**B U S I N E S S   A N D   I N T E R N A T I O N A L
R E L A T I O N S   C O M M I T T E E   R E P O R T**

Agenda Item 5.2

13 February 2007

CITY OF MELBOURNE TOURISM PLAN 2007 – 2012: MANAGING MELBOURNE AS A TOURIST DESTINATION

Division   Commerce & Marketing

Presenter   Jenny Ford, Manager Tourism Melbourne

Purpose

1.   To seek Committee endorsement of the draft *City of Melbourne Tourism Plan 2007-2012*: *Managing Melbourne as a tourist destination*. The plan focuses on Council's role as destination manager. The plan outlines a vision for Melbourne as a tourist destination, and a proposed action plan based on collaboration with metropolitan Councils, government and industry.

Recommendation from Management

2.   That the Business and International Relations Committee:

2.1.   endorse the draft *City of Melbourne Tourism Plan 2007 – 2012: Managing Melbourne as a tourist destination;*

2.2.   approve release of the draft Plan for consultation with metropolitan Councils, the tourism industry and government on the proposed action plan;

2.3.   note that results of the consultation and an implementation schedule will be submitted to the Committee for approval in June 2007; and

2.4.   note the establishment of a Task Force of tourism industry representatives to advise on implementation of the action plan and to facilitate partnerships critical to achievement of the Plan's objectives.

Key Issues

3.   Tourism is a major contributor to the city's economy and to national and international recognition of Melbourne as a great place to visit, live, work, invest, study and stage events.

4.   Industry forecasts predict significant growth in tourism to Melbourne and Victoria over the next decade. By 2016, the value of tourism and events is predicted to increase from $10.9 billion (2003/04) to $18 billion; from 5.3 per cent of Gross State Product (2003/04) to 7-8 per cent by 2016.

5.   The City of Melbourne's City Users survey forecasts that more than 100,000 tourists (international, domestic and regional) will visit the city on an average weekday by 2016. Currently the city receives 73,000 tourists per weekday.

6.   70 per cent of the forecast growth in tourism to Melbourne will come from international markets, in particular China and India.

7.   It is important that Melbourne's development as a tourist destination is planned, sustainable and consistent with locals' aspirations for their city.

8.   It is imperative that businesses benefit from the forecast growth, and that tourists enjoy the Melbourne experience and generate excellent word-of-mouth about the city.

9.   The Federal and Victorian Governments are driving strategic tourism development and marketing agendas, with a particular focus on regional Australia. *The City of Melbourne Tourism Plan 2007-2012* seeks to contribute to these agendas and to strengthen Melbourne's position as a tourist destination and gateway

10.   Competition for tourists is increasingly fierce. Collaboration with industry and government is critical to success in these markets.

11.   Tourists see Melbourne as a single destination, not as separate municipalities. Collaboration by metropolitan Melbourne Councils is essential to capitalise on the economic and social opportunities tourism presents.

Time Frame

12.   The *City of Melbourne Tourism Plan 2007-2012: Managing Melbourne as a tourist destination* is a five-year action plan.

Relation to Council Policy

13.   The *City of Melbourne Tourism Plan 2007-2012: Managing Melbourne as a tourist destination* relates to*:*

       13.1.   *City Plan 2010*: Connected and Accessible City, Innovative and Vital Business City, Inclusive and Engaging City, Environmentally Responsible City;

       13.2.   *City of Melbourne Transport Strategy 2020: Moving People and Freight;*

       13.3.   *Savings in the City: Greening Melbourne's Hotels*; and

       13.4.   *Melbourne Marketing Strategy 2007-2011.*

Consultation

14.   A number of government and industry bodies were consulted on the scope of the Tourism Plan during drafting. If endorsed by Committee, the draft action plan will be circulated to government and tourism industry representatives and to key metropolitan Councils for comment.

Government Relations

15.   The scope and the direction of the draft *City of Melbourne Tourism Plan 2007-2012* are aligned with the Australian Government's *Tourism White Paper* (2003) and the Victorian Government's *10-year Tourism and Events Strategy* (2006).

16.   The proposed action plan is linked to investment, development, marketing, capacity building, visitor servicing and workforce planning objectives.

Finance

17.   Funding for projects outlined in the Plan will be subject to the annual budget process.

18.   Most projects outlined in the draft Plan will require joint funding by partners, viz. government, industry, metropolitan and regional Councils, together with the City of Melbourne.

19.   Each project will be subject to a business case identifying objectives, expected results, measures, partners, roles and responsibilities, and joint funding arrangements.

Legal

20.   No direct legal issues arise from the recommendation to the report.

Sustainability

21.   Forecast increases in tourism to Melbourne and Victoria will generate economic and social benefits for the city. Improvements in community infrastructure are also expected.

22.   Sustainability is one of the key objectives of the *City of Melbourne Tourism Plan 2007- 2012*. The action plan includes programs to offset greenhouse emissions and ensure sustainable practices by Council's visitor services network.

23.   Industry forecasts predict that tourism and events will be employing 225,000 Victorians by 2016 (159,000 in 2003/04).

Background

24.   The City of Melbourne has been involved in tourism through the delivery of information and visitor services for over ten years now.

25.   There is high and growing recognition of the value of Council's visitor services network to the city and its economy, and to the industry and the State. Regular surveys of tourists using the visitor services network demonstrate the influence of and high level of satisfaction with Council's information and service.

26.   The importance of tourism to the City and the State is reflected in growing tourist demands for Council's visitor services and in expectations of Council playing a broader, more strategic role in the industry.

27.   Council's capacity to respond to these opportunities has been strengthened by the formation a dedicated tourism branch within the Commerce and Activation Division.

28.   The *City of Melbourne Tourism Plan 2007- 2012: Managing Melbourne as a tourist destination* sets a vision for Melbourne as a tourist destination and outlines Council's strategic roles in the industry. The Plan sets out an action plan for Council and identifies partnerships with metropolitan Councils, the industry and government.

29.   The Plan is a whole-of-Council Plan. The Plan approaches tourism from Council's capital city role with a focus on destination management, tourism development and services. Tourism Melbourne will be responsible for implementation of the Plan.

Attachments:
1.   Draft City of Melbourne Tourism Plan 2007-2012

CITY OF MELBOURNE
TOURISM PLAN 2007-2012

Managing Melbourne as a tourist destination

A Draft for Consultation

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MESSAGE FROM THE LORD MAYOR OF MELBOURNE

With an international reputation for major art, sporting and cultural events, sophisticated dining and entertainment establishments, and unique river and harbour experiences, Melbourne is one of the world's great cultural capitals.

Home to people of more than 140 different nationalities speaking over 200 different languages, Melbourne is also recognised as one of the world's great multicultural cities. From traditional customs and festivals to food and art, our diverse community has brought an amazing range of cultural experiences to Melbourne. It's an advantage our visitors appreciate: in this city they always feel welcome.

The City of Melbourne's significant investment in tourism has had a profound impact on Melbourne's profile interstate and overseas. In addition to our annual program of major international events, our thriving cultural scene is earning our city a place on the international tourist map.

Leisure and business tourism will be extremely important to Melbourne's economic growth. Tourism is linked to many other industries in which our city displays leadership such as education, science, sport, entertainment and retail. Our challenge is to link these aspects in a powerful offer, backed by sustainable marketing and operations.
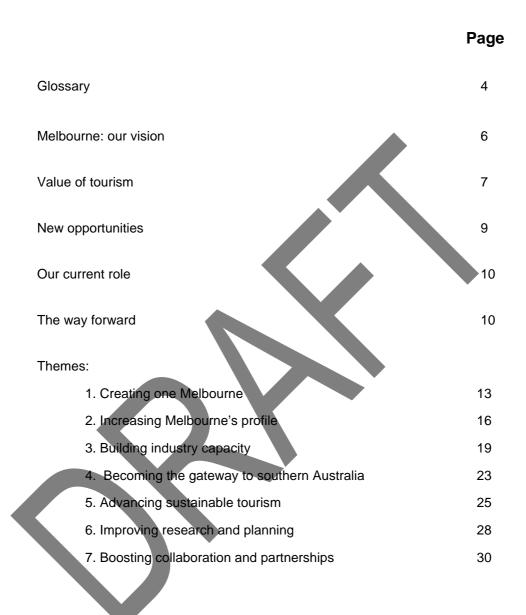
The Melbourne Tourism Plan sees us take a strategic approach to tourism destination management and development. The plan sets out objectives and actions for increasing the effectiveness of our activities and managing the important partnerships we enjoy with government and industry.

