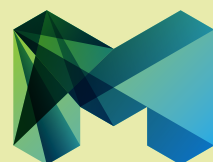# CITY OF MELBOURNE TOURISM ACTION PLAN

2016–2019

CITY OF MELBOURNE

A PROSPEROUS CITY

We support and foster entrepreneurs and enterprises, small and large, helping them to compete in local, national and global markets. We ensure infrastructure and programs are in place to support their success and create a high standard of living for all.

CONTENTS

March 2016

Disclaimer

This report is provided for information and it does not purport to be complete. While care has been taken to ensure the content in the report is accurate, we cannot guarantee is without flaw of any kind. There may be errors and omissions or it may not be wholly appropriate for your particular purposes. In addition, the publication is a snapshot in time based on historic information which is liable to change. The City of Melbourne accepts no responsibility and disclaims all liability for any error, loss or other consequence which may arise from you relying on any information contained in this report.

To find out how you can participate in the decision-making process for City of Melbourne's current and future initiatives, visit **melbourne.vic.gov.au/participate**

ACKNOWLEDGEMENTS

The development of *The City of Melbourne Tourism Action Plan: 2016-2019* is the result of consultation and collaboration both within the City of Melbourne and through discussion with – and generous input from – tourism and transport organisations across Melbourne.

A draft version of this Plan was distributed for comment to the industry in August/September 2015, and the City of Melbourne would like to acknowledge, with thanks, the valuable feedback provided by the following organisations:

- Destination Melbourne Ltd
- Inner Melbourne Action Plan (IMAP) Tourism Working Group
- Melbourne Airport
- Melbourne Convention Bureau
- Port of Melbourne Corporation
- Public Transport Victoria
- SkyBus
- Southern Cross Station Pty Ltd
- Tourism Victoria (now Visit Victoria)
- Tourism Accommodation Australia and Australian Hotels Association
- Victoria Tourism Industry Council
- Yarra River Business Association

The draft Plan was also presented to the retail precincts that form the City of Melbourne Precinct Program and a meeting to outline its contents was held with the Victorian Major Events Company.

Visitors' opinions about Melbourne were also sought when developing the Plan. Visitors to Melbourne were surveyed in August 2015 at the Melbourne Visitor Centre (MVC) at Federation Square. Feedback regarding the visitor experience was positive, with 21 per cent citing 'friendly people' as the best thing about Melbourne, followed by food, restaurants, cafés and bars (20 per cent), transport (16 per cent), architecture and buildings (12 per cent) and art, galleries and museums (10 per cent). When asked what they would change about Melbourne, 50 per cent replied 'Nothing'!

LORD MAYOR AND COUNCILLOR FOREWORD

Everyone wants a piece of Melbourne.

The world's most liveable city welcomed 27 million visitors in 2015 including 16 million domestic daytrip visitors, 8.4 million domestic overnight visitors and 2.3 million overnight international visitors.

We are Australia's number one holiday destination for interstate overnight visitors and Victoria recently overtook Queensland as the second most popular Australian destination for overseas tourists.

Our tourism industry is a major contributor to our economy and provides a crucial market for our retail and hospitality businesses. In the year to June 2014, the tourism industry contributed an estimated $8.9 billion to Melbourne's economy.

Melbourne's appeal lies not so much in its landmarks but in the broad range of fun, exciting and memorable experiences we offer.

We are the culinary, cultural, sporting and events capital of Australia.

People come here to dine at our world-class restaurants, shop in our diverse stores, explore our impressive galleries, see a blockbuster show, wander through our laneways or gardens or witness a global or local sporting event.

"If you build it, they will come" and we have built an exciting and unique tourism sector that appeals to people of all ages from all over the globe.

The City of Melbourne Tourism Action Plan: 2016-2019 follows the five stages of the visitor information journey, outlines strategic priorities and details more than 50 actions to make sure visitors enjoy their Melbourne experience and we continue to grow our visitor economy.

The City of Melbourne invests heavily in our tourism sector, spending $45 million annually on business facilitation and international activity, small business grants, events and activation initiatives, city promotion and tourism. All of these elements help to boost Melbourne's profile to make us more attractive to tourists and ensure they have a great time when they visit.

We are grateful for the service of the 400 dedicated tourism volunteers and staff who offer our visitors helpful information and most importantly, a friendly face. Last year alone they recorded more than two million interactions with visitors.

This Tourism Action Plan will guide the City of Melbourne's strategies and projects to enhance our tourism sector and help us make sure our guests feel very welcome in the world's most liveable city.

Robert Doyle
Lord Mayor

Beverley Pinder-Mortimer
Councillor

Kevin Louey
Councillor

Glossary

A complete Glossary can be found on page 46, which elaborates on terminology used through the Plan and outlines details of tourism bodies responsible for Melbourne marketing and promotions.

INTRODUCTION

For travellers the world over, the journey is all-important. Planning for travel is exciting and, for many people, often involves an 'education' about their chosen destination. There are so many contenders to consider – for holiday-makers, the world, as Mr Shakespeare noted, is their oyster. For business travellers, the destination may be decided for them, but based on their impressions and experiences, they may choose to extend their stay, bring their partners and return in their own time at a later date.

So what can Council do to capture the imagination of potential visitors and persuade them to visit our city as opposed to other destinations, for a holiday, to study, for business, a conference, to visit friends and relatives or to participate in events and festivals?

The *City of Melbourne Tourism Action Plan: 2016-2019* (the Plan) outlines Council's commitment to ensuring Melbourne's continued global recognition as a smart, intriguing, clean and green city.

Central to the Plan is Council's ambition that visitors have the best possible experience of Melbourne and that the visitor economy benefits local businesses and the community.

The Plan is part of Council's conversation with government and industry about the roles it plays and actions it contributes to promoting Melbourne and helping visitors engage with all that the city offers.

The Plan has been structured around the five stages of the visitor information journey (see diagram page 20): planning and booking; travel to the destination; on arrival; in destination; and departure/return home.

Achievement of the proposed actions will require collaboration between Council and other key organisations. The Plan identifies those actions which Council will lead (L); those where we seek to collaborate (C) with government and industry; and those actions where Council's role is one of advocacy (A).

Yarra River

ABOUT MELBOURNE

The place and its people

Melbourne was founded in 1835, but its history dates back more than 40,000 years.

The traditional owners of the Land are the Woiwurrung (Wurundjeri), Boonwurrung, Taungurong, Dja Dja Wurrung groups which form the Kulin Nation. The place now known as Melbourne has always been an important meeting place for events of social, educational, sporting and cultural significance. Melbourne is a significant gathering place for all Aboriginal and Torres Strait Islander people.

Melbourne is the State's capital and the gateway to regional Victoria. It is a hub for the state of Victoria: its infrastructure is linked, its transport network is extensive and Melbourne Airport operates 24 hours a day.

The very essence of the world's finest cities lies in the vitality of their streets and public places. Melbourne's buildings and structures encompass a wide variety of architectural eras and styles, with modern, cutting-edge design adding to the fascinating mix of heritage architecture and ensuring the skyline is constantly changing. There are many examples of intact 19th century streetscapes and public buildings, such as the State Library of Victoria, the former GPO, Melbourne Town Hall and Flinders Street Station. Melbourne's Royal Exhibition Building was the first building in Australia to achieve a World Heritage listing, and it is one of the world's oldest remaining exhibition pavilions. Melbourne is also one of the world's largest Art Deco cities, with many examples of fine Art Deco architecture.

Melbourne lies along the banks of the Yarra River, which has its source in the Yarra Ranges to the east of the city and eventually flows into Hobsons Bay in Port Phillip. The river was a major food source and meeting place for the area's Indigenous inhabitants and was used for agriculture by early European settlers. The creation of Victoria Harbour and the Yarra Canal stands as one of the greatest engineering feats of the 19th century. Today, the Port of Melbourne is Australia's busiest container port and the Yarra River is used for transport and recreational boating. Extensive parks and riverside walkways on both sides of the river help the city to breathe and provide opportunities for locals and visitors to experience the city in serene and grassy surrounds.

