MARKETING AND EVENTS COMMITTEE REPORT

12 December 2006

MELBOURNE MARKETING STRATEGY 2007-2011

Division Marketing, Tourism & Major Events

Presenter Mary Hennessy, Manager Melbourne Marketing and Retail Development.

Purpose


Recommendation from Management

2. That the Marketing and Events Committee approves the Melbourne Marketing Strategy 2007–2011 subject to annual budget consideration.

Key Issues

3. The Melbourne Marketing Strategy 2007–2011, as at Attachment 1 forms the strategic direction for the destination marketing of Melbourne over this period.

4. Its scope consists of those marketing and communication activities delivered by City of Melbourne in its role as the primary organisation responsible for the marketing of the city as a destination.

5. This strategy sits under City Plan 2010, and alongside other formally approved policies.

6. The strategy’s vision statement says:

   “Melbourne is recognised as Australia’s number one city for its unique mix of fashion, dining and nightlife; its world class cultural & sporting events; spectacular parklands and waterfront; and as an icon of design, creativity and innovation.”

7. The key new initiatives of the Melbourne Marketing Strategy 2007-2011 are:

   7.1. that all of the Melbourne Marketing Program’s advertising and promotions reflect the full range of the city’s destination strengths and that they will be presented under the same brand;

   7.2. it clearly identifies the delineation of roles of the key destination marketing bodies: Tourism Victoria, City of Melbourne, Destination Melbourne; and identifies the branding boundaries relating to the City of Melbourne’s destination Brand versus the State Government’s Brand Victoria; and

   7.3. the inclusion of new chapters: Supporting the Liveability of Melbourne and the following Destination Strengths: Retail; Design, Creativity and Innovation; and Attractions and Entertainment.
8. A resolution of the October Committee was that a further report be prepared “assessing additional marketing opportunities including: business marketing; film/television production and support campaigns; and a water activities strategy including Moomba Waterfest.”

9. This exercise was incorporated into the review of the Draft Strategy with the following recommendations/actions:

9.1. it is recommended that business marketing is separate to the scope and purpose of this exercise, and should be developed as a stand-alone Strategy;

9.2. specific reference is now made to supporting Melbourne’s flourishing film and television industry within Section 9: Destination Strengths (Culture and Arts) of the Melbourne Marketing Strategy 2007–2011; and

9.3. a strategy relating to major water activities including Moomba Waterfest is now included within Section 9 (Melbourne Destination Strengths – Melbourne’s Waterfront) of the Melbourne Marketing Strategy 2007–2011.

Time Frame

10. It is proposed that the Melbourne Marketing Strategy 2007–2011 will be approved and available for the public to view by January 2007.

Relation to Council Policy


Consultation

12. The Draft Strategy was released for consultation on 12 October 2006 to key city business stakeholders, relevant City of Melbourne Advisory Boards, and all internal branches.

13. External stakeholders for this consultation consist of the key agencies responsible for marketing Melbourne: Tourism Victoria, Destination Melbourne, Melbourne Convention and Marketing Bureau, Victorian Major Events Company; and members of the following City of Melbourne Advisory Boards: Melbourne Marketing Advisory Board; Melbourne Retail Advisory Board; Precinct Advisory Group (membership listings can be found at Attachment 3).

14. A total of 10 submissions were received from the following internal branches: Engineering Services, Arts & Culture, Sustainable City Research, Financial Services, Sustainability and Innovation, Asset Services, Business Melbourne, Corporate Communications, City Strategy, Design and Culture and Community Services.

15. A total of 9 submissions were received from the following external companies: George Patterson Y & R, Yarra Tourism, Federation Square, Destination Melbourne, Flinders Quarter Precinct, Monash University, Metlink, Tourism Victoria and Victorian Major Events Company.

16. A summary of the feedback provided and action taken is provided as at Attachment 2.
Finance

17. Funding of $7.103 million (including $0.500 million of capital expenditure) has been provided in the 2006/07 budget for Melbourne Marketing Strategy.

18. Funding for the Melbourne Marketing strategy in future years will be subject to the normal budget processes.

Legal

19. The recommendation of this report is within the objectives and functions of Council.

Sustainability

20. This strategy will have a positive sustainability impact relating to the themes of Innovation and Business Vitality and Inclusiveness and Engagement through specific strategies aimed at enhancing Melbourne’s reputation as a world class retail centre, as a city for the arts, as a sporting capital with a rich and vibrant cultural life, promoting the Yarra as the city’s primary recreational and leisure feature, supporting and promoting the development of Melbourne’s physical character particularly in relation to design and built form, increasing tourism, and attracting, facilitating and maximising the benefits of major City events and festivals.

Background

21. In May 2000, the former Special (City Marketing) Committee approved the *Melbourne Marketing Strategy 2000-2003*. This document was developed to provide a strategic blueprint for the marketing of Melbourne as a destination, following the responsibility for city marketing being assumed by City of Melbourne from July 2000. This strategy was implemented and reported against twice yearly.

22. In November 2002 the former Marketing and Business Development Committee approved the *Melbourne Marketing Strategy 2003-2006*. This strategy was implemented and reports provided to Committee twice yearly.
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1 LORD MAYOR’S MESSAGE

Melbourne has an international reputation as one of the world’s truly cosmopolitan cities. It is celebrated for its world class sporting events, tree lined streets, colourful laneways, stylish café’s, bars and restaurants, innovative retail landscape and its status as the arts and cultural capital of Australia.

Melbourne’s intrinsic strength in design sees the emergence of uniquely Melbourne spaces, architecture, retail design, and public art, and the integration of design in to the very fabric of the city.

And Melbourne is set to further capitalise on its position as a vibrant waterfront city with the spectacular development of Melbourne Docklands and the return of the municipal authority of the precinct to the city.

I look forward with excitement as our City constantly evolves, and is further positioned as Australia’s premier destination, not simply for each of our distinct attributes, but more emphatically for the unrivalled diversity of experiences they offer which make Melbourne a compelling and irresistible destination.

I am very proud to present the Melbourne Marketing Strategy 2007-2011 which sets the vision for the destination marketing of Melbourne over the next four years.

Lord Mayor John So
2  INTRODUCTION

Vision

Melbourne is recognised as Australia's number one city for its unique mix of fashion, dining and nightlife; its world class cultural & sporting events; spectacular parklands and waterfront; and as an icon of design, creativity and innovation.

Scope

The Melbourne Marketing Strategy 2007 - 2011 sets the strategic direction for the destination marketing of the city to consumers over the next four years. It clearly identifies the tangible actions that will see the City of Melbourne achieve its vision for 2011.

This Strategy sits under City Plan 2010, which provides the strategic overview for the development of the city. It relates particularly to two of the four Strategic Directions in City Plan - Inclusive and Engaging City, and Innovative and Vital Business City – and complements many other formally approved policies relating to these Strategic Directions including but not limited to:

- Melbourne Retail Strategy 2006 – 2012
- Melbourne Transport Strategy
- Melbourne Business and Trade Development Plan 2007 - 2010
- Melbourne Tourism Plan
- Positioning Melbourne – a global city strategy
- Parks Policy
- Knowledge City Strategy

Details of the scope of these strategies can be found in Appendix 1.

While this Strategy does not reference in detail the content of key interrelated Strategies and Policies it is recognised that they are critical to the overall success of the Melbourne Marketing Strategy.
3 REPORTING

The progress of the Melbourne Marketing Strategy will be reported annually and be available for public viewing. Tools including the city’s Pedestrian Monitoring Program and the annual City Perceptions Report will be used as benchmarks.


4 DESTINATION MARKETING ROLES

City of Melbourne

The Melbourne Marketing & Retail Development branch at the City of Melbourne is responsible for identifying, fostering and marketing the city’s key consumer strengths to the local market. These are the experiences and attributes which collaboratively position the city as the clear destination of choice to the local Melbourne market.

The City of Melbourne also plays a vital role in marketing Melbourne as a destination to a wider market via the provision of information to Tourism Victoria and Destination Melbourne, ensuring that a consistent message regarding the City’s consumer strengths is conveyed to regional Victorians, interstate and international visitors. At the same time it provides a range of tourist information and related services to the visitor once they arrive.

State Government

The State Government is primarily responsible for the marketing of Victoria (and Melbourne as its capital) nationally and internationally as an extremely desirable destination to visit, conduct business, hold public and business events and live.

The State Government’s “Brand Victoria” project, of which City of Melbourne is a project partner, reviews the Brand attributes of Melbourne when being marketed internationally to four key sectors - education, tourism, business and skilled migration. The City of Melbourne acknowledges Brand Victoria and will integrate it into any relevant activity exposed to the national and international markets.

City of Melbourne also plays a key role in these areas through a number of initiatives including the Melbourne International program (including sister cities and strategic international partnerships), Business and Trade Development programs, event management and development, Tourism Services, as well as the annual delivery of a multifaceted local destination marketing program.

Tourism Victoria is the State Government’s key agency responsible for marketing Victoria as a tourism destination domestically and internationally.

Destination Melbourne

Destination Melbourne is responsible for marketing greater Melbourne as a destination to regional and interstate markets. It works in partnership with Tourism Victoria and the City of Melbourne, other Metropolitan Councils and trader and industry groups. It is also responsible for the cooperative tactical marketing that underpins Tourism Victoria’s brand campaigns.
5 STRATEGIC OBJECTIVES

Melburnians are proud of their city, and proud to show it off. Whether it be for the myriad of sporting events, the cultural vibrancy, the world class shopping, the rich contrast of heritage against the emerging and innovative design, the romance of the waterfront, or the energy and excitement of discovering its secrets, Melbourne’s intrinsic passion confirms its status as a truly international city.

Strategic Objectives of the Melbourne Marketing Strategy 2007 – 2011:

- To reflect the full range of the City’s destination strengths within the Melbourne Marketing Program outputs.
- To comprehensively present the full range of Melbourne’s destination attributes with brand cohesion to consumers.
- To attract more visitors to the City of Melbourne and contribute to the cultural, social and economic wellbeing of Melbourne and Victoria.
- To celebrate, enhance and promote the attributes and experiences that make the City of Melbourne a world class city in which to live, work and visit.
- To promote the city’s accessibility as a key strength consistently across all marketing.
- To increase and strengthen Melbourne’s local and global recognition through the Melbourne Brand.
- To continually improve consumer preference for the city as their destination of choice.
- To encourage stakeholder involvement in the collaborative destination marketing of Melbourne to the local market.
- To form strategic partnerships with key stakeholders for successful Melbourne Marketing initiatives.