A new stage in Melbourne's evolution as a globally significant destination has begun.

John So
Lord Mayor

Contents

Glossary:

Central City: The central city – or city centre - refers to Melbourne's central business district (CBD): Melbourne's business and financial centre.

City of Melbourne: The City of Melbourne - the municipality – is made up of the city centre and a number of inner-city suburbs, including Carlton and North Melbourne

Inner Melbourne Covers the municipalities of Melbourne, Port Phillip, Stonnington, and Yarra. Includes the suburbs of St Kilda, Port Melbourne, Brunswick, Richmond, Prahran and South Yarra as well as Carlton, North Melbourne, St Kilda Road and the central business district

Metropolitan Melbourne: Metropolitan Melbourne contains 31 Local Government areas (LGAs) including all LGAs within the Melbourne urban boundary as well as the LGAs immediately beyond the urban boundary such as Mornington Peninsula, Casey, Cardinia, Yarra Ranges, Nillumbik, Whittlesea, Hume, Melton and Wyndham

Inner Melbourne Action Plan (IMAP) The Inner Melbourne Action Plan (IMAP) was signed by the Mayors and Chief Executives of the municipalities of Melbourne, Port Phillip, Stonnington and Yarra in early 2006. The Action Plan contains 11 strategies of which tourism promotion is one.

Destination Marketing: Covers all the activities and processes to bring buyers and sellers together. Focuses on responding to consumer demands and competitive positioning. Is a continuous coordinated set of activities associated with efficient distribution of products to high potential markets. Involves making decisions about the product, branding, the price, market segmentation, promotion and distribution.[1]

Destination Management: Destination management is cross agency cooperation in areas of tourism planning, provision and functioning of tourism information centres, management of infrastructure, regional tourism organisations/private sector marketing activities and site management. It involves ongoing and close liaison between key players who manage and promote destinations within a region.

Tourist: The activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited. This definition includes travel for business or other reasons, such as education, provided the destination is outside the person's usual environment. (Source: ABS, Tourism Satellite Account: Recommended Methodological Framework)

Organisations:

CCCLM   Council of Capital City Lord Mayors

DML   Destination Melbourne Ltd

DIIRD   Victorian Department of Innovation Industry and Regional Development

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[1] Esencan Terzibasoglu, Successful Destination Management and Marketing Fundamentals, Mpscow, 23 March 2004

RTA	Regional Tourism Association
TA	Tourism Australia
TVic	Tourism Victoria
TAV	Tourism Alliance Victoria
VTIC	Victorian Tourism Industry Council
MCVB	Melbourne Convention and Visitor Bureau
VMEC	Victorian Major Events Company

DRAFT

Melbourne: our vision

The Melbourne we want to be is just around the corner….

It is vibrant and welcoming, with people from across Australia and around the world wanting to discover our city and way of life.

Melbourne is easy to get around, whether you arrive by plane, boat, train or car. Visitor services are logically situated at all major entry points, signage is clear and visitor information is helpful and up-to-date.

Recognised for outstanding service and hospitality, Melbourne is a place where tourists are given the right tools and information to follow their passion, and to see and experience at their own pace.

It is city that knows how to tell its story, sell its strengths and celebrate its indigenous and migrant history. Visitor information is available through all major channels and in many different languages.

As a city we invest in research that tells us who comes here, what they like, and what other services and attractions would improve their stay. This information – along with our own aspirations – informs planning for accommodation, attractions and infrastructure. Excellent word of mouth and repeat visits are the norm.

Melbourne businesses embrace tourism, creating new products and services that bring greater prosperity to the city.

Melbourne is a gateway to the natural and built attractions of southern Australia and an exciting destination in its own right. We are known internationally for our commitment to responsible tourism and environmental sustainability.

To achieve our vision, the City of Melbourne has developed a five-year plan for welcoming and engaging tourists when they arrive, and working collaboratively with local, state and national agencies across Australia and around the world.

Through leadership and cooperation we want our city to be recognised as one of the best places to visit in the world.

The *City of Melbourne Tourism Plan 2007-2012* is built around seven themes to guide tourism planning for the next five years, and beyond. These themes are:

1. Creating one Melbourne
2. Increasing Melbourne's profile
3. Building industry capacity
4. Becoming the gateway to southern Australia
5. Advancing sustainable tourism
6. Improving research and planning
7. Boosting collaboration and partnerships

The focus of this Plan is on destination management, tourism development and services. It examines Melbourne's tourism opportunities as a municipality, a capital city, and as a gateway to southern Australia.

The Plan proposes that metropolitan Melbourne is managed and promoted as one, single destination, not as 31 separate municipalities. It outlines new opportunities for metropolitan Councils to work towards a common destination marketing and management agenda, as well

as joint goals and research. And it highlights the importance of tourist information, products and signage and the interrelationship between them.

The opportunities identified under each of the seven themes require ongoing collaboration between the City of Melbourne, metropolitan Councils, Victorian and Federal Government agencies, and the tourism industry on planning, infrastructure, product development, standards and professionalism, and funding.

Each project identified in this Plan will have a clear set of objectives, roles and responsibilities, and a strong business case identifying funding sources and contributions. Work is already underway on a number of the initiatives mentioned in this Plan.

Above all the City is committed to sustainable tourism development that is in harmony with Melbourne's existing character and sense of place.

Value of tourism

Tourism is one of Melbourne and Victoria's fastest growing industries and is crucial for long-term industry and business development.

Unlike other industries, tourism is defined by demand not supply. Spending is only tourism-related when the purchaser is travelling or away from home.

This means tourism is not a single, definable industry. Instead, it is made up of businesses from at least 16 traditional industry sectors such as attractions, touring, retail and dining. It is characterised by many small to medium sized enterprises that often do not see themselves as part of the tourism industry.

Consumer surveys comparing Melbourne with Sydney and other capital cities, consistently nominate Melbourne as the Australian city most associated with shopping, theatre, food and fine dining, international sporting and cultural events, and cafes, bars and nightclubs.

Melbourne and Victoria's success can be attributed to several factors including collaboration by government and industry to attract and stage major international events, a vibrant international student market, recent infrastructure and product development, as well as targeted marketing campaigns and services.

Business events currently generate $1 billion each year, or nine per cent of Melbourne and Victoria's total tourism revenues. International students contribute 40 per cent of international visitor yield while accounting for only eight per cent of international visitor numbers, and their average length of stay is 126 nights.

In 2003/04 the direct and indirect value of tourism and events to Victoria was $10.9 billion per annum or 5.3 per cent of the Gross State Product, a 49 per cent increase since 1997/98. Tourism to metropolitan Melbourne is worth approximately $7.5 billion per annum (2003/04).

Tourism is also an important source of new jobs. About 6.6 per cent (159,000 people) of Victoria's workforce are employed indirectly and directly in the tourism and events industries. Between 1997/98 and 2003/04 around 25,000 new jobs were created in Victoria's tourism industry. Tourism directly employs 74,085 people in metropolitan Melbourne which is approximately five per cent of the total workforce (2002/03).

By 2016, the tourism and events industry is projected to be an $18 billion industry, and one of Victoria's leading exporters – contributing more to the Victorian economy than traditional industries such as mining and agriculture. By 2016, tourism will comprise about seven or eight per cent of GSP and employ 225,000 people. [2]

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[2] Victorian Government's 10 Year Tourism and Events Industry Strategy

Overnight domestic tourism from regional Victoria and other states accounts for 83 per cent of tourist numbers to metropolitan Melbourne. The international tourist market accounts for 17 per cent and is the fastest growing and highest yielding sector of the market. In 2005, 6.1 million domestic visitors spent $4.2 billion in metropolitan Melbourne while 1.3 million international tourists spent $2.1 billion.

