

# GRAMPIANS STRATEGIC TOURISM INVESTMENT PLAN





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# 1. EXECUTIVE SUMMARY

## 1.1. Overview

Stafford Strategy was commissioned by Grampians Tourism to develop a Strategic Tourism Investment Plan & Investment Prospectus for the Grampians. The purpose of the project is to provide direction for the sustainable development of the visitor economy across the Grampians region (the region) and support the attraction of private investment particularly, to optimise the visitor economy across the region.

The project has been developed with careful guidance from the Project Control Group (PCG) which includes representatives from Grampians Tourism, Horsham Rural City Council, Ararat Rural City Council, Northern Grampians Shire Council, Southern Grampians Shire Council, Parks Victoria, the Department of Jobs, Precincts and Regions: Regional Development Victoria and the Department of Jobs, Precincts and Regions: Tourism, Events and Visitor Economy.

While the focus of this project has been primarily on private tourism investment and how to encourage this, the consultation undertaken revealed many public opportunities that are needed to encourage and leverage a greater level of private investment.

## 1.2. Strategic Context

The Grampians region offers a strong nature-based and eco-destination proposition, supported by the iconic Grampians (Gariwerd) National Park which lies in the centre of the region. There are a variety of high-quality natural recreational experiences on offer, including the recently opened Grampians Peak Trail, which was developed as a result of significant government investment.

While the region offers a 5-star natural environment, the built environment does not consistently deliver the same level of standard. Despite strong levels of government investment, the region has struggled to attract new and ongoing investment in accommodation, attractions/experiences and the hospitality offering. COVID-19 has only served to further compound this challenge. This is a challenge that many regional locations across Victoria and Australia more broadly face. Victoria's Visitor Economy Recovery and Reform Plan April 2021 clearly states the need for "further investment in accommodation to increase the level of high-end and boutique accommodation"<sup>1</sup>.

For this project, a smaller boundary has been designated for the region, covering only the LGAs of Ararat, Horsham and Northern and Southern Grampians as financial contributors to Grampians Tourism. Together, these four LGAs offer a diverse and exciting base to encourage new investment into the tourism sector.



<sup>1</sup> Visitor Economy Recovery and Reform Roadmap, page 8.

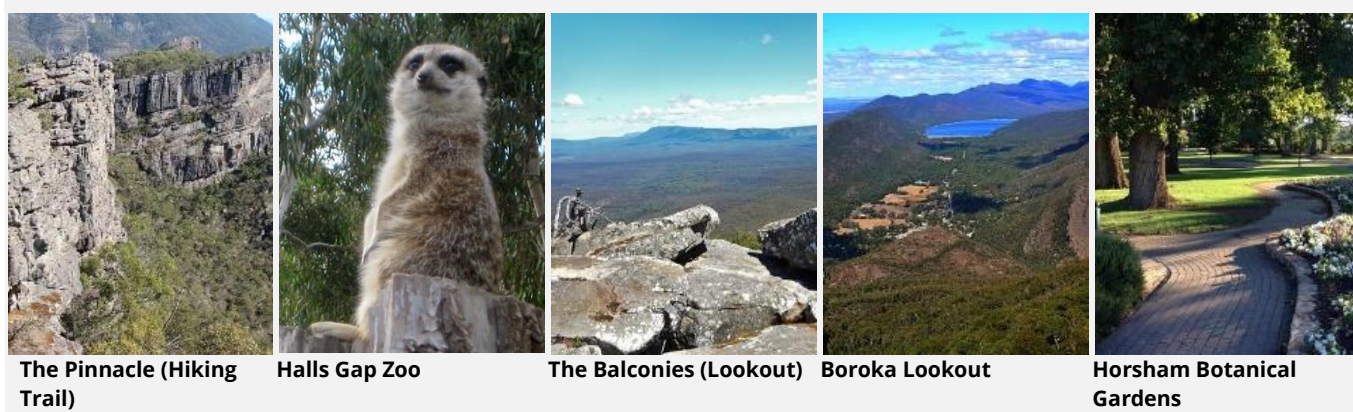
### 1.3. Regional Summary

Figure 1 provides a top-line summary of the Grampians’ visitor economy (based on 2019 data to reflect pre-COVID results).

Figure 1: Regional Visitor Economy Summary



### Top five regional visitor experiences<sup>7</sup>



<sup>2</sup> NVS & IVS, Tourism Research Australia and trip spend data from TRA’s Local Government Area Profiles

<sup>3</sup> NVS & IVS, Tourism Research Australia

<sup>4</sup> NVS & IVS, Tourism Research Australia

<sup>5</sup> NVS & IVS, Tourism Research Australia

<sup>6</sup> Remplan, 2019

<sup>7</sup> Based on TripAdvisor “best things to do.” ([https://www.tripadvisor.com.au/Attractions-g2328073-Activities-Grampians\\_Victoria.html](https://www.tripadvisor.com.au/Attractions-g2328073-Activities-Grampians_Victoria.html)). New product has more recently been added by Parks Victoria and in time, might replace or at a minimum add to those top-rated things to do in the region.



## 1.4. Vision

To guide the implementation of this Plan, the following vision has been developed.




**“The Grampians will continue to attract tourism investment in new and existing ventures, building on its reputation as an outstanding nature-based destination which ultimately facilitates stronger visitor dwell time and spending to grow the benefits generated through the visitor economy.”**

## 1.5. Goals

The following goals and indicators are included as measures that will be used to monitor the progress and success of this project.

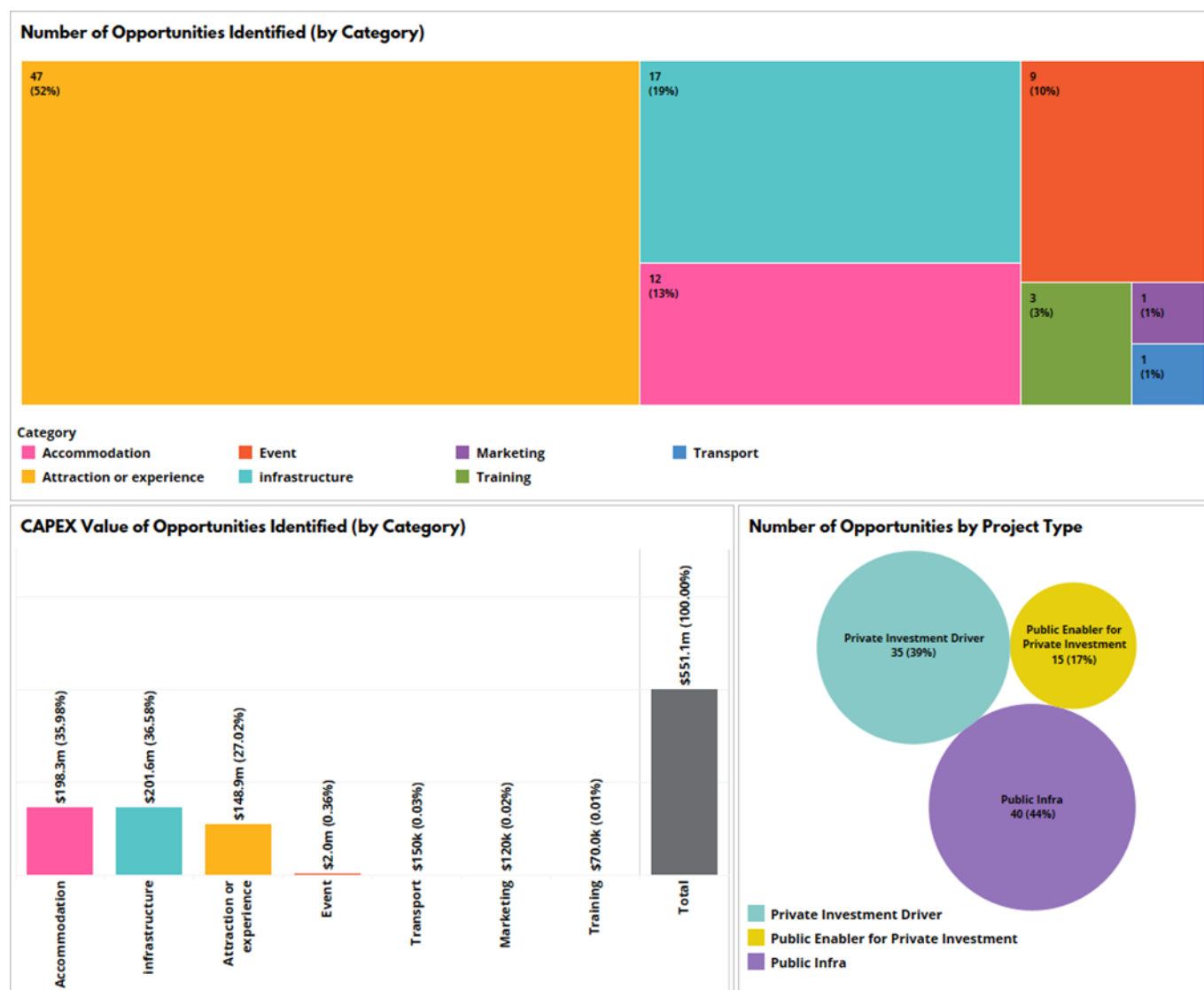
Table 1: Goals

	Goal		Indicator		Potential Solutions
1.	Increase investment in tourism-based projects in the Grampians	<ul style="list-style-type: none"> <li>■ Tourism investment in the region grows.</li> <li>■ Reinvestment into existing products occurs (with the aim of refreshing current experiences and enhancing/expanding the offering).</li> <li>■ The number of tourism-based products and experiences grows.</li> <li>■ Visitor and resident satisfaction grow, measured via an annual survey.</li> <li>■ Regional tourism indicators increase.</li> <li>■ More locals participate in in-region tourism-based experiences.</li> <li>■ Profile and awareness of the Grampians region as a destination grows.</li> </ul>	<ul style="list-style-type: none"> <li>■ Streamline development approval processes to reduce time and stages</li> <li>■ Improve planning zones to allow for different forms of tourism to be permissible</li> <li>■ Introduce more tourism specific zones across regions</li> <li>■ Reduce development compliance costs</li> <li>■ Encourage a stronger tailored investment facilitation process to proactively encourage investment</li> <li>■ Profile investment opportunities through an investment prospectus and facilitate investment forums in key cities such as Melbourne, Sydney and Brisbane to raise profile</li> </ul>		
2.	Grow tourism’s contribution to the Grampians to ensure a thriving local economy and improved social wellbeing.	<ul style="list-style-type: none"> <li>■ Regional tourism GDP increases, and tourism job opportunities grow.</li> <li>■ Visitor yield, measured via average spend, increases.</li> <li>■ The number of tourism-based products and experiences grows.</li> <li>■ New tourism products are potentially featured by Visit Victoria.</li> <li>■ The value of tourism to the region is expressed in positive local attitudes to continue to offer a social license for supporting the visitor economy.</li> </ul>	<ul style="list-style-type: none"> <li>■ Actively encourage medium to larger scale investment projects as a priority</li> <li>■ Focus on projects with stronger job creation potential and projects which act as catalysts</li> <li>■ Focus on Councils with a can do attitude and stronger appetite for new investment</li> <li>■ Community support grown through more local jobs and more local amenities created</li> </ul>		

	Goal	 Indicator	 Potential Solutions
3.	Ensure genuine partnership engagement occurs with Traditional Owners (TOs) to develop the region's visitor economy.	<ul style="list-style-type: none"> <li>■ The number of tourism initiatives by TOs in the region grows.</li> <li>■ TOs express their support for tourism and the opportunities it is seen to bring.</li> </ul>	<ul style="list-style-type: none"> <li>■ Share potential investment opportunities with TOs</li> <li>■ If interest shown, find ways for TOs to be involved in projects</li> <li>■ Look at ways to protect the IP of TOs and determine ways to value add via storytelling, signage etc.</li> </ul>
4.	Ensure tourism development and growth sustains and enhances the Grampians' natural and built environment for the benefit of residents first and foremost, and then its visitors.	<ul style="list-style-type: none"> <li>■ New and/or improved amenities and infrastructure are introduced (cycleways, walking tracks, public toilets, rubbish facilities and interpretive and directional signage).</li> <li>■ Progress towards Net Zero Emissions by 2050 goal is made.</li> <li>■ Participation in regenerative tourism opportunities grows.</li> </ul>	<ul style="list-style-type: none"> <li>■ Encourage higher quality and more eco focused forms of development</li> <li>■ Encourage a higher standard of public realm development to act as a stimulant for improving private development quality</li> </ul>
5.	Foster strong partnerships between private and public sector investment partners.	<ul style="list-style-type: none"> <li>■ The number of active PPP projects in the region grows</li> <li>■ Private sector confidence in the region increases</li> </ul>	<ul style="list-style-type: none"> <li>■ Find crown land or council land for sale or lease for helping to create PPP investment opportunities</li> <li>■ Encourage PPP opportunities through showing where councils and state government can proactively de risk projects to leverage private investment</li> <li>■ Streamline planning processes to help approvals and support investment</li> </ul>

## 1.6. The Opportunities Identified

Figure 2: Summary of the opportunities identified



In total, **90** opportunities have been identified with the help of councils, industry, and state government. They are tourism-focused and categorised as:

- accommodation opportunities;
- attraction/experience-based opportunities;
- event opportunities;
- infrastructure opportunities;
- marketing opportunities
- training opportunities; or
- tourism transport opportunities.

Opportunities have also been segmented to whether they are:

- private investment drivers;
- public investment opportunities that are likely to facilitate private investment (i.e., public enablers for private investment); or

- public investment opportunities in infrastructure, events, and programs.

Many of the opportunities identified are supply-led and are aimed at introducing more commissionable products and private investment into the region's tourism offering. This is because the ultimate outcome of this project is an investment prospectus geared to stimulate private investment to build a far stronger visitor economy and to specifically generate more local visitor economy jobs. However, the public investment opportunities identified have also been outlined in this Plan as they are still very important, particularly as many are likely to act as catalysts to stimulate private investment.

Figure 2 provides a summary of the opportunities identified. Observations are as follows.

- Over half (52%) of the opportunities identified are attraction or experience investment opportunities, followed by



infrastructure projects (19%) and accommodation investment opportunities (13%).

- In total, an estimated \$551 million may be required to activate all 90 opportunities. The greatest level of investment is identified accommodation-related opportunities (comprising 36% of all investment identified or \$198 million), followed by infrastructure, comprising (36% or \$202 million).
- Of the 90 opportunities identified, 44% (40 opportunities) are public infrastructure opportunities, 38% (35) are private investment drivers and a further 17% (15) are public enablers for private investment.

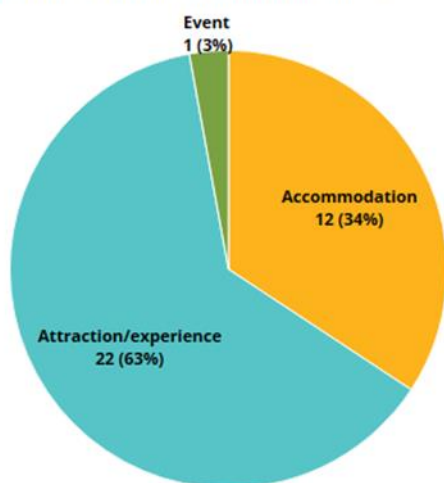
**CAPEX estimates are provided as estimates/guides only and exclude provision for contingencies (design development and escalation), consultant fees (legal, financial, engineering, architectural), government charges and builder's margins.**

Narrowing in on the 35 private investment drivers shows that investment into new and existing attractions or experiences comprises the most opportunities identified, representing 22 of the 35 opportunities (Figure 3).

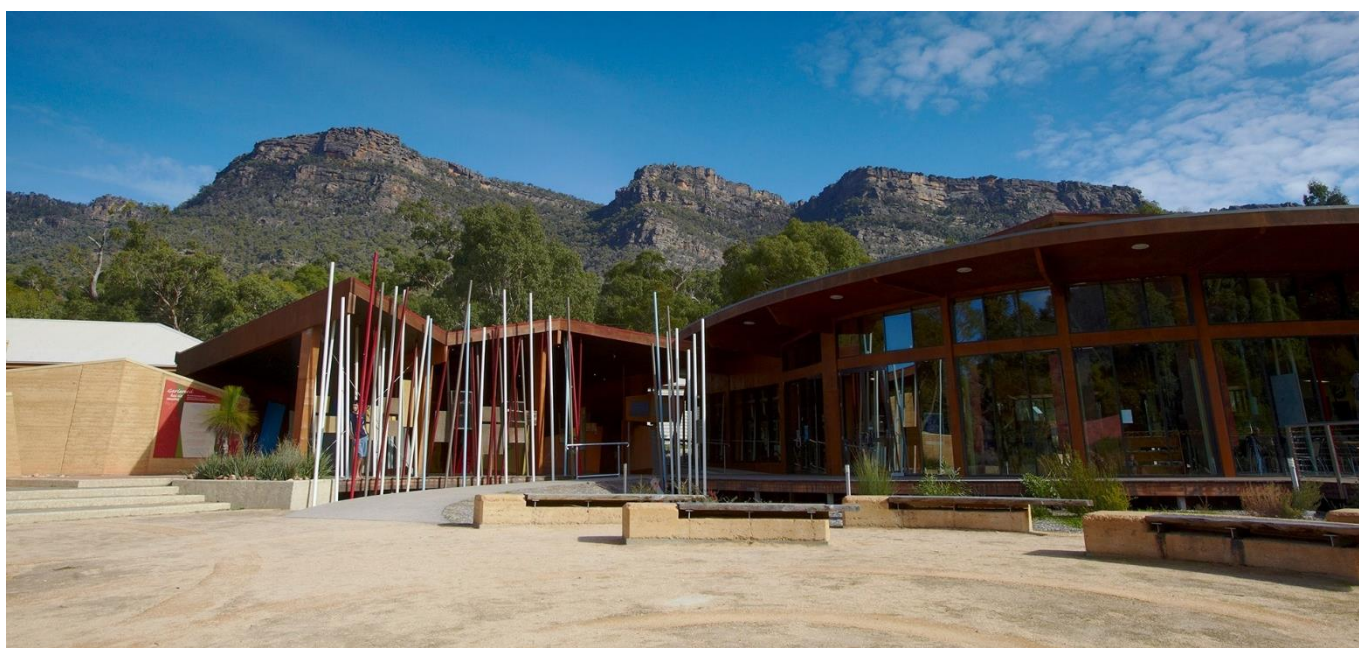
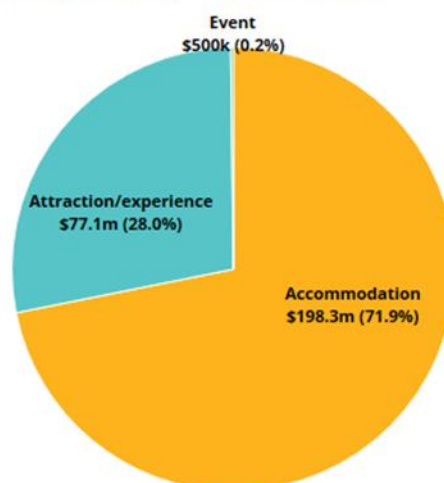
Although accommodation opportunities do not represent the most opportunities, they are likely to require the most investment, accounting for just under 72% of the investment required for private investment drivers (totalling \$198 million).

Figure 3: Summary of the private investment driver opportunities identified

Private Investment Drivers - # of Opportunities



Private Investment Drivers - CAPEX Summary



## 1.7. The Priority Opportunities

### 1.7.1. Private Investment Opportunities

To determine the refined list of private investment driver opportunities, each has been assessed against a number of weighted criteria. A weighted score has been applied, to reflect that some of the criteria can have a stronger positive impact or a higher level of importance, to each Council and the various agencies than other criteria. This weighting has been ranked and tested with the PCG to deliver an agreed weighting spread. Public infrastructure and public enabler projects have been ranked separately, in consultation with the PCG.

The assessment for private investment opportunities included the following determinants (The weighting of each was determined in consultation with the PCG).

- Landowner
- Size of Private Investment
- Size of Public Investment
- Private Sector Interest
- Ability to secure government funding for project
- Requirement for ongoing operational government funding
- Short term to activate
- Likelihood to be profiled by Visit Victoria
- Likely visitor appeal
- Ability to encourage regional dispersal of visitors

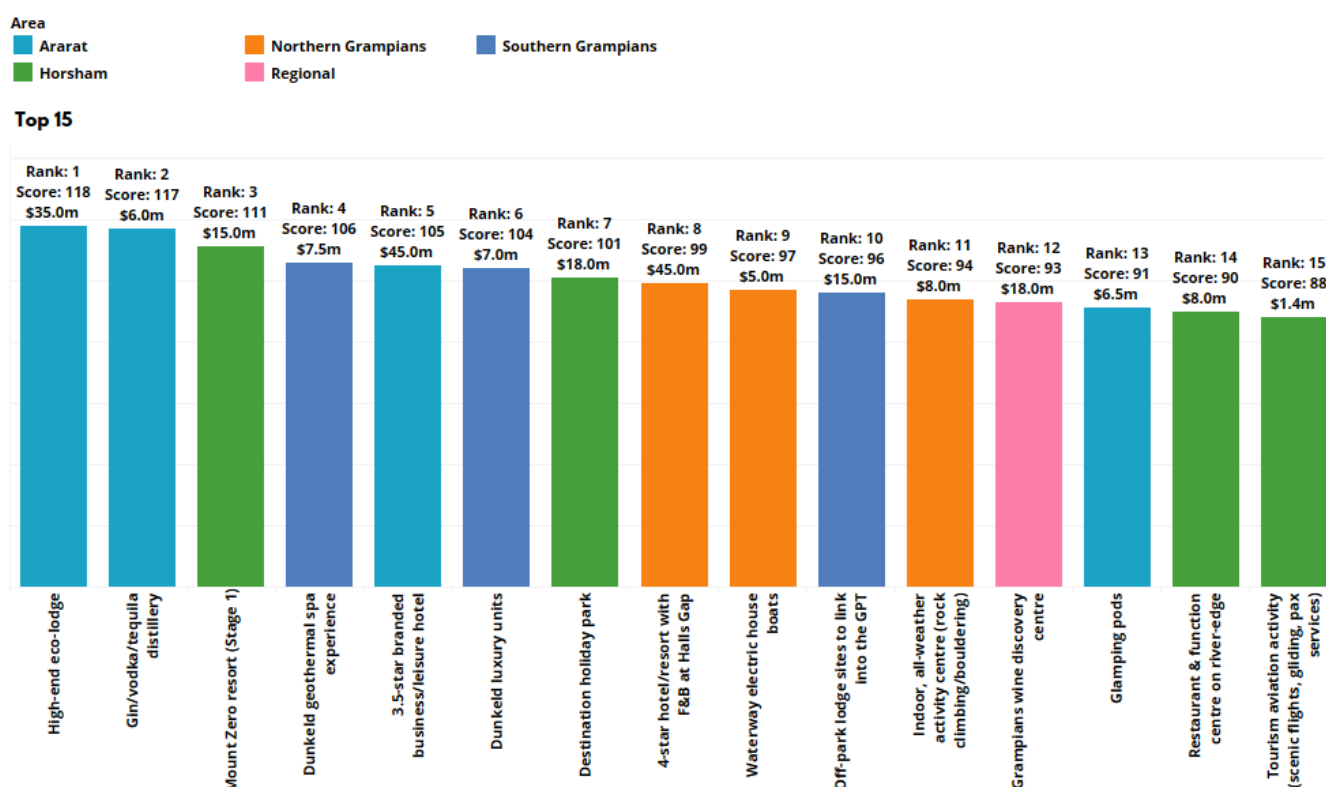
- Uniqueness of product
- Ability to grow visitor yield
- Estimated visitation once operational
- Employment (operational) potential
- Ability to act as a catalyst project to stimulate other investment projects
- Ability to encourage stronger interstate visitation
- Ability to encourage stronger international visitation

Figure 4 summarises the private investment driver opportunities that achieved a top 15 score based on the ranking methodology applied. Because some projects achieved an equal score, there are some with equal rankings.

In summary:

- there are eight accommodation investment opportunities and seven attraction/experience opportunities with a top 15 ranking;
- there is a range of types of projects identified across the various towns in the Grampians (four in both Northern Grampians and Horsham LGAs, three in both Ararat and Southern Grampians LGAs and one regional project); and
- the total investment for the top 15 projects is estimated at \$240 million, of which \$210.7 million is private investment and \$29.7 million is supporting public investment.

Figure 4: The top 15 private investment driver opportunities (weighted score)



### 1.7.2. Public enablers for private investment

There were several public investment projects also identified. While these are not the primary focus of this project, they are important to note because they are likely to assist in encouraging stronger private investment interest. The projects were ranked with the assistance of the PCG and the top 5 projects in the two categories are summarised in Table 2.

Table 2: Top public investment projects

Public enablers for private investment	Public funding opportunities in infrastructure, events, and programs
<ul style="list-style-type: none"> <li>▪ Lake Bellfield improvements.</li> <li>▪ Implementation of Volcanic Trail Masterplan.</li> <li>▪ Brambuk upgrade (noting that funding has already been secured for this project).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wimmera River Discovery Trail Stage 2 (Horsham to Dimboola).</li> <li>▪ New Hamilton Art Gallery project.</li> <li>▪ Heath Street upgrades &amp; bridge.</li> <li>▪ Halls Gap walking loop.</li> <li>▪ Ararat Trails Mountain Bike Park (noting that funding has already been secured for this project).</li> </ul>

### 1.8. Mechanisms to Encourage Investment

Investment is essential to build and maintain a competitive edge and a stronger visitor economy. The higher-risk nature of tourism investment means that there is often a need to help de-risk investment into the sector. Table 3 provides a summary of different mechanisms to encourage investment and reinvestment into tourism products. These are based on examples from various destinations, nationally and globally. They are provided to illustrate that there is often a need to “tilt the playing field” in different ways, to achieve the desired goal of stronger sustainable investment into the visitor economy.

Table 3: Summary of mechanisms to incentivise development/reinvestment

Stakeholders who can effect change:				
◆ Federal Government ■ State Government ● Local Government ▲ Other				
Non-financial Incentives	<p>Floor space bonuses &amp; height incentives</p> <p>●</p>	<p>Release of Crown land for tourism development</p> <p>● ■ ◆</p>	<p>Mixed-use development schemes</p> <p>● ■</p>	<p>Exclusive zoning for tourism developments</p> <p>● ■</p>
	<p>Funding support for accessible room requirements for hotels etc. under 15 rooms</p> <p>●</p>	<p>Planning &amp; Process Support</p> <p>● ▲</p>		
Financial Incentives	<p>Tax exemptions/concessions</p> <p>■</p>	<p>Accelerated depreciation allowance for hotels etc.</p> <p>■</p>	<p>Assisting with access to utility supply</p> <p>● ■</p>	<p>Government-subsidised loans</p> <p>■ ◆</p>
	<p>Income guarantee by operators</p> <p>▲</p>	<p>Purchase of land and concessions on long term ground leases</p> <p>● ■</p>	<p>Incentives for heritage conversion to tourism use</p> <p>● ■</p>	<p>Direct Government Investment</p> <p>● ■ ◆</p>



## 1.9. Next Steps

The next steps in this project are to develop Packages 3 and 4. These packages include the following.

- Package 3: Development and design of a Grampians Tourism Investment Prospectus focused on the top private investment opportunities.
- Package 4: Development of a targeted Grampians Tourism Investment Attraction marketing/investor awareness campaign (this package is yet to be scoped and budgeted).

As outlined, Package 3 will be focused very much on promoting the top 15 private investment opportunities in the region. The Prospectus will be succinct and targeted and will also profile the strengths of the region and its various parts.









## 2. INTRODUCTION & CONTEXT

### 2.1. The Brief

Stafford Strategy was commissioned by Grampians Tourism to develop a Strategic Tourism Investment Plan & Investment Prospectus for the Grampians. The purpose of the project (which has been separated into four different work packages) is to provide direction for the sustainable development of the visitor economy across the Grampians region (the region) which identifies several game-changing projects and supports the attraction of investment in the next phase of tourism uplift across the region.

The work packages are as follows:

- Package 1: Research and Market Analysis report
- Package 2: Strategic Tourism Investment Plan report
- Package 3: Development and design of a Grampians Tourism Investment Prospectus
- Package 4: Development of a targeted Grampians Tourism Investment Attraction marketing/investor awareness campaign (this package 4 is yet to be scoped and budgeted)

This document represents the findings of both **Package 1** and **Package 2**. Package 1 and 2 elements comprise the strategic investment plan while Package 3 is a separate investment prospectus document, which builds on the findings of this report.

This Investment Plan is to assist councils and state government agencies through detailing the investment needs of the region going forward and illustrating the barriers which need to be addressed. It also offers guidance for how existing product is rated by consumers, and when consumer demand will exceed supply, particularly for accommodation.

### 2.2. About The Grampians

The region is a prominent mountainous area located approximately three hours' drive northwest of Melbourne. The Grampians Region includes four Local Government Areas (LGAs), including:

- the Rural City of Ararat
- the Rural City of Horsham
- Northern Grampians Shire
- Southern Grampians Shire

While the region is strongly positioned as a big nature destination, primarily centred on the heritage-listed Grampians (Gariwerd)

National Park and the recently developed Grampians Peak Trail (see Section 2.3 for more detail on the GPT), its large size and varied terrain lead to a diversity of product.

Other notable tourism products include the region's various waterways, the award-winning restaurant Wickens at Royal Mail Hotel, Halls Gap and Brambuk - The National Park and Cultural Centre.

Despite the significance of Grampians (Gariwerd) National Park, research into perceptions of Victorian tourism destinations "shows low and declining awareness of the Grampians as a holiday destination."<sup>8</sup> In addition, research (despite being undertaken some years ago) found that "nine out of ten Melbourne residents are unaware of the Grampians as a holiday destination"<sup>2</sup>. This appears to still be relevant and aligns with feedback provided during the consultation stages of this project.

Parts of the Grampians region fall along the Great Southern Touring Route (see Section 2.4) which offers a circuit-based route that links Melbourne, Ballarat, Halls Gap, Warrnambool, and several areas along the Great Ocean Road.

In 2019 (pre-COVID-19) the Grampians region attracted approximately 1.9 million domestic and international visitors who spent an estimated \$291 million in the region. Tourism is critical to the economy of the region and generates an estimated 5,900 jobs (equating to 6.4% of jobs in the region).<sup>9</sup>

The domestic day trip market is the largest market for the region, comprising just under half (44%) of travel. This is similar to many destinations around Australia – many of which are trying to convert this market to an overnight market due to the greater yield that can be derived.

Although most visitors travel to the region in spring (estimated at 29%<sup>10</sup>) driven by strong visitation to the Grampians (Gariwerd) National Park, overall travel to the region is less seasonal than when compared to regional Victoria as a whole. This is a strength that could continue to be built on.

While the region offers an iconic natural environment, the built environment does not align. There is a need for new tourism investment to raise the quality of products and services offered (accommodation, infrastructure, and experiences) to improve alignment.

<sup>8</sup> 2016-20 Grampians Tourism Strategic Plan, page 2  
<sup>9</sup> Remplan

<sup>10</sup> The Grampians Region receives the majority of its visitation in spring (29%) driven by strong visitation to the Grampians National Park.



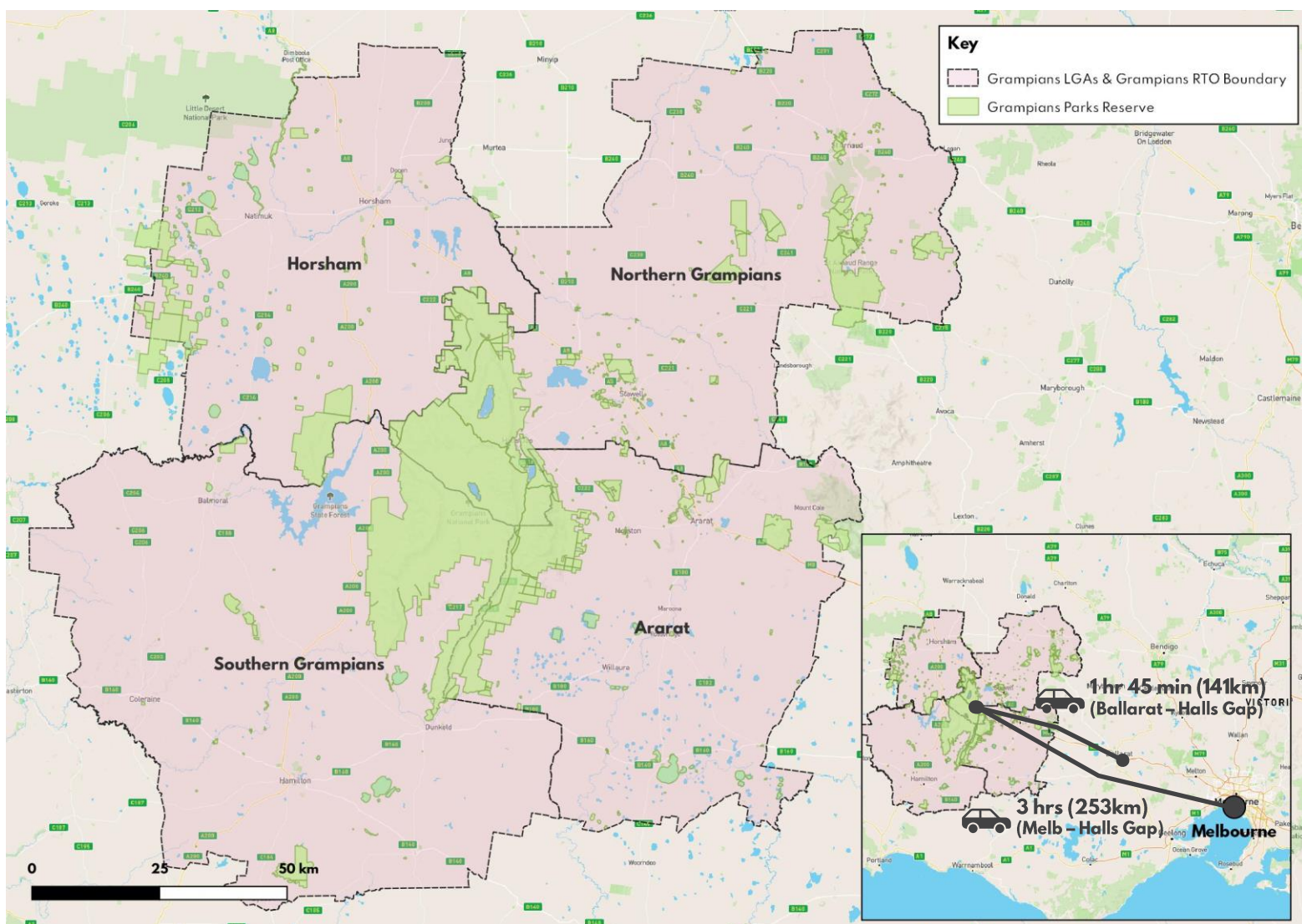
Figure 5 demonstrates the region’s boundaries<sup>11</sup>, the extent of national park land as well as linkages to the key hubs of Melbourne and Ballarat.

With many destinations shifting to a far stronger domestic tourism focus (as a result of COVID-19), the region’s proximity to Ballarat as well as hubs along the Great Ocean Road is particularly important to recognise and continue to build on.

Discussions with stakeholders indicate the following.

- Halls Gap attracts primarily a leisure market including those visiting for trekking experiences in Grampians (Gariwerd) National Park coming from regional Victoria and Melbourne mostly via Ararat.
- Stawell and St Arnaud attract a leisure market coming through from Bendigo and other parts of regional Victoria as well as a business market relating to the operating gold mine and other business activities as well as a sports-based market coming for the Stawell Gift and other sporting events.
- Hamilton and Dunkeld attract a stronger business, special interest (education, sports, medical) and leisure market coming up from the Great Ocean Road especially and coming though from South Australia.
- Horsham attracts a stronger business, specialist interest and leisure market from South Australia and Mildura.
- Ararat attracts primarily a business and leisure (those coming to Pomonal and to trek in the Grampians) from regional Victoria and Melbourne.

Figure 5: The Grampians Region



<sup>11</sup> Although the Grampians region as defined by State Government covers a much larger area and many more Councils, Stafford has been instructed by Grampians Regional Tourism to focus on the four LGAs that fund the Grampians Regional Tourism body.



## 2.3. The Grampians Peaks Trail

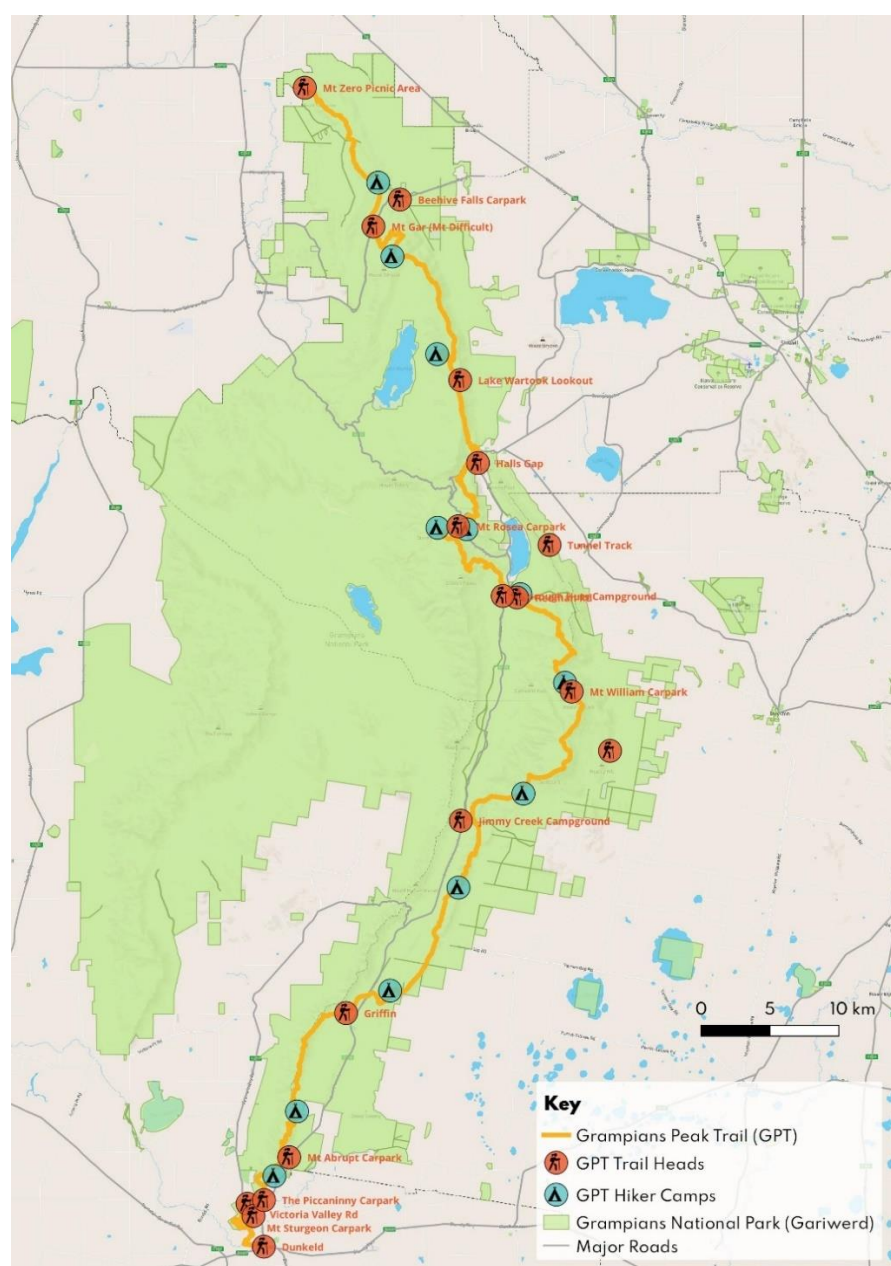
The spectacular Grampians Peaks Trail (160km), or the GPT, is a 13-day/12-night hiking experience through a variety of terrain in the Grampians (Gariwerd) National Park. The trail commences at Mt Zero in the north and heads south through to Dunkeld. The trail passes over the summit of Gar (Mt Difficult) and continues through Halls Gap with hiking highlights including Redman Bluff, Mount William, Major Mitchell Plateau, Signal Peak, Mt Abrupt, Mt Sturgeon before reaching Dunkeld in the south.