6 BRANDING

A single linked brand

One of the key objectives of this strategy is to ensure that the Melbourne Brand is streamlined and strengthened by consistent application across all sectors within the local market in order to present a cohesive and unified brand message.

Further, this strategy advocates an integrated campaign which has the capacity to fully represent all of the City’s core consumer strengths. The appeal of the city is in the integrated offer, rather than a discrete list of products or programs. This approach will see an end to the occurrence of stand alone campaigns which ultimately cause brand fragmentation and budget inefficiencies.
Brand Application

1. Melbourne Brand – City of Melbourne Consumer Campaign

The City of Melbourne continues to use the successful Melbourne brand across its ongoing advertising and marketing campaigns in the local market. The Melbourne brand primarily speaks to Melburnians living within a 20km radius of the city. They are energised by discovering new places and are open to new ideas and are likely to be less cost-sensitive than the general population. They are also often imaginative people and may see themselves as ‘leaders’ or opinion setters. On specific occasions, such as Christmas and Moomba, the brand communicates with the broader family market living within a 20km radius of the city, who are seeking affordable but new and exciting things to do with their families.

The ‘That’s Melbourne’ brand mark was originally launched in 2002 and since then it has evolved to reflect all of the city’s many strengths and unique attributes. It represents a vision of Melbourne for now and tomorrow.

Melburnians love their city and show immense pride in it. They see the city as vibrant, inspiring, diverse, ever-changing and stimulating. It offers an authentic and unrivalled experience in shopping & fashion, dining, bars, entertainment and nightlife, events, parks & gardens, waterfront, precincts & laneways, culture & arts, sport, attractions, design, creativity and innovation.

Research indicates that Melburnians also understand and have a very positive response to the Melbourne brand. They see it as ‘being for me’, ‘inclusive’, ‘something for everyone’, ‘intimate’ and being ‘part of Melbourne’. They also see it as being understated, uncomplicated and casual – very fitting for Melbourne.

The Melbourne brand in 2007 starts with a statement reflecting how Melburnians feel about their city. “As a local Melburnian, every corner of Melbourne city leads me to a new inspiration. The experiences I can create through the blend of authentic, cultural and diverse opportunities promise a new discovery each visit”. The overall brand proposition is based on creativity – Melbourne’s imagination lives in the city.

At an international level, the City of Melbourne will continue to support Tourism Victoria, Victorian Major Events Company and Melbourne Convention and Visitors Bureau so that the Melbourne brand continues to grow, particularly around major events and the business event industry.

2. Brand Victoria: State Government of Victoria

In 2006 the State Government launched the Brand Victoria workmark, to be used internationally when talking to the sectors of skilled migration, education, tourism, and investment. The City of Melbourne will incorporate this brand into its business marketing when targeting international markets.

Tourism Victoria is the primary agency responsible for the tourism marketing of Melbourne nationally and internationally. The Tourism Victoria marketing campaign operates under the successful Jigsaw brand, and in 2006 a specific campaign was launched to promote Melbourne city interstate and to some international markets.
MARKET RESEARCH

The City of Melbourne relies on three key pieces of research when developing and monitoring the marketing of the city as the preferred destination for dining, shopping, leisure and entertainment.

City Perceptions and Campaign Effectiveness Research:

Annually, the City of Melbourne undertakes extensive quantitative and qualitative research to:

- test the success of the destination campaign
- test consumer attitudes to the "That's Melbourne" word mark
- measure consumer awareness of and reaction to key advertising campaigns
- articulate the brand values of the city, trace changes to the values and identify new and emerging city strengths
- identify consumer perception of the city for key activities (eg dining, shopping, culture etc) compared to other destinations
- identify the media used by consumers in making a decision on visitation options.

The results of this research inform the evolution of all consumer marketing undertaken by the City of Melbourne.

City User Survey & Pedestrian Monitoring Program:

On an average weekday, the number of people who use the City of Melbourne for some purpose, eg to work, study, shop or socialize, is ten times the number of City of Melbourne residents. Council conducts a biennial City Users Survey to both monitor and forecast the number of people using the city.

The Pedestrian Monitoring Program has established an effective automated people counting system which monitors pedestrian activity across the City of Melbourne 24 hours a day. 3D stereo vision sensors are installed in locations chosen based on three main factors: pedestrian thoroughfares, retail and event activity, egress and entry flow to the above areas. The sensors are installed in six fixed locations and one temporary location at Federation Square. All data collected is accessible from any computer via the internet at any time.

Council uses the results from this project to develop an information base to monitor the key economic, social and cultural activities of the city. The database tracks activities on the street over time, monitors the effect of changes in population and land use in the city and the impact of marketing campaigns and major events on visitor numbers.

More individual trips are made on foot than any other mode of transport in the City of Melbourne (City Users Survey 2006). Information about pedestrians on city streets is vital to urban planning and to the city’s infrastructure, service delivery and business development.

The project provides sophisticated information about the city for business and community groups, as well as for Council’s urban planning, such as improved retail development, event or promotion management and assessment, pedestrian safety, pedestrian traffic flow throughout the city and emergency/crisis management.

In the initial phases of the Pedestrian Monitoring Program, distribution of sensors has been limited on the most part to the retail core. It is recognised that there is a requirement to expand the scope of this project to include key new developments such as Melbourne Docklands, and places of high visitor activity outside of the retail core such as Southgate. Funding will be sought to further enhance the scope of the program.
Census for Land Use & Employment (CLUE)

CLUE is a comprehensive information system about land use, employment and economic activity across the entire City of Melbourne. It identifies building types, floor space usage, accessibility of entrances to buildings, business activities, the type of businesses located in the city and how fast they are growing, and the key trends in employment growth, business and development, and residential expansion.

In Development: Melbourne Retail Monitor

The City of Melbourne is currently working with the Australian Retail Association Victoria to establish an ongoing city-based retail monitor to continuously evaluate the city's retail health.

WHO USES THE CITY?

Source: 2006 City Users Survey

Ten times as many people visit the city each day as live in it. More than one million people are expected to visit the City of Melbourne each day by 2017 according to our city users' research.

City user' estimates and forecasts enable an understanding of who these users are, where they come from, how they got here and what they do when they arrive. City users or visitors comprise the following main groups:

- residents;
- workers;
- international visitors;
- national (Victorian and interstate) visitors, and
- students.

On an average weekday (2006) between 6 am and 6 pm, the city receives:

- around 710,600 users (including almost 71,200 residents);
- 553,900 metropolitan users (including students, workers and day trippers);
- 27,700 regional Victorian users;
- 26,900 interstate visitors, and
- 30,900 international visitors.

On an average weeknight the city attracts:

- more than 336,300 users, comprising almost 71,200 residents again;
- 220,300 metropolitan users (including students, workers and other visitors);
- 7,800 regional Victorian users;
- 26,400 interstate visitors; and
- 28,600 international visitors.
HOW DO PEOPLE ACCESS THE CITY?
Source: Melbourne Transport Strategy.

The City of Melbourne attracts visitors from the wider metropolitan area for a variety of purposes. In the peak morning period, commuters dominate arrivals in the CBD, with the majority coming by train, followed by tram users, private car drivers, and walkers respectively. Overall, more than twice as many people arrive by public transport than by car (most car trips are single occupancy).

After 9.30 am, most trips within the City are made on foot and account for almost 80 per cent of trips during the lunch hour peak.

The City of Melbourne’s Central City Users Survey found that for 2006 the primary weekday mode of transport to the central city is Public Transport, (trains 51 percent and trams 21 percent) compared to cars (19 percent). This represents a significant change from the last survey in 2004, when the figures were: trains (39 percent), trams about the same proportion and cars (23 percent).

While the use of private cars to reach the CBD has decreased, and use of public transport has increased (from 36 per cent in 19991[1], to 45 per cent in 20022[2], to 67 percent in mid 20063[3]) there is still much more that can be done.

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1[1] Victorian Activity and Travel Surveys
2[2] Department of Infrastructure, 2004
8  MELBOURNE’S MARKETING PROGRAM

1. Getting the message right

The city has eleven key strengths that play a pivotal role in Melbourne’s marketing campaign:

- Bars & Nightlife
- Dining
- Culture & Arts
- Events
- Parks & Gardens
- Precincts, Laneways and City Character
- Retail
- Sport
- Melbourne’s Waterfront
- Design, Creativity & Innovation
- Attractions & Entertainment

The following chapters describe the strategic approach to each of these individual strengths. Though each is important in its own right as a reason to visit the city, the real impact lies in their collective strength. For this reason, each of the strengths will be fully integrated within the overall Melbourne Marketing Program. Each of the strengths is intrinsic to the essential visitor experience, so cross promotions will be used whenever possible to leverage their full potential.

Marketing campaigns will continue to use a three-tiered approach focusing on a) brand desirability b) Seasonal activity and c) Tactical campaigns. Design, innovation and creativity will feature prominently and the ‘authentic experience’ of the city will be emphasised across all tiers, capturing the people and personalities of the city.

The brand message will be primarily delivered by an extensive TV campaign that embraces the idea of imagination and rolls together a range of unique city experiences.

Seasonal campaigns will bundle individual city strengths relevant to particular times of the year. To increase their impact, they will be backed by tactical campaigns giving consumers timely information about events in the city and other relevant marketing programs.

2. Campaign Deliverables

Advertising
The city will deliver an integrated advertising campaign directed at consumers, comprising a significant television schedule, radio and print.

Publicity and Promotions
A consumer focussed, year-round public relations campaign will complement the annual advertising campaign including promotions, media communications and media events.

Tactical Campaigns
Tactical campaigns are undertaken throughout the year to support events and seasonal periods including Moomba Waterfest, Christmas in the City, School Holidays, Winter and Summer in the City, New Year’s Eve and Melbourne Spring Fashion Week. These campaigns are supported by a significant, strategic marketing campaign consisting of collateral, internet, public relations, television, print and radio advertising. City accessibility will feature heavily in all tactical campaigns.
Publications
The City of Melbourne will produce a number of seasonal publications both independently and in partnership. These will highlight the city’s strengths, city businesses and city-based events at different times throughout the year.

Internet
thatsmelbourne.com.au will continue to be the main call to action in all consumer marketing activity. The web is the one-stop-shop for information on city businesses, events and all eleven city strengths.

I-Hubs
The City of Melbourne I-Hubs are digital information kiosks with interactive touch screens that provide ‘What’s On’ information about events, dining, entertainment, shopping and transport for tourists and locals.

Signage, Decoration & Theming
Imaginative theming and decorations will be used to position the city as a vibrant destination, coinciding with special occasions like Christmas and major marketing campaigns.