Melbourne has received many accolades as a leader in a number of civic, creative, economic and business arenas. It has been recognised as the 'World's Most Liveable City' by The Economist Intelligence Unit each year from 2011 to 2015. It is a 'knowledge city', a city which creates and exchanges new ideas and developments that drive innovation, economic prosperity and sustainability. For the third time, it won the Most Admired Knowledge City Award (MAKCi) at the 2015 Knowledge Cities World Summit, an international acknowledgement of the Council's vision of being a place where ideas and talent thrive, based on a well-resourced education and research sector and knowledge networks. In December 2015, Melbourne was rated number one in Australia – and second only to Paris – in the QS Best Student Cities 2016, which ranks the world's leading urban destinations for international students. Melbourne is home to world-renowned biomedical and medical centres, libraries, museums, research institutes, design incubators and centres, and seven major universities – including Australia's highest ranking, the University of Melbourne, in the Times Higher Education World University Rankings. It is also a 'resilient city', rated as a world leader in resilience by the New York-based Rockefeller Foundation. The City of Melbourne has been a member of the UN Global Compact since 2004, and is a participating member of the C40 Climate Leadership Group, a network of the world's megacities committed to addressing climate change.

According to Roy Morgan Research (2014) Melbourne has been voted number one by Australians for a variety of attributes, including sport, culture, major events, shopping, theatre, restaurants, cafés and bars, and interesting and diverse streets and precincts.

With a deeply-entrenched artistic and creative focus, the city hosts and supports many cultural institutions, such as: art galleries; events and festivals; public/street art; popular, live and independent music; film; literary pursuits; fashion; performing arts venues, including a unique and brilliantly intact commercial theatre precinct; a magnificent concert hall; an acoustically-excellent recital centre; and a museum that explores Victoria's natural environment, culture and history.

The physical structure of Melbourne, through its built environment, also provides a logical canvas for artistic expression, and its laneways feature always interesting and sometimes controversial street art. And culture extends to sporting activities, for which Melburnians' passion is unsurpassed. The country's greatest arena, the Melbourne Cricket Ground, hosts sportsmen and women of all codes and is itself a shrine to the physical challenges, sporting prowess and success of generations of athletes.

Melbourne was just the second city to be named a UNESCO City of Literature. The city's connection to Australia's greatest writers continues through its extensive program of literary events and festivals, and the Victorian Prize for Literature is the richest writer's prize in Australia. Melbourne supports a diverse range of writers, a prosperous publishing industry, a successful culture of independent bookselling and a wide variety of literary organisations. Australia's oldest public library, the State Library of Victoria, was founded here in 1854.

Melbourne also has a reputation as Australia's live music capital, with more venues providing more live music than any other Australian city. Classical, rock, a cappella, jazz, instrumental, experimental – it's all here in magnificent purpose-built auditoriums and halls, in cosy bars, in clubs and pubs, and in venues of all sizes catering for all musical tastes and interests.

The city is renowned as a major events destination and each year attracts significant international fashion, culture and sporting events. Business events are also well represented with more than 500 local and international business events held in the city each year. Business events, conferences and incentive groups contribute significantly to the Australian economy. Competition by other destinations in bidding for business events is highly contested as the flow-on benefits to retail, hospitality and city attractions have been recognised in numerous national and international reports.

Australia's retail heartland, Melbourne has many thriving shopping precincts, cafés and restaurants. The retail and hospitality sector contributes a total output to the Melbourne municipality of $8.7 billion per annum (City of Melbourne, Geografia, 2014). The city is also defined by its passion for food. An extraordinary array of high-quality, locally sourced and organic food is readily accessible for the many restaurants and cafés throughout the city. Its chefs are world-renowned and enjoy a remarkable freedom to experiment and present imaginative – and delicious – culinary achievements, made possible not only by their individual talent but by the availability of fresh produce and locally-produced ingredients.

Monster Threads
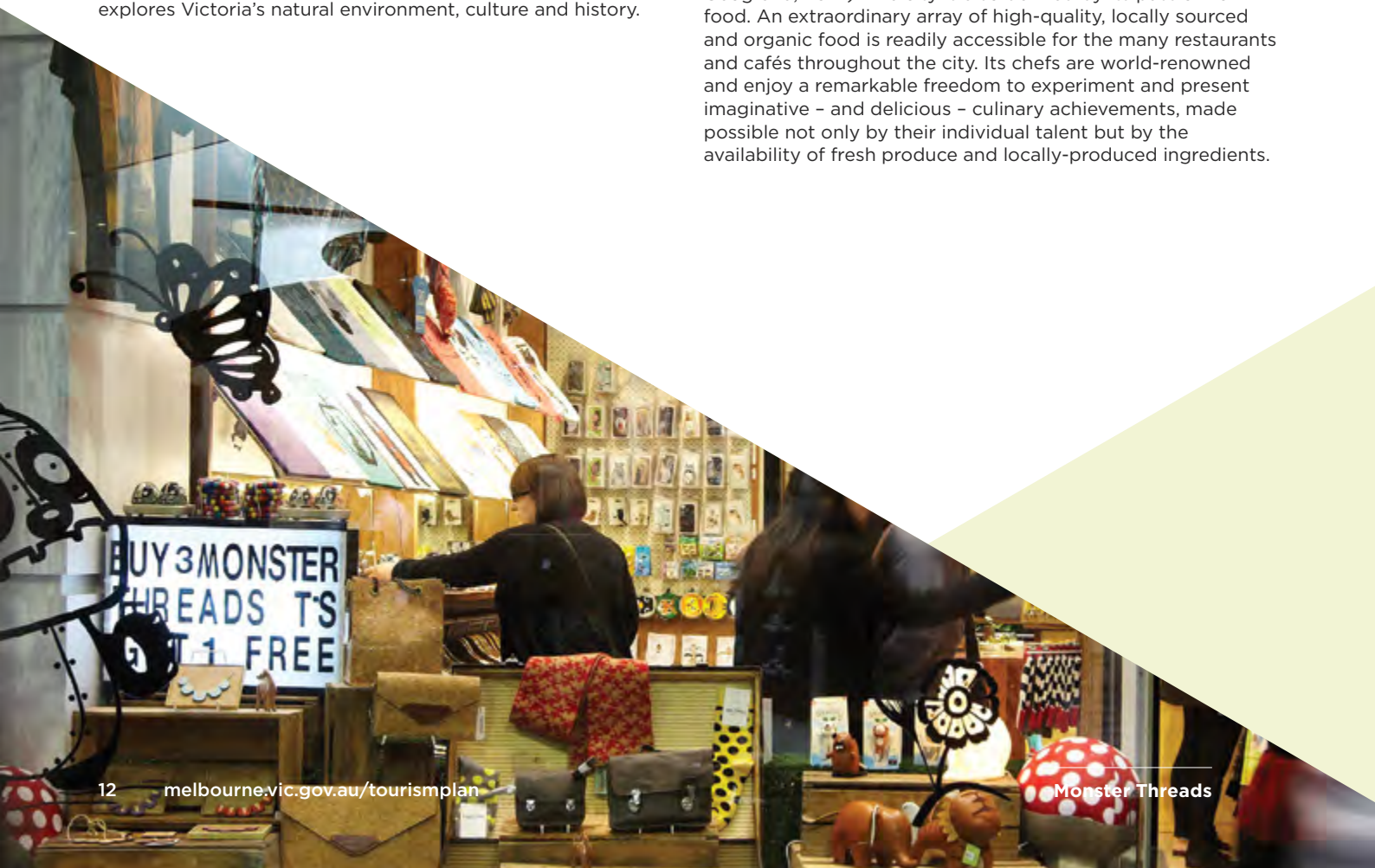
Melburnians and visitors love the city's lifestyle – its vibrant energy, restaurants, markets, fashion boutiques, café-filled laneways, cool bars, stimulating galleries and museums, spacious parks and village-like inner suburbs, each with its own special character.

At street level, Melbourne's labyrinth of connecting laneways and arcades provides an 'other world' experience of intimate spaces and mystery.

Melbourne's public transport system is well regarded by visitors. Its bus, train and tram systems provide regular, reliable services and free tram transport is available throughout the central city. In January 2016, a 12-month trial of all-night public transport – the Night Network – was introduced on weekends, ensuring residents and visitors get home safely, and with ease, to the city's suburbs and the State's regional areas.

Cultural diversity is an intrinsic element of Melbourne's identity and its multicultural population contributes to the city's unique ambiance. Forty-eight per cent of all residents were born overseas, while many others have ties to a range of different ancestries through parents and grandparents. Melbourne is home to people from more than 200 countries who speak more than 230 languages and dialects and who practise more than 120 faiths and religions. And Melbourne has the third-highest intake of international students in the world (City of Melbourne, 2014).

Melburnians love to celebrate, with the year-round calendar of events offering something for everyone. The city also has a strong culture of philanthropy and volunteering, and its residents are known for being friendly and inclusive.

The visitor economy

A 2014 report by Deloitte, *Positioning for prosperity: Catching the next wave?* identified tourism as one of the 'Fantastic Five' sectors with the "greatest potential to lift Australia's, and Victoria's, growth trajectory over the next 20 years"(Deloitte, p.13).

