

LICOLA

Community Plan

2012 - 2015



WELLINGTON
SHIRE COUNCIL

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1.0

The Introduction

A Licola Development Plan was commissioned by Wellington Shire Council in 2008 and prepared by Urban Enterprise. This document was largely Council focussed and given it has been four years since it was prepared, requires updating to ensure real local needs and objectives are addressed.

The 2008 Plan is included as an appendix to this report and includes a number of footnotes which represent changes, notes and updates from the Licola CRG. The 2012 community priorities,

as outlined below, are now more consistent with “Local People, Local Ideas, Local Focus”.

Obviously the historical information in the 2008 document has not changed and much of the town’s description and statistics are still very applicable; therefore, a lengthy introduction to the 2012 updates was deemed unnecessary. To peruse a more detailed introduction to Licola, please refer to the appendix.

2.0

The Community Representative Group

A significant amount of work has been applied by the CRG and broader Licola community in recent years - resulting in numerous achievements. The Sections below aim to identify some of those achievements and redirect community priorities in the short, medium and long term.

A number of areas highlighted in the original 'Township Development Plan', together with other community projects, have been achieved and these are detailed over the page (page 5).



3.0

Achievements To Date

WHEN	ACHIEVEMENT
2010	River rehabilitation. The CRG and Lions Village Licola (LVL) have worked with the WGCMA extensively since the floods of 2007. A massive amount of work has resulted including the reconstruction and regeneration of the river banks throughout the town itself and on private property. In a combined effort that saw WGCMA, community individuals, Landcare, The Freemasons Society, and Lions members the main bank (levee) running the length of the SE side of the Lions Village Camp was rebuilt from rock taken out of the Devil's Elbow realignment project on the Licola road and then replanted with 6,500 indigenous plant species to help bind the rock.
2007 - ongoing	The re-establishment of 200km's of fenceline after the 2006 bushfires.
2007 - ongoing	The rebuilding of cattle herd numbers since the 2006 bushfires.
2009	New water treatment plant for whole of town water located at the LVL site. Thanks to Gippsland Water.
2008	Tanks and bore water supply for emergency use, thanks to Wellington Shire Council.
2009	New tourist rotunda, BBQ area, toilets, community meeting room and CFA shed. Thanks to CFA Region 10 and Wellington Shire Council.
Not sure who was present at this meeting or exactly when	A redefining of Flood Warning Levels for more accurate/ timely alarms in times of flood. Bureau of Meteorology.
2007 - ongoing	The development of a close nit, viable and vibrant working community that never previously existed.
2008 - 2010	Township beautification - trees have been planted to screen the LVL works depot, all town houses decorated (in conjunction with the Fulham Prison 'Bush Gang' initiative) and the shop front worked on.



4.0

Short to Medium Term Targets

In 2011 the Community Representative Group (CRG), made up of elected local residents, identified the need to update the 2008 Development Plan and provide an indication of progress to date. It was also deemed necessary to update the Community Priorities as these inevitably change over a four year period. These priorities are shown over the page (page 7).

The list, whilst not exhaustive, is to form the basis of ongoing efforts from the CRG in working with the Licola and surrounding communities.

PRIORITY	COMMENT
Roads	<p>(1) Completing the sealing of the road north to Jamieson remains a priority. Put in toilets and viewing points. This point identified in previous "Plan"</p> <p>(2) 2km out of Licola the Tamboritha road is dropping away on a blind corner. Badly damaged and needs repair work. Difficulty surrounding this section of road is ownership.</p> <p>(3) The completion of Target creek Road</p> <p>(4) Development of loop road to Briagalong, Dargo</p> <p>(5) Bell Bird Corner and Cemetery Corner both on the Heyfield – Licola road are considered dangerous by regular users. Campaign required to convince VicRoads</p>
Alternative Power Source	<p>Ideas often emerge on this subject that usually amount to little. This point is identified in the previous "Plan". If this is ever to become a realistic goal the Licola Community will require help to make it happen. Possibly in the form of a feasibility study.</p>
Communications	<p>Various options have been discussed with many companies and groups in this area from telecommunications options and UHF repeater technology. Letters of support have been sent to and received from numerous people and groups with influence.</p> <p>The CRG has recently, in 2012, tried out a number of trunking radios which have had mixed reports of success when measured against original criteria for communication as required. The subject of communication is still very much on the table as a priority.</p>
Waste Management	<p>Following the closure of the Licola tip an arrangement has been in place for a few years with Wellington Shire Council that community rubbish is transferred from the township to Heyfield/ Kilmany at a fee payable by the Council.</p> <p>LVL are responsible for own rubbish removal and tip fees. This arrangement has worked well to date although discussion centring on a transfer station is still moot.</p>

CONT →

PRIORITY	COMMENT
Township Beautification	<p>(1) Link in with other townships to create common theme this formed part of the original “Plan” and is still on the table despite much work already achieved.</p> <p>(2) Fencing off the water tanks at the CFA shed.</p> <p>(3) Wash down area in / at the new CFA shed.</p>
Development of Surrounding area	<p>Explore possibilities of rezoning and sub-divisions. See original “Plan” (Executive Summary and pages 33, 39, 43 and 44).</p>
Tourism	<p>(1) Reopening of the Wonnangatta to Heyfield Stock Route as a cycling/ horse riding/ walking track.</p> <p>(2) Put in a massive map in township central area of all walking and vehicle tracks in area. This map should include details of track closures, colour coded with degree of difficulty, notes as to expected time of travel etc.</p> <p>(3) Create more defined walking tracks in the area.</p> <p>(4) Camp Grounds along the Wellington. These on the whole are overgrown significantly reducing the capacity of campers along this defined camping area. An audit of each of these has been done in 2012 for reference.</p>
Fire Safety	<p>In conjunction with CFA create a Township Protection Plan. Consultation has already begun and we hope to have this booklet printed and ready for the 2013 fire season. In addition work to be done to satisfy requirements of Neighbourhood Safer Place – Place of Last Resort Assessment.</p>
Emergency Management	<p>The Licola CRG will continue to work with the relevant agencies including Wellington Shire Council, Parks Victoria, DSE, Victoria Police, SES, WGCMA and VicRoads, to enhance the resilience of the Licola community before, during and after emergencies. Over the next five years, relevant projects may include:</p> <ul style="list-style-type: none"> • The development of an Community Emergency Plan • The establishment of a Neighbourhood Safer Place (Place of Last Resort) • Installation of appropriate signage and mapping



5.0

The Conclusion

The above information represents a roadmap for the Licola community to work towards. This, together with the below publication (complete with footnoted changes, updates and notes from the CRG), will be used to engender support from Council, State Government agencies and community members.

This document should be treated as a continuation of the 2008 report. Referring to the old document provides context and history to the revised priorities and also allows us to measure success against the goals and objectives already set.



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Appendix 1

Urban Enterprise

Licola Township Development Plan

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Document Information:

Filename: c:\users\mike ruzzene\documents\mike ruzzene\licola development plan\report\licola development plan - 30th april.doc

Last Saved: 11 October 2012 11:40 AM

Last Printed: 11 October 2012 11:42 AM

File Size: 864kb

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Executive Summary

Strategic Policy Framework

The strategic directions highlight support for further tourism development in Licola with the following relevant directions:

- To encourage the development of tourism around the Shire's natural environment, and cultural and heritage assets.
- Facilitate high quality tourist use and development which links to the agricultural economy, natural environment, and heritage of the Shire.
- Concentrate urban type tourist and commercial recreation development in established centres.

Furthermore the Tourism Strategic Plan highlights that there is opportunity to strengthen and develop tourism building on the natural assets of the high country, including four wheel and two wheel drive touring.

Economic Drivers and Visitor Markets

The extremely low population base of Licola highlights the importance of visitors for the township to drive economic activity. Without visitors to Licola, any tourist or retail business would not be viable.

Outdoor activities are highly popular amongst Victorians.

Targeted marketing to Gippsland Schools and sports groups would be a key opportunity to further expand the market for the Southern Alps.

There is opportunity to further develop outdoor tourism in the Southern Alpine area.