3. Collaborative Activities

Sponsorship & Collaborative Marketing
Melbourne Marketing works to seek, secure and service sponsorship agreements for City of Melbourne events and initiatives, delivering mutual benefit for all parties involved. Sponsorship is also sought for City marketing campaigns and publications throughout the year.

Sector Consultation
To successfully sell the city’s strengths, the marketing promise must be current and relevant for consumers in every industry sector. Regular communication and information exchange with industry sectors allows us to leverage Melbourne Marketing activities and provide accurate, relevant messaging for our target markets.

City of Melbourne also works collaboratively with Tourism Bodies such as Tourism Victoria, Destination Melbourne, Melbourne Convention and Visitor Bureau, and Victorian Major Events Company to ensure consistency of message and synergistic campaign activity promoting the city’s core destination strengths.

Target Markets
The City of Melbourne’s integrated media plan allows us to target a number of distinct markets within a single mass-market campaign.

1) The brand message, designed to provoke an emotional response to the city as a destination is delivered via commercial television, and is designed to reach a very broad audience of current and potential visitors.

2) Seasonal: The Summer campaign talks to A) those with a ready income looking to enjoy the city’s outdoors/river and water-based bars, restaurants and pursuits and B) the family market attracted by the free events and activities provided by the City of Melbourne.

3) Tactical: Each tactical output has its own clearly-defined market, from the broad family/youth appeal of Moomba Waterfest, to the ultra fashion-conscious partying crowd of Motorola Melbourne Spring Fashion Week.
9. MELBOURNE’S DESTINATION STRENGTHS

Introduction

The attributes listed below are key reasons why consumers choose to visit the city over other destinations. Although we have listed each one individually, the city’s real attraction lies in their collective appeal. Market research tells us it is the city’s unrivalled diversity of experiences that makes Melbourne unique.

BARS AND NIGHTLIFE

The city shines by night and buzzes by day with a host of hidden gems to be discovered. Wander among its broad boulevards, hidden laneways, concealed entrances and renovated warehouses. Linger a while in an uber-cool dance club, cosy hole-in-the-wall niche, lazy jazz venue or friendly pub. The city is alive with possibilities.

Positioning

Melbourne is a mecca for bars and nightlife. Catch up with friends for a drink, dance the night away or maybe even discover romance in one of the city’s many venues. The party never stops!

Objectives and Strategies

1. Attract more visitors and encourage patronage of city bars and nightlife during key Melbourne events and festivals.
   • Deliver cross promotions for the city’s bars and nightlife to the patrons of the city’s many events and festivals.
   • Maximise marketing and communication support for consumer promotions.
   • Organise celebrations at key venues during and after selected major events so that visitors to the city extend their stay.

2. Attract more visitors to city bars and entertainment venues throughout the year.
   • Fully integrate city bars and nightlife into the overall Melbourne Marketing Program especially through key seasonal campaigns like Summer, Winter, Melbourne Spring Fashion Week, and Christmas.
   • Deliver cross-promotional opportunities in partnership with venues, precincts, major entertainment events and relevant hospitality businesses.
   • Build partnerships with city bars and nightlife businesses through initiatives like the City Rewards program which integrate city bars and nightlife with the broader city experience including city dining, arts and culture, entertainment and attractions.
   • Develop promotions to capitalise on seasonal highs and create new opportunities around seasonal lows.
   • Raise awareness of the variety of bars and nightlife that the city offers through City of Melbourne and stakeholder communication channels.

3. Position city bars and nightlife as part of the essential visitor experience
   • Capitalise on opportunities from the Business Events Marketing Program* to encourage delegates to visit the city centre and experience the city’s diverse bar and nightlife culture.
   • Provide engaging, current, interactive and accessible information on city bars and nightlife and produce and distribute the definitive Melbourne bars collateral.

*see Events section for information on Business Events Marketing Program
Dining

Melbourne is a food and wine lovers paradise and the city is where it all happens. World-renowned chefs vie for attention alongside cheeky newcomers. Classic cuisine features alongside exotic dishes from every continent in the world. Diversity is the hallmark.

The city hosts a year-round feast of culinary festivals to tempt the tastebuds. It is also recognised as one of the world’s great wine cities alongside Bordeaux, Florence, San Francisco, Santiago and Oporto.

Positioning

Melbourne serves up the finest food and wine in Australia, with a year-round menu of culinary festivals and events. The city is home to some of the world’s finest chefs, with a culinary diversity as rich as anywhere around the globe.

Objectives & Strategies:

1. **Reinforce Melbourne’s position as the food capital of Australia**
   - Provide maximum marketing support for Melbourne’s many dining-related events such as the internationally recognised Melbourne Food and Wine Festival.
   - Liaise with all dining supplements, publications and other relevant consumer information sources to maximise exposure for the city’s restaurants.
   - Promote Melbourne’s dining offer as a complementary experience to the many events, festivals and cultural attractions using satellite marketing activities such as dining offers and promotions.

2. **Stimulate industry growth by showcasing the variety and diversity of Melbourne’s dining options**
   - Emphasise the diversity of Melbourne’s dining experience in all messaging, both in dedicated dining marketing communications and as a complementary message when selling the city’s other destination strengths.
   - Liaise with key hospitality and tourism organisations to make Melbourne Marketing dining communications compelling and current.
   - Develop specific promotions that encourage visitors to trial a variety of dining options within the city.

3. **Position dining as an integral part of the essential Melbourne experience**
   - Ensure Melbourne’s unique dining opportunities are captured across all tourist communication channels.
   - Maintain an engaging, current and interactive electronic source of city dining information.
   - Produce and distribute definitive Melbourne dining collateral.
   - Deliver promotions that integrate the city’s dining offer with the broader city experience and reinforce its unique diversity.

4. **Support Melbourne’s dining industry**
   - Support Melbourne’s restaurants through distinct dining offers and promotions.
   - Assist and encourage the city’s restaurants to tap into the lucrative business events market through the Business Events Marketing program.
   - Provide general promotional and in-kind marketing support to new and existing city dining businesses.
ARTS AND CULTURE

Melbourne is the undisputed national capital for culture, creativity, and diversity in all aspects of city life.

The city proudly embraces a diversity of cultural experiences and art forms unlike any other. From the array of performance and street art, to the cosmopolitan lifestyle of its residents, arts and culture is alive and kicking.

Over the next four years, Melbourne will build on this cultural diversity with a series of high profile consumer campaigns integrating arts and culture with the other key city strengths. The city experience will be complete.

Positioning

Melbourne capitalises on its creative and imaginative strengths to provide an unrivalled cultural experience for visitors of all kinds.

Objectives and Strategies

1. Position arts and cultural experiences as a key destination strength of the city
   • Use arts and cultural imagery as defining images of Melbourne across marketing collateral.
   • Communicate the range of diverse cultural experiences on offer throughout the city in the Melbourne Marketing Program.
   • Promote the city’s cultural enclaves including the Southbank arts precinct, Flinders Lane galleries, public art and laneways, historic theatres and Arts House venues.
   • Work with Victorian Major Events Company to develop strategies to attract blockbuster stage musicals and commercial theatre offerings to Melbourne, and to leverage the significant tourism benefits that long-running successful shows can provide the city’s hotels, restaurants, retailers etc over a sustained period of time.

2. Encourage greater participation in a diverse range of arts and cultural activities
   • Develop the breadth of information and visual presence of Melbourne’s arts and cultural events at the Melbourne Visitors Centre, on city digital Information Hubs, and through the full range of city tourism networks.
   • Leverage existing partnerships sponsored through the Arts and Culture Grants program to encourage repeat visitation of various cultural experiences.
   • Deliver a series of consumer campaigns and promotions targeting city workers and inner city residents to make arts and cultural events more visible.
   • Provide in-kind marketing support to the arts and culture industry using Melbourne Marketing consumer tools.
   • Ensure the cultural strengths of Melbourne are well represented across all tourism outlets.

3. Maintain indigenous and multicultural expressions as a defining characteristic of the city
   • Ensure a balanced program of arts, indigenous and multicultural attractions are promoted as key strengths of the city’s cultural life.
   • Ensure a variety of visual imagery is used across consumer marketing campaigns to present a diverse range of cultural expressions in the city.

4. Develop partnerships which promote the city’s cultural attractions
   • Work with major stakeholders such as Arts Victoria, Federation Square, Tourism Victoria, Destination Melbourne and the Victorian State Government to promote Melbourne’s unique cultural attractions nationally and internationally.
   • Develop cross sector promotions between arts and cultural events and the dining, bars and retail environment eg in-store exhibitions, pre-show dining promotions etc.
   • Create partnerships that generate increased consumer exposure for arts and culture events at sporting events.
FILMING IN THE CITY

City of Melbourne is committed to actively supporting a flourishing film and television industry within Melbourne. It works collaboratively with the Melbourne Film Office to ensure maximum production of content for domestic and overseas markets.

The diversity of Melbourne’s architecture, the scope of the city’s spaces both large and small, and the proximity of attractions such as wineries, ski-fields, beaches, make Melbourne a compelling destination for production companies.

Film and television programs can act as a powerful marketing tool for the city, highlighting to a national and sometimes international audience the layers and charisma of Melbourne. The City of Melbourne is also committed to supporting major overseas productions, and Central City Studios.

City of Melbourne will continue to build its reputation as a film-friendly location. It is currently reviewing the City of Melbourne Filming Policy, which will be completed in early 2007.
EVENTS

It’s official. Melbourne is the events capital of Australia. No other city hosts such a jam-packed program of major national and international events and one-off extravaganzas - from sport to comedy and food and wine to fashion. In the warmer months, we celebrate our parks, gardens and magnificent waterfront. As the weather cools down, we move indoors into our majestic heritage buildings and embark on a journey of discovery through our hidden laneways.

An event in Melbourne is an excuse to party. Live celebration sites capture all the action on the big screen, while live bands and entertainment add to the fun. Special offers and promotions entice diners to the city’s restaurants before and after events. An action-packed after-party program at some of the city’s hottest bars and nightspots prolongs the excitement. The only challenge is fitting it all in.

Victoria attracts approximately 230,000 international major event visitors per year (42% of event visitors to Australia) and events generate an estimated economic benefit of $1 billion.

Positioning

Melbourne is the only city in Australia to embrace so many festivals and events, with such style and energy. As we move towards 2011, the city is perfectly positioned to capitalise on its status as the events capital of Australia.