In 2005 there were over six million overnight visitors to Melbourne from interstate and other regions of Victoria. The average length of stay of these visitors was three nights. By 2016 international tourists are likely to account for 70 per cent of metropolitan Melbourne's overall tourism growth and almost 40 per cent of tourism expenditure (currently 30 per cent). [3]

Melbourne is critical to the growth and success of Victoria's tourism industry. Almost 95 per cent of international tourists to Victoria spend time in metropolitan Melbourne, and the city is a gateway to the state's most popular regional attractions. Tourists make a huge contribution to metropolitan Melbourne's economy.

Metropolitan Melbourne receives 12 per cent of Australia's domestic and international tourism spending, almost as much as Sydney at 15 per cent but growing at a faster rate.

The City of Melbourne, the municipality, receives approximately 73,000 international, interstate and intrastate visitors on an average weekday, which is forecast to reach almost 100,000 visitors per weekday by 2016[4]. A quarter of all retail sales in the City of Melbourne are tourism-related, and this proportion is growing rapidly.

Summary of visitation to metropolitan Melbourne (2005)

Type of Visitor	Number	Total Expenditure	Expenditure Per Visitor	Average Length of Stay
Day Trip Visitors	10.5 million	$1.1 billion	$105	-
Domestic Overnight Visitors	6.1 million	$4.2 billion	$697	3 nights
International Visitors	1.3 million	$2.1 billion	$1644	19 nights
TOTAL VISITORS	17.9 million	$7.4 billion	-	-

Source: Tourism Research Australia, 2005.

In 2004 there were 88,500 business events (including conventions and exhibitions) held across Victoria at 360 venues attracting 5.4 million delegates and creating 22,600 jobs. Victoria's share of the high yielding Australian business events sector is 25 per cent.

In the major events sector, metropolitan Melbourne and Victoria attract approximately 230,000 international major event visitors per year (42 per cent of all event visitors to Australia) and events generate an estimated nearly $1 billion for the state per annum.

Business and major events showcase Melbourne's outstanding lifestyle benefits, and its excellent business and investment opportunities. They also bring high profile national and international leaders to the city, resulting in the transfer of new ideas and knowledge.

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[3] Victorian Government's 10 Year Tourism and Events Industry Strategy
[4] City of Melbourne City Users Survey 2006

New opportunities

Victoria's tourism industry is expected to grow from $10.9 billion in 2006 to $18 billion by 2016.

At present Melbourne's major international markets are the United Kingdom, New Zealand, the United States, Japan, China, Singapore and Malaysia.

However, recent industry forecasts show China and India are rapidly growing as international markets to Melbourne. These forecasts indicate China will be Australia's biggest tourism market within the next 10 years (currently nine per cent and forecast to be 19 per cent by 2016), with India, Korea, Russia and Brazil emerging as key markets.

By 2016 the Asian market, including China, Malaysia and India, could account for more than 40 per cent of all international tourists to Melbourne and Victoria, and over 50 per cent of tourist spending.

To take advantage of these opportunities, Melbourne needs to make changes to the information and services the city offers. Visitor information will need to be available in key languages, while service providers may need information and training to aid cultural awareness.

A major issue for Melbourne is the lack of direct flights and seat capacity into the city to meet growing demand. Also critical is investment in accommodation, infrastructure and workforce planning.

The emergence of low cost, domestic airline carriers has boosted the number of first time, budget travellers to Melbourne. First time travellers now account for 10 to 15 per cent of visitors to the city, making it even more important to develop products and packages that appeal to this market.

A 2004 visitor analysis by the National Tourism Alliance of 17 inbound markets showed the most popular leisure activity while in Australia for international tourists was 'shopping for pleasure'.

Recent studies show professionalism and excellent customer service are competitive strengths for Melbourne. These studies indicate tourists judge a destination on all areas of the service industry, not just accommodation, visitor services and tour operators.

For this reason, it is vital all city businesses understand the importance of tourism to their bottom line. More work is needed to help businesses develop strategies and products to increase their share of the tourism market.

A recent Victorian Government review of the state's tourism and events industry shows there is increasing competition for business events and major events throughout Asia. The review found Singapore, Malaysia and China are continuing to grow their capacity to stage business events and are willing to spend more than Melbourne to attract high profile events and delegates.

There are also indications Melbourne is facing strong competition as an international study destination. Although international student enrolments in the City of Melbourne grew from 40,000 in 2001 to 51,600 in 2006, this growth seems to have slowed. One of the reasons for this could be that other destinations have improved their educational facilities and experiences.

Our current role

The City of Melbourne is a major provider of visitor infrastructure and tourism services for Melbourne and Victoria.

At a municipal level the City is largely responsible for making Melbourne accessible and easy to navigate, and providing information, signage and visitor services to meet tourists' needs. In addition, the City supports festivals and events, develops city precincts, commissions public art and maintains pubic buildings, streetscapes and parks.

As a capital city government, the City of Melbourne has a leadership role beyond its municipal boundaries. The City advocates on behalf of metropolitan Melbourne on tourism planning and development issues at state, national and international forums. It also acts as a must see gateway to and from the built and natural attractions of metropolitan Melbourne, regional Victoria and southern Australia.

In the last 10 years the City's tourism role has expanded from basic tourism information to leadership in destination marketing and management of high profile visitor facilities. The City also acts as a gateway to regional Victoria, particularly for international tourists.

The City of Melbourne's tourism services are the first point of contact for many tourists to Melbourne and Victoria and play a vital role in orientating tourists and giving them the tools to discover Melbourne for themselves. The City's visitor services assist more than two million people per year, with numbers increasing at 30 per cent per annum.

The City currently employs 13 full time staff and several part time information officers and guides. Its tourism services network is made possible by the work of more than 300 experienced and trained volunteers. Major services include: the Melbourne Visitor Centre at Federation Square, the Melbourne Visitor Booth in the Bourke Street Mall, the City Ambassador Program, the Cruise Ship Meet and Greet Program, Mobile Event Booths, the Melbourne Greeter Service, the Melbourne City Tourist Shuttle and Town Hall tours.

The City of Melbourne is also responsible for promoting the central city to Melburnians. This is done by identifying, fostering and marketing key consumer strengths, experiences and attributes which position the central city as a destination of choice for all Melburnians.

In tandem with its tourism services and local destination marketing, the City of Melbourne operates an extensive international relations program, including a comprehensive sister city network and a business development program aimed at attracting new international investment to Melbourne.

Tourism Victoria is the Victorian Government's key agency responsible for marketing Victoria as a tourist destination, both domestically and internationally, in partnership with Tourism Australia. In addition to its own local marketing campaigns, the City of Melbourne provides input on a variety of state-wide and national tourism campaigns, and supports bids for and delivery of major business, sporting and cultural events.

Destination Melbourne Ltd is responsible for marketing metropolitan Melbourne to regional and interstate markets. Working in partnership with Tourism Victoria, the City of Melbourne and industry groups, Destination Melbourne Ltd develops tactical marketing initiatives that support Tourism Victoria's wider brand campaigns.

The way forward

The City of Melbourne has an important role to play in both destination marketing and destination management.

Recently the City released the Melbourne Marketing Strategy 2007-2011 outlining how it intends to promote and package Melbourne over the next four years.

Equally important is the need to meet the needs of tourists when they arrive. As the local government authority responsible for many of Melbourne's capital city assets, the City of Melbourne welcomes tourists and visitors on behalf of all Melburnians and Victorians.

With the vast majority of international tourists to Victoria travelling through Melbourne during their stay, the City of Melbourne delivers on the 'promise' made by tourism marketing agencies such as Tourism Australia and Tourism Victoria.

These agencies are responsible for attracting tourists but it is up to the City of Melbourne to make it easy for people to experience the city when they arrive, and to help local businesses engage with the tourism market.

The City plays a key role in making sure Melbourne's tourist precincts are accessible and easy to navigate, and information, signage and visitor services meet tourists' needs.

