ACTION PLAN

2026-27



TOURISM GEELONG AND THE BELLARINE



ACKNOWLEDGEMENT OF COUNTRY

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.

WELCOME TO OUR 2026-27 ANNUAL ACTION PLAN

Now in its second year, this Action Plan brings to life the ambitions set out in our four-year Corporate Strategy and reflects both continuity and momentum. It reinforces our commitment to the core work that underpins our region's success, from destination marketing to industry development, while embracing new opportunities that will shape the future of Geelong and The Bellarine.

Driving visitation through bold and targeted marketing remains central to our work, with our new Curious Is Calling campaign continuing to lead the way in inspiring new audiences to experience Geelong and The Bellarine throughout the year.

Building momentum in the business events sector is a continued priority, supported by the opening of the Nyaal Banyul Geelong Convention and Event Centre - a landmark investment that positions our region to attract new audiences and drive visitation. Our Meet Geelong convention bureau team is delivering benefits beyond its modest size and we will continue to seek resources to provide the level of service our destination - with a venue at this scale - needs.

At the same time, we are leaning into emerging opportunities across the visitor economy. This year sees a stronger focus on agritourism. With our rich landscape of growers, makers and artisans, we are uniquely placed to lead in this space. So much so that our region has been recognised as one of Victoria's 4 major food bowls and a significant growth area for Agritourism by Tourism Australia. We look forward to working alongside our members to unlock new experiences, strengthen local offerings, and tell our region's story in fresh and compelling ways.

Importantly, this Action Plan continues our commitment to transparency and accountability. Last year we introduced a more nuanced approach to how we measure success — focusing on what we directly manage, what we influence, and what we monitor. These indicators will help us track progress, demonstrate impact, and ensure we remain aligned to our shared vision. That vision remains clear: for Geelong and The Bellarine to be recognised as a place to do, not simply see. Achieving this will require a collective effort grounded in collaboration, partnership and a shared belief in the potential of our region.

We would like to acknowledge the ongoing commitment to regional tourism from our municipal funding partners the City of Greater Geelong, Golden Plains Shire and the Borough of Queenscliffe. We thank you for your trust in us, and for reaffirming our shared belief in a coordinated approach to growing tourism. A huge thanks also goes out to our Board for their ongoing leadership, as well as our team for their commitment and zest. And to you, our members and partners, thank you for the trust you place in us to champion tourism in our region. Your passion, innovation and commitment are what bring this region to life.

Together, we will continue building on our shared momentum and working throughout the year to deliver on this plan, unlock new opportunities, and further strengthen our vibrant, resilient and thriving visitor economy.



Tracy Carter
Executive Director,
TGGB



Bill Mithen
Chairperson,
TGGB

PLANS FOR PROGRESS

Our strategic directions for destination success are guided by three key documents: the Sustainable Destination Master Plan (SDMP), the 4-Year Corporate Strategy and the annual Action Plan.

Together, these plans provide the framework to ensure we're focused on success and making it happen.

THE WHERE

SUSTAINABLE DESTINATION MASTER PLAN

Conceived following extensive consultation with industry stakeholders and consolidated by urban planning firm URBIS, the Sustainable Destination Master Plan is a 10-year roadmap that provides a clear long term direction for investments and optimising future visitor demand.

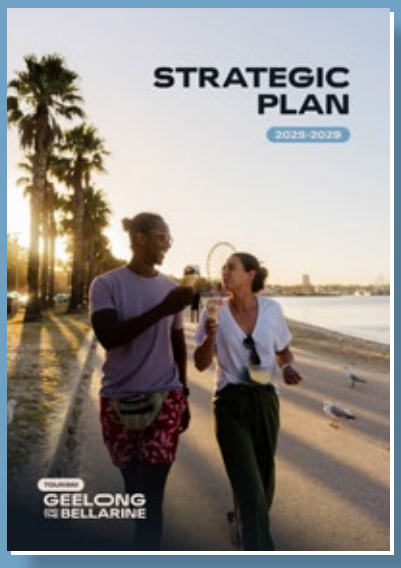




THE WHY → THE HOW

THE 4-YEAR STRATEGIC PLAN

Setting the vision, priorities and purpose, the 4-year Corporate Strategy guides us to achieve our overall vision of Greater Geelong and The Bellarine being a place to do, not simply see.