Objectives and Strategies

1. **Consolidate Melbourne’s position as Australia’s events capital.**
   - Partner with Tourism Victoria, Victorian Major Events Company and Melbourne Convention and Visitors Bureau to attract major events to Melbourne.
   - Deliver high profile marketing campaigns promoting major events in the city.
   - Secure financial support and joint ventures from corporate organisations to enhance events and set up city activation programs.
   - Maintain close partnerships with venues in the municipality to ensure high usage and maximise opportunities the venue presents.
   - Provide marketing and creative advice to event organisers who wish to hold events in the City of Melbourne.
   - Deliver an events marketing campaign to ensure year-round momentum in the city.
   - Provide a comprehensive events calendar for industry and consumers.
   - Sponsor high quality events to ensure a year-round program of events that capitalises on Melbourne’s strengths.
   - Work with internal stakeholders including Events Melbourne, Street Activity, Cultural Affairs and Parks and Recreation to provide a one-stop shop for event organisers.
   - Schedule forums for various event organisers to share key industry information.

2. **Leverage major events to cross promote Melbourne’s other key destination strengths.**
   - Develop promotions, special functions and parties which add to the event experience, increase visitor numbers and encourage trial of city bars, restaurants, shops and attractions.
   - Promote the range of high quality, free events in the city that encourage visitors, to shop and become familiar with the city.
   - Showcase the city’s adaptability by staging events in a range of forums, whether indoor or outdoor, on and off land.
3. **Create awareness and encourage visitors to attend existing and new city events.**

- Fully integrate the events message into the Melbourne Marketing Program.
- Deliver specific tactical marketing campaigns for City of Melbourne owned and sponsored events.
- Provide marketing support and exposure for other major events in the city.
- Ensure Melbourne event organisers are made aware of the opportunities to market their events through the City of Melbourne’s promotional and marketing channels.
- Partner with event organisers to visually increase awareness of events using city theming and incorporating banners, signage and special event structures like Live Sites.

4. **Celebrate the opening of major new public spaces in the city.**

- Partner with event organisations to create impact for official openings using media launches, VIP parties and publicity.
- Ensure stakeholders are aware of new, exciting and different public event spaces in the city through a targeted stakeholder campaign.
- Work with developers to create, deliver and manage events to celebrate new public spaces.

5. **Increase City access options and initiatives for major events.**

- Work with public transport operators to ensure extended public services are provided and publicised for major events.
- Encourage and support combined ticket initiatives (event entry and public transport) to promote the use of public transport during major events.
- Work with major event managers to better provide for and promote walking and cycling to major events.

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**BUSINESS EVENTS**

Between 2007 and 2011, 87,230 delegates are expected to visit Melbourne, spending 274,409 nights in the city. The projected economic return to the state will be more than AU $414 million.

The City of Melbourne is committed to supporting the business events industry to ensure city businesses get the best commercial return from this lucrative market. With the Melbourne Convention Centre Development set for completion in 2009, the City of Melbourne will continue to help connect delegates and businesses.

We will develop partnerships with the tourism industry and city businesses to attract more delegates to conferences and conventions and directly benefit all stakeholders.

Partnership projects may feature initiatives like hosted shopping tours, itineraries for partners and delegates, city rewards cards, VIP shopping sessions and tailored information services.
PARKS AND GARDENS

The city’s 478 hectares of world class parks and gardens encircle the city and are among its greatest assets, attracting visitors from interstate and overseas. More than 14 million people visit Melbourne’s parks and gardens each year to enjoy a myriad of events and activities, or just to soak up their tranquillity and splendour.

The city will continue to showcase its parks and gardens to local, national and international markets with a host of major events and festivals. Locals and outer city residents will rediscover the natural splendour of Victoria’s capital city.

Positioning:

Melbourne’s world class parks and gardens offer locals and visitors a peaceful haven in the heart of a vibrant and cosmopolitan city, breathing life and community into the urban landscape.

Objectives and Strategies

1. Increase public awareness, usage and value of the city’s parks and gardens, individually and collectively, through Melbourne Marketing consumer campaigns
   - Promote the parks and gardens in conjunction with other key Destination Marketing strengths, and develop programs that link the parks and gardens with the city’s broader offer.
   - Highlight the parks and gardens as key city destinations during the spring and summer peak periods, and throughout seasonal marketing campaigns.
   - Create targeted communications for city workers and resident students.
   - Collaborate with key city stakeholders to raise the profile of Melbourne’s parks and gardens and increase visitor numbers, for example establish a link between Federation Square and Birrarung Marr as a leisure and activity destination.

2. Celebrate the heritage, horticultural and historical features of the city’s parks and gardens
   - Promote the distribution and connectivity of the city’s green open spaces as a defining character of Melbourne which sets it apart from other consumer and business destinations locally and nationally.
   - Highlight the city’s status as home to Melbourne’s great sites of natural and cultural heritage.
   - Emphasise the diversity, accessibility and scope of the city’s many parks and gardens to both locals and tourists through compelling marketing.
PRECINCTS, LANEWAYS AND CITY CHARACTER

A walk through the laneways and precincts of the city is a journey of discovery. The city is a patchwork of unique enclaves, each with its own distinct flavour and charm. From cultural activities and retail adventures to gourmet hideaways, there’s something for everyone. This is the heart of Melbourne’s eclectic appeal.

Positioning

Melbourne is truly a city of unique experiences - sophisticated, energetic and culturally diverse. Our precincts and laneways are alive with activity and culture.

Objectives and strategies

1. Increase awareness of and visitation to Melbourne’s cultural and experiential enclaves.
   - Develop specific marketing activities that focus on Melbourne’s pockets of distinctive character and charm to encourage repeat visitation to the city.
   - Target the hidden charms of Melbourne’s precincts and laneways eg. architecture, arcades, laneways or hidden bars & cafes as key elements of the destination message.
   - Develop a cross-promotional campaign that encourages people to discover the ‘real’ Melbourne by venturing from the arterial streets into the city’s laneways and back streets.

2. Develop and enhance Melbourne’s areas of distinctive character.
   - Support city retail, business and precincts by helping them to maintain and evolve their personality and strength of character through relevant activities.
   - Maintain and enhance the character of the city’s three cultural precincts: Chinatown; Greek Precinct; Lygon Street.

3. Promote the city’s significant cultural and heritage sites.
   - Ensure the city’s cultural heritage is highlighted within the Melbourne Marketing Program.
   - Produce and distribute collateral that celebrates Melbourne’s cultural heritage eg Historic Theatres district, Chinatown, Queen Victoria Market etc.
   - Develop and promote the city’s cultural and heritage sites along with the other city experiences eg shopping, dining and leisure.
RETAIL - SHOPPING AND FASHION

Melbourne is the ultimate city to shop til you drop, where fashion and style rule the streets. Major international fashion labels, flagship department stores and large retail centres make their home here. Funky boutiques, colourful markets, laneways and arcades are a magnet for fashionistas seeking one-off designer pieces, eclectic jewellery and accessories.

But shopping in the city is about more than what you take home. It's about the unique atmosphere. The total experience.

Within the web of narrow streets, beckoning lanes, wide boulevards and historic arcades you’ll find the coolest cafes and hippest bars. The city buzzes with events and entertainment that make shopping in Melbourne a feast for the senses.

Positioning

Melbourne is a magnet for style and culture. Its ‘passion for fashion’ makes it Australia’s ongoing number one retail destination.

Objectives and Strategies

1. **Strengthen the city’s position as Australia’s number one retail destination.**
   - Deliver a compelling and distinctive retail specific campaign that gives consumers clear reasons to chose the city over other retail destinations.
   - Ensure the retail message is fully integrated within the overall Destination Marketing Program.
   - Support and promote new city retail developments in the city through marketing, joint promotions and exposure.
   - Implement the strategies outlined in the Melbourne Retail Strategy 2006-2012.

2. **Connect with and provide commercial opportunities for the city’s retailers.**
   - Increase opportunities for partner investment in collaborative advertising opportunities such as City of Melbourne branded television advertising.
   - Provide retailers with cost-effective opportunities to participate in the Destination Marketing campaign through sponsorship, joint venture, promotions, advertising features and collateral.
   - Work with retailers to create more participation-based initiatives like the City Rewards program.
   - Encourage tour operators to develop a wider range of city shopping tours.
   - Work with all city retailers and industry associations to establish strong communication channels and build on relationships and networking opportunities with the organisation’s advisory bodies including the Melbourne Retail Advisory Board.

3. **Create tangible links between city events and the retail experience.**
   - Engage city retailers in City of Melbourne promotions and retail-driven events like Melbourne Spring Fashion Week.
   - Work with fashion event organisers to add value to and leverage their events in the city for direct commercial return.
   - Provide information forums for retailers so that they benefit fully from the opportunities presented by upcoming major events in the city.
   - Create retail promotions which leverage the increased visitation to the city during major events and drive direct retail activity.
RETAIL DEVELOPMENT

The City of Melbourne recognises the importance of retail to the success of Melbourne. With the launch of the Melbourne Retail Strategy 2006-2012 in partnership with the State Government, it has taken its support of retail to a new level.

The Strategy was developed in conjunction with the Melbourne Retail Advisory Board, which is made up of key players in Melbourne’s retail scene.

To drive the implementation of the strategy further, Council has also established a dedicated Retail Unit to act as the primary liaison between the city’s retailers and Council.

In implementing the strategy, the city will deliver on its key strategic objectives:

- To increase the number of visitors to Melbourne’s retail core.
- To specifically increase weekend visitation to the retail core.
- To maintain, expand and further develop Melbourne’s unique retail offer.
- To evolve Melbourne’s retail landscape by attracting key retailers to Melbourne City.
- To provide increased economic return to retailers by forging greater linkages between business events and the retail sector.
- To address issues and perceptions regarding access to the city.
- To provide a pleasurable, stimulating and easily accessible retail environment.
- To ensure key strategic relationships with retailers and to deliver co-operative campaigns that see Melbourne renowned as Australia’s premier retail city.
- To ensure retail leverages off other renowned Melbourne strengths such as major events, bars, dining and design to maximise commercial return from the unique city climate.
SPORT

Sport is the lifeblood of the city. Melburnians are a proud and dedicated sporting tribe, passionately supporting their heroes in all seasons, rain or shine, day or night. Add to the mix world class and centrally-located sporting facilities and an incredible array of national and international sporting events and it’s easy to see how Melbourne has earned a reputation as an unrivalled sporting capital.

Positioning

Melbourne lives and breathes sport with a passion unequalled by any other city. Sporting events are intrinsic to our culture and an opportunity to celebrate our relaxed Australian lifestyle.