Deloitte forecasts that tourism will more than double in size over the next two decades. And many of these new travellers will come from Asia. "Australia is ideally located to capitalise on the burgeoning Asian middle class and the demand for international travel this is generating" (Deloitte, p. 33).

Deloitte's *Positioning for prosperity: Catching the next wave?* report also noted that tourism infrastructure has not always kept pace with demand, particularly with the increased interest in high-end experiences and entertainment. Additional issues identified included limited accommodation and a skills shortage in hospitality roles which impacts on our ability to provide visitors with a high standard of service.

As a visitor destination, Greater Melbourne's story is a positive one:

- 26.5 million visitors, including more than 2.2 million international visitors, came to the Melbourne Tourism Region in the year to September 2015 (Tourism Research Australia, 2015).

- Melbourne is Australia's number one holiday destination for interstate overnight visitors. It is both the most preferred holiday destination in Australia (Roy Morgan Research, 2014), and the most visited interstate holiday destination in Australia (Tourism Research Australia, 2015).

- In 2012-13, total tourism activity generated $8.5 billion for the Melbourne Tourism Region and 93,900 people were directly and indirectly employed in tourism-related jobs.

- Business events are worth $1.2 billion each year to the Victorian economy (Melbourne Convention Bureau, 2014).

- The annual cruise ship industry is worth $170 million to Melbourne's economy and growing (Cruise Down Under, 2013-14).

Visitors to the Melbourne municipality

The municipality received an estimated 11.3 million visitors to the year ending September 2015, including 5.3 million domestic daytrip visitors, 4.4 million domestic overnight visitors, and 1.5 million international overnight visitors. These visitors spent an estimated total of $8.3 billion in the Melbourne municipality in the year ending September 2015 (Tourism Research Australia, 2015).

Tourism accounts for 4.3 per cent of all economic activity within the municipality. Of the $8.5 billion of tourism related economic activity in the Melbourne Tourism Region (MTR) in 2012-13, $3.7 billion (44 per cent) of that activity occurred within the Melbourne municipality. Thirty six thousand (or 38 per cent) of the 93,900 jobs attributed to tourism in the MTR were in Melbourne municipality (Deloitte Access Economics, 2015).

In the year ending September 2015, the largest source markets of international overnight visitors to the municipality were China, New Zealand, United Kingdom and United States. Other significant markets included Malaysia, Singapore Germany and Hong Kong (Tourism Research Australia, 2015).

Eighty-two per cent of international visitors to the municipality were leisure travellers, 12 per cent were on business, and four per cent were education visitors.

Interstate overnight visitors were the key market for the municipality in the year ending September 2015, accounting for 76 per cent of total domestic overnight visitors to the area during this period (Tourism Research Australia, 2015).

Fifty-eight per cent of domestic overnight visitors to the municipality were leisure visitors and a further 36 per cent visited for business purposes (Tourism Research Australia, 2015).

11.2 MILLION
VISITORS TO THE MUNICIPALITY
(Y/E SEPTEMBER 2015)

5.3 MILLION
DOMESTIC DAY TRIP VISITORS

LEISURE VISITORS

ATTRACTION VISITORS

SPORT

4.4 MILLION
DOMESTIC OVERNIGHT VISITORS

58% LEISURE VISITORS

36% BUSINESS VISITORS

6% OTHER

1.5 MILLION
INTERNATIONAL OVERNIGHT VISITORS

82% LEISURE VISITORS

12% BUSINESS VISITORS

4% EDUCATION

2% OTHER

8.3 BILLION TOTAL SPEND
TO THE MUNICIPALITY

Trends, challenges and opportunities

The Australian dollar is likely to make Australia more attractive to international visitor markets. Melbourne will, nevertheless, experience vigorous competition from other cities: both international cities and major cities within Australia.
So Melbourne needs to ensure it is competitive, innovative and well promoted. It is crucial that there are strong, well-integrated branding strategies and resources in place to attract and service these markets.

Infrastructure

Melbourne's success as a destination has, in turn, highlighted its capacity and infrastructure constraints, particularly in relation to air services and commercial accommodation.

Melbourne Airport

Melbourne Airport is a critical component of the infrastructure that supports the continued success of Melbourne in its role as the aviation gateway to Australia's business, tourism and events capital.

Melbourne Airport's curfew-free status must be safeguarded as it is a major competitive advantage over other destinations in Australia. The ability to operate 24 hours a day allows for the movement of an extra two million passengers a year and adds $590 million to the Victorian economy through visitor spending. By 2033, the value of the curfew-free status will increase to an additional five million passengers a year and visitor spending totalling $1.3 billion annually (Melbourne Airport, 2015).

Melbourne Airport's curfew-free status also enables overnight freight services to connect Victorian businesses to global markets. Furthermore, Melbourne Airport is the nation's largest air freight exporter, accounting for 49 per cent of all air freight exports in Australia, with more than 30 international, domestic and dedicated freighter airlines operating at Melbourne Airport.

The total number of passenger movements through Melbourne Airport is forecast to increase from 31 million to 64 million, over the 17 years to 2033 (Melbourne Airport Runway Development Program, 2015).

Demand outstrips supply for direct flights in and out of Melbourne. In the year ending June 2015, 908,000 international passengers needed to transit via another port to or from Melbourne. This figure represents 11 per cent of the 8.4 million international travellers to and from Victoria and includes Australian travellers travelling internationally (Melbourne Airport, Financial Year 2015).

Melbourne Airport is also in the planning and pre-approval stages of building a third runway. If approved, it will accommodate the increase in aircraft movements until approximately 2040.

Public transport to and from Melbourne Airport is important. Inbound and outbound passengers are currently well served by SkyBus's 24-hour seven-days a week service. SkyBus's service is comparable to, if not better than, airport rail services in other cities. SkyBus is well positioned to adapt to daily and seasonal fluctuations in demand: capacity, frequency and operating hours can be scaled up or down according to time of the day or night and to peak travel periods. SkyBus does however experience delays on the road network during peak periods in certain locations. As air travel increases, there will be a point in the future when the demand for more capacity than SkyBus can deliver is reached. SkyBus is the only unsubsidised transport service in Victoria.

Cruise Ships

Melbourne's success as a cruise ship destination also highlights the opportunity for an integrated and overarching approach. The number of cruise ship visits to Melbourne has increased from 56 ships in 2011/12 to 85 in 2015/16. Along with increasing demand for cruise shipping, there is also a changing dynamic across the industry including; extended cruise season dates, increasing turnaround visits and peak season demand to coincide with major events in Melbourne.

The changing dynamics of the industry require a holistic facility and transport response to enable appropriate accommodation and management of peak season demand to meet the projected growth of cruise ships to Melbourne and Victoria.

Public transport

Southern Cross Station is also expected to experience a substantial rise in patronage forecast to increase from 47.7 million in 2014 to 78.4 million in 2021.

In April 2015, the Premier of Victoria announced plans to proceed with the Melbourne Metro Rail project. The project will improve the city's rail capacity and reliability and is key to the future expansion of Victoria's rail network. Major construction works on the rail project are expected to commence in 2018 and be completed by 2026.

The $100 million redevelopment of Flinders Street Station, which includes works to improve the station for passengers and urgently needed heritage works commenced in September 2015 and is expected to take four years to complete.

Improved water transport would be an important addition to travelling around Melbourne as a river city. Water transport, particularly along the Yarra River and the city's urban waterways, would offer an attractive alternative for exploring Docklands and inner Melbourne without adding to traffic congestion.

An air-rail link to Melbourne Airport has been on various agendas since the airport opened in 1970. It is unclear whether any work on an air-rail link will be proposed within the life of this Plan.

Accommodation

Given the forecast growth of visitors to Melbourne, it is critical that the city can accommodate the expected demand. Occupancy rates in the central city in the year ending September 2015 averaged 85.6 per cent (Jones Lang LaSalle, 2015). While Melbourne has more rooms approved for construction than it has seen for several years, supply is still forecast to trail demand in the coming years (Deloitte Access Economics, 2015). The type of accommodation required as part of Melbourne's future offering is also important. Five-star accommodation is in heavy demand, particularly with the burgeoning Chinese market. For the year ending September 2015, five-star room occupancy reached 87.8% (Jones Lang LaSalle, 2015).

In tandem with the high occupancy rates experienced by traditional commercial accommodation providers, Melbourne has seen an increase in short-stay accommodation through organisations such as Airbnb. As of October 2015, there were more than 1,200 Airbnb listings in the Melbourne municipality, including more than 530 in the Central Business District. On the assumption that each listing has one room available, Airbnb represents approximately five per cent of the municipality's commercial accommodation – hotels, motels, serviced apartments, backpacker accommodation and short-stay accommodation. In fact, Airbnb listings in Victoria have doubled since 2014, and Airbnb predicts the number will double again in 2016 (*The Age,* 14 February 2015).

