

ACTION PLAN

2023-2024



We acknowledge Geelong and The Bellarine is Wadawurrung Country.

We welcome visitors to our region, a place we acknowledge has been cared for by the Wadawurrung people of the Kulin Nation for thousands of years.

The environment is a key reason visitors choose this destination. Traditional Owners sharing the beauty and joy of these lands and waterways is a privilege, one we repay with respect for their country, Elders and people.



THE YEAR AHEAD...

As we emerge from the uncertain and the unprecedented, re-energised and optimistic of the future ahead, we wanted to take the time to update our five-year action plan to better reflect the significant actions and decisions we've made over the last 12 months.

Perhaps the most significant change you will notice as we approach Year Three of our Action Plan is the shift away from the major support programs that we were generously granted during the pandemic. Instead, our focus will be strategically set on delivering on our three major targets by 2025: Building a \$1.2b Visitor Economy, maintaining a healthy balance of visitor profiles, and strengthening our mid-week and seasonal offerings.

We have full confidence in our ability to achieve this. Already, we have seen visitors returning in droves (surpassing pre-pandemic levels according to the latest figures), as are conferencing groups and international students.

The path to recovery has not been easy, but our region and members have tackled the challenge with grace, with recent data indicating that we are outperforming our closest competitor regions.

Speaking of drawing crowds—preparations for the 2026 Commonwealth Games are already underway, with Team Tourism working alongside the official Organising Committee (OC) on several initiatives. This includes advocacy for accommodation and investment pipelines to be fast tracked and prioritised by local and State Governments; ensuring local operators and suppliers are given the best chance to bid for tender opportunities; and acting as the intermediary between the OC and the local tourism sector to ensure important information is communicated effectively and efficiently.

It's a big job, but the global coverage will be enduring and place Geelong and The Bellarine on the global stage (and on the bucket list of domestic and international travellers alike).

When we last touched base, we were in the middle of working on our Sustainable Destination Master Plan (SDMP). Now that it is completed, we are now in phase two—delivering an advocacy strategy to roll it out to the wider community. You'll find elements of the SDMP woven through this Action Plan, along with goal posts so we can measure our successes.

We're confident that the activities and initiatives we've outlined within these pages will set our region up for long-term growth and success. A big thank you to the board and staff in contributing to this Action Plan. We look forward to working with you all on delivering it in the coming year.



