 business leaders engaged or briefed through industry workshops and tourism summit.

- Food & drink industry partners
- Attraction & events Industry partners
- Accommodation industry partners
- Industry groups
- Councils - Yarra Ranges, Nillumbik, Manningham, Cardinia, Casey, Knox, Murrindindi and Maroondah Councils

*Consultation was conducted with Wurundjeri Woi-wurrung Aboriginal Cultural Heritage Aboriginal Corporation, Bunurong Land Council Aboriginal Corporation and Taungurung Land and Waters Council

1e. Consultation findings – SWOT analysis

SWOT Analysis Overview

The research, consultation and engagement has helped formulate this overarching analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) of the region:

S

STRENGTHS

What is great about tourism in the region?

- Residents love the lifestyle of the region with the peace and quiet and being close to nature
- Location: Close proximity to Melbourne, yet parts of the region still remain "undiscovered"
- Natural attributes: Open green spaces and link to the Yarra River. Strong trails network facilitating hiking, biking (mountain bike and cycling) and water-based activities on the Yarra River
- Food and beverage options: Many wine and dining experiences
- 9 in 10 residents believe that tourism is important for the region
- Home for creatives and "makers": From artists, to local farmers, winemakers, brewers and distillers
- Puffing Billy, Yarra Valley Chocolaterie, Healesville Sanctuary, Natural landscape and Wineries are key reasons for visitation
- Arts and culture experiences across the region
- North-East link access in 2028
- Diverse all-seasons destination

W

WEAKNESSES

What could be better about tourism in the region?

- Over indexed day trip visitation
- Limited mid week and night-time economy for locals and visitors
- Awareness of the region in high value target markets – international and interstate
- Transport around the region
- Mid-range and lower-cost accommodation options, including for family and workforce
- Services and infrastructure – roads, public transport, waste management, WIFI
- Beautification of township and place making
- Knowledge of diversity of experiences among local residents and the broader market
- Accessibility – walkability, proximity, disability consideration
- Perception of the area as a worthwhile investment
- Yarra Valley has a lower share of total leisure visitor nights who visit wineries on their trip than do Australia's other premier wine-growing areas
- Lack of sufficient signature or high profile food and drink products
- Workforce skill gaps and shortages in key roles
- Access to government funding for the region due to classification as a subset of Melbourne metropolitan area.

Eligibility for Funding

During consultation it was evident that the YVDR region faces challenges accessing funding due to its classification as a subset of Melbourne. The YVDR visitor economy was one of the region's most heavily impacted by COVID-19. One of the reasons YVDR was impacted more than other regions was because it was caught up in the greater Melbourne lockdowns. It was therefore not eligible for much of the visitor economy recovery funding that was made available to broader regional Victoria. This is a continuing issue for YRT, as the YVDR region is not eligible for funding that other tourism regions designated to be outside the greater Melbourne area can access.

Advocacy will be required to identify the need for the YVDR region to be treated similarly to other regions.

OPPORTUNITIES

What opportunities are there to provide more sustainable and regenerative tourism in the region?

- Create a sustainable tourism industry and visitor economy that supports the local community
- Capitalise on structure and township plans
- Facilitate and streamline planning to encourage investment in accommodation
- Advocate for planning scheme reforms to encourage sustainable investment
- Improve stakeholder collaboration across high-interest projects and advocacy for shared projects
- Develop a sustainable signature event showcasing the core product priority strengths of the region
- Integrate event opportunities, ie, outdoor and trail activity with festivals, events, open studios etc.
- Build a central experience visitor hub, including central cellar door and agribusiness markets
- Develop a traffic masterplan, including for park and ride options
- Develop a Yarra River masterplan across multiple councils to boost access for water activities
- Raise awareness of region's trails and the arts, culture and heritage experiences
- Integrate Traditional Owner stories

and other historical stories into the region
- Elevate wellness opportunities to become known as the next wellness hub
- Develop food and cellar door experiences
- Increase length of average visitor stays, and boost mid-week stays
- Broaden night-time experience for locals and visitors. This will also assist with workforce issues
- Complementary Local Tourism Associations which support each other and YRT and actively contribute to the destination vision, with 'place-based' focus and expertise.

THREATS

What issues threaten tourism activities in the region now and in the future?

- Over tourism of the region from day trippers now and into the future
- Limited ride share or taxi systems in the region
- Planning scheme is complex and in order to undertake reform it needs support of local councils and State Government
- Planning Scheme controls are costly and complex for landowners to navigate
- Duplication of local tourism associations and services
- Weekend road congestion
- Climate change impacts, ie, floods and bushfires, reduce the sense of safety in the region for visitors and local community
- Affordability of accommodation, food and tourism related activities is a concern for visitors
- Housing – Airbnb taking rental properties out of local housing market, and short supply of low-cost housing for workforce
- Labour force issues – especially mid-week impacting service and experience, prompting visitation to move to weekend
- Visitor accommodation doesn't meet demand, hampering ability for overnight and longer stays.
- Insurance coverage for businesses
- Cardinia Shire Council yet to publish a Green Wedge Management plan

1f. Market research

More than 2,200 visitors to the region and local people and businesses were surveyed as part of the market research that helped inform this DMP.

LOCAL RESIDENTS' INSIGHTS

778
local residents

94%
believe "life is good" in the region

86%
agree that tourism is "very important" or "important" to the region

3 to 4 days
is what 40% of residents believe to be the ideal time for visitors to experience the region

3 in 4 people
support sustainable growth

75%
say Local and State Government support for tourism is important

65%
do not support using local residents' rates to support tourism

Top 3 tourism attractions desired by residents
1. Food and wine showcases from local producers (meet the winemaker / brewer / distiller evenings / dinners)
2. Evening / night activities / experiences (sound and light shows or similar)
3. Garden exhibits (botanic gardens, floral displays)

Some residents identified liveability concerns
- overcrowding and congestion
- potential negative impacts on the environment
- demand on public facilities
- overdevelopment

LOCAL BUSINESS INSIGHTS

88
local businesses

99%
say tourism is critical to the region… and 90% agree it's vital for their business

50%
want strong growth for tourism…but only 30% expect to see strong growth

80%
believe State Government support is "extremely important" for tourism

78%
say Yarra Ranges Tourism is either "strongly" or "somewhat" supportive

69%
say it's acceptable to use ratepayer funds to increase tourism

70%
are affected by skills gaps including experienced staff shortages and lack of trained or quality staff

> **Tourism is critical to our region and our business, and we're ready for a change in the image of tourism in the region.**

> **We want growth but are mindful of overcrowding and congestion.**

VISITORS INSIGHTS

1,381
visitors from Melbourne, Regional Victoria and NS

#1
ranked regional destination for Melbourne and Victorian residents

Up to age 54
are most likely to find the region appealing

Recent visitors have good memories with people who have visited in the last five years more likely to see the region as appealing

Young families
with pre-school kids (77%) and primary school-aged kids (57%) are more likely to be recent visitors

2 out of 3
visitors from Melbourne made a day trip to the region

What could entice visitors to stay longer?
The research findings suggest that the following activities are likely to encourage visitors to stay longer in the YVDR:

- Food and wine showcases from local producers (meet the winemaker / brewer / distiller evenings / dinners)
- Evening / night-time activities / experiences
- Garden exhibits
- Night-time events

REGIONAL OVERVIEW

2a. Overview of the region

This DMP includes all of the Yarra Ranges and Nillumbik Shire Council areas. In addition, it includes part of the Cardinia Shire Council area plus Warrandyte-Wonga Park from the Manningham City Council area.

The four LAP areas are:

• Western Yarra Valley

• Yarra Valley

• Upper Yarra Valley; and

• Dandenong Ranges

Note: The towns listed provide an overview of the geography of the regions and are placed on the map to help the reader understand the area in reference to the towns listed. This list is not intended to be indicative of the strategic importance of tourism in the region.

Regional Visitor Profiles

YRT commissioned Customer Frame in September 2022 to undertake an extensive project to create a common set of customer profiles/visitor personas for the YVDR region. This would enable industry to:

• develop a collective and harmonised view of the customer

• enable a clear, consistent and common understanding of the region's tourism customers, beyond demographics alone, and

• help drive deeper customer empathy, find new opportunities and help the region become more resilient from disruption.

