



Sustainable Destination Masterplan – Greater Geelong and The Bellarine

Project Brief: Request for Proposal (RFP) and Quote for the development of a comprehensive 10-year Sustainable Destination Masterplan for Greater Geelong and The Bellarine.

Submissions close 5pm, Thursday 10th February 2022.

Project Budget: \$280,000

Tourism Greater Geelong and The Bellarine are currently seeking proposals from appropriately skilled practitioners to develop a comprehensive 10-year Sustainable Destination Masterplan (DMP) for Greater Geelong and The Bellarine. This will be a critical strategic plan for the region to support a strengthened recovery. It will lay the foundations for sustainable destination growth, prosperity and development that balances economic priorities with the social, environmental, and cultural fabric of the region. The DMP will ignite a stronger, more resilient visitor economy for the Greater Geelong region as we progress through the recovery phase and embrace the new normal over the next 10 years.

Proposals (along with any supporting documentation) are to be received by no later than the close of business (5:00pm) on Thursday 10 February 2022.

All proposals are to be addressed to:
Brendan Sanders
Business Manager
Tourism Greater Geelong and The Bellarine (TGGB)
Level 1, 48 Brougham street, Geelong 3220

Or emailed to:
Brendan Sanders
bsanders@tourismgeelongbellarine.com.au

TGGB will evaluate all proposals based on merit, synergy and experience. TGGB reserves the right to obtain additional information and an opportunity to present your brief will be provided to short-listed candidates in the week commencing Monday, 21st February 2022.

TGGB's decision is final, and no further correspondence will be entered into.

Further Information

For further information, or to discuss any aspect of the RFP task, please contact:

Brendan Sanders
bsanders@tourismgeelongbellarine.com.au
0418 739 069
Business Manager
Tourism Greater Geelong and The Bellarine

Who is Tourism Greater Geelong and the Bellarine?

Tourism Greater Geelong and The Bellarine (TGGB) is the Regional Tourism Board for the Greater Geelong and The Bellarine region. Based just one hour's drive from Melbourne, Geelong is Victoria's largest regional city.

Representing over 850 member businesses in one of the most visited regions outside of Melbourne, we encompass Werribee, the Moorabool Valley, the Bellarine Peninsula and Geelong. The region comprises of six, distinct sub-regions, each with their own unique opportunities and challenges.

Sub-regions:

- Urban Geelong
- Northern Bellarine (Portarlington, St Leonards, Indented Heads, Drysdale, Curlewis)
- Southern Bellarine (Barwon Heads, Ocean Grove, Wallington)
- Queenscliff and Point Lonsdale
- Moorabool Valley (Bannockburn, Inverleigh, Lethbridge)
- Lara and Surrounds (Lara, Little River, Avalon, You Yangs)

To learn more about our organisation, visit tourismgeelongbellarine.com.au

What We Know

The challenges of today have seen the tourism industry be one of the greatest impacted with years of growth and positive outlook coming to a screaming halt.

Pre-COVID the \$1.1b Greater Geelong visitor economy was a significant contributor to the region's GDP, receiving over 6.4 million visitors and 5.7 million nights in 2019 driven highly by a domestic short-break market. The local visitor economy supported 1 in 10 jobs within the region across 1,486 employing tourism dependant businesses.

COVID has changed this outlook, down 35% in 2020 and we need to embrace, prepare for, and adjust to what the new normal will be.

Globally, we are aware that:

- Sustainability is driving accommodation decisions: [article](#)
- Climate change impacts destination appeal: [article](#)
- Australia has become an experience economy: Roy Morgan's 2019 State of the Nations findings

Some of the greatest challenges for the local tourism industry are yet to occur and include:

1. A weakened mid-week market and over-demand for weekend resulting in profitless volume
2. The mental health and wellbeing of the people within the tourism industry
3. Poor transport connectivity within the Greater Geelong and The Bellarine region.
4. A limited workforce with both availability and capability post COVID-19 following significant local job losses and hospitality now being considered an unsafe career.
5. Events pipeline slow to return due to capacity demand and revised procedures.

It has been in partnership over the last year, and certainly into the future, that TGGB will continue to support the recovery of the local visitor economy and strengthen the capabilities of our industry to foster a more resilient return.

The big question we're all now faced with is what will be the 'new normal'? But the question should be, 'what is the best future we can craft?' We see an amazing opportunity to address the issues tourism can carry socially, environmentally, and culturally to deliver a sustainable, resilient future to drive a faster, stronger recovery.

