

## Report to the Future Melbourne Committee

Agenda item 6.5

### Draft Experience Melbourne 2028: A Destination Management Plan for Melbourne's Visitor Economy

7 May 2024

**Presenter:** Louise Scott, Director Experience Melbourne

#### Purpose and background

1. The purpose of this report is to seek endorsement of the draft Experience Melbourne 2028: A Destination Management Plan for Melbourne's Visitor Economy (refer Attachment 2 of report from management) for public consultation.
2. A key deliverable of Major Initiative 5 is the development of a five year Destination Management Plan for the City of Melbourne (CoM).
3. Experience Melbourne 2028 (EM28) aligns with the Economy of the Future strategic objective in Council Plan 2021 to 2025, with a focus on driving economic recovery and creating the conditions for a strong, adaptive, sustainable and thriving future city economy.

#### Key issues

4. The overall growth outlook for tourism in Victoria in the next five years is positive. If the municipality maintains its current market share, forecasts estimate the municipality will welcome 18.4 million visitors by 2028 (vs 14.3 million in 2023).
  - 4.1. Visitor growth is expected to be driven by international markets, with CoM's top international markets being China, New Zealand, the United States, India and the United Kingdom. High growth is also expected from Hong Kong, Singapore, Malaysia, Japan and Indonesia.
  - 4.2. Moderate growth is forecast in the domestic sector as tourism trends return to normal after a surge in domestic travel post-pandemic. Top domestic markets are Regional Victoria, Sydney, Regional New South Wales, Brisbane and Adelaide.
5. Experience Melbourne 2028 sets out a comprehensive vision and roadmap for the future of the city's visitor economy, providing clear direction for CoM and the broader tourism sector to enhance its visitor offering and experience.
6. Experience Melbourne 2028 is underpinned by eight 'experience pillars' that have been developed through extensive consultation and mapped against global Tourism Australia research. The pillars either create or affirm a distinct identity for aspects of the city's visitor economy, providing industry with a clear direction to align their products and experiences under. Under each pillar is a set of key directions that serve as strategic roadmaps for CoM and industry to develop and enhance these experiences for visitors over the next five years. Experience pillars:
  - 6.1. **Sports and events capital** – From the tent poles of the sporting calendar to the tapestry of community events throughout the year, sports and events play a major role in Melbourne's visitor economy.
  - 6.2. **Ground-breaking creativity** – Melbourne's creative scene is distinctive and celebrated, renowned for its originality, independent spirit and commitment to pushing boundaries.
  - 6.3. **Vibrant people and places** – Melbourne's multicultural landscape and vibrant public realm is a fundamental part of the city's identity, attracting visitors who want to experience the authentic and diverse character of the city.
  - 6.4. **Gastronomy 24/7** – In Melbourne, food is not just consumed. It's celebrated, discussed, and savoured. The city's culinary offering extends beyond the plate to be about the experience, offering an adventure that spans from the first sip of morning coffee to the last call of the night.

- 6.5. **Eclectic shopping mecca** – The experience of shopping in Melbourne is much like the city's own unique style – diverse and eclectic, effortlessly stylish, and showcasing a range of high-end, local and specialty influences.
  - 6.6. **Urban Aboriginal culture** – Melbourne presents a unique opportunity to experience Aboriginal heritage and culture in an urban environment, acting as a gateway to Victoria's rich Aboriginal culture.
  - 6.7. **World-class knowledge hub** – Melbourne's reputation as a knowledge and innovation capital attracts national and international business events, as well as international students drawn to the city's global position as a world-class study destination that offers a great lifestyle.
  - 6.8. **Green urban oasis** – Melbourne is a city where nature is not just a backdrop, but an integral part of the urban landscape. This blend of the built and natural environments not only enhances the quality of life for our residents but also offers a unique, immersive experience for visitors.
7. The 'experience pillars' are also supported by three experience essentials, foundational blocks that must be in place to enable a positive visitor experience:
    - 7.1. **Safety and cleanliness** – Melbourne's reputation as a safe city contributes to its attractiveness as a tourism destination.
    - 7.2. **Transport and connectivity** – As Melbourne's visitor economy grows, how those visitors get around must be enhanced to support a vibrant, safe and inclusive visitor experience.
    - 7.3. **Accessibility** – Ensuring Melbourne is accessible to the one in four travellers with accessibility needs.
8. Experience Melbourne 2028 outlines six strategic priorities for CoM and the sector over the next five years. These priorities are the 'how we get there' - essential steps that bridge our present efforts with the future we envision. Each priority includes a range of actions for delivery.
    - 8.1. **Stimulate visitation to the city** – aligning under a unified brand narrative, market diversification, and a compelling program of marketing and events to drive repeat visitation.
    - 8.2. **Enhance visitor servicing** – ensuring visitors discover more through the provision of timely and accurate information, the 'welcome', continued expansion of wayfinding and best practice visitor information services.
    - 8.3. **Build industry capacity** – skills and capacity building, sharing data and insights, improving cultural competency across the sector.
    - 8.4. **Facilitate tourism development** – Encouraging the development of new products and experiences in the visitor economy to align with EM28's experience pillars.
9. Extensive stakeholder consultation has been undertaken and informed the development of plan. There has been engagement across government, peak bodies, industry and business through focus groups, interviews and Participate Melbourne. Additionally, an Advisory Group of senior executives from peak bodies, sector leadership and government guided the planning process and contributed strategic recommendations.

10. **Recommendation from management**

That the Future Melbourne Committee:

- 10.1. Endorses the draft Experience Melbourne 2028: A Destination Management Plan for Melbourne's Visitor Economy for public consultation
- 10.2. Authorises the General Manager Business Economy and Activation to make any further minor editorial changes to the Experience Melbourne 2028 prior to public consultation.

Attachments:

1. Supporting attachment (Page 4 of 65)
2. Draft Experience Melbourne 2028 Plan (Page 6 of 65)
3. Community Engagement Plan (Page 56 of 65)

## Supporting Attachment

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### Legal

1. There are no direct legal issues arising from the recommendation from management

### Finance

2. Experience Melbourne 2028 has been developed within operational budget.

### Conflict of interest

3. No member of Council staff, or other person engaged under a contract, involved in advising on or preparing this report has declared a material or general conflict of interest in relation to the matter of the report.

### Health and Safety

4. In developing this plan, no Occupational Health and Safety issues or opportunities have been identified.

### Stakeholder consultation

5. Extensive stakeholder consultation has been undertaken and informed the development of plan. There has been engagement across government, peak bodies, industry and business through focus groups, interviews and Participate Melbourne. A full list of stakeholders can be found in on page 43 of the plan.

Additionally, an Advisory Group of senior executives from peak bodies, sector leadership and government guided the planning process and contributed strategic recommendations. A list of Advisory Group members can be found on page 43 of the plan.

Traditional Owners groups, Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation and Bunurong Land Council Aboriginal Corporation, were consulted to share insights on the First People's tourism market and understand their aspirations for tourism. They will be consulted again to receive feedback on the draft plan.

A draft plan will be shared with stakeholders for review from 8 May to 5 June. A full Community Engagement Plan can be found in Attachment 3 of report from management.

### Relation to Council policy

6. Experience Melbourne 2028 aligns with the Economy of the Future strategic objective in Council Plan 2021–25, with a focus on driving economic recovery and creating the conditions for a strong, adaptive, sustainable and thriving future city economy.

Experience Melbourne 2028 is a key deliverable under Major Initiative 5 under the Strategic Objective Economy of the Future: Establish Visit Melbourne and review and refresh CoM owned and sponsored events program, and specifically deliver initiatives that build Melbourne's profile and drive visitation and spend.

### Environmental sustainability

7. Experience Melbourne 2028 is committed to sustainability and regeneration, seeking to minimise the environmental impact of the visitor economy and promote responsible tourism practices. The plan focuses on preserving the city's natural resources, supporting initiatives that contribute to the long-term health and resilience of the city and ensuring visitors have a positive impact on the destination.

City of Melbourne's participation in the Global Destination Sustainability-Index (GDS-Index) allows us to evaluate the city's sustainability performance across four key areas: environmental, social, supplier and destination management. Melbourne's ranking in the GDS-Index serves as a crucial barometer of our

Page 5 of 65  
progress in sustainable practices and allows us to benchmark against other destinations to drive better decision making and change.

# EXPERIENCE MELBOURNE 2028

A DESTINATION MANAGEMENT PLAN  
FOR MELBOURNE'S VISITOR ECONOMY

Attachment 2  
Agenda item 6.5  
Future Melbourne Committee  
7 May 2024



## **Acknowledgement of Traditional Owners**

The City of Melbourne respectfully acknowledges the Traditional Owners of the land we govern, the Wurundjeri Woi-wurrung and Bunurong / Boon Wurrung peoples of the Kulin Nation and pays respect to their Elders past and present. We acknowledge and honour the unbroken spiritual, cultural and political connection they have maintained to this unique place for more than 2000 generations.

We accept the invitation in the Uluru Statement from the Heart and are committed to walking together to build a better future.

## Council Plan 2021-25

The Council Plan 2021-25 sets out our strategic direction and commitment to the community for the next four years. Based on six strategic objectives for our city, this is our detailed plan for our city's revitalisation and considers the needs of all people who access and experience the City of Melbourne municipality. For more information, visit [melbourne.vic.gov.au/council-plan](https://melbourne.vic.gov.au/council-plan)



### Economy of the future

Driving economic recovery is one of our chief objectives, to ensure the central city maintains a strong reputation as a destination to do business, visit, study and live. We will support a diverse mix of industries and jobs by creating conditions for a sustainable and thriving future economy.



# Contents

Acknowledgement of Traditional Owners .....	2
Council Plan 2021–25 .....	3
Contents .....	4
Foreword from the Lord Mayor of Melbourne and Councillor Campbell .....	5
Executive summary .....	6
Introduction .....	9
Strategic context .....	11
Defining the visitor economy .....	14
Visitor markets .....	16
The importance of the visitor economy .....	20
Why invest in Melbourne .....	23
The vision for Melbourne's visitor economy .....	27
Guiding principles .....	28
Melbourne's experience pillars .....	29
Sports and events capital .....	30
Ground-breaking creativity .....	31
Vibrant people and places .....	32
Gastronomy 24/7 .....	33
Eclectic shopping mecca .....	34
Urban Aboriginal culture .....	35
World-class knowledge hub .....	36
Green urban oasis .....	37
Experience essentials .....	38
Safety and cleanliness .....	38
Transport and connectivity .....	38
Accessibility .....	39
Strategic priorities .....	40
Stimulate visitation to the city .....	40
Enhance visitor servicing .....	41
Build industry capacity .....	42
Facilitate product development .....	42
Defining success .....	43
Acknowledgements .....	45
Bibliography .....	47

# Foreword from the Lord Mayor of Melbourne and Councillor Campbell

*To be inserted in final draft.*

# Executive summary

**Experience Melbourne 2028 outlines a strategic vision for Melbourne’s visitor economy. It brings together the perspectives and aspirations of stakeholders across the visitor economy, and articulates a shared vision for the Melbourne experience in 2028. This builds on Melbourne’s success as one of the world’s most liveable cities and a capital of culture and events.**

The visitor economy is a significant driver of growth, prosperity and wellbeing for Melbourne. A thriving visitor economy contributes to the city’s economic prosperity. It also makes Melbourne an attractive destination for talent and business investment, and an enviable place to live. By 2028, it is anticipated that Melbourne will welcome more than 18 million visitors who will contribute \$16.8 billion to the city’s economy (Tourism Research Australia, 2023a). Experience Melbourne 2028 aims to prepare the city for this rising demand and ensure the visitor experience remains unique and unforgettable.

Melbourne’s visitor economy features a wide array of organisations and businesses that contribute to the visitor experience, including hotels and accommodation providers, cultural institutions, event organisers, attractions, restaurants and bars, retail establishments, universities and transport services.

Visitors to Melbourne are equally diverse. They include day trippers from greater Melbourne, people who travel for a holiday or to visit friends and relatives, business travellers, conference attendees and temporary residents such as international students. A well-coordinated visitor economy entices these visitors to come to Melbourne, stay longer and spend more.

Experience Melbourne 2028 defines a vision for the Melbourne visitor experience. It provides direction to stakeholders across the visitor economy and guides ways to develop and promote their product. It identifies key themes for City of Melbourne and the sector to ensure we can sharpen our focus and avoid homogeneity by investing in what makes Melbourne distinctive.

A concerted, collaborative and strategic effort to grow Melbourne’s visitor economy will result in significant economic uplift for the city. Success is measured in positive visitor sentiment and the extent to which we can increase visitor yield. Success also depends on the entire sector working together to realise the goals of this plan. City of Melbourne has assumed a leadership role in fostering and connecting various facets of the visitor economy to establish Experience Melbourne 2028 as a shared vision. To bring this vision to fruition, collaboration is imperative among all key stakeholders, including various levels of government.

Experience Melbourne 2028 closely aligns with broader tourism strategies from both the Victorian and Australian governments. Under the umbrella of Experience Victoria 2033 and Thrive 2030, Melbourne’s approach is tailored to enhance the city’s unique offerings while contributing to the overarching goals of increasing tourism, boosting economic growth, and enhancing visitor experiences at the state and national levels.