Tracy Carter
Executive Director



Bill Mithen
Chair

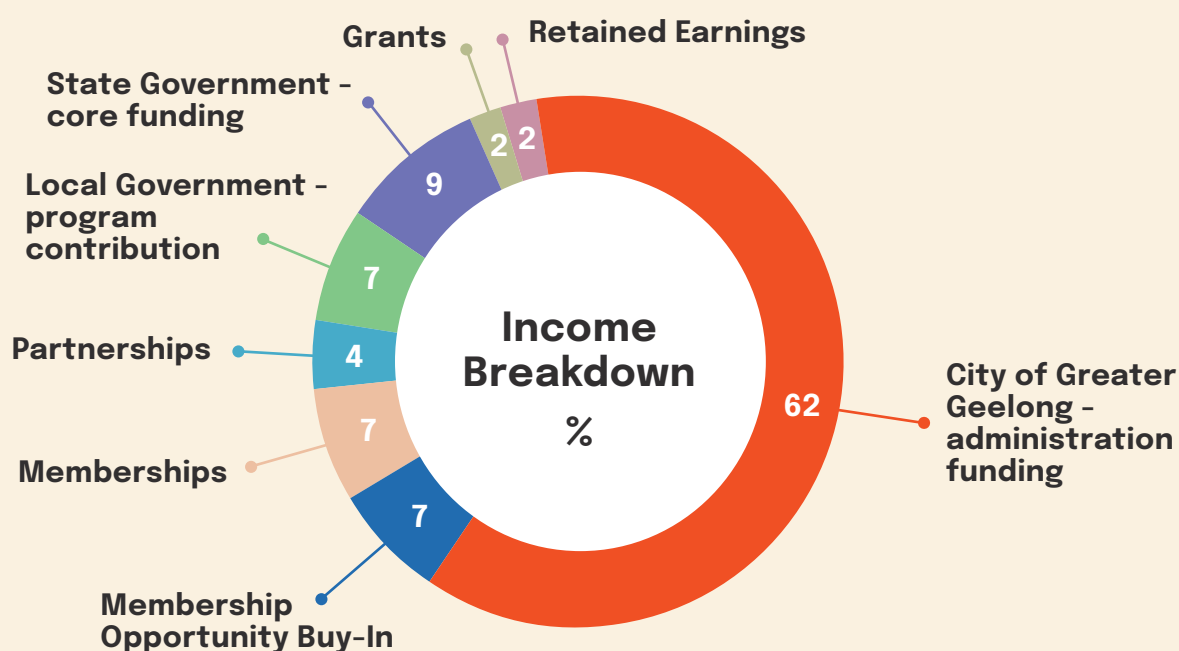
BUDGET 2023-24

Summary of Income - Tourism Greater Geelong and The Bellarine

Membership	\$216,000
Partnerships	\$131,000
Marketing buy-in opportunities	\$207,450
Local Government contributions	\$2,174,279
State Government contribution	\$275,000
Grants	\$60,000
Retained Earnings	\$75,000
Total	\$3,138,729

Summary of Local Government Contributions 2023-24

City of Greater Geelong ^{^1}	\$2,141,422
> <i>Tourism Services</i>	\$1,334,972
> <i>Visitor Information Services</i>	\$362,595
> <i>Business Events Geelong</i>	\$443,855
Borough of Queenscliffe	\$24,462
> <i>Municipal Partnership</i>	\$22,462
> <i>Industry Development Program</i>	\$2,000
Golden Plains Shire	\$8,395
Total Local Government Contributions	\$2,174,279



^{^1} \$187,000 of the \$2,141,422 allocated by the City of Greater Geelong supports marketing activities delivered by TGGB, Business Events Geelong and Geelong Visitor Information Services. This has been accounted for within the Action Plan budget.

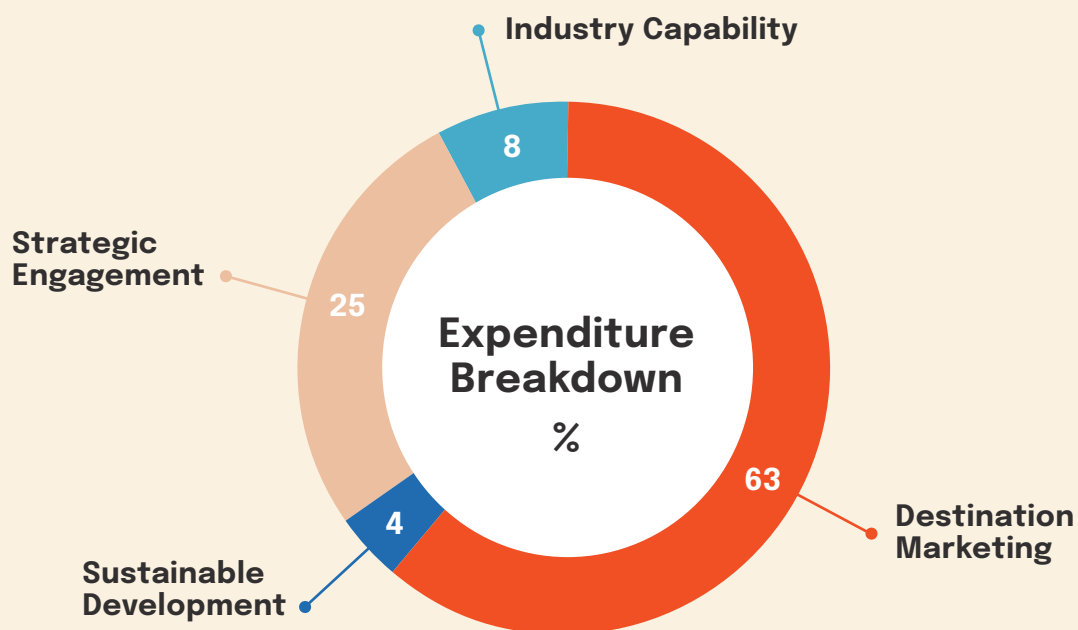


Operations Snapshot

Administration and Support Services ^{^2}	\$1,954,422	62%
Action Plan	\$1,184,177	36%
Total	\$3,138,599	100%