Any development of activities in the Alps surrounding Licola would have direct benefit for the Licola Wilderness Village Camp and township¹. There is opportunity to develop the following activities in conjunction with Parks Victoria:

- Designated bushwalking loops with interpretation;

¹ CRG update 2012- 'and General Store & Caravan Park'

- High quality camp grounds;
- Cross Country Skiing
- Four Wheel Drive Touring²

Melbourne is the key overnight visitor market for Wellington Shire. Further evidence from the Lions Club wilderness camps highlights the importance of the south eastern suburbs for visitation to Licola and the region.

Recommendations

The following are recommendations for the Licola Development Plan. Further details on these are provided in Section 7 of this report.

Urban Land

- Explore the rezoning of land to the south of the township to Rural Activity Zone to allow for tourism uses such as accommodation, tavern or four wheel drive club rooms.
- Review the zoning for the PCRZ triangle parcel of land in Licola Township, in light of it being in private ownership. A review of the property cadastre is also required in Licola Township, to provide more certainty for land owners in terms of the property boundaries.

Urban Design

- Prepare a Masterplan for Licola Township in conjunction with the Wilderness Camp.
- Develop a designated walking trail along the River's edge to be utilised by the Wilderness Village Camp visitors, daytrip visitors to Licola and overnight visitors staying at the Caravan Park.
- Review opportunities for visitor interpretation throughout Licola. Develop an interpretive trail through the township incorporating the river trail as identified above.

Township Theme

- Create a consistent design theme for Licola which reflects the high country. This can be applied to a range of aspects within the village to create greater awareness and defined market positioning.

² CRG addition 2012 – 'Two wheel drive touring' and 'Off road motorbike touring'

Protection against Natural Disasters

- Review the applicability of wildfire overlay and land subject to inundation overlay for Licola Township.
- Update the MSS to highlight the requirement for flood and fire resistant infrastructure in the Macalister River Valley, as well as highlight the key capital works projects that are required to support the local community and tourism in the region, this includes a new bridge into Licola Township. Once adopted, the strategies in this report should also be included in the MSS.³

Servicing

- Explore the opportunities to develop sustainable power generation in Licola township.

Tourism Product Development

- Develop a touring route Masterplan for the Licola-Jamieson Road building on the natural attractions and heritage of the area.
- Build a business case for the sealing of the Licola-Jamieson Road, utilising the touring route Masterplan as a base.
- Promote the opportunity to develop a Tavern with high quality self contained accommodation on the southern entry point to Licola. This would require the rezoning of land to Rural Activity Zone to encourage new tourism uses in the township.
- Develop a Four Wheel Drive touring itinerary in conjunction with Mansfield Shire. This can cater for multi day or single day touring. The touring experience can link some of the key product in the Alpine region, which promotes touring from Mansfield Shire through to Wellington Shire
- Promote the wilderness ski touring experience in the High Country, north of Licola.
- Promote further hiking experiences in the Wellington High Country.

Marketing and Branding

- Develop a new brand identity for Licola as the Gateway to the Southern Victorian High Country. This brand should be utilised by Council but also the

³ **CRG recommendation 2012** - Review and assess the Licola Wilderness Village (Lions Village Licola [LVL]) as a Neighbourhood Safer Place or Place of Last Resort against CFA requirements.

Wilderness Village Camp to create one identity and create wider awareness of the region.

- Develop a suite of collateral for outdoor activities in the High Country region to be promoted further on the Wellington Website and at Visitor Information Centres in Wellington.
- Promote awareness of Licola and the Southern Alps to the key market segments in Melbourne and Gippsland.
- Develop an events calendar which utilises the Lions Club Village Camp⁴

⁴ **CRG addition 2012– ‘and Caravan Park’**

2. Introduction

2.1 Background

Licola Township was formerly a timber town in the Macalister River Valley. Once the sawmill ceased operating, the Lions Club purchased the township and began operating a wilderness camp and Caravan Park utilising the existing buildings within the township.

Recent natural disasters in 2006 and 2007 including fire, flood and landslides had destroyed a significant amount of infrastructure within the Macalister and Wellington River Valleys and isolated Licola Township from Gippsland for a period of time. The result of this has been a significant decline in visitation to the region and reduction in the number of camps held at the Licola Wilderness Village Camp in 2006 and 2007.

Repair and replacement of infrastructure is gradually taking place, and the Licola Wilderness Village has fully reopened for business in 2008.

2.2 The Development Plan

Urban Enterprise in conjunction with Nexus Consulting were appointed by the Wellington Shire and Lions Club to undertake a development plan for the Lions Club Licola Wilderness Village Camp and Licola Township.

Two outputs from the project have been developed: a Business Plan for the Lions Club Camp, and a Development Plan for the Licola Village.

This Development Plan identifies strategies to assist in the development of the Licola Township, so that it may continue as a gateway to the high country and base for nature based tourism in Wellington Shire.⁵

Strategies in this report have been developed from the following research:

- Consultation with stakeholders including local community representatives, Wellington Shire Council and other Government authorities;
- Review of strategic policy relevant to Licola;
- Site visit and town walk;
- Review of existing conditions, including data analysis.

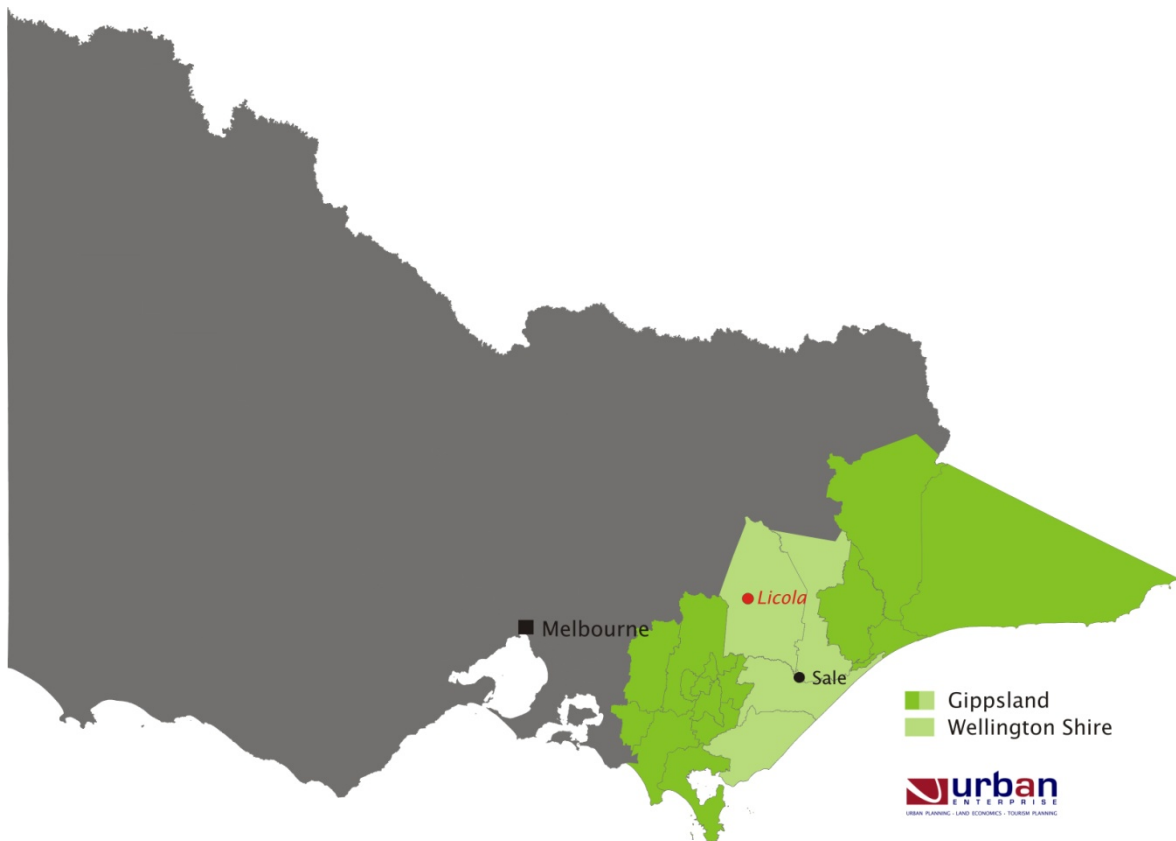
⁵ **CRG addition 2012** – ‘and continue as a viable and thriving community’

3. Existing Situation

3.1 Location

Licola is located in Gippsland, approximately 75 minutes drive, north of Sale. Licola is situated in the Macalester River valley below the Wellington High Country. The map below highlights Licola's location in Gippsland.