**By 2028, it is anticipated that Melbourne will welcome more than 18 million visitors who spend \$16.8 billion.**

<b>Vision</b>	<p>Melbourne is a city that captivates and welcomes a new generation of travellers, the kind of visitors who are looking to connect deeply with the psyche of a place. We invite spirited adventurers in to discover eclectic experiences just beneath the surface.</p> <p>Our status as the cultural, events and sporting capital of the southern hemisphere is firmly established. Now we can turn our attention to other uniquely Melbourne experiences such as culinary delights, urban nature, Aboriginal culture and knowledge and innovation. We will seamlessly integrate these pillars into the overall visitor experience.</p>				
<b>Melbourne's experience pillars</b>	<p><b>Sports and events capital</b></p> <p>From the tent poles of the sporting calendar to the tapestry of community events throughout the year, sports and events play a major role in Melbourne's visitor economy.</p>	<p><b>Ground-breaking creativity</b></p> <p>Melbourne's creative scene is renowned for its originality, independent spirit and commitment to pushing boundaries.</p>	<p><b>Vibrant people and places</b></p> <p>Melbourne's welcoming people and vibrant public realm are fundamental parts of the city's identity.</p>	<p><b>Gastronomy 24/7</b></p> <p>In Melbourne, food is not just eaten: it is celebrated, discussed and savoured.</p>	
	<p><b>Eclectic shopping mecca</b></p> <p>The experience of shopping in Melbourne is much like the city's unique style – diverse and eclectic.</p>	<p><b>Urban Aboriginal culture</b></p> <p>Melbourne presents a unique opportunity to experience Aboriginal heritage and culture in an urban environment.</p>	<p><b>World-class knowledge hub</b></p> <p>Melbourne's reputation as a knowledge capital attracts business events and international students.</p>	<p><b>Green urban oasis</b></p> <p>Melbourne is a city where nature is an integral part of the urban landscape.</p>	
<b>Experience essentials</b>	<p><b>Transport and connectivity</b></p> <p>Efficient transport infrastructure and digital connectivity enables visitors to get around the city with ease.</p>		<p><b>Safety and cleanliness</b></p> <p>Visitors need to feel safe and secure to fully enjoy their experience of Melbourne.</p>		<p><b>Accessibility</b></p> <p>It is important to ensure that all visitors can fully participate in Melbourne's experiences.</p>
<b>Strategic priorities</b>	<p><b>Stimulate visitation to the city</b></p> <p>By embedding a consistent brand narrative, ensuring diversity in our visitor markets and having a strong roster of events.</p>	<p><b>Enhance visitor servicing</b></p> <p>By ensuring they are dynamic, personalised and consistent across the visitor economy.</p>	<p><b>Build industry capacity</b></p> <p>By improving cultural competency of the sector, sharing data and insights and attracting industry workers.</p>	<p><b>Facilitate tourism development</b></p> <p>By ensuring innovative and complementary tourism products and experiences.</p>	
<b>Guiding principles</b>	<p>We take an experience centric approach</p>	<p>We foster an inclusive and welcoming destination</p>	<p>We support Aboriginal self-determination</p>	<p>We are committed to being sustainable and regenerative</p>	<p>We are a collaborative and connected sector</p>
<b>Visitor markets</b>	<p><b>Domestic</b></p> <ol style="list-style-type: none"> <li>1. Regional VIC</li> <li>2. Sydney</li> <li>3. Regional NSW</li> <li>4. Brisbane</li> <li>5. Adelaide</li> </ol>		<p><b>International</b></p> <ol style="list-style-type: none"> <li>1. China</li> <li>2. New Zealand</li> <li>3. USA</li> <li>4. India</li> <li>5. United Kingdom</li> </ol>		<p><b>Growth markets (international)</b></p> <ol style="list-style-type: none"> <li>1. Hong Kong</li> <li>2. Singapore</li> <li>3. Malaysia</li> <li>4. Japan</li> <li>5. Indonesia</li> </ol>
<b>Visitor segments</b>	<p>City of Melbourne takes the lead on promoting the city to greater Melbourne and regional Victoria. We focus on the following segments:</p> <p>Cultured advocates Eager explorers Family focused</p>		<p>Visit Victoria and Tourism Australia are responsible for driving visitation from interstate and internationally. While they attract all visitors, their focus is on the following segments:</p> <p>Lifestyle leaders High-value travellers</p>		



***It has been a much-needed boost to the tourism and events industry in Melbourne to see City of Melbourne undertaking this critical piece of work in outlining a strategic vision for the destination's visitor economy to 2028. Importantly, the creation of this document has engaged deeply with industry and was developed in collaboration with key stakeholders across the city.***

***The eight experience pillars provide the blueprint for industry to now map its own planning and strategies against, allowing us to achieve a bold vision for what we want the destination to achieve over the next five years.***

**-Felicia Mariani, CEO Victorian Tourism Industry Council**

# Introduction

## **A thriving visitor economy is at the heart of Melbourne's economy.**

The visitor economy is more than tourism. It encompasses the web of interactions between visitors and a destination, along with the direct and indirect impacts arising from their activities.

Melbourne's visitor economy is a significant driver of growth, prosperity and wellbeing. City of Melbourne's visitor economy was enjoying unprecedented success in 2019, generating more than \$13 billion in total tourism sales and creating more than 57,000 jobs (economy.id, 2023).

The shockwaves of the pandemic reverberated through Melbourne's visitor economy, temporarily disrupting the bustling rhythm of our streets.

Yet Melbourne's resilience is remarkable. Rising from the challenges posed by the pandemic, the city has recovered and is now poised for a new era. By 2028, it is anticipated that Melbourne will welcome more than 18 million visitors who will contribute \$16.8 billion to the city's economy (Tourism Research Australia, 2023a).

**By 2028, it is anticipated that Melbourne will welcome more than 18 million visitors who spend \$16.8 billion.**

We are shifting our focus from survival and recovery to sustainable growth and resilience, and onward to embracing the future.

Experience Melbourne 2028 is the culmination of extensive research, thoughtful deliberation and comprehensive stakeholder and community engagement. Organisations spanning the breadth of the industry have played a pivotal role in contributing to the plan. Experience Melbourne 2028 reflects the collective wisdom and diverse perspectives of those who understand

Melbourne's unique character and have a shared interest in its prosperity.

As we progress collectively, we recognise the challenges ahead and the need for united efforts to overcome them. This plan is designed to spark the necessary action to guide us towards 2028 and beyond.

Thank you to members of the Experience Melbourne 2028 Advisory Group who have contributed their extensive knowledge, and to every individual and organisation that has taken part in the development of the plan.

## **Purpose of Experience Melbourne 2028**

Experience Melbourne 2028 is a framework that enables City of Melbourne and the broader visitor economy to work together towards a shared vision for the Melbourne experience, as well as respond to immediate challenges.

The plan weaves together the aspirations of its diverse communities and dynamic industries. It sets a clear ambition for what the visitor economy can and should be for our city – a driving force for sustainable, resilient and inclusive growth.

It is a catalyst for innovation and collaboration, urging us to evolve and enhance the city's offerings to meet the ever-changing needs of travellers. In a global tourism landscape marked by fierce competition, continuous innovation is essential to maintain a competitive edge.

## What is a destination management plan?

Experience Melbourne 2028 is a destination management plan for Melbourne's visitor economy. It functions as a guiding compass for the sector, providing a framework that sets a vision for what the visitor economy can look like in five years' time, and outlines overarching ambitions for the sector. Specific actions and initiatives will be detailed in future implementation plans.



# Strategic context

**Experience Melbourne 2028 complements and extends a range of policies, plans and strategies, both within City of Melbourne and at a state and federal level. Together, these plans help decision-makers and guide the sector to create a vibrant and sustainable visitor economy in Melbourne.**

## City of Melbourne

### Council Plan 2021–25

Experience Melbourne 2028 responds to the Council Plan 2021–25 'Economy of the Future' strategic objective, with an increase in the number of visitors to the municipality a key measure of success. The Council Plan 2021–25 prioritises a central city that is a magnet for events and has a strong reputation as a destination to visit, do business, study and live. A coordinated effort in the visitor economy will increase economic participation, provide more jobs and attract talent and investment to the city.

Experience Melbourne 2028 also supports the other goals in the Council Plan 2021–25. It embraces Aboriginal identity and culture as a key experience pillar and celebrates Melbourne's diversity and creative community as key drivers of visitation. It supports innovative initiatives that aim to reduce emissions and waste in the sector and contributes to making sure everyone feels safe and included when visiting the city.

### Other City of Melbourne plans

The visitor economy has touchpoints across many work areas for City of Melbourne, with many strategies and plans contributing to a positive visitor experience and thriving visitor economy.

- **Economic Development Strategy 2031** aims to position Melbourne as the premier international and domestic visitor destination in Australia.
- **Creative Strategy 2028** supports artists and creatives who contribute to Melbourne's status as a cultural capital.
- **Transport Strategy 2030** ensures visitors can traverse the city with ease.
- **Greenline Master Plan** will transform the north bank of the Yarra River – Birrarung into one of the city's leading attractions.
- **Nature in the City Strategy** protects Melbourne's vibrant urban nature experiences.
- **Inclusive Melbourne Strategy 2032** champions the diversity of Melbourne's visitors and locals alike.
- **(Innovate) Reconciliation Action Plan** supports the voice and ambition of Aboriginal communities.

Experience Melbourne 2028 links many elements across these plans to foster a whole-of-organisation approach to a seamless and enjoyable visitor experience.





*City of Melbourne policy context*

**Sustainable Development Goals**

The development and implementation of Experience Melbourne 2028 aligns with the Sustainable Development Goals (SDGs), a United Nations framework supported by City of Melbourne. These 17 goals were established to address pressing global challenges by 2030, encompassing a broad spectrum of social, economic and environmental issues.

Melbourne was the first city in Australia to undertake a Voluntary Local Review Declaration to report its progress towards the SDGs. The review identified key performance indicators to monitor how City of Melbourne is tracking against the goals. Experience Melbourne 2028 will contribute to achieving these goals, in particular SDG target 8.9: Promote sustainable tourism that creates local jobs and promotes local culture and products.

**State and federal context**

Experience Melbourne 2028 is a comprehensive plan that closely aligns with broader tourism strategies designed by the Victorian and Australian governments.

Under the umbrella of Experience Victoria 2033 and the national Thrive 2030 strategy, Melbourne's approach is tailored to enhance the city's unique offerings while contributing to the overarching goals

of increasing tourism, boosting economic growth, and enhancing visitor experiences at the state and national levels.

This alignment ensures a cohesive and unified effort across different levels of government, maximising the impact of initiatives and investments.



### Greater Melbourne context

Experience Melbourne 2028, developed within City of Melbourne's local government area, acknowledges the seamless nature of visitor experiences that transcend municipal boundaries.

Recognising the critical role of collaboration, we are committed to partnering with neighbouring councils and key stakeholders across greater Melbourne. This unified approach aims to foster a cohesive visitor experience and bolster the overall visitor economy, ensuring that greater Melbourne thrives as a harmonious, interconnected destination.



# Defining the visitor economy

Experience Melbourne 2028 adopts a progressive perspective that extends beyond the conventional boundaries of the tourism industry. This plan recognises the broad and transformative concept of the visitor economy, with an array of visitor types and businesses contributing to the end-to-end experience. This strategic evolution aims to capture the whole visitor landscape, acknowledging the diverse range of visitors and the multitude of businesses that shape the Melbourne experience.

## Visitors are diverse

Visitors can be leisure travellers who come to Melbourne for a holiday or to visit friends and relatives, as well as 'day trippers' who spend the day shopping or going to a show in the city. The term also applies to business travellers and those attending meetings, conferences and conventions. Visitors are also the temporary residents who are studying in Melbourne or working in the city for a limited time. Local residents and city workers also use Melbourne in similar ways to visitors and contribute to the vibrancy of the city.

## Stakeholders are equally diverse

The visitor economy is graced with diverse stakeholders, including hotels and accommodation providers, cultural institutions, attractions, tour operators, retail establishments, restaurants and bars, transport providers, event organisers, venues, universities and research institutions. These elements collectively form a crucial part of the Melbourne experience.

A key objective of this plan is to foster positive interactions within the visitor economy ecosystem, enhancing their synergy and overall impact on the city. Achieving this objective will require collaboration between participants, strategies that are carefully aligned, and stronger forms of cooperation.

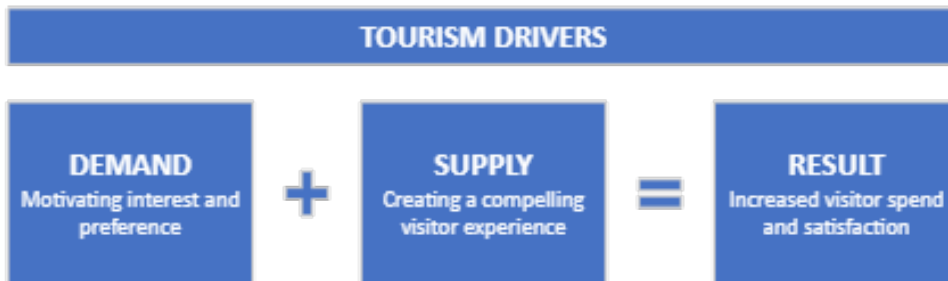
## Geographic focus

The overarching goal of Experience Melbourne 2028 is to position Melbourne as a welcoming and attractive destination for a broad spectrum of visitors, encompassing local, domestic and international audiences. By addressing the needs and interests of a range of visitors, the plan aims to create a dynamic and inclusive destination that is accessible and appealing to everyone. This approach recognises the unique contributions each type of visitor makes to the city's economic, cultural, and social vitality.

- **Locals and greater Melbourne residents:** Encouraging residents from the broader metropolitan area to explore the city, fostering a sense of local pride, enthusiasm and energy.
- **Intrastate visitors:** Recognising the significance of visitors from within Victoria, ensuring that Melbourne remains an attractive destination for regional travellers.
- **Interstate visitors:** Attracting visitors from other states, showcasing Melbourne as a place of diversity, passion and creativity with unique offerings that set it apart on a national scale.
- **International visitors:** Acknowledging the global appeal of Melbourne, the plan aims to elevate the city's reputation on the international stage.

## Managing the Destination

The visitor economy has two primary revenue drivers — demand and supply. Creative marketing efforts strive to generate demand for a destination and create immediate urgency for people to want to visit. Destination management focuses on the supply side of tourism by creating a compelling visitor experience to attract new visitors and entice repeat visitation.



In a world where people can quickly share their experiences via social networks and rate their experiences on third-party platforms, the quality of the destination and its experiences is an essential element of the marketing toolbox.

### Destination management

Destination management happens when industry and government plan and work together to enhance the quality of the visitor's experience by ensuring tourism products, services, amenities, and practices meet and exceed visitor expectations over the long term. The overarching purpose is to increase destination competitiveness and maximise visitor spend.