Action Plan Budget Summary

Strategic Pillar	Income	Expenditure	Net Result
Destination Marketing	\$477,177	\$726,177	(\$249,000)
Sustainable Development	\$-	\$42,000	(\$42,000)
Strategic Engagement	\$647,130	\$290,000	\$357,130
Industry Capability	\$22,000	\$88,000	(\$66,000)
Sub Total	\$1,146,307	\$1,146,177	\$130
Plus - General Administration	\$38,000	\$38,000	
Total	\$1,184,307	\$1,184,177	\$130



^{^2} Investment from the City of Greater Geelong also addresses municipal tourism needs, with TGGB staff delivering a range of council tourism work including staff administration, management of visitor information services and business event initiatives.



KEY INITIATIVES

Through careful strategic planning and collaboration with our board and partners, we have identified the following initiatives to help us deliver on our promise of building a resilient, sustainable, and valuable Visitor Economy.

1. Commonwealth Games Preparation

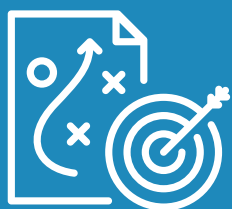
Preparing and educating our member operators to host an influx of visitors ahead of the 2026 Commonwealth Games. Working directly with the Games Organising Committee to ensure information is communicated effectively and efficiently to key stakeholders to ensure appropriate forward planning.

Advocating on behalf of our members and stakeholders to identify tender opportunities, fast-tracking accommodation and investment pipelines, and realising accommodation solutions.

2. Visitor Services Mobilisation

Providing a centralised hub for domestic and international tourists by relocating the Visitor Information Centre to Geelong City Hall, meaning Team Tourism will operate under one roof.

Maximising our presence at major events around the region by securing a mobile Visitor Information Centre to attract new visitors who wouldn't normally visit our stand-alone centres and inspire them to return to experience the region's unique tourism offerings.



3. Sustainable Destination Masterplan Advocacy

Staging the rollout of a comprehensive roadmap which aims to give confidence to investors, boost visitation and spend, while promoting the development of new and experiential tourism products.

4. Digital Marketing

Engaging in digital marketing efforts to promote Geelong and The Bellarine as a preferred destination of choice to domestic and international travellers through thoughtful content creation and strategic promotion via digital platforms such as social media, targeted advertising campaigns, and influencer partnerships.



5. Workforce Attraction

Attracting a skilled and local workforce by investing in initiatives such as the Tourism Job Bank and engaging in strategic partnerships with educational providers such as The Gordon to deliver job fairs that will place jobseekers into roles that nurture potential and offer opportunities to grow in their careers.



MEASURES OF SUCCESS

Our overall purpose is to build a resilient, sustainable, and valued visitor economy that celebrates the character and identity of the region.

To ensure we deliver on this vision, we have outlined four key performance indicators that will serve as our guiding compass, steering us toward our 2025 targets of:



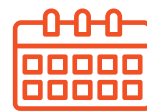
1

A \$1.6B visitor economy



2

Healthy balance of visitor profiles



3

Improvement in mid-week visitation and reducing seasonality

OUR TARGETS

	Success Measure	2025 Target	2023	2024
Visitors love and appreciate what our region has to offer.	We will track visitor sentiment and the strength of positive word-of-mouth.	Tourism Sentiment Index Rating >55	25	30
Community value the importance of tourism development in providing greater quality of life.	We will track our performance against the annual Local Government Satisfaction survey to ensure we continue to outperform the rest of the State.	> State average for Performance and Importance	Importance: -1 pt Performance: +2 pts	Importance: +5 pts Performance: +5 pts
Industry and the people in our industry, enjoy prosperity and growth opportunities.	We will track the recovery of the local visitor economy to ensure we are on target to meet 2025 targets.	Expenditure \$1.6B	\$1.4B	\$1.5B
		Nights >5.7m	4.5M (%)	5.0M (+%)
		Visitors >6.4m	5.7M	6.0M
Destination: has a future that generations will be able to enjoy.	We will implement the 10-year Destination Masterplan, driving investment and development that ensures a sustainable path forward.	Commercial Beds available 6,080	5,160	5,380
		Direct Visitor Economy Workforce of 10,000	7,480	7,740



INTRODUCING THE SUSTAINABLE DESTINATION MASTER PLAN

The Sustainable Destination Master Plan serves as a 10-year vision for the region which will strengthen and build a more resilient visitor economy, attract investment, and create a skilled workforce.