Digital connectivity

The availability of Wi-Fi in Melbourne needs to keep pace with that of other global cities. International visitors increasingly expect Wi-Fi to be free and widely available in public areas as well as in hotels, cafés and other places typically frequented by visitors.

As part of its Smart City agenda, CoM supports the Victorian Government's free public Wi-Fi pilot study which covers most of the CBD and has a target completion date of 31 August 2016. One element of the pilot is to enable third parties – including city hotels and businesses – to access the network to provide free Wi-Fi to their customers.

CoM's strategy is to develop Smart City infrastructure that others can build on. This innovation includes exploring a Long Range Wide Area Network (LoRaWAN) and working with Vision Australia to investigate the potential of beacon technology. Benefits of Smart City infrastructure are many: faster, cheaper digital technology that is scalable, can improve accessibility, enable business development and innovation, and help visitors explore and enjoy the city.

THE TOURISM ACTION PLAN

The *City of Melbourne Tourism Action Plan: 2016-2019* has been developed in line with CoM's research into the 'visitor information journey' (VIJ).

In 2013, the City of Melbourne undertook research into the visitor information journey (City of Melbourne, June-December 2012). The purpose of the research was to better understand visitors' information needs, their preferred timing for this information, and their preferred channels for accessing information from amongst available information technologies: traditional face-to-face services as well as emerging digital channels.

The VIJ framework distinguishes visitors' information needs according to five discrete stages:

1. Planning and booking
2. Travel to destination
3. On arrival
4. In destination
5. Departure/return home

The research indicated that preferences for particular information sources or channels related to the stage of a journey. Some types of information, especially maps and transport options, are highly sought after at each of the first four stages.

The research revealed:

- Visitors seek different topics and types of information at the different stages of their journey.

- Visitors want information filtered and not all provided at once.

- Visitors seek current, curated and detailed information. They want information from a visitor's perspective, not a re-packaged version of what the general public receives.

- Traditional information sources (printed maps and face-to-face services) are highly sought after. Despite the prevalence of digital sources, many visitors use more traditional sources at particular stages as they find them more useful, current and trustworthy.

- Visitors use information services throughout their journey.

- In the planning and booking stage it is evident that visitors seek information from accommodation providers and other front-line sources.

- Visitors use a range of devices across the journey. There is evidence of switching behaviour between a combination of digital, printed and online. This means that information needs to be available in different formats tailored to individuals' preferred devices.

- Social media is a key source of information for visitors at all stages of the journey.

The research highlighted the importance of ensuring information about Melbourne and Victoria is available at the planning and booking stages, and that it is consistent with information provided to visitors en-route to Melbourne, on arrival in the city and when exploring the destination.

Findings from CoM's research into the VIJ – the information visitors want, when they want it and through which channels – has informed the *City of Melbourne Tourism Action Plan: 2016–2019*.

The fast-moving pace of innovation and customer adoption of digital technologies will have implications for the actions the four-year Plan. The Plan will be reviewed annually and actions updated to reflect the changing role of digital in terms of how visitor segments plan and execute their trips.

Collaboration between Council and key organisations is key to achieving the proposed actions. The Plan identifies those actions which Council will lead (L); those where we seek to collaborate (C) with government and industry; and those actions where Council's role is one of advocacy.

Detail on the goals and actions outlined in the Plan – when they will be undertaken over the Plan's four-year life, the partners we seek to work with, and how the results will be monitored – is contained in the implementation program. A copy of the implementation program is available on request by emailing tourismactionplan@melbourne.vic.gov.au.

Melbourne Visitor Centre

STAGE ONE – PLANNING AND BOOKING

Goal: Melbourne is widely recognised as a great place to visit

The planning and booking stage is critical for Melbourne. This is when destinations are chosen and travel decisions are made. The city needs to stand out in a vast array of online and social media in order to reach potential visitors when they start thinking about their journeys.

The VIJ research showed that the most preferred planning channel is online and that government websites appear to be more trusted by some visitors. Research also showed that intending visitors experienced an information overload during this stage, as the available information is not easily curated according to visitors' particular interests or time of travel.

Many unique aspects associated with Melbourne, such as walking tours, design excellence, café and laneway culture and 'liveability', are not obvious at this important planning stage; however, this information is important to visitors who are looking to tailor or 'curate' their experience.

At the planning and booking stage, accommodation is the most sought after information subject (79 per cent of the VIJ total survey participants). Maps, attractions, traveller information and things to see and do were other topics of particular interest. Digital map websites and mobile applications, together with official government tourism websites, were the most preferred methods of accessing this information. Accommodation staff also rated highly as an information source among all the possible online options.

	2016	2017	2018	2019
Stage One – Planning and Booking **Goal:** Melbourne is widely recognised as a great place to visit				

Outcome: Melbourne municipality is recognised as a great place to visit, study, do business and attend events.

Strategy: 1. Strengthen Melbourne municipality's recognition and appeal in key markets.

Actions:

	2016	2017	2018	2019
1.1 Work with government and industry to target specific markets and segments that best align with the municipality's strengths, and represent strong potential for increased visitor numbers and value to the local economy. (C)		●	●	●
1.2 Contribute to positioning Melbourne as a great place to visit. (C)		●	●	●

Outcome: Melbourne is recognised as a smart, intriguing, green and clean city.

Strategy: 2. Position Melbourne municipality as a smart, intriguing, green and clean city.

Actions:

	2016	2017	2018	2019
2.1 Promote Melbourne's international awards and special initiatives to priority markets and segments. (L)	●	●	●	●
2.2 Help boost international recognition of Melbourne's education, research and development institutes; business and investment opportunities; skilled workforce; and excellent convention and exhibition facilities. (C)	●	●	●	●

Outcome: Information about the municipality is easy to find at the trip planning stage.

Strategy: 3. Ensure the municipality has a strong digital presence.

Actions:

	2016	2017	2018	2019
3.1 Promote Council's visitor information services online and through social media. (L)		●	●	●
3.2 Make it easy for intending travellers to source information about the city. (C)			●	●

Outcome: Visitors stay longer in Melbourne.

Strategy: 4. Encourage intending visitors to plan an extended stay in Melbourne.

Actions:

	2016	2017	2018	2019
4.1 Boost Melbourne's strength as Australia's centre for music theatre, live music, arts and culture, food and wine, major events, shopping, international sporting and business events. (C)		●	●	●
4.2 Secure international business events that align with Melbourne's growing knowledge economy and encourage delegates to plan an extended visit. (C)	●	●	●	●

	2016	2017	2018	2019

Stage One – Planning and Booking

Goal: Melbourne is widely recognised as a great place to visit

Outcome: Intending visitors are able to book city accommodation, tours and other product with ease.

Strategy: 5. Assist city businesses to build tourism products available in-market.

Action:

	2016	2017	2018	2019
5.1 Ensure tourism 'product' - e.g. walking tours - that features city businesses is readily available at the stage when people are considering booking travel to Melbourne. (C)		●	●	●

Outcome: Government and industry policy supports Melbourne's attraction as a tourist destination.

Strategy: 6. Position Melbourne for continued tourism success.

Actions:

	2016	2017	2018	2019
6.1 Contribute to industry policy development and regulatory reform that encourages responsible, sustainable growth of tourism to Melbourne. (C)	●	●	●	●
6.2 Support the Victorian Government's plans to extend the Melbourne Convention and Exhibition Centre. (C)		●	●	●

STAGE TWO – TRAVEL TO DESTINATION

Goal: There are many options for travelling to Melbourne and information available during the journey is enticing

The decision to visit Melbourne has been made, and travellers are now en-route.

Whether travelling by air, sea, rail or road, there are many opportunities to influence the type of activities that will be undertaken once visitors arrive in Melbourne.

Promotion through in-flight magazines and videos, as well as on-board briefings on cruise ships can reinforce a positive Melbourne story.

As at October 2015, Melbourne Airport serves 28 international and five domestic airlines, and international flights to Melbourne have increased at an average annual rate of 11 per cent over the five year period of 2009-14. Despite some challenges, demand continues to outstrip supply for direct flights to and from Melbourne.

There are currently no direct flights to Melbourne from Canada, Sri Lanka or South America, although visitor numbers to Melbourne from these markets are growing at a rate well above those of Sydney or Brisbane.