Figure 1 Location of Licola



3.2 Township Uses

The following land uses are found within Licola Township:

- Lions club camp incorporating:
 - Self contained units with accommodation for 260 persons;
 - Staff accommodation;
 - Gymnasium;
 - Hall and commercial kitchen;

- Works depot;
- Various outdoor activity facilities;
- Caravan Park, including:
 - General store;
 - Permanent sites;
 - Casual sites.⁶
- Staff accommodation;
- Council Reserve with toilets and CFA.⁷

3.3 Ownership and Tenancies

The Lions Club owns all land within the Township, except for a small reserve owned by the Wellington Shire near the Macalister River. See existing situation plan on page 9.

Land abutting the Township is owned by one single land owner.

The Lions Club lease the Caravan Park to a private operator.

3.4 Services

Services to the township are all provided on site, they include the following:

- Electricity. Two⁸ diesel generators are sited within the Wilderness Camp which power the camp, caravan park, staff accommodation, CFA and public toilets;
- Sewer. Septic treatment is provided on site by the Lions Club;
- Water. The Lions Club currently pump water from the Macalister River which supplies the town. A new bore has been installed on Council land to service the township also⁹.

⁶ **CRG addition 2012** – There is also an ablution block

⁷ **CRG addition 2012** – There is now also a Community Meeting Room and BBQ rotunda

⁸ **CRG update 2012** – There are now three diesel generators

⁹ **CRG update 2012** - LVL currently pump water from the Macalister River, or bore in emergencies, which supplies the town.

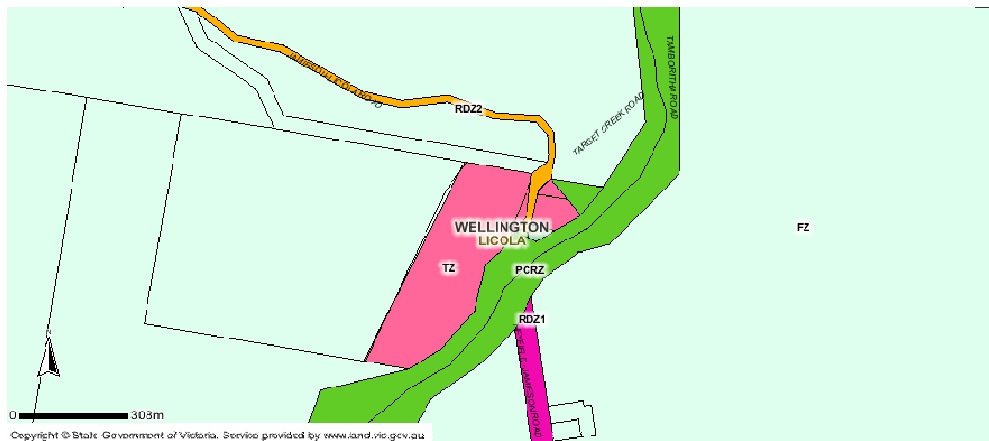
- Gas. The Lions Club stores gas for the commercial kitchen and for heating water. Hot water is piped to the self contained accommodation and kitchen from a single hot water system.

3.5 Land Use Planning

Licola is zoned almost entirely as Township Zone (TZ), except for a small parcel owned by Council which is zoned Public Conservation and Resource Zone (PCRZ).

The land abutting the township is zoned Farm Zone, whilst the Macalister River reserve is also zoned as Public Conservation and Resource Zone (PCRZ).

Licola and Surrounds - Zoning



Township Zone

The Township Zone is provided to allow for residential development and a range of commercial, industrial and other uses in small towns.

The Township Zone was implemented under the state-wide planning in 1996 for urban land which does not have reticulated sewer.

Public Conservation and Resource Zone

The Public Conservation and Resource Zone protects and conserves the natural environment and natural processes for their historic, scientific, landscape, habitat or cultural values.

The aim of the zone is to provide facilities which assist in public education and interpretation of the natural environment with minimal degradation of the natural environment or natural processes.

Farming Zone

The purpose of the Farming Zone is to:

- Provide for the use of land for agriculture land;

- Ensure that non-agricultural uses, particularly dwellings, do not adversely affect the use of land for agriculture;
- Encourage use and development of land based on comprehensive and sustainable land management practices and infrastructure provision;
- Protect and enhance natural resources and the biodiversity of the area.

Insert Existing Conditions Plan

4. Strategic Policy Framework

4.1 Introduction

The following is a review of relevant strategic documents for Licola Township.

4.2 Municipal Strategic Statement, 2008

The following are relevant strategic policy objectives drawn from the MSS relating to economic development:

- To expand and diversify the regional economy and increase employment.
- To generate employment within a framework of ecologically sustainable development.
- To promote and develop opportunities for value adding industries, plantation timber production, eco-tourism and cultural tourism.
- To encourage the development of tourism around the Shire's natural environment, and cultural and heritage assets.
- To protect and reinforce the role of existing commercial centres in a manner appropriate to their function.

Tourism

- Encourage rural based tourist activities that do not adversely impact upon legitimate agricultural activities.
- Facilitate high quality tourist use and development which links to the agricultural economy, natural environment, and heritage of the Shire.
- Focus tourism in areas having favourable natural attributes, access, and infrastructure.
- Ensure connectivity with local pedestrian and cycle paths to encourage physical activity through low impact and ecologically sustainable tourism,
- Concentrate urban type tourist and commercial recreation development in established centres.

- Assess proposed sites for tourist developments along the coastline and lakes foreshore on the basis of their environmental capability and suitability.

Special Water Catchment Area

The 2012 Licola CRG has removed the section relating to 'Special Water Catchment Area' from the original document due to an objection to the proposed C55 water overlay amendments.

Á

4.3 Tourism Development Strategy, 2007

The Tourism Development Strategy was undertaken by Nexus Consulting in 2007. The following are recommendations relevant to Licola from this strategy:

- Recommendation 4: Create an Investment Climate
 - A strong, vibrant tourism industry needs private sector investment in tourism product and infrastructure. Whilst it is not the responsibility of the Shire to provide investment funds for the tourism industry, the Shire can provide an investment climate that assists and supports appropriate development.
- Recommendation 9: Significant Projects
 - The following projects will add significant value to the tourism product in Wellington Shire. It is recommended that a timeline be developed for project commencement

and completion across the next five years. It is also recommended that these projects be pursued with the relevant partner authorities, stakeholders and local communities in a collaborative approach. - High Country Product Development

Relevant actions to Licola identified in the tourism strategy include:

- Conduct a feasibility study to determine the viability of sealing, (a) the Grand Ridge Road¹⁰, (b) Dargo High Plains Road¹¹ and (c) Licola – Jamieson Road¹²;
- Develop a High Country 4x4 touring route in collaboration with Parks Victoria and Local Governments surrounding the Alpine National Park;
- Actively welcome and market to the trail bike, deer hunting and 4x4 visitors to high country areas;
- Promote huts of the high country;
- Investigate sealing of the Dargo High Plains and Dargo – Licola roads.

4.4 Conclusion

The strategic directions highlight support for further tourism development in Licola with the following relevant directions:

- To encourage the development of tourism around the Shire's natural environment, and cultural and heritage assets.
- Facilitate high quality tourist use and development which links to the agricultural economy, natural environment, and heritage of the Shire.
- Concentrate urban type tourist and commercial recreation development in established centres.

Furthermore the Tourism Strategic Plan highlights that there is opportunity to strengthen and develop tourism building on the natural assets of the high country, including four wheel and two wheel drive touring.