The development of the trail, which took six years, was the result of significant investment at both state and federal levels (\$33 million). The investment included the development of 97 kilometres of new

trail along with accommodation huts, 11 hike-in campgrounds, and trailheads (almost doubling the number of walking tracks in Victoria's fourth-largest national park).

The GPT is significant for the region, not only because of the level of investment achieved but also because it is anticipated to attract a diverse range of visitors to the region, including first-time and part-time walkers "beyond the more hardcore, regular" hikers.<sup>12</sup> This is because of the range/style of the accommodation offered and because the GPT is developed in such a way that enables visitors to undertake shorter walks (for example, 3-day, 2 night walks) as well as the full 12-night experience.

Figure 6: Grampians Peak Trail



<sup>12</sup> <https://www.abc.net.au/news/2021-11-13/grampians-peaks-trail-opens-environment-cost-tourism-locals/100615772>

## 2.4. The Great Southern Touring Route (GSTR)

The Great Southern Touring Route (GSTR) travels 842 km and offers a 5-day round trip. It travels along the coast of the Great Ocean Road, through to Grampians (Gariwerd) National Park and through the Goldfields and Daylesford spa region. Anecdotal feedback indicates it is comprehensive and well regarded, offering a diverse range of attractions and experiences to appeal to a range of visitor markets.

Figure 7: The Great Southern Touring Route





## 2.6. Visitor economy markets

The Grampians is a large region and each of its LGAs offer a diversity of tourism product. Some are far more concentrated on a traditional leisure tourism market, while others have a broader visitor economy focus and cover markets such as:

- Sports tourism
- Medical tourism
- Education tourism
- Business tourism
- Events tourism
- Agri and food-related tourism
- Visiting friends and relatives related travel

Each town's focus has primarily been derived as a result of the type of product on offer (both natural and built) and the individual strengths of their economies.

From the desktop research, consultation and site visits undertaken, it would appear the strengths and focus of the region's primary towns/clusters are as indicated in Table 1.

Based on consultation and analysis undertaken to date, the following is noted.

- The western side of Grampians (Gariwerd) National Park appears to have stronger connectivity to the national park and a far stronger emphasis on leisure-based tourism.
- Stawell, while having a strong focus on the national park because of its proximity to Halls Gap, also has a variety of other focuses because of the infrastructure it offers. This includes sport-based tourism and events (including the well-known Stawell Gift.) From a leisure tourism perspective, its gold mining history and dark matter research (via the Stawell Underground Physics Lab <sup>13</sup> ) could also offer product development opportunities.

- While Dunkeld and Hamilton are within the same LGA, they have distinctly different market focuses. Dunkeld has a strong focus on leisure-based tourism and functions as the southern hub for entry to the National Park and is close to the southern trailhead of the GPT. Hamilton, on the other hand, has a broader visitor economy focus with strengths in education, medical and sport-based tourism, and a marketing relationship to the Great Ocean Road/Limestone Coast.
- With the Spirit of Tasmania relocating to Corio Quay in Geelong toward the end of 2022, this potentially provides further opportunity to grow visitation along the Great Southern Touring Route and into the southern parts of the Grampians region in particular. With Tasmania focusing strongly on nature-based tourism, there is strong complementary alignment between the two destinations and what visitor markets are often seeking.
- The Geelong City Deal aims to deliver a variety of tourism infrastructure projects along the Great Ocean Road, including for the Shipwreck Coast and other key locations along the Great Ocean Road, to strengthen the region as a leading tourist destination and ensure benefits flow to local communities.<sup>14</sup> Strengthening the Great Ocean Road as a visitor destination provides leverage opportunities, particularly through Great Southern Touring Route links.
- Connectivity to the Great Ocean Road also provides opportunities to leverage Avalon Airport as an additional gateway into the region.
- A large number of visitors to both Horsham and Hamilton come from South Australia, with Hamilton also benefitting from visitation from Portland and Port Fairy.
- Visitor travel patterns into the GNP show far stronger connectivity coming through Ararat and to a far lesser extent, via Hamilton or Horsham.

Table 4: Cluster strengths & focuses

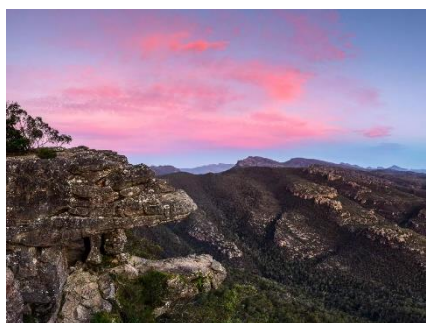
	Leisure	Sport	Medical	Education	Business	Events	Agri/F&B	VFR
Ararat	✓				✓		✓	✓
Dunkeld	✓						✓	
Halls Gap	✓					✓	✓	
Hamilton		✓	✓	✓	✓	✓	✓	✓
Horsham		✓	✓		✓		✓	✓
St Arnaud								✓
Stawell		✓			✓	✓		✓

<sup>13</sup> <https://www.supl.org.au/>

<sup>14</sup> <https://www.infrastructure.gov.au/territories-regions-cities/cities/city-deals/geelong-city-deal>

## 2.7. Major attractions

The region has several major attractions<sup>15</sup> across the various towns and natural assets available. The following outlines some of the key attractions and highlights the diversity of the region's offering which should continue to be built on. These are not listed in any priority order.



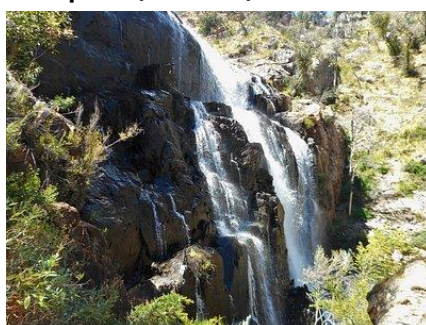
**Grampians (Gariwerd) National Park**



**Halls Gap Zoo**



**Horsham Botanical Gardens**



**MacKenzies Falls, Grampians (Gariwerd) National Park**



**Nigretta Falls, Grampians (Gariwerd) National Park**



**Wannon Falls, Hamilton**



**Silo Art Trail, St Arnaud**



**Brambuk the National Park & Cultural Centre**



**Hamilton Gallery**



**J Ward Museum Complex**



**Gum San Chinese Heritage Centre**



**Stawell Oval**

<sup>15</sup> These are based on Google Travel and TripAdvisor as well as Stafford's visits the region.





**Reed Lookout, Grampians (Gariwerd) National Park**



**Boroka Lookout, Grampians (Gariwerd) National Park**



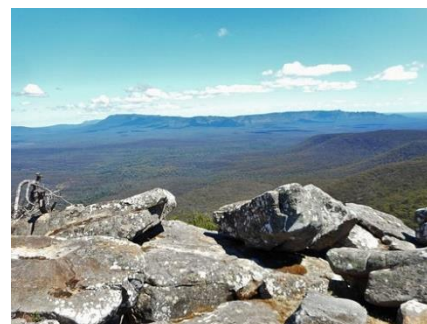
**Kellys Beach, Lake Fyans, Pomonal**



**Lake Wartook, Grampians (Gariwerd) National Park**



**Lake Bellfield, Halls Gap**



**The Balconies, Grampians (Gariwerd) National Park**

## 2.8. Literature Review

There is a large number of documents, reports and strategies that have been prepared for the region and its individual LGAs by councils and state government agencies. Over 60 documents have been provided and reviewed. These have provided an extremely useful context for the project and have assisted in identifying the full list of project opportunities to be investigated. The full list of documentation reviewed for this Plan is included in Appendix 1.





# 3. DEMAND-SIDE ASSESSMENT

Understanding the size of the Grampians' visitor economy is important when planning for tourism investment. This includes insights into:

- the size of the visitor market, in terms of how many visitors are travelling to the region, and how this has changed over time;
- where visitors are coming from, including from domestic and international origins;
- the split between day trippers and overnight visitors; and
- total spending by visitors.

## 3.1. How data has been derived

It is particularly important to drill down to a smaller geographic area than the Grampians region because of the diversity of products on offer across the region's various towns.

To do this, visitor data has been compiled using the National and International Visitor Survey (NVS and IVS) data published by Tourism Research Australia (TRA). The NVS and IVS provide visitation data based on 'Statistical Area 2' (SA2) boundaries. Every LGA in Australia is made up of one or more SA2s. The SA2s included in the region are outlined in Figure 8 along with the council area that they fall in.

As per the methodology applied by TRA for LGAs<sup>16</sup>, visitation data is averaged across three-year periods, rather than being provided on an annual basis. This minimises the impact of variability in estimates from year to year and provides more robust estimates. The data average periods are as follows.

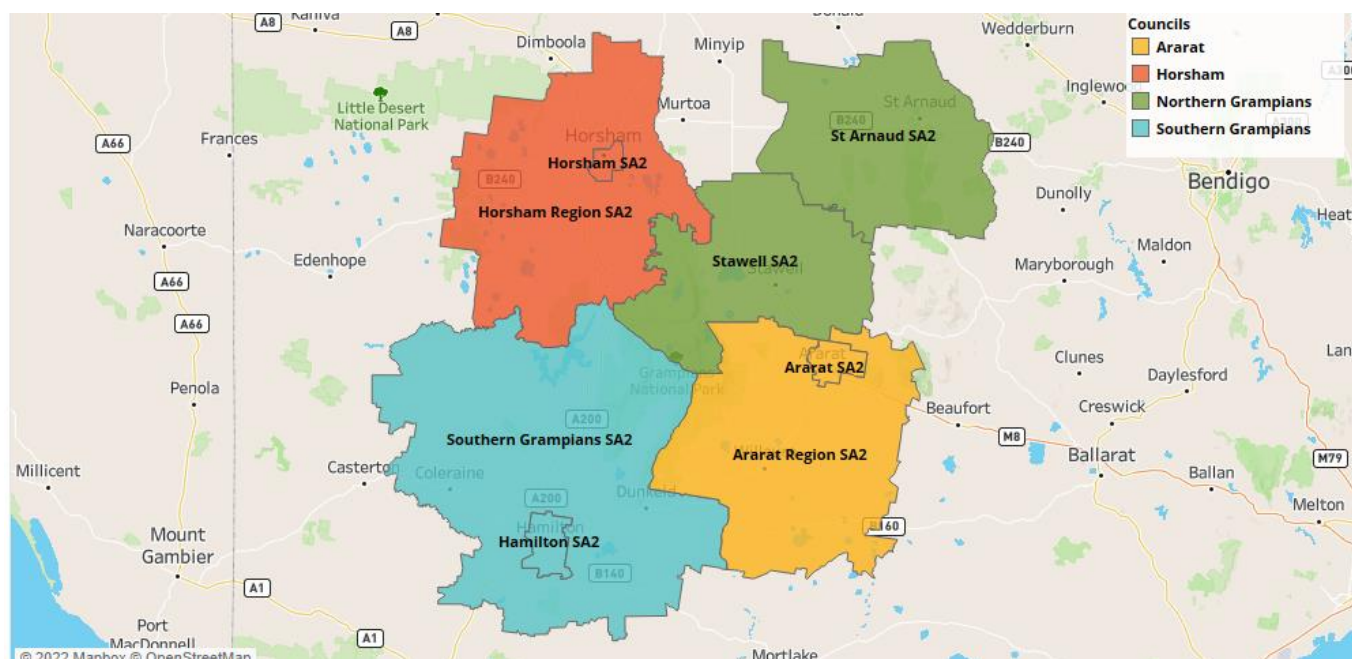
- 2013: reflects the average over 2011-2013;
- 2016: reflects the average over 2014-2016;
- 2019: reflects the average over 2017-2019; and
- 2021: reflects the average over 2020-2021 (this reflects a two-year period because they are both COVID-19 impacted years).

2019 (which comprises the average from 2017 to 2019) has been primarily focused on because it reflects non-COVID-19 impacted data and provides a more accurate reflection of actual visitation to each SA2.

September YE data (unless otherwise specified) has been applied as this is the most recent iteration of data released by TRA via the NVS and IVS at the time of writing this report.

**It is important to note that data included in this report differs from the Regional Tourism Summary provided by TEVE for the Grampians because the geographic boundary for this report is smaller and excludes the Wimmera sub-region (which comprises Buloke, Nhill Region, Yarriambiack SA2s); it covers only the SA2s outlined in Figure 8.<sup>17</sup>**

Figure 8: SA2s in the Grampians region



<sup>16</sup> <https://www.tra.gov.au/research/regional-tourism/local-government-area-profiles/local-government-area-profiles>

<sup>17</sup> Although the Grampians region as defined by State Government covers a much larger area and many more Councils, Stafford has been instructed by Grampians Regional Tourism to focus on the four LGAs that fund the Grampians Regional Tourism body.



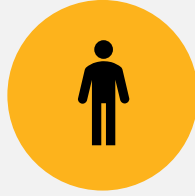
### 3.2. Regional summary

The following reflects top-line results for the Grampians to illustrate the significance of the visitor economy pre-COVID.



**\$297 million**

visitor spend in the Grampians region, 2019<sup>19</sup>



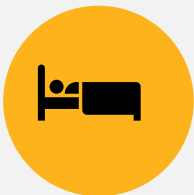
**1.7 million**

visitors to the Grampians region, 2019<sup>20</sup>



**Visitation by market<sup>18</sup>**

- > 43% - Domestic Overnight
- > 54% - Domestic Day
- > 3% - International overnight



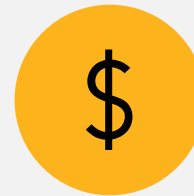
**2.0 million**

visitor nights in the region<sup>21</sup>



**5,886 jobs**

in tourism in the Grampians region, 2019<sup>22</sup>



**\$1.09 billion**

In tourism output in the Grampians region, 2019

### Top five regional visitor experiences<sup>23</sup>



**The Pinnacle (Hiking Trail)**



**Halls Gap Zoo**



**The Balconies (Lookout)**



**Boroka Lookout**



**Horsham Botanical Gardens**

<sup>18</sup> NVS & IVS, Tourism Research Australia and trip spend data from TRA's Local Government Area Profiles

<sup>19</sup> NVS & IVS, Tourism Research Australia

<sup>20</sup> NVS & IVS, Tourism Research Australia

<sup>21</sup> NVS & IVS, Tourism Research Australia

<sup>22</sup> Remplan, 2019

<sup>23</sup> Based on TripAdvisor "best things to do." ([https://www.tripadvisor.com.au/Attractions-g2328073-Activities-Grampians\\_Victoria.html](https://www.tripadvisor.com.au/Attractions-g2328073-Activities-Grampians_Victoria.html)). New product has more recently been added by Parks Victoria and in time, might replace or at a minimum add to those top-rated things to do in the region.

### 3.3. Historic Data

#### 3.3.1. Visitor Trips

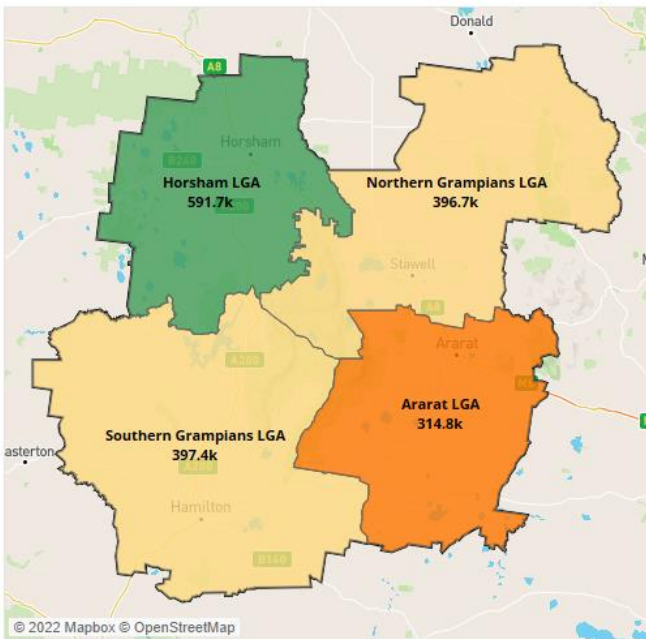
Figure 9 provides visitation data to each LGA in the Grampians for 2019. As of 2019, the most visited LGA in the region was Horsham (592,000 trips) followed by Northern and Southern Grampians which both received an estimated 397,000 visitors.

Importantly, visitation to each of the LGAs is largely concentrated around their associated urban areas.

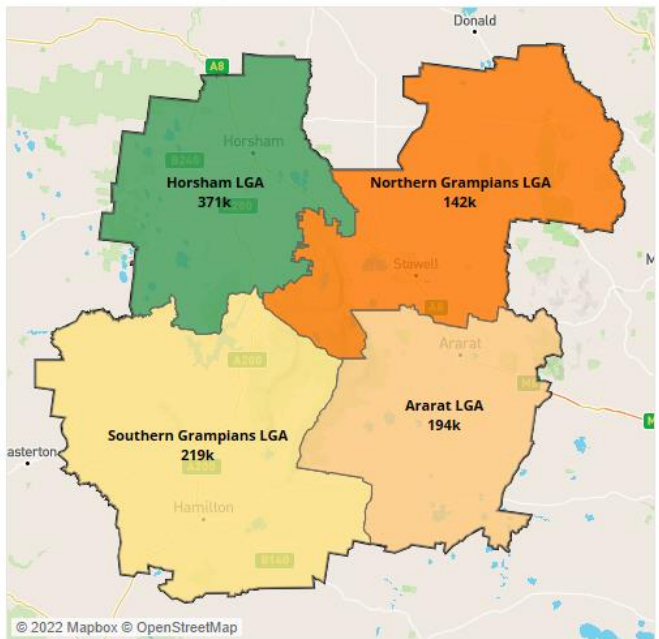
While Horsham receives the greatest number of domestic day trip visitors, Northern Grampians has a stronger overnight (both domestic and international) visitor profile. This is likely because the gateway to Grampians (Gariwerd) National Park (the major leisure-based tourism product for the region), Halls Gap, is situated in the LGA.

Figure 9: Visits by LGA and visitor type, 2019 Sept YE<sup>24</sup>

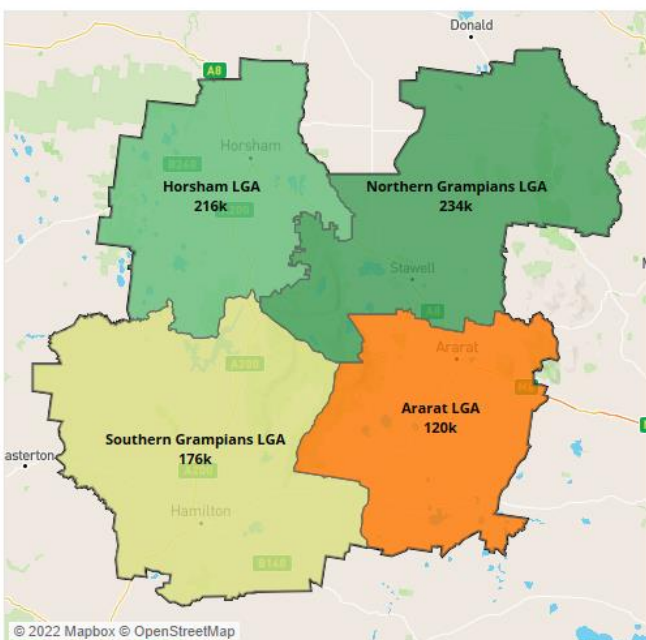
All Visitor Trips, 2019



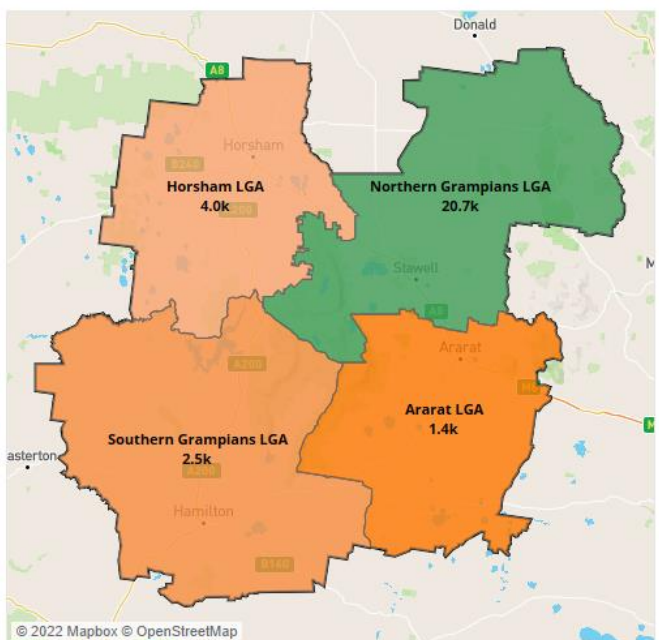
Domestic Day Visitor Trips, 2019



Domestic Overnight Visitor Trips, 2019



International Overnight Visitor Trips, 2019



<sup>24</sup> Tourism Research Australia, National and International Visitor Surveys



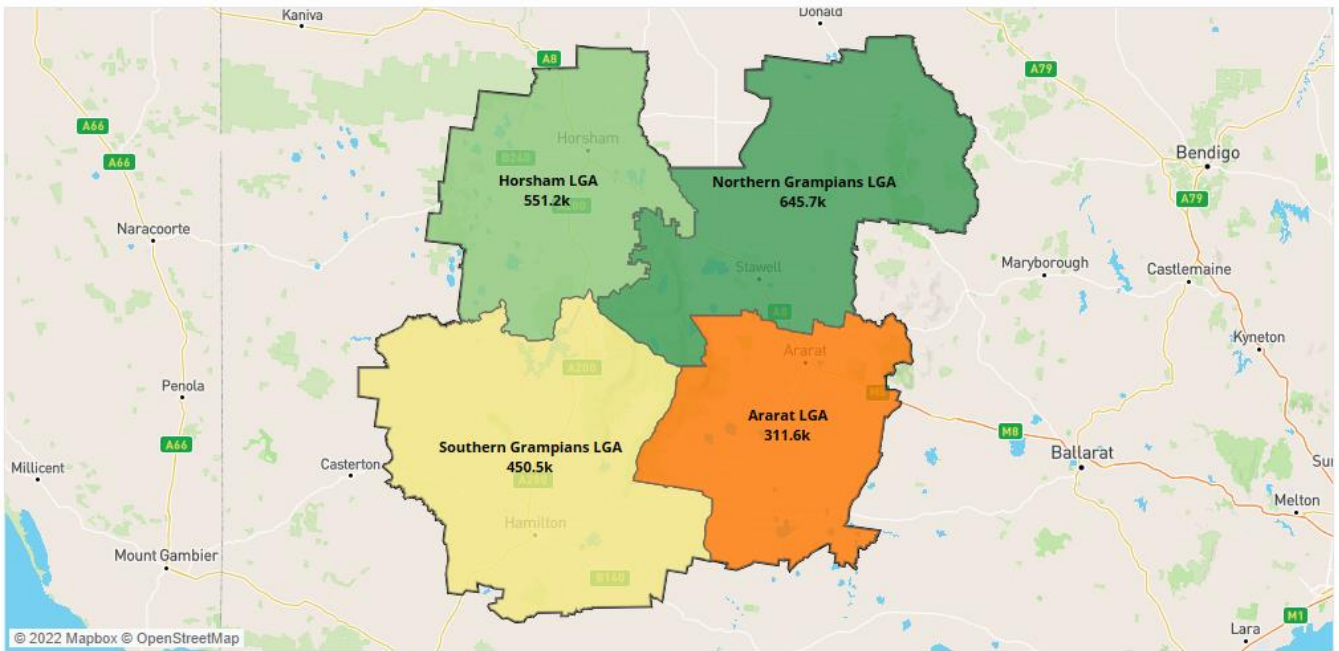
### 3.3.2. Visitor Nights

Figure 10 illustrates visitor nights spent in each LGA in 2019. Northern Grampians received the most visitor nights (645,700) followed by Horsham (551,200). The domestic average length of stay (ALOS) in most LGAs in 2019 averaged between 2 – 3 nights and this has remained relatively constant when looking over the period 2013 to 2021. The international ALOS is more variable and is often heavily skewed towards those international travellers who are working in the region.

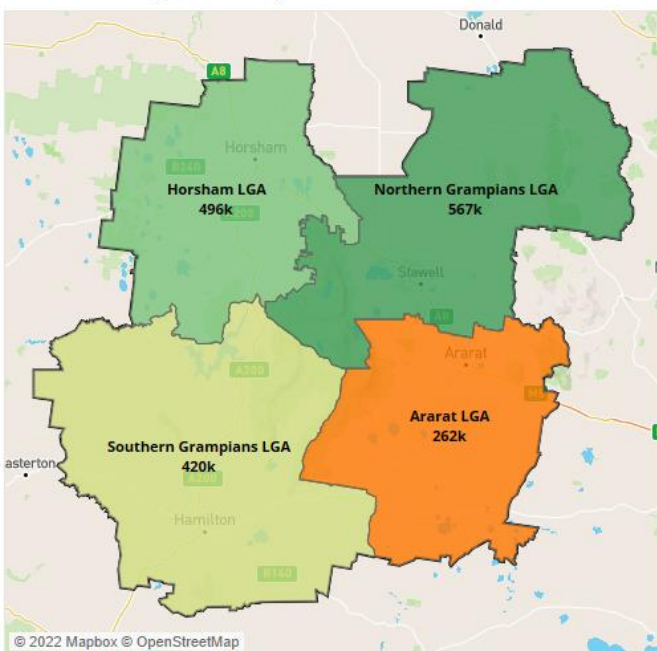
Although achieving solid growth in visitor nights is important, actual visitor daily spend patterns are probably even more significant to help guide the quality of future tourism investment, especially for new accommodation and attractions as paid visitor experiences.

Figure 10: Visitor nights by LGA and visitor type, 2019 Sept YE<sup>25</sup>

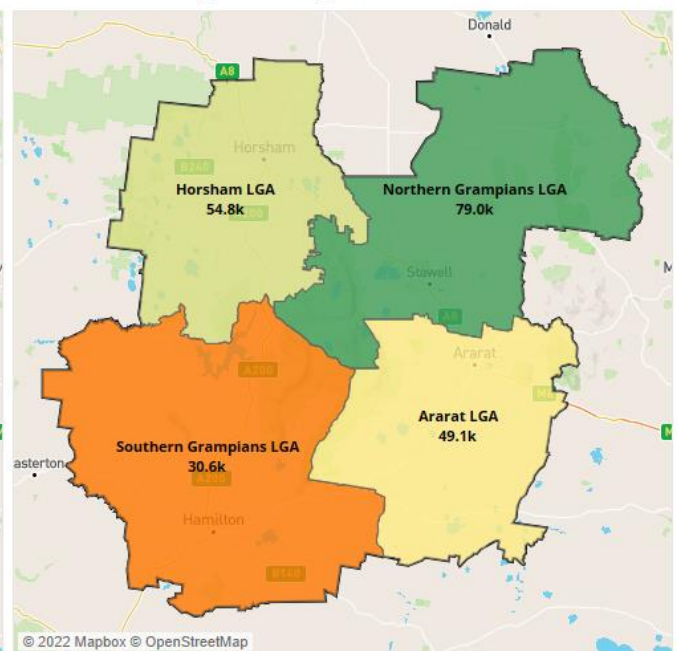
#### All Visitor Nights, 2019



#### Domestic Overnight Visitor Nights, 2019



#### International Overnight Visitor Nights, 2019



<sup>25</sup> Tourism Research Australia, National and International Visitor Surveys

### 3.3.3. Change in Trips & Nights

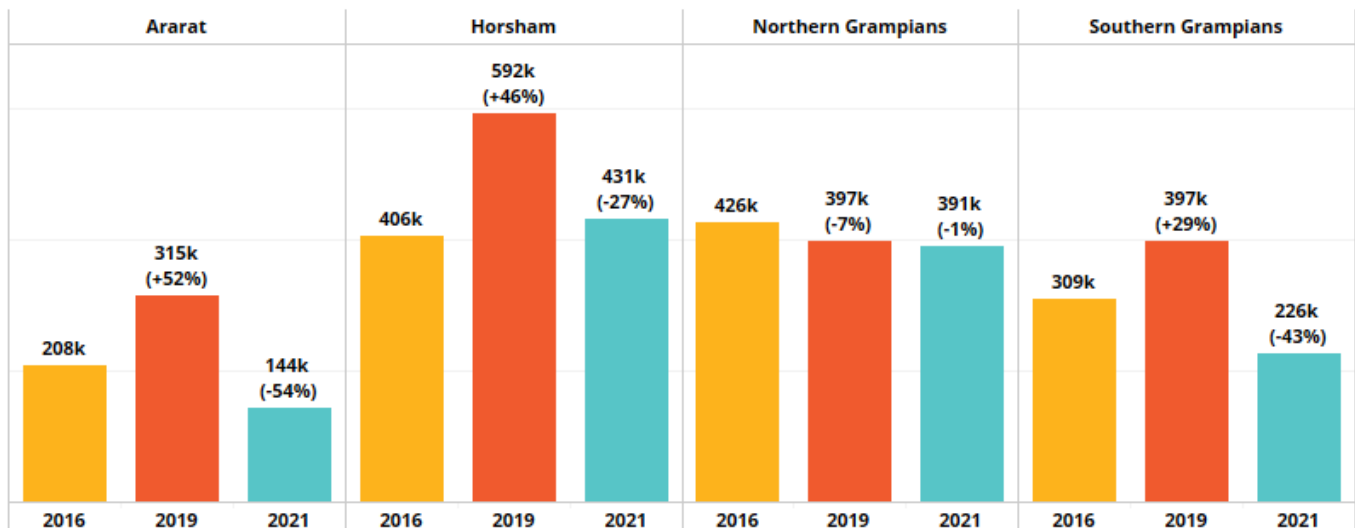
#### 3.3.3.1. Total change in visitor trips & nights by LGA

Figure 11 demonstrates the change in the number of trips undertaken and nights spent in each LGA between 2016 and 2021. It shows that:

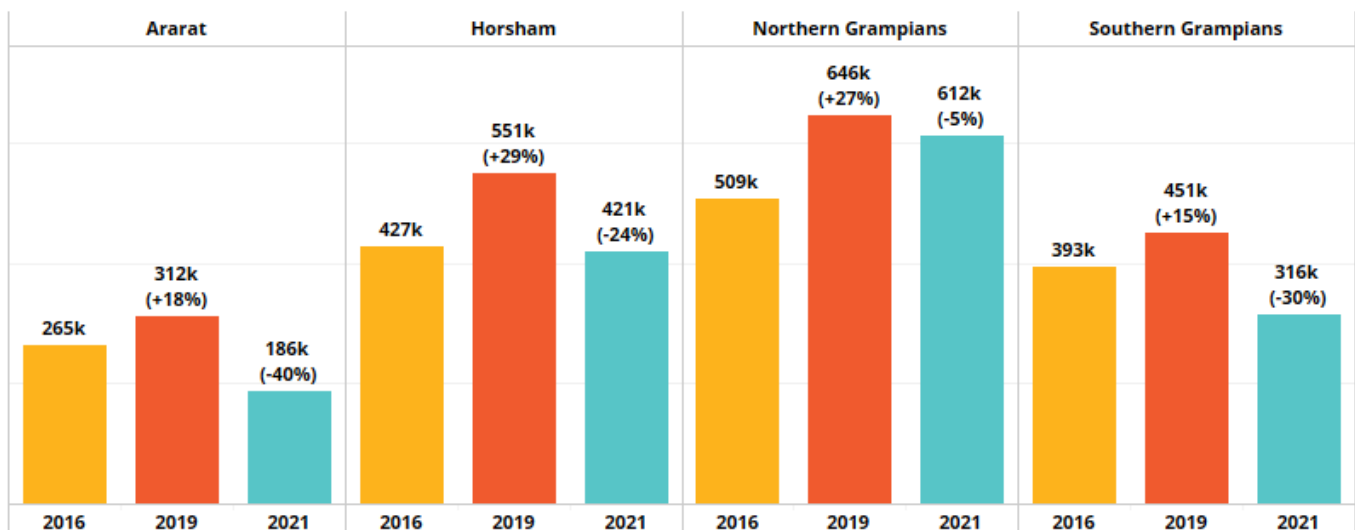
- Pre-COVID-19, most LGAs experienced growth in both trips and nights. The exception to this was Northern Grampians which experienced a 7% decline in visitor trips between 2016 and 2019.
- The LGAs most impacted by COVID-19, in terms of visits/nights, include Ararat, Horsham and Southern Grampians. Northern Grampians appears to be the least impacted. This could potentially be:
  - because of the desire by visitors to undertake intrastate leisure and recreation-based travel away from major urban areas such as Melbourne, Bendigo, Geelong whilst Halls Gap (within Northern Grampians) offers this; and
  - because of the opening of the GPT in late 2021 boosting the profile and interest in Halls Gap and the Grampians (Gariwerd) National Park with many outdoor experiences where visitor numbers can be well spread out.

Figure 11: Change in visitor trips and nights by SA2, 2016-2021 Sept YE<sup>26</sup>

#### Change in Total Trips: 2016, 2019, 2021



#### Change in Total Nights: 2016, 2019, 2021



<sup>26</sup> Tourism Research Australia, National and International Visitor Surveys

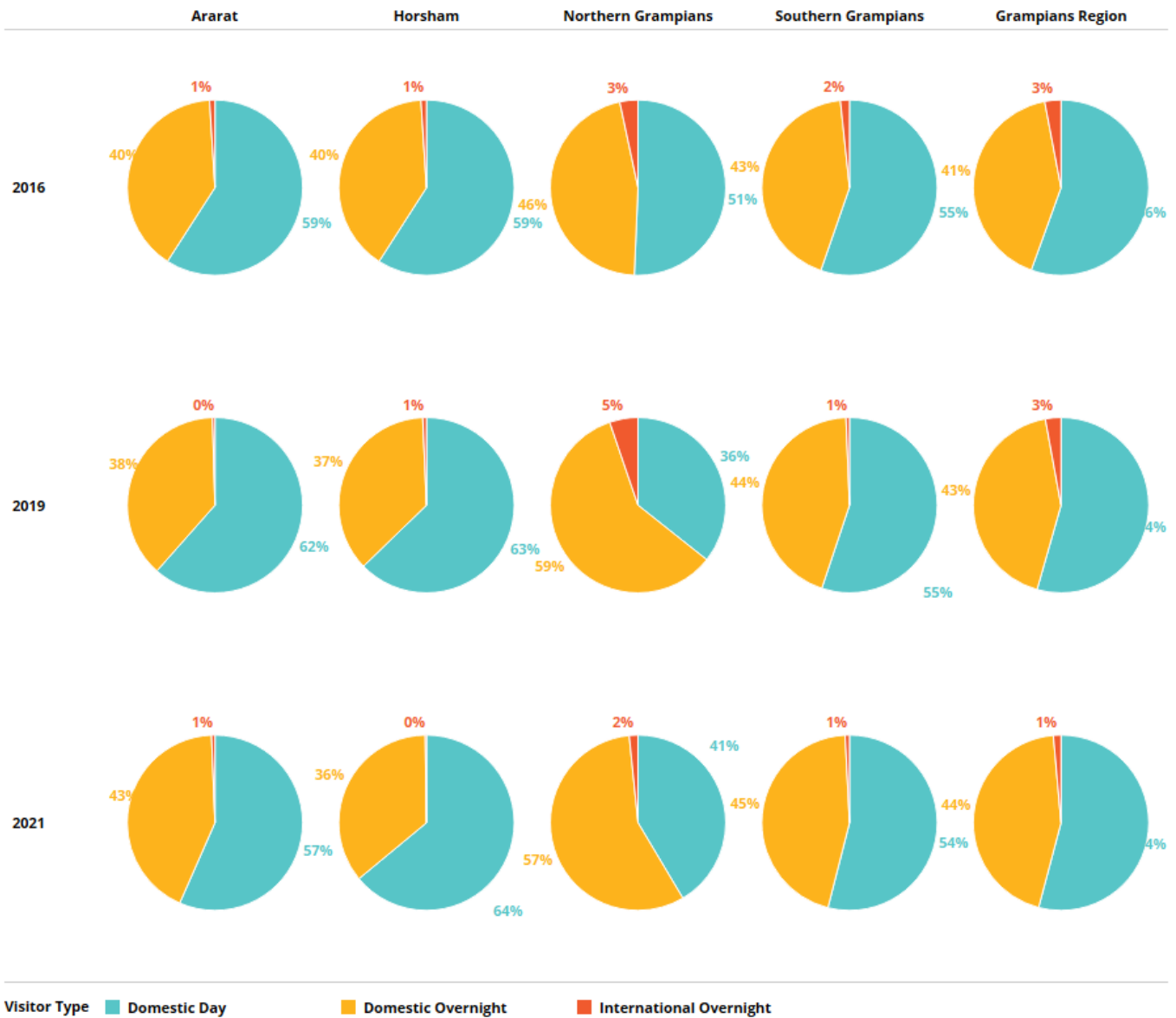


**3.3.3.2. Change by visitor type by LGA**

Figure 12 shows the change in visitor type to each LGA between 2016 and 2021. It shows that:

- while international visitation has declined to each LGA because of COVID-19, it has typically always been a very small market for each LGA (even before COVID-19, international visitation comprised only 3% of travel to the Grampians region); and
- despite COVID-19, there has been little shift in the domestic profile for each LGA, with domestic day visitation typically comprising more than half of total visitation to each LGA across each period assessed (the only exception to this is the Northern Grampians).

Figure 12: Change by visitor type by LGA, 2016-2021 Sept YE<sup>27</sup>



<sup>27</sup> Tourism Research Australia, National and International Visitor Surveys

### 3.3.4. Visitor Spend

Figure 13 summarises estimated visitor spending in each LGA. Spend appears more heavily concentrated in Horsham and Northern Grampians (which also received the strongest visitor numbers). Overall average spend per visitor indicates:

- \$98 per trip for domestic day trippers;
- \$258 per trip for domestic overnight visitors; and
- \$212 per trip for international overnight visitors.