Conceived following extensive consultation with industry stakeholders and consolidated by URBIS, the SDMP identifies visitor and workforce challenges across each of the sub-regions, anticipates future target markets and proposes priority projects that will boost visitation to the region.

To maximise visitor outcomes as we work on building a resilient tourism sector, five key directions were identified. These Strategic Directions allow for sustainable, community-inclusive growth, and address all seven of the points outlined in the Visitor Economy Master Plan paper.



Key Directions	Activity	TGGB's Role in Delivery
Advance Liveability	Improve amenity and liveability across Greater Geelong and The Bellarine through revitalising urban Geelong.	Fostering investment activity that amplifies the region's main selling points while ensuring both the community and visitors benefit.
Ignite Sport, Recreation and Wellness	Develop a sophisticated network of accessible sports, health and wellness offerings to leverage a history of, and future with sports and health in the region.	Leveraging iconic sporting events to build year-round visitation by strategically aligning them with the annual calendar for arts and cultural programs. TGGB will also seek to advocate for the expansion of sporting facilities available in the region with a focus on accessibility, female-friendliness, regional inclusivity, and indoor options.
Transform Access and Network Connections	Deliver transformational infrastructure and wayfinding initiatives to let people see more of the region.	Capturing a broader cross-regional touring market by devising and implementing effective marketing strategies to encourage visitation via sea, rail and air.
Unlock Outdoor and Nature Based Activation	Leverage and improve the open and natural environments of Greater Geelong and The Bellarine to allow more tourists and locals to engage with its natural beauty.	Partnering with Wadawurrung to create more nature-based opportunities for visitors and locals to enjoy the region's unique flora and fauna.
Excel in innovation and design focused on sustainability	Incorporate a long and celebrated history of great design and innovation to make Geelong a vibrant, accessible, forward-looking and sustainable destination of choice.	Through industry collaboration, TGGB seeks to bolster the reputation of the region as a leader in contemporary sustainability practices by safeguarding open spaces and natural resources.



DELIVERING THE TOP 10 KEY PRIORITIES OUTLINED IN THE SUSTAINABLE DESTINATION MASTER PLAN

While there are a number of infrastructure projects in our periphery, our focus is on the developments that will create strong visitor demand and help us live up to our vision of being a *place to do, not simply see*.

Through extensive consultation and research, we've identified 10 Priority Projects that will boost our local economy and place us on the map as a must-visit destination.

	Priority Project	Activity	TGGB's Role in Delivery
1	Wadawurrung Cultural Experiences	Cultural heritage and the role of the Traditional Owners is important to the identity of the region and also an important draw for visitors.	Support and Promote the Wadawurrung Traditional Owners in creating a Cultural Tourism Plan focussed on education, trail creation, story-telling, and sustainable practices to showcase the natural environment and promote cross cultural understanding.
2	5-Star Hotel in Central Geelong	Increase the luxury accommodation to appeal to a range of new visitor markets and leverage off investment into new major attractions (i.e. Arts Centre, GCEC)	Advocate for an internationally recognised 5-star hotel to be built in Central Geelong to capture a lucrative new visitor profile, including those visiting the improved arts precinct and convention centre.
3	Visitor Experiences at You Yangs Regional Park	Support the capacity of the Park to attract visitors and celebrate the natural and cultural assets of the region.	Support the implementation of the You Yangs Master Plan to upgrade the existing visitor facilities to meet current and future visitor demand.
4	Development of Mineral Spa Facility	Opportunity to enhance the broader wellness offer of the TGGB region, attract visitors in one of the fastest growing visitor markets in Australia and further enhance the destination appeal of the Geelong Waterfront.	Collaborate with the City of Geelong and the State Government to deliver a mineral spa centre through a private developer. Spa and wellness experiences are among the fastest growing visitor attractions, particularly in Victoria. Potential locations include Geelong's Eastern Beach, however a hydrogeology study could uncover viable alternate sites across the region.
5	Experiential and Diverse Accommodation Options	Ensure a wide diversity of accommodation options that respond to the visitor needs.	Collaborate closely with accommodation providers to expand the kinds of lodgings available to include glamping, cabins, farm-stays, experiential, and boutique stays. This expansion of accommodation options will not only capture diverse markets, but also result in a flow-on effect which will see overall spending in our region increased.