Those personas are currently available for YRT partners to use as a partnership benefit. Personas assist those with and without marketing skills in their business to be more

consistently targeted with their promotional efforts. In conjunction with YRT's personas it is important to note that Visit Victoria also has personas which underpins Visit Victoria's drive and fly marketing and work will need to be undertaken to identify how this could be used to inform industry in building their products and services for the region.
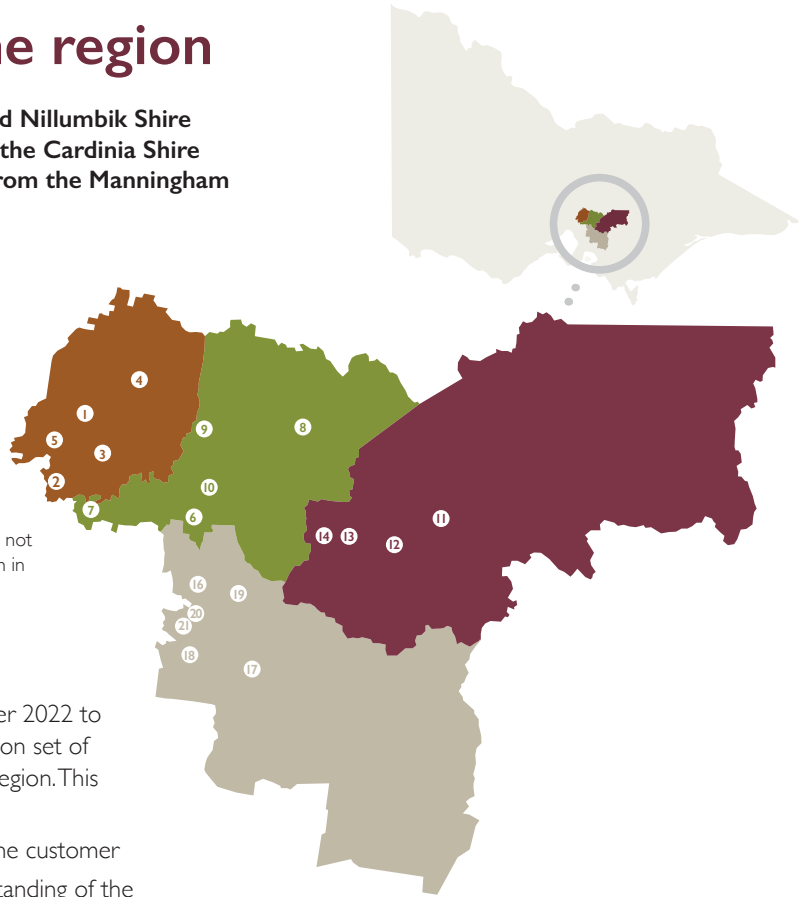
WESTERN YARRA VALLEY

Local towns include:

1. Hurstbridge
2. Eltham
3. Kangaroo Ground
4. St Andrews
5. Diamond Creek

YARRA VALLEY

Local towns include:

6. Lilydale
7. Warrandyte
8. Healesville
9. Yarra Glen
10. Coldstream

UPPER YARRA VALLEY

Local towns include:

11. Warburton
12. Yarra Junction
13. Seville
14. Wandin North

DANDENONG RANGES

Local towns include:

16. Mount Dandenong
17. Emerald
18. Belgrave
19. Silvan
20. Olinda
21. Sassafras

These local areas were developed based on detailed economic analysis of the visitor economy in each region. This included:

• size of the visitor economy

• international / national visitor profile

• length of stay

• activities and attractions in each area; and

• day trip versus overnight visitation.

For example, Yarra Valley has a much higher percentage of international visitors than Upper Yarra Valley. Whilst Upper Yarra Valley has the highest percentage of day trips.

2b. Key regional measures

There are a number of measures that help define the role of tourism and its impact on the local economy.

They include:

• Population

• Visitation

• Tourism spend

• Employment and workforce

Population

Population growth and its impact

Rapid growth is expected for populations in neighbouring regions to the north west and south of YVDR. The Victorian State Government forecasts that Melbourne will grow quickly from 4.7 million to 6.9 million residents between 2016 and 2036.

The threat is that the YVDR region will become even more of a "day trip on weekends" dominated destination leading to the predicted doubling of visitation over the next 10 years.

Population Changes to 2036:

• **Cardinia**	66% growth	with 71k new residents
• **Casey**	54% growth	with 182k new residents
• **Whittlesea**	63% growth	with 141k new residents
• **Hume**	54% growth	with 120k new residents

Day trip challenge
YVDR has the highest ratio of day trips to overnight stays in Victoria.

Value of visitation types to the region

• International overnight = $3,404*
  *includes education and employment visitation which cannot be separated

• Domestic interstate = $584

• Domestic intrastate = $599

• Daytrip = $97

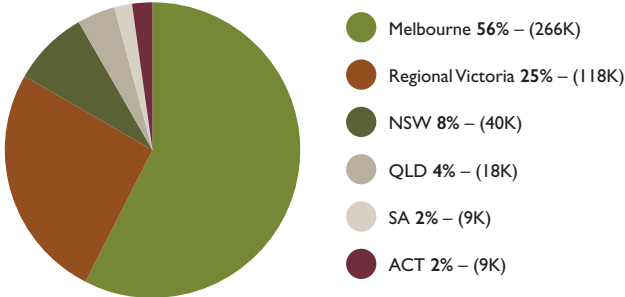Source: TRA Regional Tourism Satellite Account and NVS and IVS data for 2018-19

Where the domestic overnight visitors to YVDR came from:

More than 50% of Australians who visit the YVDR and stay overnight are from Melbourne , with 25% from Regional Victoria. NSW is next biggest source market with 8%.

- Melbourne **56%** – (266K)
- Regional Victoria **25%** – (118K)
- NSW **8%** – (40K)
- QLD **4%** – (18K)
- SA **2%** – (9K)
- ACT **2%** – (9K)

Age of the domestic overnight visitors to YVDR:

40% of domestic overnight visitors are aged over 50. Slightly more are aged between 30-49yo.

- 20 - 29 – (16%)
- 30 - 39 – (22%)
- 40 - 49 – (22%)
- 50 plus – (40%)
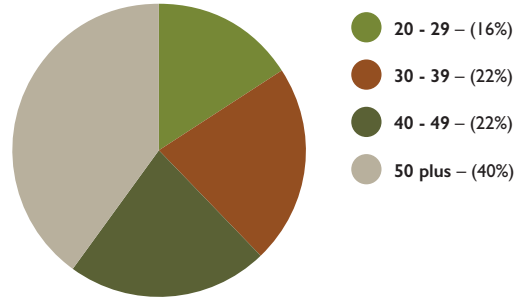
Income levels of domestic overnight visitors to YVDR:

Just under 50% of the domestic overnight visitors to the YVDR earn between $100-200k. Approximately, a third earn under $100k. This will include 'asset rich' retirees but whose income is under $100k.

- Up to **$100k** – (32%)
- **$100k to 150k** – (25%)
- **$150 to $200k** – (21%)
- **$200k plus** – (22%)
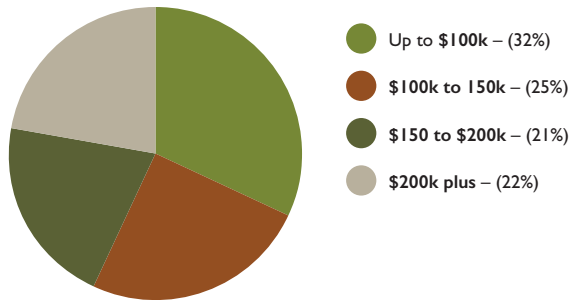
Domestic holiday day trip by origin

80% of domestic day visitors are from Greater Melbourne. 10% are from YVDR visting other areas in the region.

- Melbourne (80%) = 1,707k
- YVDR (10%) = 217k
- Regional Victoria (10%) = 222k
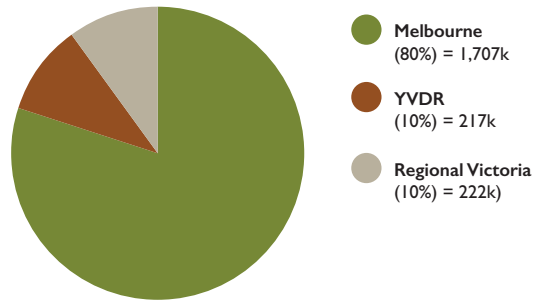
Tourism spend

Contribution to the broader economy by visitor type

Overnight visitors provide significantly more impact to gross regional product.

Shares by type of tourism of Yarra Valley and Dandenong Ranges Region Visitor Spending and Direct contribution to Gross Regional Product (%) in 2018-19

Source: TRA Regional Toursim Satellite Account

Legend:
- Visitor Spending (Consumption)
- Direct contribution to Gross Regional Product