Compared with other regions throughout the country, these are relatively low spend averages, particularly for the overnight markets. By way of example<sup>28</sup>:

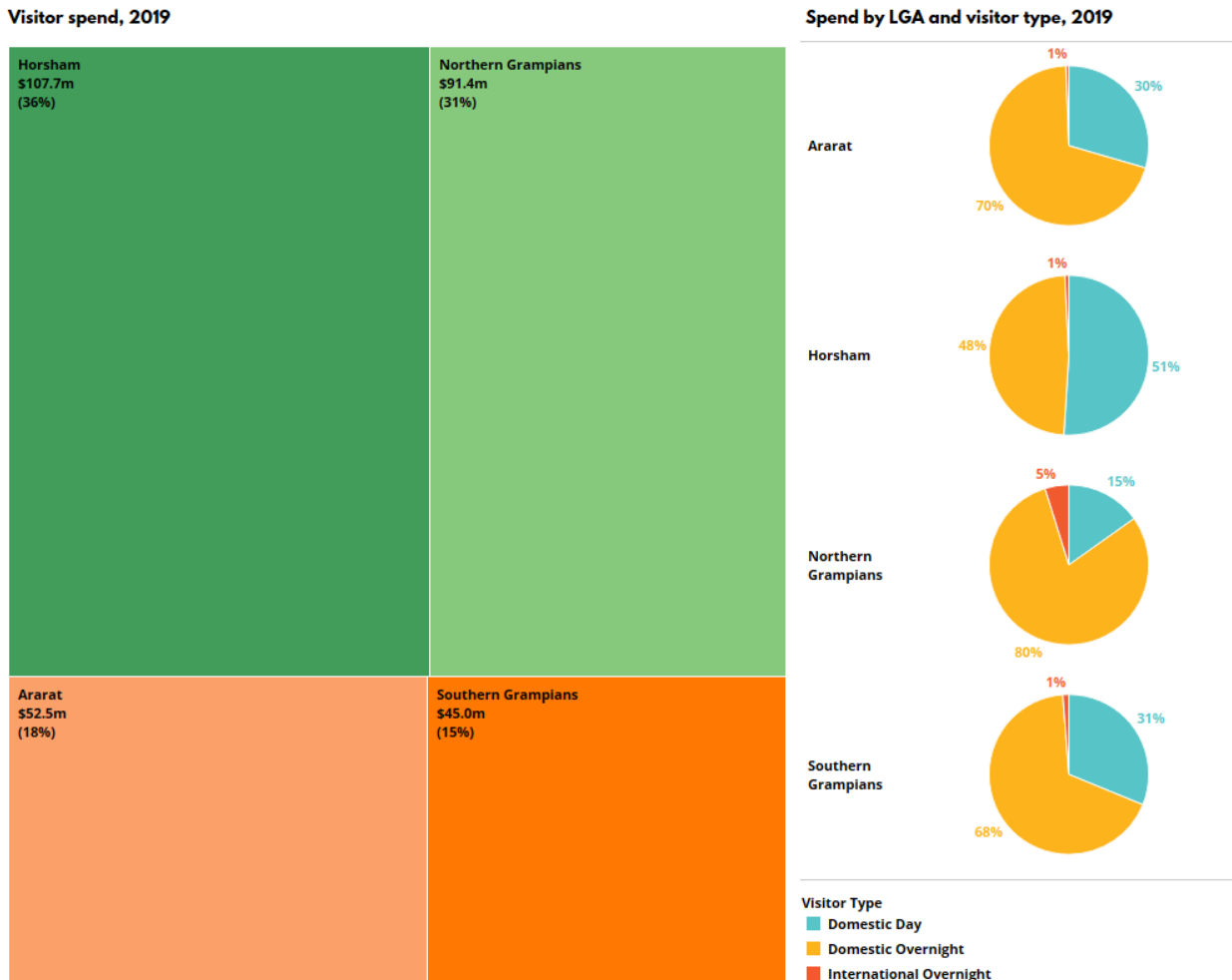
- Bendigo in Victoria has an average visitor spend of \$116 for domestic day trippers; \$309 for domestic overnight and \$683 for international visitors.

- Blue Mountains region in NSW has an average visitor spend of \$91 for domestic day trippers; \$372 for domestic overnight and \$429 for international visitors.
- Cairns in QLD has an average visitor spend of \$186 for domestic day trippers; \$1,167 for domestic overnight and \$1,086 for international visitors.

This may be due to many people coming to camp who have brought their own food supplies, and for many others, a single night stay in the region rather than multi-night stays and associated meals.

The total visitor spend in the region is also heavily impacted by the 54% of visitors who are day visitors and do not stay overnight.

Figure 13: Visitor spend by LGA and visitor type, 2019 Sept YE<sup>29</sup>



<sup>28</sup> Sourced from TRA LGA Profiles - <https://www.tra.gov.au/Regional/Local-Government-Area-Profiles/local-government-area-profiles>

<sup>29</sup> Tourism Research Australia, National and International Visitor Surveys



### 3.3.5. Motivation of Travel

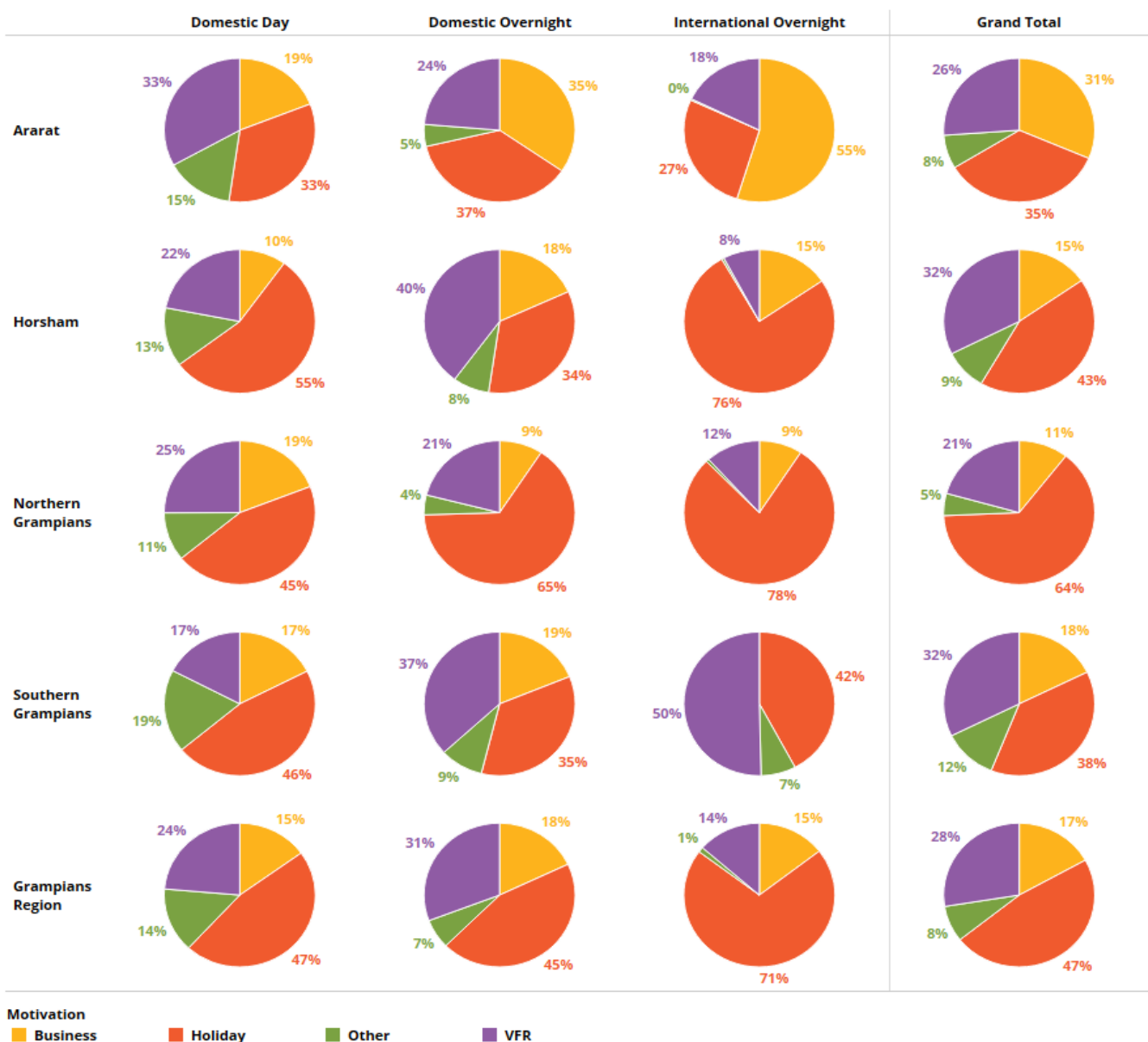
Figure 14 demonstrates the motivation for travel by visitor type to each LGA along with the Grampians region in 2019. It shows that:

- holiday travel is the prominent motivation of travel for the domestic day trip market across each council area;
- domestic overnight travel is more evenly distributed across holiday, business, and VFR travel;
- holiday travel is the major motivation for travel for international visitors across each council area though numbers may take some time to come back; and

- Northern Grampians, which functions as the primary gateway into the Grampians (Gariwerd) National Park, has the largest proportion of holiday visitors (58% of all visitors to this LGA were travelling for a holiday), while Ararat and Southern Grampians have the greatest proportion of business travellers.

Figure 14: Motivation for travel, 2019 Sept YE<sup>30</sup>

#### Motivation of Visitation, 2019



<sup>30</sup> Tourism Research Australia, National and International Visitor Surveys

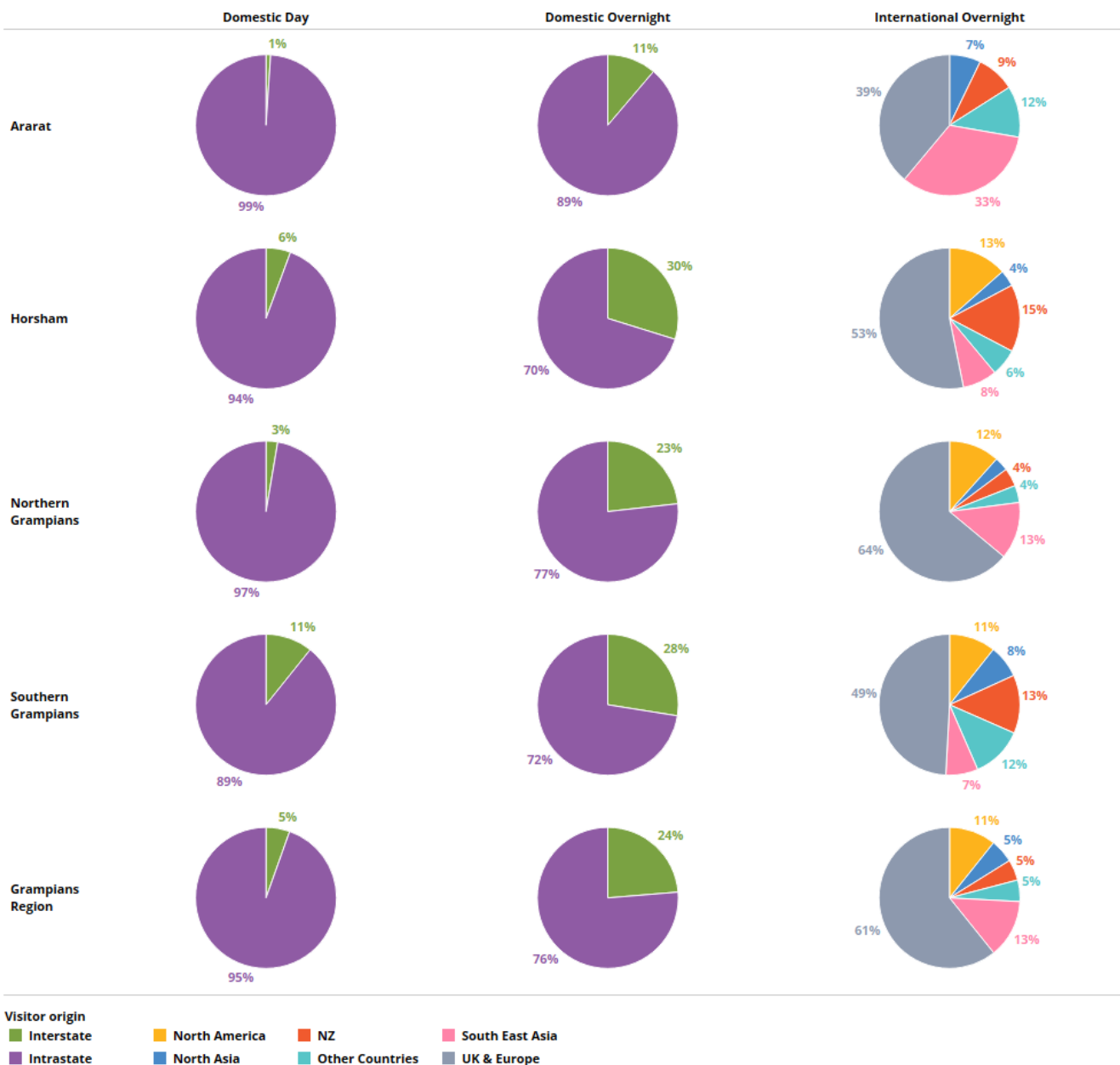
### 3.3.6. Source Markets

Figure 15 illustrates the primary source markets for travellers to each council area. The vast majority of domestic travellers are intrastate visitors. For the domestic day market, 95% of visitors to the Grampians are intrastate travellers, while for the domestic overnight market this figure is 76%. The major intrastate market for the Grampians is regional Victoria.

South Australia represents the largest interstate market to the Grampians, comprising 67% of all interstate domestic travel. This makes sense given the proximity of the region to South Australia. This is important to note for future tourism investment and development, as leisure visitors especially from other states and territories are going to be an important catchment to grow and support new development across the region.

Figure 15: Source Markets, 2019 Sept YE<sup>31</sup>

#### Visitor trips by Motivation, 2019



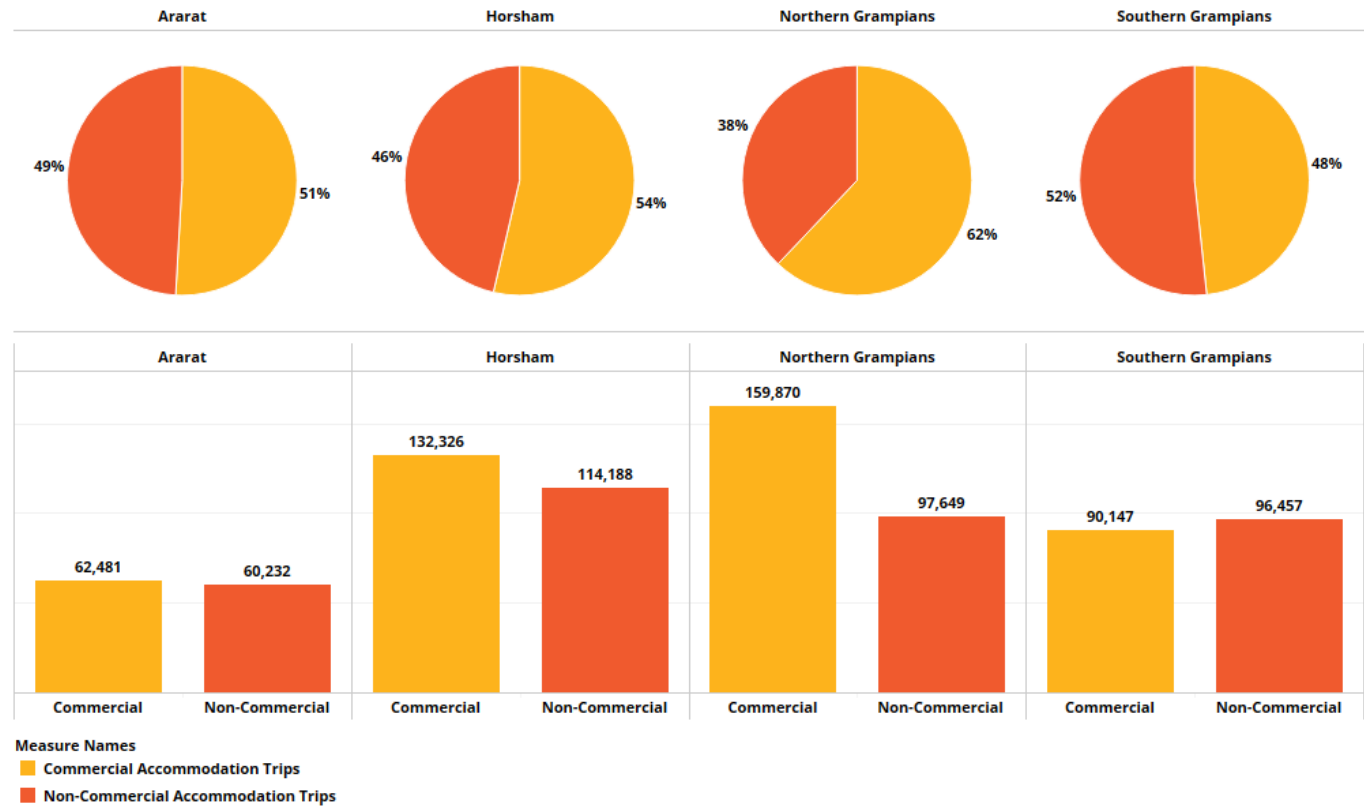
<sup>31</sup> Tourism Research Australia, National and International Visitor Surveys

### 3.3.7. Accommodation Used

Figure 16 provides a breakdown in the type of accommodation used<sup>32</sup> for visitor trips to region. It shows that:

- Northern Grampians had the largest number and proportion of commercial accommodation trips, comprising 62% of all trips and totalling just under 160,000 trips in 2019.
- This was followed by Horsham, with just over 132,000 trips, comprising 54% of all trips to the LGA in 2019.
- Southern Grampians was the only LGA to have a greater proportion of non-commercial trips than commercial trips.

Figure 16: Accommodation Used (by LGA), 2019 Sept YE<sup>33</sup>



<sup>32</sup> Commercial accommodation includes Hotel/resort/motel or motor Inn, Luxury hotel or luxury resort (4 or 5 star), Standard hotel/motor inn (below 4 star), Serviced apartment, Guest house or Bed & Breakfast, Rented house/apartment/flat or unit (not serviced daily), Caravan park or commercial camping ground, Backpacker or hostel, Commercial boat/houseboat/cabin cruiser or cruise ship, Glamping (safari tent/luxury tent/tree house/yurt) and Other commercial accommodation (e.g. health spas, health/spiritual retreats, etc.) Non-commercial accommodation includes Own property (e.g. holiday house), Friends or relatives property, Caravan or camping - non-commercial, Caravan - side of the road/private property, Camping - side of the road/private property, Camping - national park/crown land, Motor home or campervan - side of the road/private property, Privately owned boat or yacht, Other non-commercial property and Private accommodation (not a friend or relative).

<sup>33</sup> Tourism Research Australia, National and International Visitor Surveys



### 3.4. Visitor Forecasts

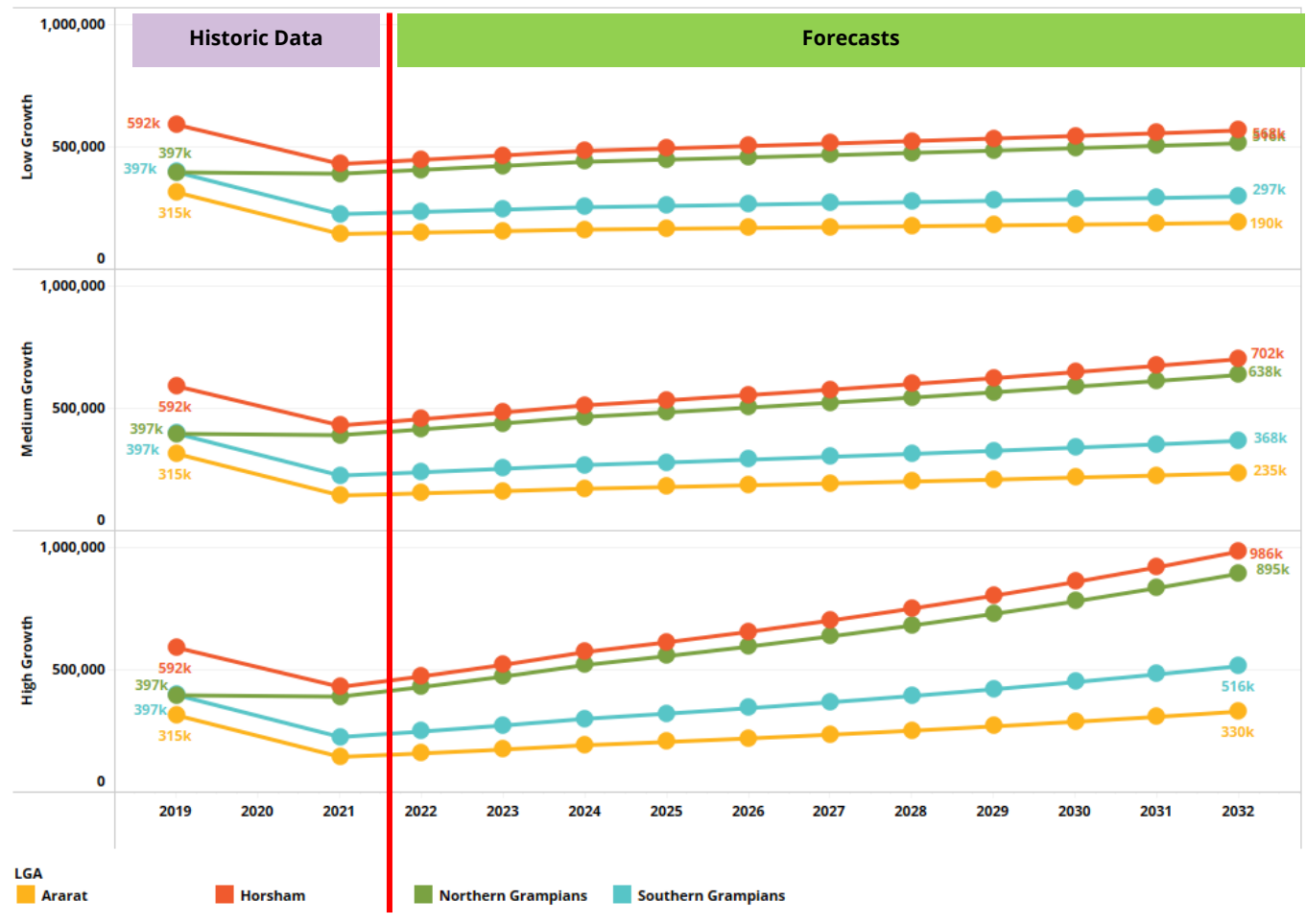
#### 3.4.1. Trips

Figure 17 provides forecasts for visitor trips to The Grampians over the period 2023 to 2032. The forecasts are based on three different scenarios being a low, medium, and high growth. When reviewing the forecasts, it is important to note that some LGAs in the region did not appear to be as impacted by COVID-19 than others. For example, Ararat’s visitation declined by an estimated 151,000 visitors between 2019 and 2021, whereas Northern Grampians’ visitation declined only by 4,000 visitors. This is likely because of the visitor profile these destinations attract and the strong leisure market that Northern Grampians attracts to Halls Gap (and that some leisure destinations in regional parts of the state experience growth in visitation during COVID-19).

The data reflects the following.

- The low growth scenario reflects a much more conservative recovery from COVID-19, with 4% growth from 2022 – 2024 followed by a growth of 2% per annum for each year thereafter. It is a reflection on far stronger interstate visitor growth by Victorians and outbound international travel as most countries open in 2022-2023.
- The medium growth scenario likely reflects a more likely recovery scenario. Under this scenario, growth is modelled at 6% for the three years between 2022 and 2024, followed by a growth rate of 4% per annum for each year thereafter. This scenario assumes a number of new accommodation facilities establish over the next 8-year period and many existing facilities refurbish. It also assumes a strong marketing campaign is maintained for the GPT and various regional major events.
- The high growth scenario sees a much stronger COVID-19 recovery period of 10% per annum between 2022 and 2024, followed by a growth of 7% for each year thereafter. This scenario assumes a number of new attractions are established coupled with far faster development of new forms of accommodation. It also assumes that new private sector concessionaire operators are encouraged to operate within the national park and major urban and other development proposed by various councils in the region is activated (such as the River front Master Plan in Horsham etc.).

Figure 17: Visitor Trips Forecasts, 2023 - 2032<sup>34</sup>

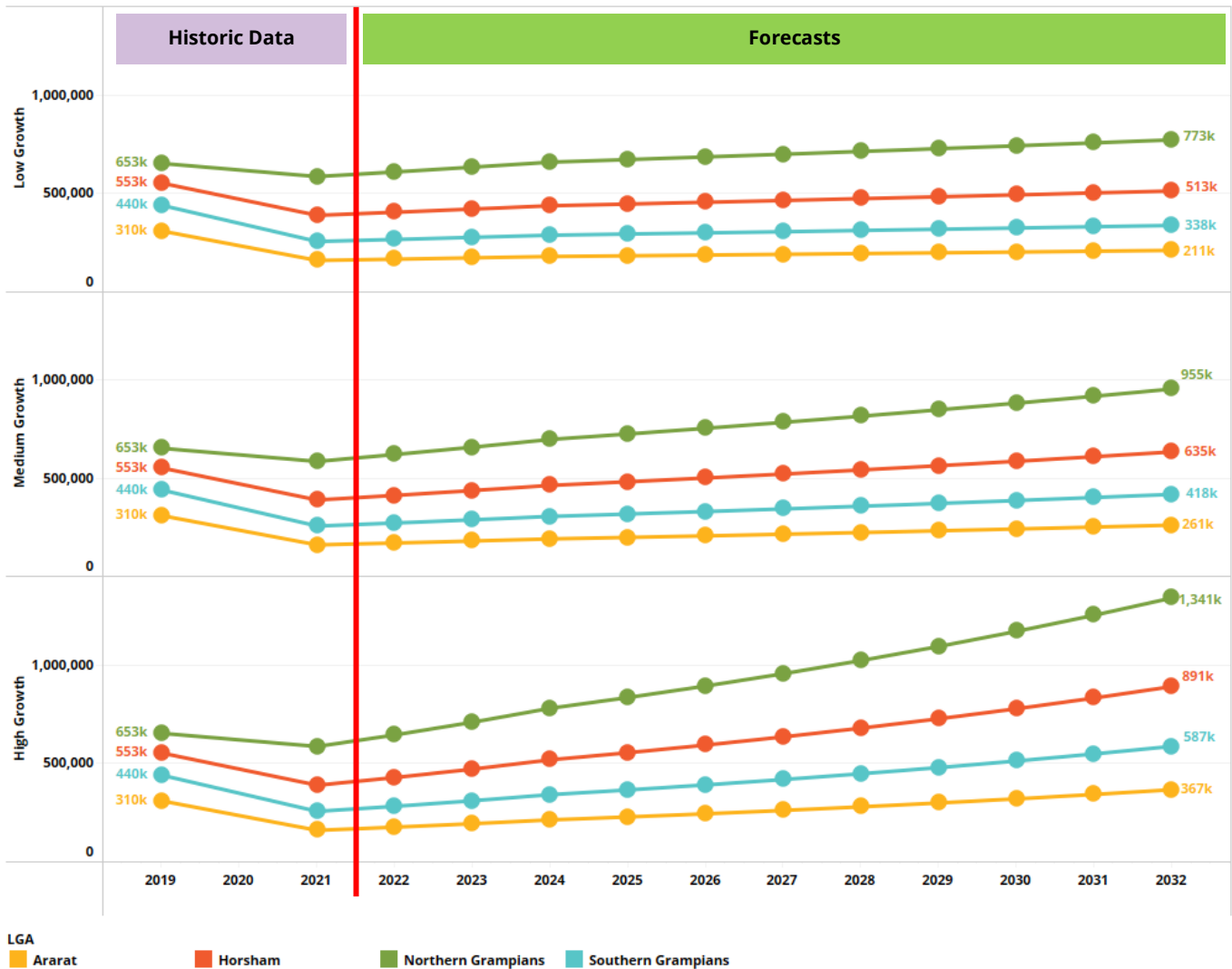


<sup>34</sup> Derived by Stafford based on historic data from Tourism Research Australia (National and International Visitor Surveys) and COVID-19 recovery forecasts

### 3.4.2. Nights

Based on the number of visitor trips outlined in the previous figure, Figure 18 illustrates visitor night forecasts, based again on the three different scenarios. The forecasts are based on the visitor forecasts in Figure 17 multiplied by the historic average length of stay of visitors in each LGA.<sup>35</sup> Visitor night forecasts may be conservative if additional major attractions can be established to encourage visitors to stay in the region for longer.

Figure 18: Visitor Nights Forecasts, 2023 - 2032<sup>36</sup>



<sup>35</sup> Ararat ALOS = 2.56, Horsham ALOS = 2.51, Northern Grampians ALOS = 2.56 and Southern Grampians ALOS = 2.47. Because the international ALOS is skewed by students and workers who are staying in the region for far longer periods, the domestic overnight ALOS has been applied to the international market to reflect the likely ALOS for international leisure visitors.

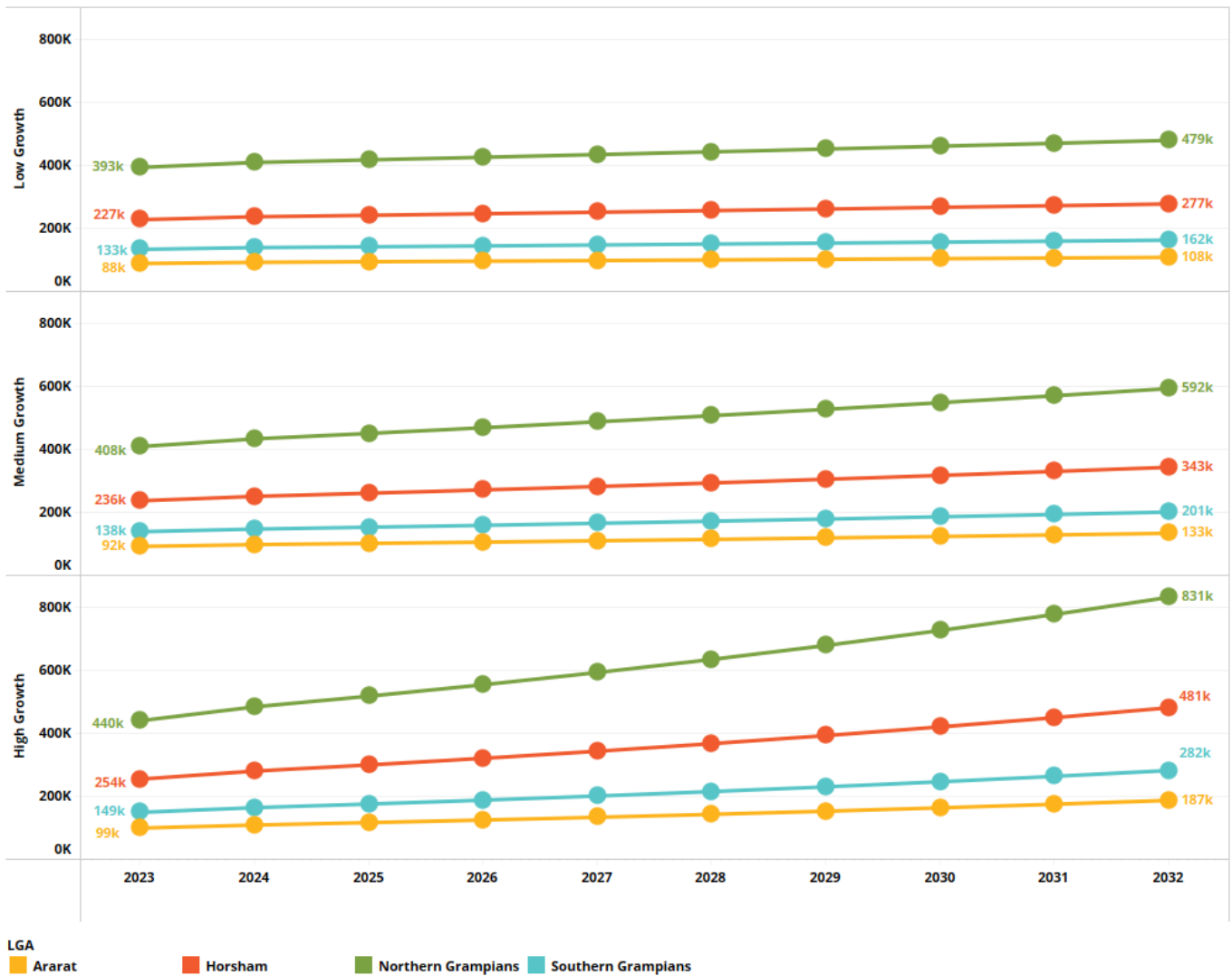
<sup>36</sup> Derived by Stafford based on historic data from Tourism Research Australia (National and International Visitor Surveys) and COVID-19 recovery forecasts

### 3.4.3. Commercial Accommodation Demand

#### 3.4.3.1. Commercial Accommodation Visitor Nights

Figure 19 provides an estimate of visitor nights for commercial accommodation only. This data is based on the visitor nights forecasts in Figure 18 along with the commercial accommodation utilisation percentage identified for each LGA (indicated in Figure 16). This is important to illustrate as the region has many Airbnbs and other forms of non-commercial accommodation.

Figure 19: Commercial Accommodation Visitor Night Forecasts, 2023 - 2032<sup>37</sup>



<sup>37</sup> Derived by Stafford based on historic data from Tourism Research Australia (National and International Visitor Surveys) and COVID-19 recovery forecasts



### 3.4.3.2. Commercial Accommodation Marketable Room Stock

It is estimated that approximately 75% of the commercial accommodation room stock available in The Grampians is of a sufficient quality to be truly marketed as being a 3-star quality standard or higher. There are a number of properties that received low NPS scores because the quality offered did not match the consumers perception of value and the price being charged. Based on the product audit completed, stakeholder feedback and Stafford's visit to the region, it is estimated that 25% of commercial accommodation room stock is not of a 3-5-star quality and able to be easily marketed.

As the region has a strong desire to appeal to a higher yielding visitor market and to generate a stronger level of visitor spend, it needs to have an accommodation and attraction mix which can appeal to a higher yielding visitor market. As such, any room of any quality is unlikely to support a focus on driving higher yielding visitor markets.

Table 5 provides a summary of how marketable room stock was calculated for the region. It shows that:

- There are an estimated 1,731 rooms which are of a marketable quality available throughout the region on a daily basis with appeal to a variety of visitor markets. This equates to 631,815 rooms on an annual basis. Almost half (48%) of these are situated in the Northern Grampians.
- Based on an estimated average guest ratio per room of 1.9 guests, this equates to a guest capacity in these marketable properties of 3,289 per day, or 1.2 million guests per annum.

Table 5: Estimated marketable room stock calculation

	Total	Ararat	Horsham	Northern Grampians	Southern Grampians
Total Commercial Properties	221	39	44	99	39
Total Commercial Rooms	2,308	235	595	1,110	368
Average occupancy per room	1.9	1.9	1.9	1.9	1.9
Room Daily Capacity (guests)	4,385	447	1,131	2,109	699
Room Annual Capacity (guests)	1,600,598	162,973	412,633	769,785	255,208
Marketable Rooms %	75%	75%	75%	75%	75%
Marketable Rooms #	1,731	176	446	833	276
Marketable Rooms Annual Capacity	631,815	64,331	162,881	303,863	100,740
Marketable Rooms Daily Capacity (guests)	3,289	335	848	1,582	524
<b>Marketable Rooms Annual Capacity (guests)</b>	<b>1,200,449</b>	<b>122,229</b>	<b>309,474</b>	<b>577,339</b>	<b>191,406</b>
Marketable Rooms % Share		10%	26%	48%	16%
Current Estimated Commercial Guest Nights	859,036	90,545	231,512	400,592	136,387
Current Estimated Marketable Rooms Annual Occupancy	72%	74%	75%	69%	71%

### 3.4.3.3. Commercial Accommodation Marketable Room Stock Occupancy

Based on the commercial guest night forecasts indicated in Figure 19 and the estimates for marketable room stock (Table 5), Table 6 provides estimated demand forecasts and demonstrates when an occupancy level of 85% ( this level of occupancy reflects when new development and capacity is likely to be needed and is a general metric applied across many regions nationally and beyond) or above will be reached. Points to note include the following.

- For Ararat, the 85% occupancy threshold is reached in 2030 under the low growth scenario, by 2026 in the medium growth scenario and by 2024 under the high growth scenario.
- For Horsham, the 85% occupancy threshold is reached in 2029 under the low growth scenario, by 2025 in the medium growth scenario and by 2024 under the high growth scenario.

- For Northern Grampians, the 85% occupancy threshold is not reached under the low growth scenario, but it is reached by 2027 in the medium growth scenario and by 2025 under the high growth scenario.
- For Southern Grampians, the 85% occupancy threshold is reached in 2032 under the low growth scenario, by 2027 in the medium growth scenario and by 2024 under the high growth scenario.

This data demonstrates the need, even under a low growth scenario, to introduce new, higher quality accommodation stock within the region. This is because the current stock availability is unlikely to adequately satisfy demand and market expectations which is likely to result in diminished visitor demand and the potential for negative publicity.