6	Distinct Maker and Grower Experiences	Significant opportunity to showcase the breadth and depth of food and beverage experiences across the region.	Consult with local makers and growers to showcase the region's culinary landscape through unique experiences such as craft beer brewing classes, cooking courses, and open farms. There is also an opportunity to build in a sustainability element such as farm-to-table experiences, circularity, and organic food waste conversion.
7	Redevelopment of the Geelong Gallery	Arts and cultural activity is a key attractor for visitors to the region and can also support growth of the broader arts and culture activities for visitors across the region. It will also appeal to aspirational visitor markets.	The State Government is currently redeveloping the Geelong Arts Centre and Little Malop Street area, which will create a vibrant new precinct and bolster the arts scene in the region. The Art Gallery is a critical part of this precinct, and we will be advocating for the expansion to support current and future demand of a growing aspirational visitor market.
8	Queenscliff Harbour Eco-Tourism	Additional activities at the Harbour will increase visitation and dwell time.	Support initiatives to create an eco-tourism attraction at Queenscliff which will enrich the visitor experience and encourage extended stays.
9	Point Henry 575 Project	Eco-sensitive development of Point Henry can deliver a new destination for visitors to the region, whilst also improving community access and preserving sensitive environments along the peninsula.	Promote the development of an eco-tourism experience at Point Henry, aligning with the 2017 concept masterplan, which includes utilising heritage buildings for cultural and community events. To increase connectivity to the surrounding region, TGGB will also be supporting upgrades to pedestrian and cycle paths.
10	Adventure Tourism Experiences	High adrenaline and adventure attractions are popular visitor facilities and also increase draw of the family visitor market.	Actively advocating for new adrenaline-pumping experiences such as aerial ropes or a sky park to draw in a new visitor market. TGGB will also support the redevelopment of the Boral Cement Works and Quarry in Waurin Ponds to include cultural tourism and adventure experiences as well as an expansion of Geelong Adventure Park in Wallington.

WORKFORCE DEVELOPMENT PLAN

With visitor growth comes workforce challenges, which is why we're planning ahead to meet those challenges head on. Here, we've outlined Four Strategic Directions to maximise the workforce outcomes for the region.

By working together and embracing these Strategic Directions, we'll be setting up the local workforce to thrive in a valuable, sustainable, and community-inclusive way.

1. Retaining a local workforce

Support a workforce that lives, works and is a pivotal part of the local community.

Role in Delivery:

Advocating for local housing solutions, fostering community buy-ins, and creating an environment where residents are warmly integrated into the Geelong and Bellarine community.



2. Creating careers

The Geelong and Bellarine region's tourism industry will become one where tourism is a career, not just a job.

Role in Delivery:

Creating opportunities for residents to progress in tourism-related careers no matter their stage of life through marketing, strategic partnerships and advocacy.



3. Delivering skills to support the industry

Creating a training and skills ecosystem that ensures all key skills needed for a thriving tourism industry are provided to employees who need it. This includes providing opportunities to employees and building the capability of employers to support career development opportunities.

Role in Delivery:

Striking strategic partnerships to upskill our local workforce.



4. Collaborating to get the best of industry

Growing a network of businesses, education institutions, stakeholders and workers that collaborate across the region to maximise tourist offerings.

Role in Delivery:

Facilitating discussions and fostering meaningful collaborations to develop training programs.



ANNUAL ACTION PLAN



DESTINATION MARKETING

Strengthen the brand and people's connection to the region to inspire a greater journey.

Objective 1

Develop our reputation as a distinctive and desirable destination that inspires the world to visit.

Strategic Action 1

Leveraging our regions distinctiveness to drive interest and greater visitor yield. Including our major event calendar, cultural and First Nations connections.