The City has a vital role to play in developing street signage, access routes and pick up / drop off points to help tourists and tourism operators find their way around Melbourne. It also packages tourism experiences to help people get the most out of their visit to Melbourne. In the long run it is the experiences people have in a city – which the City of Melbourne can influence - that create vital word-of-mouth and return visits.

But to operate effectively, destinations like Melbourne require strong partnerships between all agencies involved in destination marketing and management.

The City of Melbourne Tourism Plan 2007-2012 is focussed on building and strengthening those partnerships. It also suggests new ways to collaborate and share resources across a range of local, state and national tourism agencies.

This Plan is intended to complement the work of other agencies rather than replicate it. The following policy documents were influential in developing this Plan:

- The Federal Government's *Tourism White Paper*
- The Victorian Government's *10-year Tourism and Events Strategy*
- *The Inner Melbourne Action Plan*
- *Melbourne Metropolitan Tourism Analysis*
- *City Plan 2010*
- *Melbourne Transport Strategy*
- *Melbourne Marketing Strategy 2007-2011.*

The City of Melbourne understands people don't buy destinations, they buy experiences, and these experiences need managing to ensure customers get more than they expect in terms of skills, service and infrastructure.

Effective tourism management begins and ends at the local destination, largely because local government manages the natural and cultural resources that tourism relies on, and provides core infrastructure, attractions and services.

This Plan will help more people from across Australia and around the world experience and enjoy the best of what Melbourne has to offer.

Theme 1:   Creating one Melbourne

> **VISION: Tourists experience Melbourne as welcoming, interconnected and easy to explore.**

LEAD ACTION: The City of Melbourne will champion the idea of 'one city, one destination' where all levels of government and industry work together on tourism planning and development, infrastructure, signage, information and visitor services.

Why this theme is important

Melbourne is seen by tourists as one destination, not as a number of separate municipalities.

However, there are differences in the importance individual metropolitan Councils or agencies place on tourism and the level of resources they allocate to promoting experiences and attractions. As a result, Melbourne delivers a range of individual messages to tourists rather than a unified vision of the city as a whole.

In general, individual Councils are responsible for marketing their own local attractions, including information, signage and visitor services.

Across Melbourne there are gaps, inconsistencies and a lack of connection between key tourist precincts and attractions. This means that tourists are not always aware of all Melbourne has to offer, nor do we as governments and agencies make it easy for them to access these experiences. There is an abundance of information about what to do and see in central Melbourne but not enough material about attractions and places of interest in wider metropolitan Melbourne.

All Councils and tourism agencies would benefit from closer collaboration on Melbourne's destination messages. The more comprehensive the offer, the more tourists would be attracted to Melbourne, and the greater the benefit for Melbourne as a whole.

Similarly, more could be done to integrate services, and create a seamless system for assisting tourists. For example, the City of Melbourne and Tourism Victoria both operate telephone call centres for tourists. Although there is some connection between these services, sharing of information and resources could be improved. Both agencies have made significant investments in online technology and opportunities exist for continued coordination and linkages.

Whatever way tourists enter Melbourne – whether by rail, road, air or sea – the City of Melbourne aims to create a consistent sense of welcome and ease of navigation.

Greater collaboration between Councils and tourism agencies will broaden Melbourne's appeal to tourists and enable the city to be promoted as diverse and interconnected. It will also make Melbourne easier to explore.

Goal 1: Melbourne is developed, promoted and experienced as a single, integrated tourist destination

Strategies	Actions	Partners
Strategy 1.1: Ensure Melbourne is experienced as welcoming and easy to navigate	Develop a gateway signage system linking Melbourne's tourist entry points (air, sea, rail and road) with the city centre. Develop a map of Melbourne showing key gateways and routes, distances and modes of transport between tourist entry points and the city centre, The map to be available to visitor information services, travel guides and websites, and other 'arriving in Melbourne' information sources. Develop clear, accessible single-source information on how to get around Melbourne on foot, bike, taxi or public transport. The information will be available in key languages online and through the City of Melbourne's visitor services network. Produce all maps and visitor information in languages of major inbound markets.	Tourism Victoria Melbourne Airport Southern Cross Station
Strategy 1.2: Ensure tourist information services are strategically located	Monitor tourist numbers and dispersal around central Melbourne and conduct an annual survey of tourists' information, signage and services satisfaction and requirements. Develop an 'information hierarchy' that integrates planning of signage and tourist infrastructure and services within the city, and links with production of maps and visitor information. Establish a visitor information network covering Melbourne's gateways and major metropolitan attractions The network will strengthen connections between existing services and integrate web, telephony, booking and face-to-face services. - establish a 'One Melbourne' visitor information service framework - identify joint funding requirements	Tourism Victoria Melbourne Metropolitan Mayors' Network
Strategy 1.3: Encourage tourism investment and development within inner Melbourne	Monitor accommodation, infrastructure and workforce required to meet forecast growth of tourism to Melbourne. Outline the City of Melbourne's strategic agenda, planning framework and programs available to support tourism investment and infrastructure development. Develop a tourism infrastructure plan for inner Melbourne incorporating: - improvements and extensions to the visitor domain; - facilities including river berthing, ticketing and end-of-trip facilities for cyclists; - on-street information systems such as ihubs; and - development of a day tour coach terminal. Support the development of the network of walking and cycling routes within inner Melbourne. Develop a signage system that connects walking and cycling routes across inner Melbourne. The	Inner Melbourne Councils (4) VTIC Tourism Victoria Vic Roads Parks Victoria Yarra Trams

	signage will mark distances between key points, promote nearby attractions and precincts, and link with public transport	
Strategy 1.4: Promote inner Melbourne as a single tourist destination	Research the value of tourism, tourists' interests and dispersal within inner Melbourne. Communicate findings to inner Melbourne Councils, local residents and businesses. Articulate the joint roles of the four inner Melbourne Councils in developing and promoting inner Melbourne as a tourist destination. Implement the Inner Melbourne Action Plan (IMAP) tourism strategy incorporating: - creation of 'experience' packages such as bar and shopping trails; - an events calendar; - production of an inner Melbourne tourist map; - a marketing plan to develop and promote inner Melbourne's destinational strengths; and - experiences and attractions to tourist markets. Develop an inventory of inner Melbourne attractions, precincts and tourism product and a database of businesses seeking to engage with tourist markets. Promote inner Melbourne's attractions and precincts through the City of Melbourne's visitor services network, and encourage exploration of the region.	Inner Melbourne Councils (4) DML Tourism Victoria
Strategy 1.5: Encourage growth of tourism to metropolitan Melbourne and surrounds	Work with metropolitan Councils to develop travel corridors linking the city centre with key destinations such as the Valley of the Arts (Heide), Werribee Mansion and Zoo, the Yarra Valley, the Mornington Peninsula and Great Ocean Road. Work with metropolitan Councils to develop a program of signage, maps and tourist information to support the travel corridors. In collaboration with metropolitan Councils, promote Melbourne's attractions and precincts through the City of Melbourne's visitor services network, and encourage tourists to explore metropolitan Melbourne along the travel corridors. Work with the Valley of the Arts, Geelong Otway and Mornington Peninsula and Yarra Valley tourist associations to cross-promote inner Melbourne's tourist attractions and visitor services.	Metro Melbourne Mayors' Forum DML Tourism Victoria

Theme 2:   Increasing Melbourne's profile

VISION: Melbourne is a first choice destination. Information about planning a visit to Melbourne is available where and when tourists need it: from when they first become aware of the city, during journey planning, and on arrival.

LEAD ACTION: The City of Melbourne will play a key role in telling the story of Melbourne and developing messages for campaigns that celebrate its strengths. The City of Melbourne will research the information and decision-making 'journey' of visitors, explore new channels for reaching emerging markets, and assist tourists to make the most of their time during their stay.

Why this theme is important

Melbourne and Victoria's tourism industry has achieved outstanding performance in recent years against the measures of economic output, employment and exports.

By national standards Victoria has experienced growth in international tourist numbers at a time when other states and territories have experienced a decline. Likewise, Melbourne's share of tourist numbers has also increased at a faster rate than Sydney or Brisbane.