Table 6: Commercial marketable room stock demand forecasts

LGA	Scenario		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Ararat	Low Growth	Total Visitor Nights	173,386	180,321	183,928	187,607	191,360	195,185	199,089	203,069	207,132	211,274
		Total Commercial Visitor Nights	88,427	91,964	93,803	95,680	97,594	99,544	101,535	103,565	105,637	107,750
		Marketable Commercial Guest Annual Capacity	122,229	122,229	122,229	122,229	122,229	122,229	122,229	122,229	122,229	122,229
		Estimated Occupancy of Commercial Marketable Properties	72%	75%	77%	78%	80%	81%	83%	85%	86%	88%
	Medium Growth	Total Visitor Nights	180,119	190,925	198,564	206,505	214,764	223,355	232,289	241,580	251,244	261,294
		Total Commercial Visitor Nights	91,861	97,372	101,268	105,318	109,529	113,911	118,468	123,206	128,134	133,260
		Marketable Commercial Guest Annual Capacity	122,229	122,229	122,229	122,229	122,229	122,229	122,229	122,229	122,229	122,229
		Estimated Occupancy of Commercial Marketable Properties	75%	80%	83%	86%	90%	93%	97%	101%	105%	109%
	High Growth	Total Visitor Nights	193,969	213,366	228,301	244,280	261,381	279,677	299,256	320,205	342,618	366,602
		Total Commercial Visitor Nights	98,924	108,817	116,433	124,583	133,304	142,635	152,621	163,304	174,735	186,967
		Marketable Commercial Guest Annual Capacity	122,229	122,229	122,229	122,229	122,229	122,229	122,229	122,229	122,229	122,229
		Estimated Occupancy of Commercial Marketable Properties	81%	89%	95%	102%	109%	117%	125%	134%	143%	153%
Horsham	Low Growth	Total Visitor Nights	421,183	438,033	446,793	455,731	464,842	474,139	483,624	493,295	503,162	513,225
		Total Commercial Visitor Nights	227,439	236,538	241,268	246,095	251,015	256,035	261,157	266,379	271,708	277,141
		Marketable Commercial Guest Annual Capacity	309,474	309,474	309,474	309,474	309,474	309,474	309,474	309,474	309,474	309,474
		Estimated Occupancy of Commercial Marketable Properties	73%	76%	78%	80%	81%	83%	84%	86%	88%	90%
	Medium Growth	Total Visitor Nights	437,541	463,793	482,344	501,639	521,701	542,572	564,276	586,846	610,319	634,731
		Total Commercial Visitor Nights	236,272	250,448	260,466	270,885	281,719	292,989	304,709	316,897	329,572	342,755
		Marketable Commercial Guest Annual Capacity	309,474	309,474	309,474	309,474	309,474	309,474	309,474	309,474	309,474	309,474
		Estimated Occupancy of Commercial Marketable Properties	76%	81%	84%	88%	91%	95%	98%	102%	106%	111%
	High Growth	Total Visitor Nights	471,185	518,302	554,585	593,404	634,945	679,392	726,946	777,834	832,281	890,543
		Total Commercial Visitor Nights	254,440	279,883	299,476	320,438	342,870	366,872	392,551	420,030	449,432	480,893
		Marketable Commercial Guest Annual Capacity	309,474	309,474	309,474	309,474	309,474	309,474	309,474	309,474	309,474	309,474
		Estimated Occupancy of Commercial Marketable Properties	82%	90%	97%	104%	111%	119%	127%	136%	145%	155%
Northern Grampians	Low Growth	Total Visitor Nights	634,022	659,382	672,568	686,024	699,740	713,736	728,010	742,572	757,425	772,572
		Total Commercial Visitor Nights	393,094	408,817	416,992	425,335	433,839	442,516	451,366	460,394	469,603	478,995
		Marketable Commercial Guest Annual Capacity	577,339	577,339	577,339	577,339	577,339	577,339	577,339	577,339	577,339	577,339
		Estimated Occupancy of Commercial Marketable Properties	68%	71%	72%	74%	75%	77%	78%	80%	81%	83%
	Medium Growth	Total Visitor Nights	658,642	698,161	726,088	755,131	785,336	816,748	849,421	883,395	918,733	955,482
		Total Commercial Visitor Nights	408,358	432,860	450,174	468,181	486,909	506,383	526,641	547,705	569,614	592,399
		Marketable Commercial Guest Annual Capacity	577,339	577,339	577,339	577,339	577,339	577,339	577,339	577,339	577,339	577,339
		Estimated Occupancy of Commercial Marketable Properties	71%	75%	78%	81%	84%	88%	91%	95%	99%	103%
	High Growth	Total Visitor Nights	709,286	780,219	834,831	893,271	955,799	1,022,705	1,094,295	1,170,895	1,252,859	1,340,559
		Total Commercial Visitor Nights	439,758	483,736	517,595	553,828	592,595	634,077	678,463	725,955	776,773	831,147
		Marketable Commercial Guest Annual Capacity	577,339	577,339	577,339	577,339	577,339	577,339	577,339	577,339	577,339	577,339
		Estimated Occupancy of Commercial Marketable Properties	76%	84%	90%	96%	103%	110%	118%	126%	135%	144%
Southern Grampians	Low Growth	Total Visitor Nights	277,512	288,615	294,387	300,273	306,278	312,406	318,652	325,027	331,526	338,155
		Total Commercial Visitor Nights	133,206	138,535	141,306	144,131	147,013	149,955	152,953	156,013	159,132	162,315
		Marketable Commercial Guest Annual Capacity	191,406	191,406	191,406	191,406	191,406	191,406	191,406	191,406	191,406	191,406
		Estimated Occupancy of Commercial Marketable Properties	70%	72%	74%	75%	77%	78%	80%	82%	83%	85%
	Medium Growth	Total Visitor Nights	288,291	305,586	317,810	330,523	343,745	357,493	371,792	386,664	402,131	418,215
		Total Commercial Visitor Nights	138,380	146,681	152,549	158,651	164,998	171,597	178,460	185,599	193,023	200,743
		Marketable Commercial Guest Annual Capacity	191,406	191,406	191,406	191,406	191,406	191,406	191,406	191,406	191,406	191,406
		Estimated Occupancy of Commercial Marketable Properties	72%	77%	80%	83%	86%	90%	93%	97%	101%	105%
	High Growth	Total Visitor Nights	310,457	341,502	365,409	390,986	418,356	447,641	478,975	512,505	548,380	586,766
		Total Commercial Visitor Nights	149,019	163,921	175,396	187,673	200,811	214,867	229,908	246,003	263,222	281,648
		Marketable Commercial Guest Annual Capacity	191,406	191,406	191,406	191,406	191,406	191,406	191,406	191,406	191,406	191,406
		Estimated Occupancy of Commercial Marketable Properties	78%	86%	92%	98%	105%	112%	120%	129%	138%	147%







# 4. SUPPLY-SIDE ASSESSMENT

The following section provides a supply-side product assessment for the Grampians. This includes two audits: one focused on the accommodation offering and one on attractions and experiences. The purpose of the audit is twofold: firstly, to ascertain where product gaps may exist in the tourism product mix; and secondly, to complete sentiment analysis on the existing product.

The audit is primarily based on an extensive 'data scraping' exercise that leveraged the following sources: The Australian Tourism Data Warehouse, TripAdvisor, Booking.com, Google Travel and Google Maps.<sup>38</sup> Their collective data offers a robust way of determining both product gaps and visitor sentiment feedback.

Figure 20 provides a summary of the stocktake findings.

Figure 20: Stocktake Summary



<sup>38</sup> It is important to note, therefore, that the audit may not be fully comprehensive, particularly for those operators who are not listed online.

## 4.1. Accommodation Audit

When reviewing the accommodation audit findings, it is important to note that it excludes:

- non-commercial accommodation, such as Airbnbs and holiday home properties (unless these are listed on commercial platforms such as TripAdvisor, Google Travel or Booking.com);
- unofficial camping areas (such as those listed on peer-to-peer sharing sites such as WikiCamps).

### 4.1.1. A note on Airbnbs

As previously mentioned, Airbnb data was unable to be included in this audit. This is because Airbnb makes it challenging to scrape data from their website. Added to this is the fact that many operators dual list across many booking websites so they may have already been captured in the Google, TripAdvisor and/or Booking.com data scrapes. It is also difficult to determine duplicates as many properties have different names across various websites.

Despite this, the size of the Airbnb offering within the region needs to be considered because it is significant. Based on top-line data available from Airbnb, the following is noted (see Table 7).

- A total of 352 Airbnb listings were identified across Halls Gap, Stawell, Hamilton, Dunkeld, Ararat, Horsham, St Arnaud, and Pomonal.
- The bulk of properties are situated in or close to Halls Gap, comprising 178 (or 51%) of those listed on Airbnb for the area.

While Airbnbs certainly fill a market gap, there are several challenges with having an accommodation mix that is heavily weighted towards these properties. By way of example, if we exclude boutique-style properties<sup>39</sup> from the data scrape completed for Halls Gap accommodation (see Section 4.1.2), 32 commercial accommodation properties and campgrounds were identified. Contrasting this with the Airbnb data for Halls Gap (178 Airbnbs) shows that Halls Gap has an accommodation typology very heavily weighted toward Airbnb. Some challenges associated with this include the following.

- Encouraging investment interest in accommodation can be challenging because occupancy levels at existing commercial properties are lower due to Airbnb soaking up a larger proportion of demand, particularly at peak periods. Airbnbs, in most cases, are excluded from government accommodation occupancy data which typically focuses on commercial properties with more than 15 rooms.
- Worker accommodation is a major challenge in the region and the conversion of housing/residential stock to Airbnb stock is only compounding this issue leading to workforce availability challenges as affordable housing stock is very limited.

- Airbnbs do not provide a regular constant level of bed stock, with some places only being rented out for short periods of the year. This gives a false sense of the size and scale of the region's accommodation stock and can be challenging when trying to secure larger events as capacity can be overstated.

Table 7: Airbnb Listings<sup>40</sup>

Area	Number of Listings	% of Total
Halls Gap	178	51%
Stawell	29	8%
Hamilton	35	10%
Dunkeld	28	8%
Ararat	28	8%
Horsham	22	6%
St Arnaud	9	3%
Pomonal	23	7%
<b>Total</b>	<b>352</b>	<b>100%</b>

### 4.1.2. Properties (Spatial Audit)

Figure 21 summarises the findings of the audit undertaken on commercial accommodation properties across the region. The findings demonstrate the following.

- 289 properties were identified throughout the Grampians. These are largely clustered around Halls Gap (72 properties), Horsham (34), Ararat (23), Hamilton (20), Dunkeld (18), Stawell (18) and St Arnaud (8). There are an additional 96 properties located outside of these areas. Figure 22 provides a more detailed overview of accommodation clusters.
- Boutique-style properties (i.e., B&Bs, farm stays, cottages, and guesthouses) comprise the most common property type, making up 37% (106) of all properties identified. This is likely under-representative of the true size of this sector as it excludes Airbnbs who do not dual list on Google Travel, Bookign.com and/or TripAdvisor (see Section 4.1.1).
- After boutique-style properties, campgrounds make up the largest proportion of accommodation (24%, or, 68 campgrounds).
- For Ararat, Dunkeld and Halls Gap, boutique accommodation makes up the largest proportion of accommodation properties, comprising 43%, 50% and 56% of properties, respectively.
- For Horsham, Stawell, and St Arnaud, however, motels make up the largest share of properties, representing 40%, 50% and 75% of properties in each area respectively.
- Hamilton's properties are evenly split between motels and boutique properties, each comprising 40% of properties in the town.

<sup>39</sup> These have been removed purely to try eliminate duplicate listings between Airbnb and the data scrape.

<sup>40</sup> As of 27/04/22

- For properties not situated within the clusters identified, the majority are campgrounds, comprising 64% of properties.

#### 4.1.3. Bookable Room Units<sup>41</sup>

Figure 21 also provides a summary of commercial accommodation bookable room units throughout the region. It is important to note that for holiday parks, bookable room units reflect cabin rooms were included where data was available rather than powered and unpowered sites (powered and unpowered sites for commercial caravan parks were excluded because of a lack of information available).

The data demonstrates the following.

- While motels rank third in terms of the number of properties, they provide just under half of the bookable room units (1,113 bookable room units) throughout the region. Much of the region's motel stock reflects a more traditional tourism accommodation product – it is often dated and the price to value/quality proposition is not consistently being met.
- There is very little hotel and/or serviced apartment bookable unit stock in the region (with these properties making up only 6% of bookable unit stock throughout the region).
- There are very few larger-scale properties in the region with only four properties offering more than 50 rooms (and these are all older-style motel or backpacker properties).
- The region's caravan parks reflect a more traditional transit style property type – there are no examples of higher quality, branded destination holiday parks.
- Halls Gap supplies the most bookable unit stock. Out of the six town clusters identified, it supplies almost 34% of the bookable unit stock. This is followed by Horsham (24%).
- Site numbers for campgrounds have been included where data was available. Of the 70 campsites identified, site numbers were obtained for 32 sites. As many sites are free and not formalised, site counts are not always possible. Based on the audit, the region has 792 paid and free campsites available. This true figure is likely much larger but this still shows the strength of the region regarding this type of accommodation offering. Most of the campsites identified are managed by Parks Victoria.



<sup>41</sup> Note, a bookable room unit represents the number of individual rooms/units that can be booked out by separate parties. If, for example, a holiday home has 8 rooms, but these are in the one house and can only be booked by one party, then 1 bookable unit is

recorded for this property. A motel property with 12 rooms would be recorded as having 12 bookable units.



Figure 21: Accommodation audit

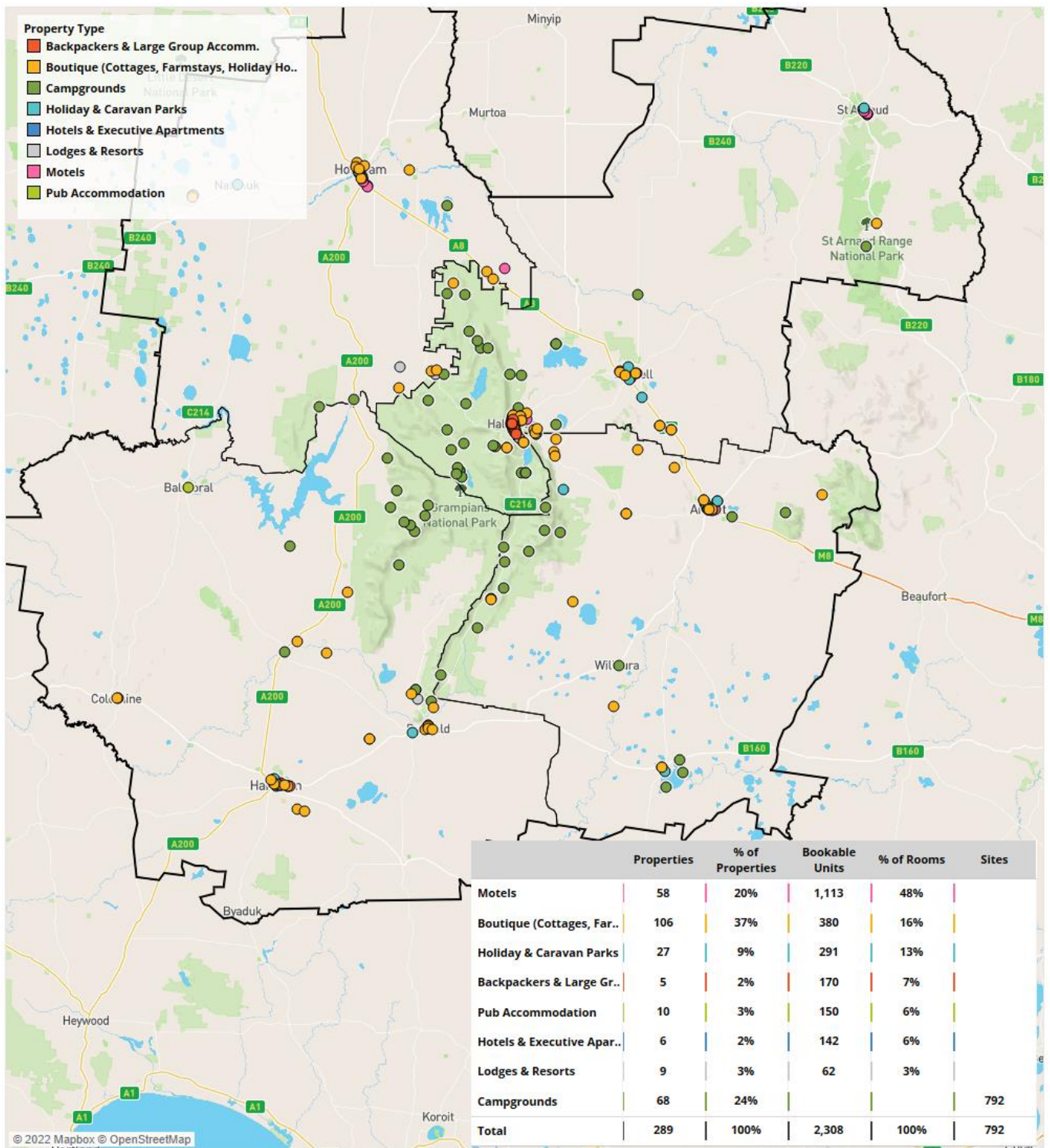
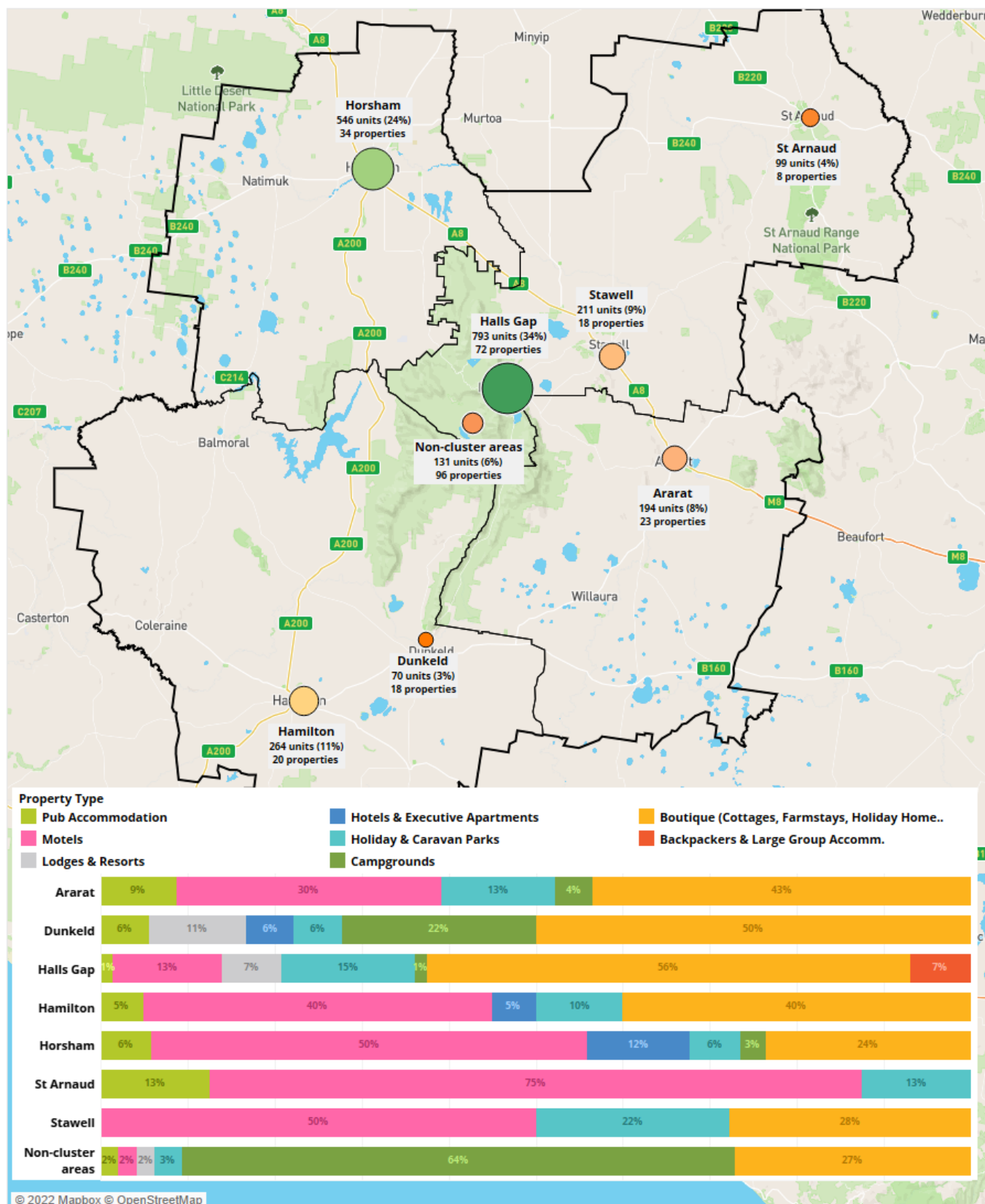


Figure 22: Accommodation clusters



#### 4.1.4. Accommodation Sentiment

To undertake a top-line assessment of the quality of a region's commercial accommodation offering, a Net Promoter Score (NPS) metric has been applied. This is a measurement of consumer assessment and loyalty. In a tourism context, this translates to a visitors' willingness to not only return for another stay but also make a recommendation to their family, friends, and colleagues. NPS scores are reported with a number from -100 to +100, with a score above 0 considered okay, a score above 30 considered good and a score above 50 considered excellent.

The NPS is calculated using a scale (see Figure 23), with:

- a score between 0-6 being considered unhappy customers who are unlikely to return, and may even discourage others from staying with the provider;
- a score between 7-8 being passives, meaning they are satisfied with the provider but not happy enough to be considered promoters; and
- a score between 9-10 are considered promoters who are typically loyal and enthusiastic customers and who are likely to return and strongly promote the provider.

TripAdvisor<sup>42</sup> and Google use a scale of 1-5 for consumer ratings on accommodation products. Converting this to the NPS scale means that a rating of 1-3 are considered "detractors" for the product, a score of 4 are the product's "passives" and a score of 5 are the product's "promoters".<sup>43</sup>

Figure 23: NPS Score Scale



Of the 289 properties identified, NPS ratings were able to be obtained for 199 properties (69%). This is a robust sample size for calculating NPS scores by category. **Only those properties that had 5 or more reviews were included in the analysis.**

Table 8 provides a summary of the NPS results<sup>44</sup> for the Grampians accommodation mix. The findings are as follows.<sup>45</sup>

- The region's commercial accommodation product receives an overall NPS of +43, based on 22,798 reviews. While this falls within the 'good' range for NPS scores, based on Stafford's work completing accommodation audits throughout the country, this is towards the lower end of average NPS ratings.
- The category which receives the highest average NPS score is Lodges & Resorts followed closely by Boutique Properties. Both these categories receive a relatively strong NPS of +59 and +58 respectively, reflecting a higher degree of consumer satisfaction. This is based on 1,245 reviews across 9 properties for Lodges & Resorts and 2,700 reviews across 66 properties for Boutique Properties.
- The next category with the highest NPS are Campgrounds (+49), which interesting places them above Hotel & Executive Apartment properties (+37).
- Motels, which make up the largest proportion of bookable unit stock throughout the region receive a relatively low NPS of +26 (based on 8,731 reviews). This indicates that there may be concerns from consumers regarding the quality and price proposition of motel properties in the region (i.e., the price to value proposition may be out of kilter for some motels).
- Pub accommodation receives the lowest NPS score of +12 based on 1,913 reviews. This is a common finding across most destinations in regional parts of Australia as pub accommodation is often not a focus for property owners, with pubs generating their revenue at the bar or in their restaurants.

Table 8: Accommodation NPS Summary

Property Type	Properties	Reviews	Avg. NPS
Lodges & Resorts	9	1,245	+59
Boutique (Cottages, Farmstays, H..)	66	2,700	+58
Campgrounds	27	1,286	+49
Holiday & Caravan Parks	25	5,688	+38
Hotels & Executive Apartments	5	1,016	+37
Backpackers & Large Group Acco..	3	219	+37
Motels	55	8,731	+26
Pub Accommodation	9	1,913	+12
<b>Average</b>	<b>199</b>	<b>22,798</b>	<b>+43</b>

<sup>42</sup> Booking.com has not been used to derive a NPS because it does not provide a scale of scores, but rather, only provides an overall score. Therefore, an NPS is unable to be calculated from Booking.com listings.

<sup>43</sup> <https://birdseye.com/blog/net-promoter-score-explained/>

<sup>44</sup> It is important to recognise that a high NPS reflects that the quality of product on offer matches the price and consumer expectation. The NPS is calculated based on user-

generated ratings on both Google and TripAdvisor for individual businesses. It assesses "promoters" and "detractors" (based on ratings from excellent - poor, or, 1-5) and calculates an NPS.

<sup>45</sup> The data scraping for NPS scores was undertaken in June 2021. The number of reviews therefore is reflective of this period.



Breaking down the NPS by location cluster indicates the following (see Table 9).

- Properties located in Dunkeld receive the highest NPS at +57. This is driven by high NPS scores for Lodges & Resorts, Boutique Properties and Holiday & Caravan Parks.
- The St Arnaud cluster has the lowest average NPS (+16) indicating consumer quality and pricing concerns and an NPS that is well below the regional average. This is driven by a very low NPS score for motel properties.
- While Boutique Properties received a high average NPS (+58) across the region, those situated in Ararat have a lower NPS of +38.

It is important to note, however, that the NPS scores provided are amalgamated average scores: some properties achieve higher NPS' while others achieve lower NPS' resulting in a lower overall average NPS.

Top-line analysis of visitor comments on accommodation across the region that appear to underpin the lower-than-average NPS score indicates the following.

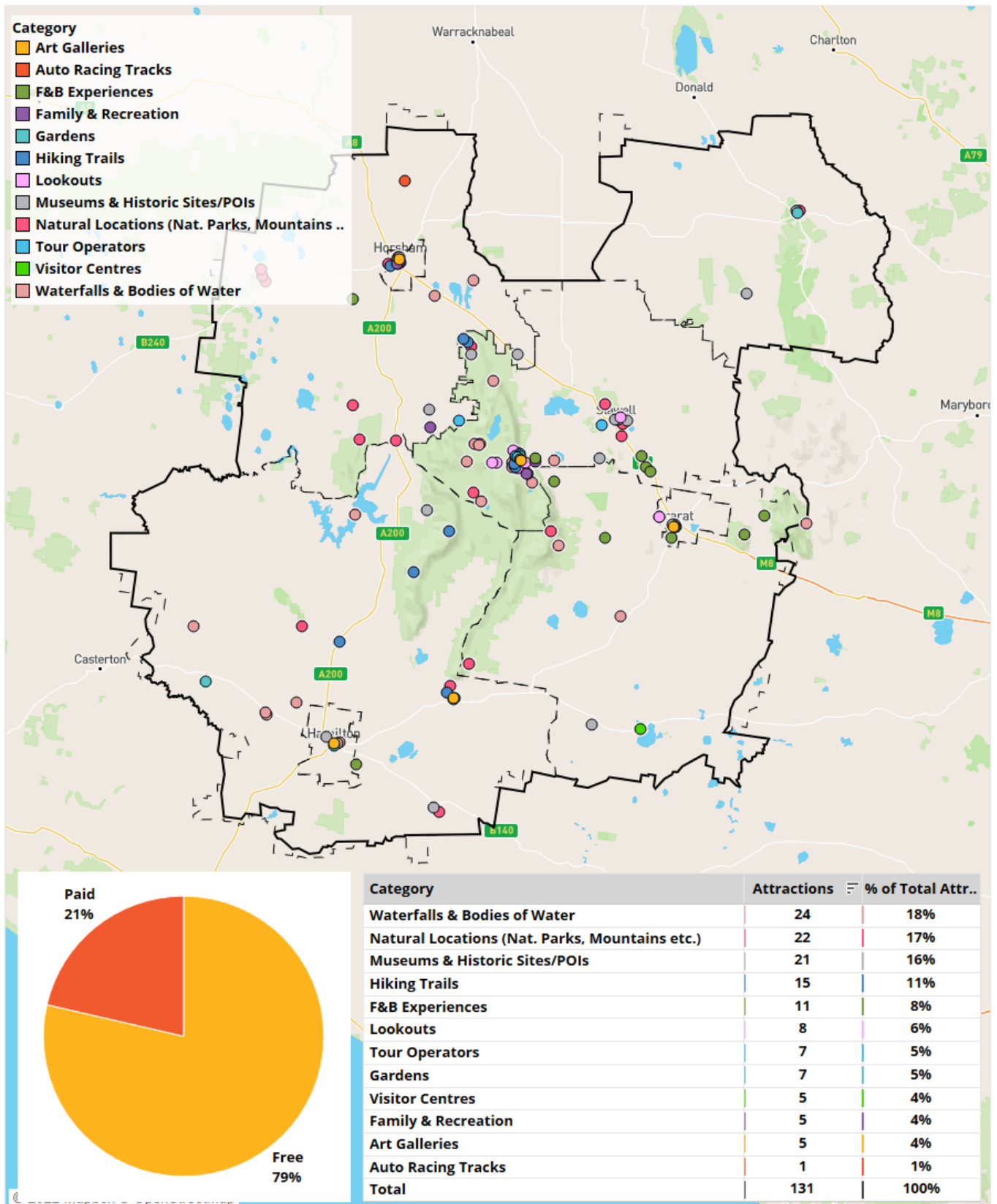
- The dated nature of many properties and the lack of property improvements is often noted.
- The level of cleanliness of some properties is questioned.
- The quality of customer service standards needs to be improved.

- While the great location of many properties is noted, the quality of accommodation is questioned. The price being charged by many does not match the quality provided.
- A lack of service provision (often noted as a lack of Wi-Fi) often appears as a complaint.

**Table 9: NPS assessment across geographic clusters**

Cluster	
Dunkeld	+57 9 properties, 1,619 reviews
Non-cluster areas	+52 49 properties, 2,102 reviews
Halls Gap	+46 53 properties, 10,587 reviews
Hamilton	+39 19 properties, 1,683 reviews
Ararat	+38 17 properties, 1,606 reviews
Horsham	+34 30 properties, 3,684 reviews
Stawell	+33 15 properties, 1,172 reviews
St Arnaud	+16 7 properties, 345 reviews
Total	+43 199 properties, 22,798 reviews

Figure 24: Attractions/experiences audit





## 4.2. Experience/Attraction Audit

### 4.2.1. Number of Attractions

Because the tourism sector is so far-reaching, there are many products, experiences and assets which can be considered tourism based. This audit, has, however, focused on those which are considered primary tourism experiences, that is, those which are marketed and positioned as “things to do” when visitors travel to the Grampians. Those products/experiences which are primarily utilised by the local community have, therefore, been excluded.

To be able to derive qualitative and meaningful findings from the product audit, the product has had to be listed within product categories. The attraction type categories are listed below.

#### Category

-  Art Galleries
-  Auto Racing Tracks
-  F&B Experiences
-  Family & Recreation
-  Gardens
-  Hiking Trails
-  Lookouts
-  Museums & Historic Sites/POIs (European & First Nations)
-  Natural Locations (Nat. Parks, Mountains etc.)
-  Tour Operators
-  Visitor Centres
-  Waterfalls & Bodies of Water

When reading the product audit findings, it is important to note:

- events have been excluded from the audit;
- general parks have not been included as there are many of these throughout the Grampians that are primarily used by a local market, and which would skew the findings; and
- general food and beverage (cafes, restaurants, bars), rather, the audit only focuses on unique food experiences such as distilleries, food tours etc. (if these are available in the region).

Figure 24 illustrates the findings of the attractions audit and demonstrates the following.

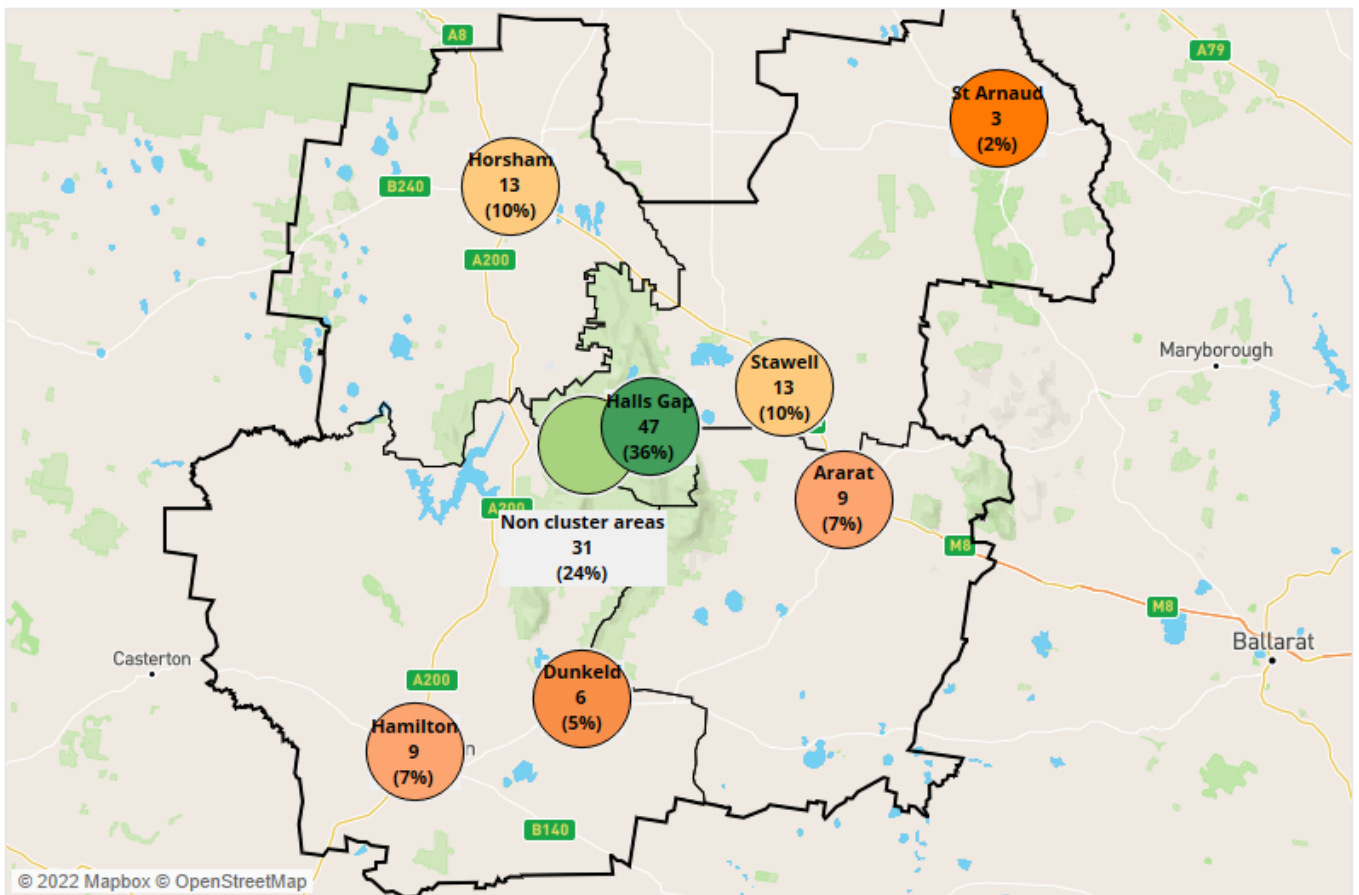
- Based on the audit findings, there are 131 tourist attractions in the region.
- Of these 131 attractions, the most common type is Waterfalls & Bodies of Water (comprising 18% of attractions identified) followed by Natural Locations (17%). This reflects the strong profile the Grampians has as a nature-based destination.
- While product is primarily clustered around the major towns throughout the region, the major cluster is around Halls Gap which acts as the hub for Grampians (Gariwerd) National Park. This area comprises 36% of all products identified.
- A top-line assessment of free versus paid products<sup>46</sup> was undertaken. This demonstrated that an estimated 79% of the region’s tourism product is free versus 21% being paid. Although having ‘free things to do’ in a region is an important part of a region’s product mix, greater economic benefit tends to be generated through commissionable tourism experiences. This is because of visitor spending on the product, the ability for wholesalers to package products is greater and the ability to reinvest in the product is greater

<sup>46</sup> We note that the GPT can be undertaken as a free experience, a self-guided but paid experience or as an operator guided experience with higher fees paid. Consumer sentiment illustrates that guided – paid for experiences tend to generate a far higher

level of visitor satisfaction than free experiences, generally. At the moment, the region has few paid for experiences and many free experiences.

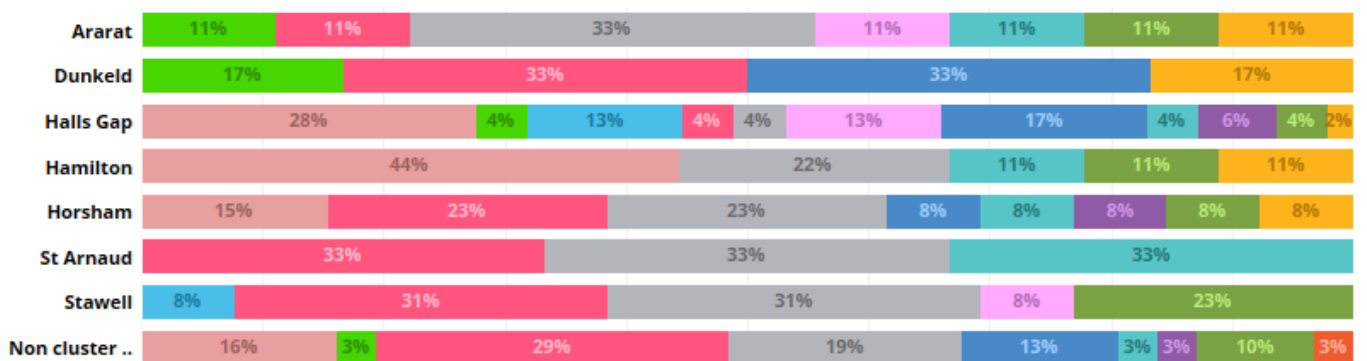


Figure 25: Geographic product clusters



Category

- Waterfalls & Bodies of Water
- Hiking Trails
- Visitor Centres
- Gardens
- Tour Operators
- Family & Recreation
- Natural Locations (Nat. Parks, Mountains etc.)
- F&B Experiences
- Museums & Historic Sites/POIs (European & First Nations)
- Auto Racing Tracks
- Lookouts
- Art Galleries



## 4.2.2. Experiences/Attractions Sentiment

Of the 131 attractions identified, NPS ratings were able to be obtained for 101 attractions (78%). This is a robust sample size for calculating NPS scores by category. Only products that have five or more reviews have been included in the analysis.

Table 10 provides a summary of the NPS results for the region's attractions mix.

Table 10: Experiences/Attractions NPS Summary

Category	# of Attractions	Total Reviews	Avg. NPS
Tour Operators	2	89	+87
Family & Recreation	3	1,786	+75
F&B Experiences	10	529	+69
Lookouts	8	4,334	+65
Hiking Trails	12	1,864	+58
Art Galleries	5	115	+58
Natural Locations (Nat. Parks, Mountains etc.)	15	3,572	+56
Museums & Historic Sites/POIs (European & First Nations)	18	750	+55
Visitor Centres	5	1,069	+47
Gardens	6	363	+43
Waterfalls & Bodies of Water	17	1,643	+43
Total	101	16,114	+56

The findings are as follows.<sup>47</sup>

- The Grampian's experiences/attractions product receives an overall NPS of +56, based on 16,114 reviews. This is a good NPS rating and rates well above the accommodation NPS achieved (+43).
- The product category which receives the highest average NPS score is 'Tour Operators', with a very high NPS of +87. This is based on 89 reviews across 2 different operators.
- The product category with the lowest average NPS is 'Waterfalls & Bodies of Water.' However, the score (+43) is still in the range of a good NPS.

- Paid product has a higher average NPS (+74) than free product (+52) reflecting consumer willingness to pay for product that is of a high enough quality/standard.

The NPS scores have also been broken down by geographic cluster (see Table 11) and demonstrate that the lowest average NPS score was identified for the Stawell cluster (+47) while the highest overall NPS score identified was for Ararat (+64)

Table 11: Experiences/Attractions NPS by geographic cluster

Clusters	
Ararat	+64 8 products, 607 reviews
Dunkeld	+61 6 products, 219 reviews
Non cluster areas	+58 19 products, 339 reviews
Halls Gap	+57 37 products, 13,459 reviews
Hamilton	+54 8 products, 405 reviews
St Arnaud	+51 3 products, 35 reviews
Horsham	+49 9 products, 216 reviews
Stawell	+47 11 products, 834 reviews
Total	+56 101 products, 16,114 reviews

<sup>47</sup> The data scraping for NPS scores was undertaken in June 2021. The number of reviews therefore is reflective of this period. It excludes any product with less than 5 reviews.

### 4.3. F&B Audit

Sentiment assessment on the region's food offering has also been undertaken. A full comprehensive audit of the sector is problematic because of the number of F&B providers who are not listed online. The sentiment assessment, however, does provide a top-line perspective on the F&B offering in the region and consumer satisfaction regarding this. This audit is based only on TripAdvisor F&B listings for the region and only includes those listings with five or more reviews.

Table 12 and Table 13 demonstrate the following.

- The region's F&B offering achieves a lower-than-average NPS rating of +22. This is based on 14,365 reviews across 172 different operators.
- Dessert bars received the highest NPS +66. While this is based on only two operators, the number of reviews reflects a good sample size (487).
- The lowest NPS score was received for bakeries (+13), based on eight operators and 565 reviews (which again, reflects a good sample size).
- General cafés and restaurants also receive a low NPS of +19 based on 115 providers and 9,354 reviews.

- Those F&B providers (22 in total) situated in areas throughout the region that are not main town locations achieve the highest average NPS of +36 (based on 601 reviews). This is followed by Dunkeld (+31) and Halls Gap (+30).
- Ararat and Horsham, on the other hand, receive the lowest average NPS of +10 and +17 respectively.