''Visitor spending'' is the amount of money spent by visitors in the region. For example, buying a loaf of bread in Eltham made outside the region, has less economic benefit for Eltham than staying overnight in local accommodation and eating in a restaurant where the food is prepared and served by local staff. The gross regional product is this second measure.
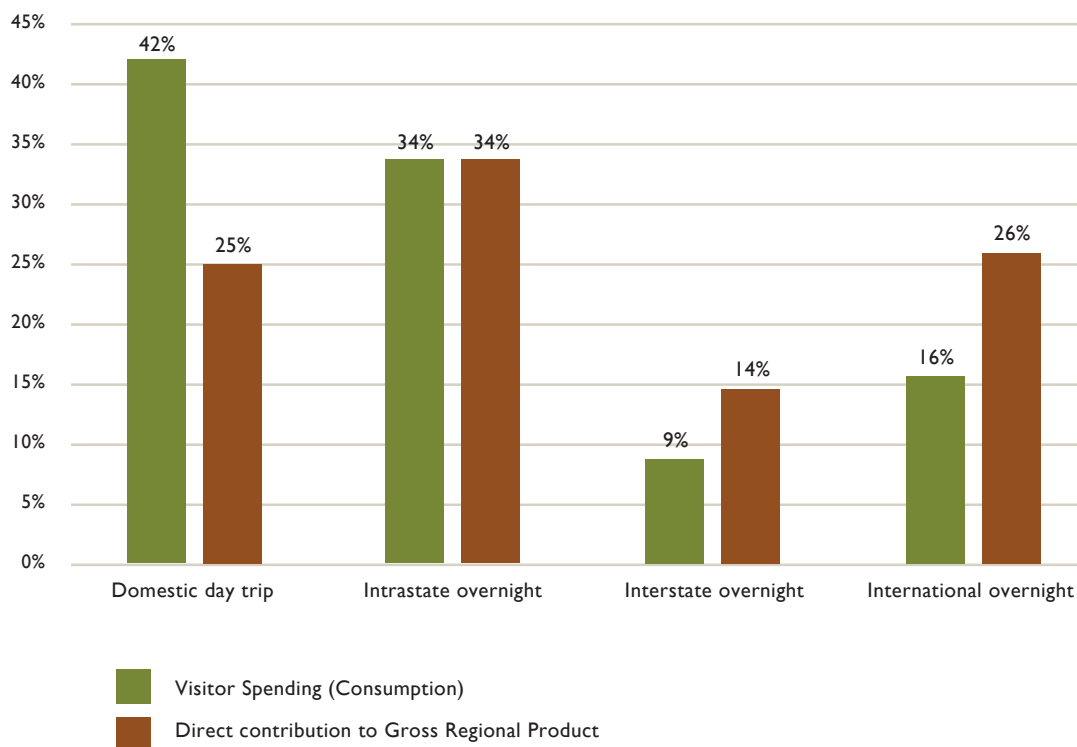
Value of visitation types to the region

The different types of visitors to the YVDR spend vastly different amounts of money. Those who stay overnight spend significantly more money than those who undertake day trips.

- International Overnight = $3,404* (*includes education and employment visitation)
- Domestic Overnight Interstate = $584
- DomesticOvernight Intrastate = $599
- Daytrip = $97

Source: TRA Regional Tourism Satellite Account and NVS and IVS data for 2018-19

Household income and spending per domestic visitor night

Unsurprisingly those who have higher incomes spend more money in the region per trip.

National data from TRA shows that in 2021/22, spending per domestic visitor night was:

- $136 for households with incomes under $70k;
- $204 for households with incomes from $70k to $150k;
- $250 for households with incomes from $150k to $200k and
- $296 for households with income over $200k.
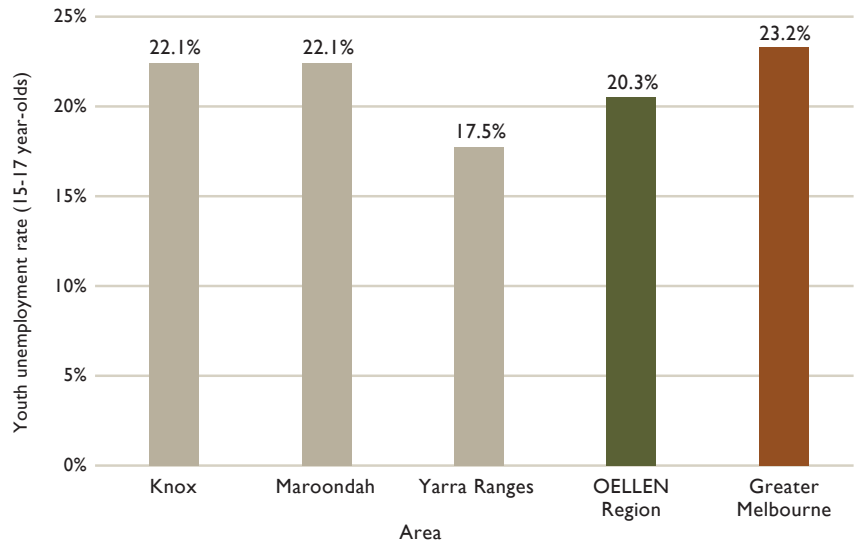
Employment

Workforce opportunity

As detailed later in this DMP one of the challenges for tourism around Australia, and in the YVDR, is a shortage of skilled staff. There is a need to identify potential new sources of workers, one possible segment is older workers who have recently retired or are semi retired.

Of the 30 Victorian local government areas (LGAs) with more than 100,000 residents in the August 2021 Census, Yarra Ranges had the third highest share of total residents aged 55 to 75 years old at 23.5% just less than Mornington Peninsula (28%) and Bayside (25%). (Source: ABS Census 2021)

Between 2021 and 2031, the age structure forecasts for Australia indicate a 0.2% decrease in population under working age, a 29.7% increase in population of retirement age, and an 8.8% increase in population of working age

Source: https://forecast.id.com.au/australia/population-age-structure

Unemployment rate for young people in YVDR

Youth employment rate (15-17 year olds) across the OELLEN region, 2021

Source – Outer Eastern Local Learning and Employment Network: Environmental Scan 2022 Report

Additionally, the unemployment rate for young people in the Yarra Ranges and OELLEN region is less than for Greater Melbourne, meaning there is less young people currently available to working in the industry.''

Visitor economy jobs due to direct impact of visitor spending (pre COVID-19)

Source: ABS 2021 and ODIN360 estimates – See Glossary for a definition of Visitor Economy Jobs

- **7.6%** of all jobs in the region are due to the visitor economy = 7,227 jobs
- Construction
- Education and training
- Health care and social assistance
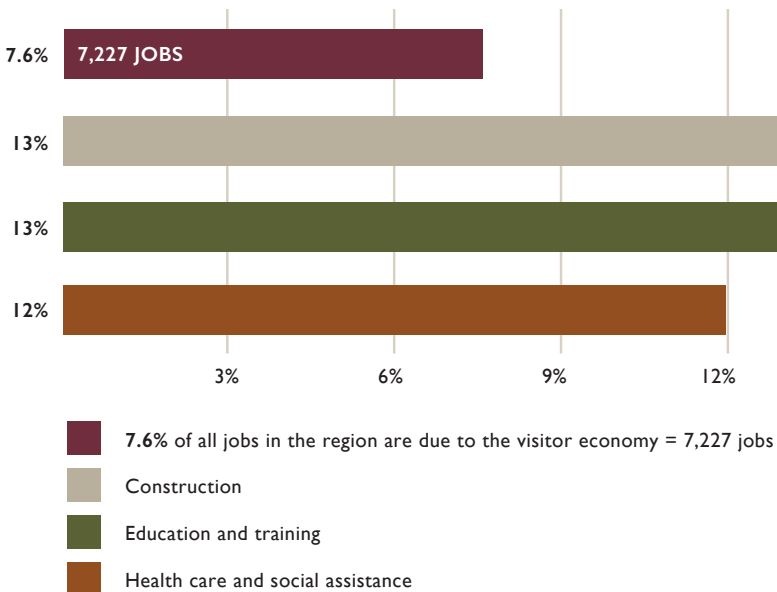
2c. New and planned infrastructure

Work is underway to develop new, and enhance existing, tourist attractions – from natural and activity-based attractions, to food, dining and accommodation – across the YVDR region. This development activity will be funded by private investment as well as local, state and federal government grants.

This investment will revitalise, reinvigorate and better support tourism in the region now and enable it to grow in the future. As such, this DMP and LAPs have captured and identified a number of key projects to leverage this investment.

Set out below is a sample of the significant new and planned infrastructure.
Further detail can be read in the full document.

Timeframe	
S	Short term 0-3 years
M	Medium term 4-7 years
L	Long term 8-10 years

CYCLING AND TRAILS

Name	Location	$ Cost	Timeframe	Details
YARRA VALLEY TRAIL	Yarra Valley to Upper Yarra Valley	$8.25M	L	Delivered over multiple stages, this project will create a valley-wide loop by connecting Lilydale with Yarra Glen and Healesville, and then to the Lilydale to Warburton Rail Trail.
WARBURTON MOUNTAIN BIKE DESTINATION	Upper Yarra Valley	$11.3M	S to M	Featuring 44 trails covering 186km, this destination is proposed to be the only Gold-Level Mountain Bike (MTB) centre in Australia – and only one of three outside the USA.

ATTRACTIONS AND FACILITIES

Name	Location	$ Cost	Timeframe	Details
RAPTOR REHABILITATION CENTRE AT HEALESVILLE SANCTUARY	Yarra Valley	$3.72M	S	The rehabilitation centre will allow injured birds to rebuild their strength and stamina to take flight into the wild again.
LILYDALE PINE HILL CARAVAN PARK	Yarra Valley	$525,000	S	Construction of 14 new accommodation cabins, including disability and pet friendly cabins, and the construction of a state-of-the-art amenities block.
LINKING THE VALLEY: THE RECONSTRUCTION PROJECT (YARRA VALLEY RAILWAY)	Yarra Valley	$8.25M	M	Restoration and operation of heritage rail services between Yarra Glen and Healesville.
REDWOOD FOREST AND CEMENT ROAD BRIDGE UPGRADE	Upper Yarra Valley	$4.2M	S	Investment in the area through more carparking, accessible public toilets, a wet-weather visitor shelter and appropriate viewing and walking paths.
THE CHELSEA AUSTRALIAN GARDEN, OLINDA	Dandenong Ranges	$6.4M	S – Opened	Re-creation of the Gold Medal Chelsea Garden by Phillip Johnson and Wes Flemming in the Olinda Golf Course site. Showcasing more than 15,000 plants.
NGURRAK BARRING | RIDGEWALK MT DANDENONG	Dandenong Ranges to Yarra Valley	$9.6M	S	Work to build 16km of new trails to connect with 23km of existing trails across the Dandenong Ranges. Showcase the histories and culture of the region through art installations and spaces for exhibitions and performances.