ACTIVITY	Master Plan Connection		Income \$	Expense \$
1.1 Production Create visual and written assets to bolster sub-regional brands and promote the region as a preferred destination, capitalising on its key attributes such as destination weddings, accessible travel, golf, and cultural offerings.	SDMP	1.5, 2.2, 3.3, 4.3	15,000	45,000
1.2 Distribution Optimise online platforms and resources to provide a seamless user experience for online sharing.			15,450	40,450
1.3 Amplification Allocate resources to ensure that the stories told online reach the target audiences at exactly the right time.			10,000	30,000
1.4 PR Communications Implement a proactive public relations strategy to build the brand of Geelong and The Bellarine.	SDMP	2.2, 4.3, 5.3, 5.4	-	30,000
1.5 Cruise Attraction Enhance the benefit of cruise to the local visitor economy through cruise attraction and share excursion expansion.	SDMP	3.2	-	10,000
1.6 Brand refresh Consolidate and harmonise the brands of TGGB in line with the Victorian Visitor Economy Reform.			-	15,000
SUB-TOTAL			40,450	170,450



Objective 2

Capitalise on the region's strong visiting friends and relatives' market to drive greater yield.

Strategic Action 2

Driving local awareness of the exceptional product and experiences unique to Geelong and The Bellarine.

ACTIVITY	Master Plan Connection		Income \$	Expense \$
2.1 Visiting Friends & Relatives Program Execute targeted initiatives to engage local audiences, leveraging their reach and hosting capabilities to expand the VFR market and increase yield.	SDMP	1.7, 2.2, 4.3, 4.5	15,000	55,000
2.2 International Student Friends & Family Targeted marketing campaign to promote Geelong as a study destination.	SDMP	1.5, 1.7	11,000	15,000
SUB-TOTAL			26,000	70,000



Objective 3

Grow the mid-week and shoulder seasons to reduce the impacts of seasonality.

Strategic Action 3

Attracting and leveraging the region's strong and emerging business, leisure and sporting events as facilitators to regional exploration.

ACTIVITY	Master Plan Connection		Income \$	Expense \$
3.1 Business Events Marketing Strategy Position the region as a unique and compelling destination for business events.	SDMP	1.5, 4.5	121,727	121,727
3.2 Bid Budget Program Secure business events activity by providing financial incentive and event support.			50,000	75,000
3.3 International Marketing Program Generate inbound demand by leveraging the leisure market through effective representation and promotional efforts.	SDMP	1.5, 1.10, 2.2, 3.3, 4.4, 4.5, 4.6	15,000	45,000
3.4 Influencer digital partnerships Use personalities to drive visitation during off-peak and mid-week.	SDMP	2.2	2,000	15,000
3.5 Drive Campaign Engage in a strategic partnership with Visit Victoria to promote the vast road-tripping possibilities unique to our region.	SDMP	3.6	3,000	10,000
SUB-TOTAL			191,727	266,727

Objective 4

Engage with the region's strong domestic and seasoned visitor markets to stay longer and experience more.

Strategic Action 4

Provide visitors with the inspiration and information they need to explore the region, when and how they want it.

ACTIVITY	Master Plan Connection		Income \$	Expense \$
4.1 Visitor Information Services Provide visitor information services in region to align with state-wide strategy.	SDMP	1.7, 1.10	54,000	54,000
4.2 Bellarine Taste Trail program Drive interest and awareness for the unique Bellarine epicurean experiences offered through the Bellarine Taste Trail.	SDMP	4.5	15,000	15,000
4.3 Destination Guides Create a suite of printed materials highlighting destination-specific brands, personalities, and experiences.	SDMP	1.10, 2.2, 3.1, 3.6, 4.3, 4.4, 4.5	150,000	150,000
SUB-TOTAL			219,000	219,000
TOTAL-DESTINATION MARKETING			477,177	726,177



SUSTAINABLE DEVELOPMENT

Plan for balanced growth that delivers economic, social and environmental benefit for future generations to enjoy.

Objective 5

Ensure the region's visitor economy supports the collective interests of those who call Geelong and The Bellarine home.

Strategic Action 5

Engaging with our Partners to Success through strategic and long-term planning.

ACTIVITY	Master Plan Connection	Income \$	Expense \$
5.1 Board Management Ensure robust governance and capability building of the Board to ensure the region continues to be represented by strong, strategic and skilled directors.	SDMP 1.1, 1.4, 1.10, 1.11, 2.3, 3.4, 4.2, 5.2, 5.3	-	27,000
5.2 Commonwealth Games Preparedness Establish a mutually beneficial partnership with the Organising Committee to capitalise on potential opportunities.	SDMP 1.1, 1.7, 1.8, 1.9, 1.10, 1.11, 2.1, 2.2, 2.3, 2.4, 2.7, 2.8, 3.1, 3.3, 3.4, 3.5, 5.4	-	-
SUB-TOTAL		-	27,000





Objective 6

Strengthen the connection to the history and culture of the region's traditional owners with visitors and industry alike.