¹⁰ **CRG note 2012** - not sure of relevance of this item given its location

¹¹ **CRG note 2012** - believe this to be an unlikely target

¹² **CRG note 2012** - High importance placed on this. See 'Achievements & Short to Medium Targets' which were updated in 2012

4.5 Implications for Licola

The sealing of Licola – Jamison Road would create significant economic benefit for Licola Township in terms of visitors passing through and stopping at the general store and Caravan Park in Licola. The sealing of the road would increase both touring and non touring traffic through Licola.

The sealing of the Mansfield-Wangaratta Road is an example the development opportunities which follow the creation of a new and effective transport route. The King Valley and Tolmie regions have benefited greatly from the sealing of this road, with new restaurant and cellar doors opening up in the region as well as significant increases in property development in the region.

The sealing of the Jamieson – Licola Road if pursued would provide the following benefits:

- Create an effective transport route linking central and East Gippsland with North East Victoria, which would decrease travel times significantly;
- Create a significant touring product in Gippsland of State significance;
- Create significant flow on economic and social flow on benefits for Licola, Heyfield and the Macalister and Wellington River Valleys.

5. Economic Drivers

5.1 Introduction

This section identifies the economic drivers for Licola Township.

5.2 Economic Drivers Overview

- Population. The population within Licola and surrounding areas provides a catchment for services offered within the township.
- Licola Wilderness Village Camp. More than three quarters of the urban land in Licola is used by the Lions Club Camp. The Wilderness Camp is the main driver for activity within the Licola Township.
- Natural Attractions Tourism. Licola receives a significant amount of drive through traffic which uses the town as a gateway to the High Country. These include visitors which are going four wheel driving, touring, camping, bushwalking and hunting.

5.3 Population

The statistical area relevant to Licola is Licola (State Suburb). This includes not only the Licola Township, but also the surrounding farming area and National Park. This area is relevant for Licola, as the farming area forms an important catchment for the township.

Key statistics for the Licola District are:

- Only 21 people have been identified as resident to Licola district;
- There are 17 private dwellings acknowledged in the Licola district, of which 14 are occupied.

The extremely low population base of Licola highlights the importance of visitors for the township to drive economic activity. Without the visitors to Licola, any tourist or retail business would not be viable.

5.4 Tourism Overview

5.4.1 Licola Region Activities

Licola and the surrounding Alps are home to a range of outdoor activities. These include:

- Bushwalking;
- Snow shoeing and cross country skiing;
- Mountain biking;
- Rock climbing;
- White water rafting;
- Canoeing / kayaking;
- Fly fishing;
- 4Wheel driving;
- Camping¹³

5.4.2 Visitation

Wellington Shire

In 2006 the Wellington Shire attracted 315,000 overnight visitors and a further 565,000 daytrip visitors.

Alpine National Park

In 2001 Alpine National Park received an estimated 300,000 visitors. Many of the visitors to the Southern Alpine National Park enter via Licola, however it is difficult to determine the exact number.

5.5 Tourism Markets

5.5.1 Profile of Visitors to Wellington Shire

Origin

The table below highlights that over half of all daytrip visitors to destinations in Wellington Shire are travelling from within Gippsland.

In contrast almost three quarters of all overnight visitors come from Melbourne.

This highlights the importance of Gippsland as a daytrip visitor market for Licola.

¹³ CRG addition 2012 – 'Motorbike touring', 'Off road motorbiking' and 'Horse riding'

Table 1 Origin of Overnight Visitors

	Daytrip Visitors	Overnight Visitors
Melbourne	47%	73%
Country Vic	53%	27%

5.5.2 Visitor Activities

A number of activities which can be undertaken around Licola such as general sightseeing, bushwalking, fishing, visiting national parks and outdoor activities are already amongst the most popular activities undertaken in Wellington Shire. This highlights the opportunity for Licola Township to capitalise on this market.

Table 2 Activities Undertaken by Visitors to Wellington Shire

Activity	Proportion of Visitors
Eat out at restaurants	33%
Go to the beach (including swimming)	31%
Visit friends and relatives	29%
Pubs clubs discos etc	28%
General sight seeing	27%
Bushwalking or rainforest walks (2000 onwards)	24%
Go fishing	24%
Visit national parks or State parks	22%
Go shopping (pleasure)	15%
Picnics or BBQs	15%
Play other sports	11%
Visit wildlife parks, zoos or aquariums	9%
Go on a daytrip to another place	8%
Exercise, gym or swimming at a local pool, river or creek	8%
Other outdoor activities (e.g. horse riding, rock climbing, bungee jumping, four wheel driving etc)	8%
Going to markets (street, weekend or art craft) (2000 onwards)	5%
Movies or videos	5%
None of these	5%
Attend an organised sporting event	4%
Visit botanical or other public gardens	4%
Visit history, heritage buildings sites or monuments	4%
Visit museums or art galleries	3%
Play golf	3%
Attend festivals or fairs or cultural events	3%

5.5.3 Tourism Markets

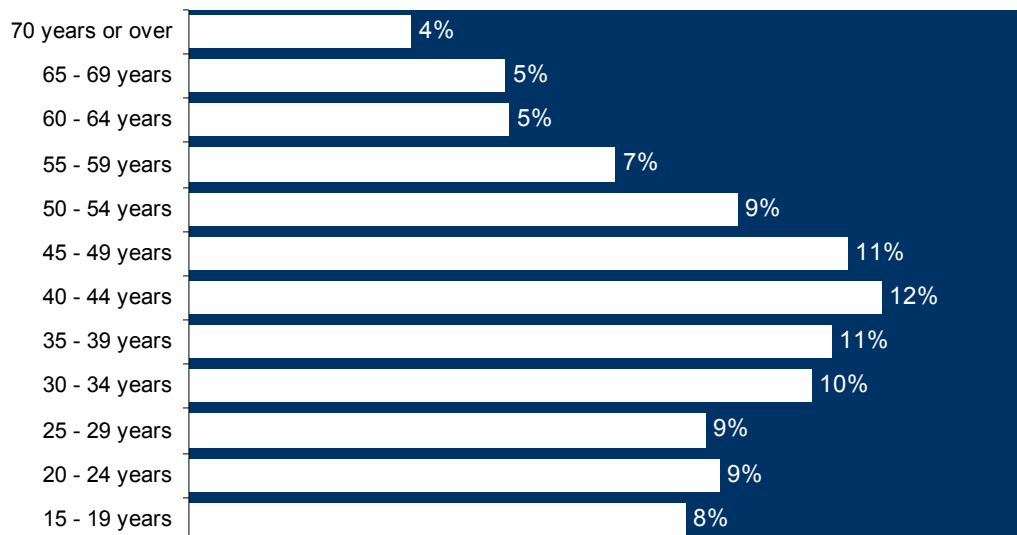
Profile of Outdoor Activity Visitors

The following graphs have been developed using data from the National Visitor Survey, Tourism Research Australia, 2006 to identify the demographic characteristics of visitors who undertake outdoor activities in Victoria.

Age

The predominant age groups for visitors who undertake outdoor activities are those in the 30 – 49 year age groups.