Objectives and Strategies

1. **Enhance Melbourne’s national and international position as a dazzling sporting capital in conjunction with other key organisations such as Victorian Major Events Company, Sport and Recreation Victoria and Tourism Victoria.**
   - Promote and strengthen the city’s national and international identity as a centre for major sporting events and sports tourism through partnerships with key stakeholders who share our vision for a thriving sports capital.
   - Position the city as an economic, cultural and social hub with strong emphasis on sport in the community.
   - Strongly represent the city’s colourful and passionate sporting image across Melbourne Marketing messages.
   - Leverage strategic partnerships with key organisations to attract important sporting events to Melbourne.
   - Facilitate major sporting events by providing sponsorship and logistical support.
   - Ensure the appropriate Melbourne Brand gains maximum exposure to national and international television audiences at major events.

2. **Leverage tourism, commercial and visitation opportunities from major events being staged in Melbourne.**
   - Add value to existing and new sporting events through cooperative marketing, cross-promotion and network development with key strategic partners.
   - Deliver a City Activation Program for major events and encourage satellite sporting events in the city such as live sites linked to major sporting events.
   - Work with event organisers and Tourism Victoria within the framework of the Melbourne Tourism Action Plan to maximise the benefits of sporting events to tourism.
   - Encourage city businesses to celebrate major sporting events and successes through in-store theming, events and promotions.
   - Assist in the staging of major events to maximise financial return for other city sectors, like retail, hotel and dining.
   - Strongly represent Melbourne’s colourful sporting image through marketing activities including honour parades, city decoration and special promotions.

3. **Forge links and partnerships with others who share the City of Melbourne’s vision for a sustainable and vibrant sporting capital.**
   - Provide expert service to Melbourne sporting bodies and major city sporting venues to assist them in their sporting endeavours.
   - Work actively with key stakeholders to explore and cultivate sporting opportunities.
   - Promote Melbourne as a sporting capital through relevant business and cultural delegations and its Sister Cities, by establishing a calendar of sporting events and exchanges.
MELBOURNE’S WATERFRONT

The city’s stunning waterfront is a diverse playground for anyone who loves the great outdoors. Melburnians have an affinity with water and flock to our evolving waterfront for culture and recreation. Alfresco dining and bars, exciting events, stylish shopping, urban art, sports, leisure and entertainment: the Yarra River and Docklands precinct has it all.

Positioning

Melbourne has seized the opportunity to become a vital waterfront city, with an abundance of shops, cafes, restaurants, apartments, offices, attractions, urban art and parks and gardens running right through the heart of the city.

Objectives and Strategies

1. Ensure Melbourne is recognised locally and internationally as a waterfront city.
   - Deliver dedicated marketing messages celebrating the strengths of the waterfront and fully integrate the waterfront message in the Melbourne Marketing Program.
   - Promote Melbourne’s waterfront as a vital component of the ‘Melbourne experience’.
   - Promote all areas of the Waterfront (Docklands, Southgate, Federation Square, Crown Entertainment Complex, Southbank Promenade, Northbank and the Capital City Trail) to emphasise the scope and variety of the waterfront experience.
   - Promote Melbourne’s waterfront as an active waterway and arterial route through the city centre via water taxi, ferry and the Yarra River Tourist Shuttle service.
   - Work in partnership with key stakeholders to implement the Melbourne Waterfront Tourism Action Plan.
   - Provide support for significant yachting events such as Melbourne Osaka Cup – double handed yacht race (with international exposure and pre race events).
   - Promote Melbourne Docklands as a yachting destination within Port Phillip Bay.
   - Work with Victorian Major Events Company to secure sailing and other water based events which will deliver tourism and media exposure for Melbourne.

2. Increase awareness and attract more visitors to Melbourne Docklands
   - Deliver a high-penetration awareness campaign in the first year of the Docklands handover (2007-2008), to be maintained and integrated in all marketing activities.
   - Deliver compelling consumer promotions capitalising on the key identified strengths of dining, bars and entertainment.
   - Provide an annual calendar of events showcasing Melbourne’s waterfront to increase visitor numbers and reduce consumer perception of inaccessibility.
   - Develop partnerships with Docklands stakeholders to ensure a cohesive and collaborative approach to raising the profile of the area.
   - Raise the profile of the developing Blue Park facilities at Docklands locally, nationally and internationally.

3. Enliven Melbourne’s Waterfront
   - Support and promote the development of a calendar of public events at key waterfront destinations to enliven the waterway.
   - Extend the scope of existing major City of Melbourne events to embrace waterfront venues to a greater extent eg Melbourne Food & Wine Festival, New Year’s Eve, Melbourne Spring Fashion Festival.
   - Increase the profile and magnitude of water based events such as Moomba Waterfest.
MELBOURNE DOCKLANDS

Melbourne Docklands waterfront precinct complements and enhances Melbourne's position as one of the world's most liveable cities. The transfer of municipal authority of the precinct to the city will give the Melbourne Docklands community a stronger local voice. It will double the size of Melbourne's CBD and will officially return the waterfront to the city.

As development increases in the Melbourne Docklands over the next 15 years, so will the population which is currently made up of 6,000 residents, 7,000 workers and 6,000 daily visitors.

Located west of the CBD on the magnificent Victoria Harbour and 3km of Yarra River frontage, Docklands is fast becoming one of the world's greatest urban domains. With its spectacular harbour, stunning views, unique urban heart, grand promenades, historical wharves, new marina and parkland, award winning restaurants and stylish bars - Melbourne Docklands is a welcomed addition to the city.
DESIGN, CREATIVITY AND INNOVATION

Where San Francisco, Cape Town and Sydney are products of their spectacular settings, Melbourne is the product of design.

From Federation Square, the MCG, Melbourne Museum and the National Gallery through to the small bars, shops and clubs within our lanes and arcades - all contribute to Melbourne’s design reputation. Its public art greets you as you arrive at Melbourne’s Gateway, accompanies you on your journey across The Bolte, Eel Trap, Coathanger and Sandridge bridges into its streets with artists such as Akio Makagawa, Simon Perry, Inga King, Petrus Spronk, Clement Meadmore and Debra Halpem and awaits your arrival at key locations with works by Ron Robertson-Swann, Peter McNeil-Stitt and Lisa Young.

Its streets and lanes are a showcase of fine design in fashion, jewellery and furniture supported by ephemeral laneway art installations against the backdrop of jazz, rhythm and blues, rock and folk music in small well designed bars and cafes.

Melbourne’s icon is not a single building: it is a slowly revealed creative experience that forms the very basis of its being. The Melbourne Marketing Strategy 2007 - 2011 will build on these existing strengths in an incremental way that continues to seduce its residents and visitors alike.

Positioning

Melbourne is an icon of design, creativity and innovation in Australia and overseas. The city proudly celebrates design initiatives that have a unique impact in the design world.

Objectives and strategies

1. Ensure Melbourne is recognised as Australia’s leader in design, creativity and innovation.
   - Fully integrate the strengths of design, creativity and innovation within the Melbourne Marketing Program.
   - Support and promote design festivals, events, innovations and major new city design initiatives.
   - Promote initiatives which create greater public awareness of what design is and what it encompasses.
   - Produce a design, creativity and innovation brochure to add to the suite of brochures promoting the city’s strengths.
   - Highlight design imagery in all Melbourne Marketing messaging and support credible Melbourne design publications.
   - Cultivate and strengthen partnerships and alliances with key organisations across the design professions to continue to deliver high calibre festivals and events.
   - Encourage the use of city venues for design events and festivals to reinforce the city’s competitive advantage.
   - Support Federation Square’s vision ‘..to be recognized internationally as a contemporary world site and Melbourne’s inspirational Public Square’.

2. Celebrate and promote Melbourne’s new design assets
   - Ensure the city’s historic, contemporary and emerging destinations of architectural significance are emphasised in the Melbourne Marketing Program.
   - Produce and distribute interpretive information about Melbourne’s new and developing design assets.
   - Promote city features focusing on Melbourne’s development and design.
Melbourne is synonymous with entertainment and the city hosts an array of attractions equal to any in the world. World class entertainment centres. Exquisite historic theatres, the spectacular Royal Botanical Gardens, cutting edge museums and art galleries, the Royal Melbourne Zoo, Australia’s largest Aquarium... the list goes on and on.

Positioning:
The city is the geographic hub of Melbourne’s world class attractions and spectacular entertainment offering, confirming its status as the ultimate entertainment destination.

Objective & strategies:

1) Raise the profile of Melbourne’s exceptional entertainment and attractions offer to attract more visitors.
   - Fully integrate the strengths of the city’s attractions within the Melbourne Marketing Program and ensure quality exposure in tourism publications and outlets.
   - Profile the variety of city attractions through targeted marketing campaigns like the School Holidays program, seasonal campaigns and special interest publications.
   - Provide marketing support to increase consumer awareness of new attractions while maintaining exposure for existing venues and attractions.
   - Encourage city attractions to use the services provided by Tourism Melbourne to increase their profile in international, domestic and local markets.
   - Exploit the lucrative Business Events market through promotions and collaborative marketing activity.
   - Assist in the promotion of the city’s historic theatres.

2) Provide commercial opportunities by connecting with entertainment venues and attractions in the city.
   - Provide increased opportunities for investor partners through collaborative advertising such as City of Melbourne branded television advertising.
   - Provide retailers with cost-effective opportunities to participate in the Destination Marketing campaign through sponsorship, joint venture, promotions and investment in advertising features and collateral.
   - Work with retailers to develop new collaborative initiatives such as the City Rewards program.
   - Encourage tour operators to promote city attractions and entertainment features.
   - Keep city attractions informed about Melbourne Marketing opportunities through bi-annual attraction forums, the annual Melbourne Marketing Program publication and quarterly marketing updates.

3) Establish Melbourne’s position as a family friendly and affordable entertainment destination.
   - Promote and deliver free family events and programs such as Christmas in the City, Summer Fun in the City, Moomba Waterfest etc to encourage visitors to the city.
   - Feature the city’s range of family entertainment events and centres in targeted marketing campaigns and seasonal promotions with additional in-kind support for relevant venues and events.
10. THE CITY OF MELBOURNE’S ROLE IN TOURISM

For over a decade, the City of Melbourne has been the key provider of information and services to local visitors and tourists when they arrive in the city.

Tourism dollars are already a significant contributor to the city’s economy. 25% of all retail sales in the city are related to tourism, and this proportion is likely to increase.4 Although they are fewer in number, tourists spend more per trip to the city than visitors from the local market.

The City of Melbourne is responsible for welcoming tourists to the city and providing information that helps them make the most of the city’s diversity.