THE ACTION PLAN

The annual Action Plan takes the big picture vision in our Corporate Strategy and breaks it down into clear, actionable steps for the Tourism Greater Geelong and The Bellarine team to operationalise and deliver tangible outcomes for our industry, visitors, and our community.



OUR CHALLENGES & PRIORITIES

Identified through strategic Board engagement, our priorities for the year ahead are focussed on the challenges and actions that we believe will make the biggest impact for our region and industry.

Here's a run-down of what these priorities are and how we plan to tackle them - Team Tourism style.

ADDRESSING CHALLENGES

KEY ACTIONS

WORKFORCE AND TRAINING

Challenges related to cost, expertise, availability, and adaptability impact the customer experience, leading to missed opportunities.

IS6 IS8 SE9

TRANSPORT AND CONNECTIVITY

The region benefits from multi-mode access and proximity, but further investment is required to maximise these advantages. Within the region, car-dependent transport limits options for both visitors and the workforce.

SD2 SD4

MARKETING AND BRAND

Generating awareness, desire, seasonal visitation and dispersal in a crowded marketplace, with limited resources.

DM13 DM15 DM17

SOCIAL LICENSE

Building community support for tourism and supporting their role in sustainable growth.

SD4 SE10 SE11 DM13

DOING BUSINESS

The operating environment is challenging, with rising costs and red tape creating barriers that hinder the ability to start, improve, and grow businesses.

IS5 IS6 IS7 IS8

FUNDING

Investment in infrastructure and programs is limited by a constrained funding environment. This becomes particularly challenging when competing with destinations that have greater resources.

SD2 SD4 SE12 DM16

CONSUMER

Economic and political volatility has impacted confidence and consumer behaviour.

SD3 IS7 SE11 DM14 DM15

ACTIONING PRIORITIES

KEY ACTIONS

1 BUSINESS EVENTS AND LEISURE EVENTS

Strengthen our focus on business events and driving visitor engagement, dispersal, and business opportunities by leveraging the wider events calendar.

IS7 DM13 DM16 DM17

2 BRAND AND AWARENESS

Use brand tactics to build consumer destination awareness and increase corporate brand engagement among industry and stakeholders.

DM13 DM14 DM15 DM17

3 INDUSTRY STRENGTHENING

Support members to maximise the value of their membership by offering a well-planned and scheduled suite of programs while also facilitating industry collaboration.

IS5 IS6 IS7 IS8

4 VIBRANT AND SAFE CBD

Advocate for key CBD precincts and programs to ensure visitor sense of arrival, welcome and wayfinding that leaves a positive impression.

SD2 SD4

5 DATA AND MEASUREMENT

Invest in innovative data platforms that deliver deep localised insights to support informed decision making by our team and tourism businesses in our region.

IS7 SE11

6 ADVOCACY AND ENGAGEMENT

Collaborate with partners to prioritise advocacy for regional liveability priorities and the tourism sector in local, state and federal spaces.

SD1 SD2 SE12

7 INTERSTATE MARKETING

Prioritise interstate marketing to support tourism operators with destination storytelling and coordination to a level of reach and scale they can't generate alone.

DM13 DM15 DM16 DM17

8 INVESTMENT PIPELINE

Use the Sustainable Destination Master Plan as the basis to better attract and advocate for investment, while providing timely updates on the development pipeline.

SD3 IS5 IS7 SE12

MEASURES OF SUCCESS

Destination success is not as simple as visitor numbers trending ever upward. Our sector is complex and the way we measure and report our success must be nuanced.

Below, you'll find a summary of these measures, drawn from the detailed indicators outlined throughout this action plan to help us track our progress and evaluate the impact of our work.



MANAGE

OUTCOMES WE DIRECTLY IMPACT:

- Marketing results, including digital traffic, engagement
- Business Events results, including lead generation and conversion
- Campaign results and effectiveness
- Advocacy output
- Industry engagement and communications
- Member numbers, results and satisfaction
- Distribution of research and data
- Media results



MEASURE

OUTCOMES WE INFLUENCE THROUGH OUR WORK:

- Visitation, spend and employment trends
- Destination preference and sentiment
- Tourism infrastructure pipeline
- Community attitudes toward the visitor economy



MONITOR

OUTCOMES OUTSIDE OUR CONTROL:

- Macro economic factors
- Development and maintenance of infrastructure
- Direct delivery of visitor experiences
- State and Federal tourism initiatives
- Regulatory framework



REPORTING

COMMUNICATING HOW WE ARE DELIVERING:

- An Annual Report to members and stakeholders plus quarterly updates online
- Quarterly updates to Board and Municipal Partners
- Biannual Member Updates







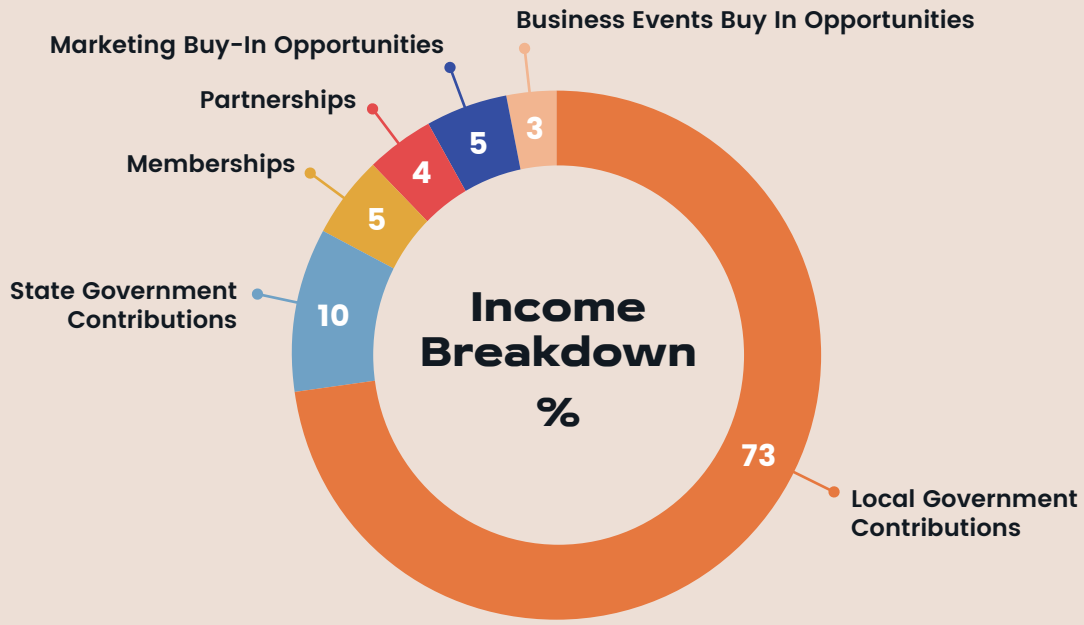
BUDGET 2026-27

Summary of 2026-27 Income - Tourism Greater Geelong and The Bellarine

Membership	$165,000
Partnerships	$140,000
Marketing Buy-In Opportunities	$165,000
Business Events Buy In Opportunities	$105,000
Industry Development Program Opportunities	$10,000
Local Government Contributions	$2,517,577
State Government Contributions	$350,000
Total	**$3,452,577**

Summary of Local Government Contributions 2026-27

City of Greater Geelong [1]		$2,483,798
> *Tourism Services*	*$97,311*	
> *Visitor Information Services*	*$60,000*	
> *Business Events*	*$154,000*	
> *Tourism & Business Events Staffing*	*$2,172,487*	
Borough of Queenscliffe		$24,607
Golden Plains Shire		$9,172
Total Local Government Contributions		**$2,517,577**