Figure 2 Age Groups of Outdoor Activity Visitors



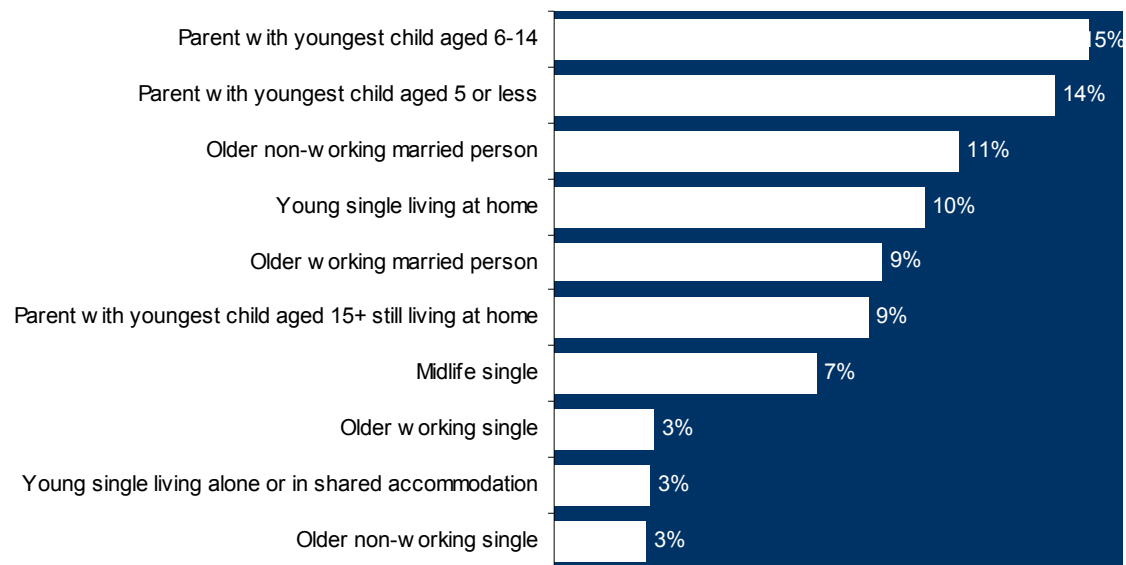
Source: National Visitor Year

Lifecycle Group

The predominant lifecycle groups for visitors who undertake outdoor activities include:

- Parents with children between 0-14;
- Older non-working married persons;
- Young singles living at home.

Figure 3 Lifecycle Groups – Outdoor Activity Visitors



Source: National Visitor Year

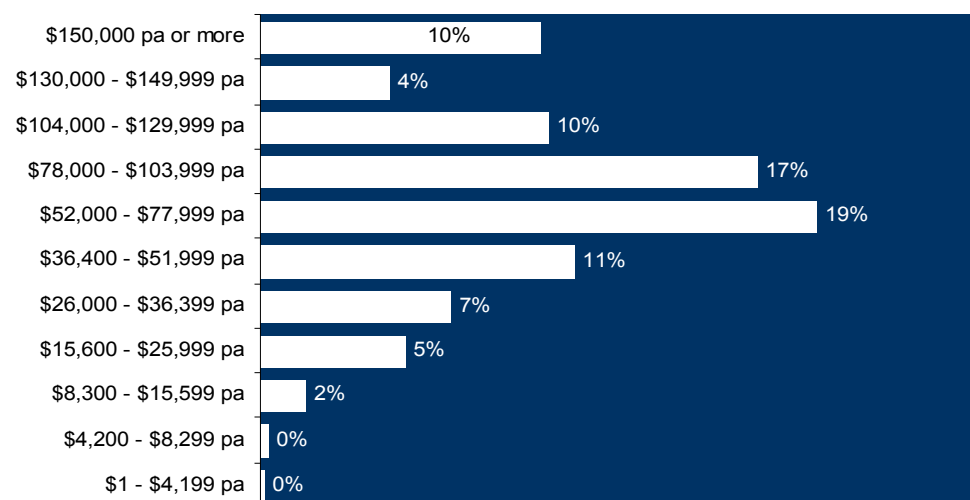
Household Income Groups

The predominant household income groups for visitors undertaking outdoor activities in Victoria include:

- \$52,000 - \$77,999 (19%);
- \$78,000 - \$103,999 (17%).

This highlights the importance of middle income households in the outdoor activities market.

Figure 4 Household Income – Outdoor Activities Visitors



5.6 Conclusion

Market Potential

Outdoor activities are highly popular amongst Victorians.

Targeted marketing to Gippsland Schools and sports groups would be a key opportunity to further expand the market for the Southern Alps.

There is opportunity to further develop outdoor tourism in the Southern Alpine area.

Any development of activities in the Alps surrounding Licola would have direct benefit for the Licola Wilderness Village Camp and township. There is opportunity to develop the following activities in conjunction with Parks Victoria:

- Designated bushwalking loops with interpretation;
- High quality camp grounds;
- Cross Country Skiing.
- Four Wheel Drive Touring.

Melbourne is the key overnight visitor market for Wellington Shire. Further evidence from the Lions Club wilderness camps highlights the importance of the south eastern suburbs for visitation to Licola and the region.

5.7 Implications for Licola

The development of quality and defined outdoor activity experiences, together with effective promotion to target markets would generate new visitors to the Licola region as well as attract past visitors back to the region.

Some of the natural attractions in the Licola region such as the Wellington High Plains, Bryce's Gorge and Lake Tarli Karng, have the opportunity to become destinations in their own right, if they were to be formalised with appropriate supporting infrastructure.

6. Consultation

6.1 Introduction

Throughout the project, Urban Enterprise and Nexus Consulting have consulted with a range of stakeholders and community representatives. Those consulted include:

- Licola community representatives;
- Wellington Shire staff;
- Parks Victoria;
- Catchment Management Authority;
- Lions Club of Victoria¹⁴

6.2 Wellington Shire Planning Department

Urban Enterprise has undertaken discussions with the Wellington Shire Planning Department. Issues and opportunities identified through these conversations include:

Wedge of PCRZ – Abutting the Lions Club land to the north east of Licola Township is a parcel of PCRZ land, which is owned privately. The rationale for this land being zoned PCRZ needs further investigation.

Rural residential redevelopment. Rural residential development is considered to be inappropriate for the Licola region as it is primarily an agricultural area, and current policy does not support this form of use.

Tourist uses. It is considered that there is opportunity for further tourist uses in and around the Licola Township. However property ownership patterns and landowner intentions could be a constraint to further development.

Wildfire overlays are being reviewed by the Planning Department.

6.3 Wellington Shire Tourism

Consultation with Wellington Shire tourism has identified a range of initiatives and support for tourism product development in the Licola region including:

¹⁴ **CRG addition 2012** – ‘managed through Lions Village Licola (LVL)’

- A Public tavern with high quality self contained accommodation;
- Destination four wheel drive touring;
- Further promotion and development of outdoor activities.

6.4 Parks Victoria

Urban Enterprise and Nexus Consulting attended a community workshop with Licola representatives. Representatives from Parks Victoria were also in attendance and highlighted a range of initiatives Parks Victoria were undertaking to improve the four wheel drive tracks, bushwalking trails and general access following the bushfires and flooding. Further discussion with Parks Victoria highlights initiatives by Parks Victoria to improve camp sites which have been destroyed by the recent natural disasters.

6.5 Catchment Management Authority

A discussion was held with the Catchment Management Authority to determine the requirement for a flood overlay or land inundation overlay for relevant areas of Licola. It was identified that Licola would generally fall under a 1:300 year flood plain, not a 1:100 year flood plain. The reason for the recent flooding event was in part a consequence from the recent bushfires, which had reduced the seepage in the catchment from heavy rains.

The Catchment Management Authority is currently reviewing its catchment data for Wellington Shire.

6.6 Surrounding Property Owner

There is one landowner that owns all the land surrounding Licola.

Urban Enterprise contacted the landowner of the abutting Farming Zone to the Licola Township to discuss opportunities for further tourist development.

Through these conversations, the following was identified:

- Land locally known as the holding paddock (north east of town) is required for agricultural purposes and cannot be reviewed for tourist uses;
- Any landscape work in Licola needs to consider cattle movement through the town;
- Land on the southern side of the Macalister River on both the eastern and western side of the road may be surplus to the agricultural

requirements of the landowner and could therefore be amiable for alternative uses.

6.7 Lions Club

Representatives of the Lions Club were consulted with extensively throughout the course of the project. Key outcomes from this consultation relevant to the development plan are:

- The Lions Club intend to maintain ownership of all property within the township in the short to medium term.
- The Lions Club agreed that the town needed some restoration work, and that they endeavour to continue the restoration of the Village, in particular the Lions Club Camp.
- The Lions Club intend to revitalise the Licola Wilderness Village Camp, and aim for significantly higher levels of occupancy than witnessed in recent years.

7. Issues and Opportunities

7.1 Issues

Ownership

Currently all land within the Township Zone in Licola is owned by the Lions Club. This leaves no opportunity for any external investment in the Township beyond that undertaken by the Lions Club. Furthermore the Lions Club have indicated they do not intend to dispose any land which they currently own.