BUSINESS CASES AND MASTERPLANS

Name	Location	$ Cost	Timeframe	Details
LIGHT UP NATURE INTO ART (LUNA)	Yarra Valley	$250K	S	A detailed business case demonstrated a nighttime light-up attraction would be viable at Maroondah Reservoir Park. A Masterplan for the site ($150k) is now required to guide the necessary upgrades and further budget bids and should be led jointly by Melbourne Water, Parks Victoria and Yarra Ranges Tourism.
GULF STATION MASTERPLAN	Yarra Valley	$80K	S	A masterplan will be created for the future development of the Gulf Station historical farm.
BIG4 YARRA VALLEY DREAMING MASTERPLAN	Yarra Valley	$206,660	S	Masterplan for a holiday park inclusive of an indoor aquatic centre and play facility, mountain bike and walking trails, beautiful and unique accommodation options, working with First Nations People.
YARRA VALLEY EQUESTRIAN PARK	Yarra Valley	$250K	S	Completed feasibility and plans with permit approval for Stage 1 to deliver state-of-the-art arenas, function facilities, and overnight accommodation for horses and riders. Currently seeking Government and has raised $1.25M in local community pledges to support Stage 1, at an estimated project cost of $3.5M.

RESTAURANTS AND CONFERENCE FACILITIES

Name	Location	$ Cost	Timeframe	Details
HELEN & JOEY ESTATE	Yarra Valley	$20M	S	16-room boutique accommodation facility, a 110 seat restaurant and event and conference spaces.
YARRA VALLEY GOURMET FOODS UPGRADE	Yarra Valley	$725K	S	A new alfresco outdoor deck and art workspace and gallery.
TARRAWARRA – THE EVA AND MARC BESEN CENTRE	Yarra Valley	$ Significant	S	An inspiring new space for learning and engagement, delivering an additional element to the existing gallery, winery and restaurant.

ACCOMMODATION

The ability to accommodate overnight visitors and workers servicing the area is critical to the region's future. Accommodation developments have been identified through the consultation phase; however this should not be viewed as an exhaustive list as there may be more applications submitted or confidential developments underway. Some of these projects are yet to proceed to formal application. The majority of these developments will be undertaken in the next 10 years.

Based on the pipeline of accommodation stock planned for the region, this represents over 1,000 rooms of the 1,450 forecast required which will contribute significantly to meeting the projected demand for additional rooms required in the region.

HOW WILL SUCCESS BE MEASURED?

3a. DMP objectives

In order to affect change in the region over the next 10 years and address the core challenges facing the YVDR region, the following four key objectives have been set for the DMP.

Key performance objectives are outlined for the delivery of the DMP over the next 10 years. Each year of the DMP, an annual DMP Implementation Plan will be required to be submitted to the Victorian Government in line with the requirements outlined in the Victorian Visitor Economy Masterplan requirements. This will include progress in relation to short term, medium term and long term measures.

To ensure the impact of the DMP can be measured over the next 10 years, YRT will use the following data sources.

The DMP objectives are to:

| 1 | Drive regional economic benefit by changed visitor travel behaviour |

(a) – Increase regional economic benefit

Total YVDR region real visitor spending is forecast by ODIN360 to grow from $1.21 billion in 2022 to $2.33 billion in 2032 (2022 $) (in the absence of DMP initiatives). The stretch target with full DMP implementation is to increase this figure to $2.75 billion or an increase of $421 million or 18% compared to the business-as-usual forecast.

Sources: TRA National Visitor Survey and International Visitor Survey, TRA regional tourism satellite account

(b) – Shift day trip to overnight visitation

i.   The ratio of day trip visitors to total overnight visitors is forecast to grow from 5.8 in 2022 to 6.4 in 2032 (in the absence of DMP initiatives). The DMP aims to reduce this ratio with the stretch target of 4.1 in 2032.

ii. The share of total tourism spending in 2032 without DMP initiatives is forecast to be 53% day trip and 47% overnight – the DMP initiatives aim to shift this ratio in 2032 to a stretch target of 41% day trip and 59% overnight.

Sources: TRA National Visitor Survey and International Visitor Survey

| 2 | Improve the visitor experience |

Net promoter score (NPS) and Guest Review Index from online reviews for key attractions in the region (eg ReviewPro) were identified through the situational analysis undertaken for this DMP. This showed an NPS score of 21 from a representative sample of visitors to the region. However, an NPS or central monitoring of ratings and reviews is not currently captured by the region. Decisions will need to be made on how best to monitor the visitor experience throughout this DMP and baseline figures recorded. Reporting against these figures will need to be aligned. This will include defining benchmarks and target scores.

| 3 | Improve liveability |

Surveys were conducted during the situational analysis undertaken for this DMP to determine residents' views of liveability of the region. They showed 51% of local residents give a score of 9 or 10 for their level of satisfaction of living in the YVDR region. This was a one off survey and it's noted that central monitoring of liveability is not currently captured. YRT and stakeholders will need to determine how best to monitor or survey and report against this metric. This will include defining benchmarks and target scores.

Source: Annual Council Surveys or Bespoke YRT Surveys

| 4 | Improve support for tourism in YVDR |

Surveys were conducted during the situational analysis undertaken for this DMP to determine social license for tourism in the region. They showed 49% of local residents agreed or strongly agreed with the principle that tourism helps to make the YVDR region a better place to live, work and play. However, this was a one off survey and it's noted that central monitoring of liveability is not currently captured. Integration with Council's annual resident surveys or commissioning bespoke surveys may need to be considered as a primary indicator. YRT and stakeholders will need to determine how best to monitor or survey and report against this metric. This will include defining benchmarks and target scores.

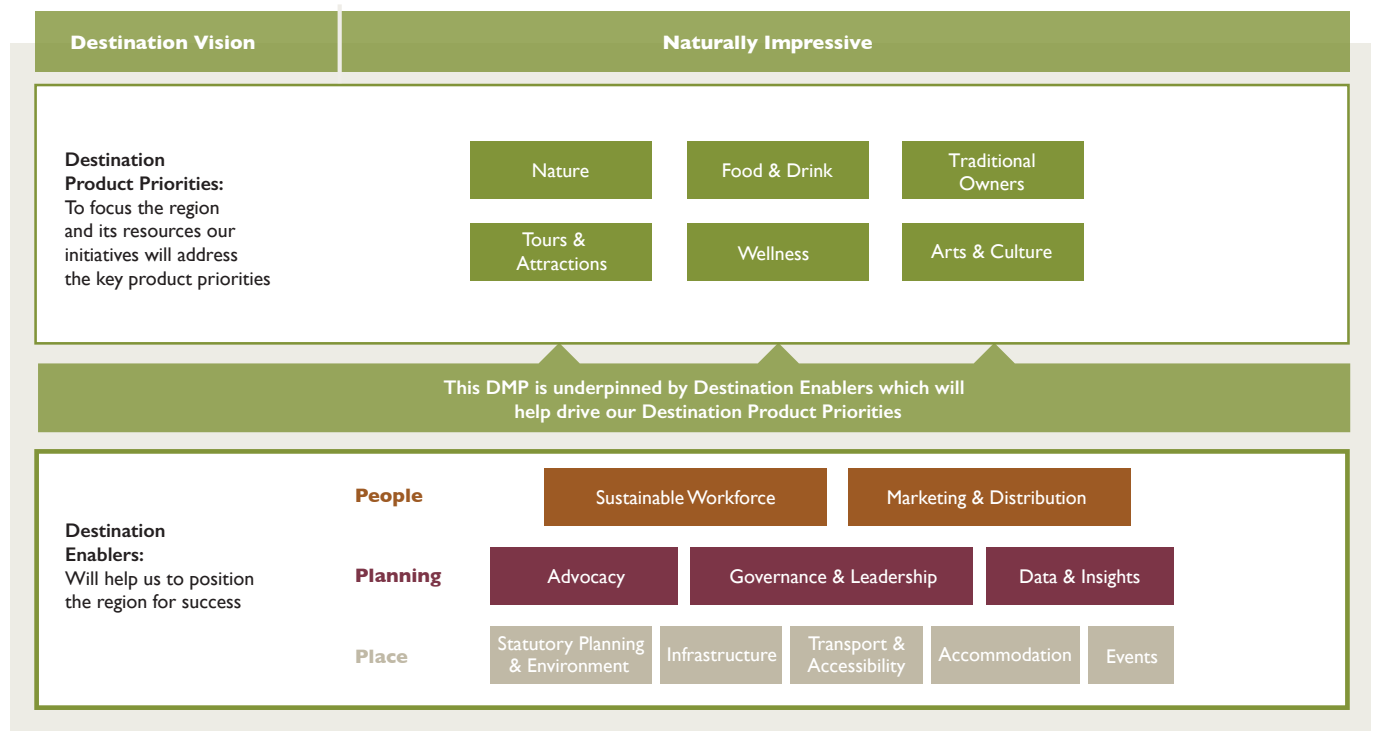Source: Annual Council Surveys or Bespoke YRT Surveys

DMP INITIATIVES

4a. DMP framework

The development of the DMP initiatives and actions to be delivered have been organised into a framework that identifies both Product Priorities and Enablers. Associated actions that need to occur for those Priorities to come to fruition are outlined later.