Strategic Action 6

Working with Wadawurrung Traditional Owners Aboriginal Corporation in the development of localised, authentic Aboriginal tourism product and experiences.

ACTIVITY	Master Plan Connection		Income \$	Expense \$
6.1 Connecting Industry with Country Strengthen the local industry's acknowledgement and connection to our regions cultural heritage through partnership with Wadawurrung Traditional Owners Aboriginal Corporation.	SDMP	4.1, 4.2, 4.6	-	5,000
SUB-TOTAL			-	5,000

Objective 7

Enable businesses to succeed and grow, which benefits locals through stable, year-round employment.

Strategic Action 7

Support ongoing workforce development and capability strengthening that meets the current and future business needs and visitor demand.

ACTIVITY

7.1 Workforce Attraction

Facilitate workforce attraction and capability in partnership with education partners and regional stakeholders.

Master Plan Connection

Income \$

Expense \$

WDP	1.1, 2.1, 2.2, 2.3, 3.1, 3.2, 4.1, 4.3	-	10,000
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SUB-TOTAL		-	10,000
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Objective 8

Ensure tourism continues to be a significant contributor to the local economy that celebrates the unique social and environmental fabric of the region.

Strategic Action 8

Providing leadership, guidance and advocacy through long-term planning and destination management, always acting in the best interests of Geelong and The Bellarine.

ACTIVITY	Master Plan Connection	Income \$	Expense \$
8.1 Sustainable Destination Master Plan Leadership Advocate for investment and development that supports local workforce growth and opportunity.	SDMP 1.1, 1.9, 2.6, 2.7, 3.5, 4.2	-	-
SUB-TOTAL		-	-
TOTAL-SUSTAINABLE DEVELOPMENT		-	42,000

STRATEGIC ENGAGEMENT

Working together, deliver exceptional value and benefit to our members, visitors, community and destination.