	2016	2017	2018	2019
Stage Two – Travel to Destination **Goal:** There are many options for travelling to Melbourne and information available during the journey is enticing.				
Outcome: Visitors do more and spend more while in Melbourne.				
Strategy: 7. Influence visitors' plans for their time in Melbourne.				
Actions:				
7.1 Ensure information about things to see and do in the city is readily available to visitors en-route to Melbourne. (C)			●	●
Outcome: More visitors come to Melbourne.				
Strategy: 8. Increase passenger services to Melbourne.				
Actions:				
8.1 Work with Melbourne Airport and the Victorian Government to increase air services and capacity to Melbourne. (C)		●	●	●
8.2 Work with partners to increase the number of cruise ships visiting Melbourne. (C)	●	●	●	●

STAGE THREE – ON ARRIVAL

Goal: The first impressions of Melbourne are positive

There is only one opportunity to make a good first impression. Transport (including taxis, airport transfer buses and public transport), accommodation and visitor services can create the basis for a positive – or otherwise – experience. This experience can influence a visitor's decision to return to Melbourne, or speak favourably about their Melbourne experience.

The VIJ research established that transport and getting around are the most sought after information topics on arrival, at 50 per cent of the total number surveyed. At this stage, visitors are looking for general information such as where to eat, maps (particularly printed) and visitor services.

Arriving visitors generally rely on traditional offline sources as they are viewed as trustworthy. Here, they look for up-to-date printed tourism materials and ask questions of the close-at-hand professionals such as accommodation staff.

	2016	2017	2018	2019
Stage Three – On Arrival **Goal:** The first impressions of Melbourne are positive				
Outcome: Arriving visitors feel welcome.				
Strategy: 9. Create a good first impression of Melbourne.				
Actions:				
9.1 Advocate for improved infrastructure and capacity to cater for the forecast increase in visitors arriving by air, sea and rail. (A)		●	●	●
9.2 Contribute to improving the welcome received by arriving visitors. (C)	●	●	●	●
Outcome: Arriving passengers feel confident about where to go and how to get there.				
Strategy: 10. Assist arriving passengers to orientate themselves and travel to, and around their destinations.				
Actions:				
10.1 Ensure arriving visitors have ready access to maps, transport and visitor information. (C)			●	●
10.2 Develop a gateways signage program for Melbourne's visitor entry points. (C)		●	●	●
Outcome: Arriving visitors can easily access the central city.				
Strategy: 11. Contribute to improving connectivity between visitor gateways and the central city.				
Actions:				
11.1 Integrate Station Pier and Southern Cross Station with adjoining precincts. (A)			●	●
11.2 Advocate for improved transport links between Melbourne's visitor gateways and the central city. (A)		●	●	●
Outcome: Arriving visitors are aware of, and seek out, the City of Melbourne's visitor services.				
Strategy: 12. Strengthen recognition of CoM's visitor services and Victoria's network of Visitor Information Centres (VICs).				
Actions:				
12.1 Promote Victoria's network of accredited Visitor Information Centres (VICs) at Melbourne's visitor gateways. (C)		●	●	●
12.2 Promote the CoM's multilingual visitor information services as the best places in the central city for local, insider information. (C)		●	●	●
Outcome: Arriving cruise passengers feel welcome.				
Strategy: 13. Provide a warm welcome to arriving cruise ship passengers and crew.				
Action:				
13.1 Provide visitor information for arriving cruise ship passengers and crew. (C)	●	●	●	●
13.2 Monitor the influence of CoM's cruise ship visitor information service on passengers' activity, spend and the likelihood of returning to Melbourne. (C)	●	●	●	●

STAGE FOUR – IN DESTINATION

Goal: Visitors love Melbourne

During their time in Melbourne, visitors delve deeper into things they can see and do. The VIJ research confirmed that more sources of information are used at this stage than any other. Visitors switch between digital channels and more traditional channels (such as face-to-face services and printed maps) based on their immediate needs. They look for information about shopping; dining and restaurants; attractions; general information; guides as to what's on; transport and getting around; maps; regional Victoria; visitor services locations; traveller information; business intelligence; and accommodation. Engaging, 'tailor-made' information, available in a number of key languages, is a means of encouraging visitors to stay longer.

At this stage of the journey, travellers who feel welcome are more likely to recommend Melbourne as a holiday destination – and word of mouth has more influence on destination choice than any other source of information. Melbourne needs to be *very* welcoming!

	2016	2017	2018	2019
Stage Four – In Destination **Goal:** Visitors love Melbourne				
Outcome: Visitors enjoy Melbourne's unique streetscape and friendly feel.				
Strategy: 14. Conserve and enhance Melbourne's streetscape and built form.				
Actions:				
14.1 Encourage development that enhances the city's streetscape and walkability; in particular the city's public realm and its networks of laneways and diverse open spaces. (L)	●	●	●	●
14.2 Ensure the municipality's visitor amenities are strategically located, that they add to the city's sense of welcome and are well maintained. (L)	●	●	●	●
Outcome: Visitors to Melbourne engage with CoM's visitor services through a range of channels.				
Strategy: 15. Provide information and services to increase visitor curiosity and encourage them to explore the municipality.				
Actions:				
15.1 Deliver visitor information through a network of fixed, mobile and digital services. (L)	●	●	●	●
15.2 Ensure visitor information is readily available through face-to-face services that cater to the interests of key market segments. (C)		●	●	●
15.3 Ensure CoM's visitor services workforce is equipped to meet the changing needs and interests of Melbourne's visitor priority markets. (L)		●	●	●
15.4 Facilitate visitors' access to digital and online visitor information channels. (C)	●	●	●	●
15.5 Develop a plan for the relocation of the Melbourne Visitor Centre at Federation Square following the Melbourne Metro Rail development. (L)		●	●	●
Outcome: Investment in Melbourne's transport, accommodation and related infrastructure caters to growing visitor numbers.				
Strategy: 16. Support investment in visitor transport, accommodation and infrastructure.				
Actions:				
16.1 Encourage tourism and accommodation investment in the municipality. (C)	●	●	●	●
16.2 Improve visitor transport, infrastructure and facilities required to meet the forecast growth in visitor numbers. (C)	●	●	●	●
16.3 Encourage a good quality, legally compliant short-term accommodation sector in the municipality. (C)		●	●	●
16.4 Improve governance, activation and promotion of the Yarra River and the city's waterways. (C)		●	●	●
16.5 Encourage reliable, good quality water transport on the city's waterways. (C)		●	●	●
16.6 Improve and encourage waterfront/maritime heritage recognition. (L)	●	●		
Outcome: Visitors, businesses and industry experience minimal disruption in the early stages of the Melbourne Metro Rail project.				
Strategy: 17. Ensure visitors, business and industry are regularly briefed about the Melbourne Metro Rail (MMR) project.				
Actions:				
17.1 Act as a key information channel for local businesses, the tourism, events, retail and hospitality sectors during planning and early construction stages of the Melbourne Metro Rail (MMR) project. (C)		●	●	●

	2016	2017	2018	2019
Stage Four – In Destination				
Goal: Visitors love Melbourne				

Outcome: Visitors, businesses and industry experience minimal disruption in the early stages of the Melbourne Metro Rail project.

Strategy: 18. Assist visitors and local businesses during the early stages of the MMR project.

Actions:

	2016	2017	2018	2019
18.1 Develop wayfinding signage and activation programs during the planning, construction and testing stages of the MMR project. (L)			●	●
18.2 Ensure visitor transport services are maintained during the MMR planning, construction and testing stages. (C)			●	●

Outcome: CoM's visitor services are environmentally sustainable.

Strategy: 19. Contribute to achieving CoM's Zero Net Emissions target.

Actions:

	2016	2017	2018	2019
19.1 Improve the environmental performance of CoM's visitor services and infrastructure. (C)	●	●	●	●
19.2 Encourage visitors to act sustainably. (C)	●	●	●	●

Outcome: Visitors explore Melbourne and Victoria.

Strategy: 20. Make it easy to explore Melbourne and Victoria.

Actions:

	2016	2017	2018	2019
20.1 Introduce an integrated, accessible approach to wayfinding signage across Melbourne. (L)	●	●	●	●
20.2 Support Council's goals of a safe, 24-hour city and a city for all people. (L)	●	●	●	●
20.3 Encourage visitors to explore Melbourne's inner region. (C)	●	●	●	●
20.4 Encourage Melburnians and visitors to Melbourne to travel to regional Victoria. (L)			●	●

Outcome: Melbourne's tourism industry provides a high level of customer service to all visitors.

Strategy: 21. Contribute to improving the industry's customer service standards.

Actions:

	2016	2017	2018	2019
21.1 Work with business and industry to improve customer service standards. (C)	●	●	●	●

Outcome: Visitors engage with the city through local tourism businesses.