It promotes the city to domestic and international tourist markets by supporting Tourism Victoria’s campaigns, providing content and investment for other tourism campaigns and publications and delivering on the ground tourist services to visitors.

Information on Melbourne’s unique visitor experience is communicated through images and advertising encouraging travel to the city. This strengthens Melbourne’s point of difference in the marketplace so that tourists are likely to enjoy their stay more and stay for longer.

Objectives

1. Provide tourists with easily accessible information promoting the city’s unique range of experiences.

This will be achieved through:

- City strength brochures distributed at the Melbourne Visitor Centre, online at thats melbourne.com.au, and through national and global tourism marketing networks.
- Promotion of the city’s safety programs and information such as the 10 Tips on Enjoying Melbourne brochure.
- Web-based information on the city for the tourism industry (staff at the Melbourne Visitor Centre at Federation Square, Tourism Australia, Tourism Victoria, Destination Melbourne, tour operators and hotel concierges). Content includes the following:
  - City experiences.
  - Profiles of the city’s precincts (characteristics, features and points of interest).
  - Themed ‘sample’ itineraries showcasing the city for use by visiting journalists, travel guide writers and by tourists.
  - Information on the Melbourne Visitor Centre at Federation Square and services available.
  - Information on the city’s tourist services (Ambassadors, Melbourne Visitor Centre, Melbourne Visitor Booth).
  - City maps showing the Melbourne Visitor Centre, parks and gardens, major attractions and landmarks, hotels and backpacker accommodation and transport.
  - Fact sheets (e.g. transport, distances from city to airport, bus and rail terminals).
  - A list of major city attractions: contact details, opening hours, entry prices and tourist facilities.
  - Promotion of the Melbourne Visitor Centre at Federation Square as Melbourne and Victoria’s premier tourist and visitor information hub – the place to go for city information, What’s On listings, City Hot Spots, calendar of festivals and events and all tourist enquiries.

2. Help tourists to engage with the city by packaging city experiences and attractions.

This will be achieved through:

- Self-guided walks exploring the city’s unique features, eg public art, heritage, laneways, sport, parks and gardens, multicultural Melbourne and the city’s precincts.

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4 Strategic Research, City of Melbourne. 1999.-
• Self-guided walks to key areas, eg a walk linking the Shrine of Remembrance, the Royal Botanic Gardens, King’s Domain, Alexandra Gardens and ‘The Tan’; a walk linking the Melbourne Museum, Carlton Gardens and the Royal Exhibition Building, Lygon Street and The Ian Potter Museum of Art.
• Promotion of popular tram, cycling and walking routes (including the free City Circle Tram and the free Melbourne City Tourist Shuttle bus).

3. Grow awareness of city experiences and events through the tourism and travel industry. This will be achieved through:
• Briefings on the city for the tourism and hospitality industry (hotel concierges, the taxi industry, tour guides/interpreters, boat and tour bus operators).
• Collaboration with Destination Melbourne, precincts, cultural institutions and other city stakeholders to develop tourism product for overseas markets.
• Development of special interest itineraries (eg behind the scenes tours of art galleries) for tourism industry operators in domestic and international markets.
• Creation of city-based product for promotion through trade events and for inclusion within tourism and travel wholesale programs.
• Supply of destination information and suggested city itineraries for inclusion by tour operators, wholesalers, and inbound operators in national and international tourism/travel programs.
• Working collaboratively with Tourism Victoria to achieve this key objective.

4. Achieve high awareness of the city’s unique experiences within tourist markets. This will be achieved through:
• Showcasing the city and its experiences at the Melbourne Visitor Centre at Federation Square.
• Promoting the city through strategically positioned websites in national and global markets such as thatsmelbourne.com.au, visitvictoria.com, and australia.com.
• Negotiating strategic marketing opportunities with Tourism Victoria and Destination Melbourne, including participation in seasonal tourism campaigns, key publications, on-line strategies, the Visiting Journalists Program (VJP), consumer and trade expos, and media and pr opportunities targeting lifestyle programs, inflight media and travel guides, and event display promotional opportunities.
• Producing information kits for distribution to airlines, travel guides and lifestyle programs.
• Supporting local, national and international film production in the city through the work of the proposed Filming Officer position at the City of Melbourne.
• Supporting television series filmed in the city through the work of the proposed Filming Officer position at the City of Melbourne.
• Facilitating film and photography permits for media crews sponsored by the ATC and Tourism Victoria.

Tourist Services

Tourism Melbourne, Council’s dedicated tourism branch, is responsible for delivering a network of visitor and information services.

These services play a vital role in delivering on Melbourne’s marketing promise as a friendly, welcoming and accessible city. They also provide valuable information and insights into Melbourne and regional Victoria.

Melbourne Visitor Centre at Federation Square

The Melbourne Visitor Centre is a one-stop shop of tourist information located at Federation Square. The centre offers information about Melbourne and the state of Victoria. The centre assists over one million visitors each year, over half of whom are internationals tourists.
Melbourne Visitor Booth in the Bourke Street Mall

Every day at the Melbourne Visitor Booth, volunteers and staff answer hundreds of visitor inquiries on shopping, tourism and directions in the city. In 2006, they assisted more than 500,000 visitors to Melbourne.

City Ambassador Service

City Ambassadors are trained volunteers who rove around the city centre in distinctive red uniforms answering enquiries. Ambassadors can be found in the retail heart of Melbourne in the area bordered by Elizabeth, Flinders, Russell and Latrobe streets.

Cruise Ship Meet and Greet Program

An information desk at Port Melbourne's Station Pier awaits passengers as they disembark. Staff and volunteers provide information on the city's latest events and attractions. The program is run by the City of Melbourne and operates during the cruise-ship season from November to March on days when ships are in port.

Melbourne City Tourist Shuttle

The Melbourne City Tourist Shuttle is a FREE bus service, stopping at key tourist attractions and destinations in and around the city. Onboard you can view the city in comfort, while listening to an informative commentary about the city's attractions. You can hop on and hop off at any of the 15 stops. Runs daily, every 15–20 minutes from 10am to 4pm.

Melbourne Mobility Centre

The Melbourne Mobility Centre, at Federation Square, provides access information and facilities, mobility equipment for hire, a quiet place to rest and can also arrange the delivery of equipment to Flinders Street Station and/or city hotels.
11. MARKETING SUPPORT FOR BUSINESSES

Positioning

Because the city* is recognized as the best place in Melbourne for dining, shopping, leisure and entertainment, city businesses continue to thrive.

Objectives and Strategies

1. Effectively market the city as the clear consumer destination of choice, above all local competition, to ensure maximum commercial benefit to city businesses.
   - Ensure the city’s retail core maintains its dominant position in the metropolitan retail system through a dynamic multi-faceted marketing campaign which promotes the city as the ultimate shopping, dining, entertainment and leisure destination (see Melbourne Marketing Program).
   - Fully support and integrate all business sectors embodying Melbourne’s core destination strengths within the overall Melbourne Marketing Program.
   - Ensure that Melbourne’s pockets of distinctive character and ethnicity continue to invite repeat visitation by each offering a unique cultural or city experience.

2. Ensure that city businesses gain maximum commercial return from the city’s unrivalled diversity of experiences.
   - Communicate to city businesses new developments and initiatives in the arts and entertainment sectors that present leverage opportunity (See Chapters on Bars & Nightlife, Dining, Culture & Arts, Attractions & Entertainment).
   - Ensure that city businesses are fully aware of upcoming major events, and facilitate appropriate business connections that will generate maximum dollar return. (See chapters on Sport and Events).
   - Promote the city’s ambient appeal in commercial, architectural and artistic design and innovation as integral to the city experience (See chapter on Design, Creativity & Innovation).
   - Support and recognise emerging destination strengths.

3. Stimulate investment and participation in Melbourne Marketing activities by city businesses.
   - Publish by March each year the annual Melbourne Marketing Program for the following financial year, outlining collaborative marketing investment opportunities.
   - Expand the existing collaborative marketing model to increase participation by business and supplement the City of Melbourne’s contribution to marketing costs. (See ‘Strategic Partnerships’).
   - Provide direct retail exposure for contributing city businesses via the City Rewards Card.
   - Increase the scope of investment opportunities so that more businesses can align themselves with Melbourne Marketing activities.

4. Ensure maximum commercial return for city businesses from the City of Melbourne and Tourism Victoria’s tourism initiatives.
   - Hold regular industry forums to communicate to city businesses the strategic direction and ongoing activities and opportunities of the Melbourne Marketing Program.
   - Encourage city businesses to invest in Tourism Victoria campaigns targeting interstate and international visitors.
   - Ensure that city businesses are aware of all collaborative marketing opportunities presented by tourism (via the City of Melbourne, Tourism Victoria, Destination Melbourne, Victorian Major Events and Melbourne Convention and Visitors Bureau). See Chapter on Tourism.
ACCESS

Accessibility is vital if the city is to continue to be commercially viable. Although Melbourne is exceptionally accessible by public transport and well served by parking, there is still a perception that the city can be hard to access, and expensive and difficult to navigate. These negative perceptions have a direct impact on visitor numbers and spending in the city.

The City of Melbourne addresses the overall issue of access in the comprehensive 2006 Transport Strategy. This strategy aims to complement the Transport Strategy by addressing issues that specifically relate to maximising consumer visitation and is an extract from the Melbourne Retail Strategy 2006 -2012.

Objectives & Strategies

1. **Increase favourable perceptions amongst local consumers about access to the city**
   - Develop a dedicated marketing campaign promoting a positive city access message to counteract negative perceptions that shopping in the city is “too hard.”
   - Partner with Metlink to deliver a cooperative marketing campaign to ensure a consistent, year-round message that combines destination and event specific marketing messages with information on access.
   - Promote a range of access options to retail hubs including public transport, driving, walking and park and ride facilities.
   - Include specific messages in marketing campaigns detailing discounted access options such as weekend parking rates.

2. **Provide consumers with added incentives to access the city via public transport and shop in the city**
   - In partnership with Metlink, develop a range of special discounts and offers available at retailers throughout the city for public transport. ticket holders specific to weeknights and weekends to encourage retail visitation.
   - Provide added incentives and bonuses to Smartcard ticket holders who repeat visit.
   - Work with Metlink to deliver public transport incentives at key times during the year like Christmas.

3. **Encourage retail staff to see the city as the retail workplace of choice over other retail centres**
   - Develop and deliver a package of city benefits for new employees in the city.