DESTINATION MANAGEMENT PLAN FRAMEWORK

Destination Vision	Naturally Impressive

Destination Product Priorities:
To focus the region and its resources our initiatives will address the key product priorities

- Nature
- Food & Drink
- Traditional Owners
- Tours & Attractions
- Wellness
- Arts & Culture

This DMP is underpinned by Destination Enablers which will help drive our Destination Product Priorities

Destination Enablers:
Will help us to position the region for success

People
- Sustainable Workforce
- Marketing & Distribution

Planning
- Advocacy
- Governance & Leadership
- Data & Insights

Place
- Statutory Planning & Environment
- Infrastructure
- Transport & Accessibility
- Accommodation
- Events

Local Area Differences

Whilst the above framework applies to the overall YVDR region, any individual strategic priority or additional initiatives may have more application in one Local Area Plan area than another.

An indicative overview of the importance of the key products is indicated below. Some products are more established in certain regions whilst others are relatively new and are emerging across the local area.

Local Area	Nature	Food and Drink	First Peoples	Tours and Attractions	Wellness	Arts and Culture
Western Yarra Valley Area	●	○	○			●
Yarra Valley Area	●	●	○	●	○	○
Upper Yarra Valley Area	●		○		○	
Dandenong Ranges	●	●	○	●	○	○

● Current Core Product　　○ Emerging Product

4b. 8 Strategic Priorities

Each of the strategic priorities will have an impact on the overall DMP Objectives.

1	Drive regional economic benefit by change visitor travel behaviour

(a) – Increase regional economic benefit

(b) – Shift day trip to overnight visitation

2	Improve the visitor experience

3	Improve liveability

4	Improve support for tourism in YVDR

How this will be achieved

For a full plan of how this will be achieved please view the detailed priorities in the full report.

STRATEGIC PRIORITY 1

Catalyst for success:
Developing a night-time and mid-week visitor economy

VISION

The long-term aim is to raise the region's profile as an exciting and enjoyable destination to visit during the week and at night-time. Visitors will love exploring the region away from the weekend crowds, and businesses will embrace the opportunity to tailor their offerings. New attractions – including bespoke food and wine experiences, mid-week events and night-time sound and light shows – will delight visitors and be relished by locals. This new tourism dynamic will make the region more attractive to investors, open up more work opportunities for local people and improve liveability.

STRATEGIC PRIORITY 2

Statutory Planning & Environment:
Sustainable development for today and tomorrow

VISION

By recognising the importance of the Green Wedges to Melbourne in enhancing the liveability of the area and the visitor economy, a balance will be achieved between development growth and the sustainability of the region's natural attributes. The development of tourism infrastructure will be carried out in a way that maintains the core attributes of the Green Wedge and ensures its long-term protection.

Action items – product priorities

Statutory Planning and Environment

Timeframe

S Short term 0-3 years

M Medium term 4-7 years

L Long term 8-10 years

Product Priority	Action Items	YRT ROLE			Stakeholders	Timing
		Deliver	**Partner**	**Advocate**		
Statutory Planning and Environment	1. Councils to jointly work together across the whole region to determine the best way of attracting the required investment in new accommodation for both visitors and industry workers. Eg, An investment prospectus that highlights locations with fewer encumbrances that can address the best outcomes for scale, suitability, expansion.			✓	Local Councils	**S**
	2. Continue the support of statutory planning concierge services for possible future tourism developments.			✓	Local Councils	**S**
	3. Review appropriateness of size caps on new rooms and seats for hotels and restaurants in the region.			✓	State Government, Local Councils	**S**
	4 Work with applicants to encourage a regenerative economic approach to their operations that supports viable tourism businesses to accommodate visitation growth.			✓	Local Councils	**M**
	5. Work with property owners and investors through each Council's Planning and Business Concierge Service outlining planning pathway options, supporting where relevant property owners to develop master plans for larger developments.		✓		Local Councils	**M**
	6. Work with interested farms and/or wineries through the Planning and Business Concierge Service to support the planning permit application process for authentic host farm experiences where visitors can stay and experience the daily operations of the winery/farm.			✓	Local Councils	**S**
	7. Encourage Cardinia Shire Council to develop a Green Wedge Management plan that considers role of appropriate tourism activities in line with the planning scheme amendment passed by Yarra Ranges Council.			✓	Cardinia Shire Council	**S**

STRATEGIC PRIORITY 3

Accommodation:
For visitors to enjoy and workers to call home

VISION

Increasing accommodation options in the region will encourage longer stays and attract visitors who will contribute to the region's economic growth and development. This includes identifying suitable sites for expanded visitor and worker accommodation options – small and large – and a potential accommodation investment prospectus. Coordinated advocacy to the state and local government authorities to streamline planning processes to overcome the challenge of limited accommodation options that have led to a preference for day trips over overnight stays.

Action items – product priorities

Accommodation

Product Priority	Action Items	YRT ROLE			Stakeholders	Timing
		Deliver	**Partner**	**Advocate**		
Accommodation	1. Partner with Council to deliver a joint promotional campaign using Major Activity Centre profiles and providing information to land owners on the State Government's planning process for priority application sectors and investment dollar thresholds.			✓	Local Councils, Industry	**M**
	2. Promote new tourism accommodation development in conjunction with the provision of worker accommodation (on-site or elsewhere in town).			✓	Local Councils	**M**
	3. Develop investment prospectus for accommodation based on identified sites by Council for visitors and for workers in the visitor economy. Include at least one 300 room international branded hotel which will help with profile and marketing to international tourists.		✓		Local Councils	**M**
	4. Build partnerships with accommodation operators adjacent to the region and create bespoke tours and offers to encourage mid-week visitation or mutli-stop itineraries.	✓			Industry	**S**

STRATEGIC PRIORITY 4

Transport & Accessibility:
Easing congestion and better access for all

VISION

A sustainable transport strategy and system will enhance the distribution of visitors and address the limited network of transport within the region. Visitors will be able to more easily access and explore the region, while residents and workers will have improved mobility and transportation options.

Action items – product priorities

Transport & Accessibility

Product Priority	Action Items	YRT ROLE			Stakeholders	Timing
		Deliver	Partner	Advocate		
Transport & Accessibility	1. Build on the findings of the Integrated Transport Strategy developed by YRC to incorporate the principles and service needs for the whole tourism region to inform future advocacy, business cases, pilot schemes and/or changes to service by State Government and private sector.			✓	Local Councils	S
	2. Investigate opportunities for destination pass to include mid-week and night-time discounted transport and parking options.			✓	Local Councils, Transport Providers	S
	3. Assess the viability of updated parking regulations to favour locals.			✓	Local Councils	S
	4. Encourage the use of existing and encourage the development of new cycle/walk routes between attractions on public and private land.		✓		Local Councils	S
	5. Provide and advocate for the installation of sufficient charging stations for expected growth of use of electric vehicles.			✓	Local Councils, Vic Roads	L
	6. Undertake campaign to encourage ride share and taxi services to the region.			✓	Local Councils	S

STRATEGIC PRIORITY 5

Developing and leveraging new attractions and experiences

As detailed in this YVDR DMP, several new pieces of significant infrastructure and products are currently planned or proposed across the YVDR. It is imperative that these be leveraged with clearly defined activation plans that maximise their benefit to the local region and meet the overall objectives of the DMP. For example, targeting overnight visitors is much preferred to day trippers. Investment and maintenance will also need to be constantly applied through the life of any new, and existing infrastructure to ensure sustainability and climate-resilience. Without that investment and maintenance the benefits of the products will diminish over time.

STRATEGIC PRIORITY 5A

Nature: Leveraging world class nature-based experiences

VISION

The vision is to harness the tremendous potential of the region's natural beauty and features. There's an aspiration to protect and preserve unique sites through sustainable accessibility and infrastructure development. The focus is to raise awareness of these precious assets and their importance to the community. By promoting responsible tourism, the aim is to strike a balance between development and preservation to ensure that the region's natural surroundings continue to be enjoyed by future generations. The goal is to create a vibrant, thriving economy that supports the community and visitors alike, while maintaining the region's natural beauty.

THE RIDGES AND RIVERS PROJECT

This project consists of three signature outdoor attractions.

- **The Yarra Valley Trail**

- **Ngurrak barring | RidgeWalk**

- **Warburton Mountain Bike Destination**

These three attractions incorporate world class walking, cycling and mountain biking facilities in the forested ridges of the Dandenongs and Yarra Ranges, and through the pastures and rivers of the Yarra Valley.

It includes a $30 million investment in the region and is funded by Federal Government, State Government, Yarra Ranges Council and Bendigo Bank (Warburton & Yarra Junction).