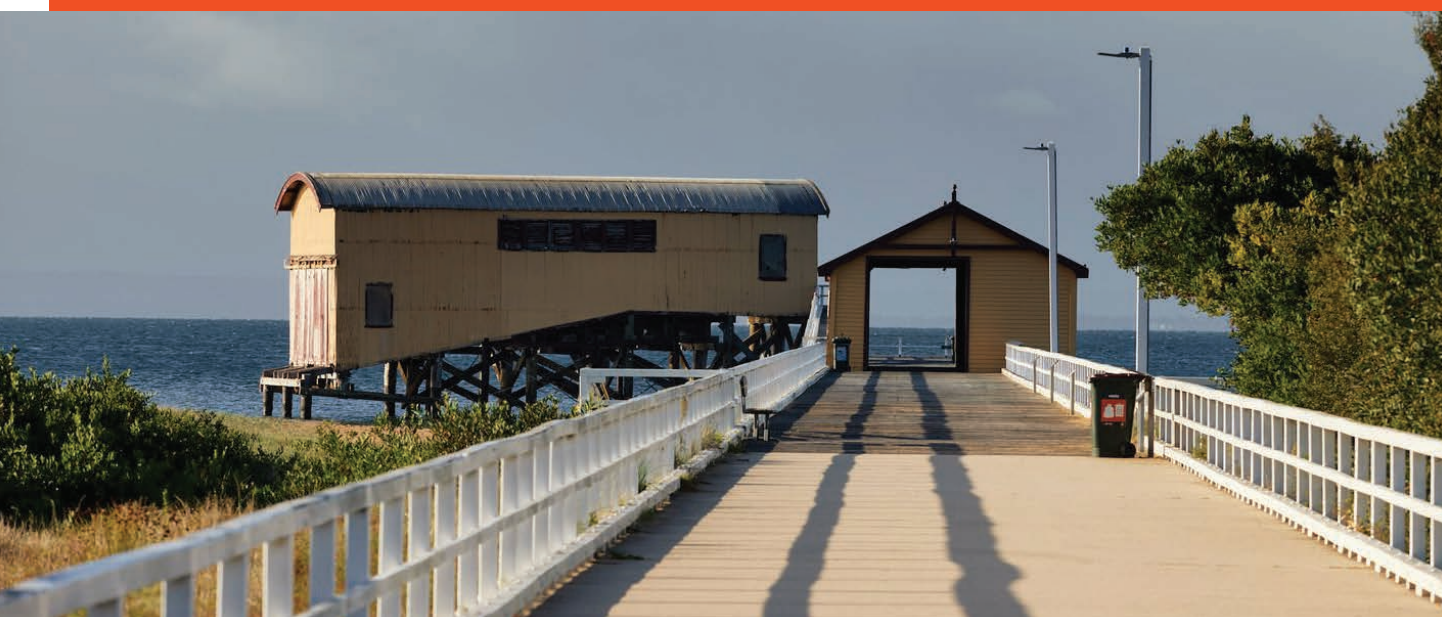
Objective 9

Operate as the peak tourism organisation for Geelong and The Bellarine.

Strategic Action 9

Building a strong membership profile and supporting governance structure that is a true representation of the Greater Geelong and The Bellarine tourism industry.

ACTIVITY	Master Plan Connection	Income \$	Expense \$
9.1 Memberships Drive membership retention and growth.		189,273	140,000
9.2 Partnerships Deliver Partnership opportunities.		120,000	50,000
9.3 Database Management Introduce and maintain a customer relationship management system tailored for destination organisation usage.		-	20,000
SUB-TOTAL		309,273	210,000





Objective 10

Maximise opportunities through strategic partnerships that provide value for industry and support the growth of the local visitor economy.

Strategic Action 10

Collaborating with our 'Partners for Success' to leverage resources.

ACTIVITY	Master Plan Connection		Income \$	Expense \$
10.1 Government Relations State and Local Government partnerships.			307,857	-
10.2 Regional Partnerships Drive destination growth and sustainability through valuable regional alliances.	SDMP	3.6	30,000	40,000
10.3 Grant Program Advocacy Support members in seeking and securing suitable grant opportunities.	SDMP	1.4, 1.5, 1.9	-	-
10.4 Visit Victoria Marketing Programs Invest resources to take advantages of opportunities created by Visit Victoria's intrastate marketing initiatives and publications.	SDMP	1.5, 2.2, 3.3, 4.3	-	30,000
10.5 Brand Geelong Represent tourism interests in use and advocacy of the unified place brand for Geelong.			-	10,000
SUB-TOTAL			337,857	80,000
TOTAL-STRATEGIC ENGAGEMENT			647,130	290,000

INDUSTRY CAPABILITY

Strengthen the capability of our region to flourish.

Objective 11

Support the growth and breadth of exceptional product and experiences to support visitor demand and market trends.

Strategic Action 11

Providing insights, guidance and advocacy on market gaps, opportunities and demands to industry and stakeholders.

ACTIVITY	Master Plan Connection	Income \$	Expense \$
11.1 Market Insights Leadership Invest in destination insights to monitor performance.		-	30,000
11.2 Corporate Communications Provide regular and informative corporate communication.		-	1,000
11.3 Corporate Channel Management TGGB website, email and social channel hosting and management.		-	5,000
SUB-TOTAL		-	36,000





Objective 12

Ensure businesses have the knowledge and resources they need to meet the challenges of tomorrow.

Strategic Action 12

Facilitating the ongoing improvement of business capability through training and development opportunities.

ACTIVITY	Master Plan Connection		Income \$	Expense \$
12.1 Industry Strengthening Program Deliver an Industry Strengthening Program tailored to our member needs.	SDMP	1.5, 2.1, 5.2	7,000	30,000
12.2 Membership Engagement Improve membership engagement through targeted initiatives.			15,000	15,000
12.3 Seasonal Sector catchups Facilitate sector forums to gather and share industry specific insights.			-	2,000
12.4 Facilitated Product Development Facilitate trade-ready product development suitable for future target markets.	SDMP	1.3, 1.5, 1.9, 2.1, 2.5	-	5,000
SUB-TOTAL			22,000	52,000
TOTAL-INDUSTRY CAPABILITY			22,000	88,000
General Administration Office administration, banking, staff training and development.			38,000	38,000
TOTAL-2023-24 ACTION PLAN			1,184,307	1,184,177
NET SURPLUS				130



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