There are multiple dimensions to supply that are considered in destination management to enhance the visitor experience, including:

- The setting in which visitor experiences take place and how visitors access them.
- Policies that establish and maintain growth opportunities.
- Investment in products and experiences matched to consumer interests, including infrastructure and amenities.
- Visitor servicing programs that meet and exceeds guest expectations .
- Industry capability, skills, and training.

### Destination marketing

Destination marketing involves the positioning and promotion of a destination to attract visitors. There are many stakeholders at each level of government that contribute to driving visitation to Melbourne.

At the federal level, Tourism Australia is the government agency responsible for nationwide strategies that position the country as a prime destination globally.

Visit Victoria is the government agency at the state level responsible for driving visitation and expenditure to Victoria through destination marketing and the acquisition and support of major events. Visit Victoria's campaign Every Bit Different is the master brand framework for Melbourne and Victoria; a creative marketing platform that is leveraged by City of Melbourne and industry.

At the local level, City of Melbourne brings people to the city from greater Melbourne and regional Victoria. We showcase the unique and varied experiences the city offers through targeted campaigns, while the What's On Melbourne digital platforms connect visitors with local events and businesses.

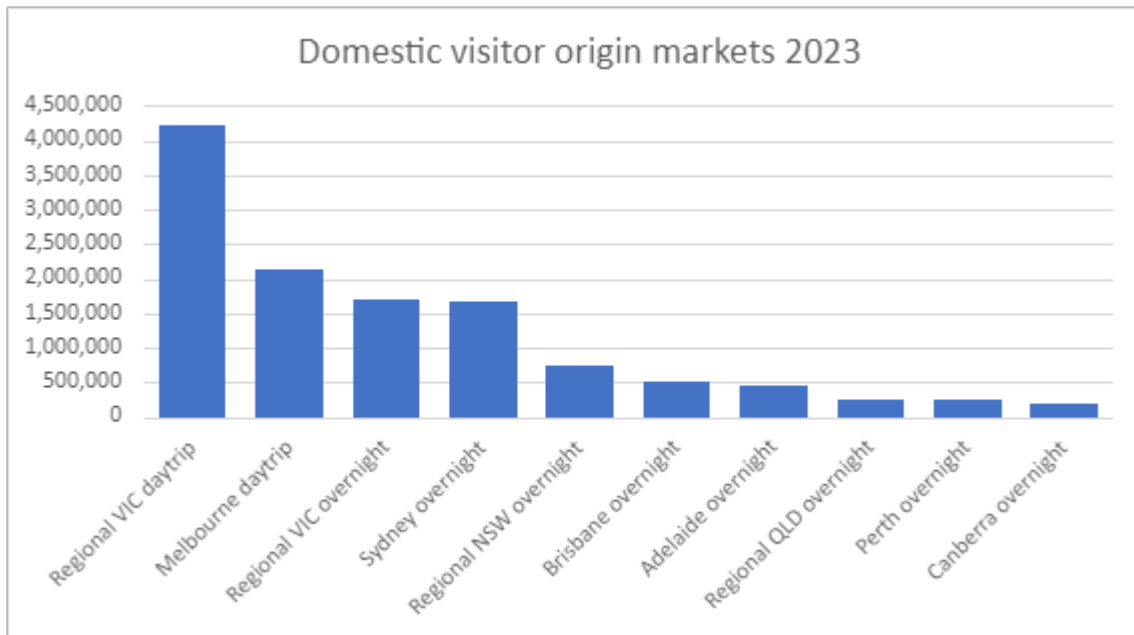
# Visitor markets

**Experience Melbourne 2028 takes a market-led approach to destination management. We welcome all visitors to Melbourne, but it is important to understand and respond to the needs of our key visitor markets and segments.**

While promoting Melbourne to domestic and international visitors is primarily the role of Visit Victoria and Tourism Australia, understanding these markets enables us to develop experiences that align with these visitors' preferences.

## Top visitor origin markets 2023

City of Melbourne's top domestic markets in 2023 were day-trippers from regional Victoria and greater Melbourne. Regional Victoria is the city's largest overnight market, closely followed by Sydney.



Source: National visitor survey, YE December 2023, Tourism Research Australia

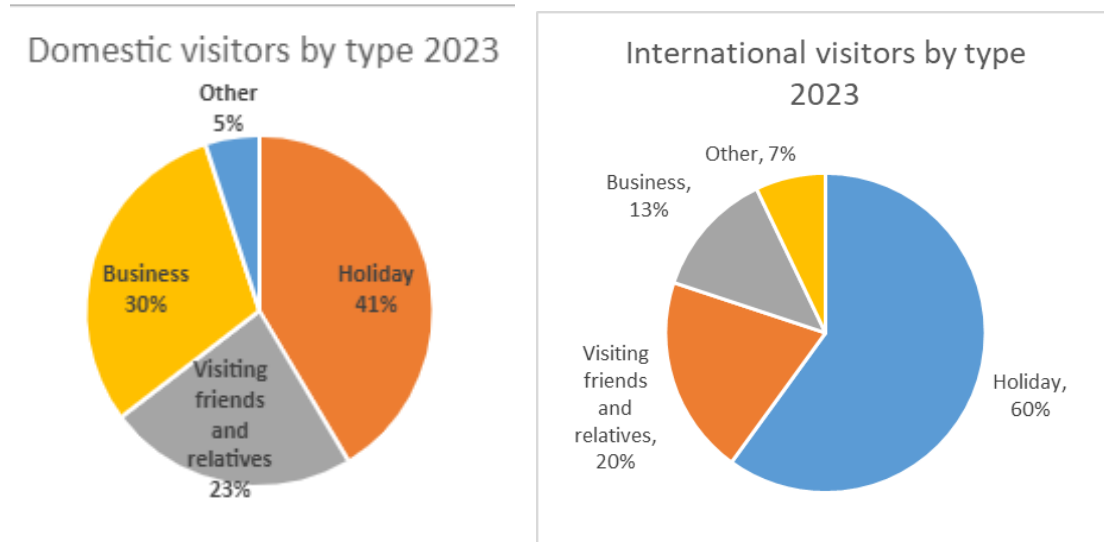
There were 2.1 million international overnight visitors to Victoria in 2023, spending a total of \$6.4 billion. The top markets were New Zealand and mainland China, followed by the United States and the United Kingdom.



Source: *International visitor survey, YE December 2023, Tourism Research Australia*

## Types of visitors 2023

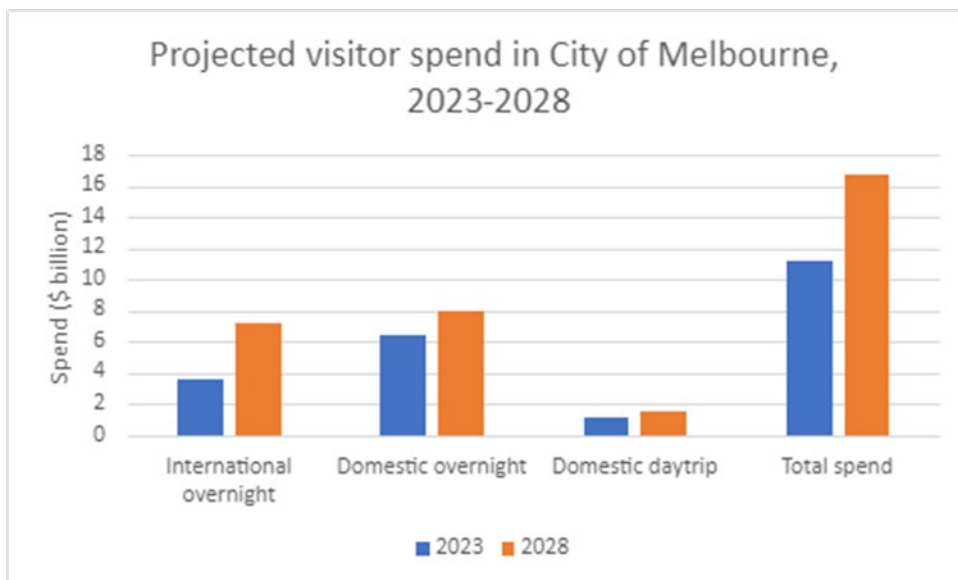
Domestically, people visiting Melbourne for a holiday or to visit friends and relatives make up the majority of visitors.



Source: *National visitor survey and International visitor survey YE December 2023, Tourism Research Australia*

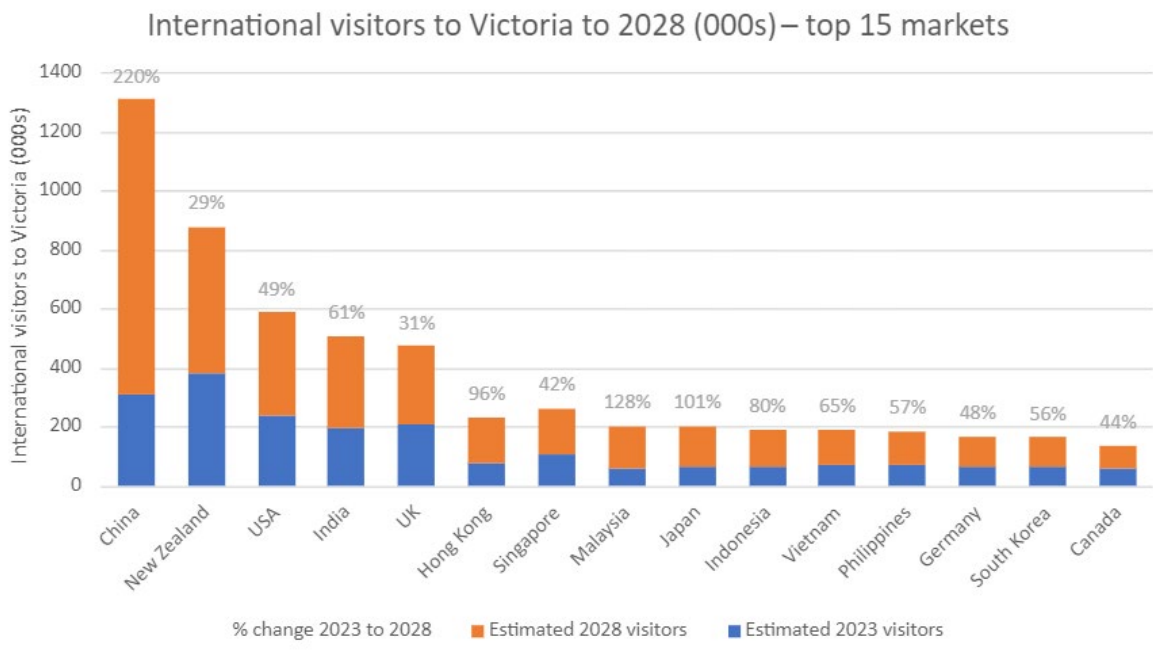
## Forecast top markets 2028

Domestic overnight spend is expected to be the largest generator of visitor spend in Melbourne in 2028 years at \$8 billion. However, growth in this sector is projected to be moderate after a period of strong recovery due to pent up demand as Australians embraced travel post COVID-19 restrictions. International overnight spend is expected to generate \$7.21 billion in 2028, up from \$3.54 billion in 2023, reflecting the importance of the international sector over the next five years.



Source: *Tourism forecasts for Australia 2023-2028, Tourism Research Australia*

Internationally, high growth is expected in key markets such as China, India and South-East Asia. The top five international markets in 2028 are expected to be China, New Zealand, the United States, India and the United Kingdom.



Source: *Tourism Forecasts for Victoria, Victorian Government Department Jobs, Skills, Industry and Regions*

## Visitor segments

### Greater Melbourne and regional Victoria

City of Melbourne's destination marketing efforts have a broad reach in greater Melbourne and regional Victoria that are targeted towards three key segments. These segments have been identified as having the highest propensity to visit based on a mix of demographics, behaviours and attitudes to the city:

- *Cultured advocates*: Skew slightly older and love everything about the city, specifically arts, culture and food. Live close to the city, very high visitation, high spend.
- *Eager explorers*: A younger group who are less concerned with the city's cultural offerings but love exploring and will visit without a plan. Live a moderate distance from city, high visitation, high spend.
- *Family focused*: Have children living at home and their visit revolves around catering to their children's needs and interests. Live a moderate to outer distance from city, medium visitation and high spend.

Interstate and international visitors are considered a lateral audience. They may discover What's On Melbourne while searching online and are reached once in Melbourne via in-destination marketing channels.

### Interstate and international

Visit Victoria is primarily responsible for driving visitation to Melbourne and Victoria. It has identified two key segments for demand-driven marketing activity: Lifestyle leaders in the domestic market and High-value travellers (HVTs) internationally. These two segments can travel for holiday, business or to visit friends and relatives.

- *Lifestyle leaders*: Making up more than 30 per cent of the Australian population, Lifestyle leaders travel more often and spend more while away from home than the average population. They are more likely to travel independently and like to experience the local culture.
- *High-value travellers*: Travel long haul on a regular basis, have above average trip expenditure, and are more likely to stay longer and disperse outside of tourist hotspots. This is also Tourism Australia's target audience when promoting Australia internationally.





# The importance of the visitor economy

Melbourne's visitor economy plays a pivotal role in shaping the city's identity, fostering economic growth and enhancing its global standing. The influx of domestic and international visitors contributes significantly to the city's economic prosperity. It also enriches the quality of life in the city, making Melbourne an attractive destination for talent and business investment, and an enviable place to live.

As a truly global city, the loss of domestic and international visitors, conferences and events during the pandemic hit our visitor economy hard. Domestic visitor spending fell from \$5.9 billion in 2019 to \$1.7 billion in 2021 (Tourism Research Australia 2020, 2022a). International visitor spending was almost non-existent. This downturn led to significant economic challenges and momentarily hushed the vibrant cultural and cosmopolitan lifestyle that defines Melbourne.

The city has rebounded, but the pandemic serves as a reminder of the need for a strong and resilient visitor economy into the future.

## **Economic impacts of tourism**

Melbourne's visitor economy supports businesses across the city, from hotels and restaurants to retail and entertainment.

It also generates substantial revenue: City of Melbourne welcomed more than 14 million visitors in 2023 (Tourism Research Australia, 2023b). These visitors spent more than \$11 billion, providing a substantial boost to local businesses.