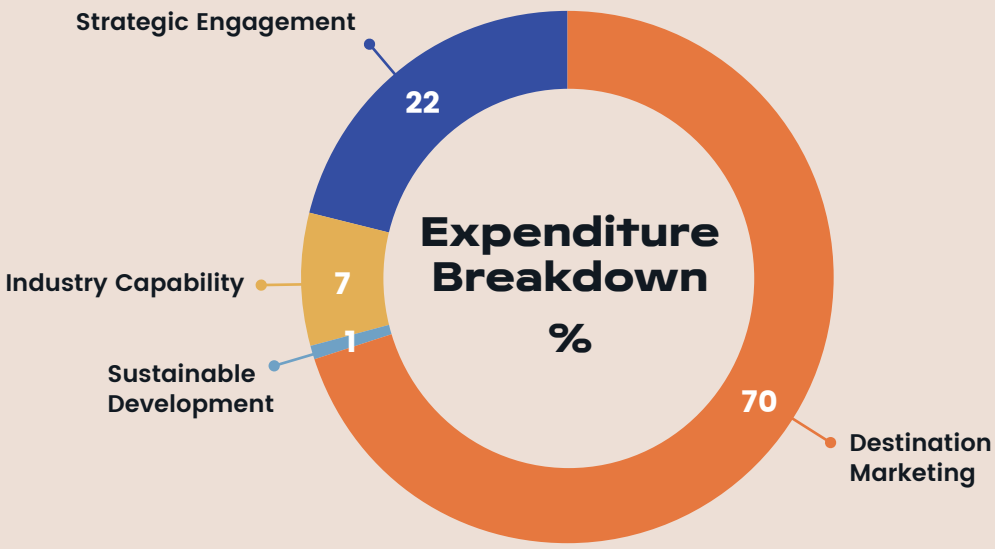


Operations Snapshot

Administration and Support Services [1]	$1,354,800	62%
Action Plan	$1,407,000	38%
Total	**$3,595,287**	**100%**

Action Plan Budget Summary

Strategic Pillar	Income	Expenditure	Net Result
Sustainable Development	$0	$7,500	-$7,500
Industry Strengthening	$27,311	$92,500	-$65,189
Strategic Engagement	$688,779	$276,000	$412,779
Destination Marketing	$484,000	$895,800	-$411,800
Sub Total	**$1,200,090**	**$1,271,800**	**-$71,710**
Plus - General Administration	$80,000	$83,000	-$3,000
Total	**$1,280,090**	**$1,354,800**	**-$74,710**



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

SUSTAINABLE DEVELOPMENT

SD

Understand, prioritise and advocate for tourism development that makes a positive contribution to the region - its identity, its prosperity, its places and its people.



SD1

Collaborate with Wadawurrung Traditional Owners Aboriginal Corporation in ways that support self determination to help realise tourism potential that positions culture as an intrinsic and meaningful part of the destination story.

SD1	Activity	Income	Expense	Key Performance Indicator (KPI)
SD1.1 - Connecting Industry with Country	Build First Nations cultural awareness and capacity among tourism sector.			Member communication.
SD 1.2 - First Nations Visibility	Incorporate First Nations language and representation into visitor-facing programs.		$2,500	Task delivered.
SUB-TOTAL			**$2,500**	



SD2

Elevate the Sustainable Destination Master Plan as an aspiration for industry and community, and as an invitation to invest.

SD2	Activity	Income	Expense	Key Performance Indicator (KPI)
SD2.1 - SDMP Advocacy	Continue advocacy efforts to attract investment and development opportunities that support the sustainable growth of the Visitor Economy.			10 investment-related briefings.
SUB-TOTAL				

SD3

Encourage growth and enrichment within existing businesses and provide support for development of their infrastructure, workforce and experiences.

SD3	Activity	Income	Expense	Key Performance Indicator (KPI)
SD3.1 - Workforce attraction	Collaborate with education institutions and regional stakeholders to attract and enhance growth of the tourism workforce.		$5,000	Jobs fair participation 200+ students.
SD3.2 Industry tools and resources	Create a reference library of resources (including external links) that support effective business establishment, operator education and business growth.			• Website upgrade complete. • +5% increase of clicks in resource section.
SD3.3 Collaborate on Education.	Partner with education providers to ensure programs align with industry needs.			Task delivered.
SUB-TOTAL			**$5,000**	



SD4

Advocate for improving the visitor experience in precincts and places including the Geelong CBD.

SD4	Activity	Income	Expense	Key Performance Indicator (KPI)
SD4.1 - Place Activation and Advocacy	Contribute to programs, seek and provide insights and initiate advocacy efforts to support improved visitor experience.			5 formal contributions via participation or submission.
SUB-TOTAL				
TOTAL SUSTAINABLE DEVELOPMENT			**$7,500**	

INDUSTRY STRENGTHENING IS

Actively encourage greater breadth and depth of product and experiences while uplifting the capacity of the people who deliver them.



IS5

Build and implement a framework that supports new tourism businesses and implementation of ideas that align with destination master plan aspirations.