Melbourne's appeal is broad, attracting international conference delegates, people attending sporting and cultural events, international students, and those travelling for leisure or to visit friends and relatives.

Word of mouth about Melbourne is carried daily across the country and around world by hundreds of influential people from Melbourne's business, education, arts and sporting communities, and the people with whom they do business and collaborate. These people help build global and national awareness of Melbourne.

However, as stated in the Victoria Government's *10-Year Tourism and Events Industry Strategy (Oct 2006),* competition for the tourism dollar is fierce and visitors are becoming "increasingly discerning, constantly in search of new experiences and better standards of service".

It is important to reach potential visitors early in their journey planning with messages about how welcoming Melbourne is, how easy it is to explore, and the many things there are to see and do.

The City of Melbourne wants to reach visitors when they first become aware of Melbourne through to when they are thinking of visiting the city, making travel arrangements and finally after they arrive. To achieve this, we need to understand what influences people to travel to Melbourne and the information channels they use, which may differ depending on the tourism market.

The City of Melbourne is keen to work with other agencies and industry to increase the prominence of Melbourne as a vibrant, exciting Australian destination.

At present, the City focuses most of its tourism resources on assisting tourists once they arrive. During 2006 the City of Melbourne helped more than two million people through its three city-based services: the Melbourne Visitor Centre at Federation Square, the Melbourne Visitor Booth in Bourke Street Mall, and the City Ambassador Program.

However, recent research undertaken by the City of Melbourne shows two thirds of travellers arriving at Southern Cross Station (international and domestic air passengers and interstate and intrastate train passengers) had already sourced the information they required about Melbourne before arrival.

Goal 2: Tourists can engage with Melbourne and the city's 'story'

Strategies	Actions	Partners
Strategy 2.1: Tell the Melbourne 'story'	Produce information in formats readily available to tourists and the travel trade on: - Melbourne's indigenous heritage and colonial and contemporary migration history; - Melbourne's parks and gardens, waterways, urban environment and architecture; - Melbourne's strengths, attractions and major precincts. Work with Tourism Victoria and Tourism Australia to strengthen Melbourne images and campaign messages consistent with the city's experiences and strengths. Add value to tourism campaigns promoting Melbourne internationally and domestically by producing tourist information and product in line with campaign messages and strategies targeting consumer, media and trade.	Tourism Victoria Tourism Australia DML
Strategy 2.2: Make it easy for tourists to engage with Melbourne life	Develop themed maps, walking routes and self-guided itineraries that enable tourists to explore Melbourne's indigenous heritage, public art, laneways and arcades, parks and gardens, precincts and World Heritage listed Royal Exhibition Building and Carlton Gardens. Continue to provide regular information and briefings to the local tourism industry – accommodation providers, concierges, tour operators and attractions – on Melbourne's experiences, strengths and features. Expand the availability of Melbourne information and product through tourism and travel distribution systems by: • auditing the current range of product; • seeking feedback from industry and markets on information and product opportunities; • creating new product concepts for presentation to inbound operators and wholesalers such as tram-based product linking inner Melbourne's tourist precincts and attractions.	Tourism Victoria DML ATEC
Strategy 2.3: Strategically position messages about Melbourne as a welcoming and easy to navigate destination	Monitor changes in the planning 'journey' undertaken by intending travellers, and innovations in information and communications technology relevant to tourism. Survey tourists in Melbourne on the timing, types and sources of information used in planning their journey to the city. Undertake a search engine optimisation review of online information about Melbourne. Develop a channel strategy to communicate the Melbourne experience and availability of visitor services at strategic points in the travel planning 'journey' such as travel guides, online, face-to-face services and mobile technology.	Tourism Victoria DML

16

	Build a dedicated tourism section within the City of Melbourne's websites.	
Strategy 2.4: Promote the City of Melbourne's visitor services network as the culmination of the travel planning 'journey'	Distribute information about Melbourne's visitor services network in key languages through frequently used channels and services such as print, online, telephony, face-to-face, pod-casting and mobile technology. Integrate the City of Melbourne's visitor services network with broader tourism campaigns promoting travel to Australia and Melbourne. - position the visitor services network as a call-to-action for campaigns, as a fulfilment point for the marketing 'promise' and as a vital channel in the tourist's planning and information journey Provide regular updates to Tourism Victoria on profile of visitors assisted by City of Melbourne's visitor services, on visitation patterns, and on responses to campaigns Regularly communicate with industry on the numbers and profile of tourists assisted by the City of Melbourne's visitor services network and opportunities for operators to reach the market.	Tourism Victoria DML
Strategy 2.5: Strengthen Melbourne's attraction as an international study destination	Work with tertiary education sector to promote Melbourne as an international study destination. Develop welcome information and services for newly arrived international students to help them engage with Melbourne, its visitor services and attractions during their stay. Support campaigns to encourage travel to Melbourne by the friends and relatives of international students, and explore opportunities for operators and businesses to service this market.	Tourism Victoria DML Victorian Education Dept
Strategy 2.6: Promote Melbourne as a tourist destination through Melbourne's international networks and activities	Develop a cooperative marketing program leveraging the City of Melbourne's international networks and in-market capacity to support aviation, international students, tourism, business and major events attraction. Develop a customised program of tours and services available for key international missions and delegations to Melbourne. Work with Melbourne's leading business, education, arts, sporting and research institutions to: - assist them to act as Melbourne ambassadors when working, competing and performing internationally; - enable their visiting international colleagues to engage with the Melbourne during their stay.	Lord Mayors' Vice Chancellors' Forum Arts Victoria Victorian Education Dept Dept Sports and Recreation Dept Foreign Affairs and Trade

17

Theme 3: <u>Building industry capacity</u>

VISION: Visitors to Melbourne are delighted and surprised by how easy it is to engage with city life. Melbourne is widely recognised for the quality of the city experience, ease of getting around, excellent service and ready access to tourist information.

LEAD ACTION: The City of Melbourne will take a lead on developing product, building industry capacity and contributing to high service standards across the city.

Why this theme is important

To compete successfully in the international tourism market, Melbourne needs to sell itself on the quality of the tourist experience, rather than on price.

While Melbourne may not be the cheapest city in the Asia Pacific region, it is welcoming, easy to explore and tolerant. Melbourne is also a great city for festivals and events, food and wine, art and culture, shopping and design.

More than 70 per cent of Australia's growth in tourism over the next decade is expected to come from international markets, with China and India forecast to be the largest segments.

A recent National Tourism Investment Strategy report outlines the critical link between workforce planning and attracting investment to cater for this forecast growth in international visitors.

Greater capacity in terms of accommodation and transport, and a highly skilled workforce, are essential for Melbourne to meet this demand. Likewise, more direct international flights to Melbourne and additional seat capacity are critical.

Forecast data also points to opportunities for improving tourist information, services and products. To meet visitor expectations and ensure good word of mouth and return visits, Melbourne needs 'front-line' visitor services to have high customer service standards, better awareness of cultural issues and good local knowledge. This is particularly important for taxis and public transport, tourism operators, concierge desks, retail outlets, bars and restaurants.

The City of Melbourne also sees an opportunity to work more closely with the tourism industry to identify workforce development and training needs, in line with Tourism Victoria's *Tourism Excellence Strategy*. The City runs a number of professional development programs for city-based tourism businesses and would like to investigate linkages with other industry training and workforce planning ventures.

Goal 3: A viable tourism industry and a Melbourne 'experience' that exceeds tourists' expectations.