Direct spending by visitors carries a multiplier effect on the local economy. For example, money spent in hotels helps pay salaries, which are then spent in other sectors, further stimulating economic activity.

With growth in the visitor economy comes a corresponding increase in employment opportunities. This increase isn't limited to direct tourism services such as hotels and tour guides – it also extends to sectors indirectly linked to tourism, such as food production and transportation. More than 57,000 workers were either directly or indirectly employed by Melbourne's tourism sector in 2019 (economy.id, 2023).

## **Attracting talent to the city**

Melbourne's appeal as a visitor destination contributes to the city's ability to attract talent, helping to fuel the city's knowledge economy. The visitor economy often acts as a gateway for potential talent to experience Melbourne's culture, lifestyle and opportunities firsthand. In today's interconnected world, global talent mobility has reached unprecedented levels. With remote working technologies and increased connectivity, skilled professionals are no longer bound by geographical constraints, which leads to a dynamic global talent pool. In 2020, for example, Melbourne was in the top 10 of Savill's global list of Tech Lifestyle Cities, as well as topping their Digital Nomad Essentials Index.

This shift emphasises the importance of creating environments that are socially and culturally enriching as well as economically vibrant. Attracting and retaining a diverse and skilled workforce is essential for innovation and economic growth.

### **Attracting investment to the city**

Melbourne's vibrant visitor economy makes it an attractive destination for investment. A consistent flow of tourists ensures a stable market for businesses in the hospitality, entertainment and retail sectors.

The city's status as a popular tourist destination attracts global brands and international hotel chains, further boosting the economy. These investments create jobs and support improved public services and infrastructure.

Businesses also see the benefits of establishing a presence in a city that is globally recognised and has robust tourism infrastructure. Melbourne's status as a top-tier destination makes it an attractive location for international conferences, trade events and business meetings, further boosting the local economy and enhancing the city's reputation as a global business hub.

### **Infrastructure benefits**

The visitor economy necessitates and drives infrastructure development. Major investments in public transport, such as the Metro Tunnel project, as well as airports, roads and pedestrian areas improve the visitor experience. They also enhance the quality of life for residents.

Tourism also inspires big plans for public spaces, parks, museums and galleries, all of which enrich the city's cultural landscape. Fed Square, for example, is Melbourne's premier meeting place, visitor destination and event venue. Since opening in 2002, it has seen more than 110 million visits. The Melbourne Arts Precinct Transformation is the largest cultural infrastructure project in Australia's history and will transform the precinct into one of the great creative and cultural destinations in the world.

### **Socio-cultural benefits**

An influx of visitors from diverse backgrounds contributes to the cultural mosaic of Melbourne, offering residents and visitors alike the opportunity to engage with an array of cultures, languages, and beliefs. Through exposure to different cultures, locals and visitors gain a deeper understanding and appreciation of diversity. This cultural exchange promotes tolerance, respect and a broader worldview.

A successful visitor economy can also instil a sense of pride and identity within the local community. As Melbourne becomes renowned for its visitor economy, residents take pride in their city's global appeal, contributing to a positive and confident local identity. Shared experiences promote social cohesion through events such as cultural festivals, art exhibitions and sporting events. As people come together to celebrate and enjoy these activities, a sense of unity and togetherness is fostered, breaking down barriers and contributing to a more tightly knit community.

***"Melbourne has a robust and growing tourism industry, with a steady increase in visitor numbers year after year. Overall, the combination of Melbourne's attractive cultural offerings, strong tourism industry and excellent infrastructure make it an attractive destination for hotel operators and investors seeking long-term growth and success."***

***Adrian Williams, Chief Operating Officer PME, Pacific, Accor***



# Why invest in Melbourne

**Melbourne's blend of cultural diversity, vibrant lifestyle and a thriving business environment make it an appealing destination for investors in the visitor economy.**

Australia was rated sixth best country in the world to invest in 2023, with Melbourne being the top investment location in the country and the seventh-best metro location in the world (Bruns, 2023).

## **We have a strong, reliable domestic market**

Melbourne is undoubtedly the destination of choice for Australians travelling domestically. Interstate overnight spend in Melbourne continued its lead over all other capital cities in Australia to reach \$7.9 billion in 2023 (Tourism Research Australia, 2023). Melbourne also held the lead position as the city with the most interstate visitors in Australia.

Research from Roy Morgan (2023) shows Melbourne is poised to hold onto its position as the top domestic destination for the foreseeable future. More than 2.7 million Australians said they would like to stay at least one night in the city on a trip in the next two years, more than any other destination in the country. Almost 2.3 million of those who mentioned a trip to Melbourne were coming from interstate locations – a higher number of interstate visitors than any other destination – while a further 500,000 Victorians also said they would like to spend at least a night in their capital city in the next two years.

Robust interest from the domestic market lends resilience to Melbourne's visitor economy, particularly during periods of international uncertainty.

## **We're well placed to welcome international travellers**

The growth outlook for international visitors to Victoria is favourable, with high growth expected in key markets such as China, India and South-East Asia. International overnight visitors to Victoria are projected to be above pre-pandemic levels in 2024. This is ahead of Australia overall, due to Victoria's unique market mix of visitors with a strong growth profile including large shares of Chinese and Indian visitors (Victorian Government, 2023a). International visitors to Victoria are projected to increase to 4.4 million in 2028 with growth of 11.5 per cent per annum in the next five years, above the national growth rate of 10.6 per cent (Victorian Government, 2023a).

To explore ways to expand Australia's tourism market, the Australian Government's international trade promotion, investment and visitor attraction agency Austrade performed a detailed market analysis. It pinpoints 10 international markets as particularly significant in terms of diversification potential. Notably, India, Vietnam, Indonesia and Malaysia showed 'strong potential' for growth (Austrade, 2023). Melbourne's significant diaspora communities and its cultural ties to South-East Asia place it in an advantageous position to attract visitors from these rapidly developing markets. Reinforcing this market analysis, consumer demand research conducted by Tourism Australia indicates a high level of interest and intent to travel to Melbourne from these identified markets.

**International visitors to Victoria are projected to increase to 4.4 million in 2028, with a growth of 11.5 per cent per annum.**

## **We have unique competitive advantages**

Melbourne is officially now Australia's largest hotel market, with 21 new hotels and 4889 rooms opening in less than four years (JLL, 2023), including the Ritz-Carlton, Le Meridien and The Dorsett Melbourne. In 2023, the city boasted around 26,500 rooms in total, representing a 23 per cent increase in four years (JLL, 2023). Melbourne has a proven track record of successfully absorbing new hotel supply, thanks to the size of the market and the breadth of travel segments drawn to the city.

Melbourne is well connected to Australia and the world. More than 30 million travellers used the airport's four terminals in the 2023 financial year, including more than 22.5 million domestic passengers and almost 8.3 million international travellers (Melbourne Airport, 2023a). Melbourne Airport has the largest number of international carriers in its history, with a total of 39 (Melbourne Airport, 2023c). Our sea passenger terminal is operating at record capacity, doubling the number of cruise ships docking at the pier in the past decade (Victorian Ports Corporation, 2023). The Victorian Government in early 2023 capped the price of regional public transport fares at the same price as a daily metro ticket, making it more affordable to travel across the state.

Once visitors are in the city there is a well-connected transport network, with the Free Tram Zone allowing visitors to traverse the central city easily. Infrastructure projects such as the Metro Tunnel (due for completion in 2025) will transform the city's train network, enhancing efficiency and connectivity.

Melbourne is the cultural capital of Australia and was named one of the top 10 best cities in the world for culture by Time Out in 2023. This bodes well for attracting international visitors seeking to immerse themselves in a new culture. It also appeals to domestic visitors: in Booking.com's Sustainable Travel Report 2021, 65 per cent of Australians said they were looking for authentic experiences that are representative of the local culture when they travel (Coulton, 2021).

## **Melbourne is Australia's largest hotel market, with 26,500 rooms in 2023**

Melbourne is a premier destination for events. It is the only city in the world to host both a tennis Grand Slam and a Formula 1 Grand Prix. It's no surprise then that Melbourne has been named the sporting capital of the world on four occasions (Sydney Morning Herald, 2016).

The city also features the largest conference and exhibition centre in Australia and the highest concentration of conference facilities, conveniently located in the central city. Melbourne was named 'Oceania's leading meetings and conference destination' for the ninth time by the World Travel Awards in 2023.

Melbourne's commitment to sustainability and green initiatives positions the city to make the most of a growing number of visitors who prioritise sustainability. Melbourne's tram network is 100 per cent offset by renewable energy (Victorian Government, 2023b). City of Melbourne's operations were first certified as carbon neutral in 2012 (City of Melbourne, 2018). The Melbourne Convention and Exhibition Centre is Australia's largest event facility and the first in the world to achieve a six-star Green Star environmental rating (MCEC, 2023). Melbourne was named the world's most sustainable city according to Euromonitor International's 2023 Sustainable Travel Index.

## **We're planning and investing for growth**

Crucially, Melbourne is actively investing in the future to ensure sustained growth and resilience. Transformational projects such as Metro Tunnel, the Melbourne Arts Precinct Transformation and the Greenline Project underscore this commitment.

The Metro Tunnel is an \$11 billion major public transport project from the Victorian Government that will enable the city's train network to cater for Melbourne's population growth. The new cross-city rail tunnel will see the creation of five new underground stations in the City of Melbourne and change the way people travel in Melbourne.

The Victorian Government is also investing \$1.7 billion to transform the Melbourne Arts Precinct into one of the great creative and cultural destinations in the world. The transformation will deliver 18,000 square metres of new public spaces, featuring restaurants, bars, lush green spaces and public art. The parklands will connect existing assets and a new major contemporary art gallery in an immersive cultural experience designed to host around 3000 performances and exhibitions each year (MAPCo, 2023).

The Greenline Project is a once-in-a-lifetime opportunity to create a new internationally recognisable destination in the centre of our city. The project aims to reposition the Yarra River – Birrarung as the heart of Melbourne's culture, economy and liveability, revitalising the river's north bank and transforming it into an inspiring and rejuvenated public waterfront. The river will be recognised as 'an integrated living entity' and its surrounding environment will be re-established as an ecological corridor.

***"As Melbourne continues its strong post-pandemic recovery, its critical stakeholders across our vibrant visitor economy collaborate effectively to ensure this momentum is maintained. Faced with increased competition for the discretionary dollar, a coherent vision for Melbourne's visitor economy will continue to position our city as a preferred destination of choice, showcasing the breadth and diversity of the visitor experience our city is world renowned for."***

**Dougal Hollis, General Manager, Accommodation Australia  
(Victoria)**

***"Melbourne attracts a powerful mix of business, leisure and event-based travellers, who sustain a robust year-round visitor economy. And with greater Melbourne now Australia's most populous city, the visiting friends and family market is another key travel segment."***

**Richard Crawford, Vice President of Hotel Development in Australia, NZ and Pacific, Marriott**



# The vision for Melbourne's visitor economy

**Experience Melbourne 2028 defines a collective identity that builds on Melbourne's reputation as a world-class visitor destination.**

To help us achieve our vision for the visitor economy, we must work together as a sector to solidify and share a compelling narrative.

Our vision extends beyond the five-year horizon outlined in the plan, embracing the collaborative journey toward a future that we will shape and cultivate together.

## Our vision

**Melbourne is a city that captivates and welcomes a new generation of travellers, the kind of visitors who are looking to connect deeply with the psyche of a place. We invite spirited adventurers in to discover eclectic worlds just beneath the surface.**

Our status as the cultural capital of Australia is amplified. The city beats proudly with the promise of transformational experiences delivered in a uniquely Melbourne way – carefully crafted with integrity, creativity and a touch of the offbeat.

Every street and laneway is home to a thousand stories, told by the city's artists, designers and thinkers. Our creative scene is distinctive and celebrated, renowned for its original and risk-taking artistic experiences.

We are a beacon for visitors who seek an enriching and profound urban Aboriginal experience. We reflect the ancient history and thriving culture of this land.

A year-round calendar of international events and homegrown offerings activates the entire city.

Our inventive foodie culture and diverse culinary influences make this city a global leader in gastronomy.

Melbourne's effortless style emanates from the diverse cast of characters who embody the city. Our eclectic retail offerings make shopping in the city an iconic experience that can't be replicated elsewhere.

The city's abundance of green spaces and natural gems are nurtured and thriving, tantalising visitors and offering respite from the hustle and bustle.

Our curious nature fuels our reputation as a hub for knowledge and innovation. We attract the world's brightest minds to study at our renowned universities and deliver meaningful change through inspiring conferences and events.

From every angle, Melbourne shines with the potential of delightful discoveries. The city leaves visitors with the feeling of having connected with something intangible and yet distinctively Melbourne.



# Guiding principles

**Experience Melbourne 2028 is underpinned by five guiding principles.**

The guiding principles provide a framework for decision-making, ensuring our actions align with the core values and priorities of the plan. They provide a common language among the many stakeholders of the visitor economy, preventing fragmentation and fostering a unified approach.

## Experience centric

Melbourne's visitor economy is rooted in an experience-centric approach, prioritising the richness of every encounter to elevate Melbourne as a premier global destination. The essence of tourism lies in the visitor's experience, and this plan interweaves every city element into a cohesive, memorable journey. Success is measured in more than numbers. It is measured in the quality of experiences for both visitors and the local community.

## Inclusive and welcoming

Experience Melbourne 2028 adopts an inclusive approach that prioritises equity and justice for people of all identities, genders, cultures, beliefs, ages and abilities. By fostering an environment that celebrates diversity, we can ensure that visitors and locals alike feel welcomed, celebrated and valued in the city, contributing to a harmonious visitor experience.

## Aboriginal focused

As part of our commitment to reconciliation we acknowledge that all tourism in Melbourne occurs on Aboriginal land. Although Aboriginal experiences are identified as a distinct component of Melbourne's visitor economy, acknowledging and respecting the traditional ownership and deep connection of Aboriginal people to Country is a fundamental principle guiding all tourism development in Melbourne. We support Aboriginal people and businesses' right to self-determination, respecting intellectual property rights, cultures and practises. Partnerships with Aboriginal organisations will be equitable, sustainable and mutually beneficial.