HIRING 500
local jobs created

$80 million
injected into the local economy

https://www.yarraranges.vic.gov.au/Experience/Ridges-and-Rivers

Action items – product priorities

Nature

Product Priority	Action Items	YRT ROLE			Stakeholders	Timing
		Deliver	**Partner**	**Advocate**		
Nature – Passive Recreation	1. Collate currently available information and if necessary, undertake an audit of current facilities and amenities at nature related sites (key rivers, parks, lakes and gardens) focussing on user needs including accessibility, water stations, toilets, emergency management plan, signage and wayfinding with key action & advocacy outcomes.			✓	Local Councils, DEECA, Melbourne Water, Parks Vic	**S**
	2. Create marketing plans to showcase the Chelsea Australian Garden at Olinda by Philip Johnson and other iconic gardens in the region (Alfred Nicholas, Dandenong Ranges Botanic, Arboretum, Burnham Beeches, Tulip Festival etc) to enable development of multi destination and overnight visitation.	✓			Local Councils, DEECA, Melbourne Water, Parks Vic, Industry	**S**
	3. Develop product for guided walks, wildlife and bird watching with potential alignment to Traditional Owner experiences. Ngurrak barring | RidgeWalk also has potential for this. Particular focus should be given to flora and fauna that is either endangered or at risk in the region to increase awareness and education of visitors. (e.g. Eltham Copper Butterfly, Powerful Owl, Brush-tailed phascogale, Matted Flaxlilly, Charming Spider Orchid, Rosella Spider Orchid, Helmuted Honey Eater and Leadbeater's Possum).		✓		Industry, Traditional Owners	**S**
	4. Embed natural landscape visuals in the region into marketing of the area as a key product strength.	✓			Local Councils, Industry	**S**
	5. Invest in mid-week night-time activities, including nature walks/ garden based experiences at sunrise/sunset linked with accommodation offerings.		✓		Industry	**M**
	6. Advocate for investment in Healesville Sanctuary as Victoria's premier native flora and fauna park with a heightened focus on visitor experience and highlight the role that the visitor economy can play in the zoo's conservation strategies.			✓	Industry, YR Council	**M**
	7. Support the Wurundjeri Woi-wurrung Aboriginal Cultural Heritage Aboriginal Corporation in their plans for the development of the Nangenala property in Healesville including the potential development of a cultural centre and nature based visitor experience.			✓	Wurundjeri Woiwurrung Aboriginal Cultural Heritage Aboriginal Corp. YR Council, Industry	**M**
	8. Continue to work with Melbourne Water in respect of the implementation of the Yarra Strategic Plan 2022-2032 including in respect of recreation and wellbeing opportunities.		✓		Local Councils	**M**

Product Priority	Action Items	YRT ROLE			Stakeholders	Timing
		Deliver	Partner	Advocate		
Nature - Active Recreation	1. Collate currently available information and if necessary, undertake an audit of current facilities and amenities at nature related sites (walking, cycling, hiking, horse riding, water/paddle) focussing on user experiences and needs including accessibility, water stations, good road access, public toilets, emergency management plan, signage and wayfinding with key action & advocacy outcomes.			✓	All public land managers	**M**
	2. Create activation plans to leverage the Ridges & Rivers projects and Diamond Valley Rail Trail to create additional regional benefit and support development of multi destination and overnight visitation.	✓		✓	Local Council, Land Managers, Industry	**S - M**
	3. Undertake familiarisation activities with journalists and bloggers related to new and revamped nature product opportunities.	✓			Industry	**S**
	4. Increase awareness of mountain bike trails including Warburton and Smiths Gully areas and create event marketing strategy to maximise impact.		✓		Industry, Local Couincils	**S**
	5. Create visitor products with local businesses that can support MTB users to encourage overnight or multi day visitation including bike friendly accommodation.	✓			Local Councils, Industry	**M**
	6. Facilitate dynamic pricing strategies with industry to favour mid-week.			✓	Local Councils, Industry	**M**
	7. Continued advocacy for linkages between planned trail infrastructure to incorporate the whole tourism destination.			✓	Local Councils, Industry	**M**

STRATEGIC PRIORITY 5B

Food & Drink: Elevating the region's reputation

VISION

Yarra Valley and Dandenong Ranges will strengthen its reputation as a premier food and drink destination that celebrates the region's unique offerings. By showcasing the full breadth of the products and expanding accessibility beyond weekends and lunch times, the day trip issues facing the region will be addressed. The focus will be on promoting local provenance, protecting product integrity and quality, and fostering collaboration to build a sustainable and resilient food and drink ecosystem that supports the community and delights visitors.

Action items – product priorities

Food and Drink

Product Priority	Action Items	YRT ROLE			Stakeholders	Timing
		Deliver	**Partner**	**Advocate**		
Food and Drink	1. Continue to encourage and facilitate improved cellar door experiences in the region - make cellar doors & tasting rooms more experiential.			✓	Wine Yarra Valley, Industry	**S**
	2. Continue to raise the profile of visitor experiences for food and drink across the region through annual marketing activities as a priority.	✓			Local Councils, Industry association and groups	**S**
	3. Pilot night-time economy activities with interested businesses linking bespoke drink experiences with accommodation in dedicated regions.		✓		Local Councils, Industry	**M**
	4 Develop a business case for a regional retail food and drink centre showcasing local food & drink (potentially including a Centre of Excellence) as well overall regional experiences. If the business case is positive, advocate for the development of the centre.		✓		Wine Yarra Valley Visit Victoria, Local Councils, Industry, Government	**M**
	5 As part of the development of a regional events strategy develop an annual Food and Drink festival in the region with a focus on bespoke mid-week, dawn and dusk experiences potentially around key vintage/ harvests releases. This should investigate the opportunity to leverage existing events being delivered in the region (e.g. Fireside) to determine if growth is possible or new events are required.	✓			Wine Yarra Valley, Visit Victoria, Local Councils, Industry	**M**
	6. Create a Visitor Ambassador Program to raise awareness of experiences across the region to increase collaboration opportunities and cross promote activities to drive additional length of stay.	✓			Local Councils, Industry	**S**
	7. Work to attract an international standard and marketed multi hatted restaurant eg. Brae to put the Yarra Ranges on the map interstate and potentially internationally as a leading food destination.		✓		Visit Victoria, Local Councils, Industry	**M**
	8 Develop marketing strategy to showcase product and provenance of regional product including: Encouraging promotion of product and detailed provenance through city and local restaurants, famils with key local and international food journalists to showcase both agribusiness and dining experiences on offer. Partner with key media channels and cooking shows to showcase agribusiness and key tourism assets.		✓		Local Councils, Industry	**M**

Product Priority	Action Items	YRT ROLE			Stakeholders	Timing
		Deliver	Partner	Advocate		
Food and Drink	9. Consider development of "food foraging" and "forest to plate" opportunities or experiences and expanding and aligning existing farm gate events in the region.	✓			Local Councils, Industry	**S**
	10. Explore and facilitate agribusiness opportunities by building a higher profile for the region's provenance and products through onsite agritourism with visitor facilities providing experiences of excellence. Promote the opportunity for wineries and farms to develop authentic host farm experiences where visitors can stay and experience the daily operations of the winery/farm.	✓			Local Councils, Industry	**S**
	11. Explore partnerships with Melbourne Food and Wine Festival and other major Melbourne events to pilot night-time economy activities with interested businesses supported by YRT and other partners.	✓			Local Councils, Industry, Wine Yarra Valley	**S**

STRATEGIC PRIORITY 5C

First Peoples Experiences:
Embedding Traditional Owner values & experiences across tourism

VISION

The values of the Traditional Owners across the region will be embedded in the delivery of the Destination Management Plan (DMP). Consultation is continuing with the Traditional Owners groups on behalf of their community to support this. The DMP will guide the tourism industry in upholding these values. It also creates an opportunity for Traditional Owners to further develop First People owned and operated tourism experiences that support their core objectives.

Action items – product priorities

First Peoples

Product Priority	Action Items	YRT ROLE			Stakeholders	Timing
		Deliver	Partner	Advocate		
Traditional Owners - Cultural Awareness and Interpretation/experiences	1. Ensure that the key objectives of the Traditional Owner Groups are understood by the tourism industry and embedded in the development and implementation of relevant actions.			✓	Traditional Owners, Local Councils, Industry	**S**
	2. Led by, or with agreement of, the Traditional Owner Groups developing opportunities where cultural heritage and stories of the Traditional Owners are shared at relevant and meaningful locations throughout the region whilst ensuring the protection of the Intellectual Property rights of the Traditional Owners.		✓		Traditional Owner, Local Councils, Industry	**M**
	3. Industry engages with the Traditional Owner Groups throughout the term of the DMP with the aim of developing a clear process by which Traditional Owner Groups are able to provide advice and input on how best to ensure their objectives are embedded in visitor experiences across the YVDR region.			✓	Local Councils, Industry, Traditional Owners	**S**