IS5	Activity	Income	Expense	Key Performance Indicator (KPI)
IS5.1 - New Business Support	Provide practical tools, resources and advice for tourism start-ups.			New section of corporate website delivered.
IS5.2 - Agritourism	Investigate and develop an Agritourism product development program to support new and existing agriculture businesses to realise the opportunity in tourism.		$5,000	• Agritoursim Road Map finalised. • Implementation commenced in line with plan.
SUB-TOTAL			**$5,000**	







IS6

Connect the tourism workforce with opportunities to learn from a variety of sources, including each other.

IS6	Activity	Income	Expense	Key Performance Indicator (KPI)
IS6.1 - Industry Development Program	Deliver an industry training and development program tailored to member needs, including an annual conference.	$10,000	$62,000	• Delivery of program. • 2% increase in participation. • 85+% positive feedback.
IS6.2 - Sector Connection	Facilitate sector round tables for Premium members to improve the gathering, identifying and sharing of industry specific insights to members.			Meetings held.
IS6.3 - Corporate Communications	Provide regular and informative corporate communications to members including weekly newsletter and corporate website.	$17,311	$20,500	• TWIT open rate/clicks. • Website upgrade complete. • 5% increase in website clicks.
IS6.4 - Product Development	Facilitate international trade-ready product development aligned with future target market demands.			International participants involved.
SUB-TOTAL		**$27,311**	**$82,500**	

IS7

Engage the industry in market research, opportunity identification and growth strategies.

IS7	Activity	Income	Expense	Key Performance Indicator (KPI)
IS7.1 - Member Survey	Conduct an annual survey of members to inform strategy, identify opportunities and support collaboration.			• Task delivered. • 5% increase in participation.
IS 7.2 - Moorabool Taste Trail Activation	Investigate feasibility of reactivating Moorabool Taste & Maker Trail.			• Meeting with Golden Plains SC. • Audit of potential operators.
SUB-TOTAL				

IS8

Champion high achievers and support collaboration among tourism businesses.

IS8	Activity	Income	Expense	Key Performance Indicator (KPI)
IS8.1 - Tourism Awards	Support members in development of the quality of Tourism Award submissions.		$5,000	5 members participating.
IS8.2 - Profiling Members	Advocate and profile positive member news and success stories.			10+ members profiled in TWIT, social media and other forums & opportunities.
IS8.3 - Member Collaboration	Seek opportunities for members to collaborate to create value added packages to drive visitation.			Opportunities promoted and encouraged to members.
SUB-TOTAL			**$5,000**	
TOTAL INDUSTRY STRENGTHENING		**$27,311**	**$92,500**	

STRATEGIC ENGAGEMENT SE

Build valuable collaborations that provide meaningful support to the tourism industry and that strengthen our voice as representative of this region and our sector.



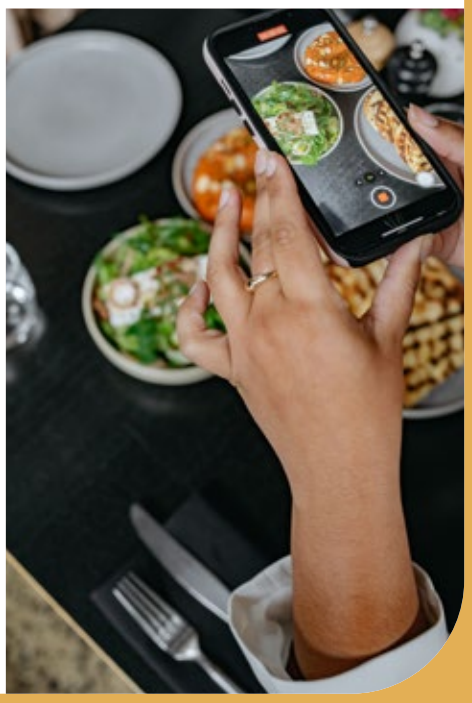
SE9

Build industry connections by growing participation rates through clear value propositions that support business growth in a destination-led context.

SE9	Activity	Income	Expense	Key Performance Indicator (KPI)
SE9.1 Memberships	Promote a clear value proposition to attract and retain members while actively supporting members to maximise their membership benefits.	$165,000	$160,000	Increase members numbers by 5%.
SE9.2 Corporate Partnerships	Collaborate and deliver opportunities that meet the mutual strategic needs of TGGB and corporate partners.	$140,000	$58,000	• Retain all existing 2025-26 partners. • Deliver at least 3 direct. member engagement opps for partners.
SE9.3 Customer Record Management (CRM)	Maintain and maximise the use of Simpleview CRM system to enhance relationships, improve reporting and support communication with members.		$23,000	All TGGB staff using Simpleview features.
SUB-TOTAL		**$305,000**	**$241,000**	







SE10

Commit to community engagement to inform activity, celebrate tourism and foster a sense of destination pride.