Infrastructure and Servicing

Licola Township has no access to mains water or power, and there is no reticulated sewer in the township.

Power is available to the Township via a diesel generator operated by the Lions Club¹⁵.

With the growing price of diesel fuel, the cost of power for the Township has been increasing significantly.

The Lions Club currently supplies all water and power to the Township, including the Council owned toilets and CFA building. (A new bore is currently being prepared by Council)¹⁶.

The Lions Club do not charge the Council or CFA for the use of power and water provided.

Township Design

Community representatives have indicated that the appearance of the town needs to be improved. Although the recent natural disasters have had a negative impact on the appearance of the town, many of the buildings are in need of repair, and/or upgrading and this is not related to the recent natural disasters.

The main street of Licola is used frequently for moving cattle. Any township landscaping work needs to consider this.

¹⁵ **CRG addition 2012** – There are now three diesel generators

¹⁶ **CRG note 2012** - completed but is only used in emergencies and then through the same infrastructure as used for pumping river water and operated by LVL

Tourism and Activities

There is no direct pedestrian access to the National Park, due to private ownership of land surrounding the Lions Club. This means that most bushwalking from the Lions Club camp requires the use of buses to access the National Park.

The Lions Club Wilderness Camp works depot is visible to the centre of the township. Landscaping could be undertaken to screen the depot from the town¹⁷.

Natural Disasters

Licola Township has been prone to natural disasters recently including fire, flood and landslides. It will be important for any new infrastructure that is delivered in the township to be 'disaster' proof. This includes underground servicing in the case of fire and flood (which has already occurred in the Lions Club Camp) and fire resistant buildings.

It is recommended that planning overlays be considered for the town which provide controls in respect of new development. This could include a Wildfire Management Overlay.

Management of Lions Club Camp

Due to the isolation of Licola it is difficult to attract long term managers for the Camp. This creates problems for long term client relationships. It is important to develop formal administration processes with clients which do not rely on one on one relationships. For example a database of clients should be developed, with details as to their requirements, specifications and interests at the Camp¹⁸.

There is no long term strategic business plan that is currently being utilised for the continued improvement of the Lions Club facility.

There is no Masterplan for the Lions Club facility which outlines the way in which the camp should develop over time. This should be informed by the strategic business plan.

Economic Drivers

Licola has a population of 21 persons. Furthermore it only has 17 private dwellings of which 14 are occupied by residents. The resident population and non-resident population is too low to sustain any retail services in the township of

¹⁷ **CRG note 2012** - further to CRG discussion a number of trees have been planted roadside to help hide the works depot in the future but it is agreed that more will need to be done

¹⁸ **CRG note 2012** - A long term plan is now in place and has proved successful in assisting with the potential longevity of the Camp

Licola. This highlights the importance of visitors to the Southern Victorian Alps who are passing through Licola to the viability of any retail or accommodation services in the town.

7.2 Opportunities

Town Centre

There is no defined town centre. The general store given its location in the centre of town and its visibility tends to be the focus of the town. The appearance of the general store needs improvement. The CFA and proposed toilets and visitor centre could become a focus for visitors to the town once completed¹⁹.

Outdoor Activities Centre

There is opportunity to develop Licola as the Southern Gateway to the Victorian Alps. There are a range of Alpine based outdoor activities that take place in the hills beyond Licola both winter and summer. There may be opportunity to expand the town centre to allow for other service businesses such a camping store.

Tourism and Activities

A range of activities can be undertaken in the surrounding Alpine region around Licola. There is opportunity for many of these activities to be formalised in conjunction with Parks Victoria and DSE. This includes a formalised cross country skiing destination, high quality bushwalking trails with interpretation and higher quality camping areas throughout the Alps

There may be opportunity to explore locations for tourism related product and infrastructure in Licola. This includes:

- Club room facilities for four wheel drive clubs;
- Good quality self contained accommodation aimed at the higher yield tourism markets.

Both Four Wheel Drive and Two Wheel Drive touring should be promoted and encouraged further. There may be opportunity to create a well recognised Four Wheel Drive touring route with iconic status such as the Birdsville Track.

Consultation with Four Wheel Drive Victoria has indicated their interest in developing a facility in Licola which could be leased by four wheel drive clubs.

¹⁹ **CRG note 2012** - The General Store has had works done to the front of this building and a new resident's house built. New toilets, CFA shed, community meeting room and tourist BBQ rotunda were all opened in 2009

Servicing

Given that Licola is the only town in Victoria not connected to mains power there is opportunity for the town to become a green power concept town. There are a range of State and Federal Government funding programs available for green power in isolated communities. Power may be generated in the following ways:

- Hydro from the Macalister River;
- Solar Power;
- Bio Diesel;
- Wind energy.

Promotion

Promotion of destinations within the Alps that are close to Licola should be undertaken in conjunction with parks Victoria. This includes Mount Wellington and high plains, Lake Tarli Karng and Bryce's Gorge.

There is opportunity to promote Licola as the Gateway to the Victorian Alps.

Operations

The Lions Club Wilderness Camp only operates part of the year (December – April). However in the past the camp also operated in winter also. There may be opportunity to operate the camp in winter, with promotion of cross country skiing as a core activity. The Gymnasium allows indoor sports during bad weather, which would be an advantage over other camps.

Council Reserve Upgrade

The upgrade of the Council reserve with new toilets and new CFA complex should include other improvements such as landscaping, and BBQ/picnic facilities²⁰.

²⁰ CRG note 2012 - Basically completed and opened in 2009

8. Recommendations

8.1 Introduction

Drawing on the research, town walk and consultation the following recommendations have been developed for the Licola Development Plan.

Recommendations are included under the following sections:

- Urban design;
- Township theme;
- Urban land;
- Protection against natural disasters;
- Servicing;
- Tourism product development;
- Marketing and branding;
- Events.

The plan on the following page highlights some of the physical recommendations for Licola Township.

A detailed summary of all recommendations follows.

Insert Recommendations Plan

8.2 Detailed Recommendations

8.2.1 Urban Land

All of the urban land in Licola is owned by the Lions Club. This being the case, there is limited opportunity for external investment in the township. Through consultation, there are a range of other tourism related uses which would be suited to Licola Township, however there is currently no urban land for these uses to occur. These uses include:

- Four wheel drive clubrooms and storage room;
- Higher quality self contained accommodation;
- A public tavern with Bistro.

Whilst these uses may not all materialise, unless further land is committed in the township for urban tourism use, there is limited opportunity for private sector investment in the township.

Consultation with the relevant landholder has identified that land south of the Macalister River may be explored for tourism related uses.

Strategy 1 *It is recommended that land to the south of the township be explored for rezoning to Rural Activity Zone to allow for tourism uses such as accommodation, tavern or four drive club rooms.*

- | | |
|----------|---|
| Action 1 | Council to continue a dialogue with the property owner to explore the rezoning of land for new tourism uses. |
| Action 2 | Council to meet with Four Wheel Drive Victoria Board to discuss the opportunity of a clubroom facility within the Licola Township; |
| Action 3 | Council to explore other private sector investment opportunities including: <ul style="list-style-type: none">– Club room / facility for other outdoor clubs such as hunting clubs, bushwalking clubs (Melbourne Walking Club) etc.– High quality self contained accommodation;– Outdoor adventure activities operators;– Public Tavern with Bistro. |

There is a triangle parcel of land within the township which is zoned as PCRZ. However on further investigation this land is in private ownership. Given this is the case, it is likely that this land is zoned incorrectly. Furthermore the cadastre for Licola Township needs to be reviewed, as the property boundaries do not align with the features within the Town.

Strategy 2 *Council to review the zoning for the PCRZ triangle parcel, in light of it being in private ownership and review the property cadastre for the Licola Township, to provide more certainty for land owners.*

8.2.2 Urban Design

The appearance of Licola Township needs some improvement following the floods, bushfire and landslide and is in need of some design improvements. Works are required on both public and private land within the township to improve the town's appearance.