Product Priority	Action Items	YRT ROLE			Stakeholders	Timing
		Deliver	**Partner**	**Advocate**		
Traditional Owners - Cultural Awareness and Interpretation/ experiences	4. Discuss and develop with Traditional Owner Groups opportunities for culture awareness activities with local YVDR businesses and attractions eg ngurrak barring | RidgeWalk.		✓		Traditional Owners, Local Councils, Industry	**M**
	5. Ensuring Acknowledgement of Country Statements and/or Welcome to Country ceremonies are conducted at key tourism industry functions and relevant experiences throughout the YVDR to continue to raise cultural awareness and respect.			✓	Traditional Owners, Industry	**S**
	6. Encourage local tourism businesses and their staff to undertake cultural awareness and environmental training with Traditional Owner approved or endorsed trainers or organisations.	✓			Traditional Owners, Local Councils, Industry	**S**
	7. Support the Wurundjeri Woi-wurrung Aboriginal Cultural Heritage Aboriginal Corporation in their plans for the development of the Nangenala property in Healesville including the potential development of a cultural centre and visitor experience.			✓	Traditional Owners	**M**
	8. Assist Traditional Owner Groups in the development of a range of Traditional Owner owned, led or endorsed visitor experiences, including night-time, that complement existing and new product to support the principles of economic self determination.		✓		Traditional Owners	**M**
	9. Provide employment opportunities for the Traditional Owner community across the tourism industry including, and in addition to, roles that have a connection with ensuring a healthy Country or provide an opportunity for their cultural heritage and stories to be shared in an approved manner.		✓		Local Councils, Traditional Owners	**S**
	10. Undertake an audit of First Peoples tourism product in the region and develop comprehensive list of First Peoples experiences across the region including opportunities to provide connection to country for Traditional Owner groups.		✓		Local Councils, Traditional Owners	**S**
	11. Tourism stakeholders be ready to assist the Traditional Owner Groups in their capacity building to develop their own unique visitor experiences.		✓		Traditional Owners, Local Councils, Industry	**M**

STRATEGIC PRIORITY 6

Leadership and Advocacy

One of the key findings through the consultation stage with industry was a perceived lack of clarity of the purpose and functions of the numerous organisations that play a role in leading, shaping and advocating for the YVDR visitor economy.

This led to confusion and perceived inefficiencies. Industry highlighted the need for more clarification of roles and objectives with potential consolidation.

STRATEGIC PRIORITY 6A

Governance & Leadership: Delivering efficiently

VISION

All organisation's involved in the visitor economy will effectively collaborate and streamline coordination, as well as outline clear roles and responsibilities to drive the best outcomes over the next 10 years. Sufficient funding for the peak tourism agency and a commitment to work together towards common goals will help achieve this. This cohesive and efficient approach to the development of the region's visitor economy will lead to increased economic growth and a better visitor experience.

Action items – product priorities

Governance & Leadership

Product Priority	Action Items	YRT ROLE			Stakeholders	Timing
		Deliver	**Partner**	**Advocate**		
Governance & Leadership	1. Ensure clarity of roles and responsibilities for local government, local tourism associations, chambers of commerce and industry stakeholders in relation to delivery of the DMP actions.		✓		Industry, Local Councils, LTAs	S
	2. Facilitate industry and partner workshops and collaboration opportunities to assist in delivery of the DMP.	✓			Industry, Local Councils, LTAs	S
	3. Identify funding opportunities to support growth of tourism in the region.	✓			Local Councils, Industry	S
	4. Work with State government, particularly Visit Victoria and DJSIR to identify joint opportunities to deliver visitation opportunities for the region including multiculturalism, overseas students and VFR.		✓		Local Councils, Visit Victoria, DJSIR	S
	5. Facilitate the creation and implementation of a specific tourism business mentoring program that identifies best practice and common business issues for the industry.		✓		Local Councils, Industry	S
	6. Facilitate networking, collaboration and partnerships between businesses and government.	✓			Local Councils, DJSIR, Land Managers	S
	7. Monitor development pipeline and advocate for investment in gaps within DMP priority areas.		✓		Local Councils, Industry	M

Product Priority	Action Items	YRT ROLE			Stakeholders	Timing
		Deliver	Partner	Advocate		
Governance & Leadership	8. Consider seeking Eco Destination certification from Ecotourism Australia as it sets criteria for a sustainable region.			✓	Local Councils, Industry	**M**
	9. Encourage and support local products and experiences to seek Eco Product/ Accommodation accreditation through EcoTourism Australia or at least utilisation of the Strive for Sustainability toolkit.	✓			Industry	**M**

STRATEGIC PRIORITY 6B

Advocacy: One voice, one message for sustainable tourism

VISION

The region's various communities will come together to advocate for government investment and policy development that will benefit both residents and visitors. By prioritising emerging issues and reaching agreement among stakeholders, the region will be well-equipped to meet the needs of all who call it home or come to visit.

Action items – product priorities

Advocacy

Product Priority	Action Items	YRT ROLE			Stakeholders	Timing
		Deliver	Partner	Advocate		
Advocacy	1. Establish a regional advocacy advisory group of influential people to support YRT advocacy of priority investments in priority projects and policy reform.	✓			Local Councils	**S**
	2. YRT to coordinate and support advocacy for key projects identified in DMP.	✓			Local Councils, Industry	**S**
	3. With support of local government and industry, develop a regional advocacy plan to drive priority investment in the region.		✓		Local Councils, Industry	**M**
	4. YRT to advocate to the Victorian Government the unique risks and challenges in this region with expected loss of social license without specific policy and funding support to mitigate them.		✓		Local Councils, Industry	**S**
	5. YRT to work with LGA and industry to create opportunities for ministers and key political influencers to visit region and be briefed on key issues.	✓			Local Councils, Industry	**S**
	6. YRT to advocate to the government for changes to provisions that can enable a more competitive insurance market for tourism operators. Work with other industry associations on strategies to improve insurance market conditions through policy options, affordability and overall sustainability.			✓	State Government, Industry Associations, Local Councils, Industry Operators	**S**

STRATEGIC PRIORITY 7

Marketing & Distribution:
Changing visitor travel behaviour

VISION

The vision is to provide seamless access to information and resources for visitors to the region, driving awareness and assisting with holiday planning, as well as encouraging the right target visitors to explore and discover all that the region has to offer. Support and training will be provided to businesses to help them better market their products and services to visitors and to increase awareness of unique experiences among high-value international and interstate visitors. Collaboration on activities and initiatives will make the most of limited budgets and achieve the goal of creating a thriving, sustainable visitor economy in the region.

Action items – product priorities

Marketing and Distribution

Product Priority	Action Items	YRT ROLE			Stakeholders	Timing
		Deliver	Partner	Advocate		
Marketing & Distribution	1. Advocate for investment in marketing for the region to solidify destination branding and key marketing campaigns to be delivered into Melbourne, interstate and possibly international markets. The Future of Tourism Demand produced by Tourism Australia should be utilised to help determine target inbound markets.			✓	Local Councils, Visit Victoria, Industry	S
	2. Audit key visitor sites to identify wayfinding and other marketing assets that can be used to aid dispersal across the region.	✓			Local Councils	M
	3. Enhance existing activities across industry to develop an ongoing series of regional familiarisation tours and press trips for travel writers, bloggers, and influencers to generate positive publicity and reviews and showcase new or improved product in the region.		✓		Wine Yarra Valley, LTAs, other Industry partners	S
	4. Work with Economic Development departments at local Councils to enhance existing workshops for industry to improve marketing capabilities in the tourism industry with a focus on online tools.		✓		Local Councils	S
	5. Further promote YRT's mid-week visitation campaign and broaden the engagement with industry and Local Tourism Associations.	✓			Industry, Local Councils, LTAs	M
	6. Develop concierge familiarisation program across accommodation operators (including surrounding area and Melbourne based hotel operators) to ensure awareness of visitation opportunities in the region.	✓			Industry	S
	7. Implement collaboration through major events in the region to promote the possibilities of multi-stop and multi-night activities. This can include ticketing partnerships with attractions and local businesses, parking incentives, dynamic pricing to encourage mid-week and overnight visitation.	✓			Industry, Local Councils, LTAs	S

Product Priority	Action Items	YRT ROLE			Stakeholders	Timing
		Deliver	Partner	Advocate		
Marketing & Distribution	8. Maintain a progressive position in considering new technologies for promoting visitation and virtual experiences.	✓			Industry	S
	9. Maintain a reliable and comprehensive website or platform that enables visitors to easily find information about accessibility, provenance, hours of opening and attraction options with mapping and booking capabilities. This will allow for cross promotion opportunities and building of multi day or multi stop itineraries.	✓			Industry	M
	10. YRT to explore the development of a mid-week Destination pass – providing discounts for visitors who stay in the region mid-week compared to visitors on weekends who pay premium prices.	✓			Industry, Local Councils, LTAs	S

STRATEGIC PRIORITY 8

Sustainable workforce:
Growing the region's capabilities for the future

VISION

The vision is to proactively address the challenges of workforce management in response to the changing global and local trends in tourism and workforce participation, including the impact of COVID-19. The region will embrace the unique challenges posed by its location and address the need for a stronger mid-week and night-time economy to cater to the disproportionate level of day trip and weekend visitation. Through collaboration and innovation, the region will create a resilient and adaptable workforce that supports the continued sustainable growth of the visitor economy.