4. **Provide consumers with better parking options at off-peak times and weekends**
   - Commit a percentage of revenue from the Congestion Levy to market the city as a destination that is easily accessible.
   - Form a coalition of car park operators to consult on messages relating to city parking and develop a cooperative campaign to address perceptions that city parking is difficult and expensive.
   - Work with car parking operators to extend and actively promote weeknight and weekend discounted parking rates.
   - Extend parking/shopping discounts with discounted hourly rates for shoppers in the city.
13. SUPPORTING THE LIVEABILITY OF MELBOURNE

Melbourne is a city that celebrates a diversity of cultures and the contributions they make to our vibrancy and colour. We provide and promote services and resources to ensure that people of all abilities can enjoy what the city has to offer, and we ensure that events and programs cater for the scope of people within our community including young people, the aged, families, and people with a variety of circumstances.

Our late night entertainment precincts are famous for the choices they offer, but we also support responsible behaviour by owners and operators of licensed premises as well as patrons.

We support and advocate measures that increase safety 24 hours a day including late night transport, safer car parks, information hubs, the City Ambassadors program and the Welcome shops, because real and perceived safety contributes to our reputation as a World Health Organisation Safe Community.

We aim to ensure that visitors find Melbourne a welcoming city with a variety of resources and experiences, in turn creating credible and enthusiastic “good will ambassadors” for Melbourne to the rest of Australia and the world.

Melbourne City Council has endorsed policies and strategies and delivers programs to ensure that the City is welcoming and inclusive for everyone.

Objectives

1. **Promote accessibility for all**
   - Ensure major City of Melbourne events such as Moomba Waterfest, Christmas celebrations, New Years Eve etc are free events and cater for all segments of community.
   - Promote Melbourne Mobility Centre as a service that provides access information and mobility aids to assist and ensure ease of access for people of all abilities.
   - Promote City of Melbourne’s affiliation with the Companion Card Scheme, ensuring access to the City’s opportunities for people of all abilities including those needing a carer.
   - Promote access publications such as the **CBD Mobility Map, Accessing Melbourne and City Eating.**
   - Provide resources such as Welcome shops, City Ambassadors, **10 Tips for Enjoying Melbourne** brochure.

2. **Promote responsible consumption of alcohol**
   - Ensure all promotions, marketing and advertising relating to entertainment at licensed events and venues adhere to local, state and national drug and alcohol strategies including the City of Melbourne Drugs Action Plan 2004-2006 and Strategy for a Safer City.
   - Ensure alcohol related promotions are mindful of City of Melbourne harm minimisation strategies and promote a responsible culture of alcohol consumption.
   - Ensure bar and nightlife promotions do not target underage people.
   - Ensure the alcohol free policy and the safe environments of major city events are clearly promoted within event marketing collateral.

3. **Build on Melbourne’s multicultural heritage and strengths**
   - Align marketing activities, where applicable, with the Multicultural Strategy – A City of Opportunity 2005-2009, supporting multiculturalism within the City of Melbourne.
   - Promote and cultivate Melbourne’s key Cultural Precincts in order to maintain the heritage of the city, support cultural communities and create sustainable business and tourism related opportunity.
   - Support the Indigenous cultures of Victoria, with particular emphasis on the consumer strength of Art and Culture.
14. INVESTMENT MODEL

Strategic partnerships are vital to the success of Melbourne Marketing because they enable us to leverage new and existing campaign activity and achieve more from our spend.

These partnerships are critical to the ongoing growth of Melbourne Marketing activity. Pursuing and developing these partnerships are a key business strategy, equally vital to the growth of our existing campaigns and to securing the long term feasibility of new activity.

Each year the City of Melbourne develops and releases the Melbourne Marketing Program (the annual action plan relating to the Melbourne Marketing Strategy), including a full investment prospectus for the following financial year. The content of the prospectus is subject to both the annual budget process of Council, and the degree of investment participation by city businesses.

The Melbourne Marketing Program is launched to city stakeholders, businesses and partners, via an event each February. The purpose of the event is to communicate the breadth and depth of the City of Melbourne’s involvement in creating opportunities that promote city growth, with a view to inspiring attending businesses to actively participate in these marketing initiatives.

Furthermore, the event helps to create a sense of ‘ownership’ in that the renewed vibrancy in the city and the potential surrounding this, goes hand in hand with the initiatives and contributions by city businesses.

The document is also used as a marketing tool for the Melbourne Marketing and Major Events Division, and to seek investment partners for new initiatives year round.

Strategic Partnerships consist of Cash sponsors, Joint Ventures, In-Kind Sponsors and Media Partnerships.

15. CONSULTATION PARTNERS

City of Melbourne relies on the formal and informal advice of a wide range of stakeholders, partners, industry bodies and interested individuals in managing the marketing of our city. The following formal advisory bodies have been consulted in the development of this strategy:

- The Melbourne Marketing Advisory Board
- The Melbourne Retail Advisory Board
- Precinct Advisory Group
### Appendix: STRATEGY CONTEXT GRID

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Melbourne Marketing Strategy 2007 - 2011</strong></td>
<td>Sets the strategic direction for the destination marketing of Melbourne with brand cohesion across consumer and business sectors. Clarifies the City of Melbourne’s role in marketing to local, national and international markets. Highlights the connection between a destination of consumer appeal, and a viable business investment location.</td>
</tr>
</tbody>
</table>
| **Melbourne Retail Strategy 2006 - 2012**    | A joint initiative of the City of Melbourne and the Victorian State Government. Aims to deliver strategies specific to Melbourne’s retail offer. Chapters comprise:  
- Marketing  
- Precincts - Melbourne’s distinct pockets of experience  
- Retail liaison and lobbying  
- Investment Attraction & Retail Mix  
- Sector Development  
- Visitor Information provision  
- Culture/The Arts – Architecture & Design |
| **Melbourne Business and Trade Development Plan 2007 - 2010** | Developed by Business Melbourne, the Plan guides the development of programs and initiatives aimed at improving Melbourne's performance as a centre for business and trade. The Plan aims to:  
- outline the strategic directions to be pursued by the CoM in the areas of business and trade development;  
- specify selected business sectors and offshore markets  
- identify and describe strategic actions to be pursued over the period of the plan  
- outline a monitoring and reporting procedure for tracking outcomes from the plan. |
| **Positioning Melbourne – a global city strategy** | A comprehensive City of Melbourne Global Positioning strategy that enhances links and joint opportunities for identified international partners. The project considers the existing range of international relationships and partnerships and other potential opportunities, with a focus on China, India and the United States of America. Prioritises the achievement of tangible benefits for Melbourne and Victoria and supports Melbourne’s Global Positioning. Sectors include:  
- Trade and business promotion  
- Research collaborations and public policy  
- Major event management  
- Tourism and convention promotion  
- Environmental policy  
- Inter-government exchanges  
- Promotion of peace and harmony between people  
- Cultural exchange  
- Multiculturalism  
- Communications |
| **Melbourne Transport Strategy**              | Key Deliverables include:  
- **Urban Planning and Design Strategies**  
  - Improve pedestrian environment and linkages  
  - Integrate transport and land use planning  
- **Parking and Traffic Management Strategies**  
  - Review provision of on-street parking and access  
  - Improve cycling opportunity  
- Address road congestion  
- Access and Advocacy for Public Transport  
  - Invest in public transport |
<table>
<thead>
<tr>
<th>Plan/Strategy</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Melbourne Tourism Plan</td>
<td>Sets out how the City of Melbourne influences and facilitates tourism in the City. It outlines the economic, social and cultural benefits that visitors to Melbourne bring. A summary of tourism-related policies, strategies and plans developed by the City of Melbourne is provided. The roles and responsibilities of the City of Melbourne are also defined. The plan provides the strategic direction for the City of Melbourne’s role in the city’s tourism development. It outlines the direction for greater strategy and engagement with the industry and identifies the challenges. National and State industry agenda are linked to ensure to all a cohesive and consistent approach to developing Melbourne’s tourism industry.</td>
</tr>
<tr>
<td>Knowledge City Strategy</td>
<td>An overarching plan to establish Melbourne as the intellectual and knowledge centre of the Asia Pacific. Will establish a new framework of relationships and interaction with Melbourne’s universities and position the capital city as the leader in educational excellence.</td>
</tr>
<tr>
<td>Parks Policy</td>
<td>Describes the city’s vision for its parks and gardens and establishes guidelines for their effective management. Includes strategies for: park management, commitment to existing parks areas and exploration of new ones, national significance of the city’s parks and the needs of its users, provision of quality facilities for park visitors including recreation and leisure opportunities.</td>
</tr>
<tr>
<td>Arts Strategy 2004 -2007</td>
<td>Outlines Council’s key directions and initiatives in supporting the Arts. Contains the City of Melbourne’s vision for promoting, encouraging and growing Melbourne’s arts community.</td>
</tr>
</tbody>
</table>
## CONSULTATION FEEDBACK – DRAFT MELBOURNE MARKETING STRATEGY 2007 - 2011

