



EXECUTIVE SUMMARY

Through the Tourism and Events Strategy 2016, Victoria's tourism industry is taking the lead in shaping its future.

The Strategy has been developed by the industry, for the industry. It focuses on state-wide, industry-wide strategic issues, and includes recommendations for actions to achieve long-term growth and improve the profitability and sustainability of the tourism and events industry in Victoria.

The industry's vision is clear: In 2016 Victoria's tourism industry will be recognised for its sustainable practices, be valued at \$18 billion and be employing 225,000 Victorians.

This vision and the strategies to achieve it were developed following the widespread release of a Discussion Paper and industry consultation.

Several key challenges and opportunities for the tourism and events industry were identified, including:

- The potential of a 'carbon-managed' economy in response to climate change and greenhouse gas emissions to change the way travel and tourism is consumed. This places a demand on the industry to adapt
- The need for more flexible training and industry coordination will be vital to addressing the shortage of skilled employees which is already having a major impact on the industry
- A lack of alignment between Government tourism policy objectives and planning policy, and reported difficulties negotiating the current State Planning Schemes

- The need to focus on tourism product development to match strong marketing campaigns, including improved infrastructure and investment, and improvements to the packaging and delivery of tourism products to consumers
- The importance of delivering an 'authentic' experience to visitors through tourism products, services and events
- The changing tourism landscape as a result of low-cost air carriers which presents both a challenge and opportunity for the tourism industry in Victoria. The industry needs to ensure that our tourism offering is effectively packaged and promoted to this new category of potential visitors and increased traffic
- The critical role of regional air access and the packaging of 'fly-drive' holidays to the development of the industry in the outer regions of Victoria
- The potential of nature-based tourism to drive visitation to regional Victoria
- The major role that events play in Victoria. Close collaboration and coordination between all stakeholders, Government, event organisers and suppliers, will be the key to managing the events calendar. There also needs to be a focus on maximising the benefits of the whole event period – before, during and after

It is clear that the global acceptance of the need to reduce greenhouse gas emissions and the national skills shortage present Victoria's tourism and events industry with unprecedented challenges.

The response to these challenges should not reduce our competitiveness; instead, it presents the opportunity to further differentiate the quality of the experience we offer our visitors.

The industry structure and leadership is now well established, coordinated and resourced. The challenge and opportunity is to now increase business participation, to capitalise on Victoria's competitive advantage of industry cooperation and cohesion and grow a competitive advantage from excellence of visitor experience delivery.

The Strategy provides the framework to do this.

The Victoria Tourism Industry Council (VTIC) is the peak policy council for Victoria's tourism industry, which represents key industry associations, corporate operators and Government agencies, providing a united industry voice. The role of VTIC is to provide policy, strategy and leadership for Victoria's tourism industry.

The Victoria Events Industry Council (VEIC) is a peak industry Council of associations, corporates and Government agencies representing event organisers, venues, suppliers and service providers for Melbourne and regional Victoria. The role of VEIC is to provide policy, strategy and leadership for Victoria's events industry.

FOR FURTHER INFORMATION ON THE TOURISM AND EVENTS STRATEGY 2016, PLEASE CONTACT:

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BY 2016 VICTORIA'S TOURISM INDUSTRY WILL BE RECOGNISED FOR ITS SUSTAINABLE PRACTICES, CONTRIBUTE \$18 BILLION AND EMPLOY 225,000 VICTORIANS.

Growth in sustainability and nature-based tourism	Improved aviation access and transport networks	Support new infrastructure and attract investment	Attract and retain events	Demonstrated industry leadership and participation	Foster business and service excellence
Environmental sustainability is core business	Liberalisation of international air access	Alignment of tourism policy and planning schemes	Ensuring widespread recognition of the value of events	Double Government resources for tourism and events	Delivery of Tourism Excellence Program
Map the carbon profile of the industry	Alignment of aviation and tourism policies	Regional tourism and development investment strategies	Expansion of event infrastructure	Industry and business organisations collaborate to provide a unified voice	Deinstitutionalised industry training
Implementation of the Nature-Based Tourism Strategy	Industry packaged fly-drive holidays	New and improved boating infrastructure	Cross Government and industry collaboration on event calendar management	Leadership is recognised and nurtured	Nationally consistent recognition of industry competencies
Government establishment of recognised carbon offset schemes and sustainability programs	Increased road funding	Appropriate high yield regional development	Attraction and growth of authentic events	Ongoing education and awareness of differentiated organisational roles	Formation of business clusters to share skills
	Improved regional air access	Improved visitor services in National Parks	Focus on repeat events		Improve industry profitability
			Package and share event knowledge		Continuous up-skilling of existing workers