The F&B sector is increasingly competitive. Many destinations across Victoria and throughout the country are seeking to grow their share of the food tourism market. Visitor expectations of F&B are also increasingly growing, spurred on by a strong interest in how food is produced, where it comes from and how the visitor can immerse themselves in the culture of a destination, through F&B experiences.

With the array of produce and wine produced in the region, there is a good opportunity for the Grampians to leverage this and lift the standard of F&B provision. This does not just relate to the quality and diversity of options but also relates to customer service standards and operational hours.

Table 12: F&B NPS Summary by type

	Number	Total Revs	Avg. NPS
<b>Dessert</b>	2	487	66
<b>Indian</b>	4	1,043	42
<b>Fast food</b>	6	116	39
<b>Italian &amp; Mediterranean</b>	8	645	32
<b>Pizza</b>	4	82	27
<b>Bar</b>	11	1,246	24
<b>Asian</b>	14	827	23
<b>General Cafe/Restaurant</b>	115	9,354	19
<b>Bakeries</b>	8	565	13
<b>Grand Total</b>	172	14,365	22

Table 13: F&B NPS Summary by cluster

Cluster	Number	Total Revs	Avg. NPS
<b>Non-cluster areas</b>	22	601	36
<b>Dunkeld</b>	6	896	31
<b>Halls Gap</b>	21	6,303	30
<b>Stawell</b>	23	872	24
<b>St Arnaud</b>	8	136	20
<b>Hamilton</b>	25	1,245	20
<b>Horsham</b>	43	3,077	17
<b>Ararat</b>	24	1,235	10
<b>Total</b>	172	14,365	22





## 4.4. Gap Analysis

### 4.4.1. Accommodation

As we undertake our site analysis and further research, we will identify product gaps for accommodation and opportunities for filling these in various locations. This section will be completed as Stage 2 of this exercise. Figure 26, however, provides an interim assessment of accommodation gaps throughout the region.

The consumer sentiment assessment indicates that there is lower than average consumer satisfaction across commercial accommodation stock in the Grampians. There is likely a need for:

- new, higher-quality properties to offer alternative forms of accommodation to encourage visitation by different visitor markets, especially higher value visitors; and/or
- existing operators need to enhance the quality of their products and/or realign prices to better match consumer expectations and what the market sees as fair value.

Most room stock is supplied through motels, most of which are older style. While this type of accommodation does support visitation to the region by some visitor markets, for the region to attract a higher-yielding visitor market will necessitate new forms of accommodation being introduced, including hotel-style properties (including branded and 3.5-4.5 star properties), serviced apartment properties (to support business travellers and those staying in the region for longer periods than the traditional leisure market) and higher-end lodges/resort properties that complement the quality natural environment to attract a higher-yielding market. This could also include retrofitting and upgrading existing accommodation stock to convert them to eco-style, including eco-hotels, -lodges, -cabins and -chalets.

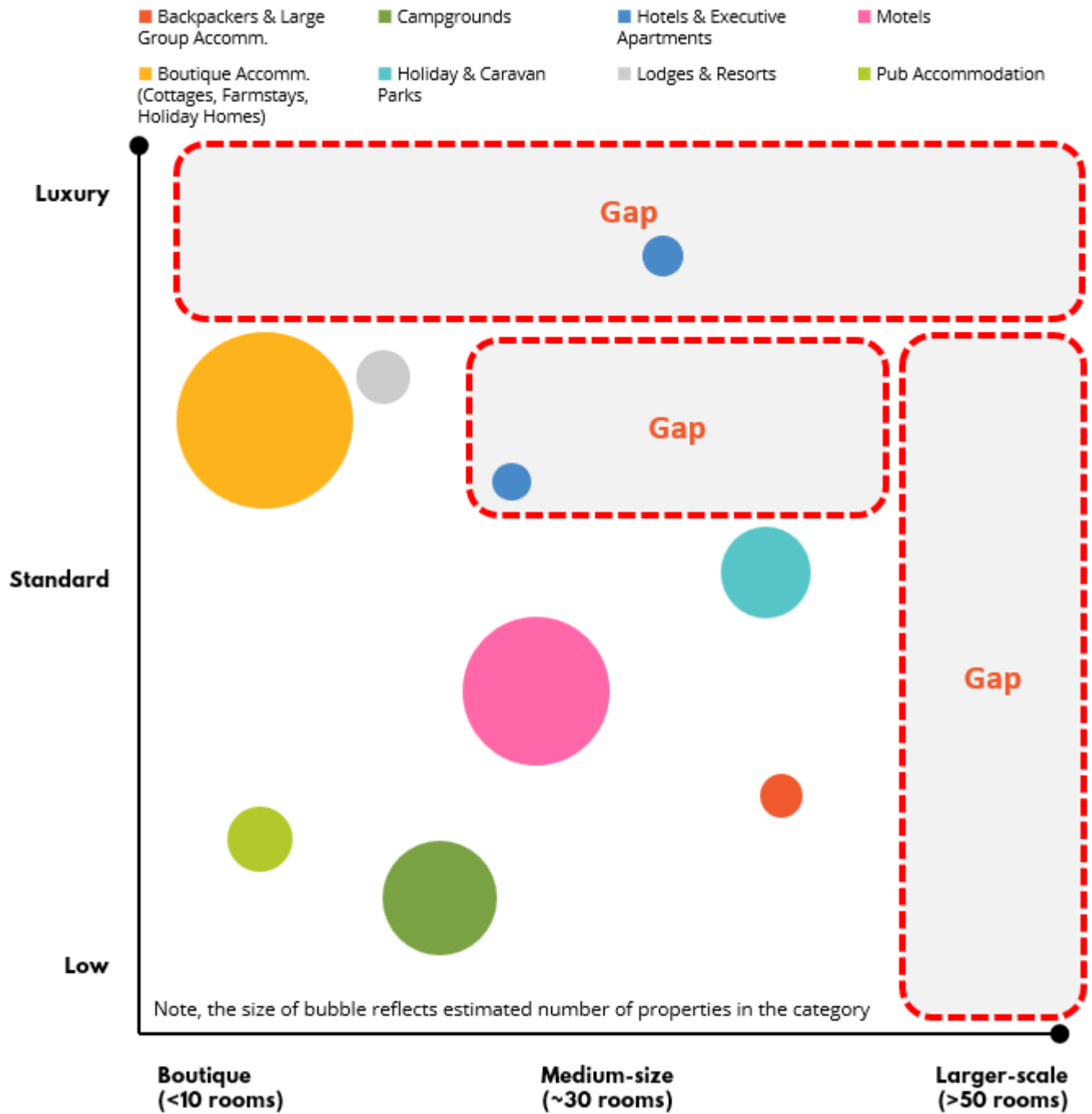
There are a number of Airbnb properties throughout the region. Based on anecdotal feedback, it is estimated that approximately 40% of the region's total accommodation stock comprises Airbnb properties. **While we are not discounting the importance of these properties, they tend not to provide a consistent supply of accommodation (some are only available for certain parts of the year) and the ability for food and safety standards to be regulated is challenging.**

Further challenges generated by Airbnb properties include the lack of employment they create for the tourism and hospitality sector, the impact they have on soaking up market demand which often makes the feasibility of new hotels, lodges etc far more difficult to achieve, and the limited broader economic benefits they achieve including their inability to leverage new tourism-related investment.

Most properties are older-style accommodation properties. There are few larger scale, branded properties. Having a larger proportion of branded properties in a region's accommodation portfolio is advantageous for several reasons, including:

- the significant marketing databases they bring which help promote not only their properties but also the regions in which they are located;
- they strongly support overnight visitation to the region;
- they often are strong supporters of local and regional events and festivals etc.; and
- they often act as catalysts for other accommodation properties to help raise their quality standards.

Figure 26: The Grampians accommodation gap analysis



### 4.4.2. Attractions

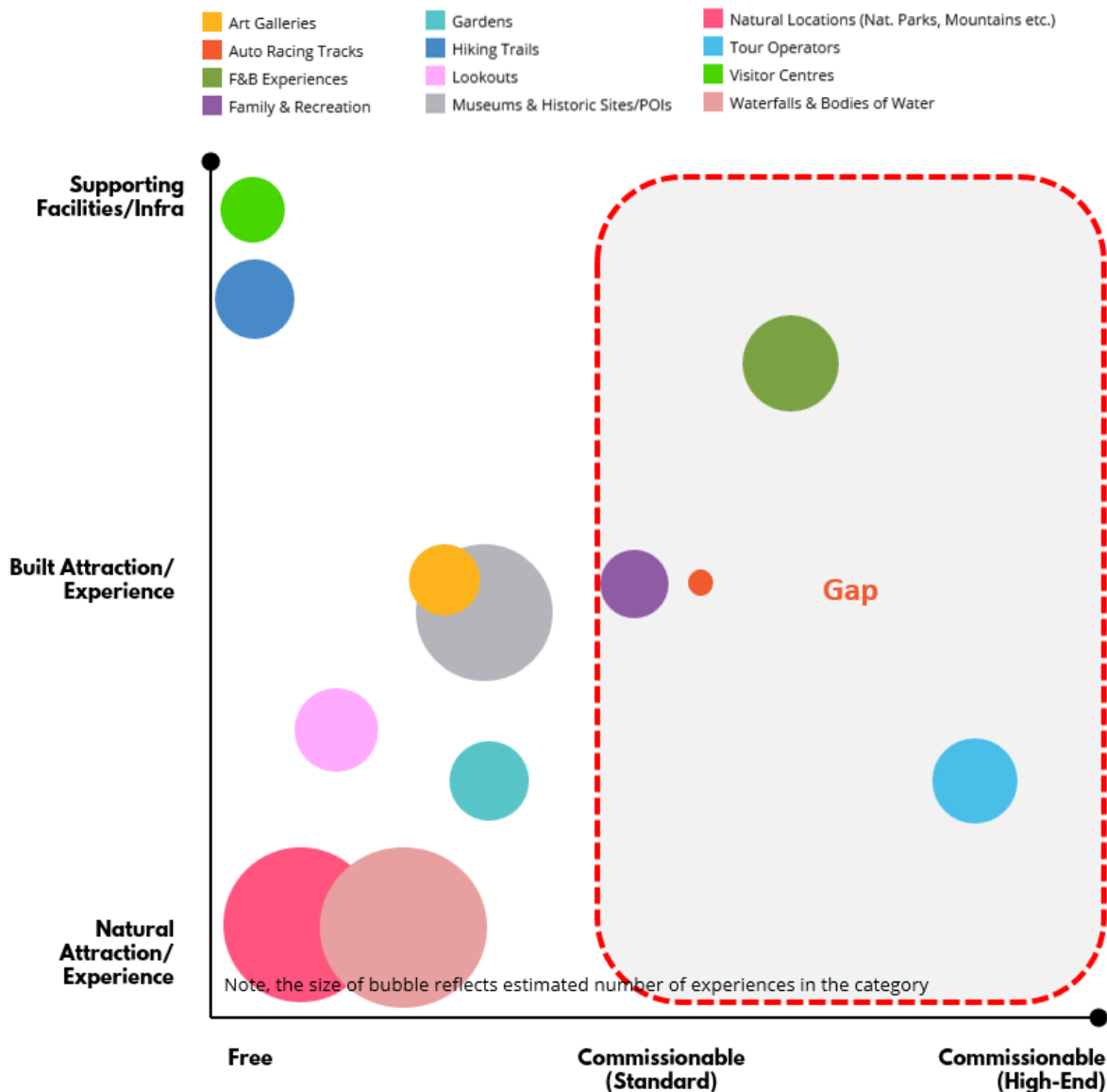
As we undertake our site analysis and further research, we will identify product gaps for attractions and experiences and opportunities for filling these in various locations. For filling these in various locations. This will be completed as Stage 2 of this exercise. Unlike commercial accommodation, which is only paid accommodation overnight, the attractions gap analysis is likely to include a mix of free and paid experiences, as some will be privately developed, and others will be via State (and/or Commonwealth) Government agencies and possibly councils as well.

This category is also quite broad and will include food and beverage outlets and tour operations which are all paid experiences/service providers.

From the audit, it is clear that there is currently limited:

- All-weather experiences for visitors to undertake during times of inclement weather (too cold, too hot, or during periods of excessive wet weather). Some examples of these all-weather experiences include FlyOver Canada, Vancouver, Canada; iFLY (various locations throughout Australia and internationally), It Adventure Ropes Course (indoor), New Haven, USA; Swingers Indoor Golf, London; and the Please Touch Museum, Philadelphia, USA.
- Family-friendly experiences for both visitors and locals alike to undertake.
- Paid tourism products to grow the contribution from tourism to the visitor economy.
- Product that is not primarily focused on nature or history.
- Food and farm-based tourism product which leverages the agricultural sector in the region.

Figure 27: The Grampians attraction/experiences gap analysis







## 5. BARRIERS TO GROWTH

### 5.1. Challenges to Visitor Economy Growth

Several factors are limiting the growth potential of the region's visitor economy (see Table 14). Some of these are specific to individual towns/areas while others are region-wide challenges. These are not noted as criticisms, many other destinations have the same challenges, but rather, have been identified so that the identification of tourism investment opportunities can be well focused.





These challenges have been aligned with the destination management components of product development, infrastructure, sustainability, and marketing & promotion, and are not in any priority order.

The visitor experience overall should be coordinated by Grampians Tourism who have the expertise as regional marketers and who already work closely with the various councils in the region and State Government. However, to address the challenges with lack of investment for tourism specifically and to improve the overall quality of tourism product and experiences, it is suggested that a regional tourism investment working group be formed, to help address these challenges. The key attributes for this regional tourism investment working group should include the following.

- A group with knowledge and understanding of investment facilitation requirements (rather than marketing and promotion).
- Representation from council economic and development teams across the four local government areas (Ararat, Horsham, Southern and Northern Grampian Councils).
- Representation from up to four State Government agencies being a representative of Regional Development Victoria, Department of Jobs, Precincts and Regions (tourism infrastructure facilitation), DELWP and Parks Victoria (Marketing Communications and Partnerships Division).
- Grampians Tourism.
- A larger tourism operator/developer from each of the Council local government areas within the region (this could be an existing operator of a larger scale attraction or accommodation facility, and/or a major investor/developer with experience in the tourism sector specifically).
- The group should ideally be chaired by an independent senior representative of the investment, financing, development and/or banking sector with no previous direct involvement within the region to avoid any conflict of interest.
- The group should be mandated to find solutions to regional barriers identified including government planning policy challenges, land ownership constraints, limitations on permissible zoning for tourism, and finding solutions for addressing challenges with inter government coordination and collaboration.
- To reflect a true partnership approach for helping to solve the challenges identified, it is important that a mix of both public and private sector representation is achieved. The 14 members of the Tourism Investment Working Group should contain no less than 6 selected from the private sector (including the Grampians Tourism CEO) and no more than 4 from State Government and 4 from the local councils involved.



Table 14: Challenges to visitor economy growth

Challenges	Area				
		PRODUCT DEVELOPMENT	INFRA-STRUCTURE	SUSTAINABILITY	MARKETING & PROMOTION
A significant amount of national park estate limits some tourism product development	Northern Grampians (GNP)	●	●	●	
Ageing population base & declining population in some areas	Regional		●	●	
Digital literacy of operators	Regional				●
Differing product base not always aligning with broader regional tourism branding/messaging	Southern Grampians and Horsham are less aligned to the national park focus				●
Limited brand awareness outside of regional Victoria	Regional	●			●
Limited transport operators to provide services for the GPT	Northern Grampians, Southern Grampians		●		
Quality and value proposition of accommodation supply	Regional	●	●		
Operating hours of F&B operators (with many closed Monday and Tuesday)	Regional	●			●
Consistency in quality of F&B	Regional	●			
Lack of public transport	Regional		●	●	
Housing availability and affordability challenges impacting tourism workforce supply	Regional	●	●	●	
Limited all-weather paid visitor experiences for visitors and locals during inclement weather	Regional	●			
Many vineyards and producers do not have consumer-facing product	Regional	●			
Limited evening activities to grow overnight visitation	Regional	●			●
Limited indigenous tourism products and presence in the tourism sector	Regional but particularly Northern Grampians (and GNP)	●			
Limited pool of skilled and semi-skilled staff and ability to attract and retain	Regional	●		●	●
Limited well-capitalised investors/developers in the region	Regional	●	●		
Limited worker (both tourism and general worker) accommodation	Regional	●		●	
Mismatch between the quality of facilities/infra/experiences and the desire for higher-yielding visitors in some areas	Northern Grampians	●	●	●	
Small population base unable to sustain many amenities and services	St Arnaud	●	●	●	
Ongoing uncertainty created by COVID-19 and potential new outbreaks	Regional			●	
Challenges with planning approvals, particularly appropriate zoning, and bushfire overlays to activate tourism development opportunities	Northern Grampians, Horsham, Southern Grampians	●			
Council's ability to leverage growing investor interest in a timely way	Regional	●			
The ability of Parks Victoria to deliver dual regulatory/commercial outcomes (as long as they are resourced appropriately)	Northern Grampians	●	●	●	
Lack of resources in Traditional Owner corporations	Regional	●			



## 5.2. Barriers to Investment

There are several barriers to investment as shown through the challenges outlined in Table 15 (note, these are not in any priority order). They reflect challenges across the public and private sectors and the need for far stronger collaboration and cooperation between all levels of government and industry. Though there are a number of challenges identified, it is more of a systemic problem in the planning and development process, which is seen to be the primary barrier needing to be addressed to encourage tourism investment.

Anecdotal feedback from a number of sources (both public and private) has highlighted that over time, the complexity of planning has increased and the Victorian Planning Provisions and local council planning schemes have resulted in a far harder planning process to navigate. Complexities have also led to higher costs for planning approvals. While changes over time have been aimed at encouraging desirable results to benefit both local communities and a wider visitor market coming for a variety of reasons, many stakeholders in the investment and development community viewed the complexity, cost and extended timeframes for securing

approvals as a hand brake on tourism development, innovation and improved outcomes.

The comment more often provided by those in the investment community<sup>48</sup> looking for tourism development opportunities, is that the amount of red tape continues to increase, yet the outcomes being actually achieved, do not necessarily reflect improvements in the type or quality of development investment being seen.

All of the above impacts on the ability of the Grampians region to be a competitive location for encouraging new tourism investment and development. Whilst some have raised the extensive investment in the GPT within the national park as a major lever for stimulating far greater visitation to the region and to leverage additional tourism related investment by the private sector, there is no empirical evidence to show that this will be enough to stimulate new tourism investment to occur. However, having this extensive public investment within the national park is acknowledged as a great benefit, to support raising the profile of the region intra state, interstate and eventually offshore.

Table 15: Barriers to investment

Sectors	Barrier	Potential Solutions
State and local government alignment	The development approval process is long, expensive and seen as cumbersome and many councils claim there is little direction from State Government agencies to help address this challenge	A review of the planning approval processes for tourism specifically
Local council zoning schemes	Too few areas are zoned fit for purpose to allow different forms of tourism to be considered; for instance in rural or farming zoned areas where product such as eco cabins, glamping, lodges and other boutique product may be a good product fit for the landscape.	Revision of planning schemes to offers greater flexibility for appropriate tourism development and to provide investors greater certainty and clarity
Parks Victoria restrictions	The ability to allow for more experienced concessionaire operators within national park areas to address restrictive lease arrangements and to offer greater potential for partnerships with PV for tour operating etc.	commercially pragmatic lease periods for longer time frames and greater options presented for licenses/leases for various concession arrangements.
State government land managers restrictions	Development of tourism investment on Crown Land appears to be discouraged with much land restricted by cultural, heritage, flood, bush fire and other overlays and limited encouragement for finding partners to try and find innovative solutions.	Strategy and policy changes to pro-actively encourage private sector tourism operators to work in partnership with state government land managers to identify workable site solutions in the region
State government land managers and local council planners approach	The chance for innovative thinking for tourism development is often seen to be stymied by blanket refusals to consider options for innovative thinking on public and private land; there is no grey, only black or white.	A change of approach to flip the onus from a rigid interpretation of permissible zoning uses to an accommodating interpretation
Federal and state government statistical data sources	Lack of up-to-date regional visitation data and lack of reliable statistical data generally creates uncertainty for investors adding to project risk.	Improved release of accurate and timely data on the visitor economy to illustrate visitor impacts and benefits and to allow for improved forecasting
State government inter agency	currently the perception exists of various public landowners operating in silos, with limited coordination and collaboration	A whole of government approach to overcoming tourism development blockages

<sup>48</sup> A variety of investors in tourism development were consulted with, on a strictly confidential basis. Specific examples cannot be provided as this would breach commercial confidentiality. For many investors, of a medium to larger scale, they are

regularly comparing the possibilities for investment across states and territories as well as in similar jurisdictions offshore, such as New Zealand. There is much competition to attract tourism investment.

Sectors	Barrier	Potential Solutions
collaboration and alignment	with other government agencies, so wider inter agency solutions struggle to be identified for tourism development opportunities	especially on public land should be investigated and a move away from silo decision making
Industry complacency	For the Grampians region, anecdotal feedback illustrated that many operators and investors of existing product were content with running their facilities as is, without the desire to upgrade or refresh product. Increasing market demand was driving what some saw as a complacency by some to not want to bother re-investing in their plant and equipment, as no need was seen.	Encouragement of new tourism product to help improve the overall standard of attractions and experiences and new accommodation. Encourage new competitive product to help stimulate existing operators to upgrade plant and equipment where required.
Impact of growth of Airbnbs	Strong growth in Airbnb's within the region has effectively soaked up existing peak period demand and made the viability of new commercial accommodation marginal. This in turn creates a far riskier scenario for potential investors looking to develop new facilities having to take a supply side perspective (build it and they will come) rather than basing investment decisions on seeing an unfilled gap in market demand and creating product to fill that demand.	Regulate the Airbnb sector to improve health and safety compliance and to encourage all year-round Airbnb offerings rather than highly seasonal room supply only. Improve speed and efficiency of council approval processes for new commercial accommodation development approvals
Grampians regional profile (Grampians Tourism, Visit Victoria)	As a region, the Grampians is yet to be well known within major growth markets such as Melbourne and in interstate cities and major urban generating markets.	Increase marketing and promotional spend of the Grampians region via Grampians Tourism campaigns and in tandem with Visit Victoria
Regional Development Victoria and local councils investment promotion	The broader investment community is insufficiently aware of the region. Stronger profiling of the region as attractive for investment is needed to raise its profile as potential destination for new investment	Promote the investment prospectus being created for the region widely, to help raise its profile in cities Australia wide to investors and developers and to send to Austrade posts internationally
Nature based tourism focus for the region	Nature tourism operators and nature-based investors would currently see limited evidence of an ability to gain concession licenses etc to operate on Crown Land and lack of flexible land zoning generally to accommodate nature tourism ventures.	Experienced and knowledgeable operators of nature tourism ventures nationally will require to see evidence that the Grampians is genuinely wanting to encourage skilled operators to operate on Crown Land especially and that the region is "open for nature tourism business."










# 6. VISION & GOALS

## 6.1. Vision

**“The Grampians will continue to attract tourism investment in new and existing ventures, building on its reputation as an outstanding nature-based destination which ultimately facilitates stronger visitor dwell time and spending to grow the benefits generated through the visitor economy.”**

## 6.2. Goals

	Goal		Indicator		Potential Solutions
1.	Increase investment in tourism-based projects in the Grampians	<ul style="list-style-type: none"> <li>■ Tourism investment in the region grows.</li> <li>■ Reinvestment into existing products occurs (with the aim of refreshing current experiences and enhancing/expanding the offering).</li> <li>■ The number of tourism-based products and experiences grows.</li> <li>■ Visitor and resident satisfaction grow, measured via an annual survey.</li> <li>■ Regional tourism indicators increase.</li> <li>■ More locals participate in in-region tourism-based experiences.</li> <li>■ Profile and awareness of the Grampians region as a destination grows.</li> </ul>	<ul style="list-style-type: none"> <li>■ Streamline development approval processes to reduce time and stages</li> <li>■ Improve planning zones to allow for different forms of tourism to be permissible</li> <li>■ Introduce more tourism specific zones across regions</li> <li>■ Reduce development compliance costs</li> <li>■ Encourage a stronger tailored investment facilitation process to proactively encourage investment</li> <li>■ Profile investment opportunities through an investment prospectus and facilitate investment forums in key cities such as Melbourne, Sydney and Brisbane to raise profile</li> </ul>		
2.	Grow tourism's contribution to the Grampians to ensure a thriving local economy and improved social wellbeing.	<ul style="list-style-type: none"> <li>■ Regional tourism GDP increases, and tourism job opportunities grow.</li> <li>■ Visitor yield, measured via average spend, increases.</li> <li>■ The number of tourism-based products and experiences grows.</li> <li>■ New tourism products are potentially featured by Visit Victoria.</li> <li>■ The value of tourism to the region is expressed in positive local attitudes to continue to offer a social license for supporting the visitor economy.</li> </ul>	<ul style="list-style-type: none"> <li>■ Actively encourage medium to larger scale investment projects as a priority</li> <li>■ Focus on projects with stronger job creation potential and projects which act as catalysts</li> <li>■ Focus on Councils with a can-do attitude and stronger appetite for new investment</li> <li>■ Community support grown through more local jobs and more local amenities created</li> </ul>		

 <b>Goal</b>	 <b>Indicator</b>	 <b>Potential Solutions</b>
<p><b>3.</b> Ensure genuine partnership engagement occurs with Traditional Owners (TOs) to develop the region's visitor economy.</p>	<ul style="list-style-type: none"> <li>■ The number of tourism initiatives by TOs in the region grows.</li> <li>■ TOs express their support for tourism and the opportunities it is seen to bring.</li> </ul>	<ul style="list-style-type: none"> <li>■ Share potential investment opportunities with TOs</li> <li>■ If interest shown, find ways for TOs to be involved in projects</li> <li>■ Look at ways to protect the IP of TOs and determine ways to value add via storytelling, signage etc.</li> </ul>
<p><b>4.</b> Ensure tourism development and growth sustains and enhances the Grampians' natural and built environment for the benefit of residents first and foremost, and then its visitors.</p>	<ul style="list-style-type: none"> <li>■ New and/or improved amenities and infrastructure are introduced (cycleways, walking tracks, public toilets, rubbish facilities and interpretive and directional signage).</li> <li>■ Progress towards Net Zero Emissions by 2050 goal is made.</li> <li>■ Participation in regenerative tourism opportunities grows.</li> </ul>	<ul style="list-style-type: none"> <li>■ Encourage higher quality and more eco focused forms of development</li> <li>■ Encourage a higher standard of public realm development to act as a stimulant for improving private development quality</li> </ul>
<p><b>5.</b> Foster strong partnerships between private and public sector investment partners.</p>	<ul style="list-style-type: none"> <li>■ The number of active PPP projects in the region grows</li> <li>■ Private sector confidence in the region increases</li> </ul>	<ul style="list-style-type: none"> <li>■ Find crown land or council land for sale or lease for helping to create PPP investment opportunities</li> <li>■ Encourage PPP opportunities through showing where councils and state government can proactively de risk projects to leverage private investment</li> <li>■ Streamline planning processes to help approvals and support investment</li> </ul>





# 7. THE OPPORTUNITIES

## 7.1. The Opportunities Identified

In total, **90** opportunities have been identified with the help of councils, industry, and state government. They are tourism-focused and categorised as:

- accommodation opportunities;
- attraction/experience-based opportunities;
- event opportunities;
- infrastructure opportunities;
- marketing opportunities
- training opportunities; or
- tourism transport opportunities.

Opportunities have also been segmented to whether they are:

- private investment drivers;
- public investment opportunities that are likely to facilitate private investment (i.e., public enablers for private investment); or
- public investment opportunities in infrastructure, events, and programs.

Many of the opportunities identified are supply-led and are aimed at introducing more commissionable products and private investment into the region’s tourism offering. This is because the ultimate outcome of this project is an investment prospectus geared to stimulate private investment to build a far stronger visitor economy and to specifically generate more local visitor economy jobs. However, the public investment opportunities identified have also been outlined in this Plan as they are still very important, particularly as many are likely to act as catalysts to stimulate private investment.

Figure 28 provides a summary of all the opportunities identified and shows that the opportunities are dispersed throughout the Grampians region rather than being concentrated around existing destination hubs.

The full list of opportunities is included in Section 7.2.

Figure 28: Spatial overview of opportunities

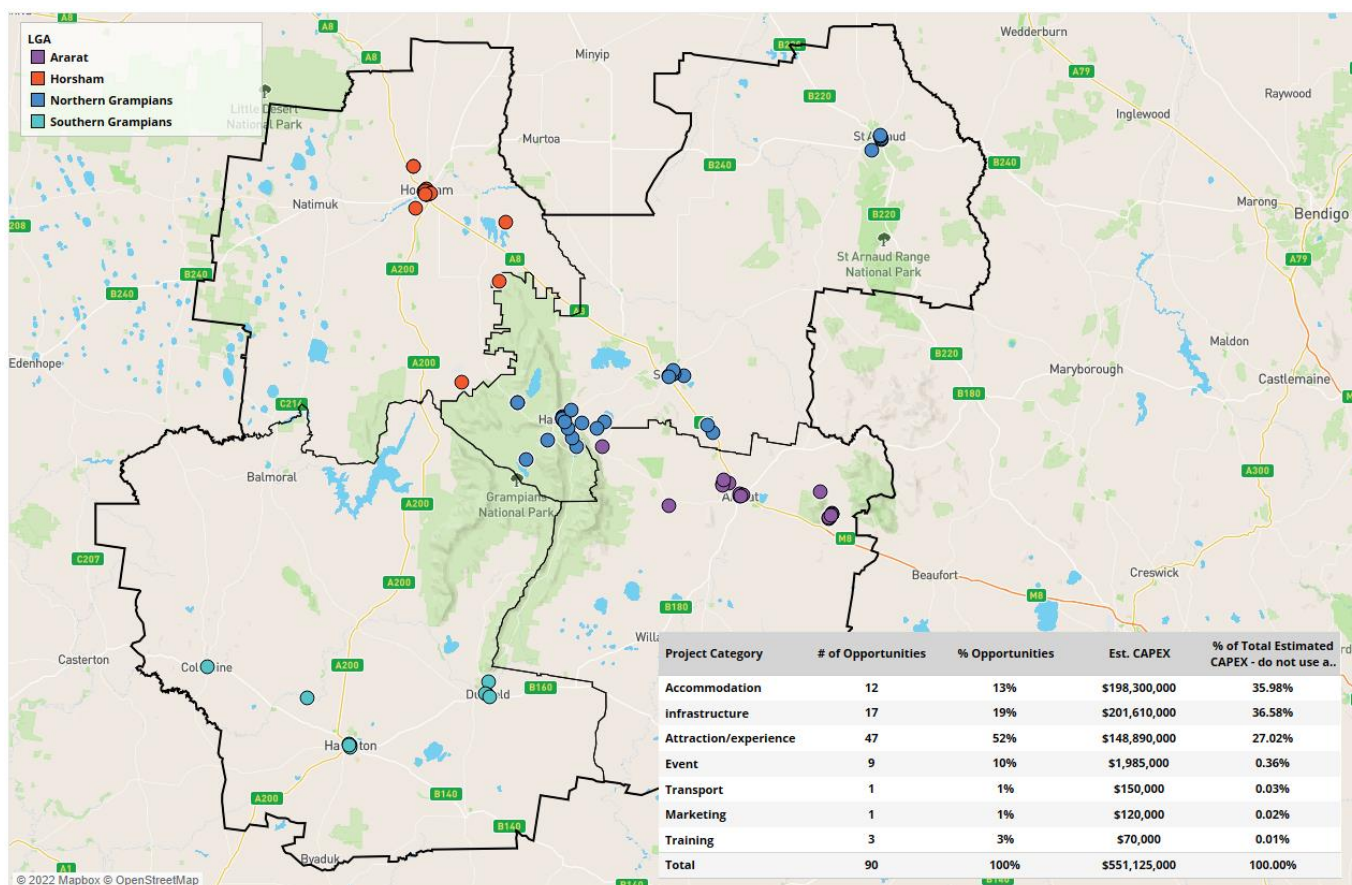
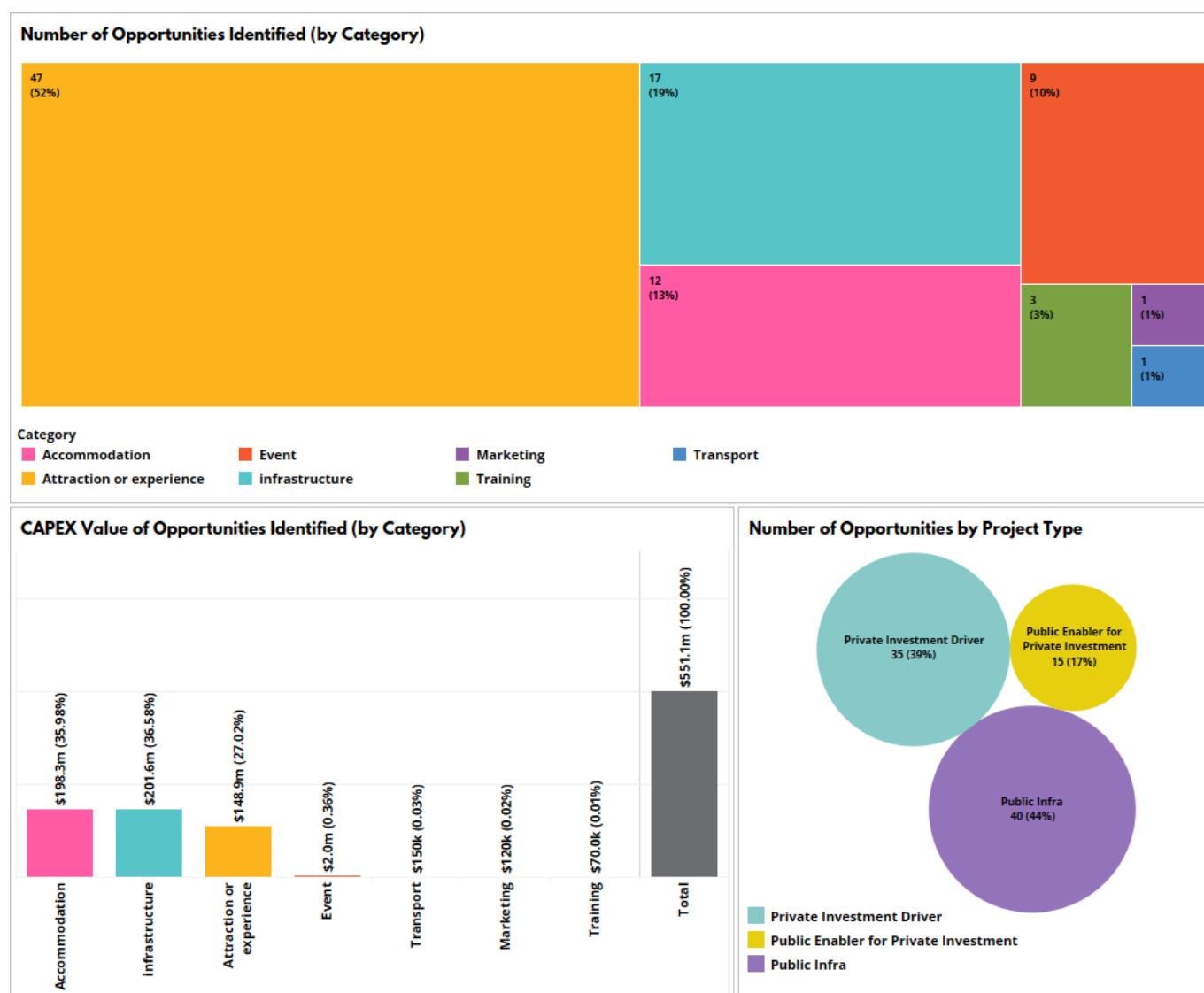


Figure 29 provides a summary of the opportunities identified. Observations are as follows.

- Over half (52%) of the opportunities identified are attraction or experience investment opportunities, followed by infrastructure projects (19%) and accommodation investment opportunities (13%).
- In total, an estimated \$551 million may be required to activate all 90 opportunities. The greatest level of investment is identified accommodation-related opportunities (comprising 36% of all investment identified or \$198 million), followed by infrastructure, comprising (36% or \$202 million).
- Of the 90 opportunities identified, 44% (40 opportunities) are public infrastructure opportunities, 38% (35) are private investment drivers and a further 17% (15) are public enablers for private investment.

Capex estimates are provided as estimates/guides only and exclude provision for contingencies (design development and escalation), consultant fees (legal, financial, engineering, architectural), government charges and builder's margins.

Figure 29: Summary of the opportunities identified

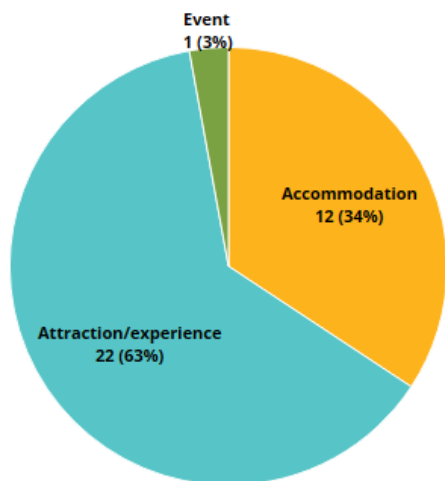


Narrowing in on the 35 private investment drivers shows that investment into new and existing attractions or experiences comprises the most opportunities identified, representing 22 of the 35 opportunities.

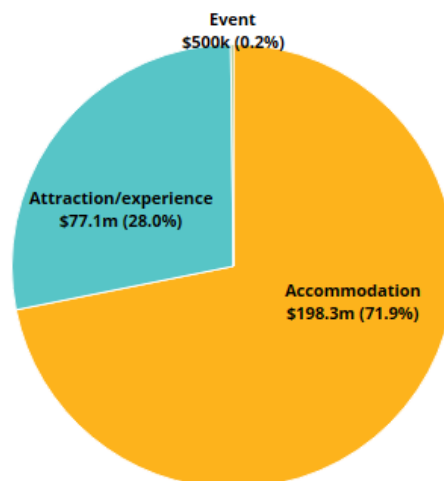
Although accommodation opportunities do not represent the most opportunities, they are likely to require the most investment, accounting for just under 72% of the investment required for private investment drivers (totalling \$198 million).

Figure 30: Summary of the private investment driver opportunities identified

Private Investment Drivers - # of Opportunities



Private Investment Drivers - CAPEX Summary





## 7.2. The Full List of Opportunities

### 7.2.1. Private investment drivers

Table 16 lists the 35 private investment driver opportunities. Of these, 22 are attraction/experience opportunities, 12 are accommodation opportunities and one is an event opportunity. The total estimated CAPEX for these projects is \$276 million which comprises \$236 million in private investment and \$40 million in supporting public investment.