<table>
<thead>
<tr>
<th>INTERNAL</th>
<th>FEEDBACK AND ACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts &amp; Culture</td>
<td>Various comments relating to requirement for more detail /specific actions. These will be addressed in the annual Marketing Program which is the year by year articulation of the overall strategy.</td>
</tr>
<tr>
<td>Sustainable City Research</td>
<td>Sent the latest estimates and forecasts. Section 7: Market Research has been updated.</td>
</tr>
<tr>
<td>Financial Services</td>
<td>Suggested including our strategies to attract investment. This is now addressed in Section 14: Investment Model.</td>
</tr>
<tr>
<td>Sustainability &amp; Innovation</td>
<td>Suggested that we reflect Melbourne as sustainable city within overall theme &amp; text. Some specific suggestions re where we could reflect Council’s goals in environment &amp; sustainability, including how people travel to/from/around city. This now addressed in Section 12: Access.</td>
</tr>
<tr>
<td>Asset Services</td>
<td>Notes there are no projections re additional operational requirements to support the extra city usage created by more visitors etc. Requests action plan to show this detail. Response: It is not the role of this strategy to identify service provision (see scope of strategy section). These issues are addressed by Corporate Communications and in other Council strategies. This document looks at how we attract consumer visitation.</td>
</tr>
<tr>
<td>Business Melbourne / Corporate Communications</td>
<td>Query regarding the use of Melbourne brand re Business Melbourne outputs. This issue has been resolved.</td>
</tr>
<tr>
<td>City Strategy</td>
<td>Several specific comments across the document re wording, context etc – each have been addressed. Most significant overall comment relates to Transport Strategy – a) “Who Uses the City” and b) Accessing Major Events data. These are now addressed in a) Section 7: Market Research, and b) Section 12: Access.</td>
</tr>
<tr>
<td>EXTERNAL</td>
<td>FEEDBACK AND ACTION</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Design &amp; Culture</td>
<td>Several specific comments (terminology, wording, etc) across the body of the document – these have been addressed where appropriate.</td>
</tr>
<tr>
<td>Community Services</td>
<td>Comments relating to accessibility for people of all abilities, safety, responsible alcohol consumption policy, reinforcing inclusiveness of activities in marketing campaigns etc. These have been addressed by the inclusion of a new section - Section 13: Supporting the Liveability of Melbourne.</td>
</tr>
<tr>
<td>George Patterson Y&amp;R</td>
<td>Comments relating to the detail of the Branding section. This level of detail is to be addressed in annual Marketing Program, the year by year articulation of the overall strategy.</td>
</tr>
<tr>
<td>Yarra Tourism</td>
<td>Various comments re some services not available to Southbank. This addressed in Section 7: Market Research, regarding future extension of survey area.</td>
</tr>
<tr>
<td>Destination Melbourne</td>
<td>Message of support &amp; congratulations on the Strategy. Will refer to new CEO – commences 31/10/06.</td>
</tr>
<tr>
<td>Flinders Quarter Precinct</td>
<td>Concerns re noise and promoting after hours drinking. Now addressed in Section 13: Supporting the Liveability of Melbourne.</td>
</tr>
<tr>
<td>Monash University</td>
<td>Overall support for Strategy. Some general comments relating to retail v fashion references.</td>
</tr>
<tr>
<td>Metlink</td>
<td>Overall support for Strategy. Minor technical amendment suggested and incorporated.</td>
</tr>
<tr>
<td>Tourism Victoria</td>
<td>Overall support for Strategy. Requested greater reference to the role of Tourism Vic, plus various other comments. These comments have been addressed within Section 4: Destination Marketing Roles, Section 6: Branding and Section 10: City of Melbourne’s Role in Tourism.</td>
</tr>
<tr>
<td>Victorian Major Events Company</td>
<td>Strong Support for Strategy. Some specific recommendations for inclusion regarding attracting blockbuster musicals and commercial theatre offerings, and sailing and other water based events, plus included some recent event statistics. Now addressed within Section 9: Melbourne’s Destination Strengths (Culture &amp; Arts; Events; Melbourne’s Waterfront)</td>
</tr>
</tbody>
</table>
MEMBERSHIP – CITY OF MELBOURNE ADVISORY BOARDS

Melbourne Retail Advisory Board

<table>
<thead>
<tr>
<th>Mr</th>
<th>Bernie Brookes</th>
<th>Corporate Retail Representative</th>
<th>CEO</th>
<th>Myer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr</td>
<td>Jason McVicar</td>
<td>Corporate Retail Representative</td>
<td>Manager</td>
<td>David Jones</td>
</tr>
<tr>
<td>Mr</td>
<td>Damien O’Connor</td>
<td>Corporate Retail Representative</td>
<td>General Manager</td>
<td>Melbourne Central / GPT</td>
</tr>
<tr>
<td>Mr.</td>
<td>Stephen Jensen</td>
<td>Corporate Retail Representative</td>
<td>General Manager</td>
<td>QV Property Management Pty Ltd</td>
</tr>
<tr>
<td>Ms.</td>
<td>Emma Goodisir</td>
<td>Independent Retailer</td>
<td>Director</td>
<td>Eg.etal</td>
</tr>
<tr>
<td>Mr</td>
<td>Joe Briffa</td>
<td>Corporate Representative</td>
<td>President</td>
<td>Australian Retailers Association Victoria</td>
</tr>
<tr>
<td>Ms.</td>
<td>Anne Randall</td>
<td>Transport</td>
<td>Dpt. Chief Executive Officer</td>
<td>Metlink</td>
</tr>
<tr>
<td>Mr</td>
<td>Kyle Johnston</td>
<td>Entertainment/Hospitality</td>
<td>Executive General Manager, Marketing &amp; Entertainment</td>
<td>Crown Limited</td>
</tr>
<tr>
<td>Mr</td>
<td>Roger Nelson</td>
<td>Architecture</td>
<td>Principal</td>
<td>NH Architecture</td>
</tr>
<tr>
<td>Mr</td>
<td>Daniel Grollo</td>
<td>Property Developer</td>
<td>CEO</td>
<td>Grocon</td>
</tr>
<tr>
<td>Cr</td>
<td>Fiona Snedden</td>
<td>Council Representative</td>
<td>Councillor</td>
<td>City of Melbourne</td>
</tr>
<tr>
<td>Mr</td>
<td>Martin Ginnane</td>
<td>State Government Representative</td>
<td>Manager, General Manufacturing &amp; Service Industries</td>
<td>DIIRD</td>
</tr>
</tbody>
</table>
# Melbourne Marketing Advisory Board

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Peter Abraam</td>
<td>Chief Executive Officer</td>
<td>Melbourne Events Company</td>
</tr>
<tr>
<td>Mr Julian Clarke</td>
<td>Managing Director</td>
<td>Herald &amp; Weekly Times</td>
</tr>
<tr>
<td>Mr Wayne Kayler Thomson</td>
<td>Executive General Manager. Strategic Marketing &amp; Industry Development</td>
<td>VECCI</td>
</tr>
<tr>
<td>Mr Brian Kearney</td>
<td>Chief Executive Officer</td>
<td>Australian Hotels Association</td>
</tr>
<tr>
<td>Mr David Chisholm</td>
<td>Board Member</td>
<td>City of Melbourne Cultural &amp; Arts Advisory Board</td>
</tr>
<tr>
<td>Ms Anne Randall</td>
<td>Deputy CEO, Marketing &amp; Customer Relations</td>
<td>Metlink Victoria Pty Ltd</td>
</tr>
<tr>
<td>Mr Peter Lovell</td>
<td>Director</td>
<td>Lovell Chan Pty Ltd</td>
</tr>
<tr>
<td>Mr Greg Mahoney</td>
<td>President</td>
<td>Hardware Precinct</td>
</tr>
<tr>
<td>Mr Bill McHarg</td>
<td>Chairman - Victoria</td>
<td>Colliers International</td>
</tr>
<tr>
<td>Mr David Edwards</td>
<td>Executive Director</td>
<td>Australian Retailers Association - Victoria</td>
</tr>
<tr>
<td>Ms Jennifer Cunich</td>
<td>Executive Director</td>
<td>Property Council of Australia</td>
</tr>
<tr>
<td>Mr Don Richter</td>
<td>Director of Marketing</td>
<td>Tourism Victoria</td>
</tr>
<tr>
<td>Ms Kate Brennan</td>
<td>Chief Executive Officer</td>
<td>Federation Square</td>
</tr>
<tr>
<td>Mr Peter Nicoll</td>
<td>Chairman</td>
<td>Melbourne Business Council</td>
</tr>
<tr>
<td>Mr Jason McVicar</td>
<td>General Manager</td>
<td>David Jones</td>
</tr>
<tr>
<td>Mr Brian Sweeney</td>
<td>Chairman</td>
<td>Sweeney Research</td>
</tr>
<tr>
<td>Mr Kyle Johnston</td>
<td>General Manager Marketing</td>
<td>Crown Ltd</td>
</tr>
<tr>
<td>Mr Anthony Heraghty</td>
<td>Managing Partner</td>
<td>George Patterson Y&amp;R</td>
</tr>
<tr>
<td>Mr Peter Abraam</td>
<td>Chief Executive Officer</td>
<td>Melbourne Events Company</td>
</tr>
</tbody>
</table>
## Precinct Advisory Group

<table>
<thead>
<tr>
<th>Ms</th>
<th>Connie Pagliani</th>
<th>Carlton Business Association Inc</th>
<th>President</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr</td>
<td>Danny Doon</td>
<td>Chinatown Precinct Association</td>
<td>President</td>
</tr>
<tr>
<td>Ms</td>
<td>Mary Poulakis</td>
<td>Collins Street Precinct Committee Inc</td>
<td>President</td>
</tr>
<tr>
<td>Ms</td>
<td>Rosalin Sadler</td>
<td>Flinders Quarter Association.</td>
<td>President</td>
</tr>
<tr>
<td>Mr</td>
<td>Ignatios Karasavvdis</td>
<td>Greek Precinct Inc</td>
<td>President</td>
</tr>
<tr>
<td>Mr</td>
<td>Greg Mahoney</td>
<td>Hardware Precinct Association Inc</td>
<td>President</td>
</tr>
<tr>
<td>Mr</td>
<td>Peter Vodicka</td>
<td>Little Collins Street &amp; Bourke Hill Precincts</td>
<td>President</td>
</tr>
<tr>
<td>Mr</td>
<td>Don Parsons</td>
<td>Magnificent Seven City Arcades Inc</td>
<td>President</td>
</tr>
<tr>
<td>Mr</td>
<td>Craig Williams</td>
<td>The St Kilda Road Campaign Inc</td>
<td>President</td>
</tr>
<tr>
<td>Mr</td>
<td>Mal Wulf</td>
<td>Swanston Street Precinct Association</td>
<td>President</td>
</tr>
<tr>
<td>Ms</td>
<td>Carolyn Fyfe</td>
<td>The Market Precinct</td>
<td>President</td>
</tr>
<tr>
<td>Mr</td>
<td>John Stock</td>
<td>Westend Association Inc</td>
<td>President</td>
</tr>
<tr>
<td>Mr</td>
<td>Andrew Hughes</td>
<td>Yarra River Tourism Association Inc</td>
<td>President</td>
</tr>
<tr>
<td>Mr</td>
<td>Peter Harrington</td>
<td>LLB Precinct from Queen Street</td>
<td>President</td>
</tr>
</tbody>
</table>
FINANCE ATTACHMENT

FINAL MELBOURNE MARKETING STRATEGY 2007-11

Funding of $7.103 million (including $0.500 million of capital expenditure) has been provided in the 2006/07 budget for Melbourne Marketing Strategy.

Funding for the Melbourne Marketing strategy in future years will be subject to the normal budget processes.

Joe Groher
Manager Financial Services
No direct legal issues arise from the recommendation of this 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;”

The Act sets out facilitating objectives at Section 3C (2) including:

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

(c) to improve the overall quality of life of people in the local community;

(d) to ensure that services and facilities provided by the Council are accessible and equitable”.

Section 3D(2)(f) of the Act provides that the role of Council includes “fostering community cohesion and encouraging active participation in civic life;”

Section 3E (1) of the Act further provides that the functions of Council include:

“(a) advocating and promoting proposals which are in the best interests of the local community;

(b) planning for and providing services and facilities for the local community”.

Kim Wood
Manager Legal Services