We believe the real power of tourism is in its ability to create connectivity. A connection to place, people, and issues. It broadens and empowers perspective on a global scale making tourism an incredibly powerful industry to drive change and protect those invaluable assets we all so heavily rely on for our businesses to survive. It is because of this, we all have a responsibility to be looking to lead with purpose.

Desired Outcomes

An evolution of the current Greater Geelong and The Bellarine Tourism Development Plan, TGGB are seeking the development of the regions 10-year Sustainable Destination Masterplan. This plan will set an agreed vision for the region as a tourism destination that will place community at the forefront of recovery and guide investment and

development opportunities that don't compromise but enhance our destinations brand, culture and characteristics. The Greater Geelong and The Bellarine Sustainable Destination Masterplan (DMP) will provide a roadmap for our regions strengthened, considered and resilient recovery over the next 10 years. It will provide a vision for our region that future generations will continue to enjoy.

Included within the DMP for Greater Geelong and The Bellarine will be the creation of a Workforce Development Plan. The plan will enable Tourism Greater Geelong and The Bellarine as the Regional Tourism Board, to develop and implement tailored workforce plans and initiatives to address local workforce issues, drawing upon the findings and recommendations of the State-wide Workforce Planning and Skills Review and existing, localised reports. The Plan will help the region to address the many systemic and acute barriers the sector faces in attraction, retention, and development of a quality workforce.

The DMP will provide our many stakeholders within the local visitor economy with the guidance, knowledge and tools they need to rebuild stronger and enjoy a resilient visitor economy into the future. The DMP will highlight the investment, experience and workforce development needs of the region to best support visitor demand by 2032 but also provide the industry with an acute understanding of our regions unique visitor segmentation, positioning and destination pull.

The project will be our organisations largest ever public engagement which will be led by the appointed consultant firm. This transparent process will ensure that the wealth of feedback we receive informs our work and that the strategy supports the building of strong, healthy communities thanks to a thriving visitor economy.

Finding the balance between welcoming tourism development and supporting economic growth, while also enjoying and protecting our natural environment are integral to the success of this strategy and our 10-year vision.

COVID-19 continues to directly impact the visitor economy through restrictions on travel, social distancing, workforce challenges, consumer confidence surrounded by a dark cloud of uncertainty. It is for this reason that a Destination Masterplan is now critical to the long-term health of local visitor economy and will ensure the region is best placed for a strong and healthy recovery.

Deliverables

Sustainable Destination Masterplan

Strategic Outlook
(DMP Summary Document)

Priority Visitor Markets Guide

Workforce Development Plan

Destination Development Plan

Advocacy Plan

A successful Destination Masterplan will provide (scope of work):

Strategic Outlook	Vision	10-year vision
	Destination Core Values	
	Strategic Priorities	Embrace TGGB Corporate priorities and State VERP
	Targets	Short/ Medium and Long term
	Priority Projects	
	Action Plan	Short/ Medium and Long term
	Sustainability Commitment	SDGs, Priorities, Targets and Metrics
Priority Visitor Markets Guide <i>(to be broken into a whole of region view and sub-regional level)</i>	Destination Positioning	Utilising the existing sub-region Brand Toolkits, research, investment pipeline and market profiling
	Visitation Analysis	Visitation Performance
		Visitor Profiling and Personas
		Segment analysis
		Market summaries
	Priority visitor market identification	
Workforce Development Plan <i>(to be broken into a whole of region view and sub-regional level)</i>		Address the four workforce development priority areas of the Visitor Economy Workforce Audit and Skills Review: attraction, recruitment, retention, skills/training
		Regional industry overview
		Profile of regional workforce and training infrastructure
		Recommendations reflecting strengths, opportunities, and challenges
		An action plan that supports the recommendations
		Identified opportunities for collaboration
Destination Development Plan <i>(to be broken into a whole of region view and sub-regional level)</i>	Supply Analysis	Infrastructure and Enabling Projects
		Accommodation
		Experiential Product
		Access
		Workforce
	Demand Analysis	Infrastructure and Enabling Projects
		Accommodation
		Experiential Product
		Access
		Workforce
Priority Projects Identification	Accommodation, Attraction, Experience and Enabling Infrastructure	
Advocacy Plan		Stakeholder Identification
		Advocacy Principles
		Advocacy Priorities
	Activity Plans	Local, State and National Plans

Our Priorities

- Broad and deep stakeholder engagement. This includes embracing the community, businesses and municipal partners.
- Promise of balanced growth. Recommendations that don't compromise long-term prosperity for short-term gain at the expense of our culture, our people, or our natural environment.
- Confidence in our recommendations. Grounded research and evidence that backs the right developments in the right locations that will see our destination flourish.
- We strengthen the State. While unique to our region's needs, we must support the States vision and priorities set out in Victoria's Destination Management Plan currently being finalised.