Strategy: 22. Facilitate business development that makes it easy for visitors to engage with the city.

Actions:

	2016	2017	2018	2019
22.1 Develop information and products that showcase Melbourne's strengths in literature, design, live music, performing and visual arts, and musical theatre. (L)		●	●	●
22.2 Encourage city businesses to independently access and use available research. (L)		●	●	●

STAGE FIVE – DEPARTURE/RETURN HOME

Goal: Visitors tell their friends and family to visit Melbourne – and plan to return themselves

On departure, visitors use social media and update Facebook, Twitter and Instagram accounts to share experiences with their friends, family and colleagues. Here they offer their opinions and recommendations, and even post reviews on the destinations to which they travelled. These visitor reviews and feedback about Melbourne are then used by others to plan their trips, with 78 per cent of visitors to Melbourne using social media before their trip to seek reviews of hotels and other visitor experiences, and 72 per cent viewing advice and tips posted across social media by friends, family and fellow visitors. All ages are active on social media, from all countries. Over half of visitors who use social media upload reviews on departure.

	2016	2017	2018	2019
Stage Five – Departure / Return Home **Goal:** Visitors tell their friends and family to visit Melbourne – and plan to return themselves				
Outcome: Visitor services users do more, spend more, stay longer and come again.				
Strategy: 23. Strengthen the value and influence of CoM's visitor services network.				
Actions:				
23.1 Regularly review users' pre-visit awareness of CoM's visitor services, and their perceptions of the services' value and influence. (L)		●	●	●
23.2 Regularly review CoM's visitor services network: locations, roles, operating hours, engagement with industry, technology and workforce. (L)		●	●	●
Outcome: Visitors recommend Melbourne to their family and friends, and plan to return themselves.				
Strategy: 24. Encourage departing visitors to share their opinions and recommendations about a visit to Melbourne.				
Actions:				
24.1 As part of CoM's digital action plan, establish social media channels for visitors to share opinions, recommendations and images of Melbourne. (L)	●	●	●	●

APPENDIX

About the City of Melbourne: tourism and related roles

The municipality covers an area of 37.6 square kilometres and incorporates 16 suburbs, from Flemington and Parkville in the north, East and West Melbourne, and parts of South Yarra and Port Melbourne to the south.

The 'face' of the municipality is changing rapidly. The development of Docklands, renewal of areas such as E-Gate and Arden-Macaulay, the planned development of Fishermans Bend and the rapid growth of high-rise living is changing the feel of the city.

The current residential population of the municipality stands strong at 122,207 and is predicted to double by 2036 (ABS, 2014). It has a daily population of approximately 854,000, including residents, workers, visitors and students (City of Melbourne, 2015).

It is estimated that by 2030 the municipality will receive 68,000 international visitors each day, nearly double the current figures (*Building prosperity together*, 2014, p. 19).

Melbourne is a capital city and gateway to regional Victoria. Council has a significant role in supporting Melbourne to evolve in response to urban challenges and opportunities. It has driven positive change across all aspects of the city's life and operations: social, economic and environmental.

The City of Melbourne (CoM) – Council's organisational arm – has a direct role in promoting the city and works with other stakeholders and partners to amplify its tourism message.

It has a long history of supporting and facilitating business at all levels and stimulating economic growth in the municipality through innovation, investment, creating important trade partnerships with sister cities, fostering creativity and supporting businesses of all sizes and across diverse sectors. CoM is the first Australian local government authority to provide direct financial support to its business community.

Council supports business through grants and sponsorships, industry strategies, precinct programs, events and activation programs, Lord Mayor Commendations, tourism and consumer marketing and business engagement and communications.

CoM facilitates investment in knowledge, education, skills training, infrastructure, new community services and cultural activities. It encourages and facilitates collaboration and partnering among stakeholders, industry sectors and geographic markets. CoM aims to boost the profitability of local businesses, in order to facilitate the long-term prosperity of the city's people.

Council has developed an integrated, whole-of-business prosperity framework that brings together existing and proposed economic development initiatives. The *Building prosperity together* framework incorporates all of CoM's business development activities including:

- investment, social integration, multi-purpose infrastructure, sustainable transport
- smart technology
- recruitment and retention of skills and talent.

It includes partnerships with the private sector and a program for growing our population. It seeks to support a culture of innovation, considered risk-taking and to equip business and its workforce with the skills, capabilities and resilience to compete in a global economy.

CoM supports more than 220 city retail and hospitality businesses through premier events, marketing campaigns and Small Business Grants, and provides financial support to eight incorporated precinct associations within the municipality.

In conjunction with the Victorian Government, Council has developed a retail and hospitality strategy that recognises these sectors' importance to Melbourne and helps respond to the key challenges they face. The strategy also articulates how Council will work to build Melbourne's positioning as a 'globally sought after retail and hospitality destination' (*Melbourne Retail and Hospitality Strategy: 2013-2017*, p.9).

CoM is active in organising business delegations to targeted markets, helping investors find new talent, and developing programs and services to support Melbourne's global competitiveness as a strong and growing economy.

In addition, CoM supports the development of a vibrant social enterprise sector and invests in infrastructure assets and community services. It actively supports the live music industry and has contributed to the establishment of a large number of knowledge precincts and innovation hubs across the city that are supporting the city's continuing prosperity.

Melbourne has a vibrant waterfront and Council has championed the development of the municipality's waterways and Victoria Harbour. It contributes to the success of suburbs like Docklands through urban design, visitation and activation programs.

Council is proud of Melbourne's 'liveability' status and works tirelessly to ensure that planning and development within the municipality enables the best mix of densities, communities, and built and open spaces. Melbourne is participating in the 100 Resilient Cities (100RC) challenge, an initiative dedicated to helping cities around the world become more resilient to the physical, social and economic challenges of the 21st century.

On the home front, Council has developed programs to help tackle the challenges of homelessness and climate change.

Melbourne has seen an increase in homelessness due to economic cutbacks to many community services. Council aims to contribute to the development of sustainable pathways out of homelessness, and has produced a *Homelessness Strategy 2014-17*, identifying areas in which it can take leadership.

Council is actively engaged with its *Zero Net Emissions by 2020* plan and is dedicated to its goal of creating a carbon neutral, bold and sustainable municipality with the support and action of key stakeholders, residents and visitors. *Zero Net Emissions by 2020* focuses on the most effective reductions of greenhouse gas emissions to the municipality through council operations, commercial buildings and industry, residential buildings, stationary energy supply, transport and freight and waste management.

The City of Melbourne's *Urban Forest strategy* was developed to manage the significant challenges of climate change, population growth and urban heating. Each of these issues places pressure on the built environment, city services and people, and an urban forest will play a critical role in maintaining the health and liveability of Melbourne and providing protection against future vulnerability. The strategy aims to adapt our city to climate change, mitigate the urban heat island effect by bringing down inner-city temperatures, create healthier ecosystems, enable the city to become water-sensitive and engage and involve the community.

Council's visitor focus

Visitors are a priority for Council given their important contribution to job creation and economic growth, and their ability to increase knowledge and cultural awareness between countries.

The *City of Melbourne Tourism Action Plan: 2016–2019* is key to achieving the goals of *Building prosperity together*.

Council's significant investment in tourism – around $45 million for business facilitation and international activity, small business grants and events, activation initiatives, city promotion and tourism – has had a profound impact on Melbourne's profile, both locally and internationally.

CoM has a direct role in marketing the city. It actively promotes the city as a leisure destination to Melburnians through a range of seasonal destination marketing campaigns and regular digital marketing to encourage visitors. CoM also works with other stakeholders and partners to help carry Melbourne's tourism message to key markets.

CoM is well known for its operation of a network of face-to-face (f2f) visitor information services, best known of which are the Melbourne Visitor Centre, currently located at Federation Square, the Melbourne Visitor Booth in the Bourke Street Mall and the City Ambassador Program. Council's visitor services influence what visitors do, how much they spend and the length of their stay in, and ultimately their impressions of, Melbourne and Victoria. The backbone of the network is the more than 400 volunteers who provide advice to visitors on the many things to see and do, and how to 'live like a local' when visiting Melbourne. During 2015, the network recorded 2,013,706 visitor contacts.

2 MILLION VISITOR CONTACTS
THROUGHOUT CITY OF MELBOURNE PROGRAMS

VISITOR EXPERIENCE
VISITOR SERVICES NETWORK 2015

FACE TO FACE
AND EMAIL
1,951,386
VISITORS

MELBOURNE
VISITOR SHUTTLE
62,320
VISITORS

CoM also runs a comprehensive program of events and city activation, works with its partners to attract major events, conventions and exhibitions, and is responsible for the development of wayfinding signage and other visitor-related infrastructure.