## Sustainable and regenerative

Experience Melbourne 2028 is committed to sustainability and regeneration, seeking to minimise the environmental impact of the visitor economy and promote responsible tourism practices. The plan focuses on preserving the city's natural resources, supporting initiatives that contribute to the long-term health and resilience of the city and ensuring visitors have a positive impact on the destination. Beyond the environment, we recognise the importance of cultural sustainability, preserving and celebrating Melbourne's rich cultural heritage alongside its natural assets.

## Collaborative and connected

Experience Melbourne 2028 champions collaboration among the various stakeholders who make up the visitor economy. By brokering partnerships and fostering a united effort, we aim to create a synergistic approach to destination management, ensuring that decisions and actions are coordinated and respond to emerging trends in the local and global market.

# Melbourne's experience pillars

**Experience Melbourne 2028 plays a key role in shaping Melbourne's identity and reputation. At the centre of the plan are eight experience pillars: thematic areas that serve as the foundation for the visitor experience in Melbourne. The eight pillars assist in creating and affirming a distinct identity for Melbourne's visitor economy, guiding strategic efforts and aligning messaging by stakeholders.**

Within each pillar is a set of key directions that serve as a guide for the sector to focus their energies over the life of the plan. Detailed actions for each of the key directions will be developed in implementation plans. Underpinning the experience pillars are three experience essentials, foundational blocks required for a seamless visitor experience.

The experience pillars do not exist in isolation. A visitor can explore Melbourne's iconic laneways filled with street art while discovering a local boutique selling one-of-a-kind pieces. A family can spend the day exploring the Royal Botanic Gardens while learning about indigenous ecosystems on the Aboriginal Heritage Walk. One of Melbourne's key drawcards is that many of its best experiences are clustered conveniently in the central city, allowing visitors to explore with ease.

These pillars have been identified through extensive stakeholder consultation with government, industry and community via focus groups, one-on-one interviews and survey responses. As well as informed by Tourism's Australia's Future of Demand research that globally mapped the experiences driving tourism demand now and into the future. Some pillars represent iconic experiences where Melbourne holds a leadership position, and the goal is to maintain the current level of success. Some pillars are renowned experiences but require further development and attention to consolidate their position. Other pillars have untapped potential that with concerted efforts can significantly elevate Melbourne's visitor experience.

<b>Iconic experiences</b>		
Sports and events capital	Ground-breaking creativity	Vibrant people and places
<b>Renowned experiences</b>		
Gastronomy 24/7		Eclectic shopping mecca
<b>Emerging experiences</b>		
Urban Aboriginal culture	World-class knowledge hub	Green urban oasis
<b>Experience Essentials</b>		
Transport and connectivity	Safety and cleanliness	Accessibility

**Iconic experience**

Renowned experience

Emerging experience

## Sports and events capital

**Melbourne is a city of sports and events. From the tentpoles of the sporting calendar to an abundance of iconic events and community gatherings, there's always spectacles to be shared.**

Our sporting culture is deeply ingrained in the city's identity: from the birthplace of test cricket at the legendary Melbourne Cricket Ground and to the thousands of roaring fans who watch a live AFL clash. The city fills with finery for the Melbourne Cup, and the atmosphere is electric with the global allure of the Australian Open and the adrenaline of Formula 1 Australian Grand Prix.

Festivals of all flavours take place almost every week of the year, covering international arts and film, food and wine, fashion and community celebrations. The central location and sheer concentration of our largest event venues makes Melbourne the natural host for major international events, while home-grown celebrations take place in small-to-medium venues and public spaces across the city.

Sports and events play a significant role in Melbourne's visitor economy. They are one of the primary motivators for tourism, with people from across Australia and internationally coming to Melbourne for its events. Events are drivers of economic activity, encouraging spend both at the events themselves and in businesses before and after attendance. According to Visit Victoria, events contributed \$3.3 billion back to Victoria in 2023. Beyond economic benefits, events strengthen the city's identity and encourage social cohesion.

City of Melbourne plays an important role in the events industry, delivering a suite of premier events to encourage visits to various precincts, particularly in shoulder seasons. We support independently produced events to take place in the city throughout the year through grants and sponsorship programs. We also assist event organisers to deliver events through support with permitting and logistics.

Melbourne's events calendar is spread evenly throughout the year. While wonderful, the volume of events also presents an opportunity for creative thinking, as individual activations seek new ways to stand out and shine in a busy schedule. City of Melbourne has a role to play as facilitator to connect the visitor economy and events sectors.

### 2028 vision

Melbourne's position as the events capital is embedded in the city's DNA, boasting a year-round calendar of enviable major international events and homegrown offerings that attract visitors from around Australia and the world. Events are a highly visible part of life in Melbourne, showcasing the very best of the city, and activating new and established public spaces and venues throughout the year.

### Key directions:

- Priority direction: Improve the approvals process for organisers delivering events in Melbourne.
- Maximise opportunities to raise the visibility of sporting and cultural events across Melbourne.
- Invest in an effective portfolio of events that drive visitation and spend that contribute to Melbourne's status as an events capital.
- Support event organisers to activate unconventional and unique public spaces.

Experience	Global Interest	Market Size ('000)	Top Markets
Food and Drink Festivals	52%	61,800	Vietnam, South Korea, Thailand, Canada, Malaysia
Carnivals	31%	34,387	Indonesia, Hong Kong, Taiwan, Thailand, Malaysia
Dance / Music Festivals	29%	33,925	India, Philippines, Canada, USA, South Korea
Sports Events	25%	31,352	China, South Korea, Japan, UK, Indonesia

Source: *Future of Global Tourism Demand, Tourism Australia*

**Iconic experience**

Renowned experience

Emerging experience

## Ground-breaking creativity

**Melbourne's creative scene is distinctive and celebrated, renowned for its originality, independent spirit and commitment to pushing boundaries.**

The city's dynamic artistic landscape is manifested in our galleries, theatres, street art and cultural events, making it a haven for art enthusiasts. Before the pandemic, Melbourne was recognised for running more live music venues per capita than any other city in the world (Music Victoria, 2023). A strong independent sector coupled with Australia's leading commercial theatres and galleries provides an electric mix of local talent and big international drawcards. Significant projects such as the Melbourne Arts Precinct Transformation in Southbank have the potential to further invigorate the creative soul of the city. Creative experiences in Melbourne are accessible and inclusive, with year-round offerings in all reaches of the city.

A vibrant street art scene and engaging public art turns the city into an open-air gallery. High-quality free offerings are available to everyone regardless of their financial means. Exciting contemporary work from Aboriginal artists continues a culture of storytelling and creativity that has taken place on this land for thousands of generations. Creative programs and spaces for children and families at Melbourne Museum, National Gallery of Victoria, Australian Centre for the Moving Image and ArtPlay are popular and renowned. A commitment to inclusion and equity actively reduces barriers to accessing the arts for both artists and audiences.

While Melbourne holds a leadership position in this space, sustaining this creative ecosystem requires ongoing efforts. It is crucial to provide affordable spaces for artists to live, create, develop and present their work in the city. This in turn creates a pipeline of new works for enjoyment by local and international audiences. Especially post-pandemic, it is essential to support organisations and venues that champion the next generation of artists and artmaking.

Creative experiences are one of the top three reasons people visit Melbourne for both Australian and international visitors. And yet, competition for creative and cultural tourism is strong. While Melbourne is perceived as a creative hub within Australia, there is an opportunity to amplify this reputation internationally. The city's advantage lies in its original, edgy and risk-taking work. We have an opportunity to highlight these qualities and capture the imagination of international creative tourists.

### 2028 vision

Melbourne's unique creative landscape is a magnet for local artistic innovators and international blockbusters. Curious audiences are drawn to Melbourne as a city filled with exhilarating art experiences that reflect the city's independent and progressive spirit.

### Key directions:

- Priority direction: Enhance the visibility of the city's creative experiences and precincts for visitors.
- Invest in art and artists that build on our reputation as a leader in original, ground-breaking work.
- Facilitate collaboration between the creative sector and the visitor economy.

Experience	Global Interest	Market Size ('000)	Top Markets
Museums / Galleries	41%	48,044	Italy, USA, Philippines, Japan, UK
Theatre, Concerts or Performing Arts	26%	32,834	Canada, Japan, South Korea, UK, New Zealand

Source: *Future of Global Tourism Demand, Tourism Australia*

**Iconic experience**

Renowned experience

Emerging experience

## Vibrant people and places

**Melbourne's welcoming people and vibrant public realm are fundamental parts of the city's identity.**

Melbourne is home to one of the world's most harmonious and multicultural communities, with 54 per cent of people born overseas and 46 per cent using a language other than English at home (Australian Bureau of Statistics, 2021). More than 100 languages are spoken by the city's residents (City of Melbourne, 2024a). Melbourne has always been a significant meeting place for the people of the Kulin Nation, with each successive wave of migration contributing to the city's rich tapestry of cultural diversity.

Melbourne boasts established neighbourhoods with distinct cultural identities, from the Italian enclave of Lygon Street to the longest continuing Chinatown in the Western world. The city blends well-preserved Victorian architecture with cutting-edge modern landmarks. From the iconic Flinders Street Station to the world heritage-listed Royal Exhibition Building and the contemporary marvels of Fed Square, the city's architecture mirrors its evolving cultural narrative.

Our vibrant streets and iconic laneways invite exploration, support businesses and contribute to the character of the city. Outdoor dining, a long-held strength of Melbourne's cafe culture, has grown even more popular since the pandemic. And our elevated rooftops and hole-in-the-wall spots charm visitors and locals alike.

What truly sets Melbourne apart is our people. We are progressive and inclusive, embodying a collective spirit that fosters creativity and acceptance. Awarded the world's friendliest city in 2022 (William Russell, 2022) and ranked as the fourth most LGBTIQ+ friendly city globally (Big 7 Travel, 2022), Melburnians welcome people of all genders, cultures and identities. Lonely Planet in 2023 described Melbourne as one of Australia's most family friendly destinations. Melbourne's cultural experiences shine with a kaleidoscope of influences, including heritage, architecture and the inclusive spirit of our people.

### 2028 vision

Melbourne's multicultural landscape attracts visitors who want to experience the authentic and diverse character of the city. The city's rich cultural heritage and distinct neighbourhoods are celebrated and preserved, welcoming visitors from all walks of life.

### Key directions:

- Priority direction: Create and affirm distinct stories and narratives for our diverse neighbourhoods, celebrating their unique sense of place and culture.
- Celebrate and preserve the city's diverse cultural heritage.
- Ensure Melbourne's diversity is a key feature when promoting the city.
- Create a welcoming environment for visitors from diverse backgrounds and communities.

Experience	Global Interest	Market Size ('000)	Top Markets
Historical / Cultural Sites	46%	53,181	Italy, Germany, France, UK, Japan
Architecture / Monuments	43%	49,786	Malaysia, South Korea, France, Indonesia, Japan
Local Stories / Culture	29%	33,229	France, Italy, Thailand, Malaysia, Germany

Source: *Future of Global Tourism Demand, Tourism Australia*

Iconic experience

**Renowned experience**

Emerging experience

## Gastronomy 24/7

**In Melbourne, food is not just eaten: it is celebrated, discussed and savoured. The city's culinary offering extends beyond the plate. It is also about the experience, an adventure that stretches from the first sip of morning coffee to the call for last drinks.**

Melbourne is a city where culinary artistry meets cultural diversity. Influences from across the globe converge here, inspired by a gloriously multicultural population. What makes Melbourne's food experience genuinely unique is the diversity of our cuisine. It's also the story told by each dish and every cafe, restaurant and market stall – a narrative deeply rooted in Melbourne's multicultural fabric and entrepreneurial spirit.

The city is closely connected to its regional food system. The journey from farm to table is shorter than in most other major cities. Our exceptional chefs have access to Victoria's fresh, sustainably grown produce, and there has been a notable rise in the use of native ingredients. Our wine regions have achieved global acclaim, and our craft breweries and distilleries have earned distinguished awards.

Melbourne offers a wide range of activities and experiences at any hour. As the sun sets the city transforms, revealing a different kind of vibrancy, with Melbourne's nightlife venues adding to the city's allure. Rooftop bars with panoramic city views. A hidden basement jazz club. A lively pub in a historic building. The city's commitment to being a 24-hour city is also supported by its public policy and transport system.

As the demand for culinary and nightlife experiences continues to grow, the importance of supporting the city's chefs, makers and entrepreneurs grows too. Melbourne's reputation as a haven for food lovers is built on its diverse flavours and vibrant nightlife. It's also rooted in the creativity, passion and innovation of the individuals behind each dish and dining experience. To maintain and grow Melbourne's status as a culinary and night-time capital, it is essential to foster an environment where diversity, entrepreneurialism and innovation continue to thrive.

### 2028 vision

Gastronomic delights fill the plates of hungry visitors to Melbourne, affirming the city's reputation as a culinary capital. The city's chefs, baristas and mixologists are supported to create and innovate across all cuisines, and visitors to Melbourne can have their tastebuds and epicurean curiosity sated at any time of the day and night.

### Key directions

- Priority direction: Foster innovation in the culinary sector and support the development of new independent culinary businesses.
- Promote the diversity of the city's food culture to position Melbourne as a global leader in gastronomy.
- Connect food festivals, events and tours with the hospitality sector to showcase the city's culinary offerings.
- Promote Melbourne as a stimulating and safe 24-hour city.

Experience	Global Interest	Market Size ('000)	Top Markets
Dining Out	63%	72,872	USA, India, UK, New Zealand, Malaysia
Indigenous Food Experiences	40%	44,989	Vietnam, Thailand, Indonesia, Singapore, India
Tasting Trails	37%	44,919	South Korea, Vietnam, Taiwan, China, Thailand
Meet the maker food/drink tours	32%	34,553	Hong Kong, Philippines, Vietnam, Thailand, Taiwan

Source: *Future of Global Tourism Demand, Tourism Australia*

Iconic experience

**Renowned experience**

Emerging experience

## Eclectic shopping mecca

**Melbourne's retail and fashion offerings are as eclectic as the city itself, with an alluring mix of high-end boutiques, international brands, independent designers and unique specialty stores.**

Whether you're looking for avant-garde fashion, artisanal treasures, exclusive brands or the best bargains, the city has it all. Each neighbourhood in the City of Melbourne has a distinct character, appealing to a range of tastes and preferences. Flinders Lane and the city's many arcades host a thriving boutique culture, while the Queen Victoria Market is a bustling hub for fresh produce, local artisanal products and clothing. The central city is home to some of Australia's oldest and most iconic department stores, forming part of an end-to-end undercover shopping precinct stretching from Melbourne Central to Bourke Street Mall. Bargain hunters can score deals at the DFO in South Wharf or at the Spencer Outlet Centre.