What you'll bring

- Experience: in long term planning for destination development.
- Creativity: in thinking and not afraid to challenge the norm so our region is a global leader.
- Knowledge: that adds value to our opinions and provides us with reassurance on the direction ahead.
- Innovation: in your methods and approach to delivering a qualified piece of work.
- Commitment: to delivering a plan that sets our region up for success in a changing and uncertain environment.

What we'll offer

- Access: to our 850 members who operate businesses within Greater Geelong and The Bellarine and whom either directly or indirectly benefit from the health of the local visitor economy.
- Connection: with valuable internal and external stakeholders who will help shape the vision forward.
- Resources: a library of existing strategic documents, imagery, and sub-region brand profiles.

Existing Resources and Strategic Documents:

Tourism Greater Geelong and The Bellarine

- [Our four-year Corporate Plan](#)
- [Our Corporate plan \(video\)](#)
- [Our Annual Action Plan](#)
- [Our 2019-2022 Tourism Development Plan](#)
- [Sub-region Brand Atlas' and Brand Narratives](#)

Municipal Partners

- [City of Greater Geelong \(CoGG\) 2018-22 Council Plan](#)
- [CoGG A Clever and Creative Future Community Priorities](#)
- [CoGG Climate Adaption Strategy](#)
- [CoGG Zero Carbon Emission Strategy](#)
- [CoGG One Planet Living commitment](#)
- [CoGG Reflect and Reconciliation Plan](#)
- [Borough of Queenscliffe Economic Development Strategy](#)
- [Golden Plains Shire Economic Development and Tourism Strategy](#)
- [G21 Geelong Region Sustainable Growth Strategy 2050](#)

Other

- [Geelong Education and Workforce Profile](#)
- Visitor Economy Workforce and Skills Review (will be shared following launch late January 2022)
- [Barwon South West Climate Adaption Strategy](#)

Project Management

Tourism Greater Geelong and The Bellarine will auspice the project.

Timeframes and Budgets

The total budget for this project, including all project delivery costs is \$280,000.

An itemised budget outlining costs against specific deliverables outlined in the scope of works may be supplied, particularly if they exceed the allocated project budget so the Project Control Group can assess and prioritise.

- Submissions are to be received by 5.00pm Thursday 10 February 2022.
- The opportunity to present your brief will be given to short listed candidates the week commencing Monday 21st February 2022.
- The successful candidate will be appointed by Friday 4th March for work to commence ASAP.
- Final report due by 30 June 2022.

Responses must demonstrate

- Agency submissions should identify overall cost of project including a breakdown of deliverables.
- Demonstrated understanding of the project ask, current landscape, needs and potential opportunity.
- Expertise in destination planning, management, and strategic work.
- Capability to deliver
- An understanding of the six recommendations identified in the Visitor Economy Workforce Planning and Skills Review and address the Workforce Development Plan funding guidelines and Plan components.
- A detailed community and stakeholder engagement plan
- A detailed overview of what the Destination Masterplan would deliver and sample methodologies and strategies you will utilise to draw out your qualified insights and recommendations.
- Details or case studies of similar projects worked on.
- A suggested schedule of implementation.

Criteria for selection

The evaluation panel will use the following criteria to select the successful consultant:

- Demonstrated ability and track record.
- Ability to deliver on the scope of work
- Value for money.
- Methodology that supports our priorities
- Ability to work within specified timeframes.

Copyright

Project funding partners will become the sole owner of any material produced or any intellectual property, produced by the successful consultant as part of the contract.

Project Termination and/or Variation of Project

Tourism Greater Geelong and The Bellarine may, in its sole discretion, at any time, vary or deviate from the processes outlined in this brief, or terminate the briefing process or any negotiations being conducted at that time with any person.

Tourism Greater Geelong and The Bellarine reserves the right, in its sole discretion, to suspend, terminate or abandon this project at any time.

If this condition is invoked Tourism Greater Geelong and The Bellarine will provide 30 days' notice of the changed conditions or termination of the project.