In summary, Council's support of business and the tourism industry covers many areas.

CoM plays a major role in the push to make Melbourne accessible and easy to navigate. It produces maps, self-guided walks and other visitor information. It is also responsible for wayfinding signage and visitor amenity within the municipality and is working with the inner Melbourne councils, Wyndham City Council and the state's roads, tourism and public transport authorities to improve the consistency of wayfinding signage systems for users.

CoM supports festivals and events, the development of city precincts, commissions public art, and builds and maintains public buildings, streetscapes and parks.

Working closely with eight specific precincts, each with defining characteristics, Council provides funding for tourism, business activations and regular communications on upcoming opportunities.

CoM partners with government and industry to identify and develop bids for high yielding major events and business events, and to deliver excellent services and experiences for participants and delegates when in Melbourne. It also plays a prominent role in city activation, working with event organisers and city businesses to build experiences that encourage delegates to explore the city.

CoM has a leadership role beyond its municipal boundaries. It works closely with metropolitan Melbourne councils – particularly inner Melbourne councils – on tourism planning and development issues. CoM works with the other four IMAP councils to promote the inner Melbourne region as a single destination.

Since 2005, CoM's tourism role has expanded from providing basic visitor information to leadership in destination marketing. A number of channels are used to share the stories about our unique city, including free online event and business listings, a weekly newsletter and blog features, and a social media hub. Businesses located in the City of Melbourne municipality can contribute to this content and use it for their own purposes. Seasonal destination marketing campaigns keep the city top-of-mind and drive visitation outside major event periods. CoM also creates and supports a wide range of Melbourne events that provide significant and positive profile, and social and economic benefits and legacies for the city and its stakeholders. It offers grants and sponsorship opportunities enabling the delivery of quality programs, events, products and services to Melbourne. Organisations with whom CoM collaborates and works closely include Visit Victoria, Destination Melbourne Ltd, Public Transport Victoria, Melbourne Airport, IMAP councils, Southern Cross Station Pty Ltd, Port of Melbourne Corporation, Yarra Trams, Australian Hotels Association, Tourism Accommodation Australia, Australian Retailers Association and Victoria Tourism Industry Council.
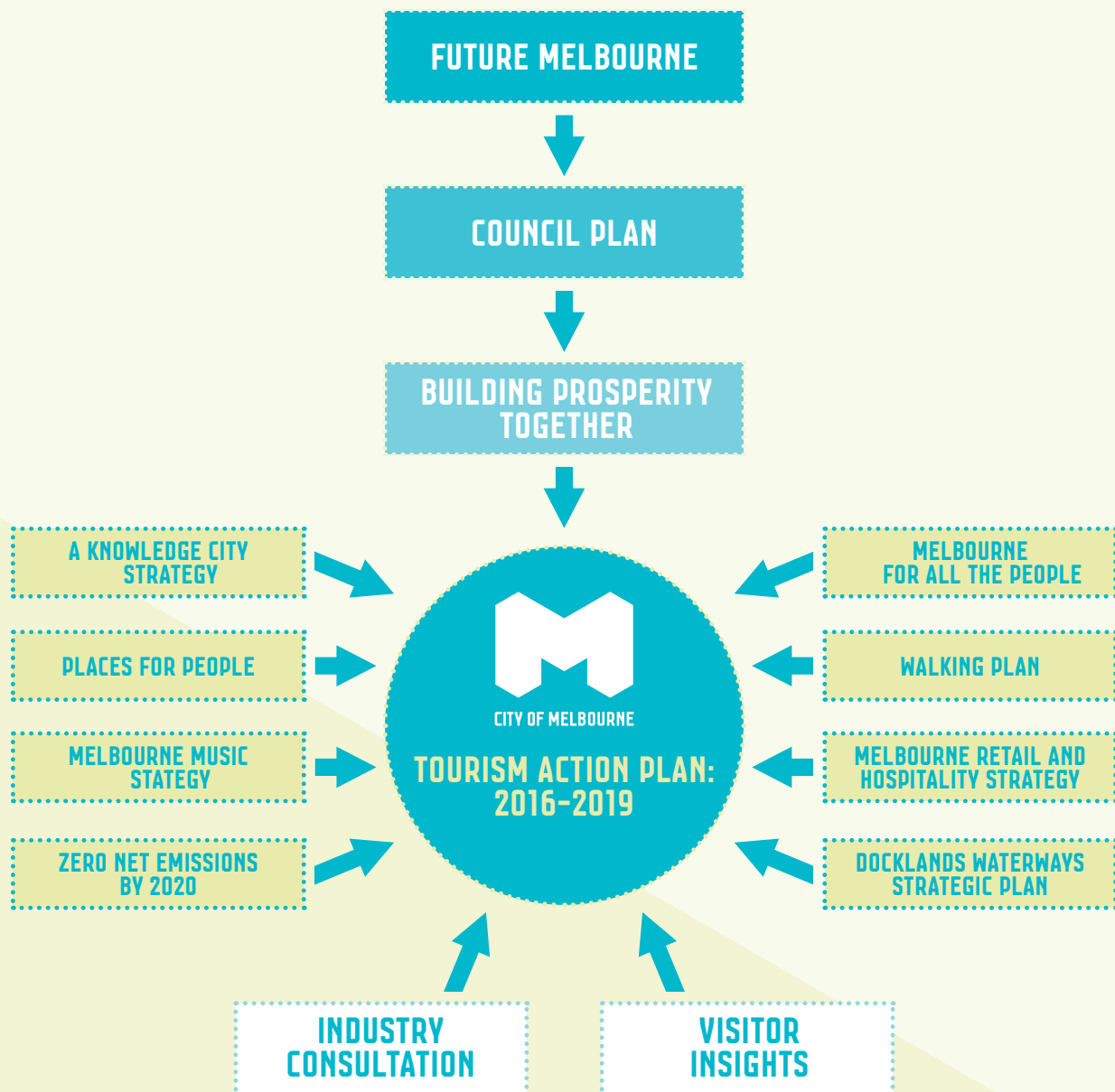
The Strategic Framework

The City of Melbourne has established a strategic framework for the development of the *City of Melbourne Tourism Action Plan: 2016–2019* to ensure that positive visitor experiences are created.

- *Future Melbourne*, the community of Melbourne's long-term plan for the future direction of city life. It sees Melbourne as being a bold, inspirational and sustainable global city and one of the world's top 10 most liveable cities. The *Future Melbourne* plan is a resource through which the current council – and future councils – develops its plans.

- *Council Plan 2013-17*, a statement of what Council will do to help achieve the community's vision. The plan describes the outcomes the council aims to achieve during its term, the priorities that will shape its program of work over these four years and the resources required.

- *Building prosperity together*, Council's economic development framework.

The *City of Melbourne Tourism Action Plan: 2016–2019* falls under Goal 3 of the *Council Plan 2013-17*: 'A prosperous city', which states that Melbourne will have a global focus with first-rate infrastructure and services, a highly skilled workforce and affordable business accommodation. It will share knowledge, mentor emerging businesses, collaborate and attract global investment and visitors (Council Plan 2013-17).

FUTURE MELBOURNE

COUNCIL PLAN

BUILDING PROSPERITY TOGETHER

A KNOWLEDGE CITY STRATEGY

PLACES FOR PEOPLE

MELBOURNE MUSIC STATEGY

ZERO NET EMISSIONS BY 2020

M
CITY OF MELBOURNE
TOURISM ACTION PLAN: 2016–2019

MELBOURNE FOR ALL THE PEOPLE

WALKING PLAN

MELBOURNE RETAIL AND HOSPITALITY STRATEGY

DOCKLANDS WATERWAYS STRATEGIC PLAN

INDUSTRY CONSULTATION

VISITOR INSIGHTS

GLOSSARY

Acronyms

AHA	Australian Hotels Association
CoM	City of Melbourne
DML	Destination Melbourne Ltd
IMAP	Inner Melbourne Action Plan
LGA	Local Government Area
MCB	Melbourne Convention Bureau
MCEC	Melbourne Convention and Exhibition Centre
MVC	Melbourne Visitor Centre at Federation Square
MMRA	Melbourne Metro Rail Authority
PTV	Public Transport Victoria
TAA	Tourism Accommodation Australia
VECCI	Victorian Employers Chamber of Commerce and Industry
VIJ	Visitor Information Journey
VMEC	Victorian Major Events Company
VTIC	Victoria Tourism Industry Council
WTO	World Tourism Organization