SE10	Activity	Income	Expense	Key Performance Indicator (KPI)
SE10.1 - Community Sentiment	Community engagement to understand and benchmark sentiment.			Establishment of a benchmark for future KPIs.
SE10.2 - Community Public Relations	Celebrate and foster tourism pride with dedicated local media PR activity.			3+ stories/opportunities.
SUB-TOTAL				

SE11

Prioritise collection and sharing of critical insights to support good decision-making and better understanding of the realities of the regional visitor economy.

SE11	Activity	Income	Expense	Key Performance Indicator (KPI)
SE11.1 - Research Services	Invest in destination research to monitor performance, understand sentiment and share curated insights with members.		$35,000	• Program delivered within budget. • Min. 3 updates to members.
SE11.2 - V.I.C. Data	Collect data and report on visitor queries via physical and digital visitor service access points.			Quarterly figures collated and reported to members.
SE11.3 - Quarterly updates	Develop and trial a quarterly update to communicate key data and insights with members.			3+ updates and review feedback.
SUB-TOTAL			**$35,000**	



SE12

Ensure our collective industry and destination's best interests are advocated for and progressed through local engagement and external tourism partnerships.

SE12	Activity	Income	Expense	Key Performance Indicator (KPI)
SE12.1 Local & Regional Engagement	Collaborate, participate and engage with local and regional programs to represent the interests of the tourism sector.			Task delivered - set benchmark.
SE12.2 - Tourism Industry Engagement	Support and actively participate in strategic tourism opportunities, roundtables and programs to represent the interests of Geelong and The Bellarine in these forums.			Task delivered - set benchmark.
SE12.3 - Government Relations	Regularly brief and engage with government partners on trends, issues and opportunities.	$383,779		Task delivered - set benchmark.
SUB-TOTAL		**$383,779**		
TOTAL STRATEGIC ENGAGEMENT		**$688,779**	**$276,000**	

DESTINATION MARKETING DM

Position the region in the hearts and minds of existing and potential markets as a desirable place to visit and help them make it happen.



DM13

Build brand Geelong and The Bellarine as a place to do, not simply see.

DM13	Activity	Income	Expense	Key Performance Indicator (KPI)
DM13.1 - Media	Develop and implement a targeted publicity plan to enhance our destination's reputation, awareness and drive demand via reputable digital and print publications.		$40,000	Achieve estimated media value of $2M.
DM13.2 - Digital Media	Optimise digital distribution channels, leveraging social media platforms, digital partnerships, our website, and ATDW to extend our reach and impact online.	$7,000	$55,000	• Combined social following increased by 2% YOY. • EDM achieve open rate of 30% or more. • Grow YouTube subscribers and views by 10%. • Web traffic increase by 7.5% YOY.
DM13.3 - Content Development	Create and deliver compelling visual and written content to promote Geelong and The Bellarine as a destination of choice for leisure and business travellers.		$36,000	As above + new destination assets created and shared with members.
DM13.4 - Visitor Information Services	Provide visitor information services in region that align with state-wide strategy, encourage dispersal across Geelong and The Bellarine and leverage major events.	$60,000	$60,000	• Maintain accreditation of key Geelong visitor information hub. • Achieve 4+ star rating on Google & TripAdvisor. • Increase engagement with VICs by 2%.
DM13.5 - Publications	Develop a suite of printed official visitor guides and maps showcasing the experiences and destinations we represent.	$120,000	$120,000	• Achieve cost-neutral program. • Strategic distribution of print runs.
SUB-TOTAL		**$187,000**	**$311,000**	

DM14

Investigate established and emerging markets and invest resources in a balanced way that creates a pathway to purchase.