Strategy 3 *It is recommended that a Masterplan be prepared for Licola Township in conjunction with the Wilderness Camp which takes into account the following design principals:*

- *Screening of the Lions Club Camp works depot from the main street using a combination of artificial screens and planting²¹.*
- *Improvement of street furniture and landscaping in the town centre in front of the general store and along the median.*
- *Ensure that any landscape works will not restrict the movement of cattle through the township.*
- *Plantings are required throughout the town centre on public and private land to replace trees destroyed or removed as a result of the recent natural disasters and to improve the town's appearance²².*

²¹ CRG note 2012 – started, more required

²² CRG note 2012 – this has been completed

- ***Use appropriate vegetation to stabilise areas affected by flood and land slide, throughout the town²³.***
- ***Consistent maintenance of buildings in the township is required, particularly those buildings along the main street with high exposure to the public²⁴.***
- ***Create designated parking areas for heavy vehicles (log trucks etc) and vehicles with trailers.***

Action 4 Council to appoint consultant to undertake a Masterplan for Licola Township including identification of landscaping and streetscape works. The Masterplan may be undertaken in conjunction with the Lions Club for the Wilderness Camp and Caravan Park. This would create a holistic approach to the township.

There are very little activities to undertake for visitors to Licola outside of that offered within the Wilderness Village Camp. Creating new activities within the township will encourage visitors to stay longer and will improve the overall experience in Licola Township.

Strategy 4 ***Develop a designated walking trail along the River's edge to be utilised by the Wilderness Village Camp visitors, daytrip visitors to Licola and overnight visitors staying at the Caravan Park.***

Strategy 5 ***Review opportunities for visitor interpretation throughout the Licola. Develop an interpretive trail through the township incorporating the river trail as identified above. Interpretation themes for Licola Township may include:***

- ***Indigenous heritage.***
- ***Forestry heritage;***
- ***Geology;***
- ***Flora and fauna;***
- ***Pioneers and explorers heritage;***

²³ **CRG note 2012** - work has been done in places, although recent flood activity has resulted in more works required in bank stabilisation throughout the community for property protection

²⁴ **CRG note 2012** – these have all been redecorated

- ***Environmental sustainability.***

8.2.3 Township Theme

Licola is a unique gateway township to the Victorian Alps. However the township does not reflect this unique position through its design and signage. An example of high country branding is utilised well by Mansfield, with a consistent high country theme throughout the town, which captures visitor's attention and builds brand awareness. The high country theme is Licola's competitive advantage over other destinations in Gippsland, this should be exploited to a greater extent.

Strategy 6 *It is recommended that any future design or architecture reflect a consistent high country theme. This can be applied to a range of aspects within the village to create greater awareness and defined market positioning. A consistent theme should be applied to:*

- ***Proposed Visitor Centre;***
- ***Proposed toilets;***
- ***Proposed CFA building;***
- ***Landscaping throughout the town;***
- ***Consistent signage;***
- ***Marketing material;***
- ***The Lions Club Camp;***
- ***The Caravan Park;***
- ***Interpretive information.***

Action 5 Council and the Lions Club to work collaboratively in developing a set of design / theme values for the township. The existing community forum should be the place to do this.

8.2.4 Protection against Natural Disasters

Licola Township does not have any existing planning policy protection for wildfire and floods. Whilst planning scheme overlays cannot prevent natural disasters from occurring, they can control the type of development in the town to ensure that it is protected further against floods and bushfire.

Strategy 7 *It is recommended that a wildfire overlay and land subject to inundation overlays be reviewed for Licola Township.*

Action 6 Council to continue to work with management authorities in order to determine whether any protective overlays are required for Licola Township and surrounding area.

A significant amount of infrastructure in the Licola Region and the Macalister River Valley was destroyed from the succession of natural disasters. One of the reasons for this was likely due to inadequate infrastructure in the valley to stand against severe flooding and wildfire.

Strategy 8 *It is recommended that the MSS highlight the requirement for flood and fire resistant infrastructure in the Macalister River Valley, as well as highlight the key capital works projects that are required to support the local community and tourism in the region, this includes a new bridge into Licola Township.*

Action 7 Council to develop an infrastructure plan for the Macalister and Wellington River valleys in conjunction with community, business and Government stakeholders and incorporate in the MSS.

8.2.5 Servicing

Licola is one of the very few townships in Victoria which is not connected to reticulated water, sewer and mains power due to its isolation.

Whilst this has presented a number of difficulties for the township over the years, there may be opportunity over time to move Licola Township towards a sustainable model township. A range of grant funding programs are available for sustainable electricity generation models. Furthermore the power costs for Licola are steadily increasing due to the diesel generators.

If Licola were to be developed into a sustainable model township, this could create additional tourist product within the township with a new opportunity for visitor interpretation.

Strategy 9 *It is recommended that Wellington Shire in conjunction with the Lions Club explore opportunities to develop sustainable power generation for the township.*

Action 8 Wellington Shire to appoint a consultant to identify sustainable power generation techniques suitable for Licola.

Action 9 Prepare a business case and apply for State and Federal grant funding for sustainable power generators in Licola.

8.2.6 Tourism Product Development

The Licola Township has significant tourism product in close proximity, which is underdeveloped and lacks key infrastructure. It is important that the Wellington Shire work closely with other relevant authorities to further develop tourism product in the region. The reason for this is that the key economic driver for Licola Township, aside from the Lions Club Wilderness Camp is tourism.

Two Wheel Drive Touring

The road from Licola to Jamieson could be further developed as a two wheel drive alpine touring experience. It is important however to develop tourism product and infrastructure along the route which can be promoted further. Product associated with touring includes:

- Lookouts with interpretive information (powers lookout (King Valley) is an example of a recently developed lookout in the high country)
- Historic points along the road with interpretation relating to gold mining, logging and cattlemen;
- Toilet stops.

Strategy 10 *Undertake a touring route Masterplan for the Licola-Jamieson Road building on the natural attractions and heritage of the area. The Masterplan should identify the following:*

- *Heritage attractions;*
- *Natural Attractions;*
- *Lookout points;*
- *Toilet stop areas;*
- *Picnic areas;*
- *Interpretation.*

Strategy 11 *Use the touring route Masterplan as a base, build a business case for the sealing of the Licola-Jamieson Road. Key arguments for the Road's development are:*

- *Importance in access for emergency vehicles such as fire trucks during fire outbreaks in the Alpine National Park;*

- ***Development of a new primary access route from Central/East Gippsland to North East and North Central Victoria;***
- ***Development of touring experience of state significance in Gippsland;***
- ***Boosting tourism to the Victorian Alps including economic and social benefits for Licola, Heyfield and Jamieson.***

Tavern and Accommodation

There is opportunity for the development of a Tavern and high quality self contained accommodation in Licola. Licola currently has no tavern or public bistro, markets for a Tavern would include: Four Wheel Drive tourers, bushwalkers, local community, Local workers, loggers etc. Tavern's which operate in remote locations such as that at Dargo have proven very successful, it is envisaged that the isolation at of Licola, would benefit the Tavern, providing a unique high country experience for travellers passing through the township.

Strategy 12 Wellington Shire to promote the opportunity for a Tavern with high quality self contained accommodation on the southern entry point to Licola. This would require the rezoning of land to Rural Activity Zone to encourage new tourism uses in the township.

Four Wheel Drive Touring Destinations

The Southern Alps offer some of the great four wheel drive touring experiences in Australia. There is opportunity to develop a four wheel drive touring experience which takes in some of the great destinations within the rugged alpine region. Whilst this already occurs informally, there is opportunity for Wellington Shire to further promote these destinations.

The development of a brand around the four wheel drive experience is essential for the development of the four wheel drive touring experience.

Strategy 13 *Develop a Four Wheel Drive touring itinerary in conjunction with Mansfield Shire. This can cater for multi day or single day touring. The touring experience can link some of the key product in the Alpine region, which promotes touring from Mansfield Shire through to Wellington Shire. Some of the key touring destinations include:*

- ***Craig's Hut (Mansfield Shire);***
- ***Wonnangatta Station;***
- ***The Pinnacles;***
- ***Tarli Karng;***
- ***Bryces Gorge;***

Action 10 Develop an itinerary for four wheel drive touring, taking in the key natural attractions through the region;

Action 11 Develop a brand for the route which can be promoted further.