Table 16: Full list of private investment driver opportunities

Project Category	Project Name	Area	Est. CAPEX	Est. Private	Est. Public
Accommodation	3.5-star branded business/leisure hotel	Ararat	\$45,000,000	\$40,500,000	\$4,500,000
	4-star hotel/resort with F&B at Halls Gap	Northern Grampians	\$45,000,000	\$40,500,000	\$4,500,000
	Destination holiday park	Horsham	\$18,000,000	\$16,200,000	\$1,800,000
	Dunkeld luxury units	Southern Grampians	\$7,000,000	\$7,000,000	\$0
	Farm stay accommodation	Regional	\$1,000,000	\$1,000,000	\$0
	Glamping pods	Ararat	\$6,500,000	\$5,850,000	\$650,000
	Heritage accommodation in Horsham	Horsham	\$5,000,000	\$4,500,000	\$500,000
	Heritage accommodation in St Arnaud	Northern Grampians	\$5,000,000	\$4,500,000	\$500,000
	High-end eco-lodge	Ararat	\$35,000,000	\$31,500,000	\$3,500,000
	Motel retrofitting (4-8 properties)	Northern Grampians	\$800,000	\$760,000	\$40,000
	Mount Zero resort (Stage 1)	Horsham	\$15,000,000	\$14,250,000	\$750,000
	Off-park lodge sites to link into the GPT	Southern Grampians	\$15,000,000	\$14,250,000	\$750,000
Attraction/experience	4WD adventure tours	Northern Grampians, ..	\$65,000	\$58,500	\$6,500
	Activation of waterways (kayaking, paddle boarding)	Horsham	\$35,000	\$35,000	\$0
	Agridome style attraction (with a sheep focus)	Southern Grampians	\$12,000,000	\$6,000,000	\$6,000,000
	Airport site redevelopment (with tourism offering)	Horsham, Stawell	\$5,000,000	\$2,500,000	\$2,500,000
	Dunkeld geothermal spa experience	Southern Grampians	\$7,500,000	\$7,500,000	\$0
	Equine trails with tours	Horsham	\$100,000	\$90,000	\$10,000
	Garden tours (public and private gardens)	Southern Grampians	\$50,000	\$45,000	\$5,000
	Gin/vodka/tequila distillery	Ararat	\$6,000,000	\$6,000,000	\$0
	Grampians food & wine packages	Regional	\$50,000	\$45,000	\$5,000
	Grampians Wine Cellars enhancements	Northern Grampians	\$155,000	\$139,500	\$15,500
	Grampians wine discovery centre	Regional	\$18,000,000	\$9,000,000	\$9,000,000
	Indoor, all-weather activity centre (rock climbing/boulderi..	Northern Grampians	\$8,000,000	\$5,200,000	\$2,800,000
	Inland aquarium attraction	Horsham	\$2,500,000	\$2,250,000	\$250,000
	J Ward commercial ghost tours	Ararat	\$100,000	\$90,000	\$10,000
	Orchid tours, orchid house and spring flower tours	Horsham	\$500,000	\$75,000	\$425,000
	Outdoor adventure hub (high rope aerial course, flying fox)	Northern Grampians	\$1,000,000	\$900,000	\$100,000
	Pop-up café and water sport hire	Ararat	\$120,000	\$108,000	\$12,000
	Recreational fishing and competition	Horsham	\$65,000	\$58,500	\$6,500
	Restaurant & function centre on river-edge	Horsham	\$8,000,000	\$7,200,000	\$800,000
	Tourism aviation activity (scenic flights, gliding, pax service..	Horsham	\$1,400,000	\$1,260,000	\$140,000
	Updated entrance way & admin building for Halls Gap Zoo	Ararat	\$1,500,000	\$1,350,000	\$150,000
	Waterway electric house boats	Northern Grampians	\$5,000,000	\$4,500,000	\$500,000
Event	Major car club events (classic, vintage, veteran)	Northern Grampians	\$500,000	\$450,000	\$50,000
<b>Total</b>			<b>\$275,940,000</b>	<b>\$235,664,500</b>	<b>\$40,275,500</b>

## 7.2.2. Public enablers for private investment

Table 17 shows the 15 publicly funded enablers for private investment opportunities. Of these, 8 are infrastructure projects and 3 are attraction/experience opportunities. There is also one event, one marketing, one training and one transport opportunity. The total estimated CAPEX for these projects is \$148 million which comprises just over \$3.1 million in private investment (where a public-private investment partnership is required) and \$145 million in public investment on its own.

It is important to recognise that some of these projects have already secured funding or are in the process of applying for funding. By way of example, the Victorian State Government has approved funding of \$5.8 million to upgrade Brambuk<sup>49</sup> as well as \$5.0 million for the GPT Trailheads project<sup>50</sup>. These have been included, however, to continue to advocate for their importance.

Table 17: Full list of public enablers for private investment opportunities

Project Category	Project Name	Area	Est. CAPEX	Est. Private	Est. Public	# of Opportunities
Attraction/experience	Brambuk upgrade	Northern Grampians	\$5,800,000	\$0	\$5,800,000	1
	Implementation of Volcanic Trail Masterplan	Southern Grampians	\$9,250,000	\$0	\$9,250,000	1
	Wildlife habitat & cultural education centre	Ararat	\$18,000,000	\$2,700,000	\$15,300,000	1
Event	Activation of City to River Masterplan with event	Horsham	\$200,000	\$30,000	\$170,000	1
Infrastructure	Signage audit & upgrades (directional & interpretive)	Regional	\$100,000	\$0	\$100,000	1
	Halls Gap wayfinding	Northern Grampians	\$250,000	\$0	\$250,000	1
	Mobile and digital connectivity improvements	Regional	\$1,000,000	\$0	\$1,000,000	1
	Dunkeld visitor hub	Southern Grampians	\$1,500,000	\$375,000	\$1,125,000	1
	Lookout/viewing area development and upgrades	Regional	\$2,000,000	\$0	\$2,000,000	1
	Lake Bellfield amenity improvement	Northern Grampians	\$5,000,000	\$0	\$5,000,000	1
	Roading upgrades	Regional	\$100,000,000	\$0	\$100,000,000	1
	GPT Trailheads	Northern Grampians	\$5,000,000	\$0	\$5,000,000	1
Marketing	Destination branding for the Grampians and sub-regions	Regional	\$120,000	\$0	\$120,000	1
Training	F&B upskilling and training programme	Regional	\$40,000	\$4,000	\$36,000	1
Transport	Peak season public transport for tourists	Regional	\$150,000	\$0	\$150,000	1
<b>Total</b>			<b>\$148,410,000</b>	<b>\$3,109,000</b>	<b>\$145,301,000</b>	<b>15</b>

<sup>49</sup> <https://www.parks.vic.gov.au/places-to-see/parks/grampians-national-park/attractions/central-grampians/things-to-do/brambuk-the-national-park-and-cultural-centre>

<sup>50</sup> <https://www.parks.vic.gov.au/news/2022/03/24/01/25/access-boost-for-popular-grampians-peaks-trail>

### 7.2.3. Public investment opportunities in infrastructure, events, and programs

Table 18 shows the 40 public investment opportunities in infrastructure, events, and programs. Of these, 22 are attraction/experience opportunities, 9 are infrastructure projects, 7 are events and 2 are training programs/investments.

The total estimated CAPEX for these projects is \$127 million which comprises \$4.5 million in private investment (via public-private partnerships) and just under \$122 million in public investment.

It is important to recognise that some of these projects have already secured funding or are in the process of applying for funding. By way of example, the Victorian State Government has approved funding of \$3.0 million for the Ararat Trails Mountain Bike Park<sup>51</sup> as well as \$7.76 million for the revitalisation of Mackenzie Falls<sup>52</sup>. These have been included, however, to continue to advocate for their importance.

Table 18: Full list of public investment opportunities in infrastructure, events, and programs

Project Category	Project Name	Area	Est. CAPEX	Est. Private	Est. Public
Attraction/experience	Additional child-friendly infrastructure (family market)	Horsham	\$500,000	\$0	\$500,000
	Annual sound and light show with story telling	Northern Grampians	\$350,000	\$70,000	\$280,000
	Ararat Trails Mountain Bike Park	Ararat	\$3,000,000	\$0	\$3,000,000
	Development of multi-use trails	Southern Grampians	\$5,200,000	\$0	\$5,200,000
	Enhanced facilities & shuttle bus service into Mackenzi..	Northern Grampians	\$250,000	\$0	\$250,000
	Extreme sports skills development & training facility	Northern Grampians	\$4,500,000	\$675,000	\$3,825,000
	Grampians tasting trail	Ararat	\$100,000	\$0	\$100,000
	Great Trail development	Northern Grampians	\$500,000	\$0	\$500,000
	Great Western Wine Cycle Trail	Northern Grampians	\$200,000	\$0	\$200,000
	Halls Gap walking loop	Northern Grampians	\$500,000	\$0	\$500,000
	Hamilton Botanic Garden play space	Southern Grampians	\$1,500,000	\$0	\$1,500,000
	Horsham public art and indigenous interpretation	Horsham	\$400,000	\$0	\$400,000
	Napier Street retail facade upgrades	Northern Grampians	\$500,000	\$50,000	\$450,000
	New Hamilton Art Gallery project	Southern Grampians	\$4,000,000	\$0	\$4,000,000
	Queen Mary Botanic Gardens heritage precinct	Northern Grampians	\$500,000	\$0	\$500,000
	Solar car events	Northern Grampians	\$200,000	\$0	\$200,000
	St Arnaud Mural Trail at the Raillery Hub	Northern Grampians	\$250,000	\$0	\$250,000
	Stawell Underground Physics Laboratory Stage 2	Northern Grampians	\$6,500,000	\$0	\$6,500,000
	Telling the story of gold fields, linking with the current..	Northern Grampians	\$6,500,000	\$3,575,000	\$2,925,000
	Visitor dispersal strategy throughout GNP	Northern Grampians	\$250,000	\$0	\$250,000
Wimmera River Discovery Trail Stage 2 (Horsham to Di..	Horsham	\$2,000,000	\$0	\$2,000,000	
Wimmera River precinct water play area	Horsham	\$1,000,000	\$0	\$1,000,000	
Event	Ararat Dirt Mtn Bike 12 Hr Race	Ararat	\$200,000	\$0	\$200,000
	Car and motor bike hill climb (enhancement of existin..	Ararat	\$250,000	\$125,000	\$125,000
	Grampians Tourism Region Road Cycling Granfondo Ev..	Northern Grampians, A..	\$200,000	\$0	\$200,000
	Grampians triathlon event	Northern Grampians	\$200,000	\$0	\$200,000
	Major regional sports carnival event (netball)	Northern Grampians	\$140,000	\$0	\$140,000
	New Grampians destination food event	Southern Grampians	\$200,000	\$0	\$200,000
	Stawell Gift Race enhancements (e.g. woman's event)	Northern Grampians	\$95,000	\$0	\$95,000
Infrastructure	Halls Gap southern gateway	Northern Grampians	\$15,000,000	\$0	\$15,000,000
	Heath Street upgrades & bridge	Northern Grampians	\$25,000,000	\$0	\$25,000,000
	Improved walkability	Northern Grampians	\$500,000	\$0	\$500,000
	Mackenzie Falls Revitalization	Northern Grampians	\$7,760,000	\$0	\$7,760,000
	Outdoor multi-purpose sports precinct	Horsham	\$15,000,000	\$0	\$15,000,000
	Public toilet upgrades and enhancements	Regional	\$2,000,000	\$0	\$2,000,000
	Regional indoor sports precinct	Horsham	\$15,000,000	\$0	\$15,000,000
	Sawyer Park soundshell upgrade	Horsham	\$1,500,000	\$0	\$1,500,000
Streetscape & urban enhancements	Regional	\$5,000,000	\$0	\$5,000,000	
Training	F&B and tourism operator ATDW awareness program ..	Regional	\$20,000	\$2,000	\$18,000
	F&B roster development	Regional	\$10,000	\$1,000	\$9,000
<b>Grand Total</b>			<b>\$126,775,000</b>	<b>\$4,498,000</b>	<b>\$122,277,000</b>

<sup>51</sup> <https://www.bicyclenetwork.com.au/newsroom/2020/06/04/funding-announced-for-ararat-mtb-trails/>

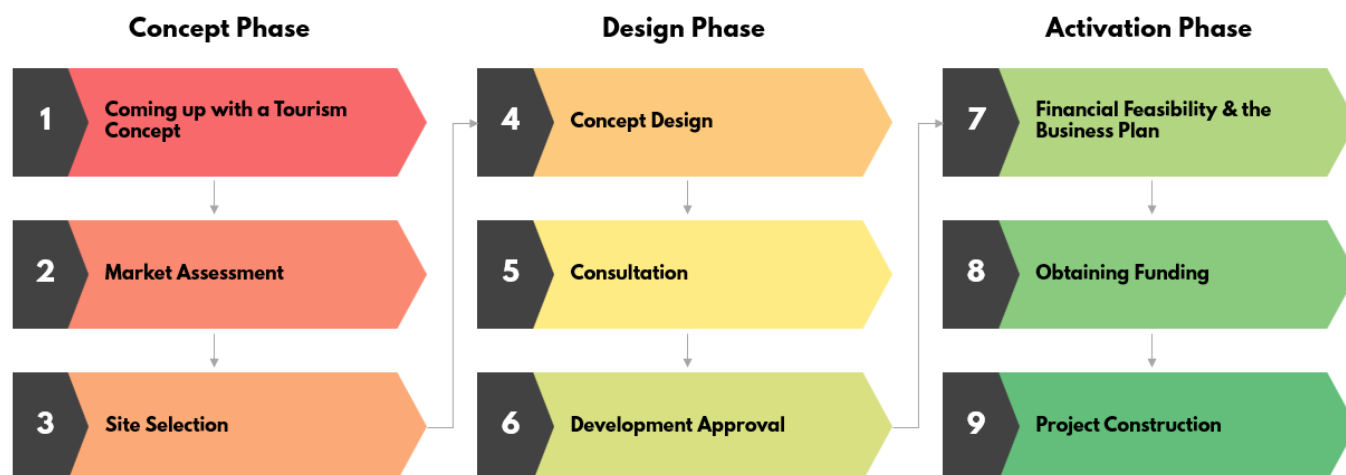
<sup>52</sup> <https://www.parks.vic.gov.au/projects/western-victoria/mackenzie-falls-revitalisation>



### 7.3. Project Development Lifecycle

Victoria's Tourism Investment Guidelines, though developed in 2008, provide a useful project process summary. The stages in the process are outlined in Figure 31.

Figure 31: Project development process lifecycle<sup>53</sup>



Each project identified in this Plan has been allocated to its appropriate stage with respect to where the project currently is at and what are the next steps. Importantly, because work has been undertaken by different parties (and not Stafford) on some projects, steps may not always align and steps in the lifecycle may have been skipped or completed in a different order. We have applied the most logical next step based on where the project is at and what has already been completed.

As a summary, the following is noted:

- 77 projects fall within the concept phase of development (it is important to note that while many opportunities have been noted at a top-line level in existing studies and broader master plans, there is a need to refine their concepts and test market demand as part of a more detailed assessment);
- 5 are within the design phase; and
- 8 are within the activation phase.

As next steps:

- 77 projects require concept refinement and market assessments;
- 9 projects are at the stage where they need to obtain a DA (if required based on their development) and/or then obtain funding; and
- 4 projects have officially secured funding and the next steps would appear to be construction.

<sup>53</sup> Tourism Investment Guidelines, 2008, modified by Stafford

**Figure 32: Project development lifecycle assessment**

Project Name	LGA	Project Type	Project Stage/Stages Completed	Next Step
3.5-star branded business/leisure hotel	Ararat	Private investment driver	Concept identified	Concept refinement & market assessment required
4-star hotel/resort with F&B at Halls Gap	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
4WD adventure tours	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Activation of City to River Masterplan with event	Horsham	Public enabler for private investment	Concept identified	Concept refinement & market assessment required
Activation of waterways (kayaking, paddle boarding)	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required
Additional child-friendly infrastructure (family market)	Horsham	Public infrastructure	Concept identified	Concept refinement & market assessment required
Agridome style attraction (with a sheep focus)	Southern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Airport site redevelopment (with tourism offering)	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required
Annual sound and light show with storytelling	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
Ararat Dirt Mtn Bike 12 Hr Race	Ararat	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Ararat Trails Mountain Bike Park	Ararat	Public infrastructure	Business case developed	Funding secured. Project Construction
Brambuk upgrade	Northern Grampians	Public enabler for private investment	Broader master plan developed & concept identified	Funding secured. Project Construction
Car and motorbike hill climb (enhancement of existing event)	Ararat	Public infrastructure	Concept identified	Concept refinement & market assessment required
Destination branding for the Grampians and sub-regions	Ararat	Public enabler for private investment	Concept identified	Concept refinement & market assessment required
Destination holiday park	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required
Development of multi-use trails	Southern Grampians	Public infrastructure	Concept identified & some consultation undertaken	Concept refinement & market assessment required
Dunkeld geothermal spa experience	Southern Grampians	Private investment driver	Concept identified & some consultation undertaken	Concept refinement & market assessment required
Dunkeld luxury units	Southern Grampians	Private investment driver	Concept identified & some consultation undertaken	Concept refinement & market assessment required
Dunkeld visitor hub	Southern Grampians	Public enabler for private investment	Concept design developed & funding secured for stage 1	Obtaining funding (stage 2)
Enhanced facilities & shuttle bus service into Mackenzie Falls	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
Equine trails with tours	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required

Project Name	LGA	Project Type	Project Stage/Stages Completed	Next Step
Extreme sports skills development & training facility	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
F&B and tourism operator ATDW awareness program & digital readiness training	Ararat	Public infrastructure	Concept identified	Concept refinement & market assessment required
F&B roster development	Ararat	Public infrastructure	Concept identified	Concept refinement & market assessment required
F&B upskilling and training programme	Ararat	Public enabler for private investment	Concept identified	Concept refinement & market assessment required
Farm stay accommodation	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Garden tours (public and private gardens)	Southern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Gin/vodka/tequila distillery	Ararat	Private investment driver	Concept identified	Concept refinement & market assessment required
Glamping pods	Ararat	Private investment driver	Concept identified	Concept refinement & market assessment required
GPT Trailheads	Northern Grampians	Public enabler for private investment	Funding secured.	Funding secured. Project Construction
Grampians food & wine packages	Ararat	Private investment driver	Concept identified & some consultation undertaken	Concept refinement & market assessment required
Grampians tasting trail	Ararat	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Grampians Tourism Region Road Cycling Granfondo Event	Ararat	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Grampians triathlon event	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
Grampians Wine Cellars enhancements	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Grampians wine discovery centre	Ararat	Private investment driver	Concept identified	Concept refinement & market assessment required
Great Trail development	Northern Grampians	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Great Western Wine Cycle Trail	Northern Grampians	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Halls Gap southern gateway	Northern Grampians	Public infrastructure	Concept design developed & consultation undertaken	Applying for DA (where applicable) & obtaining funding
Halls Gap walking loop	Northern Grampians	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Halls Gap wayfinding	Northern Grampians	Public enabler for private investment	Broader master plan developed & concept identified	Concept refinement & market assessment required
Hamilton Botanic Garden play space	Southern Grampians	Public infrastructure	Concept design developed & consultation undertaken	Applying for DA (where applicable) & obtaining funding
Heath Street upgrades & bridge	Northern Grampians	Public infrastructure	Concept design developed & consultation undertaken	Applying for DA (where applicable) & obtaining funding



Project Name	LGA	Project Type	Project Stage/Stages Completed	Next Step
Heritage accommodation in Horsham	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required
Heritage accommodation in St Arnaud	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
High-end eco-lodge	Ararat	Private investment driver	Concept identified	Concept refinement & market assessment required
Horsham public art and indigenous interpretation	Horsham	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Implementation of Volcanic Trail Masterplan	Southern Grampians	Public enabler for private investment	Master plan developed	Applying for DA (where applicable) & obtaining funding
Improved walkability	Northern Grampians	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Indoor, all-weather activity centre (rock climbing/bouldering)	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Inland aquarium attraction	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required
J Ward commercial ghost tours	Ararat	Private investment driver	Concept identified	Concept refinement & market assessment required
Lake Bellfield amenity improvement	Northern Grampians	Public enabler for private investment	Broader master plan developed & concept identified	Concept refinement & market assessment required
Landscaping & general urban enhancements	Ararat	Public infrastructure	Concept identified	Concept refinement & market assessment required
Lookout/viewing area development and upgrades	Ararat	Public enabler for private investment	Concept identified	Concept refinement & market assessment required
Mackenzie Falls	Northern Grampians	Public Infrastructure	Funding secured	Funding secured. Project Construction
Major car club events (classic, vintage, veteran)	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Major regional sports carnival event (netball)	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
Mobile and digital connectivity improvements	Northern Grampians	Public enabler for private investment	Concept identified	Concept refinement & market assessment required
Motel retrofitting (4-8 properties)	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Mount Zero resort (Stage 1)	Horsham	Private investment driver	Business case & investment prospectus developed	Applying for DA (where applicable) & obtaining funding
Napier Street retail facade upgrades	Northern Grampians	Public infrastructure	Concept identified & some consultation undertaken	Concept refinement & market assessment required
New Grampians destination food event	Southern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
New Hamilton Art Gallery project	Southern Grampians	Public infrastructure	Business case developed	Applying for DA (where applicable) & obtaining funding
Off-park lodge sites to link into the GPT	Southern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required

Project Name	LGA	Project Type	Project Stage/Stages Completed	Next Step
Orchid tours, orchid house, and spring flower tours	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required
Outdoor adventure hub (high rope aerial course, flying fox)	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Outdoor multi-purpose sports precinct	Horsham	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Peak season public transport for tourists	Horsham	Public enabler for private investment	Concept identified	Concept refinement & market assessment required
Pop-up café and water sport hire	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required
Public toilet upgrades and enhancements	Ararat	Public infrastructure	Concept identified	Concept refinement & market assessment required
Queen Mary Botanic Gardens heritage precinct	Northern Grampians	Public infrastructure	Concept identified & some consultation undertaken	Concept refinement & market assessment required
Recreational fishing and competition	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required
Regional indoor sports precinct	Horsham	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Restaurant & function centre on river-edge	Horsham	Private investment driver	Broader master plan developed & concept identified	Concept refinement & market assessment required
Roading upgrades	Ararat	Public enabler for private investment	Concept identified	Concept refinement & market assessment required
Sawyer Park sound shell upgrade	Horsham	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Signage audit & upgrades (directional & interpretive)	Ararat	Public enabler for private investment	Concept identified	Concept refinement & market assessment required
Solar car events	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
St Arnaud Mural Trail at the Raillery Hub	Northern Grampians	Public infrastructure	Concept identified & some consultation undertaken	Concept refinement & market assessment required
Stawell Gift Race enhancements (e.g., woman's event)	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
Stawell Underground Physics Laboratory Stage 2	Northern Grampians	Public infrastructure	Business case developed (stage 2) & funding secured for stage 1	Obtaining funding (Stage 2)
Telling the story of goldfields, linking with the current gold mine	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
Tourism aviation activity (scenic flights, gliding, pax services)	Horsham	Private investment driver	Concept identified	Concept refinement & market assessment required
Updated entrance way & admin building for Halls Gap Zoo	Northern Grampians	Private investment driver	Concept design developed & consultation undertaken	Applying for DA (where applicable) & obtaining funding
Visitor dispersal strategy throughout GNP	Northern Grampians	Public infrastructure	Concept identified	Concept refinement & market assessment required
Waterway electric houseboats	Northern Grampians	Private investment driver	Concept identified	Concept refinement & market assessment required

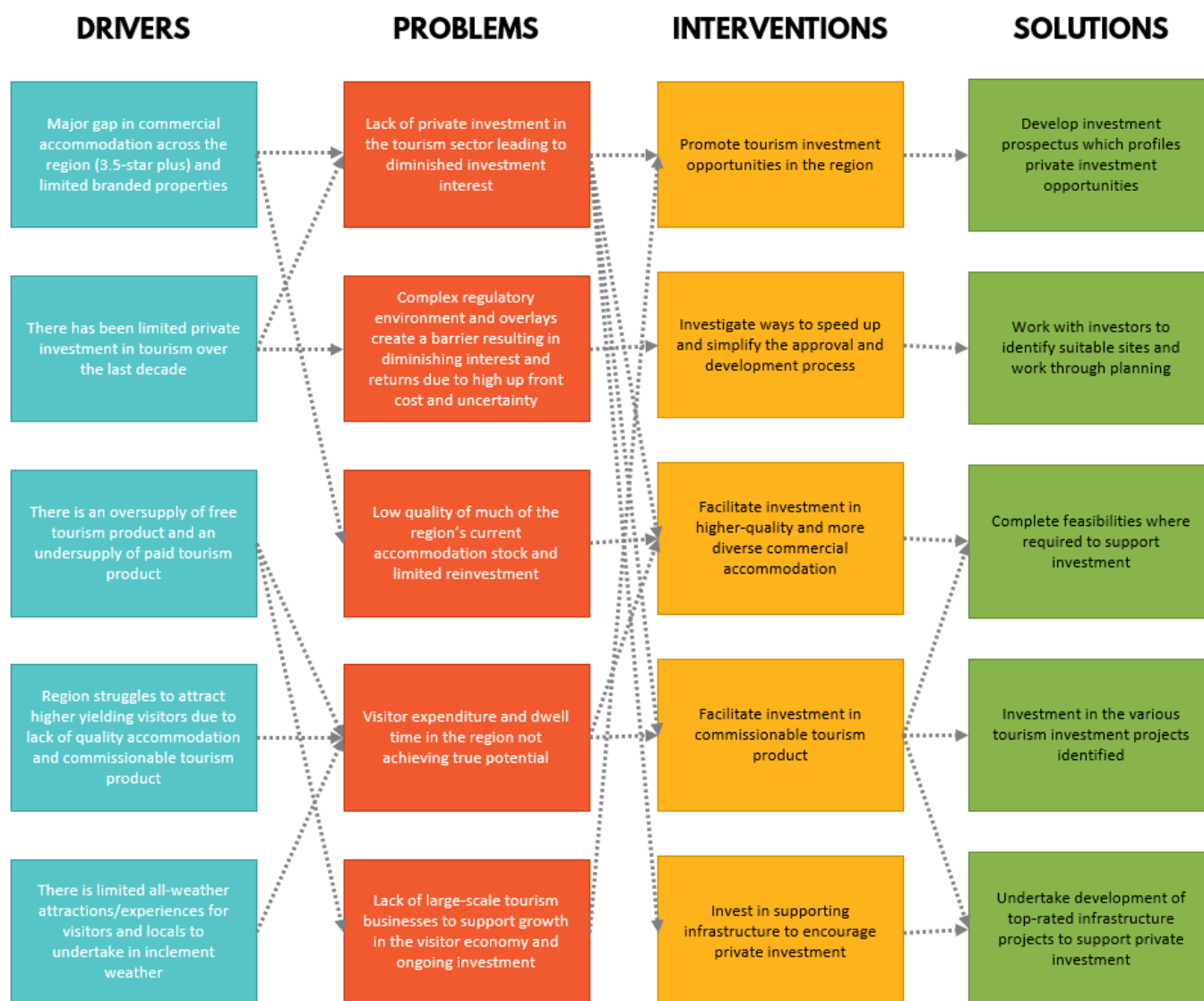
Project Name	LGA	Project Type	Project Stage/Stages Completed	Next Step
Wildlife habitat & cultural education centre	Ararat	Public enabler for private investment	Concept identified	Concept refinement & market assessment required
Wimmera River Discovery Trail Stage 2 (Horsham to Dimboola)	Horsham	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required
Wimmera River precinct water play area	Horsham	Public infrastructure	Broader master plan developed & concept identified	Concept refinement & market assessment required



## 7.4. Investment Logic Map

The following provides an Investment Logic Map of the tourism investment process to facilitate and optimise public and private investment attraction in the region.

Figure 33: Investment Logic Map







# 8. THE PRIORITY OPPORTUNITIES

## 8.1. Private Investment Drivers

### 8.1.1. Methodology for Prioritisation

To determine the refined list of private investment driver opportunities, each has been assessed against the weighted criteria outlined in Table 19 (public infrastructure and enabler projects have been ranked separately, in discussion with the PCG).

A weighted score has been used to reflect that some of the criteria have a stronger positive impact or a higher level of importance to each Council and the various agencies than others. This weighting

has been ranked and tested with the PCG to deliver an agreed weighting spread.

Where possible, the assessment has utilised quantitative data (particularly for those projects where feasibilities or business cases have been developed). In the absence of such assessments, however, a qualitative assessment has been undertaken based on local knowledge, stakeholder consultation, professional experience, and a general assessment of the perceived benefits.

Table 19: Opportunity ranking criteria for private investment driver opportunities

Criteria	Score	Weighting	Description
Landowner	Private land = 3 Council land = 2 Other Govt. agency land = 1 Parks Victoria = 0	1	Projects which are situated on private or council-owned or managed land are ranked higher.
Size of Private Investment	<\$100,000 = 1 <\$500,000 = 2 <\$1,000,000 = 3 >=\$10,000,000 = 4	2	Projects which are more likely to attract private sector investment (regardless of the value of this investment) are ranked higher.
Size of Public Investment	<\$100,000 = 4 <\$500,000 = 3 <\$1,000,000 = 2 >=\$1,000,000 = 1	2	Projects which have a stronger public sector investment requirement are ranked lower.
Private Sector Interest	<30% of CAPEX = 1 <60% of CAPEX = 2 >60% of CAPEX = 3	4	The level of private sector interest (as a percentage of total investment). Those with a stronger proportion of private sector interest are ranked higher.
Ability to Secure Govt. Funding for Project	None = 0 Limited = 1 Medium = 2 Strong = 3	2	Those projects which may be more likely to be able to secure government funding (capex or opex) are ranked higher.
Requirement for ongoing operational Govt. funding	None = 4 Limited = 3 Medium = 2 Strong = 1	1	If the project is likely to require ongoing government contributions to fund operating costs, it is ranked lower. If the project is likely to be commercially viable/sustainable, it is ranked higher.
Short term to activate	Yes = 1 No = 0	2	If the project is likely to be able to be activated in a shorter period, it is ranked higher.
Likelihood to be profiled by Visit Victoria	None = 0 Limited = 1 Medium = 2 Strong = 3	1	The ability of the project to grow the region's destination profile. Projects which may have stronger marketing budgets (particularly those run by larger tourism players), as well as highly unique products, are ranked higher.
Likely visitor appeal	None = 0 Limited = 1 Medium = 2 Strong = 3	5	The projects which are likely to have a stronger appeal to the visitor market are ranked higher than those which may generate lower visitor interest.



Criteria	Score	Weighting	Description
Ability to encourage regional dispersal of visitors	None = 0 Limited = 1 Medium = 2 Strong = 3	4	If a project is able to encourage stronger visitor dispersal throughout the region, it is ranked higher.
Uniqueness of product	None = 0 Limited = 1 Medium = 2 Strong = 3	4	The uniqueness of the product is ranked according to whether it is unique across Australia (ranked higher), across the region, or whether the product is likely to be unique only to the specific area it is situated in (ranked lower).
Ability to grow visitor yield	None = 0 Limited = 1 Medium = 2 Strong = 3	5	The ability of the project to increase visitor yield. Projects which are likely to encourage greater overnight stays (particularly in commercial accommodation) and those which introduce commissionable elements are ranked higher.
Estimated visitation once operational	0 = 0 1 - 500 = 1 501-5,000 = 2 5,001-10,000 = 3 10,001+ = 4	4	Potential estimated visitor numbers to the project once operational (stronger visitation potential garners a higher score).
Employment (operational) potential	0 = 0 Less than 5 FTE = 1 5-10 FTE = 2 11-20 FTE = 3 21-50 FTE = 4 More than 50 FTE = 5	3	The level of FTE employment generated once the project is operational. The higher the employment potential, the higher the project is rated.
Ability to act as a catalyst project to stimulate other investment projects	None = 0 Limited = 1 Medium = 2 Strong = 3	5	Projects that are more likely to encourage additional or complementary investment into other projects are rated higher.
Ability to encourage stronger interstate visitation	None = 0 Limited = 1 Medium = 2 Strong = 3	3	Those which are likely to encourage stronger interstate (rather than intrastate) visitation are ranked higher.
Ability to encourage stronger international visitation	None = 0 Limited = 1 Medium = 2 Strong = 3	1	Those which are likely to encourage stronger international visitation and profile are ranked higher.

### 8.1.2. Prioritisation of the Opportunities

Figure 34 summarises the top 15 private investment driver opportunities. These projects achieved a top 15 score based on the ranking methodology described above. Because some projects achieved an equal score, there are some with equal rankings.

It demonstrates that:

- there are eight accommodation investment opportunities and seven attraction/experience opportunities with a top 15 ranking;

- there is a range of types of projects identified across the various towns in the Grampians (four in both Northern Grampians and Horsham LGAs, three in both Ararat and Southern Grampians LGAs and one regional project); and
- the total investment for the top 15 projects is estimated at \$240 million, of which \$210.7 million is private investment and \$29.7 million is supporting public investment.

Table 20 on the following page provides the full ranking of the projects based on the total weighted score, followed by Table 21 which provides a more detailed breakdown of the project scores achieved.

Figure 34: The top 15 private investment driver opportunities (weighted score)

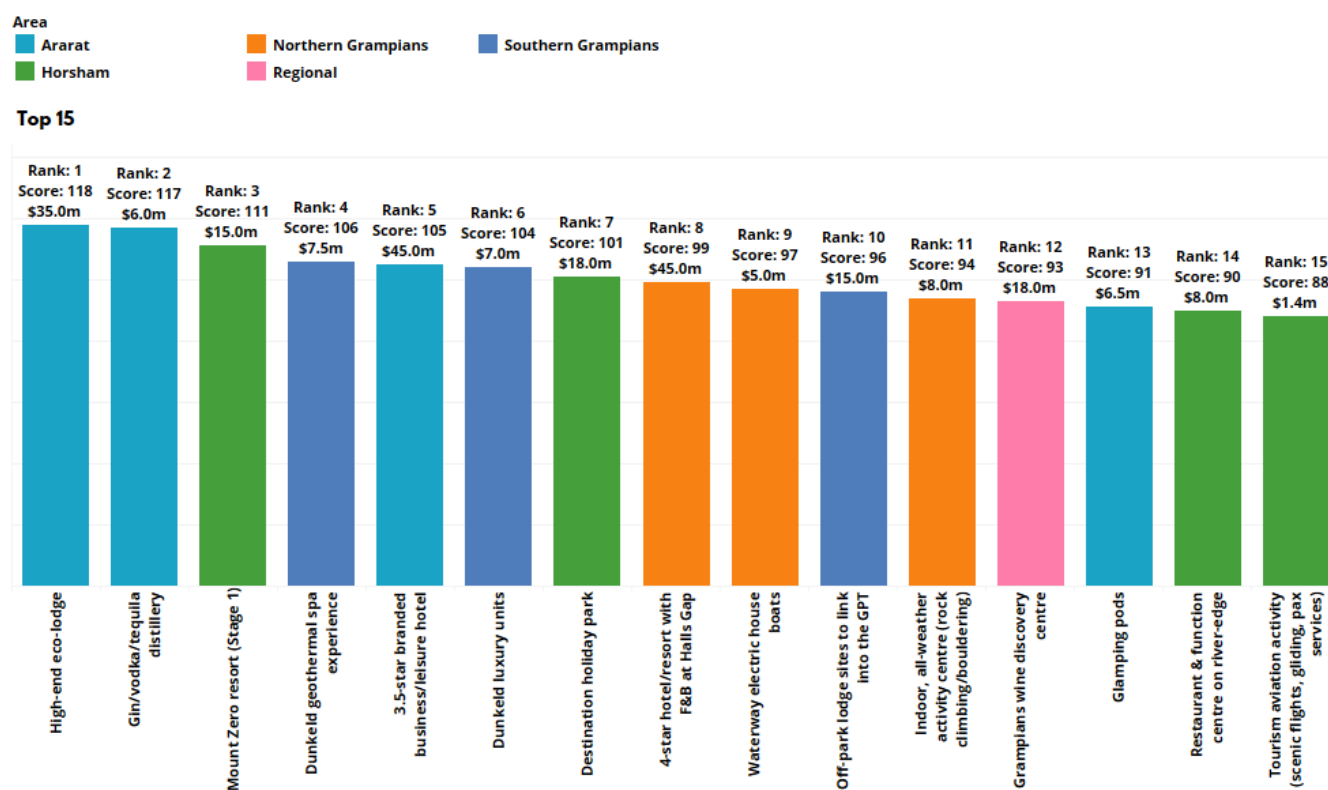


Table 20: Private investment driver opportunities – full matrix

Project Name	Ability to act as a catalyst project to stimulate other invest..	Ability to encourage stronger international visitation	Ability to encourage stronger interstate visitation	Ability to Grow Visitor Yield	Ability to Secure Govt. Funding for Project	Employment (Operational) Potential	Estimated Visitation	Landowner	Likelihood to be profiled by Visit Victoria	Likely visitor appeal	Private Sector Interest	Short term to Activate	Regional Dispersal of Visitors	Requirement for ongoing operational Govt. funding	Uniqueness of Product	Est. CAPEX	Est. Private	Est. Public
3.5-star branded business/leisure hotel	Medium	Limited	Limited	Medium	Limited	More than 50..	10,001-25,000	Council	Limited	Strong	Strong	No	Limited	None	None	\$45,000,000	\$40,500,000	\$4,500,000
4-star hotel/resort with F&B at Halls Gap	Strong	Limited	Medium	Medium	None	21-50 FTE	5,001-10,000	Private	None	Medium	Strong	No	Limited	None	None	\$45,000,000	\$40,500,000	\$4,500,000
4WD adventure tours	None	None	None	Limited	None	Less than 5 F..	501-5,000	Private	Limited	Limited	Strong	Yes	Strong	None	Locally Unique	\$65,000	\$58,500	\$6,500
Activation of waterways (kayaking, paddle boarding)	None	None	None	Limited	None	Less than 5 F..	5,001-10,000	Private	Limited	Medium	Strong	Yes	Limited	None	None	\$35,000	\$35,000	\$0
Agridome style attraction (with a sheep focus)	Limited	Limited	Medium	Medium	Limited	5-10 FTE	25,000+	Private	Medium	Medium	Medium	No	Limited	Medium	State-wide Unique	\$12,000,000	\$6,000,000	\$6,000,000
Airport site redevelopment (with tourism offering)	Medium	None	Limited	Limited	Limited	5-10 FTE	501-5,000	Council	None	Medium	Medium	No	Limited	Limited	None	\$5,000,000	\$2,500,000	\$2,500,000
Destination holiday park	Strong	None	Medium	Medium	None	5-10 FTE	5,001-10,000	Private	None	Strong	Strong	No	Medium	None	None	\$18,000,000	\$16,200,000	\$1,800,000
Dunkeld geothermal spa experience	Strong	Limited	Medium	Strong	None	5-10 FTE	501-5,000	Private	Strong	Strong	Strong	No	Limited	None	Locally Unique	\$7,500,000	\$7,500,000	\$0
Dunkeld luxury units	Strong	Limited	Medium	Strong	None	5-10 FTE	501-5,000	Private	Limited	Strong	Strong	No	Limited	None	Locally Unique	\$7,000,000	\$7,000,000	\$0
Equine trails with tours	None	None	Limited	Limited	None	5-10 FTE	501-5,000	Other Govt.	Limited	Limited	Strong	No	Medium	None	Locally Unique	\$100,000	\$90,000	\$10,000
Farm stay accommodation	Medium	Limited	Medium	Limited	None	11-20 FTE	501-5,000	Private	None	Limited	Strong	Yes	Medium	None	None	\$1,000,000	\$1,000,000	\$0
Garden tours (public and private gardens)	None	None	None	Limited	Limited	Less than 5 F..	501-5,000	Council	Limited	Medium	Strong	Yes	Medium	Limited	Locally Unique	\$50,000	\$45,000	\$5,000
Gin/vodka/tequila distillery	Strong	Limited	Strong	Medium	None	11-20 FTE	10,001-25,000	Private	Limited	Strong	Strong	No	Medium	None	Regionally Unique	\$6,000,000	\$6,000,000	\$0
Glamping pods	Medium	Limited	Limited	Medium	None	5-10 FTE	5,001-10,000	Private	Limited	Strong	Strong	No	Limited	None	Regionally Unique	\$6,500,000	\$5,850,000	\$650,000
Grampians food & wine packages	None	None	Limited	Medium	Limited	Less than 5 F..	501-5,000	Private	Medium	Medium	Strong	Yes	Medium	Limited	Locally Unique	\$50,000	\$45,000	\$5,000
Grampians Wine Cellars enhancements	None	None	None	Limited	None	Less than 5 F..	5,001-10,000	Private	Limited	Medium	Strong	No	Limited	None	Locally Unique	\$155,000	\$139,500	\$15,500
Grampians wine discovery centre	Limited	Limited	Medium	Medium	Limited	5-10 FTE	10,001-25,000	Council	Strong	Medium	Medium	No	Strong	None	Regionally Unique	\$18,000,000	\$9,000,000	\$9,000,000
Heritage accommodation in Horsham	Limited	Limited	Limited	Limited	Limited	11-20 FTE	5,001-10,000	Private	None	Limited	Strong	No	None	Limited	Locally Unique	\$5,000,000	\$4,500,000	\$500,000
Heritage accommodation in St Arnaud	Medium	Limited	Medium	Limited	Limited	11-20 FTE	5,001-10,000	Private	None	Limited	Strong	No	Limited	Limited	None	\$5,000,000	\$4,500,000	\$500,000
High-end eco-lodge	Strong	Medium	Strong	Strong	Limited	11-20 FTE	5,001-10,000	Council	Strong	Strong	Strong	No	Medium	None	Locally Unique	\$35,000,000	\$31,500,000	\$3,500,000
Indoor, all-weather activity centre (rock climbing/b..	Limited	None	Medium	Medium	Medium	11-20 FTE	5,001-10,000	Private	Medium	Strong	Strong	No	Limited	None	Regionally Unique	\$8,000,000	\$5,200,000	\$2,800,000
Inland aquarium attraction	Limited	None	Limited	Limited	None	5-10 FTE	5,001-10,000	Council	Limited	Medium	Strong	No	Limited	None	Regionally Unique	\$2,500,000	\$2,250,000	\$250,000
J Ward commercial ghost tours	Limited	Limited	Limited	Limited	Medium	5-10 FTE	5,001-10,000	Other Govt.	Medium	Medium	Strong	Yes	Limited	Limited	State-wide Unique	\$100,000	\$90,000	\$10,000
Major car club events (classic, vintage, veteran)	None	Limited	Medium	Medium	Limited	11-20 FTE	501-5,000	Private	Limited	Medium	Strong	Yes	Medium	None	Locally Unique	\$500,000	\$450,000	\$50,000
Motel retrofitting (4-8 properties)	Limited	None	Limited	Limited	None	5-10 FTE	10,001-25,000	Private	None	Medium	Strong	No	Limited	None	None	\$800,000	\$760,000	\$40,000
Mount Zero resort (Stage 1)	Strong	Limited	Strong	Strong	Limited	21-50 FTE	5,001-10,000	Private	None	Medium	Strong	No	Limited	None	None	\$15,000,000	\$14,250,000	\$750,000
Off-park lodge sites to link into the GPT	Limited	None	Medium	Medium	None	21-50 FTE	5,001-10,000	Private	Medium	Medium	Strong	No	Medium	None	Regionally Unique	\$15,000,000	\$14,250,000	\$750,000
Orchid tours, orchid house and spring flower tours	None	Limited	Medium	Medium	Limited	5-10 FTE	501-5,000	Council	Limited	Medium	Limited	No	Limited	Limited	Regionally Unique	\$500,000	\$75,000	\$425,000
Outdoor adventure hub (high rope aerial course, fl..	Limited	None	None	Limited	Limited	Less than 5 F..	501-5,000	Council	Medium	Medium	Strong	No	Limited	None	Locally Unique	\$1,000,000	\$900,000	\$100,000
Pop-up café and water sport hire	Limited	None	Limited	Limited	None	5-10 FTE	501-5,000	Private	None	Limited	Strong	Yes	Limited	None	Locally Unique	\$120,000	\$108,000	\$12,000
Recreational fishing and competition	None	None	Medium	Limited	Limited	5-10 FTE	501-5,000	Council	Limited	Medium	Strong	Yes	Medium	Limited	Locally Unique	\$65,000	\$58,500	\$6,500
Restaurant & function centre on river-edge	Medium	None	Medium	Medium	None	11-20 FTE	10,001-25,000	Private	None	Medium	Strong	No	None	None	None	\$8,000,000	\$7,200,000	\$800,000
Tourism aviation activity (scenic flights, gliding, pax..	None	Limited	Limited	Medium	Limited	21-50 FTE	501-5,000	Private	None	Medium	Strong	No	Strong	Limited	None	\$1,400,000	\$1,260,000	\$140,000
Updated entrance way & admin building for Halls ..	Limited	Limited	Limited	Limited	Limited	Less than 5 F..	25,000+	Private	Medium	Medium	Strong	Yes	Limited	None	Locally Unique	\$1,500,000	\$1,350,000	\$150,000
Waterway electric house boats	Medium	Medium	Strong	Strong	Limited	5-10 FTE	501-5,000	Private	Medium	Medium	Strong	No	Limited	None	State-wide Unique	\$5,000,000	\$4,500,000	\$500,000