Strategies	Actions	Partners
Strategy 3.1: Increase international direct flights and seat capacity into Melbourne	Work with Melbourne Airport and Tourism Victoria to influence the Federal Government's aviation policy. Utilise the City of Melbourne's international networks and activities to support Victoria's aviation agenda. Work with metropolitan Councils to develop an aviation policy supporting increased international direct flights and seat capacity into Melbourne. Work with the Council of Capital City Lord Mayors to develop an aviation policy supporting increased international direct flights and seat capacity into Australia.	Melbourne Airport Tourism Victoria Metro Melbourne Mayors' Network CCCLM VTIC
Strategy 3.2: Strengthen the capacity of businesses and institutions to engage with the tourism industry	Develop a database of attractions, city businesses and arts, cultural, sporting and educational institutions seeking to engage with tourist markets. Facilitate the development of new product by conducting workshops for interested city businesses, attractions, institutions and touring and transport companies. Facilitate formation of small business clusters and cooperative marketing initiatives through the City of Melbourne's Small Business Development Program. Develop a Melbourne 'Knowledge' book (like the London taxis' model) describing Melbourne's heritage, major features, precincts and attractions, and information on tourist services, how to get around and fast facts on the city. The book would be aimed at the travel trade and inbound and incentive travel operators to help construct Melbourne itineraries. Audit structural changes required to assist tourism operators such as licensing for tours, and requirements for use of public and private spaces. Explore creation of a tourism association for metropolitan Melbourne responsible for tourism-related planning, economic development, infrastructure, transport and destination management.	DML Tourism Victoria Melbourne Metropolitan Mayors' Network
Strategy 3.3: Ensure Melbourne information and product is suitable for emerging international markets	Seek feedback from Tourism Australia, Tourism Victoria and the City of Melbourne's international network on the travel interests of emerging markets and their information, product and service requirements. Review current inbound programs to identify opportunities for new product and information. Develop material and product for key market segments such as backpackers, conventions delegates and international students, available in a variety of languages and formats.	Tourism Australia Tourism Victoria Australian Tourism Export Council

Strategy 3.4: Achieve a high standard of customer service across Melbourne's 'frontline' services	Work with Melbourne's 'frontline' services (taxis, public transport, touring, retail and accommodation) to develop customised programs aimed at: delivering excellent customer service; boosting destination and product knowledge; and improving understanding of the cultural protocols and information needs of emerging markets. Support the Victorian Government's commitment to 'Better Taxi Services' and develop an incentives program to underpin the Taxi Ambassador program. Support Tourism Victoria's *Tourism Excellence* program by: participating as an early 'adopter' and sponsoring the annual Victorian Tourism Awards. Promote accredited operators, taxi ambassadors and tourism award entrants and winners to tourists visiting the City of Melbourne's visitor services network.	Tourism Victoria Tourism Alliance Vic VTIC Dept of Infrastructure Transport operators Better Business Accreditation
Strategy 3.5: Contribute to investment attraction and workforce planning	Collaborate with industry, tertiary education sector and training providers on investment and workforce planning, and gap analysis initiatives. Link the City of Melbourne's tourism professional development programs with industry education and training programs to maximise effectiveness and return on investment to Melbourne. Work with Tourism Victoria, the industry and education sector to create a program of integrated work placements that incorporate the City of Melbourne's tourism operations and address industry needs. Work with Melbourne's tertiary education sector to create annual training and work placement scholarships for young people from disadvantaged and/or special needs backgrounds. Work with Melbourne's tertiary education sector to facilitate employment opportunities for graduates.	Tourism Victoria Service Skills Victoria Tourism Alliance Vic Victorian tertiary education sector Lord Mayor's Vice Chancellors' Forum
Strategy 3.6: Strengthen Melbourne's capacity as an events destination	Develop visitor services and promotional support packages for business and major events aligned to the City of Melbourne's strategic objectives such as global positioning, business and trade development, investment and destination marketing and development. Enter into a Memorandum of Understanding (MoU) with MCVB and DIIRD on roles and responsibilities in attracting, promoting and servicing business events staged in Melbourne. Enter into a MoU with Tourism Victoria, VMEC, DIIRD and Sport and Recreation Victoria on roles and responsibilities in major events including infrastructure development and maintenance, staging and management of public domain.	DIIRD MCVB VMEC Victorian Dept Sport and Recreation
Strategy 3.7: Position Melbourne as a centre for	Position Melbourne as a centre for excellence in tourism and events linking academic research and practitioner training. Work with the Lord Mayor's Melbourne Vice Chancellors' Forum to explore opportunities and	Lord Mayor's Vice Chancellors' Forum

21

excellence in tourism and events	requirements for positioning Melbourne as a centre of excellence in tourism and events.	
	Work with the Victorian Government and industry to investigate an events industry accreditation system linked to training.	

Theme 4:   Becoming the gateway to southern Australia

VISION: Melbourne is the primary gateway to the attractions of southern Australia, and the cultural and entertainment capital of the region.

LEAD ACTION: The City of Melbourne will develop products and self guided travel packages promoting the city as a premier destination in its own right, and as a first stop for exploring coastal roads, historic towns, wilderness areas and wineries.

Why this theme is important

Melbourne is the logical gateway to southern Australia and regional Victoria. More than 95 per cent of international tourists who visit regional Victoria travel via Melbourne, and many international and domestic tourists travelling to Tasmania and South Australia also spend time in the city.

Surveys conducted by the Melbourne Visitor Centre at Federation Square indicate coastal journeys, and exploration of Victoria's heritage, natural environment, food and wine, are the most popular regional experiences for visitors. Research also shows considerable interest in coastal travel from Melbourne towards Adelaide and Sydney.

At present more than 65 per cent of international tourists to Australia arrive in Sydney. The City of Melbourne is keen to attract more of these tourists to Melbourne and Victoria by promoting the coastal road between the two cities as one of the great drives of Australia.

Melbourne is also a central axis for travelling to Adelaide and Hobart, and many opportunities for cross-promotion exist between these three capital cities.

In addition, there are a number of spectacular touring routes throughout regional Victoria, which showcase the state's natural beauty, history and attractions. The City of Melbourne wants to promote these 'travel corridors' by working closely with Victoria's Visitor Information Centre (VIC) network to create product along key corridors, share information, link booking systems and undertake joint marketing campaigns.

Increased cooperation and cross-promotion between Melbourne and other capital cities, and between Melbourne and regional Victoria, will make southern Australia a much more attractive destination for international visitors and interstate visitors.

Likewise encouraging regional Victorians to visit Melbourne and Melburnians to explore their home state is a high priority for the City of Melbourne.

Goal 4: Increase travel by international tourists from Sydney to Melbourne and between Melbourne, regional Victoria and southern Australian destinations

Strategies	Actions	Partners
Strategy 4.1: Encourage international tourists to travel to Melbourne and stay longer	Work with the city governments of Sydney, Adelaide and Hobart to position southern Australia as a comprehensive, seamless experience for international travellers. Create coastal itineraries that link Melbourne by road, rail and sea with Sydney, Adelaide and Hobart. These itineraries will feature Melbourne as the entry and/or exit point for air travel to Australia. Build travel, accommodation, touring and attractions packages to support coastal itineraries. Negotiate cross-promotion campaigns with Sydney, Hobart and Adelaide through their gateway information and travel sales centres	City of Sydney City of Hobart City of Adelaide Tourism Alliance Victoria Tourism Victoria
Strategy 4.2: Encourage two-way travel between Melbourne and regional Victorian destinations	Create itineraries that encourage two-way travel between Melbourne and regional Victoria along key travel corridors such as Bendigo, East Gippsland, the Mornington Peninsula and Great Ocean Road. Build travel, accommodation, touring and attractions packages to support itineraries and travel corridors. Strengthen the capacity and promotion of two-way travel by: • exploring integration of the information, web, telephony and booking systems of the City of Melbourne and Visitor Information Centres (VICs) along the designated travel corridors; • undertaking cross-promotion campaigns and staff familiarisations and exchanges with VICs along the travel corridors; • develop Melbourne tourism product, such as short break packages, for regional and cross-promotional campaigns. Seek Australian Government tourism and communications funding for development and promotion of the travel corridors network linking Melbourne and regional Victoria.	Regional City/Shire Councils DML Tourism Victoria Regional Tourism Associations Tourism Alliance Victoria Federal Dept Industry Tourism and Resources Federal Department of Communications, Information Technology and the Arts
Strategy 4.3: Position the City of Melbourne's visitor information services network as the information gateway to Melbourne, Victoria and southern Australia	Promote the City of Melbourne's visitor services network as the first stop for tourists visiting Melbourne, Victoria and southern Australia. Establish the network as a key call-to-action for tourism and travel marketing campaigns. Link Melbourne's visitor services network with VICs in Sydney, Adelaide and Hobart to support international travel to the four capital cities.	City of Sydney City of Hobart City of Adelaide Tourism Victoria

Theme 5:   **Advancing sustainable tourism**

VISION: Melbourne is recognised worldwide as a model for responsible tourism and travel.