Cross Country Skiing and Snow Touring

The Wellington High Country offers a unique cross country skiing and snow touring experience in Victoria. Being one of the most isolated plateaus in Victoria above the snow line, there is opportunity to develop the area as a wilderness ski touring experience. Ski touring areas which could be further promoted include the Bennison High Plains and Lost Plain.

Strategy 14 *It is recommended that the wilderness ski touring experience be promoted further in the High Country, north of Licola.*

Action 12 Council to hold discussions with Parks Victoria and DSE relating to further promotion of wilderness ski touring experiences in the Wellington High Country.

Bushwalking Trails

There is spectacular scenery in the Alpine National Park where dedicated walking trails could be developed with interpretation. Areas such as Bryce's Gorge, Lake Tarli Karng and the high plains could be promoted further for bushwalking.

Multi day hikes could be promoted within the area, similar to those developed at Wilson's Promontory, which take advantage of overnight camping locations with fresh water.

Strategy 15 *Wellington Shire to work with Parks Victoria to promote further hiking experiences in the Wellington High Country.*

Action 13 Council to hold discussions with Parks Victoria relating to the promotion of hiking trails in the Alpine National Park.

8.2.7 Marketing and Branding

A key opportunity for Licola is to undertake a range of branding and marketing initiatives which build on the product strengths of the area.

Gateway Centre

There is opportunity to brand Licola as the gateway to the Southern Victorian High Country.

Strategy 16 *Develop a new brand identity for Licola as the Gateway to the Southern Victorian High Country. This brand should be utilised by Council but also the Wilderness Village Camp to create one identity and create wider awareness of the region.*

Action 14 Wellington Shire should work with the Lions Club to rebrand Licola to highlight its strengths as a High Country destination.

Collateral

There is very limited quality information available for outdoor activities in the Licola region. This includes identification of designated bushwalking and Nordic skiing trails, four wheel drive touring and two wheel drive touring areas.

Strategy 17 *It is recommended that Wellington Shire develop a suite of collateral for outdoor activities in the High Country region to be promoted further on the Wellington Website and at Visitor Information Centres in Wellington. These may be produced in hard copy and be available for download from www.tourismwellington.com.au. Key product to be included in marketing collateral includes:*

- *Licola – Jamieson 2 wheel drive summer touring route;*
- *Four wheel drive touring in the Licola High Country;*

- ***Designated multi-day and single day bushwalking trails;***
- ***Wellington High Plains Nordic Skiing / Ski touring trail map.***

Awareness

Following the numerous natural disasters last year, many people in Gippsland and in Melbourne are still unaware as to level of access to Licola and the Alpine National Park.

Strategy 18 *It is recommended that an awareness campaign be developed to promote awareness of Licola and the Southern Alps to the key market segments in Melbourne and Gippsland²⁵.*

Action 15 Develop a program to create greater awareness of Licola and the tourism product offer in the Wellington High Country region.

8.2.8 Events

Licola Lions Club Village is underutilised, particularly on weekends and public holidays. There is opportunity to develop a number of events to be hosted by the Lions Club Camp during weekends, school holidays and public holidays²⁶.

Strategy 19 *Develop an events calendar which utilises the Lions Club Village Camp. Concepts for an events calendar include:*

- ***An annual Four Wheel Drive Rally;***
- ***An annual Heritage Car Club Rally;***
- ***A country music festival²⁷***

Action 16 Wellington Shire in conjunction with the Lions Club to develop a number of events to be held at Licola²⁸. Dialogue with Four Wheel Drive Victoria, and heritage car clubs should be conducted.

²⁵ **CRG note 2012** – this was largely done through LVL advertising campaigns

²⁶ **CRG note 2012** – There has been a huge increase in usage of LVL including weekends/ public holidays. Growth of this market is to be explored and developed further

²⁷ **CRG addition 2012** – An annual based 'Open Day' event within LVL

²⁸ **CRG note 2012** – The Wellington Shire assisted in getting the Open Day annual event underway which has proved a successful venture. In 2012, this event won the Best Family Activity at the WRT Awards

8.3 Implementation

The following table highlights the responsibilities for implementation of the recommendations in the plan.

Table 3 Implementation Plan

Strategy	Responsibility
1. It is recommended that land to the south of the township be explored for rezoning to Rural Activity Zone to allow for tourism uses such as accommodation, tavern or four drive club rooms.	Wellington Shire Planning Department
2. Council to review the zoning for the PCRZ triangle parcel, in light of it being in private ownership and review the property cadastre for the Licola Township, to provide more certainty for land owners.	Wellington Shire Planning Department
3. It is recommended that a Masterplan be prepared for Licola Township in conjunction with the Wilderness Camp	Wellington Shire Planning Department Lions Club
4. Develop a designated walking trail along the River's edge to be utilised by the Wilderness Village Camp visitors, daytrip visitors to Licola and overnight visitors staying at the Caravan Park.	Wellington Shire Planning Department Department of Sustainability and Environment
5. Review opportunities for visitor interpretation throughout Licola. Develop an interpretive trail through the township incorporating the river trail as identified above.	Wellington Shire Lions Club Department of Sustainability and Environment
6. It is recommended that any future design or architecture reflect a consistent high country theme. This can be applied to a range of aspects within the village to create greater awareness and defined market positioning.	Wellington Shire Tourism Wellington Shire Economic Development Unit Wellington Shire Planning Department
7. It is recommended that a wildfire overlay and land subject to inundation overlays be reviewed for Licola Township.	Wellington Shire Planning Department
8. It is recommended that the MSS highlight the requirement for flood and fire resistant infrastructure in the Macalister River Valley, as well as highlight the key capital works projects that are required to support the local community and tourism in the region, this includes a new bridge into Licola Township.	Wellington Shire Planning Department Wellington Shire Economic Development Unit
9. It is recommended that Wellington Shire in conjunction with the Lions Club explore opportunities to develop sustainable power generation for the township.	Wellington Shire Economic Development Unit Lions Club
10. Undertake a touring route Masterplan for the Licola-Jamieson Road building on the natural attractions and heritage of the area.	Wellington Shire Economic Development Unit Wellington Shire Tourism Unit

11. Use the touring route Masterplan as a base, build a business case for the sealing of the Licola-Jamieson Road.	Wellington Shire Economic Development Unit Wellington Shire Tourism Unit
12. Wellington Shire to promote the opportunity for a Tavern with high quality self contained accommodation on the southern entry point to Licola. This would require the rezoning of land to Rural Activity Zone to encourage new tourism uses in the township.	Wellington Shire Economic Development Unit Wellington Shire Tourism Unit Wellington Shire Planning Department
13. Develop a Four Wheel Drive touring itinerary in conjunction with Mansfield Shire. This can cater for multi day or single day touring. The touring experience can link some of the key product in the Alpine region, which promotes touring from Mansfield Shire through to Wellington Shire	Wellington Shire Tourism Unit Parks Victoria
14. It is recommended that the wilderness ski touring experience be promoted further in the High Country, north of Licola.	Wellington Shire Tourism Unit Parks Victoria
15. Wellington Shire to work with Parks Victoria to promote further hiking experiences in the Wellington High Country.	Wellington Shire Tourism Unit Parks Victoria
16. Develop a new brand identity for Licola as the Gateway to the Southern Victorian High Country. This brand should be utilised by Council but also the Wilderness Village Camp to create one identity and create wider awareness of the region.	Wellington Shire Economic Development Unit Wellington Shire Tourism Unit
17. It is recommended that Wellington Shire develop a suite of collateral for outdoor activities in the High Country region to be promoted further on the Wellington Website and at Visitor Information Centres in Wellington.	Wellington Shire Tourism Unit
18. It is recommended that an awareness campaign be developed to promote awareness of Licola and the Southern Alps to the key market segments in Melbourne and Gippsland.	Wellington Shire Economic Development Unit
19. Develop an events calendar which utilises the Lions Club Village Camp.	Wellington Shire Economic Development Unit Wellington Shire Tourism Unit