Action items – product priorities

Sustainable Workforce

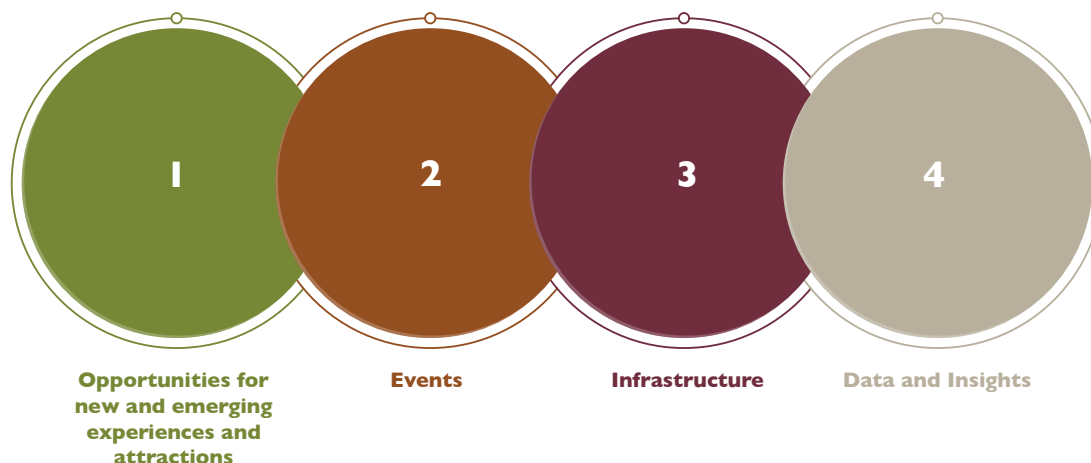| Product Priority	Action Items	YRT ROLE			Stakeholders	Timing
		Deliver	Partner	Advocate		
Sustainable Workforce	1. YRT to support Councils to champion visitor economy employment of locals, to help protect social license and enrich the visitors experience of the destination.			✓	Local Councils, Industry	S
	2. YRT to work with Councils and property owners/investors to develop specific worker accommodation to support the visitor economy with consideration given to Housing Strategies.			✓	Local Councils	M
	3. Address existing and emerging issues regarding access, career transition, attraction, and retention of a local workforce.			✓	Local Councils	M
	4. Ensure Workforce infrastructure is considered in Council planning which includes transport, housing stock (seasonal and permanent) and digital connectivity.			✓	Local Councils	L
	5. Attract older workers to consider the visitor economy as a viable lifestyle employer.		✓		Local Councils, Industry	S
	6. Create skills opportunities and workshops for the tourism industry that provide training on cultural awareness and engages Traditional Owner groups.	✓			Local Councils, Industry, Traditional owners	M
	7. Create series of workshops with industry to share best practice activities in relation to workforce recruitment, retention and upskilling.	✓			Local Councils, Industry	S
	8. Develop a pilot program to pool businesses and share workers currently engaged on part time or limited hours due to the heavy focus on weekend visitation.	✓			Local Councils, Industry	M
	9. Investigate and resolve barriers to facilitate the establishment of a night-time economy for YVDR that encourages attraction and retention of younger workers.		✓		Local Councils, Industry	M

Action items – product priorities

Sustainable Workforce

Product Priority	Action Items	YRT ROLE			Stakeholders	Timing
		Deliver	**Partner**	**Advocate**		
Sustainable Workforce	10. Partner with local Councils to provide training for industry skills, from low-skill jobs, to medium-skill level, to specialist skill levels jobs targeting key workforce markets.		✓		Local Councils	**S**
	11. Continue to support and contribute to building a training and skills ecosystem that ensures all key skills needed for a thriving tourism industry are provided to employees who need it.		✓		Local Councils, Industry	**S**
	12. Promote free TAFE courses related to the tourism industry that have recently been opened up.	✓			Local Councils, Industry	**S**
	13. Adopt a leadership position for workforce best practice as well as being an advocate for workplace issues.	✓			Local Councils, Industry	**S**

4c. Additional Regional Initiatives

In addition to the eight strategic priorities above there are a number of additional regional initiatives that also need to be addressed to maximise the benefit of this DMP for the region. Whilst not necessarily "game changing" to the visitor economy across the entire YVDR, they are important and should not be discounted in the implementation of the DMP. They are required to both grow the "business as usual" elements but also highlight potential new emerging opportunities that could evolve over the 10 years of the DMP.
They are:

1	2	3	4
Opportunities for new and emerging experiences and attractions	**Events**	**Infrastructure**	**Data and Insights**

1.

Opportunities for new and emerging experiences and attractions

These opportunities not only seek to develop new emerging areas, such as wellness tourism, but also to ensure the development and continued improvement of current attractions (including some of the hero experiences).

1A:

Wellness: Broadening the region's appeal & economy

Capitalising on the emerging trend of wellness travel by leveraging the area's natural attributes will attract higher-yield visitors and establish the region as a premier destination for wellness travel, providing opportunities for growth and economic development.

1B:

Tours & Attractions: Developing new itineraries while supporting industry icons

Developing new multi-stop, multi-day, mid-week and night tours is needed to encourage longer stays and shift visitation away from weekends whilst the region continues to support and invest in the current hero experiences and industry icons across the region.

1C:

Arts, Culture and Heritage: A new regional approach

The YVDR region can collaborate to increase awareness about the arts, culture and heritage experiences that currently exist and work together to identify opportunities for growing future visitation through collaboration with other similar arts and culture experiences across the region and the state.

2.

Events: Showcasing the Naturally Impressive YVDR

Whilst a number of key events were highlighted in the strategic priorities, a broader event plan should be developed to capture more regional and local event opportunities across the entire region. A new calendar of sustainable events should be developed that highlights the region's core attributes and product strengths and encourages overnight visitation and more diverse experiences.

3.

Infrastructure: Investing for a sustainable future

Clearly identifying the new infrastructure needs and detailing them in a YVDR regional investment prospectus for tourism will be key to success. Reinvesting in current infrastructure will also ensure that the region can deliver meaningful and sustainable visitor experiences.

4.

Data & Insights: For an informed future

Establish a centralised resource for data and insights that will empower stakeholders to make informed decisions that drive positive outcomes for the region. This resource will bridge the gap in data and provide valuable insights to help the region thrive. The tourism industry has been an increasing supply of data, largely from the digitisation of tracking and spend data, as well as meta data from online search behaviour. Yet this data is still quite expensive and often raw with few insights and needs interpretation.

GLOSSARY & ACRONYMS

Activation Plans	An activation plan will look at ways to leverage infrastructure with clearly defined actions to maximise their benefit to the local region and meet the DMP's overall objectives. This may include initiatives to encourage visitation and realise business and community benefits. Areas that may be identified in an activation plan could include, accommodation supply in the local area, transport links, business opportunities, capability to deliver night time (including dusk and dawn) and mid-week activities, identification of key partners to work with and marketing and promotion activities.
DJSIR	Department of Jobs, Skills, Industry & Regions (State Government)
DEECA	Department of Energy, Environment and Climate Action (Federal Government)
DTP	Department of Transport & Planning (Federal Government)
DMP	Destination Management Plan
First Peoples	The groups of people whose ancestors lived in Australia before the arrival of Europeans. This term is used mainly to refer to the Indigenous peoples of the area.
GSTC	Global Sustainable Tourism Council
Industry	Assorted tourism industry bodies and individual businesses working in the visitor economy
International Visitor Nights	International visitor nights are the number of visitor nights by international visitors who are 15 years or older as estimated by Tourism Research Australia using the International Visitor Survey results.
Land Managers	Parks Victoria, Yarra Valley Water, Power Companies and Govt. Depts, Melbourne Water, Zoos Victoria
LAP	Local Area Plan
LGAs	Local Government Areas
LTAs	Local Tourism Associations
SDG	Sustainable Development Goals
Traditional Owner Groups	Refer to Wurundjeri Woi-wurrung Aboriginal Cultural Heritage Aboriginal Corporation, Bunurong Land Council Aboriginal Corporation and Taungurung Land and Waters Council
Social license for tourism	The local community's level of support and acceptance of tourism
TRA	Tourism Research Australia
UNSDG	United Nations Sustainable Development Goals
Visitor Economy Jobs	Visitor economy jobs are the jobs, not full time equivalent jobs, that are due to the direct or first round impact of visitor spending. This data is aggregated across all the industry sectors with the number of jobs attributed to the visitor economy reflecting the share of total sales due to visitor spending. This data is estimated by ABS for Australia and TRA for the States and tourism regions.
Visitor Spending	Visitor spending includes all overnight travel in the area and spending by visitors on domestic day trips who travel more than 25kms from their home and not for regular work or education purposes.
YVDR	Yarra Valley Dandenong Ranges
YRT	Yarra Ranges Tourism
Western Yarra Valley	The designated Local Area Plan geography that represents the Nillumbik LGA

Thanks to the DMP Project Steering Commitee Members:

Leigh Harry
Chair Yarra Ranges Tourism Board

Michael Hands
Yarra Ranges Tourism Board

Simon O'Callaghan
CEO Yarra Ranges Tourism

Stacey Daniel
Yarra Ranges Tourism

Helen Ruddell
Yarra Ranges Council

Ben Harnwell
Yarra Ranges Tourism &
Manningham City Council

Christine Gibbins
Manningham City Council

Danielle Phyland
Nillumbik Shire Council

Kasey Lawrence
Nillumbik Shire Council

Tania Treasure
Nillumbik Shire Council

Chanmali Tregambe
Nillumbik Tourism Buisiness

Kine Haugland/Helene Campbell
Dandenong Ranges Tourism

Sam Maddock
Warburton Valley Community
Economic Development Association

Sandra De Pury
Wine Yarra Valley