Table 21: Private investment driver opportunities – unweighted & weighted scores

		Ability to act as a catalyst project to stimulate other investment projects Score	Ability to encourage stronger interstate visitation score	Ability to encourage stronger international visitation score	Ability to Secure Govt. Funding for Project Score	Ability to Grow Visitor Yield Score	Employment (Operational) Potential Score	Estimated Visitation Score	Landowner Score	Likely visitor appeal Score	Likelihood to be profiled by Visit Victoria Score	Private Sector Interest Score	Regional Dispersal of Visitors Score	Requirement for ongoing operational Govt. funding Score	Short Term to Activate Score	Size of Private Investment Score	Size of Public Investment Score	Total
High-end eco-lodge	Unweighted Score	3.0	3.0	2.0	1.0	3.0	3.0	3.0	2.0	3.0	3.0	3.0	2.0	4.0	0.0	4.0	1.0	40.0
	Weighted Score	15.0	9.0	2.0	2.0	15.0	9.0	12.0	2.0	15.0	3.0	12.0	8.0	4.0	0.0	8.0	2.0	118.0
Gin/vodka/tequila distillery	Unweighted Score	3.0	3.0	1.0	0.0	2.0	3.0	4.0	3.0	3.0	1.0	3.0	2.0	4.0	0.0	3.0	4.0	39.0
	Weighted Score	15.0	9.0	1.0	0.0	10.0	9.0	16.0	3.0	15.0	1.0	12.0	8.0	4.0	0.0	6.0	8.0	117.0
Mount Zero resort (Stage 1)	Unweighted Score	3.0	3.0	1.0	1.0	3.0	4.0	3.0	3.0	2.0	0.0	3.0	1.0	4.0	0.0	4.0	2.0	37.0
	Weighted Score	15.0	9.0	1.0	2.0	15.0	12.0	12.0	3.0	10.0	0.0	12.0	4.0	4.0	0.0	8.0	4.0	111.0
Dunkeld geothermal spa experience	Unweighted Score	3.0	2.0	1.0	0.0	3.0	2.0	2.0	3.0	3.0	3.0	3.0	1.0	4.0	0.0	3.0	4.0	37.0
	Weighted Score	15.0	6.0	1.0	0.0	15.0	6.0	8.0	3.0	15.0	3.0	12.0	4.0	4.0	0.0	6.0	8.0	106.0
3.5-star branded business/leisure hotel	Unweighted Score	2.0	1.0	1.0	1.0	2.0	5.0	4.0	2.0	3.0	1.0	3.0	1.0	4.0	0.0	4.0	1.0	35.0
	Weighted Score	10.0	3.0	1.0	2.0	10.0	15.0	16.0	2.0	15.0	1.0	12.0	4.0	4.0	0.0	8.0	2.0	105.0
Dunkeld luxury units	Unweighted Score	3.0	2.0	1.0	0.0	3.0	2.0	2.0	3.0	3.0	1.0	3.0	1.0	4.0	0.0	3.0	4.0	35.0
	Weighted Score	15.0	6.0	1.0	0.0	15.0	6.0	8.0	3.0	15.0	1.0	12.0	4.0	4.0	0.0	6.0	8.0	104.0
Destination holiday park	Unweighted Score	3.0	2.0	0.0	0.0	2.0	2.0	3.0	3.0	3.0	0.0	3.0	2.0	4.0	0.0	4.0	1.0	32.0
	Weighted Score	15.0	6.0	0.0	0.0	10.0	6.0	12.0	3.0	15.0	0.0	12.0	8.0	4.0	0.0	8.0	2.0	101.0
4-star hotel/resort with F&B at Halls Gap	Unweighted Score	3.0	2.0	1.0	0.0	2.0	4.0	3.0	3.0	2.0	0.0	3.0	1.0	4.0	0.0	4.0	1.0	33.0
	Weighted Score	15.0	6.0	1.0	0.0	10.0	12.0	12.0	3.0	10.0	0.0	12.0	4.0	4.0	0.0	8.0	2.0	99.0
Waterway electric house boats	Unweighted Score	2.0	3.0	2.0	1.0	3.0	2.0	2.0	3.0	2.0	2.0	3.0	1.0	4.0	0.0	3.0	2.0	35.0
	Weighted Score	10.0	9.0	2.0	2.0	15.0	6.0	8.0	3.0	10.0	2.0	12.0	4.0	4.0	0.0	6.0	4.0	97.0
Off-park lodge sites to link into the GPT	Unweighted Score	1.0	2.0	0.0	0.0	2.0	4.0	3.0	3.0	2.0	2.0	3.0	2.0	4.0	0.0	4.0	2.0	34.0
	Weighted Score	5.0	6.0	0.0	0.0	10.0	12.0	12.0	3.0	10.0	2.0	12.0	8.0	4.0	0.0	8.0	4.0	96.0
Indoor, all-weather activity centre (rock climbing/bouldering)	Unweighted Score	1.0	2.0	0.0	2.0	2.0	3.0	3.0	3.0	3.0	2.0	3.0	1.0	4.0	0.0	3.0	1.0	33.0
	Weighted Score	5.0	6.0	0.0	4.0	10.0	9.0	12.0	3.0	15.0	2.0	12.0	4.0	4.0	0.0	6.0	2.0	94.0
Gramplains wine discovery centre	Unweighted Score	1.0	2.0	1.0	1.0	2.0	2.0	4.0	2.0	2.0	3.0	2.0	3.0	4.0	0.0	3.0	1.0	33.0
	Weighted Score	5.0	6.0	1.0	2.0	10.0	6.0	16.0	2.0	10.0	3.0	8.0	12.0	4.0	0.0	6.0	2.0	93.0
Glamping pods	Unweighted Score	2.0	1.0	1.0	0.0	2.0	2.0	3.0	3.0	3.0	1.0	3.0	1.0	4.0	0.0	3.0	2.0	31.0
	Weighted Score	10.0	3.0	1.0	0.0	10.0	6.0	12.0	3.0	15.0	1.0	12.0	4.0	4.0	0.0	6.0	4.0	91.0
Restaurant & function centre on river-edge	Unweighted Score	2.0	2.0	0.0	0.0	2.0	3.0	4.0	3.0	2.0	0.0	3.0	0.0	4.0	0.0	3.0	2.0	30.0
	Weighted Score	10.0	6.0	0.0	0.0	10.0	9.0	16.0	3.0	10.0	0.0	12.0	0.0	4.0	0.0	6.0	4.0	90.0
Updated entrance way & admin building for Halls Gap Zoo	Unweighted Score	1.0	1.0	1.0	1.0	1.0	1.0	5.0	3.0	2.0	2.0	3.0	1.0	4.0	1.0	3.0	3.0	33.0
	Weighted Score	5.0	3.0	1.0	2.0	5.0	3.0	20.0	3.0	10.0	2.0	12.0	4.0	4.0	2.0	6.0	6.0	88.0
Tourism aviation activity (scenic flights, gliding, pax services)	Unweighted Score	0.0	1.0	1.0	1.0	2.0	4.0	2.0	3.0	2.0	0.0	3.0	3.0	3.0	0.0	3.0	3.0	31.0
	Weighted Score	0.0	3.0	1.0	2.0	10.0	12.0	8.0	3.0	10.0	0.0	12.0	12.0	3.0	0.0	6.0	6.0	88.0
Major car club events (classic, vintage, veteran)	Unweighted Score	0.0	2.0	1.0	1.0	2.0	3.0	2.0	3.0	2.0	1.0	3.0	2.0	4.0	1.0	2.0	4.0	33.0
	Weighted Score	0.0	6.0	1.0	2.0	10.0	9.0	8.0	3.0	10.0	1.0	12.0	8.0	4.0	2.0	4.0	8.0	88.0
Farm stay accommodation	Unweighted Score	2.0	2.0	1.0	0.0	1.0	3.0	2.0	3.0	1.0	0.0	3.0	2.0	4.0	1.0	3.0	4.0	32.0
	Weighted Score	10.0	6.0	1.0	0.0	5.0	9.0	8.0	3.0	5.0	0.0	12.0	8.0	4.0	2.0	6.0	8.0	87.0
Agridome style attraction (with a sheep focus)	Unweighted Score	1.0	2.0	1.0	1.0	2.0	2.0	5.0	3.0	2.0	2.0	2.0	1.0	2.0	0.0	3.0	1.0	30.0
	Weighted Score	5.0	6.0	1.0	2.0	10.0	6.0	20.0	3.0	10.0	2.0	8.0	4.0	2.0	0.0	6.0	2.0	87.0
Motel retrofitting (4-8 properties)	Unweighted Score	1.0	1.0	0.0	0.0	1.0	2.0	4.0	3.0	2.0	0.0	3.0	1.0	4.0	0.0	3.0	4.0	29.0
	Weighted Score	5.0	3.0	0.0	0.0	5.0	6.0	16.0	3.0	10.0	0.0	12.0	4.0	4.0	0.0	6.0	8.0	82.0
Heritage accommodation in St Arnaud	Unweighted Score	2.0	2.0	1.0	1.0	1.0	3.0	3.0	3.0	1.0	0.0	3.0	1.0	3.0	0.0	3.0	2.0	29.0
	Weighted Score	10.0	6.0	1.0	2.0	5.0	9.0	12.0	3.0	5.0	0.0	12.0	4.0	3.0	0.0	6.0	4.0	82.0
J Ward commercial ghost tours	Unweighted Score	1.0	1.0	1.0	2.0	1.0	2.0	3.0	1.0	2.0	2.0	3.0	1.0	3.0	1.0	1.0	4.0	29.0
	Weighted Score	5.0	3.0	1.0	4.0	5.0	6.0	12.0	1.0	10.0	2.0	12.0	4.0	3.0	2.0	2.0	8.0	80.0
Inland aquarium attraction	Unweighted Score	1.0	1.0	0.0	0.0	1.0	2.0	3.0	2.0	2.0	1.0	3.0	1.0	4.0	0.0	3.0	3.0	27.0
	Weighted Score	5.0	3.0	0.0	0.0	5.0	6.0	12.0	2.0	10.0	1.0	12.0	4.0	4.0	0.0	6.0	6.0	76.0
Gramplains food & wine packages	Unweighted Score	0.0	1.0	0.0	1.0	2.0	1.0	2.0	3.0	2.0	2.0	3.0	2.0	3.0	1.0	1.0	4.0	28.0
	Weighted Score	0.0	3.0	0.0	2.0	10.0	3.0	8.0	3.0	10.0	2.0	12.0	8.0	3.0	2.0	2.0	8.0	76.0
Recreational fishing and competition	Unweighted Score	0.0	2.0	0.0	1.0	1.0	2.0	2.0	2.0	2.0	1.0	3.0	2.0	3.0	1.0	1.0	4.0	27.0
	Weighted Score	0.0	6.0	0.0	2.0	5.0	6.0	8.0	2.0	10.0	1.0	12.0	8.0	3.0	2.0	2.0	8.0	75.0
Heritage accommodation in Horsham	Unweighted Score	1.0	1.0	1.0	1.0	1.0	3.0	3.0	3.0	1.0	0.0	3.0	0.0	3.0	0.0	3.0	2.0	26.0
	Weighted Score	5.0	3.0	1.0	2.0	5.0	9.0	12.0	3.0	5.0	0.0	12.0	0.0	3.0	0.0	6.0	4.0	70.0
Pop-up café and water sport hire	Unweighted Score	1.0	1.0	0.0	0.0	1.0	2.0	2.0	3.0	1.0	0.0	3.0	1.0	4.0	1.0	2.0	4.0	26.0
	Weighted Score	5.0	3.0	0.0	0.0	5.0	6.0	8.0	3.0	5.0	0.0	12.0	4.0	4.0	2.0	4.0	8.0	69.0
Outdoor adventure hub (high rope aerial course, flying fox)	Unweighted Score	1.0	0.0	0.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0	3.0	1.0	4.0	0.0	3.0	3.0	26.0
	Weighted Score	5.0	0.0	0.0	2.0	5.0	3.0	8.0	2.0	10.0	2.0	12.0	4.0	4.0	0.0	6.0	6.0	69.0
Airport site redevelopment (with tourism offering)	Unweighted Score	2.0	1.0	0.0	1.0	1.0	2.0	2.0	2.0	2.0	0.0	2.0	1.0	3.0	0.0	3.0	1.0	23.0
	Weighted Score	10.0	3.0	0.0	2.0	5.0	6.0	8.0	2.0	10.0	0.0	8.0	4.0	3.0	0.0	6.0	2.0	69.0
Gramplains Wine Cellars enhancements	Unweighted Score	0.0	0.0	0.0	0.0	1.0	1.0	3.0	3.0	2.0	1.0	3.0	1.0	4.0	0.0	2.0	4.0	25.0
	Weighted Score	0.0	0.0	0.0	0.0	5.0	3.0	12.0	3.0	10.0	1.0	12.0	4.0	4.0	0.0	4.0	8.0	66.0
Garden tours (public and private gardens)	Unweighted Score	0.0	0.0	0.0	1.0	1.0	2.0	2.0	2.0	2.0	1.0	3.0	2.0	3.0	1.0	1.0	4.0	24.0
	Weighted Score	0.0	0.0	0.0	2.0	5.0	3.0	8.0	2.0	10.0	1.0	12.0	8.0	3.0	2.0	2.0	8.0	66.0
Activation of waterways (kayaking, paddle boarding)	Unweighted Score	0.0	0.0	0.0	0.0	1.0	1.0	3.0	3.0	2.0	1.0	3.0	1.0	4.0	1.0	1.0	4.0	25.0
	Weighted Score	0.0	0.0	0.0	0.0	5.0	3.0	12.0	3.0	10.0	1.0	12.0	4.0	4.0	2.0	2.0	8.0	66.0
Orchid tours, orchid house and spring flower tours	Unweighted Score	0.0	2.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	3.0	0.0	1.0	3.0	24.0
	Weighted Score	0.0	6.0	1.0	2.0	10.0	6.0	8.0	2.0	10.0	1.0	4.0	4.0	3.0	0.0	2.0	6.0	65.0
4WD adventure tours	Unweighted Score	0.0	0.0	0														

### 8.1.3. The Priority Opportunities in Detail

#### 8.1.3.1. High-end eco-lodge, Ararat

Ararat has limited diverse and higher quality accommodation options. This results in economic leakage and a shorter visitor dwell time as visitors opt to stay outside of the area. To lift the quality of accommodation on offer in Ararat and to complement the high-quality environment, the opportunity exists to develop a higher-end eco-lodge.

Those well-established and successful upmarket lodges often have a strong all year-round clientele, with different experiences able to be offered in summer and shoulder months, compared to winter periods. Considering the excellent fishing options, hunting, cycling, trekking and bird spotting available throughout the broader area, potential should exist for year-round demand in the region.

Typically, these types of facilities may be characterised by:

- stunning coastal, hinterland or river locations;
- absolute privacy reflecting the demands of the clientele and the need for exclusivity;

- high-quality landscaping and where appropriate spas, hot tubs, and pools;
- often offering 12-25 villas or luxury rooms;
- having onsite staff accommodation due to their relative isolation and the need to engage highly skilled staff who expect to have accommodation on-site;
- offer a wellness centre that includes a high-quality day spa and yoga studio;
- exclusive dining options but with the potential for a smaller percentage of casual pre-booked diners; and
- would need to be a greenfield development with stunning architectural features and on sites greater than 8 ha.

While no specific site has yet been identified, finding one near/amongst the LGA's wineries would be ideal.

The investment required for such a property is estimated at \$35 million.

Figure 35: High-quality, eco-lodge precedents<sup>54</sup>



<sup>54</sup> Spicers Peak Lodge, Maryvale, QLD; The Cradle Boutique Hotel, TAS; Skyscape, Twizel, New Zealand



### 8.1.3.2. *Gin/vodka/tequila distillery, Ararat*

The Grampians has a solid profile as a wine production and agricultural region. The potential exists to build on this profile and look to introduce, through potentially using a re-purposed industrial building (a depot etc), a distillery (gin, vodka or potentially tequila), or possibly a cider house or craft beer brewery.

These types of facilities offer an exciting mechanism to encourage more visitors to stop and stay in the area, especially where the facility can also offer tasting sessions, guided tours, meals and a venue for events and functions (which support local community needs as well).

Using natural ingredients to create unique tastes (wildflowers, berries, barks etc), the facility could generate both a very strong local market and a seasonal visitor market.

Ideally, a suitable site could be in and around the main street of Ararat, where visitors can undertake a tasting and/or a meal, then walk back to their accommodation. Space-wise, gin, vodka or tequila distilleries take up little industrial space, unlike whisky distilleries which require a much larger footprint.

The capital cost to set up a small distillery can vary markedly depending on the facility being retrofitted and the quality of fit out being applied, but in broad terms, could cost circa \$6 million-plus.

Figure 36: Distillery precedents<sup>55</sup>



<sup>55</sup> Kalki Moon Distilling & Brewing, QLD; Borough Market Gin Distillery, UK; Wildbrumby Schnapps Distillery, NSW; Fossey's Distillery, VIC.



### **8.1.3.3. Mount Zero Resort (Stage 1), Horsham**

This project has been proposed by the owners of Australian Wildflowers who own a site abutting the Grampians Peaks Trailhead and GNP at Mount Zero (situated within Horsham LGA but very close to the border with Northern Grampians). The concept will provide a bookend to the high-quality dining experience at the Royal Mail Hotel in Dunkeld.

The first stage of the two-staged concept involves the development of 40 luxury accommodation units as well as the development of a

function centre, spa and wellness facility, restaurant and café, car parking, and landscaping. The longer-term concept (stage 2) involves a range of up to 110 short-stay accommodation units. Figure 37 provides a concept image for the resort.

The concept designs have been developed and the project has involved extensive consultation with municipal, parkland and firefighting agencies.

Stage one of the project has an estimated capital cost of \$15 million.

Figure 37: Mount Zero resort concept



#### 8.1.3.4. Dunkeld geothermal spa experience, Southern Grampians

Figure 38: Spa/geothermal experience precedents



Spa tourism is in its relative infancy in Australia but it is a growing market. This growth is underpinned by the increasing affluence of western society and the desire for self-care. Internationally, there are many examples of successful spa developments, based on both geothermal and natural mineral water supply, and the market continues to gain momentum.

Victoria offers a climate that makes it ideal to leverage this growth, with the state already having several high-quality spa destinations including Daylesford and the Macedon Ranges and the Mornington Peninsula as well as various experiences in Melbourne, the Great Ocean Road, and the Murray region. The Grampians, not only offers a climate that is suited to geothermal spa experiences, but also has a product base and brand positioning that strongly complements this type of product.

The market attracted to spa tourism is generally a higher-yielding market, with a propensity to spend on higher-quality accommodation options and related quality food and beverage.

Figure 38 provides some spa experience precedents.

Southern Grampians appears to be best suited out of the four LGAs in the Grampians for the development of a geothermal spa experience given its geothermal temperatures (see Figure 39). Portland, which is situated a 116km drive from Dunkeld, has historically used geothermal water for heating, while Port Fairy and Port Campbell have cooled their geothermal water for domestic supply.<sup>56</sup>

Dunkeld is an ideal location given the Royal Mail Hotel's fine dining experience and the strong synergies this has with a high-quality spa experience.

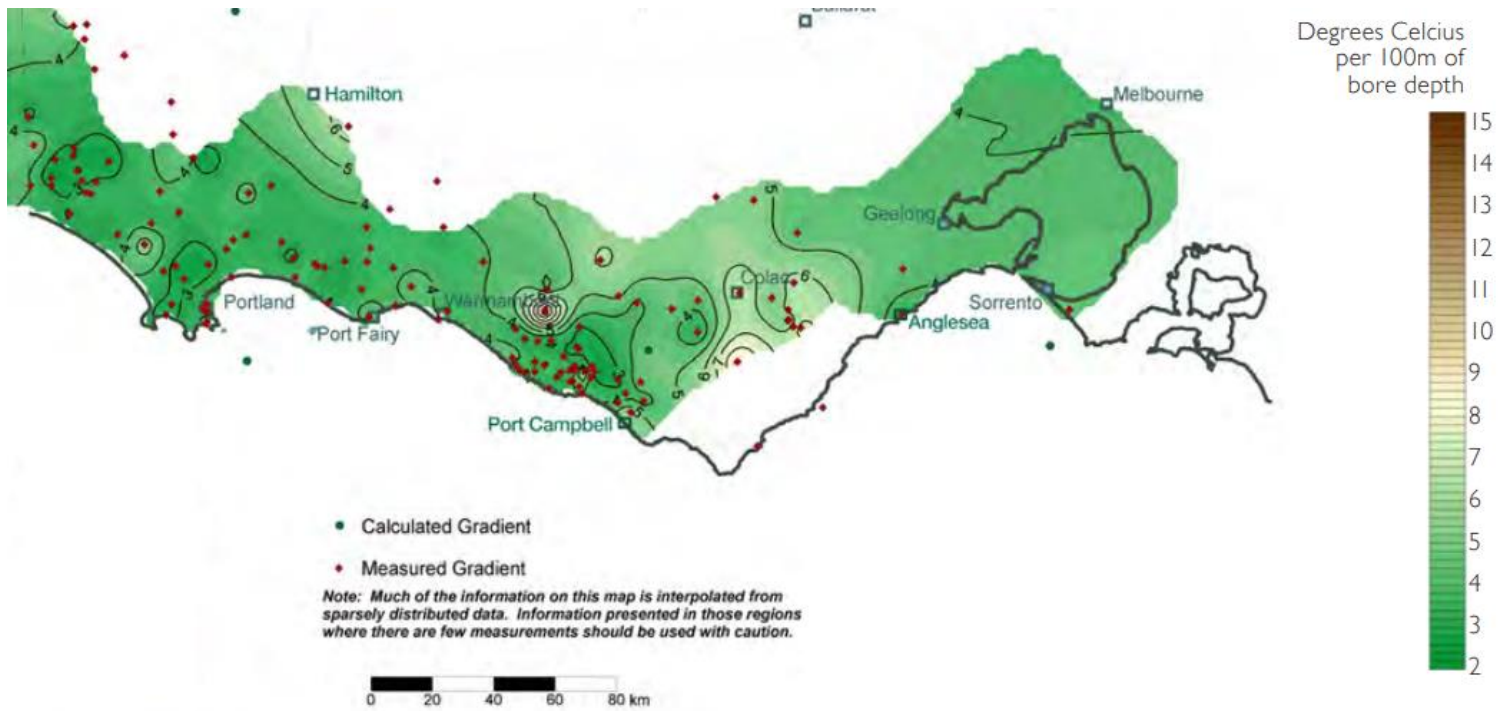
The geothermal spa experience could include a day spa, wellness centre and/or hot pools facility to support the venue being positioned as a holistic health and wellness location. It could also potentially be marketed as a venue for medical tourism to support those recuperating from medical procedures etc and staying (often with family) in nearby accommodation.

The CAPEX for this project is estimated at \$7.5 million.

<sup>56</sup> Victoria's geothermal and natural mineral water tourism investment opportunities, page 15, [https://www.vgls.vic.gov.au/client/en\\_AU/search/asset/1301664/0](https://www.vgls.vic.gov.au/client/en_AU/search/asset/1301664/0)



Figure 39: Average geothermal temperature gradients in the Otway Basin<sup>57</sup>



<sup>57</sup> Ibid



**8.1.3.5. 3.5-star branded business/leisure hotel, Ararat**

Ararat is noted as a hub for business but currently struggles to attract strong overnight visitation because of a lack of accommodation it suffers from economic leakage.

The opportunity exists to investigate the development of a 3.5-star, 60-70 room branded accommodation property to cater to this business market, along with a leisure market looking for quality accommodation.

Council has identified a potential vacant and Council-owned site within the CBD (247 Barkly Street, see Figure 40) that could offer an ideal location for this property. This is close to major city assets and F&B providers.

Figure 40: Potential site for a 3.5-star business/leisure hotel



A branded property, such as a Quest or Ibis (see Figure 41), is suggested for several reasons, including the following.

- They bring with them existing databases of guests who often only stay in their brand of property and so they tend to achieve higher occupancy levels.
- They have strong marketing budgets that are not only used to market the property but also their respective town.
- They offer a stronger quality standard and are often required to reinvest regularly to ensure that the standard is maintained.
- Ararat does not currently have a branded property and there are very few available throughout the broader region.

The CAPEX for this project is estimated at \$45 million.

Figure 41: Examples of similar size/scale and quality properties<sup>58</sup>



<sup>58</sup> Quest Griffith, NSW; Quest Cannon Hill, QLD



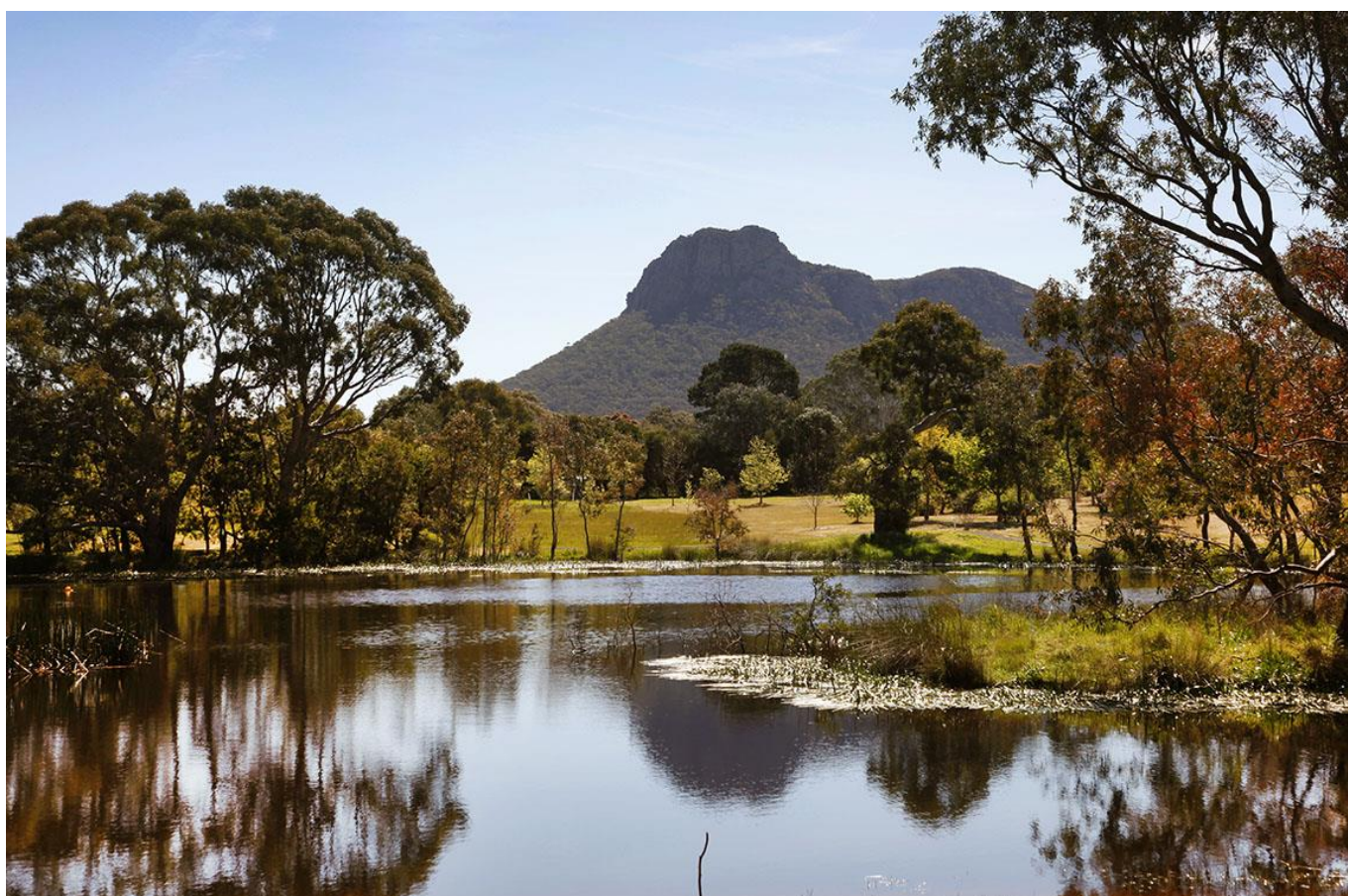
### 8.1.3.6. *Dunkeld luxury units, Southern Grampians*

The opportunity may exist to develop a small-scale luxury accommodation property at Dunkeld (or environs) to support a longer length of visitor stay in the region and to provide more accommodation offering for visitors to Dunkeld.

This is expected to increase as those walking the GPT end in this southern trailhead and need to be encouraged to stay in the region for longer and experience other attractions etc.

A chalet style of development may be appropriate which can also be added to over time if market demand is shown to justify this. there is currently very limited quality accommodation in the area other than units provided at the Royal Mail Hotel and in associated farm stay style accommodation offered.

The CAPEX for this project is estimated at \$7 million-plus which includes the development of 8-10 chalets.





### 8.1.3.7. Destination holiday park, Horsham

Current market demand for powered caravan, RV and camping sites has outstripped supply throughout many locations Australia-wide. While there are some caravan and camping facilities in Horsham and the broader region, these are limited and are of a fairly basic standard. What is missing is a true destination holiday park (see Figure 42) that could offer circa:

- 15-25 eco cabins of a good standard.
- 50-70 powered camping and caravan/RV sites.
- Supporting family-friendly recreation facilities such as a high rope course, mini pump track, a water splash pad/swimming facility, mini-golf etc.

A destination holiday park in Horsham may be able to offer a ropes course, major kids playground, a pump track for bike riding etc. noting that the people who book into branded destination holiday parks will often expect these and other value adds for free

A new true destination holiday park would offer the potential for far more visitors to stay in Horsham than currently, and for a longer length of time as they could base themselves there. This is especially important to deliver a quality product to appeal more widely to not only the RV/caravan market but also the recent trends in family markets coming to explore the regional areas of Victoria.

A possible potential site has been identified within the grounds of the Horsham Golf Club and which is surplus to the Club's requirements. The golf club is keen to investigate options for leasing and/or selling the site to a quality destination holiday park developer/operator. We note, however, that there may be infrastructure-related site constraints that would need to be fully determined first.

The project is estimated to cost \$18 million.

Figure 42: Destination Holiday Park Precedents<sup>59</sup>



<sup>59</sup> North Star Holiday Resort, NSW; Port Arthur Glamping, NRMA Port Arthur Holiday Park, TAS; BIG4 Yarra Valley Park Lane Holiday Parks, VIC; Macleay Valley Coast Holiday Parks, NSW; BIG4 Traralgon Park Lane Holiday Park, Latrobe Valley, VIC (x2);



#### **8.1.3.8. 4-star hotel/resort with F&B at Halls Gap, Northern Grampians**

The majority of accommodation typology for the visitor market in the region is currently limited to more traditional-style, 3-star motels, pub accommodation and small-scale B&Bs. Northern Grampians is missing a newer, higher-quality property to attract a higher-yielding market and to complement the stunning natural environment and GPT amenities.

A new, 4-star facility would fill a product gap in the marketplace and offer an accommodation option to both meet the needs of the family market now being seen in increasing numbers, along with the higher end RV and caravan niche market who regularly aim for a few nights out of their vehicles if the option of nice accommodation is available to them. There is also a regular business traveller market travelling through the region to offer government services and support, health, energy, teaching, and other forms of infrastructure services and with a budget allowance which allows them to stay at better quality facilities.

Though feasibility analysis is required, based on regional market demand and product gap assessments, a facility offering 40-50 units/rooms is potentially needed to meet current demand. Therefore, designing a facility that can include a potential stage two development extension when demand is shown for this, could be a prudent option.

There are several possible sites that could be considered, and Council is keen to work with potential developers and investors to ensure an optimum location is found.

The project is estimated to cost \$45 million.

#### **8.1.3.9. Waterway electric houseboats, Northern Grampians**

The Grampians region offers several high-quality waterways. Many of these are underutilised as tourism assets and have the potential to play a far greater role in encouraging visitation to the region, providing that access to the water and required licenses from regulatory bodies are possible.

The introduction of electric houseboats onto one of the region's waterways will provide the region with a new joint attraction experience and unique accommodation typology while complementing the region's high-quality natural environment. Electric houseboats offer an alternative to fuel-powered boats and are far quieter, more efficient and far more environmentally friendly.

Lake Bellfield would appear to be well suited to this type of boating activity but further research would need to be undertaken with relevant government agencies to scope this out.

An estimated \$5 million has been allocated to this project, which may enable the purchase and fitout of 6 electric houseboats catering for 4-6 people each.

Figure 43: Electric & solar houseboat precedents



#### **8.1.3.10. Off-park lodge sites to link into the GPT, Southern Grampians**

To bookend the GPT (in conjunction with the proposed Mount Zero resort at the Northern gateway to the GPT), the opportunity may exist for an off-park lodge at Dunkeld (or environs) to offer a southern accommodation anchor for the trail.

The lodge could comprise a 3-star eco-style property, with 20-30 rooms. It would offer GPT walkers a place to stay post-walk and also may offer the opportunity to allow shorter walks to be undertaken on the trail with walkers staying at the eco-style property.

The capex for this project is estimated at \$15 million.

### 8.1.3.11. Indoor activity centre (rock climbing/bouldering), Northern Grampians

Aside from free outdoor activities, the region currently offers limited family-friendly activities, and virtually no indoor all-weather experiences (aside from galleries and museums).

Feedback indicated that while visitors love Halls Gap and its accessibility to Grampians (Gariwerd) National Park, there are limited things to do when the weather makes undertaking activities within the National Park problematic.

To leverage Halls Gap's profile as a recreational hub, the opportunity exists to investigate the development of an indoor activity centre which would not only provide an all-weather attraction, but also a year-round activity for visitors and locals to participate in during all seasons. This facility could offer rock climbing, bouldering, high ropes/aerial courses, trampolining etc.).

The ability to offer rock climbing could also potentially address some of the challenges associated with rock climbing in Grampians (Gariwerd) National Park by offering visitors and locals an alternative.

It could also offer an important training space for sportspeople when not in general use so may have several complementary user groups to appeal to.

The estimated CAPEX for this project is circa \$8 million.