LEAD ACTION: The City of Melbourne will work with government and industry to develop sustainable practices in tourism and travel, influence tourist behaviour and act as a model for the wider travel industry.

Why this theme is important

There is growing community concern about climate change and the impact of greenhouse gases on our way of life. The tourism and travel industry contributes to this problem, and there are several ways of minimising or offsetting this impact.

The City of Melbourne is investigating ways of offsetting the greenhouse gases generated by all modes of travel, without adding costs that would discourage people to visit Melbourne and Victoria.

A number of Melbourne-based companies are leaders in environmental sustainability and the City of Melbourne is also a pioneer in the field.

The City of Melbourne has recently collaborated with over 25 city hotels on the successful *Savings in the City* program – an innovative initiative that helps hotels reduce energy, water and waste consumption. Melbourne's hospitality sector generates up to 18 per cent of all waste in the municipality.

The City of Melbourne is also stepping up efforts to promote central Melbourne as a place that is best explored on foot, bike or public transport, and is continuing to act as a model of sustainable practice:

In August 2006 the City opened the doors of Council House 2 (CH2), a landmark new office building with the potential to change forever the way Australia and the world approaches ecologically sustainable design.

With sustainable technologies incorporated into every part of its 10 storeys, CH2 provides is a role model for sustainable design for Melbourne's business community, including tourism attractions and accommodation providers. Some of its features include a water-mining plant in the basement, phase-change materials for cooling, automatic night-purge windows and a facade of louvres (powered by photovoltaic cells) that track the sun.

Concern about climate change and environmental sustainability is growing rapidly and may already be affecting people's decisions about where to travel. A number of international airlines have introduced voluntary programs allowing customers to calculate and offset greenhouse gas emissions generated by their travel.

Likewise the City of Melbourne's visitor services network – and the tourism industry as a whole – will increasingly need to demonstrate responsible and efficient use of scarce resources.

Goal 5: Melbourne is recognised as a leader in sustainable tourism development and promotion

Strategies	Actions	Partners
Strategy 5.1: Position Melbourne as a 'green' tourist destination	Develop a program promoting carbon neutral travel and incorporating an offsets scheme for journeys to Melbourne by air, car, rail, coach and sea. Review the City of Melbourne's travel policy for its carbon impacts, specifically air travel. Develop an offsets program for City of Melbourne staff travelling to conferences and business meetings. Measure and monitor tourism's eco footprint by researching how tourists travel to Melbourne, how they move around the city, where they stay and how long they stay. Promote Melbourne's sustainability credentials in tourism marketing, information and communications.	Tourism Victoria DML VTIC
Strategy 5.2: Encourage sustainable practices by tourists to Melbourne	Promote Melbourne as a place best explored on foot, by bike and on public transport. Provide clear information about Melbourne's public transport system through all tourist information outlets. Support packaging of tram, train and river travel with attractions and key Melbourne experiences. Link the City of Melbourne's tourist shuttle bus with public transport.	DML Tourism Victoria
Strategy 5.3: Promote sustainable practices to Melbourne's tourism industry	Audit the City of Melbourne's visitor information services network for sustainable practices. Develop guidelines for industry promotions through the City of Melbourne's visitor information services network, such as accreditation and use of recycled materials. Expand the City of Melbourne's *Savings in the City* program to incorporate Melbourne-based tour operators and other tourism businesses. Support measures by buses, taxis and other public transport to reduce greenhouse emissions such as conversions to LPG and hybrid vehicles. Promote companies complying with sustainable practices to tourists through the City of Melbourne's visitor services network. Undertake an industry-wide communications program to promote initiatives and benefits of sustainable practices. Apply for Green Globe accreditation for the City of Melbourne.	Tourism Alliance Victoria VTIC
Strategy 5.4:	Make sustainable practices a condition of sponsorship for the City of Melbourne's major and business events program, such as noise abatement, residential amenity, water use and waste, and assist	

Promote 'green' events	companies comply with these conditions. Package event tickets with public transport.	VMEC Public transport operators
Strategy 5.5: Support Victorian communities	Provide targeted displays and promotions to support communities recovering from major crises such as bushfires and drought. Equip the City of Melbourne's visitor services network to act as a critical element in the state's communications system during times of crisis such as informing tourists of road closures and areas of risk during bushfires.	Tourism Victoria RTAs

27

Theme 6: <u>Improving research and planning</u>

> **VISION: Tourism development and planning in Melbourne is informed by what Melburnians love about their city, and by comprehensive, up-to-date data.**

LEAD ACTION: The City of Melbourne will invest in research to monitor the value of tourism and analyse tourism numbers and trends across the industry.

Why this theme is important

Comprehensive research and planning are essential for Melbourne to build on its success as a tourist destination.

Research is currently undertaken by a number of agencies in Victoria and Australia, including Tourism Victoria and Tourism Research Australia's market intelligence forecasts, the tourism industry's research into business confidence and industry viability, and the City of Melbourne's tourist satisfaction surveys.

However, there is a need for specific research and analysis about additional aspects of tourism to Melbourne. By pooling research efforts it will be possible to build a clearer picture of tourism to Melbourne and provide a strong base for future planning.

In particular, the City of Melbourne wants to:

- Find out about Melburnians' tourism vision for their city. Plans for Melbourne as a tourist destination need to align with local aspirations, as development that is embraced by locals is more likely to appeal to tourists as well.

- Determine the value of tourism to the city. Tourism is a key contributor to Melbourne's economic wellbeing but more information about the benefits of tourism is needed to encourage city businesses to think about their own tourism role.

- Plan for forecast increases in tourist numbers. More analysis is needed about how visitors will travel to Melbourne, where they will stay and what they will do when they arrive. This analysis will inform planning for transport, accommodation, infrastructure, product development and visitor services.

- Build a clearer profile of the tourist industry. Monitoring changes in land use and employment will provide data on industry viability and shape planning, investment and development.

- Gather detailed information on tourist satisfaction, including their impressions of visitor information, signage, things to see and do, services and professionalism, and the likelihood of a return visit.

Goal 6: Melbourne's development and marketing as a tourist destination is informed and planned, and the benefits measured

Strategies	Actions	Partners
Strategy 6.1: Determine the value of tourism to the city	Monitor the value of tourism to the city by establishing benchmarks measuring the social, economic and environmental benefits to the city and the return on the City of Melbourne's investment in tourism. Communicate the value of tourism to city businesses and residents by: • developing facts sheets on tourism to the city and inner Melbourne; and • developing a communications plan for maintaining regular information to city residents and businesses about tourism forecasts, opportunities and benefits.	Tourism Victoria
Strategy 6.2: Plan for forecast increases in tourist numbers	Survey City of Melbourne residents, workers and businesses on their understanding of the value of tourism and their vision for Melbourne's development as a tourist destination. Develop a quarterly tourism 'health' report analysing current and forecast travel to the City of Melbourne from international, domestic and intrastate markets. The data will be used to monitor and support industry viability, planning and investment, development of accommodation and attractions, product development and workforce planning. Develop a cooperative research agenda with industry and government to: • monitor effectiveness of marketing campaigns; and • inform product development. Develop a cooperative research agenda with inner Melbourne Councils to: • evaluate value of tourism to the region; and • inform planning, infrastructure and tourism-related transport planning.	Tourism Victoria
Strategy 6.3: Monitor satisfaction with Melbourne as a destination	Undertake an annual survey of tourists to the City of Melbourne's visitor services network to: • develop an overall visitor profile; • monitor tourist activity and dispersal; • evaluate influence of visitor information and services, and inform service planning; and • monitor satisfaction with the destination and intention to return.	Tourism Victoria

29

Theme 7:   Boosting collaboration and partnerships

VISION: All levels of government, tourism agencies and operators work together on common goals for tourism in Melbourne.