DM14	Activity	Income	Expense	Key Performance Indicator (KPI)
DM14.1 - Cruise	With delivery partners, undertake a strategic review of cruise opportunities and support existing programs.		$2,800	Task delivered.
DM14.2 - Campaign: Curious is Calling	Continue Curious is Calling multi-year campaign to drive visitation and raise awareness for Geelong and The Bellarine as a year-round destination to intra and interstate markets.		$90,000	• 10+ members included in campaign creative. • Achieve campaign-specific KPIs.
DM14.3 - Study Geelong	Deliver a strategic marketing campaign to support the positioning of Geelong as an international study destination.	$6,000	$10,000	• Deliver Study Geelong Ambassador program. • Launch new website.
DM14.4 - International Marketing	Boost inbound demand by coordinating a dedicated suite of activities targeting the international travel trade including participation in trade shows, distributor engagement and trade partnerships.	$20,000	$65,000	• 20+ international operators in the program. • WeChat follower growth by 3%.
DM14.5 - Interstate	Deliver marketing initiatives targeting interstate audiences, including through co-operative opportunities with Visit Victoria.		$30,000	Deliver programs in partnership with Visit Victoria.
DM14.6 - Food and Wine	Build on key niche market of the gourmet traveller through dedicated marketing initiatives and opportunities to partner with Melbourne Food and Wine Festival.		$2,500	Support region participation and presence in Melbourne Food and Wine Festival.
DM 14.7 - Golf the Bellarine	Continue to build the brand of Golf the Bellarine and raise awareness of the golfing destination through targeted digital marketing initiatives.		$6,000	Achieve campaign-specific KPIs.
DM 14.8 - Niche Markets	Investigate potential niche markets for future campaigns			Investigation to identify opportunities.
SUB-TOTAL		**$26,000**	**$206,300**	

DM15

Cast the net wide and support tourism operators to reach further markets with destination context and experience-driven content.

DM15	Activity	Income	Expense	Key Performance Indicator (KPI)
DM15.1 Drive campaign	Build on the existing partnership with neighbouring regions via Drive Victoria to promote the road tripping possibilities in Geelong and The Bellarine.		$10,000	• Increase social following by 5%. • Increase EDM subscribers by 5%.
DM15.2 - Bellarine Taste Trail	Boost interest and drive awareness about the unique epicurean and agritourism experiences offered through the Bellarine Taste Trail.	$12,000	$18,500	• Increase industry participation YOY. • Increase social following by 5%.
SUB-TOTAL		**$12,000**	**$28,500**	

DM16

Leverage the Business Events opportunity created by the opening of Nyaal Banyul Geelong Convention and Event Centre.

DM16	Activity	Income	Expense	Key Performance Indicator (KPI)
DM16.1 - Business Events Attraction	Support to connect business events organisers with the broader regional context, including leveraging Nyaal Banyul Convention and Event Centre and coordinating regional bids.	$9,000	$95,000	Coordinate and submit an increase of 10% more formal regional bids.
DM16.2 - Business Events Bid Fund	Secure business events activity by providing financial incentives and event support.	$25,000	$40,000	100% of funding spent.
SUB-TOTAL		**$34,000**	**$135,000**	



DM17

Focus on programs that address seasonality and midweek challenges.

DM17	Activity	Income	Expense	Key Performance Indicator (KPI)
DM17.1 - Business Events Marketing	Position the region as a unique and compelling destination for business events. Activities include advertising, website and digital planners guide.	$115,000	$110,000	• Combined social following increase by 10%. • EDM open rate maintain 22% average. • EDM subscribers increase by 2%. • Web traffic increase by 5%.
DM17.2 Business Events Sales	Conduct proactive sales activities to generate interest and leads. Activities include trade shows, events and hosting famils.	$110,000	$105,000	5% increase in leads and economic impact.
SUB-TOTAL		**$225,000**	**$215,000**	
TOTAL DESTINATION MARKETING		**$484,000**	**$895,800**	

ADMINISTRATION

	Activity	Income	Expense
General Administration & Training	Office administration, banking, staff training and development.	$60,000	$60,000
Board Management	Strengthen governance and enhance the capabilities of the Board to ensure the region is represented by skilled, strategic and effective directors.	$20,000	$23,000
TOTAL BUDGET		**$1,285,090**	**$1,354,800**
NET DEFICIT*			**-$74,710**

* *Note: The annual budget includes a planned net deficit, reflecting a strategic use of cash reserves to support temporary Business Events resourcing, alongside targeted investment in strategic marketing and industry development programs.*









TOURISM

GEELONG AND THE BELLARINE

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