The shopping experience in the city reaches beyond each transaction, inviting visitors to explore our laneways and enjoy diverse food and drink offerings while they shop. Shopping centres and department stores have become must-do tourist attractions by extending the retail experience with expansive food offerings, cinemas and interactive activations. Myer's Christmas activation has been drawing crowds to its windows for more than 70 years. Melbourne Central's Monopoly Dreams store is one of the latest fully immersive city tourist attractions.

Melbourne has earned its reputation as Australia's most stylish city. Beyond the uniform of Melbourne black, our fashion scene embraces influences that reflect the city's diverse culture. A thriving community of emerging designers and independent boutiques couples with a commitment to creativity and innovation. Melbourne's fashion is constantly evolving, challenging norms and celebrating individuality. Events such as the Melbourne Fashion Festival and Melbourne Fashion Week showcase the latest trends and provide a stage for both established and emerging designers to exhibit their creativity.

### 2028 vision

The experience of shopping in Melbourne is as eclectic and effortlessly stylish as the city itself. Shopping hubs across our precincts are a mosaic of independent boutiques and world-class brands that together give Melbourne (and those who shop here) a one-of-a-kind edge.

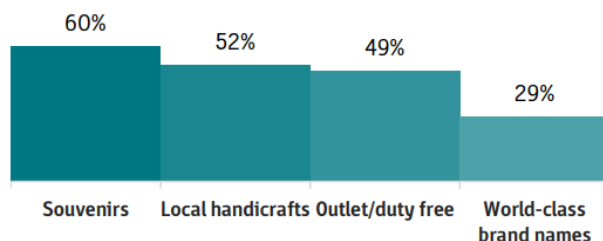
### Key directions

- Priority direction: Encourage visitation to the city's shopping districts through innovative incentives, activations and events.
- Revitalise the city's independent fashion and boutique culture by strengthening support for local designers, artists and businesses.
- Enhance key shopping districts in the city through improved infrastructure and trading conditions.
- Position the city as an exciting and must-visit shopping and fashion destination.

Experience	Global Interest	Market Size ('000)	Top Markets
Shopping	56%	62,761	Singapore, Japan, Malaysia, Thailand, UK

Source: Future of Global Tourism Demand, Tourism Australia

### INTEREST IN SUB-EXPERIENCES



Iconic experience

Renowned experience

Emerging experience

## Urban Aboriginal culture

Melbourne presents a unique opportunity to experience Aboriginal heritage and culture in an urban environment. The city is a gateway to Victoria's rich Aboriginal culture.

Melbourne offers a variety of authentic and unexpected Aboriginal experiences, expanding visitor perceptions that they need to look to remote locations for Aboriginal experiences. Visitors can gain insight into the rich history and thriving culture of First Peoples on an Aboriginal Heritage Walk at Royal Botanic Gardens, discovering deep connections to the environment and exploring the traditional uses of plants for food, medicine and tools. They can savour the tastes of native flavours in the heart of the Arts Precinct at Pawa Cafe and Bar or at Mabu Mabu Big Esso at Fed Square.

The Koorie Heritage Trust presents an extraordinary collection of Aboriginal art and cultural artefacts, and contemporary exhibitions, across 1700 square metres at Fed Square. The Bunjilaka Aboriginal Cultural Centre at Melbourne Museum tells the story of survival and celebrates the vibrant cultures of Aboriginal people through performances, storytelling, artwork and more. YIRRAMBOI, one of the country's leading Aboriginal arts events, creates space for First Nations creatives locally and internationally to celebrate and share contemporary First Nations arts practice.

Victorian participation in Aboriginal experiences remains below national levels. Victoria welcomed 459,000 tourists in 2019 who participated in Aboriginal experiences, generating \$1.1 billion in revenue (Victorian Government, 2020). Yet, the rate of participation in Victoria (7 per cent) was notably lower than the national average (17 per cent), highlighting a significant opportunity to expand engagement in Aboriginal experiences. Indeed, Aboriginal-led experiences have been identified by industry as a key priority, reflected in the Victorian Government's Experience Victoria 2033 strategic plan. A long-term, sustained commitment from all stakeholders is required to develop a diverse, thriving Aboriginal tourism sector, positioning Melbourne as a leader in Aboriginal tourism.

Embedding Aboriginal culture, heritage and stories into the public realm can ensure visitors understand that they are on Country and transform the very essence of the Melbourne experience. Opportunities exist to feature Aboriginal language and art across the city and incorporate Aboriginal culture in the city's architecture and urban design. Reflecting Aboriginal values of respect and stewardship for the land across the tourism industry will foster a more sustainable and regenerative visitor economy.

### 2028 vision

Melbourne is establishing itself as a beacon for visitors seeking enriching and profound urban Aboriginal experiences. Visitors to Melbourne can easily access Aboriginal cultural activities within the city's urban environment, driven by Aboriginal-led tourism businesses and communities. Aboriginal languages and cultures are a visible and notable part of the city experience.

### Key directions

- Priority direction: Support the development of Aboriginal products and experiences, as well as experiences that align with caring for Country.
- Grow Melbourne's position as an enticing destination for urban Aboriginal experiences.
- Protect, recognise and embed Aboriginal culture and heritage across the city.

Experience	Global Interest	Market Size ('000)	Top Markets
Visiting Indigenous Sites or Communities	30%	33,096	Germany, Thailand, Vietnam, Philippines, France
Indigenous Art, Craft or Cultural Displays	29%	31,844	Indonesia, Italy, Thailand, China, Malaysia
Indigenous Guided Tours	27%	28,815	Thailand, Vietnam, Singapore, France, Philippines
Indigenous Performances	23%	27,649	China, Vietnam, Indonesia, Malaysia, Thailand

Source: Future of Global Tourism Demand, Tourism Australia



Iconic experience

Renowned experience

Emerging experience

## World-class knowledge hub

**Melbourne is a vibrant hub where creativity intersects with innovation, fostering a rich environment where ideas flourish and shape the future.**

Melbourne's knowledge economy is thriving and accounted for 70 per cent of Gross Regional Product in 2023 (City of Melbourne, 2023). Most skilled jobs in Melbourne now belong to knowledge-based sectors, reflecting a highly skilled workforce.

At the core of Melbourne's growth as a knowledge capital is its exceptional university sector. Seven universities in Melbourne are featured in the QS World University Rankings 2024, the highest-ranked of which is the University of Melbourne at 14th in the world. This academic prowess, combined with an outstanding lifestyle and a diverse, multicultural community, is why Melbourne consistently ranks as the top student city in Australia and one of the best worldwide (Study Melbourne, 2023a). Each year, more than 180,000 students from around 160 countries choose Melbourne for their education (Study Melbourne, 2023b), emerging as global citizens equipped with skills and experiences that transcend borders.

Melbourne is a premier destination for conferences and business events. The city features the largest conference and exhibition centre in Australia and the highest concentration of conference facilities. The Melbourne Convention Bureau has an unrivalled reputation for hosting high-quality business events, both meeting and transcending the needs and expectations of event organisers. Business events bring together local experts with global leaders to share groundbreaking ideas and research, showcase the city's expertise in critical knowledge sectors and attract investment in the city's broader economy.

Strengthening Melbourne's reputation as a knowledge and innovation hub is essential to enhance the city's appeal for business events and international students. It also creates stronger alignment between Melbourne's visitor economy and its burgeoning knowledge sector.

### 2028 vision

The creativity for which Melbourne is famous expands to encompass its position as a knowledge and innovation capital. We attract the world's brightest minds to study at our renowned universities and deliver meaningful change through inspiring conferences and events.

### Key directions

- Priority direction: Capitalise on the growth potential of international students and their visiting friends and relatives.
- Strengthen Melbourne's standing as a premier business events destination and enhance awareness of the value of business events.
- Connect business events with the visitor economy to encourage business travellers to experience all Melbourne has to offer.
- Position Melbourne as a knowledge capital and innovation hub.

Top markets for international students in Victoria	What international students seek in a study destination
<ol style="list-style-type: none"> <li>1. India</li> <li>2. China</li> <li>3. Vietnam</li> <li>4. Colombia</li> <li>5. Sri Lanka</li> </ol>	<ol style="list-style-type: none"> <li>1. It has universities with high quality teaching</li> <li>2. It is welcoming to international students</li> <li>3. The culture / lifestyle appeals to me</li> <li>4. It has a good reputation as a place to study</li> <li>5. It has well-ranked universities</li> </ol>
Source: Victorian Department of Education	Source: Global International Student Survey 2022, QS

Iconic experience

Renowned experience

**Emerging experience**

## Green urban oasis

**Melbourne is a city where nature is an integral part of the urban landscape. This blend of the built and natural environments enhances quality of life for residents and presents an immersive experience for visitors.**

Melbourne is a biodiverse region with 239 species of birds, 12 species of reptiles, 18 species of mammals, 7 species of frogs, at least 1500 species of insects and 31 species of fish recorded (City of Melbourne, 2017). The municipality is also home to nearly 480 hectares of internationally acclaimed parks and gardens (City of Melbourne, 2024b), offering serene green spaces amid the urban landscape.

The Yarra River – Birrarung is the most culturally and environmentally significant landmark in Melbourne. To the Wurundjeri Woi-wurrung people it has always been a place of spiritual and cultural importance, a life source and meeting place. The transformational Greenline Project aims to reposition the Yarra River – Birrarung as the centre of our culture, economy and civic life, revitalising the river's north bank, transforming it into an inspiring and rejuvenated public waterfront.

City of Melbourne's approach to integrating nature extends beyond traditional parks and rivers. We are focused on supporting green infrastructure, using green roofs, walls and facades to increase the amount of vegetation in the city. The city's laneways, famous for their street art and cafes, are increasingly becoming sites for urban greening projects. These iconic spaces are being transformed into green corridors, featuring vertical gardens and sustainable installations, contributing to the city's biodiversity and enhancing the visitor experience.

Victoria's abundance of natural beauty is easily accessible from Melbourne, making the city a perfect starting point for exploring nature in the region. Whether it's hiking in the Yarra Ranges, relaxing on the beaches of the Mornington Peninsula, or driving along the Great Ocean Road, Melbourne is graced with natural wonders right at its doorstep.

By thoughtfully showcasing the city's array of urban nature and proximity to natural wonders, Melbourne can establish itself as an attractive destination for visitors looking to immerse in nature, providing a distinctive mix of urban vibrancy and serene natural landscapes.

### 2028 vision

Melbourne's reputation as a green city is building as a destination for incredible urban nature experiences. The city's stunning natural gems are nurtured and thriving, tantalising visitors and providing respite from the hustle and bustle of the city.

### Key directions

- Priority direction: Position Melbourne as a mecca for urban nature, home to a world-renowned network of parks, gardens and streetscapes.
- Create compelling opportunities to connect with and experience a revitalised Yarra River – Birrarung.

Experience	Global Interest	Market Size ('000)	Top Markets
Viewing Natural Landmarks and Wonders	48%	54,217	Italy, France, Singapore, UK, USA
Exploring Wilderness / Nature	41%	48,565	Germany, France, USA, UK, Canada
Zoos, Wildlife Parks, Aquariums	41%	47,245	India, Hong Kong, New Zealand, Philippines, Malaysia
Hiking / Walking	33%	41,417	Germany, France, USA, Canada, Italy

Source: *Future of Global Tourism Demand, Tourism Australia*

# Experience essentials

**Three experience essentials form the cornerstone of a successful visitor economy: safety and cleanliness, transport and connectivity and accessibility. Visitors expect these fundamentals so they are free to enjoy the city's attractions and experiences.**

## Safety and cleanliness

**Safety and cleanliness are crucial to sustaining and enhancing Melbourne's visitor economy. They are at the foundation of the city's appeal. When visitors feel secure, they are more likely to explore a wider range of attractions, participate in local events and engage with the community.**

Visitors need to feel safe and secure to fully enjoy their experiences. Melbourne's reputation as a safe city greatly contributes to its attractiveness as a tourism destination.

A clean city creates a pleasant and healthy environment for visitors, and also reflects the city's pride and commitment to high standards. Clean public spaces, well-maintained facilities and litter-free streets enhance the overall experience for tourists.

The economic benefits of maintaining safety and cleanliness are substantial. Tourists who have positive experiences are more likely to recommend Melbourne to others, contributing to an increase in tourism. This in turn boosts local businesses, creates jobs and generates revenue for the city.

### Key directions

- Priority direction: Invest in initiatives that build a cleaner, safer and more caring community.
- Use placemaking, design and activation strategies to improve safety across the city.
- Support initiatives that promote the safety of women and people from marginalised communities.

## Transport and connectivity

**As Melbourne's visitor economy grows, how visitors move around must be enhanced to support a vibrant, safe and inclusive visitor experience.**

Transport and connectivity play a pivotal role in fostering the growth of the visitor economy in Melbourne, creating a seamless and accessible environment for visitors to get to, and get around, the city.

High-quality transport infrastructure and streets extend the reach and appeal of a destination, and enable visitors to traverse the city with ease. Good transportation enhances the overall visitor experience by offering convenience and reducing logistical pain points.

Connectivity extends beyond physical transportation and into the digital realm. Visitors increasingly rely on digital devices to access information, find local services, make bookings and stay connected with the world. Mobile apps, micro-mobility services, navigation tools and virtual guides capitalise on digital connectivity to make it easier for visitors to navigate unfamiliar surroundings and discover hidden gems. The next generation of myki will have a range of new payment options including tap and go with credit cards and devices. New initiatives such as NaviLens on tram routes improve the accessibility of our transport system. It is vital that we invest in technology and offer reliable digital connectivity to attract and retain visitors.