LEAD ACTION: The City of Melbourne will take an active role in building collaboration and clarifying roles and responsibilities across the industry in destination management, tourism development and services for Melbourne

Why this theme is important

Melbourne's continued success in tourism relies on collaboration and partnerships on several levels:

- a whole of Council approach linking tourism with the City of Melbourne's strategic objectives such as Knowledge City, global positioning, events and marketing;
- metropolitan Melbourne transport, infrastructure, signage, information, promotion and services development;
- support for investment and development;
- city businesses and the services sector;
- capital cities;
- regional Australia; and
- inter-governmental processes enabling cooperation between all three spheres of government.

The City of Melbourne is currently collaborating with government and industry through a number of formal processes, and is informed by the strategic directions of the Australian and Victorian governments. The following strategies and forums are of particular relevance:

Relevant strategies

Tourism White Paper, 2003

Tourism White Paper – Achieving Platinum Australia is a national document focusing on long-term, sustainable growth in the tourism industry. The Implementation Plan (2004) is based on themes of Building Reputation, Lifting Capability, Advancing Sustainability, Improving Access, Enhancing Research and Statistics, and Increasing Collaboration

National Tourism Investment Strategy, 2006

The *National Tourism Investment Strategy* (NTIS) was launched in March 2006. The Strategy builds on the Australian Government's $235 million Tourism White Paper by identifying impediments to private sector investment in tourism assets and recommending remedies.

10-Year Tourism and Events Industry Strategy, 2006

The Victorian Government's *10-year Tourism and Events Industry Strategy* released in November 2006 aims to increase the tourism and events industry from $10.9 billion (2004) to at least $18 billion and create at least 66,000 new jobs by 2016.

Metropolitan Melbourne Tourism Analysis, Discussion Paper, 2005

The Metropolitan Melbourne Tourism Analysis was undertaken by Tourism Victoria to assess the status of tourism within the metropolitan region. One of the major issues identified during the analysis is communication about tourism issues in the region.

Inner Melbourne Action Plan, 2006

IMAP is a collaborative project between the Cities of Melbourne, Port Phillip, Yarra and Stonnington (west of Kooyong Road) and VicUrban (Docklands) that aims to 'make Melbourne more liveable' within the next five to 10 years by implementing a series of actions including: celebrating Melbourne's heritage; linking and improving transport routes; minimising traffic congestion and increasing public transport use; encouraging business investment and tourism; and linking regional open space.

City of Melbourne Transport Strategy 2020: *Moving People and Freight*

Released in August 2006, the vision of the City of Melbourne's *Transport Strategy 2020: Moving People and Freight* is for a transport network that is convenient, equitable and sustainable, which meets the diverse needs of residents, workers, tourists, visitors and businesses.

Melbourne Marketing Strategy 2007-2011

The *Melbourne Marketing Strategy 2007-2011* outlines the strategic direction for destination marketing of the Melbourne as a municipality over the next four years. A draft for consultation was released October 2006. The final Strategy will be launched in February 2007

Relevant Forums

Council of Capital City Lord Mayors

The Council of Capital City Lord Mayor (CCCLM) is a national forum for coordination and representation of the special interests of the capital cities of the Australian states and territories in their relationships with other spheres of government

The Tourism Policy Committee of the CCCLM is coordinated by the City of Melbourne. In September 2006 this Committee identified key issues impacting on capital cities as:
- aviation and air access;
- infrastructure;
- skills and labour shortages;
- development of business and major events and retail tourism;
- sustainable tourism; and
- capital city gateway and destination management roles.

Melbourne Metropolitan Mayors Forum

The Melbourne Metropolitan Mayors' Forum, established in February 2006, comprises 31 municipalities working together to provide a united voice in discussions with other spheres of government on issues of importance to the city as a whole.

At the September 2006 meeting, the Mayors Forum identified increasing incoming flights to Melbourne and freeing up air rights for foreign carriers as one of its major priorities.

Melbourne Tourism Partnership

The City of Melbourne is one of five agencies that markets Melbourne as a destination, and is the key agency for delivering tourist information and services. In June 2005 the City of Melbourne, Tourism Victoria, Destination Melbourne Ltd, the Melbourne Convention and

Visitors Bureau and the Victorian Major Events Company signed an agreement to clarify roles and responsibilities, and coordinate activities and resources. The agreement identified three areas of joint activity – marketing, events, and information and visitor services.

Melbourne Metropolitan Tourism Working Group

An outcome of the Metropolitan Melbourne Tourism Analysis, the primary objective of the Working Group is to identify and facilitate initiatives to increase the economic, social and environmental contribution of tourism to metropolitan Melbourne.

Secondary objectives include:
- increased communication between the Victorian Government and metropolitan Councils on tourism;
- a forum for metropolitan Councils to contribute to Victorian Government strategy development;
- investigate how local government can better leverage activities undertaken by the City of Melbourne; and
- industry development, administration and visitor servicing.

Goal 7: Melbourne's development as a tourist destination is integral to the City of Melbourne's strategic agenda and supported by inter-governmental and industry collaboration

Strategies	Actions	Partners
Strategy 7.1: Ensure tourism is integral to the City of Melbourne's strategic agenda	Establish a Tourism Taskforce of key industry representatives to advise on implementation of the *City of Melbourne Tourism Plan 2007-2012.* Develop a whole-of-Council tourism policy that integrates destination management and promotion with the City of Melbourne's vision for the city and its strategic objectives such as Global Positioning, Knowledge City, Safe City and Leadership in Sustainability.	Melbourne Airport Tourism Victoria DIIRD DML VTIC
Strategy 7.2: Position capital cities as major tourist destinations and gateways to regional Australia	Convene an annual capital cities tourism forum promoting inter-governmental and industry policy development and partnerships around capital cities as tourism destinations and gateways. Collaborate on a paper for the CCCLM on 'good practice' tourism promotion and development within the local government sector. Document the role of capital cities as national tourism gateways. Commission work into the value of visitor services: to tourist satisfaction, industry viability and economic development. Establish and coordinate the work of the CCCLM Tourism Policy Committee. Develop an action plan to support metropolitan Melbourne's development and promotion as a tourist destination.	Metropolitan Melbourne Mayors' Network CCCLM Tourism Policy Committee
Strategy 7.3: Facilitate industry and Council liaison on tourism	Create a single point of contact for government and industry to liaise with the City of Melbourne on tourism policy, planning, development, information, marketing and services. Work with industry to identify a research and planning framework to support industry development and viability. Work with Inner Melbourne Councils to implement the IMAP Tourism Strategy and support the work of the IMAP Tourism Working Group. Support the work of Tourism Victoria's and DML's Melbourne Metropolitan Tourism Working Group.	DML VTIC Tourism Victoria Inner Melbourne Councils (4)

33

FINANCE ATTACHMENT

CITY OF MELBOURNE TOURISM PLAN 2007-2012: MANAGING MELBOURNE AS A TOURIST DESTINATION

Funding of $2,891,305 has been provided in the 2006/07 December forecast for the Tourism Melbourne Branch.

Funding for projects outlined in the Plan will be subject to the annual budget process.

Joe Groher
Manager Financial Services

LEGAL ATTACHMENT

CITY OF MELBOURNE TOURISM PLAN 2007-2012: MANAGING MELBOURNE AS A TOURIST DESTINATION

No direct legal issues arise from the recommendation to the report.

Section 3C(1) of the *Local Government Act* 1989 ("the Act") provides that:

> *"The primary objective of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions."*

Section 3C(2) of the Act provides that in seeking to achieve its primary objective the Council must have regard to facilitating objectives including:

> *"(a)   to promote the social, economic, and environmental viability and sustainability of the municipal district";* and

> *(d)   to promote appropriate business and employment opportunities;"*

Section 3D(2) provides that the role of Council includes:

> *"(b)   providing leadership by establishing strategic objectives and monitoring their achievement;" and*

> *"(d)   advocating the interests of the local community to other communities and governments."*

The subject-matter of the report is within the objectives of Council.

Kim Wood
Manager Legal Services