Figure 44: indoor activity centre precedents<sup>60</sup>



<sup>60</sup> Climbit, Kirawee, Sydney; Swiss Mega Park, Frenkendorf, Switzerland; Chu Pea Park, Japan; Supaworld Hobart, Tasmania; Ninja 101, Sydney



### 8.1.3.12. Grampians Wine Discovery Centre, Regional (Location TBC)

The Grampians has a growing wine offering but struggles to compete with other, larger wine regions because of a lack of visible presence. The success of the Grampians Grape Escape is a testament to the quality of the wine offered in the region.

Many vineyards and winemakers nationwide indicate they are keen to explore tourism uses on-site but are challenged by issues including insurance, finding sufficient staff and biosecurity issues. This is particularly the case for more boutique producers.

To help overcome this, the potential exists to develop a regional wine (and potentially produce) showcase centre (or emporium). This could feature the region's vineyards, offer a shopfront for these vineyards and, potentially, on a rotating basis, offer tastings. To help with project commercial viability, it is suggested that this may commence as a pop-up and seasonal facility, until such time that it can be a permanent facility with secure funding streams.

Because of the strength of some of the food producers/growers in the region (olives etc), the potential also exists to investigate including them in the discovery centre.

The project is estimated to cost circa \$18 million, although a pop-up version would come at a significantly lower capital cost.

Figure 45: Wine and produce emporium precedents<sup>61</sup>



<sup>61</sup> Paesanella Food Emporium, Marrickville, NSW; National Wine Centre, Adelaide, SA; Pialligo Food Emporium, Canberra, ACT



### 8.1.3.13. *Glamping pods, Ararat*

Potential exists to develop a quality upmarket glamping facility with a suggestion of up to 12 glamping tents. The region has some magnificent landscapes which provide unique environments for positioning a glamping operation.

Council is keen to work with suitably skilled operators and developers to find locations and work through ways of ensuring that highly sustainable environmental infrastructure can be

provided to allow for a glamping camp to be introduced in a suitable quality location.

Because of seasonal weather patterns, it would likely require a robust and all-weather style of glamping tent rather than a more lightweight sub-tropical style of amenity.

Based on comparative examples, the likely capital cost is thought to be circa \$6.5m (including glamping tents, supporting back of house facilities and dining etc.).

Figure 46: Glamping Precedents<sup>62</sup>



<sup>62</sup> Paperbark Camp, Jervis Bay, NSW; Nightfall Camp, near Lamington National Park, QLD; Wildman Wilderness Lodge, Mary River National Park, NT; Bubble Tents, Mudgee, NSW; Truffle Lodge, Gretna, TAS



### 8.1.3.14. Restaurant & function centre on river-edge, Horsham

Horsham Rural City Council has developed a River to City Masterplan which plans for the long-term future of the Wimmera River Precinct and the Central Activities District. The Masterplan aims to transform and revitalise the area to make it a more attractive place to live, work, visit and invest in.

As part of the Masterplan, the potential for a riverfront restaurant is identified, along with an event/function facility. The facility could offer a valuable asset to support a large regional catchment area noting that some existing facilities in the region are smaller and older now. The venue could also be able to support a wedding and family function market along with the broader business and meetings market.

The CAPEX for this project is estimated at \$8 million, though this is likely to vary depending on the size/scale of facility developed.

Figure 47: Horsham River to City Masterplan





### 8.1.3.15. Tourism aviation activity (scenic flights, gliding, pax services), Horsham

Horsham Rural City Council is keen to further activate the Horsham Aerodrome. To achieve this could include investigating the introduction of tourism-based recreational aviation experiences. This includes, but is not limited to, the following:

- scenic flights;
- gliding and training;
- paragliding;
- parachuting;
- light aircraft training school;
- Microlights; and
- potentially a hub for visitation by light aircraft visitors (flying in) needing parking for aircraft, refuelling and basic maintenance.

The airfield already supports key uses such as the rural fire service, medical flights, and a limited business market. Being slightly further away from more alpine terrain is also likely to assist with encouraging various tourism aviation experiences as noted above.

The aerodrome already has several private businesses operating from it with the potential to consider relocating existing businesses and establishing more industrial park style facilities on this site, rather than within the Horsham CBD.

The tourism aviation experiences alone are likely to require investment by operators of circa \$1.4 million.

Figure 48: Horsham Aerodrome





## 8.2. Public Investment Opportunities

The public investment opportunities, comprising those that are likely to help facilitate private investment (i.e., public enablers for private investment) and public investment opportunities in infrastructure, events and programs, have been identified and prioritised with the assistance of the PCG.

Due to the nature of public investment initiatives (many of which take place because of the risk of market failure, to support private investment and/or to achieve non-quantitative social, community, environmental and cultural benefits), a different methodology has been applied to rank these projects. Once the initiatives were identified, a survey was distributed to the PCG to rank their top three infrastructure (with two separate questions – one for public enablers for private investment and the other for public infrastructure) within their local government area (or broader regional priorities for non-council members). The survey produced a weighted average and projects were then ranked based on this.

While these projects are not the focus of a tourism investment prospectus (which is geared at generating private investment), these are important projects and many are needed to continue to encourage private investment to occur in the region. Some projects have already been identified by the government (local and state) and are being pursued by their respective parties.

### 8.2.1. Public enablers for private investment

Table 22 demonstrates the outcomes of the ranking of the public enablers for private investment opportunities. The top three projects are:

- Lake Bellfield improvements.
- Implementation of Volcanic Trail Masterplan.
- Brambuk upgrade (noting that funding has already been secured for this project).

Table 22: Public enablers for private investment project ranking

Project Name	Project Category	Area	Survey Score	Rank
Lake Bellfield amenity improvement	Infrastructure	Northern Grampians	18	1
Implementation of Volcanic Trail Masterplan	Attraction/experience	Southern Grampians	18	1
Brambuk upgrade	Attraction/experience	Northern Grampians	18	1
Lookout/viewing area development and upgrades	Infrastructure	Regional	17	4
F&B upskilling and training programme	Training	Regional	17	4
Dunkeld visitor hub	Infrastructure	Southern Grampians	17	4
Activation of City to River Masterplan with event	Event	Horsham	17	4
Mobile and digital connectivity improvements	Infrastructure	Regional	17	8
Signage audit & upgrades (directional & interpretive)	Infrastructure	Regional	16	9
GPT Trailheads	Infrastructure	Northern Grampians	16	9
Wildlife habitat & cultural education centre	Attraction/experience	Ararat	0	11
Roading upgrades	Infrastructure	Regional	0	11
Peak season public transport for tourists	Transport	Regional	0	11
Halls Gap wayfinding	Infrastructure	Northern Grampians	0	11
Destination branding for the Grampians and sub-regions	Marketing	Regional	0	11

## 8.2.2. Public funding opportunities in infrastructure, events, and programs

Table 23 demonstrates the outcomes of the ranking of the public funding opportunities in infrastructure, events, and programs. The top five projects are:

- Wimmera River Discovery Trail Stage 2 (Horsham to Dimboola).
- New Hamilton Art Gallery project.
- Heath Street upgrades & bridge.
- Halls Gap walking loop.
- Ararat Trails Mountain Bike Park (noting that funding has already been secured for this project).

Table 23: Public funding opportunities in infrastructure, events, and programs project ranking

Project Name	Project Category	Area	Survey ..	Rank
Wimmera River Discovery Trail Stage 2 (Horsham to Dimboola)	Attraction/experience	Horsham	41	1
New Hamilton Art Gallery project	Attraction/experience	Southern Grampians	41	1
Heath Street upgrades & bridge	infrastructure	Northern Grampians	41	1
Halls Gap walking loop	Attraction/experience	Northern Grampians	41	1
Ararat Trails Mountain Bike Park	Attraction/experience	Ararat	41	1
Additional child-friendly infrastructure (family market)	Attraction/experience	Horsham	41	6
Hamilton Botanic Garden play space	Attraction/experience	Southern Grampians	40	7
Grampians tasting trail	Attraction/experience	Ararat	40	7
Annual sound and light show with story telling	Attraction/experience	Northern Grampians	40	7
Visitor dispersal strategy throughout GNP	Attraction/experience	Northern Grampians	40	10
Enhanced facilities & shuttle bus service into Mackenzie Falls	Attraction/experience	Northern Grampians	40	10
Telling the story of gold fields, linking with the current gold ..	Attraction/experience	Northern Grampians	39	12
Sawyer Park soundshell upgrade	infrastructure	Horsham	39	12
Development of multi-use trails	Attraction/experience	Southern Grampians	39	12
Wimmera River precinct water play area	Attraction/experience	Horsham	0	15
Streetscape & urban enhancements	infrastructure	Regional	0	15
Stawell Underground Physics Laboratory Stage 2	Attraction/experience	Northern Grampians	0	15
Stawell Gift Race enhancements (e.g. woman's event)	Event	Northern Grampians	0	15
St Arnaud Mural Trail at the Raillery Hub	Attraction/experience	Northern Grampians	0	15
Solar car events	Attraction/experience	Northern Grampians	0	15
Regional indoor sports precinct	infrastructure	Horsham	0	15
Queen Mary Botanic Gardens heritage precinct	Attraction/experience	Northern Grampians	0	15
Public toilet upgrades and enhancements	infrastructure	Regional	0	15
Outdoor multi-purpose sports precinct	infrastructure	Horsham	0	15
New Grampians destination food event	Event	Southern Grampians	0	15
Napier Street retail facade upgrades	Attraction/experience	Northern Grampians	0	15
Major regional sports carnival event (netball)	Event	Northern Grampians	0	15
Mackenzie Falls Revitalization	infrastructure	Northern Grampians	0	15
Improved walkability	infrastructure	Northern Grampians	0	15
Horsham public art and indigenous interpretation	Attraction/experience	Horsham	0	15
Halls Gap southern gateway	infrastructure	Northern Grampians	0	15
Great Western Wine Cycle Trail	Attraction/experience	Northern Grampians	0	15
Great Trail development	Attraction/experience	Northern Grampians	0	15
Grampians triathlon event	Event	Northern Grampians	0	15
Grampians Tourism Region Road Cycling Granfondo Event	Event	Northern Grampians, A..	0	15
F&B roster development	Training	Regional	0	15
F&B and tourism operator ATDW awareness program & digita..	Training	Regional	0	15
Extreme sports skills development & training facility	Attraction/experience	Northern Grampians	0	15
Car and motor bike hill climb (enhancement of existing event)	Event	Ararat	0	15
Ararat Dirt Mtn Bike 12 Hr Race	Event	Ararat	0	15







# 9. ENCOURAGING INVESTMENT

## 9.1. Mechanisms to Encourage Investment

### 9.1.1. Overview

Investment is essential to build and maintain a competitive edge and a stronger visitor economy based. The higher-risk nature of tourism investment means that there is often a need to help de-risk investment into the sector. This is particularly the case with mid-to larger-scale accommodation development because of the inability to easily cash flow the development (when compared with owner-occupied apartments and residential development which can be sold off the plan in advance to help better manage project financing risk).

There are a plethora of inducements/incentives which can be considered to stimulate investment and reinvestment into commercial accommodation and tourism experiences/attractions.















These can be broadly categorised as “non-financial incentives” and “financial incentives” and they vary regarding:

1. which level of government (local, state, and federal) and/or which stakeholder is able to introduce them; and
2. at which stage in the development process they can be applied.

Table 24 provides a summary of these incentives. It is important to note that a range of inducements/incentives have been listed based on examples from various destinations nationally and globally.

Effecting such changes at a state and federal government level is seen as more challenging than at a local government level. This is primarily because local government can often determine change on a project-by-project basis, while the state and the federal government must consider offering the same type of incentive to all similar projects.

Table 24: Summary of mechanisms to incentivise development/reinvestment

Stakeholders who can effect change:				
◆ Federal Government ■ State Government ● Local Government ▲ Other				
Non-financial Incentives	 Floor space bonuses & height incentives ●	 Release of Crown land for tourism development ● ■ ◆	 Mixed-use development schemes ● ■	 Exclusive zoning for tourism developments ● ■
	 Funding assistance to support accessible room requirements for hotels etc. under 15 rooms ●	 Planning & Process Support ● ▲		
Financial Incentives	 Tax exemptions/concessions ■	 Accelerated depreciation allowance for hotels etc. ■	 Assisting with access to utility supply ● ■	 Government-subsidised loans ■ ◆
	 Income guarantee by operators ▲	 Purchase of land and concessions on long term ground leases ● ■	 Incentives for heritage conversion to tourism use ● ■	 Direct Government Investment ● ■ ◆

v

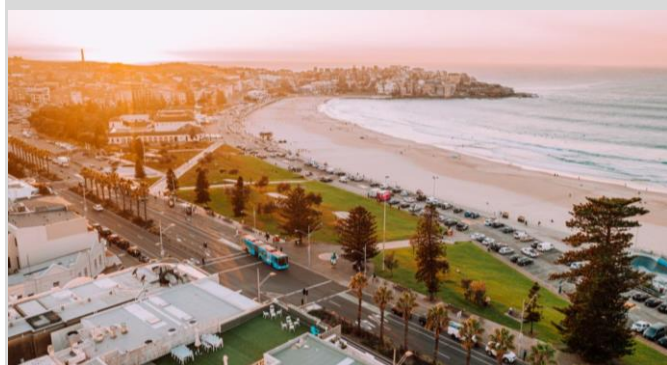
## 9.1.2. Non-Financial Inducements and Incentives

The following outlines the various non-financial inducements - incentives which could be considered by various levels of government and stakeholders to help de-risk short-term accommodation development. Where available, case studies have also been provided which demonstrate where these incentives have been introduced and development has gone ahead, or, where government has chosen not to introduce an element of support and the opportunity has been lost.

### 9.1.2.1. Floor space bonuses and height bonuses for hotel development

This involves providing floor space and/or height bonuses to those looking to develop short-term accommodation to enable a higher density of development on the site. This mechanism is primarily used to encourage the development of additional new hotel rooms where a greater density can support project economics.

#### Case Study: Waverley City Council, NSW



A major developer had consolidated a significant parcel of sites at Bondi Beach to create a mixed-use development including a 4-star hotel, apartments and retail. To achieve this outcome, however, required height dispensation for an additional level of apartments. Council were not prepared to allow the additional storey to provide the site density for this mixed-use development and eventually the developer sold the site as the planning scheme and its interpretation was seen as too restrictive. Bondi continues not to have an internationally branded hotel near the beach, unlike Manly, for existence, which created the opportunity.

### 9.1.2.2. Release of crown land for tourism development

This allows for exclusive use over a specified parcel of Crown-owned land for a defined term and purpose. This can provide the developer with confidence where longer-term security is important and where land can be leased long term, rather than sold.

#### Case Study: Western Sydney Parklands



The NSW State Government have agreed to free up public land in Western Sydney Parklands for a destination holiday park because of the lack of available land elsewhere in Western Sydney for these forms of development and noting that where there was land, the price of land was too high for this form of development.

As Western Sydney is seen as a major growth corridor for greater Sydney, the lack of tourism infrastructure and facilities in this area was noted as a major regional limitation. Without government intervention, and despite the profitability of this niche sector, the development would not have occurred.

### 9.1.2.3. **Mixed-Use Development Schemes (which include short-term accommodation as a component)**

Which provides developers with the flexibility to allow for mixed-use development schemes. This includes (but is not limited to) allowing a proportion of the development to comprise longer-term residential apartments or similar. This allows for various development elements to be combined as part of the total development, to assist with facilitating project funding through the sale (often off the plan) of residential and commercial units to help fund project development.

Councils and project financiers are also proving to be more attracted to mixed-use developments than conventional apartment development projects given the reduced level of risk offered by the diversified nature of these investments.

Because these properties combine an assortment of uses and residents, investors and developers can better safeguard themselves against major vacancies when compared to single-use apartments or hotels.

'Such developments can solve floor layout issues which have traditionally hindered residential sales. Instead of locating apartments on lower floors that have a less desirable view and ultimately a lower price tag, developers can use this space for hotel rooms or student accommodation, office space, parking or other amenities.'

### 9.1.2.4. **Exclusive zoning for tourism developments**

Including zoning specific sites within an LGA's LEP as "SP3 – Tourist" which is a special purpose zone which aims to encourage tourism-related uses. The SP3 – Tourist zone was brought in in NSW to streamline the planning approval framework to ensure standardisation of tourism development opportunities. The current lack of sufficient exclusive SP3 zones within the DNC region is seen as a significant limitation in encouraging new tourism project investment.

#### Case Study: Blue Mountains City Council, NSW



In 2015, Blue Mountains City Council undertook amendments to its LEP and DCP to incorporate SP3 zoning for a number of Strategic Tourist Sites. Two of these sites included the Echo Point precinct (where the Three Sisters viewing platform is situated) and the Scenic World precinct. The purpose of the rezoning included

(amongst others) to: recognise current uses of the sites and to align this with planning controls; recognise the importance of the precincts as major hubs for tourism; and to encourage investment that aligns with the use of the site and allow for better visitor management.

### 9.1.2.5. **Planning & Process Support**

Providing support to project applicants through the development process (particularly in the planning and approvals phase) is important. While economic development and tourism personnel in councils are often seen to offer strong support, other departments in councils (notably planning and engineering) are more often not seen as so supportive of tourism development project applications.

#### Case Study: Wolgan Valley Resort & Spa, NSW



Wolgan Valley was one of two proposed major high-end resort developments proposed by Emirates Hotels and Resorts in Australia. The development cost \$125m and offers 40 suites in a resort and spa development.

Significant delays were experienced by the project proponent with concerns expressed over the lack of a coordinated level of assistance by NSW State Government with the comment that there were over 20 state and federal government agencies along with NGOs who had to be consulted and whose input was seen as crucial to gaining development approval.

Emirates decided after what they had experienced with the Wolgan Valley approval process to not undertake a second major investment in Australia, and eventually on sold the management rights for the property to the One&Only brand, though the property is still owned by Emirates.

Based on feedback generated from amongst the investment and development community both on and offshore on what the investor/developer had to go through and the time the approval process took, this is a useful example of what not to do, in attracting and securing tourism-based development. Importantly, the investment community for higher quality tourism development projects is not so large globally, so experiences in dealing with government (positive and otherwise) quickly become known.



### 9.1.2.6. **Reduction in accessible room requirements for hotels etc. under 15 rooms**

Accessible room requirements are detailed in the Disability (Access to Premises – Buildings) Standards 2010 and require a minimum number of accessible rooms must be provided by short-term accommodation providers. PwC completed an analysis of accessible rooms and found that “accessible rooms currently comprise 4.0% of the total supply of all accommodation and represent 2.8% of the rooms demanded”.<sup>63</sup> It is considered that accessible room requirements for smaller properties, at times, place an unnecessary burden on accommodation developers as they add significant construction costs and reduce operating margins for hotels.<sup>64</sup>

### 9.1.3. **Financial Inducements and Incentives**

There are a variety of financial incentives which can encourage short-term accommodation development. These are noted below.

#### 9.1.3.1. **Tax exemptions/concessions**

This includes providing tax exemptions to hotel developments including land tax, stamp duty exemptions and capital works deduction incentives.

#### **Case Study: Redlands’ Tourism Accommodation Incentives Package, QLD**



The Redlands’ Tourism Accommodation Incentives Package was endorsed by Council in July 2014 to stimulate investment and construction in tourist accommodation, including B&Bs and tourist parks, outside of the Toondah Harbour and Weinam Creek Priority Development Areas.

Projects that these initiatives have helped attract to the city include a \$14 million extension to the Alex Hills Hotel which was completed in 2016. Two more larger-scale tourism accommodation also accessed the incentives. These two projects would result in 7,767 square metres of vacant city land being transformed into vibrant, new accommodation and commercial precincts.

#### **Case Study: Brisbane Marketing, QLD**



Brisbane Marketing (working with Brisbane City Council) has been active in facilitating 4-5-star hotel development within the Brisbane CBD as it was noted that the city had few fully serviced hotels but many serviced apartment complexes of a midrange quality.

New 4-5-star hotel developments have been supported through offering an infrastructure moratorium which:

3. was valid for 3 years (2011-2014) and applied to Council levied infrastructure charges only
4. needed to be ‘Hotel Accommodation’ (not valid for serviced apartment product);
5. construction had to commence within 2 years from receiving development approval – to avoid developers ‘sitting’ on applications;
6. the Infrastructure Agreement signed with Council, and charges delayed until development was completed;
7. upon completion, the developer had to demonstrate they have received a AAA Tourism 4 or 5-star hotel rating

This approach was driven by Brisbane Marketing led to new 4-5-star hotel development occurring including conversion of existing buildings to hotel development (such as the conversion of 80 Albert Street from office to a 240 key 4-star hotel).

Once again, this demonstrates that a “tilting of the playing field” by the government was enough to stimulate the development for desired higher quality hotel development which was not occurring without government intervention.

<sup>63</sup> An Assessment of Accessible Accommodation in Australia: Supply and Demand, Department of Resources, Energy and Tourism & PwC, page viii

<sup>64</sup> Tourism Investment and Regulation Review – Final Report, L.E.K. for Austrade

**Case Study: City of Ipswich, QLD**

The City of Ipswich has been keen to encourage 4 to 5-star quality hotel developments and established specific planning guidelines which aimed to encourage the development of new 4-5-star quality hotel accommodation through reducing costs associated with undertaking such development.<sup>65</sup>

New hotel developments that satisfy the implementation guideline's criteria could apply for:

8. 50% relief for development planning and operational works application fees; and
9. 50% relief for Council trunk infrastructure contributions (this does not encompass Queensland Urban Utilities infrastructure charges).

Council is keen to encourage additional higher spending corporate, conference and event visitors and having built event and conference infrastructure, recognised the lack of adjacent commercial 4-5 star accommodation was resulting in event and conference attendees staying overnight in the Gold Coast and Brisbane, with a subsequent loss of local visitor spend into the Ipswich visitor economy.

**9.1.3.2. Government-subsidised loans**

From time to time and to help support project financing, government support including offering more favourable terms and repayment conditions than traditional private financial institutions may be considered. From time to time this approach has occurred where government, more often through their established development corporations, have assisted with project financing to help de-risk projects especially during initial establishment periods where project viability can be more tenuous (first 5 years of project operations). this can also include government underwriting the commercial loan for a period of time to help achieve more favourable terms from commercial financing sources to support a project.

**Case Study: Moreton Bay Incentivising Infill Development Program, QLD**

Moreton Bay Regional Council have shown their commitment to encouraging development by extending their "incentivising infill development program" until December 2021. Under this program, Council has agreed to refund all application fees paid and waive all Council infrastructure charges payable where the development is designed and finished to a very high standard and is for one of the following uses:

10. multiple dwelling (apartment form, minimum 20 units, at least 3 storeys in height)
11. rooming accommodation (student accommodation; minimum 20 beds; must contain a minimum 30m<sup>2</sup> communal recreation area and include an active onsite bona fide management)
12. mixed-use development (must include a combination of residential and non-residential uses)
13. short term accommodation
14. retirement facility or residential care facility; or
15. office (containing a minimum of 2,000m<sup>2</sup>GFA)

Development is also required to be located in specific areas being: the Redcliffe Peninsula Rail Corridor; the Centre Zone, Caboolture precinct and within 800m walking distance of the Caboolture train station; the Centre zone, Strathpine precinct and within 800m walking distance of the Strathpine train station; and the Arana Hills Centre Incentives Area.

Importantly, the council has specified locations where they wish to encourage these forms of development. This should be viewed as a clever and useful approach to attract investment as investors and developers look for certainty to avoid wasting time and effort proposing projects for areas which may not get supported by councils. The greater certainty and clarity around what councils specifically wish to attract to an area, the greater interest particularly from tourism developers and investors.

<sup>65</sup> <https://www.ipswichplanning.com.au/news-and-events/archived-news/4-5-star-hotel-incentives>

**Case Study: Sunshine Coast Regional Council, QLD**

Sunshine Coast Regional Council offers a 25% rebate on the Council's application fees paid if works start within 2 years of the date of approval and the development is for one of the following uses:

16. Health care services: residential care facility (high care)
17. Tourism: nature-based, short-term accommodation (5-star or better facility), art and craft centre shop in a rural zone, a tourist attraction in a rural zone
18. Rural: agriculture, environment facility, roadside stall, winery.

Council also offers a 50% reduction in levied Council infrastructure charges for developments located within identified Infill Incentive Areas at Nambour and Caloundra where:

19. they involve new building construction that will at least double the GFA of the premises (i.e. development that consists mostly of re-purposing an existing building will not be entitled to an incentive)
20. construction is substantially commenced by 30 December 2022; and
21. an application for the incentive is made in writing or by email and received by Council between 1 July 2019 and 30 June 2022.

Considering the Sunshine Coast is noted as one of the more successful coastal areas for tourism development and related investment, it is particularly useful to see how successful their inducements-incentives have been.

**9.1.3.3. Accelerated depreciation allowance for hotels**

This can often stimulate reinvestment into an existing product or the development of new accommodation properties. This offers greater deductions in the earlier years of the life of an asset. This is useful for accommodation operators because, with short-term accommodation, it can often take 5+ years to see a positive return on investment.

**Case Study: Grant in Lieu of Depreciation, NZ**

A Grant in lieu of depreciation scheme was introduced in 1988 due to a lack of new hotels and refurbishment of existing hotels occurring. For a set 12-month period, the NZ Government adjusted depreciation schedules to support upfront depreciation for new hotels and major refurbishment to existing properties which resulted in several new properties being commenced and older properties being refurbished. Without Government intervention, it was seen that the supply of commercial accommodation room stock would continue to be below market demand levels, and the overall quality of commercial accommodation stock was noted as an issue by inbound tour operators and wholesalers trying to sell the destination.

**9.1.3.4. Income guarantee by developers/operators**

This may occur where private investors are being requested to purchase units (residential and commercial) off the plan and the project proponent/developer guarantees a level of return on investment for a set period (often being the first 2-3 years).

The financing costs for such an arrangement are often built into the investment asking price.



### 9.1.3.5. Purchase of Land and Concessions on long-term ground leases

Including offering peppercorn rental rates in the first few years of development and/or operation, and/or where ground lease payments are not introduced until a development is operational.

#### Case Study: Sydney CBD Accommodation Development for the Sydney Olympics, NSW



Major hotels created around the Darling Harbour precinct were supported by the state government who purchased land to create the cluster for the Sydney Olympics. NSW State Government actually purchased sites, consolidated the land and leased it back to private hotel developers to ensure there were sites for a hotel development to support visitation for the Olympics. The lack of sites within the Sydney CBD was seen as a major issue which required government intervention to resolve.

The Central Sydney Local Environment Plan (LEP) 1996 contained Floor Space Ratio incentives aimed at encouraging the development of hotels and serviced apartments in the lead up to the 2000 Olympics. This resulted in a room stock increase in a series of CBD properties, with around 3,000 rooms added during the period of the LEP. The fact that FSR concessions were required to stimulate supply, despite the forecast demand arising from the Olympics, suggests that the increase in rooms attributable directly to the Olympics was minimal, particularly given the two-week period of the Olympics. There was also a marked decline in the number of new hotel rooms when the FSR incentives were phased out from 2001. It is suggested that FSR incentives of 25% or more compared to other uses, be offered to operators in metropolitan areas, which would significantly improve the total returns for hotel operators. The exact nature of the incentives should be determined locally, based on specific local factors. Once again, government intervention was required to ensure an adequate supply of rooms was achieved via changes to planning instruments.

#### Case Study: Karratha Hilton, WA



The WA Government sold a piece of Crown-owned land to the City of Karratha at a peppercorn rate (\$1) on the condition that “that the land had to be developed for a hotel.” The hotel planned is for a \$20 million, 100-room 4-star Hilton-branded hotel, due to open in 2021.

Council has entered into a lease agreement with Pacifica Developments to develop and operate the hotel, construction of which was supposed to start this year and finish in February 2020.

The City will contribute up to \$10 million towards the project. In return, it is expected to receive \$16.5 million in rent and \$5.8 million in rates over 20 years.

Though some councillors and members of the community have criticised the local authority’s involvement in a commercial hotel development, the City says it will create jobs including more than 50 during construction and 40 to 50 full and part-time local jobs. The project also is expected to generate an “additional income stream for Council and fill a gap in the existing accommodation market”.

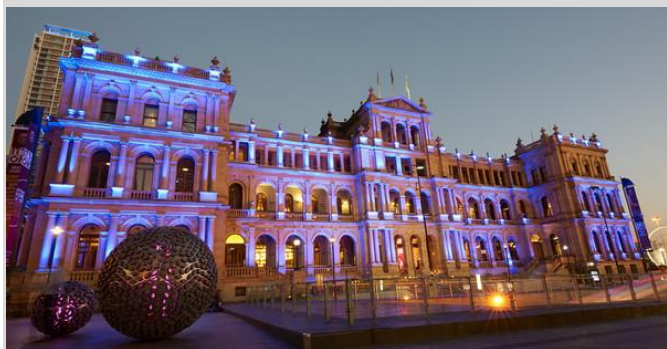
According to the 2018 Karratha Destination Management Plan, Karratha needs a, “higher quality accommodation offer”, to attract, “a higher-yielding visitor market”. The current grey nomad market, “has limited disposable spend”, the report states. Existing accommodation is described as, “of mid-range variable quality”, adding, “the product on offer mixes leisure visitors and mining, which struggle to be compatible”.

Ownership of the development will revert to the City if the developer runs into financial difficulties.

### 9.1.3.6. *Incentives for heritage conversion to tourism use*

This includes earmarking publicly-owned heritage buildings and sites for accommodation development While guaranteeing access for the public (because of heritage value) but which provides development opportunities for tourism operators. At times this offers a solution to tourism's often limited ability to compete to access to suitable sites including high-value land.

#### Case Study: Sydney and Brisbane CBD



Historically, a number of hotels in Sydney have been developed on crown land, or have utilised, often heritage, crown buildings. There have also been a number of successful developments of government buildings in other states including the Treasury casino and 137-room hotel in Brisbane, which occupies two heritage buildings (the Treasury Building and the nearby Lands Administration Building).

### 9.1.3.7. *Assisting with access to utility supply*

Councils, in particular, have supported strategic projects where site locations are further from sewer connections, waste management, potable water, electricity etc. and where utility services are brought to the boundary of sites. In addition, and in more remote locations, this may extend to supporting road access to sites.

### 9.1.3.8. *Direct Government Investment*

From time to time government, at various levels has had to provide the capital to build and develop commercial accommodation and/or to support investment by a third party where a level of government support is seen as important to offer confidence to primary investors.

#### Case Study: Tourist Hotel Corporation, NZ



Tourist Hotel Corporation in NZ Government built hotels in Milford, Te Anau, Mt Cook, Franz Josef and Fox Glaciers in the 1960s as these were locations where major visitor attractions were located but without overnight accommodation, visitation was expected to be very limited. The Government built hotels, ran them and eventually privatised them. It was not possible at the time to secure private investor interest as these sites were regional and remote, so private investors had little to leverage off, so were deemed to be higher risk ventures. These locations also suffered from very high seasonality, typically offering a distinct 4-5-month tourism season with minimal visitation the rest of the year. These locations, are now some of the most visited in New Zealand and have grown to include a range of additional commercial accommodation options (camping grounds, lodges etc.) and land, air and water-based tour operators etc. But for government undertaking the initial investment however, these iconic locations may have struggled to come to fruition.

#### Case Study: Hamilton, NZ (major branded hotels)



Waikato Tainui (a major Maori tribe) undertook the development of two branded Accor properties within the CBD of Hamilton. To help secure the investment, Council agreed to be a minority equity investor/shareholder for a period of time but with the option of selling out of their investment back to the major shareholder, within an agreed timeframe. Without the Council's commitment to invest to help support the development, it is uncertain if the development would have been undertaken. And noting that these were the first major branded hotels in Hamilton and eventually well supported by both business and leisure markets.

## 9.2. Best Practice Guidelines

The following are offered to help the region find ways to “tilt the playing field” and achieve the desired mix of commercial accommodation and attractions/experiences going forward to enable it to grow its visitor economy.



**1. Positive government intervention** is going to be particularly needed in the interim and future post-COVID-19 environment to support destination aspirations for the region. Assuming market forces alone will lead to new investment into tourism attractions/experiences and commercial accommodation development occurring and the refurbishment/potential expansion of existing facilities is unlikely. If no government intervention occurs, then the region risks at best, treading water and, at worst, finding its visitor economies contracting.

**2. Effective dialogue** between the commercial accommodation sector, tourism experiences/attractions sector, RTO, LTOs, councils and state government is required. A collective approach is required for the region.

**3. More effective inter-departmental decision making for tourism development** within councils and between State Government agencies is required. Industry feedback (and confidential feedback from some councils) indicates the challenge in decision making between council town and strategic planning staff on the one side, and economic development and tourism staff on the other. There appears to be a lack of adequate understanding of how and why tourism development could and should be viewed as an appropriate use in areas where they are not noted in LEPs as a desired or priority use.

**4. Finding suitable land in areas appropriate for new commercial accommodation** is critical which is more likely going to require:

- The state government agreeing to find appropriate parcels of land for specific forms of commercial accommodation which

can be leased long term, and which will support the local visitor economy and improved sustainability principles.

- Councils reassessing zoning within LEPs and DCPs to allow for greater flexibility to consider preferred forms of commercial accommodation.

**5. Being prepared to tilt the playing field by offering upfront concessions and support to stimulate investment.** It has been identified that there is a need to encourage higher quality commercial accommodation development especially to help encourage a higher-yielding visitor market and to use this to leverage the potential for additional higher quality food and beverage outlets in their LGA. There are numerous ways councils especially can help proactively encourage new forms of commercial accommodation. It is particularly important to help de-risk projects for a developer (where possible) as without high existing occupancy rates being achieved along with stronger achieved average room rates, the risk to a developer/investor and operator is higher.

**6. Clustering tourism development into nodes, hubs, and precincts along with other forms of tourism development** often provides the opportunity to help leverage one another and creates a unified focus.

**7. Having alternative forms of transport (airlines, coach, rail, and private vehicle use) to access a destination are important.**

If one wants to grow beyond the self-drive market which is the significant predominant transport use for the region, offering alternative forms of transport services is important, especially as many visitor markets are time poor and do not want to lose time getting to and from the destination.







# 10. APPENDICES

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- Workforce Development in the Grampians Region 2012, Regional Development Australian – Grampians Region



## Appendix 2 Visitation Data

LGA	Visitor Type	Data Type	Motivation	2013	2016	2019	2021
Ararat	Domestic Day	Trips	Business	32,742	7,945	36,912	14,840
			Holiday	46,229	40,214	64,430	26,315
			Other	5,997	25,448	28,380	11,044
			VFR	31,521	49,067	63,995	29,451
	Domestic Overnight	Nights	Business	22,176	47,736	98,767	50,581
			Holiday	81,162	76,688	96,023	46,950
			Other	12,438	9,780	12,812	8,616
			VFR	66,335	72,417	54,878	71,690
		Trips	Business	11,356	21,178	33,424	16,215
			Holiday	30,999	28,541	44,571	19,475
			Other	3,528	3,109	6,004	7,807
			VFR	22,735	29,963	35,654	18,226
	International Overnight	Nights	Business	277	12,134	27,464	0
			Holiday	7,170	42,843	12,990	407
			Other	2,153	0	105	0
			VFR	9,976	3,359	8,525	7,895
Trips		Business	277	331	213	0	
		Holiday	876	861	667	407	
		Other	208	0	53	0	
		VFR	735	856	459	489	
Grampians Region	Domestic Day	Trips	Business	110,355	82,134	139,381	94,138
			Holiday	226,899	366,506	433,391	318,446
			Other	86,439	165,406	134,099	105,243
			VFR	160,115	135,077	218,905	123,634
	Domestic Overnight	Nights	Business	143,490	169,766	311,681	244,440
			Holiday	634,690	688,291	785,787	684,333
			Other	44,884	107,707	111,733	110,500
			VFR	425,354	475,279	536,230	422,954
		Trips	Business	81,698	86,328	132,175	88,389
			Holiday	221,302	271,590	317,849	240,970
			Other	26,693	40,671	52,430	47,060
			VFR	152,244	161,236	224,540	150,801
	International Overnight	Nights	Business	29,873	14,455	45,119	3,100
			Holiday	84,308	140,343	180,689	39,239
			Other	4,206	857	3,257	934
			VFR	55,796	34,643	40,421	43,467
Trips		Business	1,327	885	1,120	423	
		Holiday	25,423	35,308	44,435	14,452	
		Other	495	106	408	78	
		VFR	3,705	3,892	2,658	1,450	
Horsham	Domestic Day	Trips	Business	35,668	40,518	37,098	29,456
			Holiday	61,453	110,986	203,434	111,605
			Other	44,417	61,498	49,381	73,790
			VFR	31,387	27,042	81,474	60,981
	Domestic Overnight	Nights	Business	45,307	49,840	84,521	95,487
			Holiday	162,175	118,485	169,875	151,760
			Other	15,306	59,457	35,780	28,234
			VFR	159,251	160,330	206,213	128,164
		Trips	Business	25,949	32,767	45,216	34,279
			Holiday	50,550	53,013	73,540	49,547
			Other	10,876	25,739	19,741	20,578
			VFR	52,710	50,529	77,813	49,778
	International Overnight	Nights	Business	2,049	1,881	8,624	107
			Holiday	8,651	29,916	42,225	13,755
			Other	120	192	150	0
			VFR	17,952	6,936	3,773	3,464
Trips		Business	282	421	481	53	
		Holiday	2,507	2,681	2,558	796	
		Other	120	43	150	0	
		VFR	1,356	886	797	112	
Northern Grampians	Domestic Day	Trips	Business	19,159	15,406	27,031	27,354
			Holiday	76,378	147,899	63,661	103,452
			Other	22,932	23,823	15,455	7,640
			VFR	37,069	28,576	35,419	23,756
	Domestic Overnight	Nights	Business	41,644	39,988	53,195	56,946
			Holiday	326,176	349,621	374,826	393,243
			Other	5,298	8,797	20,658	43,795
			VFR	97,945	82,893	117,991	107,759
		Trips	Business	19,876	17,336	20,965	16,686
			Holiday	114,413	136,584	147,994	146,482
			Other	3,872	5,107	15,003	7,917
			VFR	39,707	36,629	50,440	51,703
	International Overnight	Nights	Business	2,053	50	8,765	233
			Holiday	23,308	24,913	58,687	9,769
			Other	0	666	529	33
			VFR	12,853	2,131	11,063	364
Trips		Business	220	50	425	233	
		Holiday	11,794	13,492	19,519	5,759	
		Other	0	63	128	33	
		VFR	663	575	619	167	
Southern Grampians	Domestic Day	Trips	Business	22,786	18,264	38,340	22,488
			Holiday	42,839	67,407	101,866	77,073
			Other	13,093	54,638	40,883	12,770
			VFR	60,138	30,392	38,017	9,446
	Domestic Overnight	Nights	Business	34,363	32,202	75,199	41,427
			Holiday	65,179	143,497	145,063	92,380
			Other	11,842	29,673	42,483	29,853
			VFR	101,822	159,640	157,147	115,341
		Trips	Business	25,467	17,535	36,837	22,651
			Holiday	34,509	61,175	64,097	36,411
			Other	8,758	9,022	12,825	11,953
			VFR	38,438	44,985	62,037	31,094
	International Overnight	Nights	Business	18,316	30	0	2,496
			Holiday	18,160	6,599	12,074	2,287
			Other	1,763	0	2,435	901
			VFR	4,062	21,485	16,139	31,160
Trips		Business	574	30	0	83	
		Holiday	2,095	3,579	1,928	1,062	
		Other	134	0	44	45	
		VFR	739	1,500	563	578	