### **Key directions**

- Priority direction: Connect Melbourne's precincts, neighbourhoods and businesses through continued wayfinding expansion and explore digital technologies that improve the visitor experience.
- Foster collaboration between transport providers and the visitor economy to improve the experience for visitors.
- Support initiatives that create high-quality, amenable streets for efficient short-distance travel.

## **Accessibility**

**Accessibility in Melbourne's visitor economy is about ensuring that everyone, regardless of ability, can fully experience and enjoy everything the city has to offer.**

One in six people in Australia have a disability (Australian Institute of Health and Welfare, 2022), and almost a quarter of travellers to Australia have accessibility needs (Tourism Australia, 2022). This extends beyond physical disability and includes Deaf and blind people, neurodiverse people and those with invisible disabilities.

Travellers with accessibility needs have similar motivations for travel and seek similar experiences to those without. However, their accessibility needs have a big influence on their choice of destination, experiences while travelling, accommodation and transport.

Providing accessible visitor experiences presents a significant business opportunity for businesses to welcome all visitors and increase their revenues. In 2021, travellers with disability accounted for 17 per cent of the total domestic market, spending \$13.5 billion (Tourism Research Australia, 2022b). They travel for longer periods and are more likely to have premium accommodation budgets (Tourism Australia, 2022).

### **Key directions**

- Priority direction: Prioritise accessibility in the development of new product and experiences.
- Upskill the sector to enhance their awareness and benefits of accessibility in the visitor economy.
- Ensure marketing materials demonstrate Melbourne's credentials as an accessible destination.

# Strategic priorities

**In advancing Melbourne's visitor economy, our strategic priorities are the roadmap guiding us towards the realisation of our vision.**

These priorities show how we get there – essential steps between our present efforts and the future we envision. They represent our commitment to ensuring that the journey towards our vision is enriching as the destination itself.

These actions will unfold across three timeframes:

- immediate – the next 12 months
- medium term – the next 3 years
- long term – beyond 3 years

We also indicate how City of Melbourne will implement these actions: delivering ourselves (deliver), collaborating with others (partner) or advocating for change (advocate).

## Stimulate visitation to the city

**Paris. London. New York. Tokyo. Each of these cities evokes feelings uniquely associated with that place. It's more than a tagline or slogan, more than a marketing campaign. It's the way you feel when you're there. It's an emotional relationship with the destination.**

As Melbourne strides forward, it becomes essential for all involved – from local businesses to government bodies – to align under a unified brand narrative. This alignment helps us with consistency in communication. It's also about crafting a compelling, unified story that resonates across platforms, cutting through the clutter of global destination marketing.

Building a resilient visitor economy means ensuring diversity in our visitor markets, attracting local, domestic and international visitors. Each of these segments presents unique opportunities and challenges. Locals and greater Melbourne residents drive consistent, year-round visitation.. Domestic visitors offer potential for repeat visitation and word-of-mouth advocacy. International visitors represent the highest-yielding market in terms of spend and spread the global reach of Melbourne's brand. While various agencies are responsible for promoting Melbourne to specific markets and segments, our messaging must align, and the experience must deliver on the marketing promise.

Events are a significant driver of visitation to the city and play a key role in Melbourne's positioning on global stage. Strategically scheduled events drive visitation during off-peak seasons, helping to balance tourist numbers throughout the year.

Action	Timeframe	City of Melbourne's role
Priority action: Embed a brand framework for Melbourne that complements the Visit Victoria brand framework, ensuring consistency across both entities.	Immediate	Deliver and partner
Work with government agencies including Visit Victoria, Study Melbourne and Invest Victoria to align positioning of Melbourne as a desirable place to visit, study and invest.	Ongoing	Deliver and partner
Target new audience segments within Victoria to increase reach and visitation.	Immediate	Deliver

Deliver and support events that drive visitation to the city, particularly during periods that traditionally have low visitation.	Ongoing	Deliver and partner
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## Enhance visitor servicing

**Melbourne is a city of discovery, and with the right information at the right time, visitors can unlock a surprising array of experiences.**

High-quality visitor servicing is integral to Melbourne's success as a premier destination, enhancing the overall visitor experience and contributing to the city's allure. City of Melbourne plays a central role in welcoming and engaging visitors while they are in the municipality. An extensive network of services including the Melbourne Visitor Hub at Melbourne Town Hall, the Fitzroy Gardens Visitor Centre, the Melbourne Visitor Booth in Bourke Street Mall, the City Ambassador Program and other services inspire and influence visitors. In 2023 these City of Melbourne programs attracted more than 630,000 visitor engagements.

All aspects of the visitor economy, including frontline accommodation and hospitality workers, tour operators and attractions are responsible for welcoming and supporting visitors while in the city. It's important for all stakeholders to work together to create a seamless visitor experience.

The landscape is changing as visitors increasingly rely on digital information during their visit. To interact more effectively with visitors, we need a considered, collaborative and comprehensive approach. Many bodies and organisations are responsible for engaging visitors in Melbourne. We see this as an opportunity for more collaboration to provide dynamic, representative and personalised services to visitors.

Action	Timeframe	City of Melbourne role
Priority action: Enhance our visitor services to ensure they are dynamic, customer-centric, accessible and reflect the diversity of the city, including our Aboriginal heritage.	Immediate	Deliver and partner
Provide visitors with real-time information and personalised recommendations through a hybrid model of face-to-face and enhanced digital touchpoints.	Medium	Deliver
Facilitate collaboration across frontline services in the visitor economy to ensure an integrated and comprehensive visitor experience.	Medium	Partner
Use data and analytics to make informed decisions that meet the evolving needs of visitors.	Immediate	Deliver and Partner

## Build industry capacity

**The vitality of Melbourne's visitor economy is deeply rooted in the strength and proficiency of its tourism sector.**

Tourism is a dynamic industry, with emerging global trends increasingly shaped by shifts in consumer interests. By providing businesses with skills, connections and insights, we can sustain our status as a top tourism destination while adapting to the changing needs of the global travel market.

Action	Timeline	City of Melbourne role
Priority action: Improve the cultural competency of the industry to welcome visitors from diverse and emerging markets.	Medium	Deliver and partner
Deliver education and training on key industry trends such as sustainability and accessibility.	Immediate	Deliver and partner
Advocate and partner with state government and peak bodies to ensure the attraction and capacity of industry workers is a key priority.	Immediate	Advocate and partner
Improve the sharing of data and insights among industry stakeholders.	Immediate	Deliver

## Facilitate tourism development

**Melbourne is poised for substantial growth in both international and domestic visitation. Key to this expansion is the development of innovative and complimentary tourism products and experiences.**

City of Melbourne has a role to play in encouraging product development that aligns with Melbourne's experience pillars. The city has a strong sports and events calendar, however we need to work with industry to build products across all experience pillars to ensure a well-rounded visitor experience.

As Melbourne's traditional inbound markets evolve, we need to align our products and experiences with the preferences of future visitors. Market research can provide insight into shifting trends and emerging interests.

Action	Timeline	City of Melbourne role
Priority action: Develop a set of experience guidelines: practical directions and best practices to empower industry to collectively strengthen Melbourne's experience offerings.	Medium	Deliver
Advocate to state and federal governments on behalf of Melbourne operators for funding to foster new and innovative tourism experiences.	Immediate	Advocate
Conduct and share research to enhance understanding of visitor preferences and emerging trends.	Medium	Deliver and Partner
Facilitate connections across operators to package experiences for visitors.	Medium	Partner

## Defining success

Success in Melbourne's visitor economy means creating an enriched visitor experience, increasing visitor yield, upholding our commitment to sustainability, and strengthening collaboration across the visitor economy.

Each of these elements play a vital role in shaping a thriving, sustainable and globally competitive Melbourne. The successful realisation of this plan is dependent many stakeholders, and can only be achieved through a collaborative approach.

## Measuring our progress

Progress against the Experience Melbourne 2028 goals will be tracked using the following performance measures. Achieving these targets relies on factors that are within City of Melbourne's sphere of influence as well as external factors outside our control.

### Enhancing the visitor experience

At the heart of Experience Melbourne 2028 lies a fundamental goal – to elevate the visitor experience. Success is about enriching the quality of every visitor's journey through our vibrant city. Although many industry stakeholders monitor visitor sentiment and customer satisfaction with individual experiences, there are presently no established metrics for evaluating the visitor experience on a city-wide scale. In 2024, City of Melbourne will commission comprehensive research to benchmark visitor sentiment across the city.

Key performance indicator	2019	2023	2028 target
Visitor sentiment	Benchmarking to occur in 2024		
Leisure destination NPS	N/A	+12	+15

### Increasing visitor yield

Another key indicator of success in our visitor economy strategy is the extent to which we can encourage visitors to extend their stay and increase their spending in Melbourne, along with increasing visitor numbers. Extended visits and higher expenditure signal a deeper engagement with Melbourne, and add significantly to the economic vitality of our city. Increased visitor yield will come from a diverse range of appealing attractions, events and activities. Easy access and mobility across the city will help too.

Key performance indicator	2019	2023	2028 target
Tourism expenditure*	\$10.1 billion	\$11.2 billion	\$16.8 billion

*\*Data is based on Tourism Research Australia's Forecast 2023 release. City of Melbourne spend and visitor projections are based on market share (National visitor survey and International visitor survey, year ending December 2023) and assumes constant market share for the forecast period. All expenditure estimates are in nominal terms.*



## Continuing our commitment to sustainability

In line with global trends and our responsibility towards future generations, success in Melbourne's visitor economy is also measured by our commitment to sustainability. This is where our participation in the Global Destination Sustainability-Index (GDS-Index) becomes essential. It evaluates the sustainability performance of destinations across four key areas: environmental, social, supplier and destination management.

Melbourne's ranking in the GDS-Index serves as a crucial barometer of our progress in sustainable practices and allows us to benchmark against other destinations to drive better decision making and change. Our goal is to embed sustainable practices in every aspect of the visitor experience and improve our standing in this global ranking.

Key performance indicator	2019	2023	2028 target
GDS-Index	N/A	77.53%	80%

## Other success factors

The success of this plan is not solely linked to meeting numerical benchmarks. It also focuses on ensuring Melbourne's preparedness for expected growth, prioritising the delivery of exceptional experiences that enhance the city's enduring appeal.

### Strengthening collaboration across the visitor economy

While the visitor economy ecosystem is complex and involves numerous stakeholders, our mutual success depends on working together toward common goals. This "Team Melbourne" approach means building Melbourne's visitor economy in lockstep with our partners for greater impact. It means bringing together diverse data sources and leveraging shared platforms to better inform both demand- and supply-side decisions. It includes producing joint strategies and pooling resources to extend the impact of our collective investments. It means looking more broadly at the many complex factors that influence our sector's ability to succeed and helping create shared long-term value for a broader range of stakeholders.

City of Melbourne will play a pivotal role in facilitating this collaboration. We will connect diverse sectors such as events, creative and culinary, and create platforms for dialogue and partnership. We will consider the visitor economy in the context of broader urban policies, such as transport and infrastructure, ensuring that the visitor economy is integrated into the city's overall development. We will continue to gather and distribute data, aiding stakeholders in making informed strategic decisions. We will work closely with Victorian and Australian government agencies to ensure a unified effort across different levels of government. A key action in the first year of implementation will be to create a working group with key stakeholders to address the strategic priorities together.

# Acknowledgements

City of Melbourne thanks the industry leaders who contributed to the Experience Melbourne 2028 Advisory Group. Their expertise, leadership and unwavering support played a pivotal role in shaping the development of this plan.

## Advisory group members

- Jacqueline Berry, Director Strategy, Portfolio and Executive Communications, Department of Transport and Planning
- Michael Cullen, Head of Airline Business Development, Melbourne Airport
- Caroline Hartnett, Acting Director, Study Melbourne & International Education, Department of Jobs, Skills, Industry and Regions, Victorian Government
- Dougal Hollis, General Manager, Accommodation Australia (Victoria)
- Felicia Mariani, CEO, Victoria Tourism Industry Council
- Natalie O'Brien AM, Chief Executive, Melbourne Convention and Exhibition Centre
- Natalie Phillips, Executive Director, Tourism and Events Strategy and Reform, Department of Jobs, Skills, Industry and Regions, Victorian Government

City of Melbourne is also grateful to the numerous stakeholders who contributed their expertise and perspectives, playing a key role in the formulation of this plan.

<b>Government</b>	
Creative Victoria	Melbourne Convention Bureau
Department of Jobs, Skills, Industry and Regions	Parks Victoria
Department of Transport and Planning	Tourism Australia
Development Victoria	Visit Victoria
Melbourne Convention & Exhibition Centre	
<b>Accommodation</b>	
Accor	Quest Hotels
Crown Melbourne	Radisson on Flagstaff Gardens Melbourne
Hyatt Place Melbourne Caribbean Gardens	RACV Resorts
InterContinental Melbourne	Rydges Melbourne
Jones Lang LaSalle (JLL)	Smith Travel Research (STR)
Le Meridien Melbourne	TFE Hotels
<b>Creative</b>	
Aphids	Michael Cassel Group
Arts Access Victoria	Music Victoria
Footscray Community Arts Centre	Patrick Donovan Creative Consulting
Marriner Group	Polyglot Theatre
Melbourne Arts Precinct Corporation	The University of Melbourne
<b>Culinary</b>	
Assemble Communities (Cassette)	Melbourne Food & Wine Festival
Foodie Trails	Merivale
Grossi Restaurants	Mörk Chocolate
Lucy Lui	Trader House

<b>Cultural institutions and attractions</b>	
ACMI	Old Treasury Building
Arts Centre Melbourne	Queen Victoria Market
Koorie Heritage Trust	Royal Botanical Gardens
Melbourne Immigration Museum	SEA LIFE Aquarium
Museums Victoria	Shrine of Remembrance
National Gallery of Victoria	Zoos Victoria
<b>Festivals and events</b>	
Melbourne Comedy Festival	Open House Melbourne
Melbourne Fashion Festival	Rising
Melbourne Fringe Festival	YIRRAMBOI
Melbourne International Film Festival	
<b>Peak bodies</b>	
Australian Hotels Association (Victoria)	Committee for Melbourne
Australian Retailers Association	Victoria Tourism Industry Council
Australian Tourism Export Council	Young Tourism Network
<b>Sports</b>	
AFL	Melbourne Cricket Club
Australian Grand Prix Corporation	National Basketball League
Cricket Victoria	Netball Victoria
Golf Australia	Tennis Australia
Melbourne and Olympic Parks	Victoria Racing Club
<b>Retail</b>	
District Docklands	Melbourne Central
Dexus Retail Properties	Spencer Outlet
Emporium	
<b>Tour operators</b>	
Blue Tongue Bikes	Melbourne River Cruises
Hidden Secrets Tours	Melbourne Street Tours
Intrepid	Walk Melbourne Tours
Melbourne By Bike	Waterbikes Australia
<b>Traditional Owner groups</b>	
Bunurong Land Council Aboriginal Corporation	Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation
<b>Transport</b>	
Carnival Cruise Line	Metro Trains Melbourne
Melbourne Airport	Yarra Trams
<b>Other</b>	
City Precinct Inc	Night-time Economy Advisory Committee (City of Melbourne)
Disability Advisory Committee (City of Melbourne)	Yarra River Business Association Inc.