Definitions

Greater Melbourne

Greater Melbourne comprises of 31 LGAs in Victoria, and includes: Melbourne, Banyule, Darebin, Hume, Moreland, Nillumbik, Whittlesea, Bayside, Cardinia, Casey, Frankston, Glen Eira, Greater Dandenong, Kingston, Boroondara, Knox, Manningham, Maroondah, Monash, Whitehorse, Brimbank, Hobsons Bay, Maribrynong, Melton, Moonee Valley, Wyndham, Port Phillip, Stonnington, Yarra, Yarra Ranges and Mornington Peninsula.
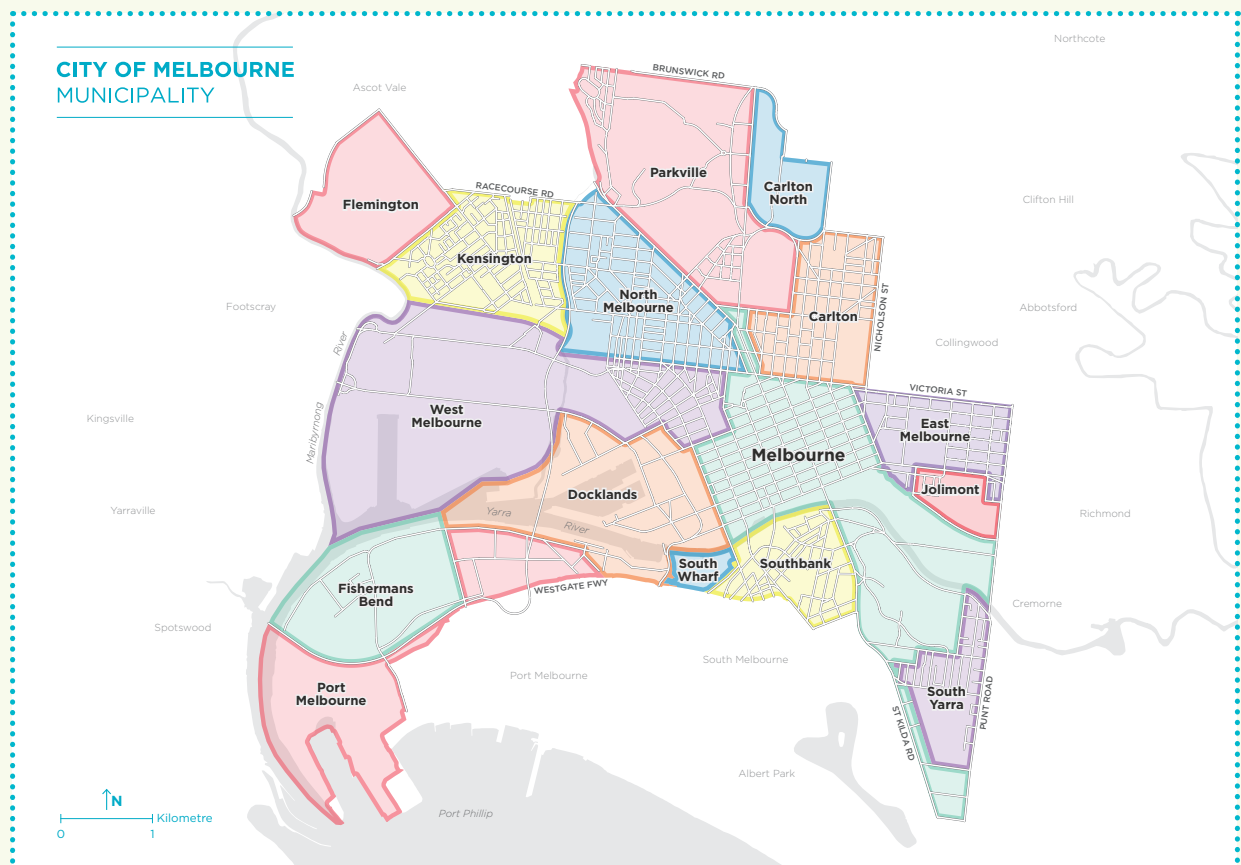
Melbourne Tourism Region

The Melbourne Tourism Region refers to the area covered by 26 LGAs including: Banyule, Bayside, Boroondara, Brimbank, Casey, Darebin, Glen Eira, Greater Dandenong, Hobsons Bay, Hume, Kingston, Knox, Manningham, Maribyrnong, Maroondah, Melbourne, Melton, Monash, Moonee Valley, Moreland, Port Phillip, Stonnington, Whitehorse, Whittlesea, Wyndham and Yarra. The Melbourne Tourism Region is referred to when statistically speaking, and for the purpose of this Plan, is a term used by Tourism Research Australia (TRA) and Deloitte Access Economics.

Melbourne Municipality

The Melbourne municipality is the LGA for which Melbourne City Council is responsible. It spans 37.6-square-kilometre and shares its borders with seven other LGAs. The Melbourne municipality covers the central business district and inner-city suburbs including: Carlton, Docklands, Kensington, Southbank, North Melbourne, West Melbourne and parts of Flemington, Port Melbourne, Parkville, South Yarra and East Melbourne.

Visitor

A 'visitor' is defined by the World Tourism Organisation as: any person travelling to a place other than that of his/her usual environment for less than twelve months and whose main purpose of trip is other than the exercise of an activity remunerated from within the place visited. A visitor may be someone who is travelling for pleasure, business, professional, sport, health, education or religious purposes.

CITY OF MELBOURNE
MUNICIPALITY

Northcote

Ascot Vale

BRUNSWICK RD

Parkville

Carlton
North

Clifton Hill

Flemington

RACECOURSE RD

Kensington

North
Melbourne

Carlton

NICHOLSON ST

Abbotsford

Collingwood

Footscray

River

Maribyrnong

West
Melbourne

VICTORIA ST

East
Melbourne

Kingsville

Melbourne

Jolimont

Richmond

Yarraville

Docklands

Yarra River

South
Wharf

Southbank

Cremorne

Fishermans
Bend

WESTGATE FWY

PUNT ROAD

Spotswood

South
Yarra

Port
Melbourne

ST KILDA RD

Port Melbourne

South Melbourne

Albert Park

↑N

Kilometre

0   1

Port Phillip

Melbourne Spring Fashion Week

Melbourne's tourism organisations

Melbourne tourism marketing organisations work well together. These are some of the major businesses involved in industry development and marketing Melbourne.

Destination Melbourne Ltd

Destination Melbourne provides information, resources and programs that enhance the visitor experience. As well as providing a range of print and digital collateral offering information to city visitors, Destination Melbourne also runs a broad range of industry-focused programs, a Local Council Engagement Program, the Global Destinations Forum and the Melbourne Tourism Industry Exchange.

destinationmelbourne.com.au

Inner Melbourne Action Plan (IMAP)

The Inner Melbourne Action Plan (IMAP) is a partnership between the Cities of Maribyrnong, Melbourne, Port Phillip, Stonnington and Yarra.

These inner Melbourne Councils work together to strengthen the liveability, attraction and prosperity of the region. There are a series of IMAP working groups covering strategic actions like:

- Linking and improving transport routes;
- Developing the distinctive activity centres, encouraging business investment and tourism; and
- Promoting the inner region of Melbourne as a single tourist destination.

imap.vic.gov.au

Victoria Tourism Industry Council (VTIC)

The Victoria Tourism Industry Council (VTIC) is the peak body for Victoria's tourism and events industry.

VTIC works in partnership with the Victorian Employers Chamber of Commerce and Industry (VECCI) to connect tourism and events professionals, provide input on its 'one voice' policy agenda and offer accredited training and business advice. VTIC works as a respected advocate, supporter of industry and partner to Victorian tourism businesses.

vtic.com.au

Visit Victoria

Visit Victoria is Victoria's tourism and events company, responsible for marketing to visitors from within the State, across Australia and around the world and attracting more sporting, cultural and business events for our world-class events calendar. Visit Victoria is comprised of Tourism Victoria, the Victorian Major Events Company (VMEC) and Melbourne Convention Bureau (MCB).

visitvictoria.com

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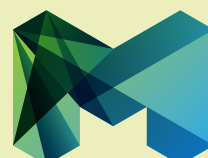Melbourne VIC 3001
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03 9280 0723	Español
03 9280 0724	Türkçe
03 9280 0725	Việt Ngữ
03 9280 0726	All other languages

National Relay Service: If you are deaf, hearing impaired or
speech-impaired, call us via the National Relay Service: Teletypewriter
(TTY) users phone 1300 555 727 then ask for 03 9658 9658
9am to 5pm, Monday to Friday
(Public holidays excluded)

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