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## How to contact us

### Online:

[melbourne.vic.gov.au](http://melbourne.vic.gov.au)

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Business hours, Monday to Friday  
(Public holidays excluded)

### Telephone:

03 9658 9658  
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### Fax:

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### In writing:

City of Melbourne  
GPO Box 1603  
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Australia



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We cater for people of all backgrounds  
Please call 03 9280 0726

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CITY OF MELBOURNE

## 1. PROJECT & ENGAGEMENT OVERVIEW

1.1 Project details			
<b>Project Name</b>	Destination Management Plan – Phase Two		
<b>Consultation period</b>	8 May 2024 to 5 June 2024		
<b>Branch</b>	Experience Melbourne	<b>Last edited</b>	
<b>Project Lead</b>	Jim McCaul	<b>Phone number</b>	
1.2 Additional details			
<b>Engagement budget allocated</b>	\$		
<b>Associated documents</b>	Communications Plan – N/A		
	<a href="#">Participate Melbourne Content Template</a>		
	<a href="#">Engagement Summary Template</a>		
1.3 Project team members responsible for community engagement			
<b>Team members</b>	Jim McCaul, Will Dawson		
1.4 Community engagement policy and advice (see <a href="#">Community Engagement Sharepoint</a> and <a href="#">Community Engagement Process</a> )			
<b>Community Engagement Partner</b>	Amelia Green		
1.5 Governance			
<b>Project decision makers</b> Consider the various decision makers at different stages.	Summary of engagement approach will be presented at Councillor Forum 12 March along with Draft Plan  Final Plan (following community consultation) presented to FMC 6 August 2024		
<b>Internal commitment</b> This CE plan has Manager and Director approval to proceed	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
<b>Aboriginal Engagement</b> Have you read the <a href="#">Aboriginal Engagement Protocol?</a>	<b>Yes</b>		
	<b>Engagement plan approved by (Aboriginal Melbourne):</b>		



## 2. COMMUNITY ENGAGEMENT DETAILS

<b>2.1 Community engagement goal and objectives</b> (see resource sheet <a href="#">DM # 8643429</a> )	
<p><b>Community engagement goal</b> What is the purpose of your engagement?</p>	Collect community and stakeholder feedback on the Draft Experience Melbourne 2028 to inform the final plan
<p><b>Community engagement objectives</b> What are the objectives that will help you achieve your goal? What is your approach?</p>	<ul style="list-style-type: none"> <li>Encouraging community and stakeholders to read and engage with Draft Experience Melbourne 2028</li> <li>Building awareness of how industry, community and other stakeholders have been involved in the development of Draft Experience Melbourne 2028</li> <li>Providing an easy to navigate survey for both stakeholders and community</li> <li>Connecting back with stakeholder engaged in Phase 1, communicating how previous feedback integrated and continuing conversation by asking for feedback on Draft to help maintain and foster relationships</li> </ul>
<p><b>Community engagement history</b> Has there been previous community engagement on this project and how is it relevant for the community you will engage?</p>	<p>Industry stakeholders were engaged in various formats including focus groups, 1:1 interviews and a survey on Participate Melbourne in 2023. Community was also engaged via the Participate Melbourne. The goal of this engagement was to identify challenges and opportunities for Melbourne's visitor economy.</p> <p>This second round of community engagement is important to circle back with those stakeholders to demonstrate their voices were heard, their ideas and opinions considered, and gather input on the recommended actions.</p>
<b>2.2 Negotiable and non-negotiable aspects of your project</b>	
<p><b>Negotiable</b> (what the public can influence)</p>	Actions and key directions
<p><b>Non-negotiable</b> (what the public cannot influence)</p>	<ul style="list-style-type: none"> <li>Guiding principles</li> <li>Vision</li> <li>Experience Pillars</li> <li>Strategic Priorities</li> </ul>
<p><b>Reasons for non-negotiable aspects of project</b></p>	<p>Consulted on extensively and sought expert and industry feedback through multiple touch points.</p> <p>Portfolio Councillors also involved throughout the Plan development process</p>
<p><b>Project questions</b> Based on the project statement and negotiable aspects of your project,</p>	<p><b>Would you like to share any feedback or comments on the proposed Key Directions? For instance, is there anything missing?</b></p>

what are the questions you need answered.

**How important are the strategic priorities to you? (Very important, Important, Undecided, Not important)**

**Is there anything missing from the Draft Experience Melbourne 2028 that should be included to plan for the future of tourism in Melbourne?**

Open text

**What type of stakeholder best describes you?**

- Local resident
- Tourism industry stakeholder (Government, business, sector organisation)
- Someone who visits City of Melbourne
- Other

**What sector do you primarily operate in?**

- Attractions/experiences
- International education
- Accommodation
- Events
- Restaurant and hospitality
- Government
- Business events
- Tour guiding
- Transport
- Retail
- Property and development
- Other

**About you**

The following questions are about you. By telling us a bit about you, we can make sure that we're hearing from different voices.

Your answers will be de-identified for analysis, and we won't share your data with any other party.

You may choose the option for 'Prefer not to say' for questions you do not wish to answer.

**How do you describe your gender?**

- Female
- Male
- Non-binary/gender diverse
- Prefer not to say
- I use a different term (please specify)

**What is your age?**

- Under 15 years
- 15-19 years
- 20-24 years
- 25-29 years
- 30-34 years
- 35-39 years

- 40-44 years
- 45-49 years
- 50-54 years
- 55-59 years
- 60-64 years
- 65-69 years
- 70-74 years
- 75-79 years
- 80-84 years
- 85-89 years
- 90+ years
- Prefer not to say

**Do you identify with any of the following?**

**Description: Select all that apply.**

- Aboriginal
- Torres Strait Islander
- Person with disability
- Carer
- LGBTIQ+
- Speak a language other than English at home
- Born overseas
- International student
- Prefer not to say
- None of these

**Which of the following best describes your connection to this City of Melbourne project?**

- I am a resident
- I am a worker
- I own a business
- I am a student
- I am a visitor
- Prefer not to say
- Other (please specify)

**Based on your connection to this project, where do you live/work/own a business/study/visit?**

- Carlton (3053)
- CBD (3000)
- Docklands (3008)
- East Melbourne (3002)
- Kensington (3031)
- North Melbourne (3051)
- Parkville (3052)
- Southbank (3006)
- South Yarra (3141)
- West Melbourne (3003)
- Fisherman's Bend
- Prefer not to answer
- Other/outside the City of Melbourne (please specify)

	<p><b>Have you participated in a consultation with City of Melbourne before?</b></p> <ul style="list-style-type: none"> <li>• No, this is my first City of Melbourne consultation</li> <li>• Yes, I have participated in a City of Melbourne consultation once or twice before today</li> <li>• Yes, and I participate in City of Melbourne consultations regularly</li> <li>• Not sure</li> <li>• Prefer not to say</li> </ul> <p><b>What motivated you to participate in this consultation today?</b></p> <ul style="list-style-type: none"> <li>• I was passing by/approached by City of Melbourne</li> <li>• The project directly impacts me</li> <li>• I think it's important to have your say and contribute to the future of our city</li> <li>• I received a letter/email from City of Melbourne</li> <li>• I saw the project on social media</li> <li>• I saw the project in the media (TV, radio, newspaper etc.)</li> <li>• Word of mouth</li> <li>• Prefer not to say</li> <li>• Other (please specify)</li> </ul> <p><b>Please provide your email if you would like to receive updates about this project:</b></p>
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### 2.3 Level of community engagement

Please review the [Community Engagement Policy](#), noting that there may be different levels for different stakeholders (this can be highlighted in section 3 of this document).

IAP2 Level	Our commitment to community	Commitment
<b>Inform</b>	We will keep you informed.	Yes
<b>Consult</b>	We will listen to and acknowledge concerns and aspirations and provide feedback on how your input influenced the decisions.	Yes
<b>Involve</b>	We will work with you to ensure that what we've heard is directly reflected in the alternatives developed and provide feedback on how your input influenced the decisions.	
<b>Collaborate</b>	We will work together in co-designing* solutions, and as much as possible, incorporate your advice and proposals into the decisions. *For more info see <a href="#">co-design guidelines</a>	
<b>Empower</b>	We will work alongside you to realise your decisions and aspirations.	

3. STAKEHOLDER ANALYSIS

Stakeholder (group as required)	Level of impact	Level of Interest	Their interests and concerns	IAP2 Level	What do they need to know or understand / what question are they being asked?	At what points do they need to be engaged / communicated with?	Known barriers to engagement	Best method to reach / involve them
<b>Aboriginal Community</b> (please read <a href="#">Aboriginal Engagement Protocols</a> )								
Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation / Bunurong Land Council			<p>Aboriginal people have the right to determine the extent, nature and organisational arrangements and partnerships for their participation in tourism.</p> <p>The involvement of Aboriginal people in the tourism industry adds value to the visitor economy as a whole and is not limited to cultural tourism.</p> <p>The tourism industry must respect the intellectual property rights, cultures and practises of Aboriginal people and the need for sustainable and equitable partnerships.</p> <p>Where Aboriginal culture is the product, as the owners of their cultural knowledge, Aboriginal people must determine its content and interpretation</p>			Review of draft content separate to public consultation		
<b>Internal</b>								
Aboriginal Melbourne			Guiding principles and Aboriginal experiences pillar			Review of draft content prior to public consultation		
Creative City			Arts & Creativity pillar			Review of draft content prior to public consultation		
Investment Melbourne			Why Melbourne and Facilitate investment strategic priority			Review of draft content prior to public consultation		
Economic Development and International			Full plan			Review of draft content prior to public consultation		
City Strategy			Transportation and connectivity pillar			Review of draft content prior to public consultation		
Parks and City Greening			Parks and Urban Nature pillar			Review of draft content prior to public consultation		
Community Development			Culture and Diversity pillar			Review of draft content prior to public consultation		

City Safety, Security & Amenity			Safety and Cleanliness pillar and Culinary and Nightlife pillar			Review of draft content prior to public consultation		
Waste & Recycling			Safety and Cleanliness pillar			Review of draft content prior to public consultation		
<b>External</b>								
Advisory Group			Broad interest in the plan and their organisation's ability to support.  Ability to be public champions of the plan			Review of draft content prior to public consultation		Direct email or meetings?
Focus Group and Interview participants			Ensure their input was accounted for in the development of the strategy  Ensure general agreement on the actions and directions in the plan			Review of draft plan via PM		Direct email?
Industry stakeholders			Ensure general agreement on the actions and directions in the plan			Review of draft plan via PM		Direct email?
Residents			Ensure general agreement on the actions and directions in the plan			Review of draft plan via PM		Participate Melbourne  Neighbourhood Partners share on Neighbourhood Portals?
Visit Victoria			Broad interest in the plan and their organisation's ability to support.			Review of draft plan		Direct email
Melbourne Convention Bureau			Broad interest in the plan and their organisation's ability to support.			Review of draft plan		Direct email
Victoria Chamber of Commerce			Broad interest in the plan and their organisation's ability to support.			Review of draft plan		Direct email
Young Tourism Network			Ensure general agreement on the actions and directions in the plan			Review of draft plan		Direct email? And offer follow up meeting if interested
Committee for Melbourne			Broad interest in the plan and their organisation's ability to support.			Review of draft plan		Direct email

Melbourne Arts Precinct Corporation			Broad interest in the plan and their organisation's ability to support.			Review of draft plan		Direct email

## 4. ENGAGEMENT ACTIVITY PLANNING

Use the information above to develop your engagement activities below and to record your evidence to enable evaluation. For more on engagement activities, see [Community Engagement Sharepoint](#) or talk to the CE team.

Timing (public delivery date)	Lead in time (weeks required for prep, drafting, approvals)	Activity	Engagement or Communication	Target audience	Source material to be used / data to be captured	Resources required (time, \$, materials)	Responsibility
Live 8 May	2 weeks (content to Digital Placemaking by 24 April)	Participate Melbourne page updated to include online survey	Engagement	Broader community and key stakeholder groups	<a href="#">Participate Melbourne content template</a>	Time	Project Team CEI Team
From 8 May	Strat Comms to confirm	Uploading content to Content Hub for inclusion in various CoM newsletters (e.g. Melbourne News)	Communication	Broader community and key stakeholder groups	Strat Comms to confirm	Time	Project Team Strat Cmms
First week consultation live (8 May to 15 May)	Prior to go live	Direct email to stakeholders engaged during Phase One using existing contacts and established relationships	Communication	Key stakeholder groups	Email text Spreadsheet to capture feedback provided by return email	Time	Project Team
First week consultation live (8 May to 15 May)	Prior to go live	Direct email to Young Tourism Network to share Draft Experience Melbourne 2028, invite feedback, and offer to come and speak to Network in person if	Communication	Young Tourism Network	Email text	Time	Project Team


Complete the [Participate Melbourne content template](#) if online community engagement is identified above, and add this into the activities section and provide the DM # in section 1.2 of this document.



